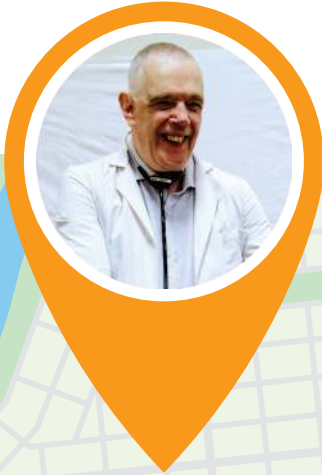




# ELMWOOD

RESIDENCES INC



## Strategic Plan 2020-2023

# Organizational Context

Elmwood Residences Inc. is a non-profit organization that provides residential services and other supports for approximately 120 individuals living with intellectual disabilities. Founded in 1969, Elmwood currently operates the following programs:

Total Number  
Individuals Supported

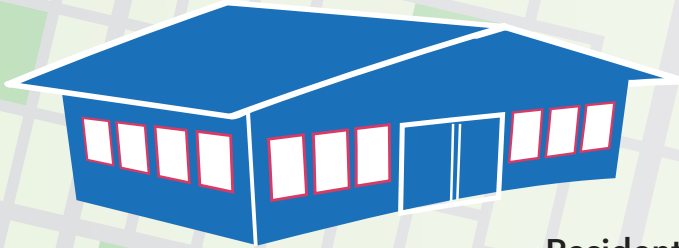
**120**



- 23** Individuals served through Supportive Independent Living Program
  - **1** Family Unit is supported by this program.
  - **4** Individuals in Enhanced Independent Living Program

**32**

Residents at Kinsmen Manor



- **Community Inclusion Program**
- **Trust Services**

**59**

Residents in **11** Community Homes

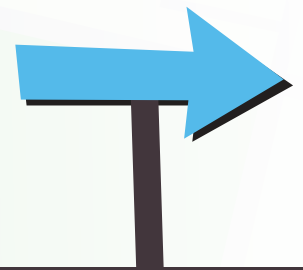


# Why Plan Now?

Changes in the organization's operating context prompted this work to understand Elmwood's recent history, current state, and futures to explore. Demographic shifts in Saskatoon, together with changes in the type and level of need for Elmwood's resident base, has and will continue to impact what services and programs can and should be offered. Internal growth and development, including a recent change in staff leadership and the rebuilding of trust with families and community partners, has provided the space to focus on new opportunities for the organization.

The re-structuring of health regions into a single Saskatchewan Health Authority (SHA) may also herald changes to delivery of services that are relevant to the residents Elmwood supports, especially given that the organization has been receiving a small annual grant from SHA specifically for residents who require specialized health and behavior support. However, the most notable change that affects Elmwood are changes to priorities and funding focus of its primary funder, Ministry of Social Services (MSS) – Community Living Service Delivery (CLSD).

The aging population at Kinsmen Manor, in addition to a shift away from large residential settings, is an opportunity to explore new and innovative residential options which better support person-centred supports and community inclusion.



## The Planning Process

In response to multiple changes in its operating context, including changes to the funding priorities and requirements set by its primary funder, Elmwood's leadership has engaged in a strategic planning process to assess its current status and identify pathways to pursue. This planning process was guided by preliminary work in Summer 2019 to clarify the organization's Vision, Mission, and Guiding Principles, followed by a strategic planning session held in Fall of 2019 to determine Elmwood's key goals and objectives for the coming years. The planning process included key internal and external partners, including family members, team members, related Community Based Organizations (CBOs) and funders in order to better inform the planning process to support collaboration and alignment.

To complement this work, a Strategic and Operational Action Plan was approved in May of 2020 to guide the organization's actions. The sum of this work is outlined through this public document.



# Vision, Mission, and Guiding Principles

In summer of 2019, the Board of Directors and Senior Leadership met to review the organization's Vision, Mission, and Guiding Principles. This session, which was facilitated by Strong Roots Consulting, generated the following statements:

Our **VISION** is for people living with intellectual disabilities to be empowered to lead full and meaningful lives.

Our **MISSION** is to provide individualized care and support that nurtures growth, well-being and belonging for people living with intellectual disabilities.

## Our **GUIDING PRINCIPLES**

- Resident First
- Teamwork
- Relationships and Partnerships
- Community Inclusion
- Continuous Reflection and Growth
- Communication and Openness
- Innovation and Creativity
- Integrity and Accountability
- Advocacy



# Overview of the Strategic Direction

The goals outlined below act to streamline the focus for the organization while also building a narrative of where Elmwood is today and the directions it is aiming for. Based on the results of this Strategic Planning Process, the three (3) key Strategic Goals and associated Objectives for the Organization include:

## ***Strengthening Core Functions of Elmwood to ensure Residents live fulfilled lives***

This goal implicitly recognizes the past internal work that Elmwood has done to rebuild trust and maintain the day-to-day operational elements to best meet the needs of its residents. Regardless of future direction, Elmwood must continue to succeed at the foundational elements of providing its programming and services: furthermore, these strengths will help support upcoming growth and development.

## ***Learning, Planning, and Preparing for Change through a Resident First Approach***

As exemplified by its leadership through the planning process, Elmwood recognizes the importance of understanding its current realities while also acknowledging what still needs to be learned. This goal recognizes that effort needs to be invested in learning more about effective practices from around the world and continuing the work of planning for different scenarios.

## ***Connecting and Engaging with Key Partners and Stakeholders***

In inviting key stakeholders to part of the October 4 planning session, Elmwood demonstrated a commitment to engaging with staff, funders, community partners, and the parents and families of Elmwood residents. This goal recognizes the importance of intentionally continuing these conversations to help inform Elmwood's future directions, identify new ideas and potential resources to draw on, and demonstrate the organization's commitment to working in community.



# OUR ROADMAP for 2020-2023

*Strengthening Core Functions of Elmwood to ensure Residents live fulfilled lives.*

## **Investing in Staff**

- Implement Human Resource Systems to better support Team Members
- Support a Culture of Growth and Learning through Training and Onboarding Program
- Engage with Team Members for Agency Improvement and Innovations
- Pursue initiatives which Support Physical and Mental Health of Team Members

## **Maintaining and Growing Elmwood's Programs and Services**

- Implement Standard Practices to Support Consistency in Service
- Establish Nursing Staff as Leaders within the Organization
- Implement updated Person-Centred Thinking Tools and Processes
- Pursue Community Inclusion Opportunities for the Residents we serve
- Prepare Contingency Plans for Emergencies

## *Connecting and Engaging with Partners and Stakeholders*

### **Engaging with Internal Stakeholders**

- Build and Maintain Effective Relationships with Residents and their Families
- Build and Maintain Effective Relationships with Team Members

### **Pursuing Collaborative Opportunities with External Partners**

- Build and Maintain Effective Relationships with Funding Partners
- Build and Maintain Effective Relationships with Advocacy Organizations and other Community Based Organizations (CBOs)
- Recognize and Engage Our Partners, Volunteers and Founders
- Offer Training and Onboarding Program to External Partners

CREATING ORGANIZATIONAL  
CAPACITY FOR INNOVATION

EXPLORING  
OPPORTUNITIES  
PROGRAMS AND

PURSuing COLLABORATIVE  
OPPORTUNITIES WITH  
EXTERNAL PARTNERS

BUILDING FINANCIAL CAPACITY OF  
THE ORGANIZATION TO BETTER  
SERVE INDIVIDUALS LIVING WITH  
INTELLECTUAL DISABILITIES

## *Learning, Planning and Preparing for Change through a Resident First Approach*

### **Creating Organizational Capacity for Innovation**

- Implement Work Planning Processes throughout all levels of the Organization
- Partner with Academic and Research Stakeholders
- Explore Innovative Practices from Canada, North America and Internationally

### **Exploring Opportunities for New Programs and Services**

- Grow Elmwood's Supported Independent Living Program
- Grow Elmwood's Community Inclusion Program
- Plan and initiate Kinsmen Manor Transition
- Develop long-term Vision for Kinsmen Manor
- Partner with Early Childhood Organizations

### **Building Financial Capacity of the Organization to better serve individuals living with intellectual disabilities**

- Foster Understanding of Key Funding Sources with Partners
- Pursue Alternative and Sustainable Sources of Funding
- Focus on Fundraising and Development of Organization

### **Determining Use of Real Property Assets**

- Complete Capital Planning to Proactively Maintain Properties
- Ensure Optimal Use of Real Property Assets
- Expand Real Property Assets in Partnership as part of Kinsmen Manor Transition

FOR NEW  
SERVICES

ENGAGING WITH  
INTERNAL STAKEHOLDERS

INVESTING IN STAFF

MAINTAINING AND  
GROWING ELMWOOD'S  
PROGRAMS AND SERVICES

DETERMINING USE OF  
REAL PROPERTY ASSETS

# Strategy Implementation

## Operational Action Plan and Work Planning

Translating strategic directions into reality requires a shift in thinking, namely from goals and outcomes to priorities and actions. An operational work plan, created jointly with the Executive Director and other Senior Leaders, provides direction and helps connect the day-to-day and month-to-month work of the organization with the broader directions set in this document. The Operational Action Plan is aligned to the Strategic Goals and includes information on key actions, responsibility, performance measures, timeline and status. This is followed by Departmental work planning processes which align operations throughout the organization.

## Strategic Direction Champions

Though the identification of Strategic Direction Champions from the Board of Directors, these individuals will focus the attention of the Board, ensuring that the insights and directions articulated in this document are utilized in the weeks and months to come and provide a framework for the Board's decision-making. A Board champion will support and advocate for the organization to continue viewing its efforts and decisions through a strategic lens.

## Continuous Review and Adaptation

A strategy is not a static document: instead, it should be amenable to change in response to new opportunities and challenge that arise. To ensure that strategy remains relevant, the Board should review the strategy on an annual basis to determine which parts are still relevant, what should be added, and what can be removed.

## Conclusion


*Elmwood as an organization* has weathered significant challenges and taken major steps towards re-building trust with both internal and external stakeholders and embarked on processes to understand its current state and the possibilities in its environment. At the same time, the organization faces significant changes in its operating context. Elmwood Strategic Plan supports the agency to rise to the challenge and fully embrace new opportunities, innovations and challenges.

**The next two years will be crucial for the organization in deciding how to grow and adapt in response to these changes. This planning document will guide Elmwood's actions to ensure that those we support are empowered to lead full and meaningful lives through organizational change, growth and development.**



**ELMWOOD**  
RESIDENCES INC

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