



Strategic Plan: 2017-2019



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Barnes Management Group Cover Letter

BMG Strategic Planning 2016

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Strategic Plan 2017-2019

We are very pleased and excited to have a completed Strategic Plan that will now guide the direction of Mary Centre over the next three (3) years.

Our appreciation is extended to David Barnes and his team (Louis To and Maureen McKenna) from Barnes Management Group for their efforts and guidance during this process. We benefitted greatly from their experience and guidance in conducting a complete internal, community and partnership engagement process that ensured opportunities for feedback were obtained.

In addition, the Mary Centre “Strategic Planning team”, which consisted of Board Members: Graz Palumbo and Stephanie MacDonald, Directors: Denise Tremblett, Terry Elliott and Tracey Berman; Direct Support Employees: Kim Skelly and Denise Murdock, Co-ordinator, Christine Marwan and Executive Director, Don Walker, worked diligently to ensure that many important aspects of Mary Centre’s Services and History was considered in the Strategic Planning process.

The people we have the privilege to support and their families contributions to the Strategic Plan was also greatly valued and appreciated.

We also extend our “thanks” to the remaining members of the Board of Directors with Mary Centre, our Funders, Catholic Charities and MCSS, and all our community partners for your contributions and support during the development of our Strategic Plan

We are confident that with the changing times for the Developmental Services Sector Mary Centre has a Strategic Plan that will ensure our services and supports remain responsive to both the people we support and our community’s needs and that we will continue to look for exciting new opportunities to expand our reach within Toronto, Peel and possibly beyond.

Thank you.

Graz Palumbo
President- Board of Directors

Don Walker
Executive Director

March 2nd, 2017

Mr. Don Walker
Executive Director
Mary Centre
842 Wilson Ave, Second Floor
Toronto, Ontario M3K 1E5

RE: Strategic Planning Process

Dear Mr. Walker

It was a pleasure to work with you and your Board as you developed your new Strategic Plan. The process that we implemented, together with your Management Team and Board was an inclusive one and was enriched by the input of many of your stakeholders, both internally and externally. The project was overseen by a Strategic Planning Steering committee comprised of Management Staff and Board Members.

The process that was implemented included an extensive environmental scan that included the review of key data and documents provided by the agency as well as interviews with your funders and key community partners.

In order to gain the input from multiple stakeholders, focus groups were conducted with Board and Staff along with telephone interviews with community partners. In order to ensure that access was provided to all stakeholders including families and staff, an online survey was launched. Data from all these stakeholders was summarized into major themes that were then discussed in a Board Retreat.

Through a facilitated process at the Retreat, strategic directions were developed, along with specific objectives that related to each strategic directions. These strategic directions were incorporated into the new Strategic Plan and was approved by the Board of Directors.

Following Board approval, the Management Team developed an implementation plan to ensure that over the course of this plan, the strategic directions, as approved by the Board, would be implemented.

Mary Centre has now developed a Strategic Plan that will guide the organization over the next three years. It was a pleasure to work with a dedicated team of staff and Board. Their passion for the mission of Mary Centre will ensure success in implementing the strategic directions that have been approved.

Sincerely



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Mary Centre of the
Archdiocese of
Toronto

Strategic Planning
2016

Environmental Scan

External Environmental Scan

- Ministry Policy Branch
- Ministry Regional Offices
- DSO Office – Surrey Place
- Individuals and families
- Catholic Charities
- Other DS agency – Community Living Toronto

Internal Environmental Scan

- Staff
- Service Statistics
- Financial reports

Demographics

- Mary Centre residents:
 - Under 40 – 8%
 - 41 – 60 – 61%
 - Over 60 – 31%
- DSO Toronto - Last year there were approximately 60 vacancies in the system and approximately 2,000 people on the waiting list
- DSO - Residential Services
 - Total Waiting: 4512
 - New from April 1 – December 31, 2015: 403
 - Increase since April 1st: 8.9%
 - Total vacancies since April 1st: 52
 - 7.75 new people added to wait list for every position filled

Demographics

- DSO - Community Participation Supports
 - Total Waiting: 3189
 - New from April 1 – December 31, 2015: 374
 - Increase since April 1st: 11.7%
 - Total vacancies since April 1st: 43
 - 8.7 new people added to wait list for every position filled

Key Trends in Developmental Services

- Ageing population (at home)
- People living longer
- Ageing in place until they need palliative care
- Dual diagnosis – developmental disabilities and mental health
- Complex Medical Health
- Complex Behavioural needs
- Families wanting more involvement
- Family based care options
- From residential to wraparound services

Key Trends in Developmental Services

- Adult Protective Services Workers (APSW)
 - Support clients in family
 - Support independent living
 - Support seniors in long term care units
 - Can be used for all ages
- Living more independently
- Joint Family and government funded options
 - houses and apartments
- Lack of Financial Resources to become engaged in their communities
- Homelessness due to lack of available residential supports

Ministry Policy Direction

- Move towards individualized care. Transforming from institutional care to community placement. Group Homes are like mini institutions, which are only suitable for high behavioral and medical needs individuals
- Trend towards independent living and supportive living (not 24/7). This direction is not cost driven, it is based on improvement in quality of life
- The next wave in developmental services is a massive shift to individualized approach for 42,000 individuals in DS sector

Ministry Policy Direction

- If an agency is interested in improving efficiencies, the ministry is willing to financially support strategic partnership and shared services initiatives
- Future funding direction-the ministry will continue to shift dollars into passport funding and the next step will be to examine multi-year funding approach, serving a defined number of people with funding allocated
- The ministry is expecting communities to plan together. Agencies need to play in this new world differently. Funding will be done through individualized budget by fiscal year. The days of base funding will be gone

Why Transformation?

- The Ontario government is making developmental services and supports stronger. Transforming developmental services will help people get access to services more easily. It will allow us to help more people and to ensure that we use fair ways of deciding how much support each person needs. It will also give people with developmental disabilities more choices when it comes to deciding who will help them to achieve their goals. Developmental Services Ontario agencies will help people do this.

Transformation Principles

- **Citizenship:** People will make their own decisions and participate in their communities
- **Fairness and Equity:** People will be treated fairly when they ask for help and supports
- **Accessibility and Portability:** It will be easier to ask for help and to apply for services. When people receive funding, they will be able to keep that funding if they move to another part of Ontario
- **Safety and Security:** Services and supports will help people find ways to participate safely in their communities
- **Accountability:** Services and supports will serve people properly. Funding will be used well
- **Sustainability:** Services and supports will be available to people today—and in the future

Message From Minister

- Independence, inclusion and choice are principles at the core of our developmental services transformation. They guide every decision we make

2016 Ontario Budget invests in developmental services and supports

- Employment Strategy for People with Disabilities
- \$333 million over five years to redesign and consolidate autism services in Ontario
- \$17.8 million over the next three years to support Special Needs strategy
- Continue \$810 million commitment community and developmental services system over three years. This investment will help people to be fully included in the fabric of communities and live as independently as possible

Mary Centre Strengths

- They are specifically focused to provide service to older individuals
- This is a key area in the system since the population is aging
- They are a good partner; flexible and supportive to the individuals and families; they make things work for people
- Approach to service is more individual focused.
- They have a cultural focus: Catholic services may be important for some families
- They offer a range of supports which is good
- Provide services to mature individuals who can age in place
- Partner well with CCAC and long term care

Challenges

- Ministry will not increase funding, unless you are building new programs
- Cost increases in future years will out pace funding increases
- If agencies do not take the risk in transforming, then in 10 years there will be no growth
- Agencies will continue to shrink until it become unsustainable
- Mary center need to build more capacity to support passport funding
- Agencies need to be flexible and become transfer payment agencies. If not flexible, people will go somewhere else

Strategic Direction Options

- Stay the course - there is still a need for a niche of beds for high behavioral, high medical needs and correctional facilities
- More and more Ministry funding is being channeled into passport funding and day programs, much of it not fully utilized. DS agencies need to rethink their business model. Current base funding model will fail to grow
- Mary Centre could think of more collaboration with health, focusing on higher need individuals. That is where the funding will come from to support complex needs. May want to think about funding from health because of the age of their population

Strategic Direction Options

- 25.1% of DS applicants in Toronto have self-identified that Faith and Culture are important to them. Mary Centre is the only DS agency in Toronto with a direct connection to the Diocese. Catholic Charities will advocate on its behalf to protect its Catholic identity and its service to the Catholic community.
- Identify potential partners to develop capacity to deliver Passport programs, within both DS sector or other Catholic agencies
- Human Resource implications to support new service directions:
 - Staff training
 - Staff recruitment

Addendum

Additional Information

The Services and Supports to Promote the Social Inclusion of Persons with Developmental Disabilities Act (2008)

- Encourage people with developmental disabilities to participate in their communities and supports them in using their skills and abilities at home, at work and in other places. It also sets out rules for agencies and people that receive government funding
- Talks about “services” and “supports,” which give people more choices and increase their independence
- It includes person-directed planning. The government will provide funding to help people prepare life plans that describe their goals. These plans will help them to use services and supports to accomplish their goals and to participate in their communities
- It will allow people to receive direct funding. The government provides funding to allow people to purchase their own supports (such as choosing and hiring their own support workers) if they prefer

Passport Program – Key Goals

- Foster independence by building on individuals' abilities and developing community participation, social and daily living skills
- Increase opportunities for participation in the community with supports that respect personal choices and decision-making, and help people achieve their goals
- Promote social inclusion and broaden social relationships through the use of community resources and services available to everyone in the community
- Help young people make the transition from school to life as an adult in the community
- Support families and caregivers of an adult with a developmental disability so they can continue in their supportive role

Passport Program - Payment Options

1. The maximum annual funding an individual can receive through the Passport program is \$35,000
2. Recipients can choose to manage their own funding to develop their own support arrangements and hire their own support workers and service providers
3. For those who prefer to receive supports from an agency, the Passport Agency can work with individuals and families to arrange payments with their chosen service provider(s)
4. It is also possible to receive Passport funding through a combination of these two approaches

Passport Program Guiding Principles

- Person-centred/directed – services and supports build on individuals' strengths and are responsive to their preferences, needs and values
- Choice and Flexibility – individuals identify and participate in activities that are meaningful to them. Direct funding is available to give Passport participants more options in how supports are provided
- Strong Families and Caregivers – the individual's family and personal support network is recognized as the primary support for adults with a developmental disability
- Fairness and Equity - funding amounts are based on a provincial application and needs assessment process and funding formula
- Accountability – individuals, families and service delivery agents must use Passport funding for its intended purpose and comply with spending rules and reporting requirements

Passport Funding

What Can It Be Used For?

COMMUNITY PARTICIPATION AND ACTIVITIES OF DAILY LIVING

- Programs, classes and supports that help develop independence, social and life skills (e.g., literacy, cooking, managing money, computer skills, assistance with personal care needs). This includes fees and supplies
- Participation in community activities and events (e.g., recreation, club memberships, admission to festivals and museums, sports).
- Pre-employment and employment supports (e.g., skills training, resume development and job coaching)
- Transportation for activities (e.g., transit, mileage, taxis)
- Paying a support worker to help with community participation and daily living activities. This includes a support worker's expenses while providing support (e.g., meals, transportation and activity fees, expenses for accompanying the individual during trips)

Passport Funding

What Can It Be Used For?

CAREGIVER RESPITE

- Caregiver respite is temporary help to provide a break to primary caregivers. This can be during the day, evening or weekend, and can be in-home or out-of-home
- Respite includes supervising or providing supports for individuals with daily living activities such as personal care, while caregivers get a temporary break

Passport Funding

What Can It Be Used For?

PERSON-DIRECTED PLANNING

- Passport funding (up to \$2,500) can be used to develop a person-directed plan that builds on the individual's strengths and interests and identifies supports to help them achieve their goals. These supports can be purchased from independent planners, facilitators or developmental services agencies

Passport Funding

What Can It Be Used For?

ADMINISTRATION

- Passport funding can cover some employer costs (e.g., Canada Pension Plan contributions, Employment Insurance and Workplace Safety and Insurance Board premiums, vacation pay)
- Passport recipients can also use up to ten per cent of Passport funding for administrative supports such as bookkeeping, bank fees, payroll and scheduling support workers



Strategic Planning Survey Results April 2016

Our Mission

Mary Centre delivers integrated supports and creates new opportunities for the benefit of the developmentally challenged, their families and the community in which we live.

Our Vision

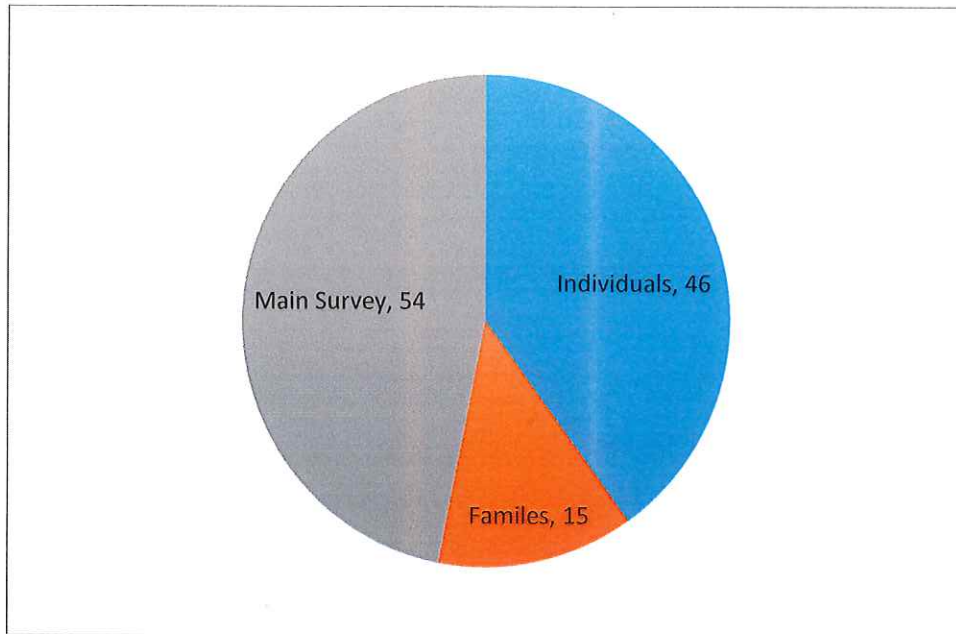
Celebrating Developmental Challenges.

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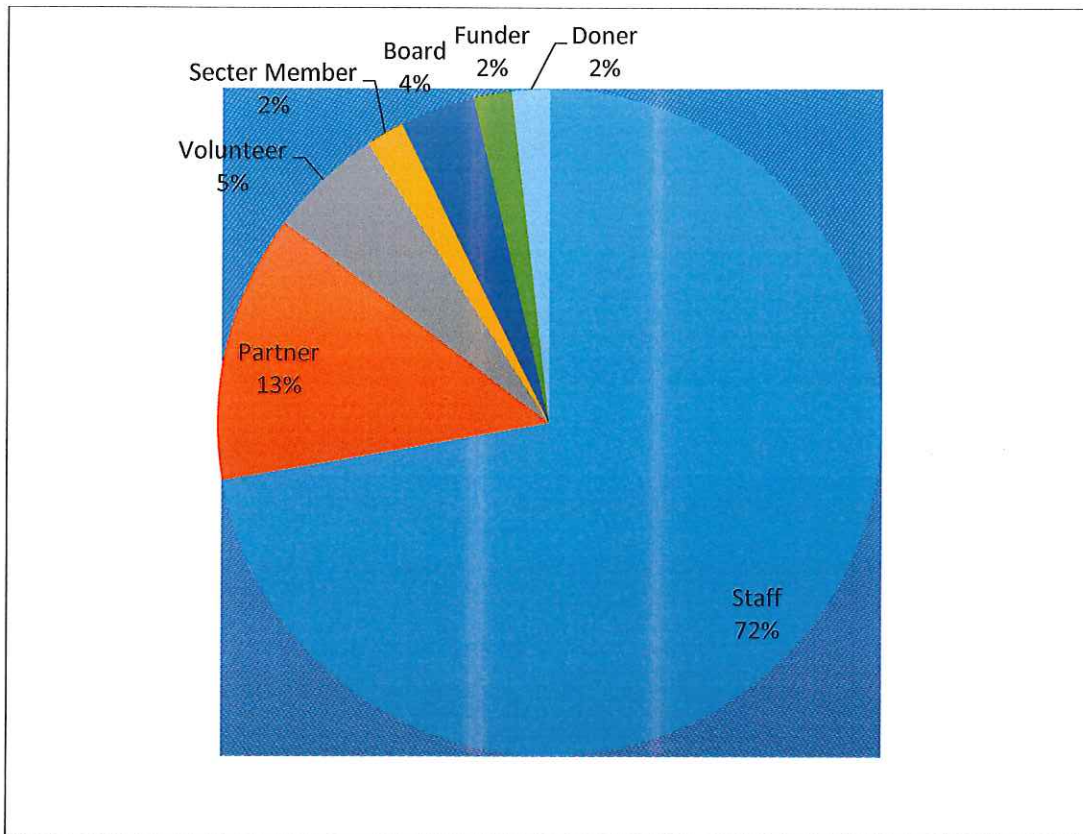
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Notes comments that are shaded in grey are from family survey.
To read every comment, refer to Excel Spreadsheet.

Demographics of Survey of 115 Participants



Breakdown of the 54 people who responded to the main survey.



Summary of Survey Results

Themes for all questions on both Family and Main Survey (main themes are bolded)

- Programs & Services
- Caring Staff (Going the Extra Mile)
- Knowledgeable Staff
- Funding
- Human Resources
- Communications (this includes marketing/advertising)
- **Mission of Mary Centre**
- **Work Environment**
- Volunteer Program
- Faith Based
- Reputation
- External Activities
- Relationships with Families
- Advocate
- Leadership Team
- Quality
- Training
- Technology
- Transitions
- Work for those we serve
- Accountability
- Equipment/Facilities

Appendix "A" lists all themes with many examples. The Excel spreadsheet has ALL responses. The wordle picture at the front of each question represents all the comments captured under the question.

Recommendations for Current Services



Nothing	19	<ul style="list-style-type: none"> • Not that involved in actual programs going on in at the centre to comment on this. In the future, I may like to have my child in a day program. • To continue the good work in supporting individuals within Mary Centre organization/facilities
Programs & Services	18	<ul style="list-style-type: none"> • Would love to have a respite home in Peel staff by and run by Mary Centre. Open more group homes in Peel • I feel that Mary Centre should run a full-time Day program that can accommodate all adult with intellectual disabilities (including wheelchair, lifting devices, toileting, and so forth...). Have a large day program that can run different types of program, outing, trips, and variety of activities.
Communications	7	<ul style="list-style-type: none"> • Maintain regular contact with the family through an effective feedback mechanism • As an employee I would like to be kept more informed of the direction the agency is moving in. This would help me in future planning, as I would like to stay employed with the agency.

Other Comments?



Family Examples: (Refer to Appendix A for more examples)

Comments:

- "Having all parishes made more aware of Mary Centre and what they are involved in."
- "I wish there was not such a great turn over in staff, so that there is stability, and for me to build relationship with staff supporting my son."

Main Survey Examples: (Refer to Appendix A for more examples)

Comments:

- "Find out what makes other organizations to grow in size and development to help rebuild and re-vitalize Mary Center. Often times people have not heard about us and what we do."
- "We could have an online program to clock in our hours instead of using time sheets."

Family Member Survey

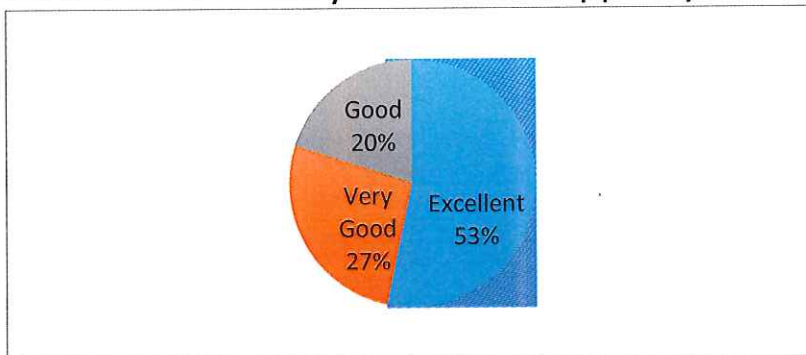
How Effective Is Mary Centre at Meeting the Needs of Your Family?



Comments:

- "Mary Centre meets all the needs of my daughters."
- "They are meeting the changing needs of my son, however, I would like for him to have extra support"
- "Staff acts as a great support perhaps more effectively meeting needs."

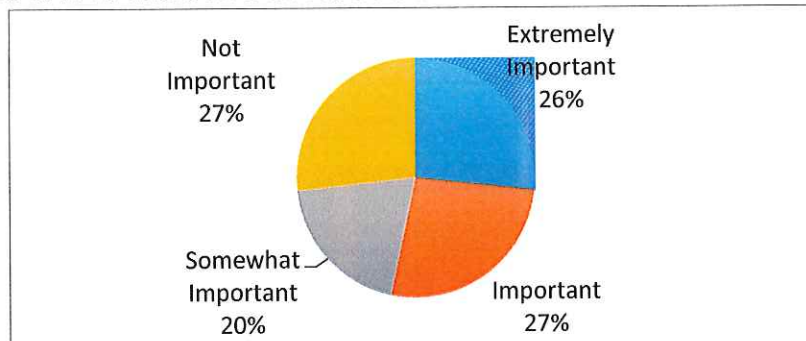
As a family member how would you rate the support you receive?



Comments:

- "Staff and Sharon always responsive at discussing my family needs"
- "Family requires more support for examples 2 weeks respite offered several times per year to meet different needs at different times during the year"

How important is it that MC is faith based?

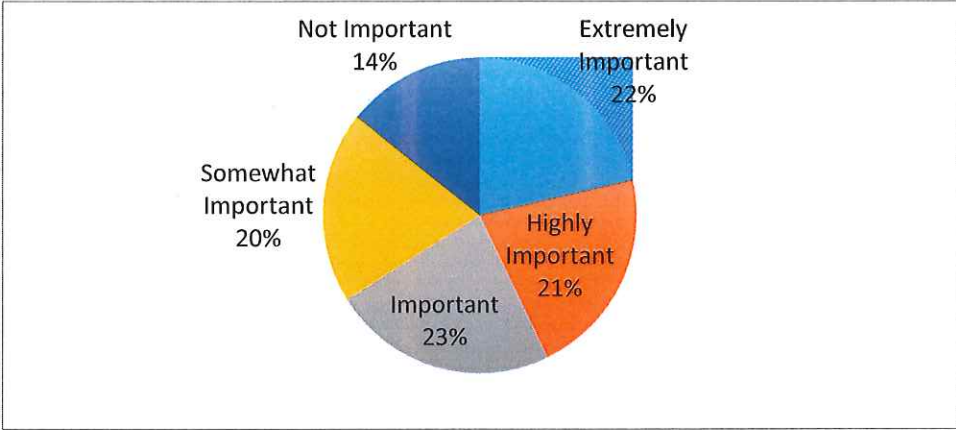


Comments

- "My daughters are Christian, but the staff is very good at helping them read the bible, writing out the bible and helping them pray before bed"
- "I am Catholic"

Main Survey

How important is it that MC is faith based?



Comments (for more comments go to Appendix A)

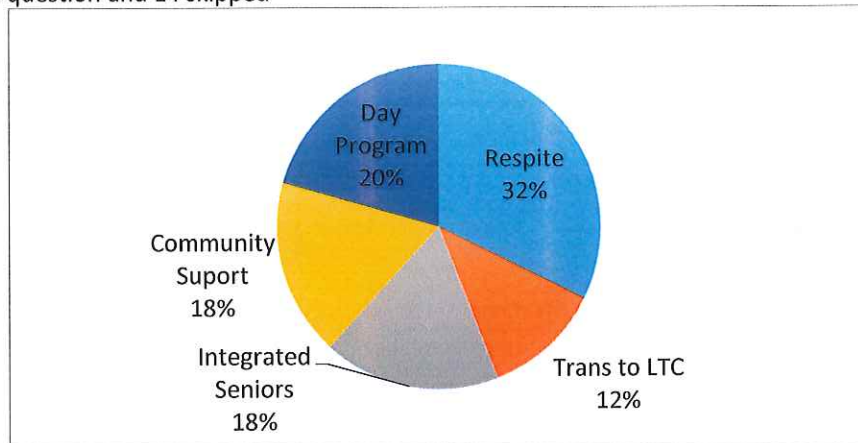
- *“While I understand this sets us apart, I think it is important to stress that we welcome and support individuals from all faiths.”*
- *“Loves to go to church with Mary Centre Staff and volunteers”*

Individual Survey

46 responses: 20 from Peel and 26 from Toronto

Outreach

32 answered this question and 14 skipped

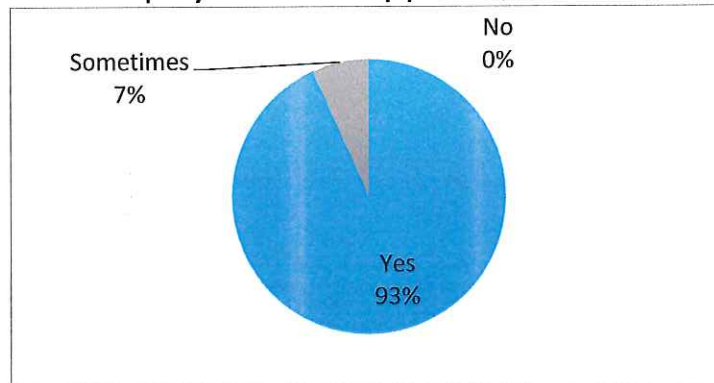


Residential Program

19 answered, 27 skipped

Supported Independent Living 10; Residential Living 9

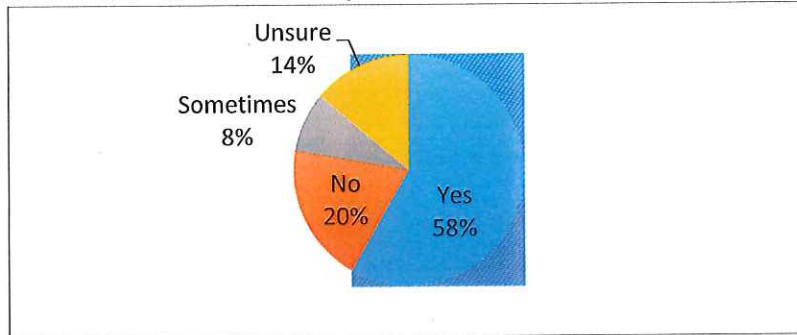
Do you feel that MC helps you with supports / services that you need?



Comments

"Always have contact with someone"	"Great staff, good support and services."
"When my son comes home happy and smiling, looks forward to going out again with MC staff."	"I like that all the Mary Centre staff help me to get around"
"The support is very good, better than where I was"	"The support is awesome"
"Help me with showering, put my hearing aids in my ears, lift me out of my wheelchair. Give me my medication."	"Help me take your medication. Takes me to the doctors. Helped me find a place to volunteer after my other job finished."
"I like it here"	"I'm happy with you guys"
"Help me with difficulties that I have."	"Staff showers me."
"Some people will not let me make my lunch."	

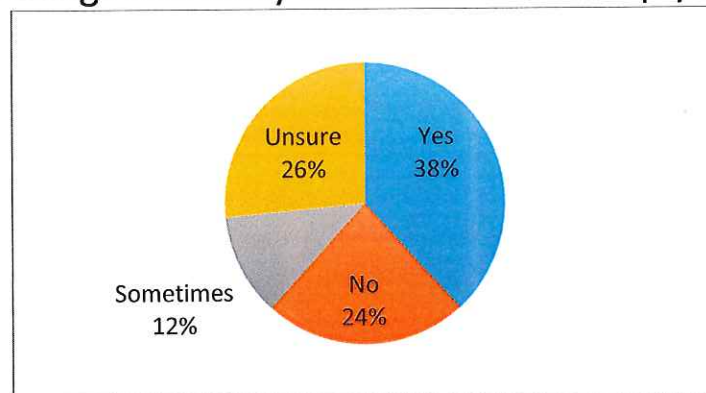
Is Mary Centre better than other places where you have lived?



Comments

"Sometimes I like living like a lonely person in my own home"	Lived at home before moving to Mary Centre"
"I never lived at Mary Centre"	"I live at home"
"Live on own but have help from staff"	"I don't live here"
: I think Mary Centre is like my home. I'm here all week"	"Lives at home"
"I know my worker at Mary Centre better than staff at other agencies"	"I live at home with my mom, I go to the day program"
"I live at home with mom and dad I do not live at Mary Centre"	"The support and the people is better than where I was living"
"I have never lived at Mary Centre"	"I like Mary Centre because when I am told someone is coming to visit me the staff let me know."
"Better than the hospital and institutions, but liked my own apartment better."	"Liked living with my family and at Christie"
"Much better."	"Rather live with my father."
"N/A - Live on own but have help from staff"	"Live at home"

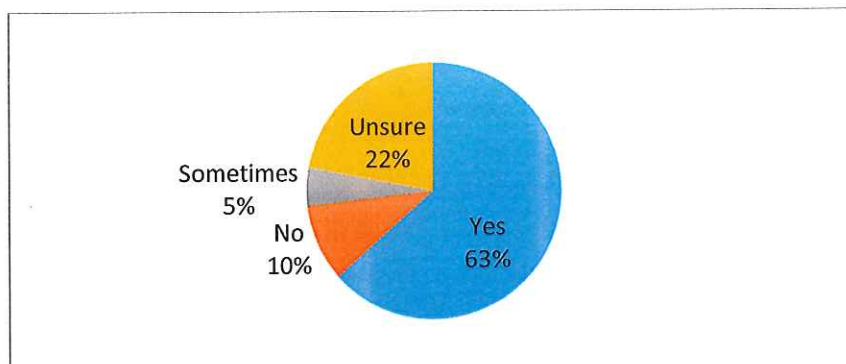
Are there other things that Mary Centre can do to help you?



Comments

<i>"Go to a friends advocate get-together."</i>	<i>"My worker does a lot with me"</i>
<i>"More time with a worker, or a volunteer to take me out more often"</i>	<i>"Community outings by van/car instead of public transit"</i>
<i>"I would like to meet that special woman and have her in my life"</i>	<i>"I want my volunteer to give me more challenging work to do"</i>
<i>"To continue with the same services and supports."</i>	<i>"Can't think of any."</i>
<i>"Resume building, job search, getting voice lessons, finding cooking classes, continued motivation support"</i>	<i>"Help me get more money, lots of it. Make it triple. Tape TV shows on the DVD."</i>
<i>"Help with my money"</i>	<i>"I'm fine with what is going on"</i>
<i>"I would like to stay late on Fridays, so I can help in the cooking class"</i>	<i>"I would like Mary Centre to help me find a special friend"</i>
<i>"I can't help myself."</i>	<i>"They always find new things for me to do"</i>
<i>"Math, Accounting, Laundry, cooking, Money management, Budgeting, job skill training etc."</i>	<i>"Do more cooking"</i>
<i>"I don't know"</i>	<i>"The program is very good so far"</i>
<i>"No, they do enough"</i>	<i>"Continue to come up and see me all the time"</i>
<i>"I'm happy"</i>	<i>"Continue to come up and see me all the time"</i>

Mary Centre is a Catholic based agency. Are we meeting your faith needs?



Comments

<i>"My volunteer helps me"</i>	<i>"It doesn't matter whether it's catholic or not"</i>
<i>"Not interested"</i>	<i>"Not important"</i>
<i>"I am Catholic and go to church every Sunday. I am glad Mary Centre has the same values as me and Respects God"</i>	<i>"I am a non-practicing Catholic and don't go to church"</i>
<i>"Somewhat important. Know staff are very good people."</i>	<i>"Sometimes on Thursdays and sometimes I get the wafer in my mouth on Sundays"</i>
<i>"I go to church with my family"</i>	<i>"I am Jewish but I celebrate all faiths"</i>
<i>"I am not catholic I am Buddhist"</i>	<i>"Yup"</i>
<i>"Yes, because I am Catholic"</i>	<i>"I go to church with my mom on Sundays"</i>
<i>"I like to go to church and sing next door at St Bernard's"</i>	<i>"Sometimes on Thursdays. Sometimes I get the wafer in my mouth on Sundays"</i>
<i>"Book wheel transit so I have a ride to church. I really like my church"</i>	<i>"I am not lonely that's for sure and I don't go to church. God is upstairs"</i>
<i>"I love going to church. Mary Centre is helping me a lot with that."</i>	<i>"I like to carry the big cross at church. I get the bulletin from"</i>
<i>"I go to church with my family"</i>	<i>"I don't go to church, but I like Mary Centre."</i>

Appendix A

Main Survey & Family Survey Results

What attracted you to Mary Centre?

Family not asked this question.

Themes	#	Sample of Comments
Programs & Services	16	<ul style="list-style-type: none"> • Mary Centre provides a wide range of programs despite being a smaller agency • The variety of services offered and having multiple locations.
Mission of Mary Centre	15	<ul style="list-style-type: none"> • Their value and purpose in caring for the individual in the group home • I enjoy working with individuals with developmental challenges. Mary Centre is a small agency and focus on providing excellent service to the community • Faith based organization
Caring Staff	6	<ul style="list-style-type: none"> • I have been attending Mary Centre events for years as a family member was on the board. I was impressed with the staff and the work they do and felt it was a good organization. • I cherish challenging individual with developmental disabilities and thereby love to work with them in order to make them feel worth in the community and to assist them with the activities of daily living
Work Environment	5	<ul style="list-style-type: none"> • Started out as a student placement, got hired part time and it was such a positive experience I applied for a full time position • Long working relationship with Program Director • Possibility of working in different departments within the organization
Volunteer Program	4	<ul style="list-style-type: none"> • Wanted to give back to the community and enjoy what I do and assisting others • After an appeal by the then Volunteer Coordinator as what Mary Centre represented, I started out as a volunteer in an effort to give back, which morphed into the organization hiring me.
Reputation	4	<ul style="list-style-type: none"> • Positive feedback that I have heard about the agency and an interest in community support. • The fact that they are client focus and there staff have been and remained employed by Mary Center. Which says a lot about the agency.

A high point experience with Mary Centre

Themes	#	Sample of Comments (Shaded is family comments)
Caring Staff – going the extra mile, with a smile	30	<ul style="list-style-type: none"> • Mary Centre has been supporting my son for over 6 years in the respite care program. Tracey, Fathima and the team of respite staff are amazing they are flexible in their support, always approachable and truly care about my son's needs and our family stressors • The staff are well informed of certain behaviours and when my sisters we having certain issues the staff was open to interviews and frequent check ins from the family and that helped us to gain trust and they helped my sister to adjust to her environment and routines • I was amazed with the care and supports render to one of the individual supported that was sick and almost at point of death, and how manager and staff of Mary center stood by this individual to make sure she survive the illness. Given full support, day and night in the hospital even with the absence of the parent. This individual survived the ailment and is now healthy. • One of the individual had to go to the hospital and the 911 was call also our supervisor a next staff was needed to stay with rest of individual and staff came in no time so that some could go to be with the individual every body work as a team • I remember a member of the SIL program became terminally ill and arrangements were made for individual to receive palliative care at one of the Scarborough residences. Individual passed away but was cared for by staff who knew and cared about her rather then go into a hospital • I have seen the staff go above and beyond their duties. For instance, one of my staff once visited a client on the weekend (her time off) to help him take eye drops because he didn't have anyone else to help him and is blind so couldn't do it on his own very well.
Programs & Services – responsive to the needs of those served and their families	12	<ul style="list-style-type: none"> • My wife and I have been with Mary Centre for about 5 years, our son is autistic and has some behaviour against my wife and I. Mary Centre has been able to support our son and allow my wife and I to have time together. The staff at St. Bernard's are great and caring and have been flexible to allow my wife and I some time together • Back in 2012, I was looking for a program/place where my son will be offered support that will improve his quality of life. Rob Brownlee of BCCL informed me about Mary Centre and introduced me to Ms. Fathima Nisar. And that is how we got to know each other and started working together. • I am 80 years old and Mary Centre takes care of my son during the week, he attends respite and the day program so that when Franco comes home on the weekends I am able to enjoy my time with him • I believe Mary Centre always provides great supports and services. I don't have a specific time, but just in general, Mary Centre has great services for individuals with developmental disabilities. • It's reflected in the relationships we have with clients and their families. The level of trust and comfort they have with us and knowing that we make positive impacts in individuals lives.
Knowledgeable Staff – confident, well trained and know what is available in the community from other sources	12	<ul style="list-style-type: none"> • There was a specific time when an individual was having a seizure. It had reached the Grand Mal stage. The complete seizure protocol was followed all individuals (staff) present were on point on handling the

		<p>situation. The ambulance was arrived after 911 were called. The whole thing was handled professionally</p> <ul style="list-style-type: none"> • Supporting families with challenges in receiving support from other service providers. • In one situation we worked together, Mary Centre raised a situation where a young adult was at risk of neglect. The program director reached out to the community for support. There was supports put in place for this young adult and a positive outcome was achieved by this individual being placed in a residential setting. • There was an instance where one of the individuals I worked with had run out of funding and was unable to gain support services. However, my manager Terry was able to act quickly and gain more funding for him and he was able to continue gaining support.
External Activities – organizing and participating to stimulate those served	5	<ul style="list-style-type: none"> • Outing to the Shrine Circus. Individuals integrated in the community/social/ everyone behaved and enjoyed • When Mary Centre held a community BBQ in partnership with Loblaw's in the beaches, it brought community awareness of who Mary Centre is and what they do. The 3 brothers were there as well
Relationships with Families – being an extension of the family in a caring way	2	<ul style="list-style-type: none"> • The story of the 3 older sons whose mother had died. Mary Centre found a way to keep them all together in their own home. Truly amazing.
Funding	1	<ul style="list-style-type: none"> • When the agency was run like a social service agency and not a business that is more concerned with the financial needs as opposed to the needs of the individuals. In the last couple of years it appears to be much more difficult to get things for the individuals and the homes. Lots of more talk about cost then there ever was. As a Front Line worker I liked it when we were able to get items faster than we are today. Sometimes it takes a month.
Advocate – standing up for those served	3	<ul style="list-style-type: none"> • There was an instance where one of the individuals I worked with had run out of funding and was unable to gain support services. However, my manager Terry was able to act quick and gain more funding for him and he was able to continue gaining support • Getting more funding. They pushed for more funding and we got it. Her worker is great (D'Ann)
Leadership Team	2	<ul style="list-style-type: none"> • Experience with Mary Centre has been very poor over the years. The hiring of Don Walker is a positive development. • I was supporting an individual in palliative care for the first time and my director was very supportive of this experience
Volunteer Program	1	<ul style="list-style-type: none"> • The high point experience that I felt that Mary Centre was providing great support and service for its' Volunteers had been the free First Aid/CPR trainings for certification.

Strengths of Mary Centre?

Themes	#	Sample of Comments
Caring Staff – going the extra mile, with a smile	16	<ul style="list-style-type: none"> • The care given to my daughter is unparalleled. She is always looked after and I never worry about her attending the facility. Each person displays the same degree of care. I am always very happy concerning any contact. • The staff is open and flexible and show that they care for our son. This makes his mother and I feel more comfortable and makes us feel that we have made a good choice in choosing Mary Centre • The personal touch, the staff listen to use and help us with some problem solving when our daughter is at home, the support is not only

		<p>when she is at St. Bernard's. Tracey is always willing to listen and help us.</p> <ul style="list-style-type: none"> • I believe we value the clients we support. I have seen a staff member go the extra mile in supporting a wheel-chair client achieve his dream by taking him to Nova Scotia. . • Our resident does not have any family outside of the village. The connection to have someone take him out shopping, to the bank, discuss smart financial decisions etc. are services that he would not receive without Mary Centre.
Focused on those MC support	11	<ul style="list-style-type: none"> • Flexible and willing to work with our families support needs not the other way around • Furthermore Mary Centre is innovative with program like Volunteers and helping individuals plan vacations and the long-term care program it's the way Mary Centre serves and cares. • Mary Centre is client focused and are invested in providing the best quality of life for their clients • Mary Centre cares about the individuals we works with, their clients needs and interest. To many organizations forget about their clients wants and needs. Mary Centre also empowers their staff, while many other agencies beat them down. • Mary Centre focuses a lot on helping individual's accomplishing their goals.
Faith Based & knowledgeable	8	<ul style="list-style-type: none"> • Their Catholicity and responding to the requests of Jesus to care for those requiring special care. • Religious Based Flexibility Parish outreach
Mission of Mary Centre	6	<ul style="list-style-type: none"> • The ability of assisting people with disability socially, emotionally and strong perceptions of helping each individual to develop their potentials to fit and be a useful member of society • Mary Centre has always reached out to help people in crisis. People who are homeless or have issues being at home with family due to abuse, or lack of moral support from family. • Even though Mary Centre is a Catholic faith based organization no one is every denied services based on their religious beliefs.
Programs/Services	5	<ul style="list-style-type: none"> • Mary centre is able to accommodate my sister more based on my families needs other respites you are restricted to one or two weekends per month • The one on one Programs, sensory activities and quality time spent in supporting adults with developmental disabilities • Group homes Respite SIL Community Support
Knowledgeable Staff	4	<ul style="list-style-type: none"> • The respect and treatment of the individuals we support overcome all other agencies. I find that our staff advocates for the individual we support extremely well not like other companies involving adults with disabilities. • Have the expertise to guide and understand his disabilities
Smaller Agency	3	<ul style="list-style-type: none"> • The size of the agency allows it to be more family-oriented and perhaps more flexible with the needs of clients. • Smaller agency more personal relationships. Commitment to excellence.
Misc.	3	<ul style="list-style-type: none"> • Having no knowledge of other organizations I cannot answer this question. • Have not tried any other organizations
Quality	2	<ul style="list-style-type: none"> • A thorough pre-admission assessment of individual need was completed. Before admission, Ms. Fathima Nisar visited my house and interviewed us to have a clear understanding of my son's need.

Senior Knowledge of Needs	2	<ul style="list-style-type: none"> • Base of seniors knowledge willingness to look at different types of respite options
Community Engagement	2	<ul style="list-style-type: none"> • Willing to work effectively with community partners and when they make a commitment follow through. Honest when they feel they cannot provide a support or service with be clear why but will go the extra mile when they can provide support.
Training Opportunities	2	<ul style="list-style-type: none"> • Helping staff with getting more training to help the individual
Work Environment	2	<ul style="list-style-type: none"> • Mary Centre offers a lot of opportunity for staff. I know from my experience I was able to do multiple things within Mary Centre. Also, Mary Centre is a small organization which I really like because I feel like I'm acknowledged by my supervisor and manager.
Leadership Team	1	<ul style="list-style-type: none"> • We have great staff. I have a great supervisor who is caring and compassionate toward the staff without losing the fact that the individuals we support come first.

Opportunities for Mary Centre?

Themes	#	Sample of Comments
Programs & Services	19	<ul style="list-style-type: none"> • Having staff available to involve residents more in church activities. • Provide more programs designated to meet more of the specific needs of clients (life skills) Possibly offer more respite for example 2 weeks at a time to meet families need as opposed to weekly pick ups • Have a greater community presence –expand beyond serving the older adult population and make a name for ourselves with the transitional aged youth. We state we serve the individual through the continuation of the lifespan, however I feel the younger individuals are missed, essentially through the type of programming we offer (i.e. transition to long term care, integrated seniors) • More hours offered to the clients if possible to increase socialization and stimulation • Increase programs or create new programs increase # of clients (age20-40) • Have a greater community presence –expand beyond serving the older adult population and make a name for ourselves with the transitional aged youth. We state we serve the individual through the continuation of the lifespan, however I feel the younger individuals are missed, essentially through the type of programming we offer (i.e. transition to long term care, integrated seniors)
Funding	15	<ul style="list-style-type: none"> • More funding to support my son's needs reassurance that if something happens to my wife and myself my son will be taken care of. • Funding shortfall for families who rely on funding to purchase services as Feb and March are always challenging months. Develop a group to help families plan as we as parent age and help to develop a crisis plan (what happens when I am gone where does my daughter end up) DSO does not give me confidence in future I would like my daughter to stay with Mary Centre • Better funding for programs DSO has made it more difficult for families • Also address the movement towards Passport as an opportunity • Fee for service opportunities • More dollars need to be devoted to special need housing, and care. It is difficult for any organization to exist without more monies being

		<p>available for services. Permanent housing should be easier to find when a parent needs to have a child no longer at home.</p> <ul style="list-style-type: none"> • MC should sell their service to the government in order to get more funding to assist more people. • I believe the government needs to fund more full time positions for employees working in human services. To often employees are going without benefits as part time employees.
Human Resources	8	<ul style="list-style-type: none"> • The availability of more permanent positions as stability will contribute greatly to reducing the turnover of staff and help provide a higher standard of care and the individuals we support will be able to build lasting trusting relationships. • Increment in salary, creating more residential homes in Brampton and other area, unionism • Change in managerial personnel in Peel. • There needs to be more opportunities on staff development. Seniority should be important in combination with skills relevance. It should not only be the level of education completed but competence to do the job required. Having hands on experience and understating what the challenges are that individuals face and challenges that staff may face in providing support. It is important to have a solid team that can support each other and build on each person's strengths and weaknesses. Provide a fun retreat for staff in each program to work on team skills, communication skills, etc.
Training	7	<ul style="list-style-type: none"> • Opportunity for MC to provide a different sense of training to individuals who would work in LTC; a lot of time staff train the workers on the floor but I wonder if there is a way that we can find a base into the community college programs to directly train PSW's, RPN's -- have a core course/curriculum imbedded in these programs to educate them on how to support individuals with developmental challenges. -Is there a way to anticipate some of the needs of the individuals we're currently supporting that are aged 50, and what they might need as they age, to help build capacity in the sector. Create a consultant type role. -Seeing individuals presenting with mental health challenges earlier (i.e. especially individuals with Down Syndrome developing dementia) what type of training/staff supports are going to be needed for the aging population? • Short Term courses, weekend and evening • The ever changing in are clients needs seem to be met as we seem to continue w ongoing trainings and changes within agency. • Staff who are better trained in administrative task (computer skills)
Workplace Opportunities (for those we serve)	4	<ul style="list-style-type: none"> • Getting her into the work force of some source • We need more programs in our area and need more opportunities in the workplace • More emphasis on life skills training. - Training on job skills to enable individuals to be self reliant - Linkage with the employers to help individuals to find a job • In a volunteer position such as in food banks, if no paid employment is available.
Quality	3	<ul style="list-style-type: none"> • I see the same consistency of care provided to my sister which is great to know. Outings for my sister have to work around her condition and need for a consistent care and my sister is much happier here. • Ways to measure support that is offered, if it is meeting the needs of the individual. Check and balance in all levels. Monthly checks and all individuals spending to match their statements.

Technology	2	<ul style="list-style-type: none"> To invest or ask family's assistance in providing more computers to teach and engage the individuals in respite that may be able to learn from it. Clients that are frustrating may improve skill that could help them improve their quality of life through working and feeling a sense of achievement.
Aging Population	2	<ul style="list-style-type: none"> Growth in ageing and networking Teaching other agencies and sharing knowledge of changing needs of the ageing population
Advocacy	2	<ul style="list-style-type: none"> Mary Centre can apply for additional grants so I can afford to send the girls more often to Mary Centre. They can look at exploring more community-based activities that are free. Having all organizations coming together to stop government closing workshops and group homes.
Quality	1	<ul style="list-style-type: none"> Mary Center staff are trying their best, but due to their smaller in size, still need advancement in order to meet with other organization standard.
Transitions`	1	<ul style="list-style-type: none"> Look at transitional supports where you are helping people transition not only to long-term care but to other services. You do the long term care transition so well.
Wellbeing	1	<ul style="list-style-type: none"> Important trends that would be addressed include the individuals that we support have since a better grasp of general management of health and their well-being is improved through friendly visits and literacy tutoring via Mary Centre outreach services.

Recommendations to Current Services

Themes	#	Sample of Comments
Nothing	19	<ul style="list-style-type: none"> Not that involved in actual programs going on in at the centre to comment on this. In the future, I may like to have my child in a day program. None - keeping doing what you are doing No comments at this time, because I think they are doing an excellent job now. To continue the good work in supporting individuals within Mary Centre organization/facilities
Programs & Services	18	<ul style="list-style-type: none"> Would love to have a respite home in Peel staff by and run by Mary Centre. Open more group homes in Peel Our family loves the support services offered at Mary Centre, they're learning new things every time, but they might enjoy being into the community once the weather gets nicer. They enjoy the food there. More out of home respite locations as we travel from Newmarket to use St. Bernard's. I feel that Mary Centre should run a full-time Day program that can accommodate all adult with intellectual disabilities (including wheelchair, lifting devices, toileting, and so forth...). Have a large day program that can run different types of program, outing, trips, and variety of activities. Expand the services with possibly more residential programs so several aging families that utilize respite will have more options of their family members to be supported by people they know. More availability for attending more frequently. Everything else is perfect. Staff wonderful, care excellent. Peel Day Program should have its own site. I think more people would attend if it had a better space to provide services in.

		<ul style="list-style-type: none"> • Have more programs and getting family more involved.
Communications	7	<ul style="list-style-type: none"> • Maintain regular contact with the family through an effective feedback mechanism • I find at case conferences when MC staff are talking it seems to be more on the social aspects of what people are seeing/interpreting as opposed to the factual components. Is there a way for the staff to become versed on how to take away the emotional/social aspects and turn it into facts, rather than it being a narrative (extrapolating factual pieces from the narrative social story)? This is not a negative on the staff • As an employee I would like to be kept more informed of the direction the agency is moving in. This would help me in future planning, as I would like to stay employed with the agency.
Human Resources	5	<ul style="list-style-type: none"> • More Quality staff • To have a solid team that knows the clients especially the ones that live in and rely on their support and not frequent turn over of staff. Part time staff can be scheduled either one or more times a week on the same days that the client knows what or who to expect at all times without becoming anxious • Better agency staff/ or reliable this less training • Larger focus on promotion • Differentiate HR duties from Managerial duties.
Quality	4	<ul style="list-style-type: none"> • The invoice process over the last few years is not a good as it used to be. Have had several conversations with St. Elizabeth • Monitor front line staff for quality • To continue providing with a good service, willing to accept changes, suggestions, innovation. To follow the plan for every individual and working as a team. To assure the support that Mary Centre offers by practicing the dimensions of life, which involves the physical, psychological, emotional and spiritual part of every individual.
Transportation	4	<ul style="list-style-type: none"> • Having transportation to and from activities for individuals. • Providing transport support to the individuals.
Funding	3	<ul style="list-style-type: none"> • More interest and funding from the archdiocese. • More fundraising strategies More incentives for staff • Innovative fee for service options beyond day programs or individualized support/respite. Offering selective skill building courses/workshops, employment programs, etc.
Training	2	<ul style="list-style-type: none"> • Better front-line staff appreciation, hiring staff who are open to continuous learning and improving their own ability to teach and support individuals.
Accountability	2	<ul style="list-style-type: none"> • Continue to hold people accountable to ensure the services are provided as directed for individuals being supported
Technology	2	<ul style="list-style-type: none"> • Internal system/database which would allow staff to easily/quickly access individual files; especially helpful for staff who are responsible for "on call" • Have technology available to supplement services such as IPAD's etc. for those who are able.
Appreciation for Front Line Staff	2	<ul style="list-style-type: none"> • A higher appreciation for front line staff
Work Opportunities	1	<ul style="list-style-type: none"> • Have mentor to go with Janet into workforce and learn a job
Equipment	1	<ul style="list-style-type: none"> • Providing more staffing and purchasing mobility aids, medical equipment, wheelchair accessible transportation and other supports that ensure the comfort and safety of the resident

Leadership Team	1	<ul style="list-style-type: none"> Don is doing a good job listening and working with community members in Peel and willing to explore Mary Centre expanding their supports
Participation	1	<ul style="list-style-type: none"> More participation from parents and caregivers.
Facilities	1	<ul style="list-style-type: none"> Improve the physical facility. (Size, space, life skill training related equipment etc.)

Imagine 2020

Themes	#	Sample of Comments
Programs / Services	19	<ul style="list-style-type: none"> Community activities and engaging with people in the community. More puzzles and activities at Mary Centre Programs that will teach life skills/ perhaps more program activities that specifically promote health and wellness and support specific disabilities example Blindness Increase the number of program days Provide teaching of life skills cooking cleaning working Possible have a summer camp program One wish would be to create activities, which staff who support individuals in the community can go to once in a while. That may include exercise classes, or art classes that would be only within Mary Centre. If Mary Centre could run a larger day program that runs from Monday-Friday, it would be great if they expand on the cliental and staffing, provide better care, more community inclusion and trips, provide personal care assisting that's involves assisting in toiletry, lift devices, etc. Reinstate the bereavement program is was very beneficial to people and was the only one in Peel to address the needs of individuals with developmental disabilities
Misc.	10	<ul style="list-style-type: none"> Keep up the good work Win the lotto Keep it the same, change is uncomfortable for Trevor Not much to change. Mary Center has great staff and we are fortune it enough to have great clients. I see Mary Centre as a well-organized institution, which offers clients an individualized and caring environment. I see more locations open for our clients. I see lots of individuals looking to or joining Mary Centre.
Communications	7	<ul style="list-style-type: none"> Find more creative ways to promote Mary Centre and generate donations – beyond golf tournament & auction. Utilize social media and our website more, with more frequent updates and information to keep our partners/funders/community members in the loop Mary Centre would be phenomenal and have more recognition from families in different locations. Better communication with the facilities (LTC) as to programs that can be offered, or the role of the Mary Centre in care for residents who are in LTC. It is not understood the scope of what Mary Centre can do.

		<ul style="list-style-type: none"> Promote our agency. Not too many people know about us! Expand programs because there is such a need for services. Upada
Human Resources	7	<ul style="list-style-type: none"> Establish at the initial interview what is the new staffs expectations from Mary Centre and what are they willing to offer. Example the training of new staff to only work 2 shifts per month (not cost effective) Hire staff that is more suited for the position you need to fill. Example, a younger staff may be more suited to work in a SIL program due to the requirements of the job that involves going on an outing at all times rather than a more mature staff who would be more nurturing and supportive to a clients that are more physically disabled Have team building retreats for staff.
Accountability	4	<ul style="list-style-type: none"> All documentations and policies should be centrally stored and accessible, rather than the use of binders. Make sure there is no financial abuse at any level. Make sure that staff does not abuse their role of trust, people working real scheduled hours, and overall checks and balance involved at a levels.
Facilities	5	<ul style="list-style-type: none"> Work with families to allow families to will their home to the agency and have family member live in the house with others of similar needs. Provide permanent residential services A program that would allow me and my son to live together as we both grow old (not long term care) but like a retirement living situation that works with both of us. More respite homes My first wish would be for Mary Center to have our own facility to use for programs.
Funding	6	<ul style="list-style-type: none"> Work with families to be able to will their house to family members (or agency) with the support of agencies to deliver the supports Ministry funding to assist with limited passport funds Be more visible within the community – find an office space that would allow for this, as well as expansion for fee for service programming. Fee for service will generate the income which will allow for us to purchase things such as an internal database. I am very supportive of getting “one voice.” The passport developer has strengthened the ability to understand what is happening in the community and passport program by being the “one voice.”
Training	2	<ul style="list-style-type: none"> Like to see more education and training carried forward to increase capacity at other organizations and within the agency itself More video base training

Transportation	2	<ul style="list-style-type: none"> With a company vehicle that can take bunch of group out and explore will benefit the community outings provided with the funding.
Technology	2	<ul style="list-style-type: none"> Have more accessibility to computers/laptops for community staff to use A System Network where staff can access the newest version of all the forms we use – consistency
Assessment	1	<ul style="list-style-type: none"> Develop a mechanism at individual assessment on a regular basis and customize the support accordingly
Mission of MC	1	<ul style="list-style-type: none"> Go back to its roots of being recognized as an outstanding social services agency that puts the needs of the individuals first. Continue to live its mission and values. Place more emphasis on the fact that we are a Christian organization, not necessarily only reflective of a Catholic Organization.
Renovations	1	<ul style="list-style-type: none"> Renovate the facilities
Service Coordination	1	<ul style="list-style-type: none"> Service coordination would be an area of growth nice as it would go together with the values of the community support program with it seems to be a missing piece and would be beneficial to the community
Growth	1	<ul style="list-style-type: none"> I wish Mary center to advance from small organization to more bigger and advance organization with union.
Resources	1	<ul style="list-style-type: none"> A resource library for staff (reading materials, teaching tools, etc.)
Appropriate Housing	1	<ul style="list-style-type: none"> Appropriate housing for individuals that don't belong in LTC.
Advocacy	1	<ul style="list-style-type: none"> In the Peel community, I would like to see MC take more of a leadership role in pushing the envelope related to emerging seniors (strategies, best practices, etc.)
Work Environment	2	<ul style="list-style-type: none"> Dedication, enthusiastic and affiance of all Mary Centre employees

How important is it that MC is faith based?

Themes	#	Sample of Comments
Faith Based	10	<ul style="list-style-type: none"> My daughters are Christian, but the staff is very good at helping them read the bible, writing out the bible and helping them pray before bed I am Catholic While I understand this sets us apart, I think it is important to stress that we welcome and support individuals from all faiths. Loves to go to church with Mary Centre Staff and volunteers For me it is being known as a Christian Organization with Catholic Values. As a catholic I feel good working for the same belief that I follow, but respect all religious belief as well. Being Catholic myself I am able to incorporate the Catholic values through the organization. When there is an individual who is Catholic and has questions about the religion I have knowledge to provide them with.

Inclusiveness	5	<ul style="list-style-type: none"> Religion is not important to me, but I appreciate that we support individuals in whichever faith they follow.
Values Based	5	<ul style="list-style-type: none"> There is a value and commitment to enhancing the lives of the individuals referred to Mary Centre that aligns with the values of our service and it is under valued by other agencies This is what makes us unique!! Speaks to values and ethics
Misc.	1	<ul style="list-style-type: none"> Good

How would you describe who we are and what we do?

Family Comments
Mary Centre provides the great quality of support and quality of life for the handicap and people of special needs in our society
An organization supporting people with intellectual and physical needs.
Very helpful when we have questions
Provide day programs. Provide respite and community support 1 to 1 basis.
I tell my friends about Mary Centre and how my daughter love it and the workers are good. I like that it's small and clean and my daughters are well supported by the staff.
It's a good place that provides service. I am happy knowing he is here. I worry less
This organization provides support to developmentally and physically challenged individuals and their families, it offers a safe and cooperative environment for these individuals to learn and use everyday skills to cope with and overcome challenges for maximum health and wellness
Very good support service for day program and service
Work with my son to give us a break
Work with adults with special needs
Mary Centre is a ray of hope to those who are developmentally challenged and under served. They bring joy and happiness to them and help families to lessen their agony as well.
They provide flexible support to adults with disabilities
Work with my disabled son
Help families and their disable family members
Building a community

Main Survey Comments
It would be described in non-descript terms; that is, a developmental service provider
Mary Centre is my home and the staff are great
Mary Centre is great and amazing.
We're a small agency with a big heart
Mary Centre supports all, regardless of faith.
Mary Centre offers an array of services to individuals with developmental disabilities. The support provided enhances the lives of the individuals as well as their families. The support they provide is unique to the individual and of great substances. Mary Centre is sure to have a positive impact on your life.
Mary Center is a good Organization, that offer great supports and services to individuals supported and their families.
Mary Center is a good Organization, that offers great supports and services to individuals supported and their families.
Mary Centre delivers integrated support services and creates new opportunities for the benefit of the developmentally challenged, their families and the community in which we live
A smaller agency that provides supports to people with developmental disabilities and their families. I would tell them about all the kinds of support we offer.
Individual with disability mental challenge and supporting worker with personal care
I say that we are an organization who supports adults with developmental disabilities who until now may have been cared for at home or with family, but need additional support.
Mary Centre provides excellent services to individuals with intellectual and physical disabilities accordingly. Further, supported independent living, respite and residential services are part of the areas of life and everyday living that Mary Centre excels at.
Mary Centre is an organization that provide great quality of life to adults with developmental disabilities in our society
Mary Centre is dedicated in supporting families with adult that are developmentally challenge. The goal is to ensure that the individual's live a good quality of life with respect and dignity.
Offer a range of community based and residential supports for adults with developmental disabilities
Mary Centre is a Catholic organization that provide high standard of care and support to people with physical and mental disability.
I would explain to them that we are a great agency where staff are devoted in the well-being of the individuals we support. We provide the excellence of devoted staff working with adults with intellectual disabilities.

<p>I would describe Mary Centre as an organization that supports adults with developmental disabilities. We believe in helping them become independent and integrating them within the community. We are also dedicated to treating individuals with developmental disabilities with respect, dignity and empathy.</p>
<p>I would advise them to come for a walk through to all of our programs/home and conclude for themselves</p>
<p>Mary Centre is dedicated to do all what is necessary to achieve our goals, mission and vision</p>
<p>We support adults 18 + with developmental disabilities through residential, community support, respite, SIL, integrated seniors and long term care programs.</p>
<p>Through the community support program you provide a high quality of support that is goal focused and provide excellent feedback and assessment so that there is a starting point to help the individual gain skills The support is consistent and meets the needs that are identified</p>
<p>Can only talk about the group home and the Long Term Care program not familiar with other programs offered by Mary Centre but would say they make an effort to help people have a good quality of life</p>
<p>Intellectually disabled adults in our community</p>
<p>Mary Centre is an agency that supports adults with developmental disabilities. We provide a wide range of supports from residential to respite to community and long-term care. Our focus is on assisting clients to live as independently as possible with the best quality of life.</p>
<p>Support individuals in daily living and community integration to the best of their ability. Client centered approach. To assist individuals to be as independent and possible.</p>
<p>It is an institution that will assist the clients with a special care according to their needs; it also has different locations and it is an experience Agency which has assisted individuals with intellectual disabilities for more than 25 years.</p>
<p>We support individuals with developmental disabilities, mental illness, and dual diagnoses live to their full potential. Staff at Mary Centre empower their clients to set and reach their own goals, with timelines and steps that suit each person.</p>
<p>Committed to enhancing the lives of people with a developmental disability in a holistic manner. Integrating them into the community and giving them choices to enhance their livelihood in a safe environment.</p>
<p>Mary Centre is a faith-based organization, which provides supports to adults with developmental disabilities.</p>
<p>Mary Centre provides residential and community supports to individuals with a developmental disability. We have a great deal of experience supporting the senior population.</p>
<p>May Center is about transforming and empowering residents to achieve their goals in life</p>
<p>We are an average organization when compared with some other organization.</p>
<p>At this point, we only have 1 resident who has services through Mary Centre, and from our understanding, they provide 1:1 with him, outings, help with decision-making and support.</p>

Work with adults with a developmental disability in group homes, respite and day program
Meeting our needs
Excellent
We support individuals with a developmental disability to achieve the best quality of life. This may be through community integration, employment, education, social interaction, skill development, advocacy, strengthening relationships, building new connections, and the list goes on.
I would describe Mary Centre as an organization that will go above and beyond to provide the best support possible to an individual and their families. Not only are the staff involved but also the coordinators who get to know the family and individual as well, you are not just a number. Mary Centre provides a variety of different supports such as SIL, Community respite, day programs and overnight(s) respite, they also have group home(s) and individuals and their families are always treated with what Mary Centre values are.
We have group homes and 2 respite locations that offer support to individuals with a developmental disability. The respite location in Brampton offers day program on a daily basis, the Finch location offers both respite on an overnight stay and day program for people in the community. Residents are allowed to stay in respite until a group home becomes available that will accept them.
Mary Centre is dedicated to do all what is necessary to achieve our goals, mission and vision.
I would advise them to come for a walk through all of our programs/homes and conclude for themselves
We support adults 18 + with developmental disabilities through residential, community support respite, SIL, integrated seniors, and LTC programs
No
Amazing
I would say they treat their clients and staff wonderful and they are client focus
A very caring Agency supporting the needs of the physically & mentally challenged by providing and catering to the needs of not only catholic residents but residents of every denomination.
Mary Centre is a catholic based organization who supports adults who have developmental disabilities. There are a variety of ways an individual can be supported through. Mary Centre offers community support, residential support, day programs, respite care and more.
A good organization.
Mary Centre takes pride in the content of their mission statement as improving the quality of life for the individuals that we support is always a priority.
A wonderful caring organization looking after special individuals with extreme patience. Mary Centre is a lifesaver for the families of those that attend.
Help and guide people with challenges with a plan that gives them a chance to live a self satisfied life

Mary Centre is a volunteer organization that supports adults with intellectual disabilities through outreach such as volunteering in the capacity as Friendly Visitors, Literacy/Computer Tutors or Driver Volunteers as well as Day Programs.

Other Comments?

Family Comments

Thank you all for being there and doing what you are doing
Having all parishes made more aware of Mary Centre and what they are involved in.
N/A we're very happy here and they're learning new life skills
I wish there was not such a great turn over in staff, so that there is stability, and for me to build relationship with staff supporting my son
Contact local business to see if there is some job or volunteers opportunity for the individuals.
Mary Centre can think of services that would broaden job opportunities for their clients.
Would like the respite, day and group home services to expand in Peel
Thank you Mary Centre keep doing what you are doing
Keep it simple

Comments from Main Survey

There should be discipline against workplace harassment, everyone should be treated fairly and equally.
Constant checks on all monthly bank statements and expense of all individuals
Find out what makes other organizations to grow in size and development to help rebuild and re-vitalize Mary Center. Often times people have not heard about us and what we do.
Mary Centre is doing a great job in the support that staff are providing to our residents.
We love to have Mary in our home working with one of our residents. He enjoys having her and her company.
Staff should have a bonus, a letter or card for the dedication and hard work they put forth in providing the supports to the individuals and families. Feeling appreciated from the organization. When a staff is happy with their job it will reflect in the work they do and the supports they provide.
Morning staff up and around based on years of service or experience rather than bring in new staff with more intellectual knowledge and less practical and client care experience.
Update website. Put new stories and pictures up. Shift from ideas about getting housing, help with meals, dressing etc. Focus on community stories, inclusiveness. Show how individuals contribute positively. I.e. paid employment
Interactions with Mary Centre staff have been very positive. It is important that Mary Centre is a contributing member and present at the community-planning table.
More community outing

We really appreciate that the Mary Centre takes our resident on outings, and visits regularly. He has no family in the community, and these are visits he looks forward to and talks about for weeks in advance. They are invaluable to him, which in turn helps the LTC home.

Mary Centre seems to be very good at what they do but they are small organization I think they need to grow and become a larger organization with the same values.

To focusing on the care provided every day with dedication following Mary Centre mission and their own, knowing that at the end of the day you will have accomplished your goal.

We could have an online program to clock in our hours instead of using time sheets.

Good luck!

All is well.

Besides the eligibility talk a lot about community support and building independence and working on goals
Transitional planning and long term care ensure a good quality of life and increases a collaborative community based approach. Think its great we are doing community planning

Strategic Opportunities – Events, Trends & Developments

As you think today about the larger context and purpose for Mary Centre, recall the many trends, events and developments presented this morning that will call on us to change, develop and play an even more significant role in the future.

What are the **three to five most important events, trends and developments** affecting Mary Centre today (e.g. services, demographics, funding etc.)?

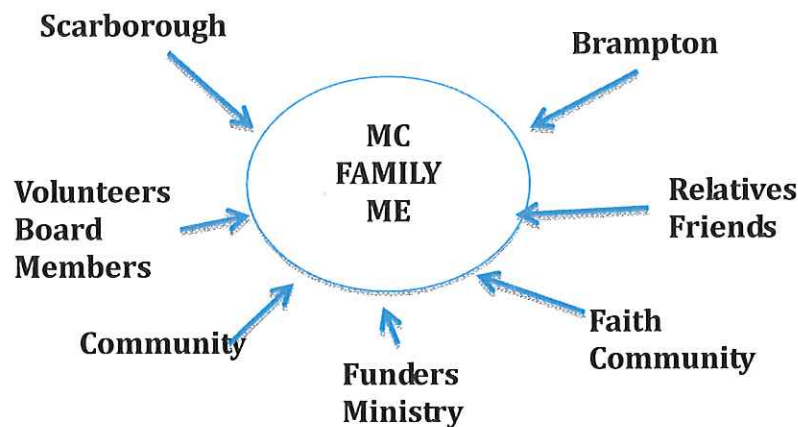
Outputs:

- Transition
 - School to work; home to independent
 - MCSS wants categories
 - People change throughout their lives; MC offers stability
- Services: Exploring partnership and types/range of services
- Strategic partnership within the industry
- Demographics: Broader age range
- Aging population
 - Higher or different needs
 - Transition to long term care
- Aging individuals promote and look for revenue
- Housing: Explore housing options: move from 24/7 approach
- Funding
 - Stagnant base
 - Passport and individualized
 - Residential no passport
 - Programming then from MC budget
- Funding model
 - Change in approach
 - Income generation
- Community based individualized supports
- Day and night programs
- Investing in staff
- Staffing: How do we utilize our employee resources
- Staff pay rate low
 - Add + incentives, recognition
 - Add training for aging resident needs

Imagine that it is 2018. Strategic changes have taken place, and our organization has become everything we hoped it could be. We can truly say, without reservation that this is the organization that we dreamed about back in 2016.

*What is happening that is new and different about the way we serve?
What is our reputation in the broader community?
What issues and barriers did we overcome, and how did we do it?
In what ways are we leading in our sector?*

Group 1:



New building – hub of community programs – workshops with clients

What type of services

Aging Pop? Specialize

Children get services – adults transition assistance

New people with passport dollars

What create?

Computer skills – don't have resources

Desktop for resume

Home skills – need environment

Hook up with FPP

Getting name out there to agencies and clients

Doctors' offices, social workers

Brochure – online website, email blasts, inserts in local papers

The individual is the key – the relationship – separates us – home away from home

Expanding # of home?

Families want their son/daughter closer to home

Understanding

Flexible

Open to individual's needs

Home not institution

Group 2

- Deliver 'gold standard' with seniors – including palliative care/training others
- Diversity of age service – change demographics
- Happy work force – salary/benefits
- Evening programs/services
- Innovative leader in sector – useful program services base on person's interests
- Increase diverse fee-for-service options i.e. employment training
- 2018 project to develop residential services to community living approach -??? (Don can't read your writing) across service codes????
- IT/program how to utilize today's technology to assist people we support and employees

Group 3

- Mary Centre is now all about diverse programming
- MC has worked through a transitioning of need – from programs to full residential care
- There is a greater public awareness of Developmental Disabilities and of Mary Centre
- MC is now getting the same sort of support and attention as other prominent causes
- It's 2018 and money is not a problem!

Strategic Direction:

One idea that got no dots – however, upon reflection it may be an overall ‘direction’ for the strategic plan:

Expand our services to include a broader demographic.

Reinforce and Celebrate Our Focus on the Individual and his or her needs. Listen to the client and develop programs from that input

Review and create a residential option plan for living as people may like and using current budget configuration

Develop a ‘community hub’ with new location and existing sites

To become a community hub – incorporating diverse programming including:

- Employment opportunities
- Life skills
- Extended hour program

Expand and develop our fee for service options

Start charging for MC’s expertise!

- Aging
- Life skills
- Respite

Extended Partnering

- With more diversified groups outside non-profit. I.e. building partner, school boards, parent groups
- Stop looking in – start looking out
 - Corporation i.e. Bell = mental health
 - Branding
 - Celebrity endorsement
 - Computer Company

Recognized leader in senior care

The Marketing of Mary Centre

- Branding and perception
- Make MC the “Covenant House” of the developmental health sector
- Involves corporate sponsorship

Theme: Growth and Sustainability

Strategic Direction: Expand our services to include a broader demographic & explore our Fee-for-Service options

Objective	Methodology	Who is Responsible	Time Frame
Review how we use our current resources	<ol style="list-style-type: none"> 1. Inventory of all funded programs and Inventory of all Fee-For-Service Programs. 2. Data Collection. 3. Review MCSS goals and MC Strategic Plan. 4. Consolidate the information to see if Expansion is possible and/or identify gaps in services. 5. Develop a recommended plan. 6. Present the Plan to Senior Management for review. 7. Present Plan to Board of Directors. 	Directors: Terry/Tracey	2017
Review our current Fee-For-Service Model	<ol style="list-style-type: none"> 1. Conduct a financial analysis of our current services. 2. Data Collection- comparisons from other agencies etc. 3. Consolidate the information. 4. Develop a recommended plan. 5. Present the Plan to Senior Management. 6. Present the Plan to the Board of Directors 	Directors: Terry/Tracey	2017
Explore the potential for partnerships/mergers from external sources	<ol style="list-style-type: none"> 1. Conduct an inventory of MC's programs and skills. 2. Identify current partners. 3. Data Collection: Current and Future Needs. 4. Identify service/skill gaps. 	ED/Directors/ Board of Directors	2017/18

	<ol style="list-style-type: none"> 5. Review other service/space models. 6. Consolidate the Information – Growth/Goals. 7. Develop a Plan 8. Present the Plan to Senior Management. 9. Present the Plan to the Board of Directors 		
Review opportunities with Funders	<ol style="list-style-type: none"> 1. Review Goals and Growth opportunities. 2. Present the Plan for Partnerships/Mergers to MC Funders. 	ED	2018/19
Explore potential grant funding opportunities	<ol style="list-style-type: none"> 1. Utilize existing Programs as the baseline and for potential of creating the proposal document. 2. Identify potential Short and Long Term Growth areas. 3. Explore internal and external services for possible matches. 4. Present plan to Senior Management. 5. Complete and submit the application. 	Directors/ED/Designated Program Resources.	2018

Theme: Community Partnerships

Strategic Direction: Build community partnerships that will allow us to co-create more effective and efficient services

Objective	Methodology	Who is Responsible	Time Frame
<p>Review our current participation in all community/sector committees to determine whether there is still a purpose in our participation. In addition, review who should be attending</p>	<ol style="list-style-type: none"> 1. Review and list current participation on community/sector committees. 2. Determine how/if the participation directly benefits MC. 3. Identify committees that MC should be attending/participating in. 4. Determine if there are community/sector committees that MC should/could lead. 5. Determine which MC employees should be involved in all committees. 	ED / Director's	2017
<p>Seek partners internally and/or externally of the DS Sector (Housing, Developer/LTC etc.)</p>	<ol style="list-style-type: none"> 1. Create a list of all current partners. 2. Refer to the inventory of current MC Services. 3. Identify MC/sector possible future directions. 4. Formulate a plan and identify potential partners. 5. Approach potential partners for discussions. 	ED / Director's	2018
<p>Strengthen our ability to fund raise.</p>	<ol style="list-style-type: none"> 1. Fundraising Committee /Board responsible to review past fundraising activities. 2. Survey fundraising activities of similar organizations 3. Consider alternatives to current methods of fundraising (e.g paid co-ordinator) 4. Formulate a long term plan (e.g. three year) 	Board of Directors	2017-2019

Theme: Service Excellence and Innovation

Strategic Direction(s): Continually review/revise systems to assess Service Excellence, Explore and create a unique new model of housing opportunities that support an individual's life vision and Develop a community hub

Objective	Methodology	Who is Responsible	Time Frame
Complete annual survey's to assess client satisfaction in the services being delivered	<ol style="list-style-type: none"> 1. Review and, if necessary, update the current survey 2. Send out annually 3. Evaluate the responses 4. Senior Management to discuss any recommendations 5. Present current results at AGM and report on work from the previous year. 	ED / Directors	2017
Review service approaches. Use the information gathered for Catholic Charities membership, core competencies etc. as tools to ensure the current services continue to be efficient and relevant for our consumers.	<ol style="list-style-type: none"> 1. Review and. If necessary, update the current job descriptions 2. Review current Hiring practices 3. Review current Employee Orientation 4. Review current Training Program 5. Review the current Probationary process 6. Review the current Supervision/Support approach 7. Review the current Performance Evaluation process 8. Step1-7 in the initial year of completion will formulate the Agency baseline for the future reviews 	ED / Directors	2018
Explore innovative ways to create an individual housing budget so	<ol style="list-style-type: none"> 1. Establish a cost per person for each of the existing services. 	ED/ Finance / Director-Denise	2017

<p>as to provide choice of housing options for people</p>	<p>Explore what a community hub might look like. Explore all options around the creation of this community hub and seek approval to implement.</p>	<ol style="list-style-type: none"> 1. Explore existing community supports in area (842 Wilson Ave.) 2. Identify current Leaders/Groups in community. 3. Meet with the Leaders/Groups 4. Determine if we wish to engage the Leaders/Groups and if so how 5. Explore if this approach can be duplicated in other regions where MC has a presence 	<p>ED / Director-Tracey</p>	<p>2017/18</p>
<p>Work with families to co-create effective services and/or create new partnerships that will help them reach their goals</p>	<ol style="list-style-type: none"> 1. Hold a Town Hall Meeting 2. Bring results to Senior Management Meeting 3. Develop a Plan and/or develop a “team” to create a Plan. 4. Present the Plan to Senior Management. 5. Present the Plan to the Board of Directors. 	<p>Board of Directors/ ED/Director’s</p>	<p>2017</p>	

Theme: Build Awareness

Strategic Direction: Build an awareness strategy that will expand the “brand” of Mary Centre as a leader in the DS sector

Objective	Methodology	Who is Responsible	Time Frame
Develop a social media strategy using Facebook, twitter, website, etc.	<ol style="list-style-type: none"> 1. Don, National Graphics and Communications Committee work to centralize and co-ordinate message to ensure continuity 2. Review and assess present activities. 3. Determine strategic purpose of social media activities. 4. Present a plan to the Board 	ED / National Graphics / Board	2017-2018 <i>(ongoing)</i>
Improve our public service announcements by updating our old ones and creating new ones.	<ol style="list-style-type: none"> 1. Communications Committee to review and assess existing psa's. 2. Perform cost benefit analysis cost of producing “better” psa's 3. Determine strategic purpose of PSA's 4. Assess the feasibility of getting time on radio/television 5. Present a plan to the board. 	Board of Director's / ED	2017-2019
Explore new and innovative community events to raise awareness of who we are	<ol style="list-style-type: none"> 1. Review existing public education events. 2. Conduct a review of sector colleagues efforts. 3. Develop options to explore and present to senior management. 4. Create the Awareness Plan. 5. Share the Plan internally and with the Board of Directors. 6. Implement the Awareness Plan. 	ED / Director's	2018

<p>Expand our sector brand by being more involved in conferences, workshops, LHIN's</p>	<ol style="list-style-type: none"> 1. Review at Senior Management the existing pattern of attendance. 2. Determine, based on Strategic Plan and Funder direction, attendance options and benefits. 3. Determine, at Senior Management, an attendance work plan. 4. Implement the work plan. 5. Review the work plan. 	<p>ED / Director's</p>	<p>2017/18</p>
<p>Develop a profile of Mary Centre as the "Champion" by seeking out local corporate support and identifying spokes people</p>	<ol style="list-style-type: none"> 1. Assess how MC is perceived by our clientele/in the developmental service community/MCSS 2. Determine how we want to be perceived by the larger community (**What does it mean to be a "Champion"?) 3. Identify potential areas of support in the corporate community 	<p>Board of Director's / ED</p>	<p>2018-2019</p>
<p>Explore new strategies to gain more support from Catholic Charities.</p>	<ol style="list-style-type: none"> 1. Conduct a 10 year review of levels of support from Catholic Charities 2. Assess how MC is perceived by Catholic Charities 3. Identify ways to build stronger relationships with Catholic Charities (e.g. designating board member to attend all meetings) 	<p>Board of Directors / ED/ Director-Tracey</p>	<p>2017</p>
<p>Review/Modify Mission, Vision and Value Statements</p>	<ol style="list-style-type: none"> 1) Review present statements 2) Conduct a facilitated workshop among members of the strategic planning committee to explore the following: <ol style="list-style-type: none"> a) What is our personality and voice? b) Who are we talking to? c) What are the boundaries? 3) Present findings to the board 	<p>Board of Directors / ED</p>	<p>2017-2018</p>

Develop a new logo and tag line for Mary Centre	<p>4) Review material with stakeholders</p> <p>5) Finalize revised statements</p>	Board of Directors / ED	2018-2019
	<p>Logo and Tag Line must flow from revised vision, mission and values statements</p> <p>1) Upon completion of statements sub-committee of the board to work with design group to consider revisions to logo and tag line</p> <p>2) Present findings to the board</p> <p>3) Review with stakeholders</p> <p>4) Finalize Logo and Tag Line</p>		