

PEEL CHESHIRE HOMES (BRAMPTON) INC.

2020 - 2023 Strategic Plan

(Board Approved: October 26th, 2020)

Vision Statement

To be recognized as a community leader in enabling people with disabilities to experience an enhanced quality of life.

Mission Statement

To empower people with disabilities to live independently in their community, leveraging best practices and professional support services.

Values

We believe in:

- Each individual has the inherent right to be accepted, empowered, independent and given opportunity
- Responsible, accountable, respectful practices that are based on honesty and integrity
- Staff empowerment and ongoing development
- Strong partnering and collaboration with the community

SWOT Analysis

Strengths

- Diverse, experienced, committed staff, management team, Executive Director and Board of Directors
- Responsive and proactive COVID Pandemic Plan of Action
- Residents with strong and supportive social circle of family and friends

Weaknesses

- Need to review and define the scope of services – only PSW staff, no registered professional medical staff
- Increased needs of the aging residents (secondary medical issues including mental health)
- Financial challenges
- LHIN Budget Approval Process
- Employee morale level due to PCH Agency's financial restraints

Opportunities

- Identifying the capabilities of the staff
- Seek Community Partners for Agency and Resident support
- Mental health support for Residents and staff

Threats

- Union contract terms
- Union and Legal costs
- Ontario Health Budget Approval Process
- No provincial government infrastructure support or safety net for the residents, Agency or Board of Directors

Input Collected from Residents

A meeting was held involving all Residents with Board Members to collect feedback to inform the Strategic Planning Process.

Residents were asked to review the vision, mission and value statements to determine if they reflected the directions the Agency should be moving in. All Residents supported the wording and messaging the new statements.

Feedback from Residents for Board consideration:

- improve the Agency's website
- provide name tags for all staff and residents
- that Board representatives meet with Residents on an annual basis to seek input
- develop a policy that outlines residents' right to privacy within their unit

Identified Potential Community Partners by the Residents:

- PAHA
- Special Olympics
- City of Brampton (sports & social programs)
- Peel Manor
- Meals on Wheels
- Lions
- Media

Input Collected from Staff

Vision Statement: To be recognized as a community leader in enabling people with disabilities to experience enhanced quality of life.

Comments re: Vision Statement

- Respondents agreed that the vision statement should remain the goal for the agency
- Vision Statement reflects what we do at Cheshire because being an advocate is a major role in optimizing our residents/clients' well-being and dignity. While also supporting their independence in the residence and the community. It's important to treat everyone with respect, empathy and compassion no matter the disability and to promote a positive environment.
- The vision statement should be short and have a clear message which is the case with the above vision statement.
- The job that we do at PCH is exactly enabling people with disabilities and enhancing their quality of life

Mission Statement: To empower people with disabilities to live independently in their community Leveraging best practices and professional support services.

Comments re: Mission Statement

- Respondents agreed that the mission statement should remain
- Most people often want to make a difference in their community and in the individual lives of others, being a PSW and having these unique roles enables us to excel by providing that empowerment to our residents to live independently.
- The key word being empowerment. We as a staff need to ensure that people are empowered by providing tools and accessibility. Quality service as oppose to providing routine care. The staff need to be more engaged and should the sense the Individual's needs as they can be unique.
- To offer clients to make choices, and acceptance

Value Statements: We believe in:

- **Each individual having the inherent right to be: acceptance, empowered, independent and given opportunity**
- **Responsible, accountable, respectful practices that are based on honesty and integrity**
- **Staff empowerment and ongoing development**
- **Strong partnering and collaboration with the community**

Comments re: Value Statements

- Statements are important, no recommended changes, give each individual the right to be the best that they can be
- Allows me to put what I have been taught into practice
- That the community supports the clients' needs
- Clients' have ability to make choices
- Clients' have right to inclusion in activities

Staff Comments re: SWOT Analysis

Internal Strengths:

- Well-educated team of professional Personal support workers that provide quality care.
- Good equipment to help residents and staff alike.
- New technology to help staff, residents and managers in having a strong rapport between each other, and having a quicker response time to potential health and safety threats within the residence.
- Teamwork.

Internal Weaknesses:

- The overall health of a workplace includes both physical and psychological well-being of its workers. By treating mental health and its psychological component equally with the physical environment, a workplace can support their workers overall well-being. I really feel this is something that needs work. It will boost the overall staff morale and make for a healthy work place.

External Opportunities:

- I think Cheshire provides great care and flexibility when it comes to client care in residence and outreach. I can honestly say I've never worked at a long-term care, group home etc., where the care has been this good.
- We have great online training programs. We've built relationships by adding our new documenting system with Aetonix.
- We have great contractors who have been doing excellent work both inside and outside the residence.

External Threats:

- Doug Ford. Maybe vulnerable to large competitor action as we are small, we need to make sure we are doing everything we can to make sure we get that funding.

What scares you the most as an employee working at Peel Cheshire:

- If something were to happen to one of the residents while on shift. The health and safety of fellow employees and the possibility if we ever had to evacuate from an environmental disaster.
- Not everyone working as a team

What makes you most proud as an employee:

- Honestly, I love working at Cheshire. I think it's a great company with great opportunities. I am able to keep up my training as Cheshire provides excellent courses and online training. I am very grateful to get my full Health and safety training through Cheshire and now I'm Co-Chair on the Health and Safety board. With the aging residents comes more responsibility and new tasks to help/assist our residents with.
- Treating everyone (residents) with respect and keeping a safe home and workplace

STRATEGIC GOALS – Current 2020 to 2023 goals

Strategic Direction	Strategic Initiative	Strategic Action
Build quality services through the integration with other Networks of Care	Enhance external medical support services to our residents.	Identify changing needs of residents and work with their primary medical provider to connect them to health services within the community.
	Connect outreach consumers to other community support networks.	Train our staff to identify changing medical conditions of our outreach clients and to know who to notify immediately in the case of a marked decrease in the consumer's condition; and long-term how to assist the consumer to connect to other community resources, especially in the case of Health Links for those consumers who have are medically complex and frail.
Drive Quality and Value	Improve the Resident's Experience.	<p>Continue to assess and project the changing needs of the existing residents and determine what added services are required to address their individual needs (i.e.: onsite nursing services).</p> <p>Work towards securing the required funding to add additional full-time positions within the residential program in support of improved resident care.</p> <p>Review the capacity of the Agency (staff qualifications, financial resources, etc.) to meet the expanding and changing health needs of our residents.</p> <p>Review and define the Agency's scope of services and determine in advance when the Agency is no longer able to provide adequate support to an individual.</p> <p>Source training opportunities for staff in how to meet the needs of each individual resident.</p>

Drive Quality and Value (con't)		<p>Collaborate with external resources to ensure that residents are receiving the quality and extent of services that they require from community partners.</p> <p>Review requirements and support for Residents and Staff needs for Mental Health Services.</p>
	Improve the Outreach Consumer's Experience.	<p>Maintain quality services to existing consumers (clients). Work to secure the required funding to expand the outreach (home and community care) program to meet the needs of those 60 plus individuals who are on our waiting list.</p>
Management and Staff Resource Development and Training	<p>Provide increased training opportunities for staff to better equip them to meet the changing needs.</p>	<p>Source training opportunities for management and staff in order to meet the needs of each individual resident.</p> <p>Enhanced Pandemic Training.</p> <p>Enable technology integration; explore new technology opportunities in support of client care.</p> <p>Source Technology enhancements to enable staff to improve efficiencies while maximizing support for Residents.</p> <p>Source training for management staff on "managing in a unionized environment".</p>
Financial Challenges	<p>Enhance funding opportunities and optimize the use of existing resources.</p> <p>Proactively work to develop other funding sources with the goal of decreasing the dependence on government funding.</p>	<p>Proactively manage the residential home and its associated funding.</p> <p>Explore other funding opportunities beyond government support.</p> <p>Proactively resource other funding opportunities to support expanded services and to hire staff with enhanced skills.</p>

Financial Challenges (con't)		<p>Union contract terms – Continue to advocate with the LHIN for annual legal costs within the Agency's approved budget.</p> <p>LHIN Budget Approval Process – work with the LHIN and OHT (Ontario Health Teams) during the transition period in order to advocate for a proactive Budget approval process that meets the financial needs of the Agency.</p> <p>No provincial government infrastructure support or safety net for the residents, Agency or Board of Directors need to advocate for increased Agency support.</p>
Board of Directors - Goals	Opportunities to development and enhance the Board of Directors and its role in supporting the Residents, Staff and Management Team.	Board President and Board of Directors to recruit for new Board Members.
Engage Community and Other Providers	Community Engagement.	<p>Seek Community Partners for Agency and Resident support.</p> <p>Leverage our brand: what we can offer – accurately define the scope of services for the Agency and be proactive in communicating our uniqueness to funders and the broader community.</p> <p>Maintain existing connections.</p> <p>Be involved in the redevelopment of Peel Manor in relation to how it can provide additional services to our residential clients.</p>