



## **100 Days of Listening**

Annual General Meeting  
Executive Director Report  
June 26, 2019

Good evening. Anii. Bonsoir et bienvenue.

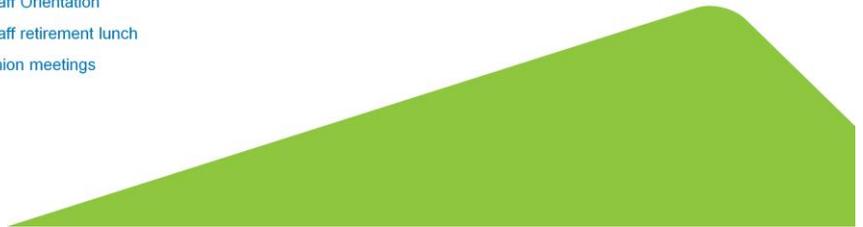
When I was first hired, the Board Chair and I discussed the idea of developing a plan for my first 100 Days.

Given I was new to the Developmental Services sector, I chose to develop a 100 Days of Listening plan.

I wanted to listen and learn in order to better lead the organization.

## 100 Days of Listening

- 107 Days (March 11 to June 26)
- 203 people
- 270 touchpoints
- Staff, people supported, families, management, board, system partners, funder, past employees, community leaders, MPPs, vendors, OASIS, Community Living Ontario
- 84 meetings
- 8 Group Home visits
- 3 Day Support visits
- 2 Host Family Program
- 1 Community Participation Supports
- 2 Staff Orientation
- 1 Staff retirement lunch
- 7 Union meetings



Tonight marks my 107th day at Community Living Greater Sudbury.

It's been a busy 107 days, with lots of interactions, involving a wide variety of stakeholders.

I kept track of the numbers, and you can see some of them here.

I have enjoyed meeting everyone and I thank them for their patience and for sharing their insights with me.

## Current Political Environment

### External – Provincial

- Ford Government election platform: “put more money in peoples’ pockets”
- Beginning to see direction in government’s policy and fiscal agenda with shift from agency funds to end-user funds



Tonight I will share what I have learned. I will start with the broader perspective, at a province-wide level.

Doug Ford’s election campaign included a promise to put more money in people’s pockets. We are starting to see this play out in the government’s policy and fiscal agenda.

We are seeing a shift from flowing funds to service agencies like CLGS, and instead, directing those funds to the end users.

Our current reality is we now have people and families “shopping” for services they need.

## Current Political Environment

### External – MCCSS

- Thriving Community Plan 2020 – 3 Priorities
- *Person Directed Services* - real choice/seamless transitions
- *Enhanced Capacity to Deliver* - highly efficient organizations, leverage technology, integrated system
- *Improved Opportunities for People* - meaningful measures, increased accountability, evidence-based, commitment to improve



At the Ministry level, we can look to their *Thriving Communities Plan* to better understand the direction of the government.

There are three stated priorities:

- *Person Directed Services* - real choice/seamless transitions
- *Enhanced Capacity to Deliver* - highly efficient organizations, leverage technology, integrated system
- *Improved Opportunities for People* - meaningful measures, increased accountability, evidence-based, commitment to improve

## 100 Days of Listening – What I Heard

Internal – Community Living Greater Sudbury

- Fleet Fleet Fleet
- Enhance our public profile
- Need clearer direction
- Improve communication
- Timely decision-making
- Finish what we start



Turning our attention to our own agency, I will tell you that themes became to emerge early on in my first 100 Days.

Without a doubt, the top of mind issue with staff is Fleet Management. At every group home I visited, access to fleet vehicles was raised. It has also been raised at staff and management meetings.

The other issues I heard repeatedly were:

- Low public profile (we do great work but no one knows)
- A need for clear direction (policies)
- Timely and consistent communication was raised
- It takes us a long time to make a decision
- We start a lot of initiatives, but we are not able to sustain them.

## CLGS – Current State

- Dedicated team of staff
- Proud and rich history
- Support services not well resourced (people and systems)
- We are not data rich – makes decision-making more difficult
- Crisis management (manage day-to-day/putting out fires)
- Change-resistant (but can describe change we want to see)
- Low engagement



I now want to share what I learned about CLGS in my 100 Days.

We have a dedicated team of staff who are devoted to the people we support. They work hard to ensure our programs happen every day. Staff are very proud of CLGS' history. The agency's roots run deep in the community and this lends a lot of pride to people.

Our support services are not well resourced. Functions such as IT have no dedicated resources. You can understand why. We invest all of our precious resources to delivering our core programs. I believe our core programs would be enhanced if we made some investments in these support services.

We are not data rich. This could explain why it is difficult for us to make decisions. We are risk-averse. We also tend to manage day-to-day, putting out fires which doesn't allow us time for advanced planning.

We have a change-resistant culture. You often hear 'we tried that already' or "that won't work here". And yet, when asked, people can describe change they want to see.

We don't often engage with our internal and external stakeholders. I haven't seen staff engagement surveys, client satisfaction surveys...indications of a highly engaged organization.

## What do we want to look like in 3-5 years?

### We want to be the Champion and Voice for People living with Developmental Disabilities

- Community Living Organizations are unique
- Have two distinct roles: service provider and advocate
- That is why CLOs are arms-length from the government



If that is our current state, where do we go from here? What do we want to look like in 3-5 years?

I'd like to see us become the **Champion and voice for people living with developmental disabilities.**

I learned that Community Living organizations have a unique dual role. We are both service providers, and advocates for people with developmental disabilities. It is built into our Charter. That is why we are not a Branch of the Ministry or a scheduled agency. It provides the arms-length distance required to be an effective advocate.

And yet in the meetings I've attended and in the discussions I've had with people at CLGS, this advocacy role has never surfaced.

Moreover, I don't see any agency in the Sudbury area fulfilling this role. I believe that is a void. We should step into that void and fill it with our voice. We are the largest agency in Sudbury. This is something we are well poised to do.

## What do we want to look like in 3-5 years?

### We want Genuine Engagement

- Person-directed services / reach choice
- Highly engaged staff, people supported, families
- Strong links with our community
- Enduring partnerships



We also want **Genuine Engagement** with our key stakeholders.

For the people we support, we want to develop goals collaboratively where their choices drive our actions.

We want highly-engaged staff who feel they have a voice in the changes and decisions that are made at CLGS.

We want to develop strong links with the community we serve so they can be our champion and support us in what we do.

We want enduring and effective partnerships with the union, community leaders, elected officials and system partners. This will be essential for the social services sector to meet the challenges that lie ahead.

## What do we want to look like in 3-5 years?

### We want to be the Leader in Change

- Largest agency in Sudbury. If not us, then who?
- Best practice model in the North
- Being accountable and measuring our performance



And lastly, we want to be the **Leader in Change**.

I said it earlier – we are the largest service provider in Sudbury. If we don't lead the change, who will?

Community Living Greater Sudbury has the opportunity to become a best practice model. We have highly trained staff. We have the capacity with over 200 employees. We can be the leader of the North in the delivery of Person-Directed Services.

I will tell you that with leadership comes accountability. We will need to be ready to measure and demonstrate our performance in meaningful ways.

A leader I greatly respect told me that in order to drive innovative practices, leaders need to create a culture of inquiry. He said you will know you're there when you go in program and you hear staff say "how can we do this differently?" or "is there a better way to do this?" This culture of inquiry is what drives continuous improvement and innovation.

## A new Dialogue Begins....

### CLGS in the next five years

- Champion for People Living with Developmental Disabilities
- Genuine Engagement
- Leader in Change



As my 100 Days of Listening comes to an end, a new dialogue will begin at Community Living Greater Sudbury.

We will engage our staff, people we support, families, management, union, the Board of Directors, our system partners, the ministry and the community we serve.

Together, we will shape the future of CLGS. We will find our Voice and become Champions. We will engage in earnest. And we will decide what best practices to embrace so that we can fulfill our mission of fostering meaningful living for all people with developmental disabilities.

Thank you. Megwich. Un gros merci et bonsoir.