



*helping abilities grow*

# JMCC Strategic Plan **2023-2028**



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# Introduction: Message from Board Chair & CEO

Dear Friends:

After much reflection, collaboration and hard work by our Board of Directors, our staff, our clients and their families and our partners, we are thrilled to unveil JMCC's 2023-28 Strategic Plan.

JMCC plays an important role in our community and we are committed to enriching and celebrating the lives of children and youth with disabilities while providing essential child-focused, family-centred care. We are proud to be a centre of hope, support and inspiration for our families and we are committed to continuing to work together toward a future of empowerment, participation and opportunity.

This plan highlights the importance of being stable, resilient and dynamic and the goals focus on leadership and innovation, while also including aspirations of transformation and change. The CHILD is the focus of our updated values as children and youth are at the core of everything that we do.

By working together with our community partners, we are aiming to create a village of support for our clients and families. Through a commitment to continuous improvement and by empowering our strong team of staff, we are dedicated to providing successful outcomes. We will be nimble in the face of change and ensure that our Centre and our clients and families are prepared for whatever the future brings. Through active listening and self-reflection, we will provide data driven, quality service that is also compassionate and people-centred.

We are excited and inspired by this plan, and we hope that you are too! Although the world can seem like an uncertain place at times, JMCC is prepared and ready to move forward together into a bright future for our Centre and our team, for our clients and their families and for our community.

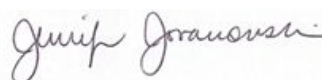
Ken Kapustiak, Chair

Jessica Sartori, CEO

*JMCC remains committed to this Strategic Plan under the new leadership of the Board of Directors and the CEO.*



Terry Johnston, Chair



Jennifer Jovanovski, CEO

# Mission, Vision, Values

## Mission:

We enrich and celebrate the lives of children and youth with disabilities to help abilities grow by providing child focused, family-centred care.

## Vision:

As a provider of innovative services to children with disabilities, we are a centre of hope, support and inspiration, working together toward a future of empowerment, participation, and opportunity.

## Values:

**Collaboration:** We believe that children live in relationships with their families, their communities and society. We are committed to collaboration with the people and organizations who provide support to the children we serve.

**Honesty:** We believe that the best decisions and actions are taken with transparency and accountability. We are committed to honesty and openness in our work and in our interactions with others.

**Innovation:** We believe that our children and families deserve to have access to the best ideas and services. We are committed to seeking out new and better tools and techniques, and methods of engagement with our children, families and the community.

**Leadership:** We believe that as practitioners, and as an organization, we play an important role in leading for change. We are committed to using our expertise to help build a better world for the children and families we serve.

**Diversity, Equity, and Inclusion:** We believe that our work is made better when we listen to, include, and meet those who need our services where they are and remove barriers to participation. We are committed to being an equitable and just organization.

# Strategic Directions

The strategic directions for the 2023 - 2028 JMCC Strategic Plan are designed around the importance of imagination, stability, and resilience in a world, which is increasingly volatile, uncertain, complex and ambiguous (VUCA<sup>1</sup>). It is more important than ever that organizations have a shared vision for the future that everyone can get behind.

As illustrated in the diagram below, JMCC sees success over the next five years as emerging from four strategic directions including the twin foundations of Community Connectedness and a Strong Organization, centering on Quality Service, and pointing towards Future Readiness. The plan emphasizes stability, resilience, and dynamism.



Figure 1. JMCC's 2023-2028 Strategic Directions

<sup>1</sup> [https://en.wikipedia.org/wiki/Volatility,\\_uncertainty,\\_complexity\\_and\\_ambiguity](https://en.wikipedia.org/wiki/Volatility,_uncertainty,_complexity_and_ambiguity)



# Conditions for **Success**

The planning horizon for this strategic plan is five years. However, this five-year cycle is coming hard on the heels of some very significant changes in the sector and the organization. Therefore, the goals are designed to include essential elements of leadership and innovation as well as aspirations of transformation and change.

The majority of JMCC's funding is from the Province of Ontario. As a result, changes in provincial priorities and policy can have a significant impact on the ability of the Centre to achieve elements of our strategic plan despite our best intentions. Therefore, this strategic plan contains aspirations designed to enable JMCC to be robust to changes at the provincial level while still delivering the highest quality support to our children and families.



# Community Connection

All children need love, support, and opportunity to have a great childhood and a successful life. Children with disabilities may need alternatives and supplements to conventional community supports. But JMCC cannot and should not try to be all things to all children. Rather JMCC lends its unique expertise in understanding the needs of children with complex physical disabilities when it works with families and a system of community partners to create a village of support for children in Windsor and Essex County.

To facilitate JMCC’s role as a connector and connected organization in Windsor and Essex County, we will:

## Strategic Objectives and Goals

## Connected Pillars

Continue building our brand as an anchor institution within the local children’s services system in partnership with our peers.

- Maintain engagement with partners across sectors (e.g., social service, health, education).
- Promote JMCC’s unique contributions within the local children’s services community.
- Build upon and strengthen local partnerships in the children’s services and disabilities sectors by expanding collaboration activities and seeking ways to support our partners.



Apply and extend JMCC’s reputation as a local expert in children’s services and disabilities to raise awareness and advocate for the best interests of children and youth with disabilities and their families.

- Identify opportunities to educate the community and address stigma; improve services for children, youth, and their families; and create system change through advocacy with partners (e.g., MCCSS, Empowered Kids Ontario, elected representatives, and other local partners).
- Seek out opportunities to champion JMCC children, youth, and their families on planned or emergent issues through various engagement activities, media, etc.



Community Connection



Strong Organization



Future Readiness



Quality Service

## To meet these objectives, potential future activities may include:

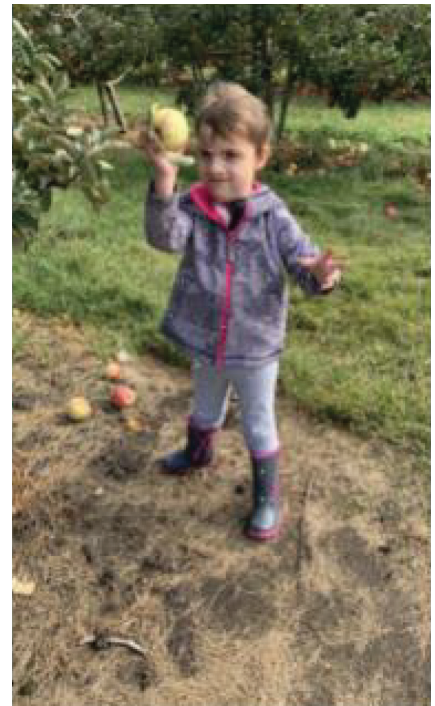
### Activities

Continue to engage and collaborate with partners in local sector-based tables and bodies (e.g., Coordinated Service Planning, Directors Forum, Ontario Health Team) and provide leadership and guidance for the SmartStart Hub.

- Outreach to politicians and advocacy bodies.
- Build relationships with media outlets.
- Develop a protocol to determine issues with which to engage.
- Advocacy training for staff and board.
- Marketing and advertising.

### Story of the future: **Community Connection**

In 2028, JMCC will be seen as a leader in helping families and children connect to the services they need when they need them. JMCC will also be sought out for leadership on how to support children with complex disabilities in the community at large.





# Strong Organization

JMCC has a long and successful history in Windsor and Essex County. Change and transformation go hand-in-hand with organizational longevity. Indeed, since the last strategic plan there have been significant changes in the structure and leadership of JMCC. As a result, this plan proposes actions to ensure continued strong governance and operational leadership and successful outcomes for children and families.

Additionally, there have been many changes in the external environment over JMCC's history, including changes in the funding model and increasing performance expectations. In response, JMCC has a continuous improvement mandate to maintain and enhance staff skills as best in class, remain relevant within the broader social context, and ensure compliance with funder expectations and standards.


To facilitate JMCC's continued strengths as an organization we will:

## Strategic Objectives and Goals

## Connected Pillars

<p>Build and maintain strong staff expertise and a healthy workplace culture.</p> <ul style="list-style-type: none"> <li>• Ensure staff are supported to provide the best services to children, youth, and families.</li> <li>• Employ best practices in talent management throughout the organization.</li> </ul>				
<p>Adopt an equity-based and just culture.</p> <ul style="list-style-type: none"> <li>• Promote equity-based practices and a just culture throughout the Centre that benefits JMCC children, youth, families and staff.</li> <li>• Enhance solution-focused coaching, anti-oppressive practices, and culturally safe services.</li> </ul>				
<p>Ensure respectful stewardship of JMCC's assets and property through appropriate and ethical planning and action.</p> <ul style="list-style-type: none"> <li>• Recognize that as a public entity, JMCC is held to a high standard of responsibility to ensure ethical stewardship of all resources.</li> <li>• Ensure that decision-making is supported by appropriate policies and control processes that minimize risk, reinforce sustainability, and reduce waste and energy consumption.</li> </ul>				

 Community Connection

 Strong Organization

 Future Readiness

 Quality Service

## To meet these objectives, potential future activities may include:

### Activities

- Review best practices of top employers.
- Invest in training and professional development.
- Expand morale and team/belongingness activities.
- Align internal committees to support a sense of ownership and teamwork, and enhance communication.
- Utilize a consultant to review equity-based practices and ensure a just culture and take recommended action such as policy alignment and seeking feedback from families and partners.
- Strengthen relationships with organizations that support and advocate for equity, inclusion, and accessibility.
- Further establish policies and procedures that encourage a philosophy and practice around work-life balance.
- Conduct a capital asset assessment and develop an asset management plan.
- Review energy consumption, mitigate waste and reduce carbon footprint.

### Story of the future: **Strong Organization**

In 2028, JMCC will be an employer of choice for professionals in the sector with a reputation for leadership in equity, diversity and inclusion. JMCC will also have long term financial and asset management strategies that are robust and allow adaptation to changes in direction from provincial or other funders.

# Future Readiness

If there was one thing learned by JMCC and other community organizations in the past three years it is that the only constant is change. Since the last strategic plan, JMCC has managed services through a global pandemic, led the sector in providing virtual therapy, and increased service offerings for children and youth on the autism spectrum. Along with other CTCs in Ontario, JMCC has also been designated a SmartStart Hub by MCCSS, which will provide easier and earlier access for families seeking rehabilitation services for their children across the local children and youth sector. None of this was anticipated in 2017.

Future readiness as a strategic goal is about growing the capacity for JMCC to take calculated risks and remain vigilant about changes in the sector, the community and the expectations of children, youth, and families. It is also about maintaining a governance and management structure which can be both stable and flexible during times of volatility and transformation. Gone are the days when funding and policy direction were consistent over many years and there may be times in which alternative revenue sources may be necessary to meet the mission and vision but are not contained within existing government funding envelopes.

Future readiness also includes the future of the children, youth, and families we serve. We know that our clients experience the end of services at JMCC as a sudden shock combining the experience of leaving behind trusted therapists and mentors with the shortage of available support services and employment opportunities in the community for adults with complex disabilities.

To facilitate JMCC and our clients' capacities to be future ready, we will:

## Strategic Objectives and Goals

Maintain flexibility to adapt and respond to the changing environment.

- Engage in intentional and planned change by articulating JMCC's risk appetite and establishing change management processes that are grounded in sustainability.
- Ensure clarity in financial management and fundraising policies and plans that are designed to support stability, growth, and innovation.
- Watch for opportunities for JMCC to engage in new activities or programs to support children, youth, and families.
- Enable communication and decision-making through best practices in governance including board and management training; alignment of by-laws, policies, roles, and responsibilities; and compliance with ONCA.

## Connected Pillars



Community Connection



Strong Organization



Future Readiness



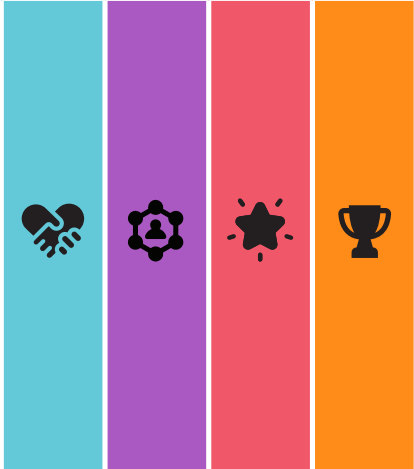
Quality Service

# Strategic Objectives and Goals

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Community Connection      Strong Organization      Future Readiness      Quality Service

## To meet these objectives, potential future activities may include:

### Activities

- Develop a change-management policy and risk management framework with decision-making protocol.
- Align by-laws, policies, and other foundational materials with the defined risk appetite and decision protocols.
- Implement online booking, expanded hours of service, and fee-based services.
- Enhance transition programming.

### Story of the future: Future Readiness

In 2028, JMCC will have a reputation, supported by current and former families and children for transparent, accessible, innovative care. JMCC graduates will seamlessly transition into adulthood with confidence.



# Quality Services

This strategic plan commits JMCC to being future ready and that requires that we strive for continuous improvement in the management and development of our services; our children, youth, and families deserve no less.

Quality service is only possible when an organization is resilient, actively listening, and always engaging in self-reflection and analysis. We want to expand our reputation as an organization that combines being data-driven and focused on results with being compassionate and people-centred. Our work must be efficient and effective, but we work with and for children who are all unique, and who need compassionate and emotionally available caregivers.

To facilitate JMCC’s continuous improvement we will:

## Strategic Objectives and Goals

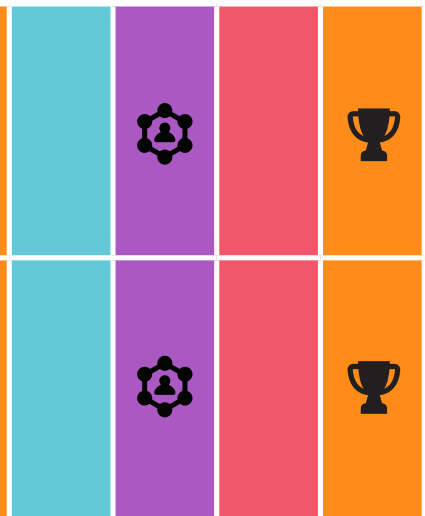
Maintain flexibility to adapt and respond to the changing environment.

- Advance a Quality culture throughout JMCC that is built on a foundation of robust evidence and best practices, accountability, and authentic engagement in continuous improvement across the organization

Maintain a robust health and safety strategy that keeps people safe and inspires confidence.

- Renew our health and safety framework based on industry best practices.
- Align policies, metrics, training, and reporting mechanisms.

## Connected Pillars



Community Connection



Strong Organization



Future Readiness



Quality Service

## To meet these objectives, potential future activities may include:

### **Activities**

- Develop robust metrics to support data-driven decision-making and monitor effectiveness.
- Training for board members and staff to ensure appropriate oversight and ownership.
- Maintain accreditation.
- Align governance reporting requirements and operational information management policies and practices to support quality and effectiveness.
- Enhance existing practices in conducting internal health and safety audits.

### **Story of the future: Quality Services**

In 2028, JMCC will use high quality data to review, analyze and innovate in the delivery of service which results in successful outcomes for the children and families we serve. JMCC will maintain and improve the quality of the organization's accreditation with Accreditation Canada and its reputation in the children's treatment sector.