
LEADING THE WAY

**STRATEGIC DIRECTIONS
2019-2023**



PARTICIPATION HOUSE
SUPPORT SERVICES (PHSS)

INTRODUCTION

Participation House Support Services' ("PHSS") strategic directions presented in this document continues its journey of innovation and continuous improvement in serving the full spectrum of needs of the people we support in the communities we serve. Our direction builds on our established record of engaging individuals and their families in all aspects of planning that reflects their individual needs and priorities; pursuing innovative solutions and opportunities to partner with other providers to provide integrated care; broadening the range of services and locations where we provide support; and delivering high quality and cost-effective community-based care to people with very complex medical, physical, and multiple conditions who require ongoing and intensive 24/7 support in all aspects of their daily living.

PHSS has successfully broadened its range of services, extended support into new communities, developed partnerships with other providers, and created a new intentional community housing environment.

PHSS' direction builds on past successes while reflecting and incorporating priorities to enhance the efficient provision of high quality, responsive and timely integrated healthcare and developmental services in Ontario. We will continue to seek opportunities to partner with public and private sectors in order to extend the capacity to provide a full spectrum of services needed to effectively support people with very complex medical and physical conditions.

Our priorities for the next four years reflect the feedback we received from the people we support, their families, and partner organizations and agencies. We thank everyone who took the time to meet with us and to share their perspectives and insights on what PHSS does well, where we could improve, and our future direction. Our strategic directions, for 2019 to 2023 are summarized below.

- 1. Reach New Heights in Service Quality, Responsiveness and Performance**
- 2. Support Evolution and Growth to Sustain and Enhance Organizational Capacity**
- 3. Build Recognition and Awareness, Highlight Successes and Enhance Advocacy for Those We Support and Others with Similar Needs**
- 4. Pursue Further Opportunities and Innovative Support Solutions Through Diverse Connections and Partnerships**

The next step will be the development of a strategic implementation plan to operationalize the actions that PHSS will take to achieve these directions.



Brian Dunne
President & CEO



Brian Orr
Board Chair

THE STRATEGIC DIRECTIONS ENGAGEMENT PROCESS

Because Participation House Support Services believes that, with support and encouragement, everyone can contribute to the community in a valued and meaningful way, we encourage individuals who we support to be active participants in deciding how to live their life, and support their pursuit of a meaningful life.

PHSS enables individuals, either alone or in consultation with their family and friends, to play an active role in their own individualized decision-making process. As such, the supports we provide are unique to the needs of each person we support.

This belief underpins the strategic direction of the organization.

In developing our 2019 – 2023 strategic directions, we incorporated co-design methods and strategic planning tools to ensure our supports and services are grounded in what matters most to the people we support.

Initiating the strategic directions for the organization, we completed an intensive co-design initiative with the people we support, their families and community partners, taking a deep dive into “What Matters Most.” The results of this process were incorporated into the strategic directions process, grounding our strategic directions in the advice, experiences and insights of the people who use services and their families.

The engagement process was then extended to others in the organization and additional community partners. We invited them to take part using a variety of methods that would best enable them to provide their thoughts and opinions.

The development of our strategic directions and goals had the direct input of 148 people, including:

- people we support
- family members / supporters
- community partners
- staff members and
- Board members

The infographic below captures the total number of participants from each stakeholder group that took part.



THEMES FROM THE CO-DESIGN PROCESS:

“WHAT MATTERS MOST”

SINCE 2000, we have taken an innovative approach to developing and evaluating services, known as Participatory Action Research or PAR. Over the years, PAR became an important quality initiative, enabling us to reflect on our work and gather important input from the people who use supports. This year the PAR process transitioned into a co-design process, linking individual interviews and group themes to the strategic direction of the organization. Through the co-design process people who use PHSS’ services, their families, community members and staff were asked about ‘**What Matters Most**’ to them, both in their lives and about the supports received through PHSS.

Five themes were incorporated into the strategic directions of PHSS.

1. **Telling the Story of ‘A Good Life’:** Several of the people said they had stories that they wanted to share, or had life lessons that could benefit others. They spoke passionately about the impact of PHSS’ supports on their lives. The self-advocacy group, Power to the People (PttP) was identified as a channel that had enabled people to begin to find their voice and articulate how valuable their life experiences can be for others. The opportunity exists to enrich the lives of others by enabling people to tell their own stories and pass on their life learnings.
2. **The Importance of High Quality, Dependable and Consistent Support:** Families highlighted the importance of having dependable, consistent, quality supports. Several people identified a significant impact on their family member’s health and wellbeing as a result of PHSS having dependable, compassionate, high quality staff. The opportunity exists for PHSS to continue to explore ways to provide supports that people and families view as dependable, consistent and of high quality. A desired outcome in consistency is that people and families feel safe and secure with their support team and are therefore more likely to leave their comfort zone, take risks, or explore new relationship and community opportunities
3. **Creating Opportunities Through Connections and Partnerships:** People are supported to explore their talents and interests with the assistance of staff members, families and community partners. The success of many of these connections was attributed to families and staff members reaching out to their personal networks or to members of the

community. The opportunity exists for families, friends, staff members and others with links to PHSS to think more broadly about their connections to identify, create and nurture intentional networks that might provide mutually beneficial experiences.

4. **Working collaboratively with families to secure future supports and services and thinking about supporting people in the future with flexibility and creativity:** Families interviewed who have their family member living with them stressed the importance of knowing their family member will have the support they need to be safe and secure, in the event that they will no longer be able to provide support at home. As the ability and resiliency of families changes over time, the opportunity exists to capture the successful practices used at PHSS to provide families with support, explore alternative, non-traditional ways of providing supports to people who require it 24 hours/day, and formalize them into best practice for the greater community to learn from, enabling smoother transitions and more proactive planning for future supports

5. **Leading the Way:** Examples were cited of how the culture, supports and practices at PHSS have resulted in people living a good life. PHSS was identified as a leader in supporting people who have an intellectual disability, are medically fragile or who have complex medical needs. The opportunity exists to share this knowledge with other organizations, sectors and communities.

When we establish strategic directions, we ensure that we focus our energy on “What Matters Most,” enabling us to remain true to our purpose and vision. Our strategic directions incorporate the results of the co-design process, reflect current trends that impact the organization, and outline the role we wish to play in the lives of the people we support.

Achieving our goals is possible when we leverage our assets and strengths – those things that make us strong.

Strategic Direction # 1: Reach New Heights In Service Quality, Responsiveness and Performance

Context

Fundamental to our commitment to the people we support is the duty to provide high quality, individualized, responsive and innovative support, covering the full spectrum of human needs. This core responsibility of the organization is referred to as “preserving what is sacred.”

Our Goals:

1. Build on successes learned from working in true partnership with people we support and families, to sustain and enhance the provision of dependable, consistent quality supports that meet their existing and changing needs and preferences, in particular at key life transitions.
2. Further develop services and supports that are as diverse as the people who use them, and the communities in which they live.
3. Advance the use of creative approaches, such as technology, to enable people to be well and safe, to have strong relationships, and to be included in community.
4. Continue to engage and co-design options and supports with people we support and their families, while pursuing and leveraging funding opportunities.

Strategic Direction # 2: Support Evolution and Growth to Sustain and Enhance Organizational Capacity

Context

Our focus has always been to continually improve our capacity to respond to the changing needs of the people and communities we support; to provide the work culture, infrastructure and staff required to support an increasing number of people who benefit from the services we provide, in keeping with increasing public expectation and regulatory requirements.

Our Goals:

1. Enhance existing work to address emerging and evolving workforce challenges, such as recruiting, engaging, developing and retaining a diverse staff team, by further developing leadership skills at all levels, and strategies to creatively and proactively ensure that we are able to continually address emerging staffing needs.
2. Evolve organizational structures and systems that enable PHSS to pursue measured, intentional growth that reflects the organization's values, and to respond to the changing needs of people who currently use services, or may use services in the future.
3. Continue to deepen PHSS' culture of quality, creativity, evaluation and recognition.
4. Pursue opportunities to further improve organizational efficiency, effectiveness, quality and connectedness through processes, systems, training and technology.

Strategic Direction # 3: Build Recognition and Awareness, Highlight Successes and Enhance Advocacy for Those We Support and Others with Similar Needs

Context

Historically we have focused on advocating for the people we support or could be supporting, in partnership with the Participation House Foundation. With the changing socioeconomic climate, it is recognized that the stories of the people we support and the successes of the organization are not well understood across the communities in which we provide services.

Our Goals:

1. Seek resources to support people to tell their stories, share their life lessons, and celebrate successes, both individually and collectively.
2. Use innovative marketing strategies to increase brand awareness of PHSS, so others fully understand the value that PHSS' supports and services bring to people's lives in community.
3. Increase recognition of PHSS as a leader in supporting people with multiple and complex medical and physical needs, by widely sharing knowledge on building community-based capacity and successful practices.
4. Pursue further opportunities to build, advocate, influence, and be thought of as provincial leaders in sector transformation.
5. Support the Foundation's efforts to build recognition and awareness of PHSS.

Strategic Direction # 4: Pursue Further Opportunities and Innovative Support Solutions Through Diverse Connections and Partnerships

Context

Since its inception, PHSS has been a leader in pursuing opportunities and creating supportive care solutions through a wide range of connections and partnerships. Given the increasing regional and provincial focus on providing integrated care, it is recognized that continuing to provide the quality integrated care to the people we support, or who would benefit from our services, will require even more focus on the pursuit of more extensive connections and partnerships.

Our Goals:

1. With people, families, staff, volunteers and community partners, strengthen initiatives to intentionally identify and nurture connections and networks that may enhance a person's life and that build community engagement and inclusive communities.
2. Engage new partners, and amplify existing work with both the public and private sectors, to define the unique needs of the people supported by PHSS, and develop innovative new approaches to supports and services.
3. Pursue further opportunities to work with municipalities, the provincial and federal governments, and private partners to address the housing needs of people.

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- Advance the use of creative approaches, such as technology, to enable people to be well and safe, to have strong relationships, and to be included in community.
- Continue to engage and co-design options and supports with people we support and their families, while pursuing and leveraging funding opportunities.

- Enhance existing work to address emerging and evolving workforce challenges, such as recruiting, engaging, developing and retaining a diverse staff team, by further developing leadership at all levels, and strategies to address gaps that will be left as employees leave the workforce.
- Evolve organizational structures and systems that enable PHSS to pursue measured, intentional growth that reflects the organization's values, and to respond to the changing needs of people who currently use services, or may use services in the future.
- Continue to deepen PHSS' culture of quality, creativity, evaluation and recognition.
- Pursue opportunities to further improve organizational efficiency, effectiveness, quality and connectedness through processes, systems, training and technology.