



**COMMUNITY INTEGRATION
SERVICES SOCIETY**

Strategic Plan 2018-2023

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“CISS is committed to enabling individuals with developmental disabilities to become active members of their own community through community inclusion programs”

Development of the Strategic Plan

This Strategic Plan was developed over the course of the summer and fall of 2018. Input was given from Board Members, Administration, and Management who were invited to attend and participate in a Strategic Planning Meeting. As well, through surveys given to Staff Members, and Individuals in Service in June 2018, and a Self-Advocates meeting, the agency was able to gather input about the current strengths of CISS, as well as areas of need and opportunities for improvement. From the information gathered, the most important and most repeated answers and issues were highlighted through deliberation at the Strategic Planning Meeting, and from here, the top areas of focus were selected and categorized to compile the following Strategic Plan report.

We heard and learned:

- To have a vision for where we are headed – give focus on what we can be not just what we are.
- We most often heard from both families and employees that CISS needs to expand into other areas of supports to people with disabilities.
- To be competitive with external opportunities
- We heard that it is getting harder to find qualified staff and we know from our annual analysis that we had a higher level of staff turnover on our management team in 2018.
- We heard that staff need to be hired to provide relief for regular employees.
- We know that for the first time in 28 years CISS has had vacancies that remained unfilled for greater than three months.
- Staff retention: not monetary – build internal incentives – i.e. workplace/life balance, morale
- Staff skills/education - mentor old and new, find niche for each staff
- Need to build a sustainable and solid management team
- Need opportunities for regular scheduled work shops
- We know that we cannot do our work without the support of the community.
- We know that many areas of CISS have been very successful only because of the community partnerships that we have developed.
- We know that if we want to make a bigger difference we need to do it with partners.
- We heard that we need to spend some time on Board recruitment (formalizing the process) align with bylaws
- We heard that we need to provide our Board of Directors with Education opportunities

Strategic Plan 2018-2023

Our Strategic Plan identified four key areas: Service Delivery (Expansion), Workforce (Healthy & Well Connected), and Marketing/Brand Review (Community Development) and Board Development (Succession Planning).



Responsive Service Delivery

Responsive Service Delivery:

Community Integration Services Society (CISS) will become a responsive service deliverer in more areas in the life of a person with developmental disabilities. Through programs and initiatives such as; LIFE (Learning, Inclusion, Friendship, Employment); Supported Independent Living; Life Skills; Respite Care; and Housing. CISS is committed to providing flexible service delivery to all individuals, and providing opportunities to improve in more areas of their lives. CISS wants to broaden our services and continue to improve on the services that we already offer in our Community Inclusion day programs.

- Learning, Inclusion, Friendship, Employment (LIFE)
- Employment
- Community Inclusion
- Supported Independent Living (SIL)
- Life Skills
- Respite Services
- Housing

GOAL STATEMENT: Community Integration Services Society will become qualified to provide a range of service options for individuals with disabilities. CISS will create systems that align with each individual service type assuring that we meet all reporting expectations within the contract and within our accreditation responsibilities. CISS will hire qualified personnel and contractors, train and monitor their work in each service area.

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Healthy & Well Connected Workforce

Set the stage from the beginning, capture where we began, what is our story. A good orientation will help lead to better quality of life for those served, as well as for those working at CISS. Provide staff and individuals in service with access to training, education, and staff development. Investing in our employees will help retain our skilled staff, which offers consistency to those in service, as well as to help individuals to reach their goals, i.e. find employment, feeling like they belong and have a purpose. Create opportunities for leadership growth within our staff team find staff's niche. There is a specific role for each member of our team, explore and discover.

- Retention
- Qualified
- Improved Morale
- Staff Development
- Events
- Wellness
- Purpose
- Orientation
- Growth & Leadership
- Provide a flexible workplace

GOAL STATEMENT: CISS will use more effective ways to Orientate and Train new employees to assure that the Society's Values and Vision is being carried out in the daily work of our staff. CISS will create leadership opportunities for our employees while advancing and improving our current services as well as new services developed.

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Community Development (Marketing/Brand Review)

Community Integration Services Society is well respected in the Tri Cities and North Vancouver and will continue to educate the community and leaders in the community about our organization. CISS will market our Social Enterprise work so it is well known throughout the lower mainland. CISS will engage in the community through a variety of events, activities, and multimedia. CISS will expand in our Services and in service types and will broadly advertise to gain new clientele (service) and new customers (social enterprises) and community partners.

- Post-secondary
- Employers
- Community Groups
- Parks & Recreation
- Seniors' Groups
- Housing Providers
- City Staff and Council

GOAL STATEMENT: Community Integration Services Society will develop and grow relationships and partnerships with the community through a variety of planned events, activities and gatherings. CISS will create partnerships which will advance employment opportunities for those served by our agency. CISS will create partnerships which will advance housing options for individuals with disabilities. CISS will create partnerships with education and recreation to create inclusive opportunities in community for all members of community. CISS will develop and expand relationships with other groups to advance options for individuals with disabilities.

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BOARD DEVELOPMENT

Community Integration Services Society has a well-established and dedicated board of directors. The Board of Directors have established By-Laws which guide their work on behalf of the Society. The Board of Directors believe that with continued education they will be equipped to guide and support the Society during expansion of services.

- Increased Board Education
- Sub-committee Development
- Succession Plan Development
- Policy Development
- BOD Evaluation

GOAL STATEMENT: CISS' Board of Directors will expand their knowledge through educational activities and will build on our systems to provide the best governance to the Society. The Board of Directors will develop tools to be used to self-evaluate their work and engagement.

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Our Mission: Community Integration Services Society is committed to enabling individuals with disabilities to become active members of their own communities.

Responsive Service Delivery	Healthy & Well Connected Workforce	Community Development	Board of Directors Development
<p>CISS will become a responsive service deliverer in more areas in the life of a person with developmental disabilities through expansion.</p> <ul style="list-style-type: none"> ○ LIFE ○ Employment ○ Community Inclusion ○ Supported Independent Living ○ Life Skills ○ Respite Services ○ Housing 	<p>CISS will improve relationships with our employees by creating better orientation and training programs. By creating events and activities that are engaging and purposeful.</p> <ul style="list-style-type: none"> ○ Retention ○ Qualified ○ Improved Morale ○ Staff Development ○ Events ○ Wellness ○ Purpose ○ Flexible Workplace ○ Orientation ○ Growth & Leadership 	<p>CISS will develop and grow relationships and partnerships with the community through a variety of planned events, activities and gatherings.</p> <ul style="list-style-type: none"> ○ Senior Secondary Schools ○ Post-secondary ○ Employers ○ Community Groups ○ Parks & Recreation ○ Seniors' Groups ○ Housing Providers ○ City Staff and Council 	<p>CISS' Board of Directors will expand their knowledge through educational activities and will build on our systems to provide the best governance to the Society.</p> <ul style="list-style-type: none"> ○ Increased Board Education ○ Sub-committee Development ○ Succession Plan Development ○ Policy Development ○ BOD Evaluation