

CHOICE

Strategic Plan 2023-2026

Accountability Innovation Uniqueness Relationships Contribution

Mission, Vision, and Values

Mission

Brantwood empowers people of all abilities to have a life of their choosing.

Vision

A community benefitting from diversity in culture, life experience and abilities.

Values

Uniqueness: Each person we support is unique and their needs must be addressed from a person centered perspective.

Contribution: Each person has values and gifts and can make meaningful contributions to the community.

Choice: People with developmental disabilities have the right to make informed choices for their lives.

Relationships: Meaningful relationships and partnerships are instrumental in enhancing the quality of life of people supported.

Innovation: Brantwood values innovation, learning and the use of best practice.

Accountability: Brantwood is accountable to its stakeholders for outcomes, quality and effective stewarding of resources.

Brantwood Community Services is dedicated to
"Actively supporting new possibilities for people that lead to a fulfilled life."



Table of Contents

Welcome	3
The Planning Process	4
A Word from People Supported	5
Trends and Assets	6
Strategic Priorities	7

Welcome

Dear Brantwood Community Services Stakeholders,

As we turn our focus beyond the unprecedented times of the pandemic, we take with us a shared experience of care and concern for one another, the strength of our organization and services, and the need for personal connections.

Throughout the process of our strategic plan, amplifying the voice of people we serve was central to the question *where do we go next?* Our thanks to People Minded Business who approached capturing the **voices of people we serve as a first priority**. This is our commitment and strategic priority to maximize people's voice, choice and inclusion.

Throughout the pandemic we have welcomed new team members amplifying the diversity in our workforce and creating opportunities to grow our understanding, skills and services. As the Ministry of Children, Community and Social Service's Journey to Belonging continues to reform Developmental Services, Brantwood is ready to build on the connections that has served our organization well. Feedback throughout the strategic planning process highlighted the **skills and excellence found in all team members across our organization**.

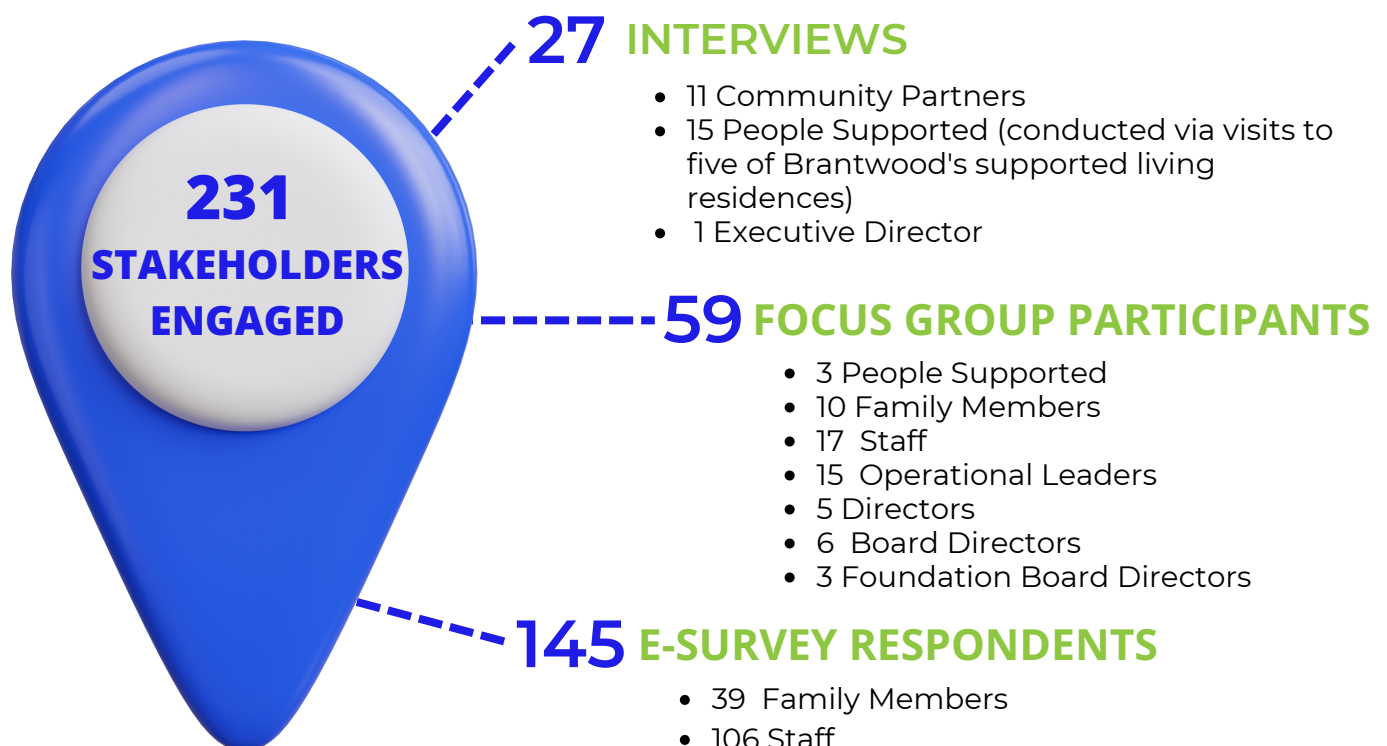
A new strategic plan both honours the past that has established the foundation of today and provides a bright path towards a better future. Thank you to each person who contributed to our new 2023-2026 Strategic Plan. Your continued partnership and contributions has truly shaped the delivery of our services as we work towards service innovation, inclusion and belonging.

With gratitude,

Brigette O'Neill

The Planning Process

Beginning in the winter of 2023, Brantwood Community Services (Brantwood), supported by People Minded Business (PMB) a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process to help prioritize our focus into 2026. PMB researched the environment in which Brantwood operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, Brantwood learned first-hand about **what matters most to over 231 people** representing all of our key stakeholder groups.



What follows is a summary of what we learned, and what our priorities will be going forward.

A Word from People we Serve

“Brantwood empowers people of all abilities to have a life of their choosing,” so it’s appropriate to give people we serve the first word. In-person focus groups, interviews, and visits to several independent and 24hour support settings were conducted to hear from people served by Brantwood. People were asked their opinions on the supports they receive from Brantwood, what they liked and what could be better.

When talking about what Brantwood means to them, people shared how they liked the supports they received. People said that the staff are generally very nice and helpful. Many people were very proud to show-off their rooms and some of their favourite things. When asked what they liked to do, many talked about trips and activities they have gone on, such as to the library or to local restaurants.

While overall people served by Brantwood appreciate the supports they receive and the connections they have made, some people said they would like to go out more and that they would like to spend more time with friends. People also talked about the frustration that is felt when their schedule is changed and not understanding why it happened. In general, people supported were quite satisfied with the programs and supports they received from Brantwood.



Choice!



Community!



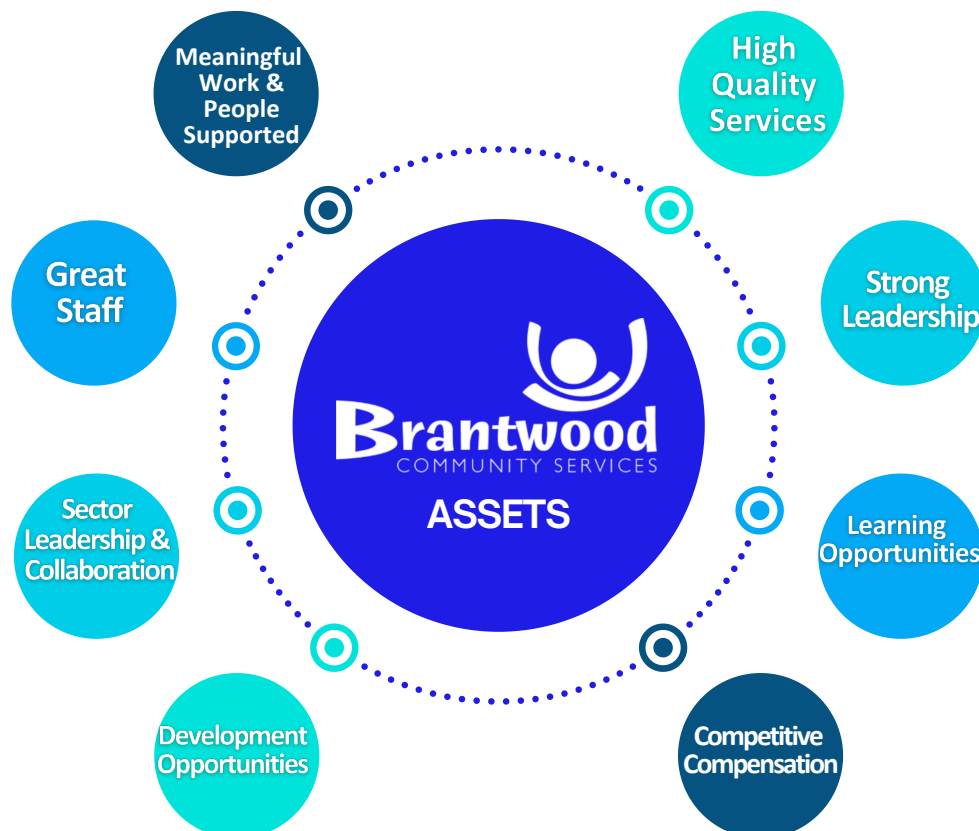
Friends!

Trends and Assets

The developmental services sector is facing unprecedented levels of change and challenges. Organizations such as Brantwood will need to continue to adapt as they respond to these changes. As part of the strategic planning process, the following trends and themes were considered:

- Journey to Belonging and anticipated expansion of direct funding
- Persistent poverty for people with developmental disabilities
- Lack of affordable housing
- Human resource crisis, difficulty recruiting and retaining skilled employees
- Population growth leading to increasing amount of service needs
- Changing face of clients: aging, greater diversity, increased complexity of needs
- Significant loss of expertise and leadership through retirement
- Low levels of young people entering the sector as employees
- Technological advancements, hybrid services, and digital inclusion
- Ever growing waitlists

Each organization has a unique ability to act on the future, built on the resources, assets, and strengths it can deploy against the challenges and opportunities it is facing. Below are frequently mentioned assets that surfaced via stakeholder input.



Brantwood's Strategic Priorities

Launched in February 2023, Brantwood Community Services (Brantwood) was guided through a strategic planning process by People Minded Business (PMB), illustrated below.



On June 14, Brantwood's Senior Leadership Team participated in a series of structured activities to identify strategic priorities to guide the organization from 2023-2026. The result of this session was the following three strategic priorities, presented with intent statements articulating the purpose and context for each.

LENSES FOR THE FUTURE

Journey to Belonging: As it strives to achieve its strategic priorities, Brantwood will maintain a focus on MCCSS's DS Sector Reform and the opportunities it provides to better support individuals and families.

Technology: As accessibility to new and existing technologies increases, Brantwood will seek ways to leverage technology to best support individuals receiving services as well as the employees that provide those services.

Brantwood's Strategic Priorities

1. **MAXIMIZE CHOICE & INCLUSION FOR PEOPLE WITH DEVELOPMENTAL DISABILITIES**

The future of developmental services in Ontario will support people with disabilities to have many more choices about what they do, where they live, and how they wish to be included in community. To achieve this, we will look at how we support people now and into the future, alongside MCCSS's Developmental Services Sector Reform: Journey to Belonging and delivering person directed outcomes.

2. **CREATE MEANINGFUL CONNECTIONS ACROSS ALL STAKEHOLDERS**

Everyone seeks meaningful connections, especially after the isolation experienced through COVID. The challenges facing the developmental services sector will require the collaborative efforts of Brantwood, the people served, families, and community partners in new and powerful ways. We will be a sector leader by expanding our current connections and creating new relationships to best support the people and stakeholders we serve.

3. **GROW A SKILLED, DIVERSE & ENGAGED WORKFORCE**

Brantwood team members are the foundation and strength of the services we deliver. As the people we support present increasingly complex needs (e.g., aging, dual diagnoses, behavioural challenges, etc.) our team's skills will continue to grow with them. We will maintain the strength through which we provide those services, and embrace the diversity of our community and team members.



CHOICE

Brantwood
COMMUNITY SERVICES

Accountability Innovation Uniqueness Relationships Contribution



People Minded Business