



Strategic Recommendations 2022-2024

Summary Report: January 2022



Background: Deliverables, Desired Outcomes and Process

In the fall of 2021, the Board of Directors contracted Cathexis Consulting to facilitate and lead a collaborative strategic planning process and assist with developing an implementation strategy for the new strategic plan to **ensure OASIS is well positioned and equipped to effectively and strategically support its members into the future.**



Key Deliverables

- Assess the **current context** (issues, challenges and opportunities) within which OASIS is operating
- Propose updated and/or new 24-month **strategic directions with measurable outcomes** to achieve in consultation with OASIS board, and representatives of member agencies and other partners/stakeholders
- Develop an **implementation plan** outlining key activities and required resources
- Assess **alignment of current strategic objectives** with newly developed strategic outcomes
- Provide **governance recommendations** to assist the Board to more effectively support its member agencies



Desired Outcomes

- OASIS's **vision, mission, pillars, core values, goals and outcome measures are aligned** with and support the new **strategic** direction. This may require revisions and/or development of new ones
- OASIS is **positioned for effective engagement** with members, partners and stakeholders
- Evaluative **tools** and approaches are developed to **monitor and report on progress** towards achievement of desired outcomes of the strategic plan
- Opportunities identified to **enhance supports to members** and positively impact the developmental services sector



Process

- A review and analysis of previous research and reports prepared by OASIS over the last few years (prior strategy, SWOT analysis, survey of members and survey of board, recommendations from the Ad Hoc Committee on Structure)
- Review of Journey to Belonging report
- Several working sessions with a small subset of the OASIS Ad Hoc Committee on Structure
- Board feedback at November Board meeting
- Interviews with select board members
- Board feedback at December meeting
- Review and revision of recommendations from Governance committee
- Final approval at January 2022 board meeting

Strategic Recommendations

1 Build Foundation



Board Restructuring

- Staffing
- Board composition and make up
- Terms & succession of President
- Meetings frequency, format and location
- Governance and by-laws
- Committees – standing and ad hoc



Funding

- Membership fees
- Develop other funding sources



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Build and Implement Strategic Priorities

Advocacy and Government Relations

- Leadership and support for Journey to Belonging
- Build awareness and relationships with other ministries (e.g. Health, Education)

Proactive Member Engagement & Growth

- Identify and engage members for “one voice” priorities, (e.g. technology)
- Develop engagement and communications plans
- Outreach to children’s DS sector

Learning and Professional Development

- Leverage skills and expertise of members (best practices, research, etc.)
- Partnerships (Ivey & Realxchange)
- Regional forums & future conferences – consider biannual

Partnerships and Collaboration

- Other DS Sector partners
- Partners in other sectors (e.g. health, education, etc.)





Board Restructuring

Staffing

- Hire interim CEO immediately (6-8 months term) selected by hiring committee (President, Past President and 2 VPs)
- Maintain or expand existing complement of staff/purchased services (finance admin + GR consultant)

Board Composition

- 12 -15 voting members (EDs and volunteers)
- Volunteers selected from member agency boards only
- Elimination of supporting ED role on board
- Board mix: balance of EDs and volunteers; regional and agency size representation to reflect the diversity of members across the province

Terms

- 2 years; maximum of 3 terms (6 years). Consistent with non-profit act
- 1/3 onboarding every two years

Selection of Board President & Succession

- Open to ED or volunteer
- VP becomes President, Past President remains on board for one term

Board Meetings

- Frequency: Bi-monthly. 7 in total (incl AGM)
- Format: 4 virtual 3 in-person - no hybrid meetings
- Length: 2-hour limit. In-person should include ½ day of presentation/board development
 - Committee updates: presentation of issues for discussion or decision only
- Board orientation: 1st meeting of new board. In-person
 - OASIS staff responsible to develop robust board orientation and onboarding program
 - EDs of volunteer board members will provide appropriate support to their members as part of their local agency responsibilities
- Location: All in-person meetings would be hosted by a local member agency (board member or other)
- Attendance: Open to all members (observer status – no voice or vote)



Board Restructuring: Standing Committees

Operations Committees

- Executive
- Finance
- Governance (bylaws, succession & AGM)
- Communications
- Reporting & Evaluation

Strategic Priority Committees

- Advocacy & Government Relations
- Business Resources
- Proactive Member Engagement
 - Issues-specific working groups
 - Children's Services
 - Emerging Practices
 - Sensory Partners
- Learning & Professional Development
- Partnership & Collaboration
- Labour Relations/Compensation
- Housing

Governance

- Terms of reference and annual work plans established for all committees
- Board members must serve on at least one committee to ensure alignment with strategic priorities. Board member responsible for board updates and briefings
- Chair: Open to board or member agency staff
- Size: no fewer than 6 members – seek outside expertise as needed
- Members: OASIS staff, board members and member agency staff
- All committees supported by OASIS staff.
- Terms: 2 years; maximum of 3 terms (6 years)
- 1/3 onboarding every two years
- Existing committee members (at least 1-2) should remain for one more term to support transition.
- Board will review annually work of committees to determine whether committee work needs to continue

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Build Foundation



Board Restructuring (continued)



Funding

Proposed Fee increases	Increase	New Fees	New revenue
73 members less than \$5 M	\$100	\$2100	7300
48 members \$5 M - \$9.9 M	\$200	\$2200	9600
43 members \$10 M - \$19.99 M	\$2,000	\$4000	\$86,000
18 members above \$20 M	\$3,000	\$5000	\$54,000
Total			\$156,800

- Fees will not be sufficient to support new organizational structure.
- New revenue sources will need to be developed.

Timing

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Build Foundation



January – Fall 2022

- Strike hiring committee (President, Past President, 2 VPs) to select “interim” project manager to facilitate the operational and governance transitional plans
- Confirm staffing compliment by end of February 2022
- Governance committee to revise bylaws to reflect new board and committee structure ASAP
- Prepare board slate for approval at AGM 2022
- Present new organizational structure and strategic priorities at AGM 2022
- Approve updated by-laws and revised fee structure at AGM 2022

Ongoing

- Implement GR advocacy campaign for Provincial election

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Build & Implement Strategic Priorities



Fall 2022 - 2024

- Search and hire full-time CEO Fall 2022
- CEO in partnership and direction from the board will:
- Recruit/confirm membership for committees
 - Lead development and implementation of strategic priority work plans
 - Advocacy
 - Member engagement
 - Learning and professional development
 - Partnerships & collaborations
 - Conduct internal strategic review early in 2023 and annually there after
 - Officially launch new revitalized OASIS in 2024

Appendix

Working Group, Interview and Committee participants

Current Environment

Working Group, Interview and Committee Participants

Strategic Planning Working Group

- Geoff McMullen, President, Volunteer, Ongwanada
- Jonathan Bradshaw, Executive Coordinator Consultant for OASIS
- Andy Swan, Community Living Kincardine & District
- Dave Ferguson, Supporting ED, OCAPDD
- Sharon Brodovsky, Cathexis Consulting
- Laurie Monsebraaten, Cathexis Consulting

Individual Interviews

- Geoff McMullen, President, Volunteer, Ongwanada
- Dave Ferguson, Supporting ED, OCAPDD
- David MacCoy, Vice President, Volunteer, Reena
- Kathy Strauss, Volunteer, Community Living Kincardine & District
- Darren Connolly, Past President, Volunteer, Community Living Elgin
- Brad Saunders, Vice President, ED, Community Living Toronto
- Gary Dowe, Supporting ED, Cochrane Temiskaming Resource

Ad Hoc Governance Committee

- Geoff McMullen, President, Volunteer, Ongwanada
- Brad Saunders, Vice President, ED, Community Living Toronto
- Darren Connolly, Past President, Volunteer, Community Living Elgin
- Michelle Palmer, Supporting ED, Community Living Elgin
- David MacCoy, Vice President, Volunteer, Reena
- David Ferguson, Supporting ED, OCAPDD
- Trevor McGregor, Supporting ED, Community Living Stratford & Area
- Jonathan Bradshaw, Executive Coordinator, OASIS
- Sharon Brodovsky, Cathexis Consulting (facilitator)

Hiring Committee

- Geoff McMullen, President, Volunteer, Ongwanada
- Brad Saunders, Vice President, ED, Community Living Toronto
- Darren Connolly, Past President, Volunteer, Community Living Elgin
- David MacCoy, Vice President, Volunteer, Reena
- Jonathan Bradshaw, Executive Coordinator, OASIS
- Sharon Brodovsky, Cathexis Consulting (facilitator)

Current Environment

Strengths of OASIS

Well respected and well connected with government, members and stakeholders

Speaks on behalf of agencies +190 members

Strengths – labour relations, operational issues and government relations

Professionalization of sector

Leading voice of sector's philosophy of belonging

Focus on operations and management of agencies – not service delivery

Kept government aware & secured support for sector issues (and OASIS) during pandemic

Context - internal

Organization has outgrown its volunteer board structure – impediment to progress

No long-term sustainable leadership

No plan - More reactive than proactive

Communications weak/non-existent

Lack of clarity/understanding of OASIS (by members)

Confusion over role of Provincial Network during pandemic

Context - External

Building on “gains” from pandemic

Leadership to support members for change

Leadership and advocacy on Journey to Belonging consultations and reforms

Coordinated bargaining

Provincial election summer 2022

Low visibility/connections with health, education and housing

Staffing pressures in sector leadership and frontline