



Our Mission: *To
connect, support and
advocate for full
community inclusion for
people with disabilities*



*Already highly rated
Planning to be even better*

Prepared with
assistance from
CMCS Consulting
Services

2021-2024 STRATEGIC PLAN

Coming in 2024

The “Even Better” NVT

Already rated highly by its stakeholders, New Visions Toronto (NVT) will be even better when its new strategic plan has been fully implemented.

That plan sets out actions to be undertaken by:

- The management team, focused on services and staffing;
- The Board of Directors, focused on a range of governance enhancements; and
- The management team and the Board together, focused on advocacy, community awareness, fundraising, finance, diversity and communication.

This means that by 2024, NVT will have enhanced both its services and its staffing. NVT’s Board will provide even better governance. Moreover, through working together, the management team and the Board will have advanced the causes that are important to NVT: raised its profile, generated more funds, protected its financial viability, ensured the continued diversity of both employees and Board members, and increased the flow of information to its stakeholders.



How the 2021-24 Plan Was Developed

People Providing Input

The plan is based on the input of the people who know New Visions Toronto best – people supported, their families, the employee group and the Board of Directors.

All had the opportunity to offer their thoughts through an electronic survey and through a series of focus groups.

There were 123 responses to the strategic planning survey. Survey respondents identified themselves as follows:

- People supported by NVT – 4
- Family members – 43
- Staff (non-management) – 39
- Management – 14
- Board - 7

Five focus groups were held, with a total of 34 people providing input:

- Families – 10
- Staff (non-management) – 3
- Management and administration – 13
- Senior management - 4
- Board of Directors – 4

This means the ideas came from a broad cross-section of people connected to NVT.

Building on a Strong Foundation

Stakeholders viewed NVT and its services very positively.

When asked for an overall rating of NVT and its services, 89% of 118 survey respondents thought they were either very good (50%) or good (39%).

Specific to NVT's residential services, 90% of 113 respondents considered those services to be either very good (53%) or good (37%). Respite services received similar approval, with 93% of 61 respondents viewing them as very good (44%) or good (49%).

Asked to compare NVT's services with those of other similar organizations, 70% of respondents (87) believed NVT's to be of higher quality.

These ratings meant that actions contained in the 2021-24 strategic plan would be built on a strong foundation.

Using Stakeholder Ideas to Create the Plan

The stakeholders providing input had many ideas for change. Those ideas ranged in subject matter from services and staffing to IT and finance on the operations side and from Board models, Board training and fundraising on the Board side.

Everyone's input was consolidated and forwarded to the group that was given responsibility for fleshing out the plan. That group included members of the Board of Directors Brian Maslowski; Alicia Ali; Reshma Bhargava; Doug King; Liam Everett; Robert Kalanda, Betty Vavougios and Sandra Essex.

They were joined by management team members Andy Rotsma; Julie Andrews; Karen Cowan; Lisa Morikawa and Tina Christie.

What the 2021-24 Plan Includes

The ideas for change starting in 2021, as determined by the planning group, were organized under three strategic directions.



Direction 1
**Make NVT's Services & Its Work
Environment Even Better**



Direction 2
**Fortify the Board's Governance
Capacity**



Direction 3
Tackle Opportunities Together

Direction 1

Make NVT's Services & Its Work Environment Even Better

NVT's services were very well rated by its stakeholders. At the same time, many ideas were put forward to make them and the work environment even better.

Direction 1 identifies actions that will further enhance NVT's services and work environment.

Services

Add to efforts already underway to meet NVT's mandate of helping the people it supports to be present in the community and participate fully in community life beyond day programs:

- Foster a culture shift within the staff group towards accountability for making community involvement happen; and
- Research all avenues for accessing Passport funding for the people NVT supports, including by advocating for increased access to funds.

Ensure that Individual Support Plans are person-centred and meaningful:

- Implement actions that enhance staff's connection to each person's goals and opportunities for achieving them, including by reviewing the process for preparing and revising the Individual Support Plans.

Develop a more strategic and proactive approach to providing palliative care:

- Address NVT's capacity to provide end-of-life care to people who want to die at home;
- Promote acceptance and understanding of providing palliative and end-of-life care at NVT and enhance the confidence of those involved, including by providing education and support; and
- Engage with existing community resources to facilitate providing palliative care at home.

Work Environment

Recruitment

- Rebuild the size of the staffing group, post-COVID, so it reaches optimal staffing levels;
- Facilitate the hiring of full-time workers wherever possible;
- Identify ways to successfully compete for skilled employees; and
- Reduce NVT's reliance on third-party staffing.

Training

- Improve initial and ongoing training on developmental disability, especially for staff who lack a developmental service background;
- Ensure staff training is reinforced and that long-term staff are supported to provide leadership and mentorship; and
- Provide ongoing training and support for fostering relationships with families related to the care of their family member, including a strong focus on communication.

Deployment/Performance

- Ensure staff are provided regular feedback and formal performance reviews;
- Improve the match between staff skills and the location in which they work;
- Make the team approach an important part of NVT culture:
 - Identify areas where excellent collaboration has happened within teams and provide staff involved the opportunity to share their approach with other teams;
- Ensure staff are not over-scheduled;
- Minimize the use of overtime;
- Address issues related to attendance and use of sick time; and
- Explore ways to minimize tasks that are not related to support – e.g.: by enhancing housekeeping services.

Information Technology (IT)

- Develop and implement an IT plan focused on making staff's work easier and even more effective:
 - Access appropriate expertise to assist with an assessment of the current situation;
 - Ensure the plan includes ongoing training and support for staff; and
 - Explore the availability of low-cost IT options that contribute to efficiencies, including by reducing time spent on tasks not directly related to providing support as noted above.

Management Team Support

- Identify and implement additional actions by the management team to further enhance its support to staff.

Direction 2

Fortify the Board's Governance Capacity

Non-profit Boards of Directors are made up of volunteers who give their time to act as organizational stewards. In protecting and advancing the work of the organization, they have three roles: leadership, oversight and managing their own work.

Direction 2 covers a range of actions that will make the Board even better, with special emphasis on managing its own work.

Knowledge of NVT's Services

- Ensure Board members have a good understanding of NVT's services, have visited its service locations and attend internal and external events sponsored by NVT.

Board Training

- Arrange regular training opportunities for Board members, including on:
 - The governance duties of policy boards; and
 - Financial literacy.

Board Member Performance

- Develop and utilize a statement of the performance expectations of individual Board members, including related to fundraising;
 - Set requirements for donating to NVT, providing contacts and doing "asks" with staff members.

Stakeholder Input and Representation

- Address the issue of stakeholder input to Board decision-making including from families, and review the current situation regarding family representation on the Board of Directors.

Direction 3

Tackle Opportunities Together

NVT's stakeholders identified a number of opportunities that would be best addressed by the Board of Directors and the management team working together.

Direction 3 sets out actions in the areas of advocacy, community awareness, fundraising, financial vigilance, diversity and communication, to be undertaken by the Board of Directors and the management team.

Advocacy

- Increase the advocacy efforts of NVT's Board of Directors and management team regarding key issues affecting the organization, including increased operating and capital funding, Passport funding and employee compensation.

Financial Viability

- Reaffirm NVT's commitment to financial stability and accountability through the continuation and strengthening of systems that have been implemented for reaching those goals:
 - Ensure the continued vigilance of the Board of Directors is entrenched in its working relationship with the Executive Director; and
 - Communicate actions taken and progress made in offsetting the financial losses caused by the fraud.

Community Profile

- Raise the profile of NVT through increased community awareness and strategic partnerships:
 - Work towards NVT becoming a household name in Toronto and beyond;
 - As part of the process, develop a comprehensive social media strategy; and
 - Encourage staff to communicate the benefits to the broader community of the work they do and to contribute to awareness and fundraising initiatives.

Fundraising

- Develop a list of needs and opportunities that could be met through fundraising:
 - Ensure stakeholders understand that approval of NVT's funder, MCCSS, is required to offer new or expanded services and that this is not something that can be done without receiving increased ongoing operating funding;

- ❑ Develop one or more fundraising events that set NVT apart, like “runs” have done for other organizations;
- ❑ Create marketing materials that will draw donors, volunteers and potential business partners into the organization; and
- ❑ Retain third-party expertise to design and maintain NVT’s website.

Diversity

- ❑ Identify opportunities to further enhance diversity, equity and inclusion at both the Board and employee levels.

Communication

- ❑ Reinforce and add to the knowledge and understanding that NVT’s stakeholders (i.e. people supported, families, staff) have of its goals, operation, challenges and constraints, by further enhancing communication from the management team and the Board of Directors, including by:
 - Distilling important information into FAQ’s;
 - Placing FAQ’s, NVT’s annual report and yearly financial statements in searchable sections of the NVT website and in ShareVision; and
 - Developing ways to redirect people to already-available information when queries are raised.
- ❑ Since not all ideas put forward by NVT’s stakeholders can be included in the strategic plan, identify ideas put forward by NVT’s stakeholders in the survey and focus groups that were not included and update the stakeholders on actions taken to address them – e.g.: regarding possible amalgamation of NVT with other similar organizations.



How the 2021-24 Plan Will be Implemented

Once developed, the onus is on New Visions Toronto to implement its strategic plan.

This will be achieved by ensuring that the actions contained in the plan have timelines attached to them and that there is a process in place to monitor progress.

To this end:

- The Board of Directors will meet and develop an implementation strategy for its part of the plan that includes identifying who within the Board will take responsibility for each action and timeliness for completion, along with additional detail on steps to be taken and benchmarks for measuring progress;
- The Board of Directors will monitor and record progress on the governance items by making the strategic plan a standing agenda item at Board meetings; and
- The management team will monitor, record and report on progress to the Board on operational actions at regular intervals.

The Board of Directors will communicate progress in completing the strategic plan at each annual general meeting at a minimum.

