

Better Communities

Ottawa-Carleton Lifeskills Strategic Business Plan 2019-2024



Vision for 2024

- Growth and more individualized supports.
- Connected to families and community partners.
- Organizational sustainability, today and in the future.
- Clear organizational identity and community support.
- OCL is a leading edge, learning organization and an employer of choice.
- Strong sustainable culture built on leadership at all levels.

OCL's Mission is to:

Promote self-development, self-determination and community inclusion of **individuals with developmental disabilities and seniors** in need of community supports through personalized services and supports.

Guiding Principles

Collaboration and teamwork:

- Collaboration with individuals we support, families, staff and the community.
- "Teamwork - We're all in it to win it!"

Person-centred/self-determination:

- Respect for all individuals.
- "Accountability - Empower to own it."

Positive practices and mindset:

- Nurture one another – Coaching and mentoring focusing on abilities and building on strengths.
- Celebrate small and large achievements.

Integrity in all relationships:

- Respect for all individuals.
- "Open communication - Let's talk and listen."

Innovation, learning and impact:

- Excellence in what we do and how we do it.
- "Adapt – Every day is an adventure."
- "Accountability - Empower to own it."

Strategic Directions – By 2024 OCL will:

Have a clear sustainable Business Model that goes beyond the developmental services sector.

Key Focus:

1. Expand the volume of services provided and diversify revenue sources through the identification and development of our Value Proposition (target segments, service offerings and revenue model) and Operating Model (value chain, cost model, organizational model).
2. Create a business model that is sustainable, introducing new tools and technology as needed.
3. OCL will have a fiscal structure and sustainable revenue streams to continue to deliver its current programs and services as well as new initiatives.

Have developed a Sustainable Person-Centred and individualized service delivery model.

Key Focus:

1. Acquire the knowledge and provide training of Person Centred approaches and tools both in the delivery of services and in supporting OCL staff members.
2. Use Person Centred approach in OCL's recruitment and retention practices.

Identified and developed targeted Partnerships and the necessary communications/ branding strategies.

Key Focus:

1. Leverage OCL partnerships to strengthen service delivery, enhance financial sustainability and improve outcomes for individuals with developmental disabilities and/or seniors.
2. Ascertain the skills, qualities and values needed to establish partnerships.
3. Identify, understand and link with like-minded organizations moving forward (inside and outside of our sector) in a strategic and selective manner.
4. OCL will be seen as a preferred community partner.

Be actively 'living' its culture statement.

Key Focus:

1. Creating leaders at all levels of the organization.
2. Shifting the culture at OCL towards a more team-based, supportive environment.
3. Staff Supervision and new Performance Appraisals will incorporate Person Centered work.
4. Implementing a mental health initiative (The National Standard) by 2021.
5. National third-party recognition for our corporate culture.

Have developed a sustainable Information Technology plan to assist in achieving the desired outcomes for the organization and for the individuals it serves.

Key Focus:

1. Build a more robust Information Technology (IT) framework that will sustain progress moving forward, separating IT plans for operations and for individuals supported.
2. Identify and create strong IT external relationships.
3. Shared IT service needs and objectives have been identified and acted upon creating shared IT service efficiencies.

Our Culture Statement

"We are one team working together as we pursue excellence through continuous improvement. We encourage and support one another, are accountable for the decisions we make, and are responsive and collaborative in achieving the best result. We communicate openly and honestly creating a transparent and trust-based environment. We inspire creativity and innovation with passion and energy and appreciate the perspective of others."