

The following 28 strategic goals, as contained in ILCWR's Strategic Plan, 2009-12, will guide staff as they work towards achieving organizational ends:

1. AREA OF EFFORT 1: HUMAN RESOURCES PLAN

To develop, implement and evaluate on an ongoing basis, a *Human Resources Plan* that effectively responds to the vital staffing needs of the ILCWR with respect to:

- successfully recruiting competent staff by:
 - exploring the possibility of collaborating with other agencies and connecting with other existing strategies such as Health Force Ontario
 - analyzing data of successful attendants, new hires and other stakeholders to develop a marketing plan for recruitment
 - continuing to advocate for fair compensation for attendant services within the health care system
 - developing strong relationships with educational institutions;
- retaining skilled and experienced staff by:
 - researching the possibility of creating full-time positions in Outreach and Respite
 - reviewing the physical demands of the job of an attendant and identifying possible job redesign initiatives to accommodate the older worker
 - further developing the staff section of the website to provide current information and online training opportunities
 - reviewing possible implementation of shift premiums and further changes to the mileage reimbursement program
 - offering more career development opportunities
 - enhancing staff recognition efforts
 - continuing to improve communication with community-based attendants;
- providing ongoing orientation and training programs for current and new staff;
- developing an annual staff performance appraisal system;
- ensuring health and safety policies and procedures are in place to minimize injuries to employees.

2. AREA OF EFFORT 2: COMMUNICATION PLAN AND COMMUNITY AWARENESS

To develop a *Communications Plan* and create community awareness strategies that:

- effectively communicates the Vision, Mission, Philosophy and Core Values of the organization;
- increase the awareness of the ILCWR and its contribution by:
 - developing a media relations strategy
 - regularly informing representatives from all levels of government
 - actively participating in community events including partnerships
 - developing a more robust website
 - expanding the distribution and placement of agency brochures
 - creating opportunities to network with the business sector and influential community leaders
 - planning and producing ACCESS 2010, a two-day consumer exhibit showcasing programs and services for persons with disabilities;
- better communicate with current and potential ILCWR consumers by:
 - increasing the content, functionality and accessibility of the website
 - improving the use of e-mail
 - developing a newsletter strategy that carries appropriate content, targets specific populations, and is delivered in a timely fashion
 - exploring a phone tree to distribute urgent information
 - enhancing the supervisor-consumer relationships;
- better communicate with ILCWR staff and volunteers by:
 - increasing the content, functionality and accessibility of the website
 - improving the use of e-mail
 - striking a social committee
 - evaluating and improving staff meeting frequency and formats
 - enhancing the supervisor-attendant relationships through positive telephone and face-to-face contact;
- maintain historical information about ILCWR;

- increase and involve the membership base.

3. AREA OF EFFORT 3: PROGRAM DEVELOPMENT, EVALUATION AND RESOURCING

To develop the program and service delivery capacities of the ILCWR to:

- develop an ongoing, participatory and comprehensive evaluation model to ensure quality services;
- respond to appropriate service gaps identified by
 - the WWLHIN's Integrated Health Service Plan
 - other WWLHIN priorities
 - results from ILCWR program evaluations;
- expand consulting and training capacity by:
 - becoming experts on the standards developed by the Accessibility for Ontarians with Disabilities Act (AODA)
 - developing education and training programs on the five AODA standards
 - creating a marketing strategy;
- locate and maintain adequate funds through an annual fundraising plan;
 - pursue various funding sources e.g. governments, grants, service clubs
 - develop new fundraising initiatives e.g. box lunches, spaghetti dinner
 - develop a planned giving program
- nurture positive relationships with our major funders (WWLHIN, IL Canada-HRSD, United Way, Waterloo Region, etc.) to secure ongoing program funding;
- enhance our ability to respond to changing care needs;
- develop our capacity to engage and manage volunteers;
- support and educate consumers to direct their services;
- foster a healthy interdependent relationship between consumers and staff;
- ensure a strong consistency in how services are delivered across the organization;
 - examine the assessment process to ensure all eligibility criteria are met
 - e.g. ability to direct, need for personal care
 - develop protocols for transition planning for end of care situations
- refocus the in-home respite program;

- ensure that risks are managed.

4. AREA OF EFFORT 4: ORGANIZATIONAL DEVELOPMENT

To undertake and continually evaluate the organizational development needs of ILCWR by:

- enhancing the effectiveness of the organizational structure;
- developing board, staff and volunteer roles that support the achievement of the Vision and Mission of the organization;
- actively working to enrich the team building perspectives and capacities of the organization;
- nurturing an organizational culture consistent with its Philosophy and Core Values;
 - develop an internal communication plan
 - effectively use stories to exemplify consistent practices
 - ensure congruence
 - policies and procedures align with ILCWR culture
 - service delivery is consistent with philosophy and values
 - expand opportunities for consumer involvement
 - improve consumer-staff relationships through increased emphasis on customer service
- recognizing, on an ongoing basis, the contribution stakeholders make to the organization;
- continually improving the administrative processes and technical/information capabilities to most effectively manage the agency.