



St. Amant

**FREEING
THE SPIRIT
FULFILLING
POTENTIAL
TOGETHER**

**LIBÉRER L'ESPRIT
RÉALISER
SON
POTENTIEL
ENSEMBLE**



**STRATEGIC PLAN
2013 - 2018**

Table of Contents

Introduction	3
Message from Brian Denysuik, Board Chair	3
Message from John Leggat, President and Chief Executive Officer.....	3
Views from Persons We Support	4
Families’ Dreams/Expectations.....	4
Executive Summary	5
Overview	5
The Planning Process	5
Mission Statement.....	6
Vision.....	6
Goals (End Statements).....	6
Strategic Priorities & Objectives	7
The Road Ahead	7
• Expansion and Transition	7
• Education	7
• Leadership Excellence.....	8
• Communication.....	8
Conclusion.....	9
Acknowledgements	9

Introduction

Message from Brian Denysuk, Board Chair

It seems like yesterday that we embarked on the process of determining the strategic direction for St.Amant for the next five years. However, after more than a year of research, surveys, focus groups, interviews and refining, I am confident that we have emerged from this experience with an ambitious, forward-thinking plan that will best support Manitobans with developmental disabilities and their families.



As you will see in this plan, our community, the people we support, their families, staff, volunteers, funders and other disability agencies all identified similar gaps in the community where St.Amant could expand its services to meet those needs. There was also a resounding need identified for training, leadership development and communications to support our organization through these changes and growth.

I am confident that we have the right team in place, the right kind of support from our funders and partners and the support from our community to achieve these goals over the next five years. Thank you to all of you that participated in this process and for your ongoing support of St.Amant.

Message from John Leggat, President and Chief Executive Officer

I am very energized by our new goals and ambitious plan for the next five years. I'm so proud of the work and the effort that was put into this strategic plan by over 750 people. To me, this speaks volumes about how our staff and community are invested in the direction of St.Amant.



Even prior to the environmental scan, we had a very good idea of where our organization needed to go. The trend toward more personalized community living is clear, and the people we support are clear about what they want and need from us. I was not surprised that the staff, families, community partners and funders all had similar ideas of the direction St.Amant should go.

I am looking forward to putting this plan into action with the dynamic team of professionals who work for St.Amant. I'm looking forward to a continued relationship of mutual respect and shared goals with our funders and community partners. Mostly though, I'm looking forward to seeing the plans we have put on paper move into action and the difference this will make for the people we

support.

I'm very grateful to everyone who took the time to participate in the strategic planning process. Your support and engagement has influenced the direction of our organization and will undoubtedly make a large impact in the lives of people with developmental or related disabilities.

Views from Persons We Support

As part of the strategic planning process, St.Amant included a representative number of individuals we support by means of an interview. Some of the comments they expressed gave voice to how these individuals would like to be supported in the future:

“I want to live by myself.”

“I want to learn more about my culture.”

“I want to go out more.”

“I want to see my family more.”

“I want to move out of here.”

“I want to get married.”

Families’ Dreams/Expectations

Families have dreams and expectations for their daughters and sons living with a developmental or other related disability. They want their relative to live a long, fulfilling life, one in which they feel happy/content, experience enjoyment, feel safe and are treated with dignity and respect. They would like to see their daughter/son grow, mature and participate fully in society (going to school, having friends, a job, actively participating in programs and outings allowing them to gain lots of experiences); being less reliant on others and living as independently as is feasible. They would like them to move around the community knowing that it is safe, accessible and welcoming. They would like them to have options for services and freedom to make their own choices, to love and be loved for who they are. For those in community residence, they would like their daughter’s/son’s home to be the place where they live safely and in a caring environment for as long as possible. They also wish their daughter/son could attain an income level that provides not only for “basic needs”, but also for “extras” that provide enjoyment.

Life skills, socialization, residential and employment services have been identified as gaps by families.

Executive Summary

Overview

St.Amant has developed the strategic plan described in this report to cover all aspects of St.Amant's operations for the next five years. The plan articulates a vision, defined goals (end statements), indicated strategic priorities, objectives and an action plan to implement these priorities in a realistic, achievable and measurable fashion. The derived plan is, we believe, attainable and aligned with organizational and environmental (social, economic, political and technological) realities. The plan demonstrates the uniqueness of our organization and the persons we support through our caring and dedicated staff and the various programs and services we offer. The plan builds on what we have collectively accomplished to-date, including the goals and objectives set in our previous 5-year strategic plan. The plan reflects the St.Amant values of collaboration, hospitality, excellence and respect -- values that guide our actions and relationships with clients, families and co-workers. Achievement towards the goals and milestones set in the plan will be monitored, with progress reviewed regularly against pre-established performance indicators.

The Planning Process

The strategic planning process originated with discussions among the St.Amant executive as we reached the end of our 5-year strategic plan adopted in 2006. The planning process was formally launched in November 2012 with a presentation to St.Amant's Board of Directors on a proposed stepped approach for developing the plan. A strategic planning team, including St.Amant's President and Chief Executive Officer, Vice President and Chief Financial Officer and Director of Corporate Services worked hard to ensure that the process was comprehensive. This team was supported by our consultant G. Braha & Associates Ltd., our Board of Directors, and an Advisory Group of representatives from outside and inside St.Amant. The strategic planning process included broad consultation with St.Amant's stakeholder group to ensure the results were comprehensive and all-inclusive.

The Board and Executive Team met at a retreat in February 2013 to establish a strategic direction for St.Amant for the next few years. They developed a shared view of the organizational mission, vision, values and end statements that guided St.Amant in developing strategic priorities and action plans.

From the outset, the process was designed to be inclusive, ensuring that representatives from all of St.Amant's stakeholders were asked to contribute information, perspectives, ideas and opinions that would help inform the development of the strategic plan. To that end, consultations took place with over 750 stakeholders including staff and other caregivers, families, clients, volunteers, contracted physicians, board members, funders, community organizations and associations, and other parties to ensure that as much information was gathered to help "shape" the plan. Surveys, focus group sessions, face-to-face interviews and the review of documents and articles were the means by which the majority of the information was collected.

Highlights of points raised by stakeholders were shared with members of the St.Amant executive who subsequently met to derive a list of strategic objectives whose achievement/realization would help address the key findings of the consultation process and at the same time help advance the vision and goals set by the board.

Members of the St.Amant Executive Team developed actionable plans for year one to help achieve the first year objectives.

Throughout the entire strategic planning process, the Board was kept apprised of progress in the plan's development. As well, employees were kept informed of progress through Town Hall sessions, team meetings, intranet and other electronic news. In September 2013, the Board was briefed on the strategic priorities and strategic objectives that emerged as the areas St.Amant needed to focus on the most and that were consistent in support of the strategic goals (end statements) the Board had set.

Mission Statement

At the February Board Retreat, the Board affirmed the following as St.Amant's mission:

" Freeing the Spirit – Fulfilling Potential – Together"

They further defined the mission as:

To support and improve the dignity, independence, quality of life, and well-being of Manitobans living with an intellectual or developmental disability, acquired brain injury, or other condition necessitating similar supports.

At the core of this mission statement is the commitment to empower the persons we support to live full, healthy lives and have choices; to be treated with dignity and respect and correspondingly, to provide the best supports to help accomplish this.

Vision

St.Amant's mission, together with an appreciation of events, developments and trends occurring around us, influenced the derivation of an all-encompassing priority (or vision) statement that would reflect the sense of shared intent, collaboration and commitment to the mission and define the action programs that would constitute the roadmap for St.Amant for the next five years. The strategic vision derived during the Board's Strategic Planning Retreat is expressed in the statement below:

Personalized support for people with developmental and other related disabilities to lead meaningful lives, experiencing the full rights, privileges, responsibilities and opportunities as any Manitoban.

The vision reflects a need to continue to focus on increasing services and the quality of life for those supported by St.Amant and to provide a strong base that will allow St.Amant to continue to evolve and expand to meet the changing needs of Manitobans with developmental and related disabilities.

Goals (End Statements)

Five principal goals, or end statements, were articulated in support of accomplishing the above vision, as follows:

- Persons living with a developmental or other related disability, their families, and caregivers will be fully informed and understand how and where to access the services they need.
- Every person with a developmental or related disability will have timely access to personalized supports of their choice that facilitate full participation in their community.

- Staff and caregivers will have the capacity to provide support in a changing environment.
- Every person with a developmental or related disability will have the best possible health (physical, mental, spiritual, emotional, and cultural).
- Every person with a developmental or related disability has the opportunity to fulfill their potential.

Strategic Priorities & Objectives

Using the information gathered from stakeholders as a base for all considerations on how best to address/meet the above-stated goals, four strategic priorities emerged as key areas where St.Amant will need to focus attention.

The Road Ahead

The strategic priorities of *Expansion and Transition, Education, Leadership Excellence and Communication* which in turn are derived from the perspectives and thoughts gathered from the broad spectrum of our stakeholders during the strategic planning process, together with developments and trends identified in the environmental scan (please see Appendix), helped establish the context by which the St.Amant executive derived a list of objectives deemed important for St.Amant to pursue. At first pass, the list was long. Realistically and for reasons of practicality, it would not have been possible to attend to every single objective that appeared on the list. Time and resource availability would not allow this to be even remotely feasible. Accordingly, the list was reviewed and through a process of extensive deliberation and prioritization (ranking), it was determined that over the course of the next five years St.Amant should be able to attend to the strategic objectives and action items that follow. These were deemed to be the most critical objectives at this time — i.e., the ones that needed to be attended to first.

- **Expansion and Transition**

As the knowledge of best practice expands and trends in supporting individuals with developmental disabilities continues to move toward personalized services with greater choice and innovation, St.Amant will be a leader in expanding services and breaking ground by finding new and unique ways to meet the needs of the individuals and families that we support.

Objectives:

- Offer community options for people who live at River Road Place
- Provide further models of service for people served through the Community Residential Program
- Provide a wider range of options for people served through the Autism program
- Improve lifestyles and living environment for the people we support
- Develop crisis stabilization options and rapid response to people and their families in crisis
- Develop a continuum of respite services
- Develop and strengthen clinical and outreach services including a centralized intake that functions as a point of entry, access and guidance

- **Education**

We will lead as innovators in this field by investing in education for our workforce. St.Amant will create the opportunity for staff to progress in their career while ensuring

that they are well-equipped to meet the needs of the people we support. This expertise and education model will be in partnership with a range of community partners, improving accessibility to training in our field.

Objectives:

- Establish a college with a curriculum that focuses on developmental and other related disabilities
- Develop a web portal
- Build capacity within our staff and within the greater community to support the changing needs of the people we support
- Educate staff on family-centered practices
- Educate and support staff new to Canada

- **Leadership Excellence**

Leadership excellence reflects capabilities and competencies among our staff and leaders that allow them to be highly effective in carrying out their duties and responsibilities, quickly adapting to and addressing needs as they arise and motivating their fellow team members to be the best they can be. They lead by example; they attend to challenges determinedly and co-operate with others to help find effective solutions; they help guide others in their personal growth and development and towards attaining ends; they ensure that information is accurately and appropriately conveyed, in a timely fashion, to all persons who need to know; and, they carry out their responsibilities with certitude, fairness, and respect.

Objective:

- Develop and implement a framework for leadership excellence

- **Communication**

Good communication is the basis for every solid relationship. Open, frequent communications through methods that are expected and trusted build engagement with target groups and build credibility. St.Amant is committed to communicating in a responsible, transparent and timely manner with staff, people supported by St.Amant, funders and agencies or other organizations invested in St.Amant, including the general public.

Objective:

- Implement an organization-wide focused, deliberate and intentional communication strategy, reflecting St.Amant's vision and values

Applying effort in each and every one of these strategic priorities will contribute towards achieving the goals stipulated earlier.

Conclusion

St.Amant's strategic plan commits us to embrace new ideas and new approaches as we continue to strive to provide the best quality service for the individuals we support so that they may lead meaningful and rich lives. This includes continuing to build the supports necessary so programs have the resources and infrastructure they need to succeed. We will need to maintain an equal strategic focus between the services being delivered and the health/wellbeing of our staff delivering the services. The ability to evolve and maintain the quality of leadership and employees, that St.Amant has been blessed with over time, will be critical to any future success of the organization.

We will be implementing ways that our progress reporting becomes a more integral part of Board monitoring of organizational performance and implementation of the strategic plan, going beyond reporting just facts and figures to interpret data and trends that can inform decision-making.

We invite our staff and all other persons we interact with to join in the realization of this strategic plan.

Acknowledgements

St.Amant would like to acknowledge and thank each person who contributed their time, information, and viewpoints to allow us to develop the strategic plan. We thank you for sharing your perspectives, hopes and aspirations, and for answering our questions openly and frankly. Together, and with the guidance of our strategic plan, we will build even better ways to support individuals with developmental and related disabilities.