



## Brantwood Community Services – Strategic Workplan Year 3 (April 1, 2018 – March 31, 2019)

### Progress Report March 31, 2019

PLANNED OUTCOME	PLANNED ACTIVITY	Strategic Plan Goals	ACTUAL ACTIVITIES/OUTCOMES
<b>SERVICE ENHANCEMENT</b>			
1 Develop and enhance alternative housing options based on the integration of optimal service design.(Multi Year Residential Plan)	<p>1a) Continue to develop individualized supports at the Transition to Independent Living Apartment.</p> <p>1b) Pilot a second skill assessment tool and develop learning plans and measure skill development for 2 individuals.</p> <p>1c) Collaborate with, community, DS planning, Regional Service System Planning Table and MCSS to proactively utilize resources and develop innovative residential options.</p>	<p>1.1</p> <p>1.1 1.4</p> <p>1.1 2.2</p>	<p>1a) Developed existing space within 95 Tollgate GH to build SIL style environment for MMC. Renovated apartment at Centre to accommodate WM. WM moved in June 2018.</p> <p>1a) Use of technology to enhance independence.</p> <p>1b) Now in process at Paris Road.</p> <p>1b) Trying It On For Size, a skill assessment tool, initiated at Paris Road and utilized a second time to assess skill development and future training plans. A new location is piloting the tool and using the learning logs in ShareVision to create consistent supports and tracking around the person's independence and skill development.</p> <p>1c) Responded Multi Year Residential Planning referral for 1 person. Proposed and implemented new residential supports in June 2018.</p>

			<p>1c) ED and Senior Managers Chairing local and regional planning tables (i.e. Brant DDS, West Region Service System Delivery Table, Regional Directors)</p> <p>1c) Exploring residential opportunities with CMHC- National Housing Strategy &amp; Habitat for Humanity. City approved new build on Brantwood property.</p> <p>1c) Initial Grant request to CMHC sent in for initial evaluation.</p> <p>1c) Collaboration with MCCSS and local planning tables identifying a TAY, planning and moving her into apartment at 95 Tollgate. Team has worked using alternative supports to develop and maximize independence. Person attends school, administers and manages medication with the goal to live independently in her own apartment.</p> <p>1c) Family Resource Group discussing alternative housing options facilitated with the support of Brantwood.</p> <p>1c) All people supported have a personal bedroom space with the relocation of respite to the Inn.</p>
<p>2. Increase day, evening, weekend and off site respite offerings.</p>	<p>2a) Implement plan that will enable the Inn on Strawberry Hill to operate every weekend beginning June 2018.</p>	<p>3.4</p>	<p>2a) Offered 2 weeks 24/7 Summer Escape respite in July and August through fee for service and RBC grant. Overnight respite at the Inn on Strawberry Hill began every other weekend in September.</p> <p>Primary overnight respite planned for Inn on Strawberry Hill with Bell Lane GH as overflow or for complex cases.</p>

			<p>Bell Lane GH will accommodate overnight respite during the week.</p> <p>2a) All respite services have moved from people's homes to the Inn on Strawberry Hill effective March 2019. This allows Brantwood to respond to the community and family needs for respite.</p> <p>2a) Responded to numerous community respite emergencies.</p>
	<p>2b) Secure upgraded furnishings and renovate Inn on Strawberry Hill to provide enhanced sensory options to diverse clientele.</p> <p>2c) Market and provide off-site, community-based, individualized respite offerings.</p>	<p>3.4</p> <p>1.1</p>	<p>2b) Secured \$50,000 grant from Aberdeen to create additional lounge. Secured window and labour donation from West Brant Window World for new lounge.</p> <p>2b) Renovations completed.</p> <p>2c) Have begun promotion of more off-site community offerings.</p>
<p>3. Develop capacity to sustain the Work- Abilities Program.</p>	<p>3a) Explore funding options through fee for service, ODSP ES, Opportunities Fund)</p>	<p>1.2</p>	<p>3a) Current Work-Ability funding ends February 2019. Applied for Ontario Trillium Foundation sustaining grant – NOT APPROVED.</p> <p>3a) Planning underway to develop a job and volunteer “fee for service” offering at the Abilities Centre. This will allow people to purchase employment supports as a fee for service utilizing passport or individual funds.</p>
<p>4. Position the Recreation Therapy Centre (RTC) as a Community Resource.</p>	<p>4a) All seasonal program and services will be hosted on MyCommunityHub and training will be provided to users of MyCommunityHub.</p> <p>4b) Modernize the RTC (Paint, acquire updated equipment and furnishings)</p>	<p>1.3</p> <p>1.3</p>	<p>4a) Completed. Promoting use of My Community Hub via “Beat the Line – Go On Line” slogan.</p> <p>4b) Acquired new paint, parking spaces, flooring, signage and furnishings.</p>

	4c) Explore name change for the RTC (i.e. The Abilities Centre)	1.3	<p>4c) Alzheimer Society of Brant, Haldimand, Norfolk, Hamilton and Halton &amp; Head Injury Rehabilitation Ontario (aka Brant Brain Injury Services) moved to Brantwood September 2018. Creation of new COMMUNITY HUB together with Brantwood, Twin Lakes and Lansdowne’s Kids Country Inn. Grand Opening Celebration of the new “Abilities Centre” October 17, 2018.</p> <p>All required policies and procedures, promotional literature and signage updated to reflect name change from RTC to The Abilities Centre. Next is the website and reception area video.</p>
5. Integrate person-centred thinking (PCT) principles within organizational planning processes and training for staff.	<p>5a) Increase certified PCT trainers from one to two.</p> <p>5b) Identify and prioritize employees to be trained in PCT.</p> <p>5c) Review and modify existing ELP process and reports to align with PCT processes/philosophy.</p> <p>5d) Develop a strength based internal committee of DSPS that act as a resource for DSPs to facilitate, develop and achieve PCT goals specifically</p>	<p>1.1 3.3</p> <p>1.1, 3.3</p> <p>2.1 2.2 3.1 3.3</p> <p>2.1 2.2 3.1 3.3</p>	<p>5a) One current certified PCT Trainer. Two additional employees (1 Manager and 1 Supervisor) are registered for PCT Certification Training starting November, 2018.</p> <p>5a) 2 Managers in process of completing the PCT Trainers training.</p> <p>5b) 44 new employees completed PCT Training</p> <p>5c) A PCT tool is being used to document goal progress.</p> <p>5c) Quarterly health summaries are being tweaked by Clinical Services Manager and T.H. to reflect more PCT thinking.</p> <p>5d) NTR</p>

	<p>surrounding community, citizenship and relationships.</p> <p>5e) Develop a Safety Care Committee that reviews/ revises training, provides targeted team training, and reviews data to shift culture of “behaviour” to “communication.”</p> <p>5f) Further evolve the nursing role to work collaboratively with DSP’s and physicians in providing a holistic approach.</p>	<p>3.3</p> <p>1.1</p>	<p>5e) Safety Care trainers have reviewed the current delivery of training. A survey was distributed in March 2018 to employees asking for feedback on how the training is currently facilitated and how to improve the training. Committee is currently reviewing the results and exploring online/PolicyTech support to allow for more time discussing challenges/supports of people.</p> <p>5e) New safety care trainer (Supervisor/N. Esposito)</p> <p>5e) The new DSP Night Float is supporting the DSPs and Management team with reviewing the implementation of BSPs, behaviour logs for people supported without BSPs, and has completed trends/pattern reviews.</p> <p>5f) Evolved Nursing role to work more holistically and collaboratively with physicians and front line DSP’s.</p> <p>5f) The partnership with nurses and DSPs is strengthening. There is communication between them to ensure that the people supported get the best care possible. Communication between the DSP’s and nurses has also reduced ER visits as they are problem solving together.</p>
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**COMMUNITY OUTREACH**

<p>1 Increase engagement with families, community and people supported.</p>	<p>1a) Hold Open House(s) highlighting #BestJobEver and #NEOC for community interested in employment opportunities at Brantwood</p>	<p>2.1</p> <p>3.1</p>	<p>1a) Serious staffing shortages locally, regionally and provincially. Brantwood held 20 recruitment events this year. Attendance at events continues to be strong and Brantwood’s turnover remains well below the provincial average.</p>
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	<p>1b) Develop training services for families and staff hired by families in the following areas: E.g. Open Future Learning, Safety Care, Health &amp; Safety, PC Planning, Training and Evaluation for Staff Performance, ESA 101/Fair Workplaces/OHSA 101, Difficult Conversations, and Brantwood DSP Certificate.</p> <p>1c) Collect, analyze and follow up with Agency website feedback.</p>	<p>2.1</p> <p>2.1</p>	<p>1a) Participated in the Laurier Social Service Fair targeting graduates of human services programs. Provided on the spot interviews identifying 4 potential DSP candidates.</p> <p>1b) Training scheduled (October 2018) for Families (both internal and external to Brantwood) on the topic of: SUCCESSFUL PARENTS / HAPPY FAMILIES: 12 STRATEGIES FOR STRESSFUL TIMES facilitated by Dale Munro</p> <p>1b) Training scheduled (October 2018) for Brantwood staff on the topic of: WORKING WITH FAMILIES - facilitated by Dale Munroe.</p> <p>1b) Family Resource Group began meeting as follow-up to the Dale Munroe sessions. The first session focused on the family's obligations as an employer when funding is utilized to hire private workers. The March session focused on educating families about housing options and included an open house that families visited, speaking with people and staff about their experience in this model of housing support.</p> <p>1c) Informal feedback (conversations/emails) shared by families included in website survey data collection.</p> <p>1c) Sent online surveys to families/people supported who participated in Overnight Respite/Inn on Strawberry Hill and <b>March Break</b>/Summer Escape.</p> <p>1c) 15 Satisfaction Online Surveys completed. Data collected and shared. Positive feedback overall.</p>
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	<p>1d) Coordinate an Open House for people supported and their families (Strawberry Social June 2018).</p> <p>1e) Update agency marketing materials, maximize social media, monthly website updates, newsletters, etc.</p>	<p>2.1, 2.3</p> <p>3.1</p>	<p>1d) Completed June 9, 2018. 98 people attended. Solicited, analyzed and shared feedback with staff/Board from this event. All 16 people rated Brantwood’s services as “EXCELLENT”</p> <p>1e) Marketing materials updated.</p> <p>1e) Updated recruitment marketing materials to reflect a “What’s In It For Me” approach to DSP applicants. New ads have been launched on the Facebook and website.</p> <p>1e) Minor changes to website. Average time spent on website has increased by 16.8% (2 minutes, 27 seconds). Increase of 22.65% in amount of users (grew from 5531 to 6784 users).</p> <p>1e) Social Media –Facebook friends reached 6335 – a 70 % increase from last year. Recognition Wednesdays very popular. Twitter - 12.5% increase in amount of tweets. Instagram Account followers increased from 0 – 345.</p>
<p>2. Increase capacity to meet needs of PwDD with complex high needs.</p>	<p>2a) Seek out new cross sectoral opportunities and partnerships (i.e. <b>LHIN/CCAC</b>, MCYS, Children’s Services, Regional High Health Needs Group).</p>	<p>1.1</p> <p>2.2</p>	<p>2a) Alzheimer/Head Injury beneficial to establish future partnerships with the LHIN.</p> <p>Participating in new Transitional Youth Planning Table at Contact Brant (Children’s table)</p> <p>ED representing Brant table at new West Region Service System Planning Table – other sectors to be invited to the table.</p> <p>New opportunity developing with CMHC – National Housing Strategy.</p> <p>Brantwood implemented new DSP Night Float.</p>

	<p>2b) Initiate planning discussions with the MCSS, DSO and Brant Managers Table re programming needs for individuals with high support needs.</p> <p>2c) Invite CL Essex to Brantwood to share their experience with adopting the use of technology in facilitating residential supports.</p>	<p>1.1 2.2</p> <p>1.1</p>	<p>2a) There continue to be monthly meetings with the pharmacist to carry out medication audits and improvements to our systems.</p> <p>2a) A relationship continues to build with the LHIN, and Palliative Outreach Support when we care for someone who requires palliative care. They support us with grief counselling, teaching and end of life care.</p> <p>2b) In process with Brant Managers Table and Contact Brant.</p> <p>2c) Manager attended CL Essex presentation at Conference (February). Management and DSPs attended abilities conference (March) that provides information on technology, different support aides, etc.</p>
<b>CAPACITY DEVELOPMENT</b>			
<p>1. Enhance communication across the agency to ensure planning, consistent supports, problem solving and recognition.</p>	<p>1a) Identify opportunities to capture employee feedback, assess feedback and implement change</p>	<p>3.1</p>	<p>1a) Informal feedback solicited from new employees in Orientation training and experiences with Open Future Learning and shared with agency staff.</p> <p>1a) Development of staff portal to co-locate links to: email, CARM, PolicyTech.</p> <p>1a) Launched Conversations that Matter (February), monthly round tables that provide an opportunity for frontline employees from across Brantwood to discuss challenges/success and develop an internal network.</p>



	<p>1b) Enhance consistent communication model through use of regular supervision (Supervision Model), team meetings, weekly shouts outs, regular communication (i.e. Executive Director) updates.</p> <p>1c) Implement and evaluate predictable scheduling based on scheduling focus group feedback to improve work/life balance while prioritizing flexible supports for people supported.</p> <p>1d) Develop a succession plan model and begin populating/developing by March 31, 2018.</p> <p>1e) Ensure Leadership of Finance into 2019/20</p> <p>1f) Recruit for Employee Engagement and Recognition Committee and solicit recommendations arising out of the 2017 NEOC Award.</p>	<p>3.1</p> <p>3.1</p> <p>3.3</p> <p>3.3</p> <p>3.1</p>	<p>1b) Challenging to offer consistent Supervision Model meetings over the summer months due to staffing shortages, vacation leaves, etc. Executive Director weekly News is favorably received throughout the organization.</p> <p><b>1b) Updated Supervision Model to include Coaching Model and frequency of meetings.</b></p> <p>1c) Feedback from Scheduling Focus Groups used to pilot 2 Scheduling Pilots at 7 locations. Second phase of pilots to begin later this fall.</p> <p><b>1c) Pilots across the organization successful. Full implementation in April 2019: 10 hour nights allowing for 2 or more days off together, PT scheduled as close to 24 hours per week, Predictable days off to allow all employees better work/life balance scheduling</b></p> <p>1d) NTR</p> <p>1e) Director of Finance retiring March 31, 2019. To continue in a part time capacity beginning April 2019. Succession planning Brantwood's Accountant into Finance Manager role. <b>Succession plan has been successfully completed.</b></p> <p>1f) Recruited Committee of staff from across the Agency to review 2017 NEOC Recommendations. <b>Recommendations implemented.</b></p>
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2. Enhance internal communication across the organization	2a) Fully implement ShareVision modules to capture all activity in all non-residential supports (i.e. Kinesiology, OT, Seating)	3.1	2a) Completed
3. Enhance HR Communication across the agency to ensure consistency and partnership with Brantwood employees and to facilitate positive labour relations.	<p>3a) Complete integration of SAGE and CARM to a paperless system.</p> <p>3b) Provide Booster Sessions to support staff learning, access to information including HOOPP, CARM, etc.</p> <p>3c) Collaborate with Management team to support a culture of celebration and recognition.</p>	<p>3.1</p> <p>3.3</p> <p>3.1</p>	<p>3a) Some progress. Pay Stubs and T4's now available electronically</p> <p>3b) Booster sessions for CARM including: viewing, scheduling, skill/training tracking and reports</p> <p>3b) Coordinated and delivered Fanshawe presentation on DSW Apprenticeship</p> <p>3c) Great progress in this area supported by the 2018 NEOC Award Report</p>
4. Continue improvements to the recruitment and selection process.	4a) Develop new connections with local government employment services, colleges, etc. to access an untapped labour market ensuring staffing level stability.	3.2 2.2	<p>4a) Ongoing</p> <p>4a) Committee member of the Employment Planning Advisory Committee through the Workforce Planning and Development Board focusing on current labour challenges and the development of an action plan addressing four priorities: apprenticeship, transportation, engaging young/retirees in the workforce and a community based employment website (with the loss of Brant Jobs).</p> <p>4a) Participation in the Laurier job fair.</p>

	4b) Utilize DS HR Strategy Provincial marketing tools and NEOC to brand Brantwood as career of choice.	3.1 3.2	4b) Completed
5. Ensure ongoing training and development to enable staff to be effective in a consistently evolving service and organizational development environment.	<p>5a) Increase use of training resources of Open Future Learning both individually and in team meetings.</p> <p>5b) Provide a strength based training session on the Coaching Conversation to increase capacity across the organization as related to the Core Competencies.</p> <p>5c) Develop and deliver targeted middle management training and networking to create external connections and best practices.</p> <p>5d) Develop and implement internal networking opportunities and a world</p>	<p>3.3</p> <p>3.3</p> <p>3.3</p> <p>3.3</p>	<p>5a) Promoting Open Future Learning - Modules available to all employees. Recognizing achievement of completed modules in weekly ED report. Plans underway to incorporate “introduction to my role as a DSP” module in new employee orientation sessions.</p> <p>5b) Completed for Supervisors and Managers Plan in place to deliver this training to front line DSP’s by March 31, 2019.</p> <p>5b) Provided Coaching training to over 125 DSPs</p> <p>5b) Provided Coaching and Communication to the Abilities Centre team</p> <p>5c) Completed in April 2018. Sunbeam Centre was invited and participated.</p> <p>5c) Delivered Leadership and Coaching to a cross sectoral group of leaders including: Brantwood, CLASS, CL London and Sunbeam.</p> <p>5c) Delivered person centered scheduling booster to management (November)</p> <p>5c) Delivered passport planning and service delivery to management (March)</p> <p>5d) Launched ‘Conversations that Matter’ (February), monthly round tables that provide an opportunity for</p>

	<p>café style conversation that connects DSPs from across the organization resulting in shared learning and problem solving.</p> <p>5e) Evaluate current internal training against the Workplace Learning and Development Guide (DS Best Practice) course outlines and utilize trainers and subject matter experts to revise.</p> <p>5f) Identify opportunities to utilize MOL and PSHSA training modules.</p> <p>5g) Strengthen and improve medication administration training.</p> <p>5h) Work collaboratively with Bethesda to update the “Eating and Drinking Safely” Booklet.</p>	<p>3.3</p> <p>3.3, 3.2</p> <p>3.3</p> <p>2.2 3.3</p>	<p>frontline employees from across Brantwood to discuss challenges/success and develop an internal network.</p> <p>5e) Developed new Abuse Prevention Training for all employees.</p> <p>5f) Investigated. Decision made not to use these modules (No IT platform to support it)</p> <p>5f) Evaluated effectiveness of current JHSC composition and worked with SEIU to restructure committee to increase effectiveness including monthly meetings. New JHSC launched in January 2019.</p> <p>5g) Achieved</p> <p>5g) Medication errors continue to decrease.</p> <p>5h) In process and will align with new international standards.</p>
7. Diversify funding streams	7a) Explore supporting other agencies with maintenance, housekeeping, payroll, space etc.	3.4 2.2	<p>7a) Responded to RFP to provide back office support to PH and GRCHC. Proposal not successful.</p> <p>7a) Beginning in September sharing office and programming space with Alzheimer Society and HIRO. Also providing housekeeping, maintenance and reception support with these new partners.</p>

<p>8. Enhance capacity of all IT data systems to secure against loss of data, cyber-attacks.</p>	<p>8a) Continued security audits and simulations exercise to determine areas of weakness.</p> <p>8b) Implement final recommendations for on-going maintenance plan</p> <p>8c) Review, assess equipment (i.e. servers, computers, laptops, cell phones, main phone system) and update as needed.</p>	<p>3.1</p> <p>3.1</p> <p>3.1</p>	<p>8a) Security audits completed and ongoing. 8a) Hardware, Software upgrades to ensure protection against external threats.</p> <p>8b) Implemented recommendations arising out of security audit.</p> <p>8c) Completed and updated as needed.</p>
<p>9. Develop Service Performance and outcome metrics as a basis to assess and report on organizational effectiveness</p>	<p>9a) To research and evaluate need/options for Accreditation.</p>	<p>3.5</p> <p>3.1</p>	<p>9a) Researching CARF and Canadian Centre for Accreditation. Recommendation from Senior Management to board in November 2018 to proceed with CARF. Decision supported to pursue CARF.</p> <p>9a) Achieved 100% MCCSS compliance.</p>
	<p>9b) Make application for NEOC 2018 (Canadian Non-profit Employer of Choice)</p>		<p>9d) Successfully achieved award for the second consecutive year.</p>