



	REPORT NO.: 2018-06
MEETING DATE: FEBRUARY 15, 2018	DATE PREPARED: FEBRUARY 2, 2018
SUBJECT: STRATEGIC PLAN 2020 STATUS REPORT TO DECEMBER 31, 2017	

RECOMMENDATION

For information only.

REPORT SUMMARY

To provide The District of Thunder Bay Social Services Administration Board (TBDSSAB or the Board) with a report identifying the status of the strategic objectives approved by the Board.

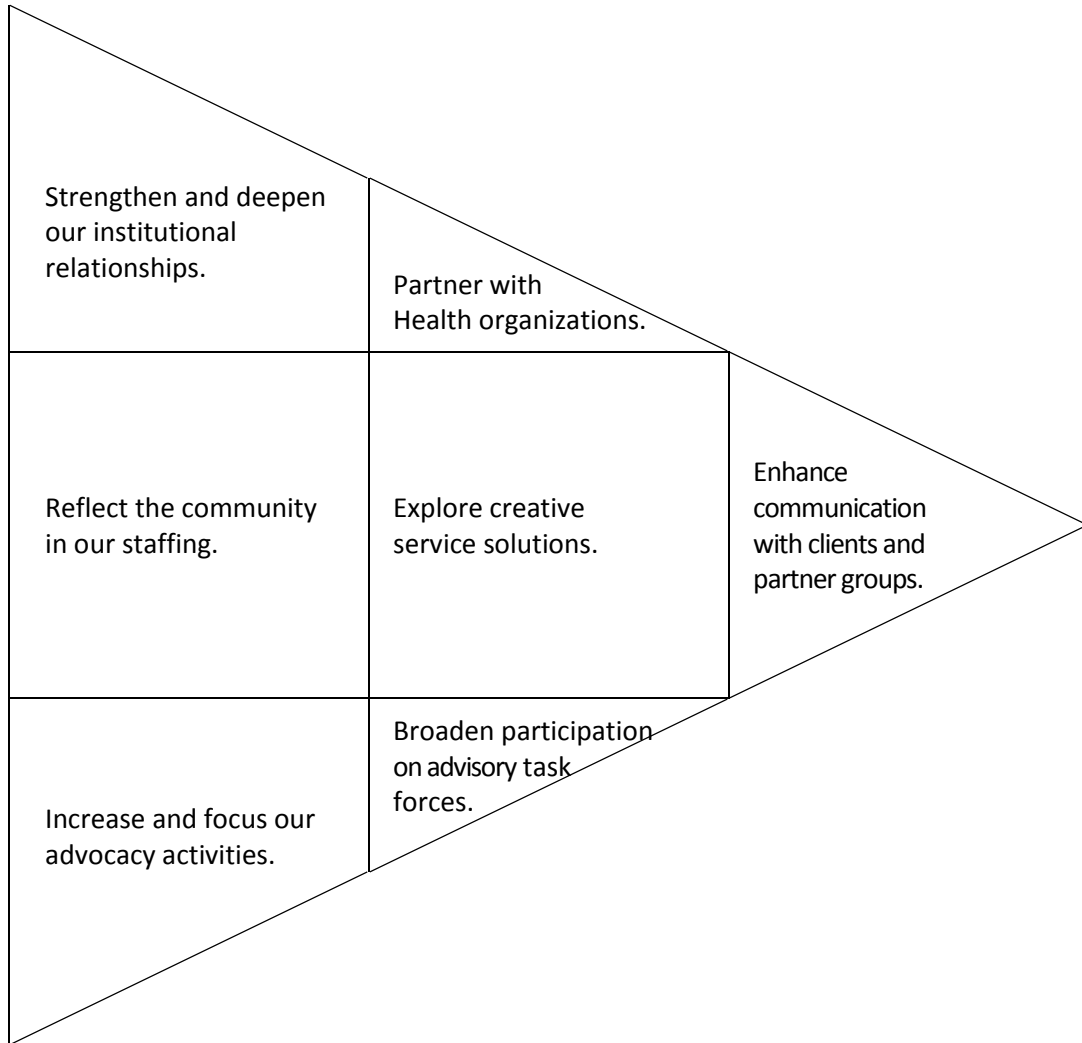
BACKGROUND

The Board approved Strategic Plan 2020 (the Plan) on December 15, 2016 by Resolution 16/115. As per that Resolution, a Report is to be presented by the Chief Administrative Officer within 60 days of each year-end, during the term of the Plan, to identify the progress made in the previous year.

The medium term Practical Vision identified in the Plan is “success of the people we serve with excellent service from a healthy organization.” The complete practical vision is laid out below in more detail.

Practical Vision of the TBDSSAB 2017-2020		
Excellent Services	Success of people we serve	Healthy organization
<p>a. Increased flexible housing and programs</p> <p>b. Responsive financial and employment services</p> <p>c. Enhanced early years programs</p>	d. Personal wellbeing	<p>h. Healthy supportive work environment</p> <p>i. Open two-way communication</p> <p>j. Clear governance roles</p>
	e. Balanced support for rural and urban residents	
	f. Enhanced community partnerships	
	g. Recognized client diversity	
<p>k. Transparent and sustainable finances</p>		

There were seven (7) Strategic Directions with twenty-six (26) objectives developed to help move the organization toward the potential expressed in the practical vision.



COMMENTS

The attached table outlines the progress on the 11 Objectives for 2017 identified under the 7 Strategic Directions.

Some highlights include: The hiring of a Communications & Engagement Officer which led to a more robust media presence and the development of very well-received external and internal newsletters that help to achieve transparency. The establishment of a Community Homelessness Prevention Advisory Table with representation from the community. The inclusion of front line staff on a number of corporate tables. Senior Administration staff are participating on a number of provincial tables; this

unprecedented showing at that level is due to a recognition of the enthusiasm and knowledge that senior management possess. It would appear that the many positive funding announcements in 2017 can be partially attributed to the participation at the provincial level and also to the Board approved positions that were illuminated in the position papers that were submitted to government.

FINANCIAL IMPLICATIONS



There are no financial implications resulting from this Report.

CONCLUSION

It is concluded that there has been significant progress made on the 2020 Plan Objectives in the first year of that Plan.

REFERENCE MATERIALS ATTACHED

Attachment #1: [TBDSSAB Strategic Plan 2020 – Progress Report as at December 31, 2017](#)

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Strategic Plan 2017 – 2020

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Strategic Direction 1: Enhance Communication with Clients and Partner Organizations

Objective	Status	
1. Communication Liaison Position	Done	<ul style="list-style-type: none"> • Communications and Engagement Officer hired in February 2017 • Municipal newsletter has been developed to report on Board meetings and initiatives undertaken • Monthly staff newsletter has been developed and provides all staff with information about new initiatives, important HR updates, news about co-workers and important Board decisions • There was more media coverage during 2017 with many positive stories reported versus past years including articles submitted by the Communications Officer that were published to inform the public about TBDSSAB services
2. Front Line Staff representative on interdepartmental task force	Done & Ongoing	Front line staff participated in a number of interdepartmental tables during 2017 including the Income Security Reform Working Group, the Office Greening Working group, the Wellness and Recognition Committee and the Accessibility Committee

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Strategic Direction 2: Partner with Health Organizations

Objective	Status	
<p>3. Fifty front line staff trained in mental health and addiction awareness and community resources.</p>	<p>Done</p>	<ul style="list-style-type: none"> • All staff attended <i>Mental Health Awareness Training</i> in December 2016. • All members of the leadership team attended <i>Mental Health Awareness and How Managers should Respond to Mental Health</i> in December 2016. • Offered Workplace Stress lunch and learn to all staff on October 10, 2017 (World Mental Health Day) • 37 front line staff attended Naloxone training • Members of Joint Health and Safety Committee and cross-representation of leadership team members attended Mental Health First Aid Training (January 2016 & December 2017) • Youth Engagement with Bay Safe, addictions prevention and education provided
<p>4. Five service provider presentations to all staff.</p>	<p>In progress</p>	<ul style="list-style-type: none"> • Presentations made in 2017 to staff by the Northwest Community Care Access Centre on services offered • Presentation from St. Joseph's Care Group regarding Personal Support Worker accelerated program • Presentation from the United Way on the organizations that it funds

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Strategic Direction 3: Explore Creative service solutions

Objective	Status	
5. Mixed interdepartmental work groups with front line workers informing each other of services available.	Done & Ongoing	<ul style="list-style-type: none">• Working group for Rent Café upgrade includes Client Services and Housing Services staff• Housing Application working group with Client Services and Housing to merge Social Housing applications into one form• Integrate Housing and Client Services in Homelessness approach (EHOW, High Needs Homeless)• Monthly Housing Services/Client Services Leadership meetings to discuss opportunities and cross Divisional issues

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Strategic Direction 4: Broaden Participation on advisory task forces

Objectives	Status	
6. Criteria and guidelines published for Advisory Task Forces.	Done	<ul style="list-style-type: none"> • Terms of Reference for Community Homelessness Prevention Initiative (CHPI) Table presented to Board and approved by Resolution
7. One Advisory Task Force with municipal, agency and service users sharing communication with many agencies.	Done & Ongoing	<ul style="list-style-type: none"> • CHPI Table established in 2017 with members from general public, stakeholder organizations, municipality, TBDSSAB Board, TBDSSAB Administration and front line staff • The Table reviewed the current state and provided valuable input for the 2018 CHPI budget proposal • Administration is recommending continuation of the CHPI Table during 2018 • Presentations made in 5 Rural communities (Greenstone, Terrace Bay, Nipigon, Shuniah, Oliver Paipoonge) regarding housing and homelessness prevention services

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Strategic Direction 5: Strengthen and Deepen our institutional relationships

Objective	Status	
<p>8. Joint Funding Advisory Task Force with representation from municipalities and LHIN/CCAC with terms of reference and quarterly meetings.</p>	<p>Done & Ongoing</p>	<ul style="list-style-type: none"> • TBDSSAB is part of the joint NWLHIN, Northwest DSSABs and Ontario Aboriginal Housing Services Healthy Housing working table • Director Client Services and Director Housing Services attend the Northwest Health Links table facilitated by CCAC • Arising from the Board's endorsement of the Housing, Mental Health and Addictions position paper the NWLHIN has met with senior TBDSSAB staff to start planning for a table of LHIN-funded mental health and addictions providers • Home for Good partnership – staff working with treatment providers (St. Joseph's Care Group & Dilico)

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Strategic Direction 6: Reflect the Community in our staffing

Objective	Status	
9. An orientation program on cultural safety, client diversity and organizational values taken by 1/3 of staff.	In Progress	<ul style="list-style-type: none">• Launched staff orientation program (CAO & HR) on November 28, 2017 for new staff. The HR presentation included information on cultural safety, client diversity and organizational values. This orientation is now part of the onboarding process.• There will be additional cultural safety orientation provided in 2018 as a complement to/expansion on the cultural safety orientation that was provided to all staff in 2016.• HR attended the Indigenous Workplace Inclusion: Tools for Moving Forward Conference hosted by the Local Employment Planning Counsel in preparation for the development of TBDSSAB's Workplace Inclusion Strategy.

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Strategic Direction 7: Increase and Focus our advocacy activities

Objective	Status	
10. Three position papers on relevant topics with at least one on Mental Health.	Done	Position paper researched, prepared and approved by the Board in 2017 and submitted to Ontario: <ul style="list-style-type: none">• Case for a Hot Meal Program in all schools• TBDSSAB submission to the income security reform working groups' report: Roadmap for Change• Housing, Mental Health, and Addictions in the District of Thunder Bay

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Objective	Status	
<p>11. Provincial Strategic Tables review and a three year projection.</p>	<p>Done</p>	<ul style="list-style-type: none"> • CAO is Co-Chair of the Ministry of Housing’s Social Housing Modernization Discussion Forum (SHMDF) • Director Housing Services was a member of 2 of the sub-tables to the SHMDF • Director Corporate Services is a member of province-wide working group reviewing the Ontario Child Care Management System • Manager Finance is a member of the Ministry of Education working group studying the Child Care funding model for Rural Ontario providers • Manager, Client Services is a member of the Ministry of Community and Social Services - Social Assistance Risk assessment project team • CAO is Chair of the Housing Services Corporation (HSC) Board of Directors • Director Housing Services is a member of the HSC Service Manager Advisory Committee • Director Corporate Services is a board member of the Chartered Professional Accountants Association of Ontario • CAO is a member of the Ministry of Housing/AMO/Toronto Social Housing advisory • CAO was appointed to the Ontario Municipal Social Services Association’s ad-hoc committee on change management for social assistance modernization