



Community Living Ajax-Pickering
and Whitby (CLAPW)

Strategic Plan

2021-2024

Charting our Future
Together

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Consulting provided by Chambers and Associates
93 Glen Hill Drive, Whitby, ON, L1N 6Z8
www.chambersandassociates.ca
Strategic planning – Leader development & coaching – HR Management – Team Development –
Change Management – Customized Training Solutions

Pre-Planning for Strategic Planning

Michelle Chambers of Chambers and Associates met with Lisa McNee-Baker, the Executive Director of CLAPW to discuss CLAPW's need to develop a new strategic plan. Lisa shared that there was also a strategic planning committee.

Strategic Planning Committee

Lisa McNee Baker-ED
Lucille Curl-Board member
Wendy Odell-Board Members
Katicha Bastien-Residential DSP
Lena Reilly-Day Supports Manager

Joe Visconti-Board Chair
Deborah Hastings-Board Member
Roy and Chris Robinson-Parents
Betty Eteli-Day Supports DSP
Ruth Alambo-Residential Manager

Stakeholder Analysis

A stakeholder analysis was done with the consultant and the Executive Director 2 months prior to the actual facilitation day. As we wished to gain as much community input and ideas as possible, invitations were sent to the following stakeholder groups:

- Board members
- Volunteers
- Partners/Funders
- Regional and local members of government
- Families and supported individuals

The following individuals participated in the full strategic planning process on June 22/21:

Lisa McNee Baker-E.D,
Deborah Hastings-Board Member
Lucille Curl-Board member
Betty Eteli-Day Supports DSP
Lena Reilly-Day Supports Manager
Roy and Chris Robinson-Parents/CLAPW Members
Jennine Jarvis-Treatment Home Manager
Peju Thanni-Team Lead Day Supports
Nicole Yeomanson-Treatment Home Team Lead
Shawn Elvin-Intensive Supports DSP

Joe Visconti-Board Chair
Wendy Odell-Board Member
Stephen Marshall-Supported Person
Katicha Bastien-Residential DSP
Ruth Alambo-Residential Manager
Kelly Poulin-Employment DSP
Chris Bennett-SIL DSP

Strategic Planning Facilitation Day

Welcome and Introductions

The strategic planning session was opened with welcoming comments by the Executive Director, Lisa McNee Baker on Tues., June 22. The session was held virtually, via zoom from 8:30 – 4:00 p.m.

Lisa McNee Baker introduced Michelle Chambers, the facilitator for the session. (See appendix for bio).

Michelle asked the participants to introduce themselves to one another in their table groups by sharing their name, how they were connected to CLAPW and one hope for the day.

Michelle then shared the agenda, tips for participation etc. The power point used by Michelle to guide the group process is attached.

Strategic Planning Overview

A 1- minute education session was shared with all participants to provide an overview on the process of strategic planning and to ensure clarity around the strategic planning process. Questions about the process were encouraged from the group.

Review of Mission and Values Statements

Michelle shared with the group the process that the Board members and strategic planning task force had undertaken to develop their formal mission statement and values (see below)

Mission, Vision & Values

As the organization had recently reviewed their mission, vision, and values, it was simply shared with the participants for the strategic planning session to gain confirmation that it was still relevant.



Mission Statement

Community Living Ajax-Pickering and Whitby is dedicated to supporting people with developmental disabilities so they can live full lives and be effectively, safely, and inclusively supported in their own communities.

Vision

Inspiring Dreams, Possibilities, and Inclusion

Values

We believe in and make critical decisions based on the organization's core commitments to.....

1. A mission defined by a person-centred focus and culture of respect.
2. Purposeful pursuit of meaningful inclusion for those we support.
3. Always acting with honesty, integrity, transparency, and accountability.



Environmental Scan

A review of the concepts, trends and approaches that are changing that could impact the organization was developed by the Strategic Planning Committee and provided in advance to the participants for their review. A PEST analysis approach was used.

On the day of planning, the board chair, Joe Visconti shared the highlights of the PEST analysis with the participants. A brief discussion with respect to political, economic, environmental, social, technological (e.g. volunteers, community, demographics, other agencies/competition, funding, partnerships etc.) was held.



The following is the PEST analysis shared by the committee:

POLITICAL

- Government changes every four years and often legislation changes with the party in power.
- Next Federal election is on or before October 2023 (currently Liberal with minority) , Provincial Election is on or before June 2, 2022 (currently PC with Majority), and Municipal election is October 2022.
- Locally in Ajax and Whitby there is a good relationship with elected officials.
- There is provincial power and influence in Durham Region -Rod Phillips, Lorne Coe, Peter Bethlenfalvy (Treasury/Finance)
- Transformation agenda – change is afoot-MCCSS has developed a 10-year plan to transform the sector.
- Focus of transformation will be individualized approaches that offer real choice including eventually tying funding to people so it is portable by the end of the 10-year plan.
- Family voice is a big part of the transformation agenda as well.
- Minister for MCCSS, Todd Smith, understands the DS Sector and “has our ear” is meeting regularly with CLO and DS Planning tables
- Bill 148 had implications for supported employment. People must be paid at least minimum wage, cannot “volunteer” in businesses.
- Bill 124 Workplace moderation Act is currently in place. Caps to wage/benefits increases.
- Demand for service is huge – 21 residential spots with 679 people wanting placement in Durham Region.
- MCCSS is promoting “innovative” housing arrangements and appears to be moving away from the traditional group home model.
- Provincial Funding-investments to the DS Sector have been announced but it is not clear how these funds are going to be used.
- funding is important but so too is changing legislation and the advocacy work that often precipitates this.
- There is a National Disability Strategy that is just being released, a first in Canada that focuses on employment, accessible environments, and easier access to services.
- Changes to legislation relating to ODSP are not done quickly.
- there is a national housing strategy and CLO has asked the government to allocate 10% of the \$40 billion ten-year plan funding to the DS Sector.
- Use of long term care facilities for people with intellectual disabilities as housing seen as an appropriate resource by some people.
- Bill 184 comes at a time when Ontario renters are experiencing a decades-long, province-wide housing crisis. The bill proposes several amendments to the *Residential Tenancies Act*, 2006 (RTA) and *Housing Service Act*, 2011.
- Housing is a huge challenge – affordable housing needed-Durham Region and Town of Ajax have housing strategies in place.
 - need to look at all legislation, across multiple sectors including education, seniors, long-term care, employment.
 - good to see the DS Sector finally being paid attention to, need to keep the focus on the importance and success of our sector.
 - compared to LTC, the DS sector did very well in the pandemic, the smaller settings with a more personal approach were key and could serve as model to the LTC sector
 - 3-4 in a home with staff as is place now – this is needed for seniors and our individuals.



ECONOMIC

- Covid spending and the health care back-log is likely going to bring large deficits and need to scale back spending “How are we going to pay for all this?”
- COVID is not going away overnight, the impact on our economy will continue.
- Unemployment rate is going up and we are an aging population.
- Immigration is important to Canada, need to increase the number of people who want to work in Canada.
- It is hard to find jobs at competitive wages for many of our supported people.
- Many supported people want to live independently but cannot find affordable housing, there are even bidding wars for rental units these days.
- Housing market is out of control.
- Staff difficult to hire – more staff needed, want to be seen as an employer of choice as opposed to LTC or Hospitals
- COVID has been very difficult for non-profit agencies to ensure supported people remain healthy, although we have done well, it has taken a toll.
- need to ensure adequate resources, staff and volunteers to become strong again after COVID.
- There is a pull to put money and resources to seniors and we are in competition with this sector, how can we align ourselves?
- PSW’s are going to LTC – hiring DSW’s has become difficult in our sector.
- PSW is good but education and history important -workshops are needed to assist with knowledge and history with training sessions needed – this work is more than personal care.
- Competition for staff exists. We need to become an employer of choice. There are more jobs than people.
- PSW presently there is need for 17,000 in Ontario in the next year with training needed.
- In some areas of the province parents took action to create housing options for their individuals so as not to be in huge LTC homes.
- Expanding agency to have more housing options with support from agency given.
- Private homes are opening with no oversight. This is an issue in Durham Region. There is a need to provide oversight of these homes and there may be a role for CLAPW.
- There is more competition in the sector with private operators and more people accessing Passport’s funding.
- Homes are needed for individuals that need enhanced supports such as seniors and people living with dementia and significant medical challenges.
- Access to medical care, home care needed – people need to be safe.
- Home care, respite and supports need to be increased.
- P4P has done good research around housing options.



SOCIAL

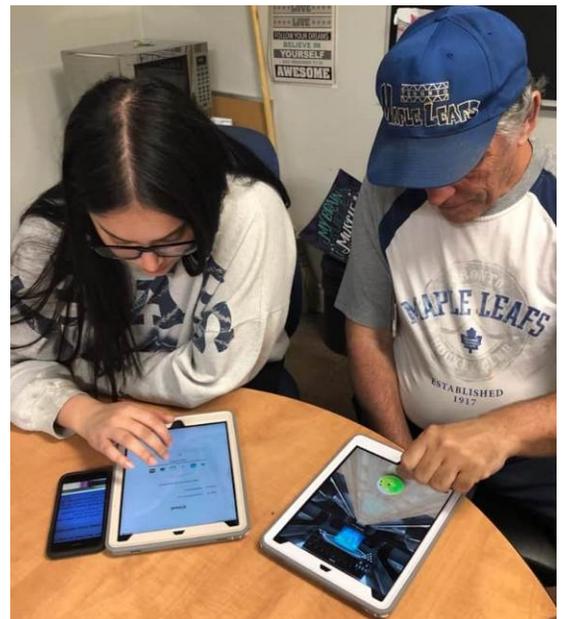
- CLAPW has aging individuals and aging staff – demographics highlight this. Need to mentor new staff coming into the field.
- More Staff are facing retirement in the next several years.
- Disability attitudes – some not positive
- Negative attitudes towards seniors exist too. It is difficult to get the necessary care needed for seniors and seniors with developmental disabilities.
- We need to continue to advocate for community options for the people we support.
- Accessibility continues to be an issue – not everyone is accommodated – even buildings identified as accessible are not fully accessible.
- CLAPW programs have hiring challenges.
- Strong advocacy needed to amplify the voices of the people we support and their families.
- We were making good headway before Covid with helping people to access the community as volunteers and social activity participants, we need to get back to this when we can.
- Everyone is now so isolated, and things have been very restricted for individuals we support.
- Liaising with the business community, promotion and targeted outreach is needed to increase opportunities for employment.
- Community needs to be connected and informed that we need their support.
- Developmentally disabled individuals are more like us than unlike and can make a meaningful contribution.
- Need more pre-planning and supportive decision making and less of a crisis response.
- Mental health awareness/supports needed for supported people.
- Continue to emphasize cradle to grave nature of organization. Need to be clear that this is the belief of CLAPW, we support people in their home.
- Social outreach should include educating community – Rights, Independence, Desire to Contribute and have a good life.
- Families want to create plans for their loved ones and have CLAPW support their vision.
- We want a community that is accepting and welcoming of differences.
- The Education System need to better respond to the needs of people with developmental disabilities throughout their education and as they transition to adulthood.
- Important for children at school to learn about including their peers who have differences.
- 25% of the Region of Durham are new immigrants. We need to ensure that our staff have the skills and knowledge to support newcomers to our community.
- Many CLAPW staff are new to our country, and we must take steps to ensure they feel welcomed, included, and valued for the contributions they make.



- People want more of a work/life balance.
 - Families report being frustrated by having to deal with the DSO. This would be even more challenging for anyone who has a language barrier or does not have access to technology.
 - It would be very helpful to provide Case management/Family Support to work with those language barriers and navigating difficult complex systems.
- Durham already is stressed with applicants – and long waiting lists. Hundreds of people seeking residential supports with only a couple dozen vacancies declared in Durham Region.

TECHNOLOGY

- Many changes over the past year and influences over next few years.
- COVID – had an impact on the previous strategic plan, although good progress was made.
- cyber attacks have increased these last few years and we need to ensure that we are protected as we move more to a digital world.
- Training opportunities for staff – virtually makes meetings easy for access and financially feasible.
- Staff can access individuals virtually, but many supported individuals want face to face interaction.
- It has been so difficult staying home throughout the pandemic sometimes without understanding why.
- People have adapted to technology for now but miss gathering with family and friends.
- We all desire the personal, face to face interaction.
- Technology can augment but never replace personal supports.
- Family groups have been able to expand their reach and influence using technology throughout the pandemic.
- Contact with other agencies, funders and politicians have been made easier using technology.
- There are some great digital applications available to help people to live independently, and to work in the community.
- Some of the remote programming has been very successful and some families have asked for some virtual programming to continue.
- Technology changes rapidly and in moving to increase the use of technology the agency will need to ensure that systems are maintained and regularly updated.
- Need to ensure that we have the capacity as an agency to deal with increased use of technology.
- Technology increases the opportunities to work collaboratively with other agencies and service providers.
- Have made some advances around modernizing administrative practices including moving to online payroll, ETFs, Visa Card Program
- Some sectors are merging and looking at ways that “back office” practices can be streamlined, resulted in more funding for service delivery.
- Many people get their news from social media, use the platform to educate the broader community. There has also been an increase in “fake news” need to provide the community with real fact-based information
- There is heightened awareness around privacy and rights.
- Need to ensure integrity of data.
- Use technology to influence governmental services/legislation by participating in surveys and research initiatives to provide our input and insights.
- Opportunity to participate in workplace wellness initiatives using technology.
- Technology enables us to access free services and supports.



May 2021-Surveys Distributed



Employee and Stakeholder Surveys

In addition to the PEST analysis, surveys were sent out to 2 groups: employees and other stakeholders. Michelle collected, gathered, and analyzed the data to share with the participants during the session. (Key content was shared within the power points used on the planning day).

June 22-Planning Day

SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats)

Process:

The participants were numbered off into groups of 4 and were asked to move through a “story boarding” type of exercise. This was done on MURAL – a collaboration whiteboard. Each group was to read the questions at each station (with respect to SWOT), brainstorm, discuss and capture key ideas on each viewpoint. Then, at timed intervals, they were asked to rotate until they had progressed through all 4 stations. Each group moved around the mural applications and read through the previous groups ideas and then built on those ideas. Key ideas and themes have been grouped together in the outputs.

OUTCOMES:

A summary of those results with the questions asked to guide discussion follow on the next page:

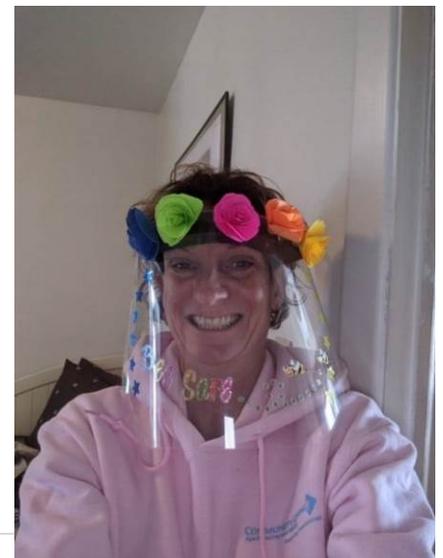


STRENGTHS: (Internal environment)

- **What do we do exceptionally well? What advantages do we have?**
- **What valuable assets and resources do we have? What do members/clients identify as our strengths? What capacities/abilities are likely to enable the organization's**

STRENGTHS INPUT:

- Families have been given the opportunity to really see the dedication to inclusion that the agency has
- Communication and connection with community and families
- Staff commitment to individual's needs (e.g., physio)
- Staff listen to and prioritize individuals' goals and support plans
- Individuals have strong relationships with the staff and their peers
- Introduction of social media platforms to connect individuals and staff alike
- Executive Director and management keep staff and individuals up to date
- CLAPW ability and high standards to retain and attract staff that are highly dedicated and compassionate
- Staff knowledge, experience, skills
- Amazing dedicated capable staff and leadership
- Great Executive Director
- Board and Executive Director provides good leadership and are engaged with strong teamwork
- Great Board of Directors
- Many staff feel supported by management and their open-door policy
- Many staff have worked at CLAPW for many years = knowledge & dedication
- Smaller agency – get to know people better. Develop stronger relationships
- Have an open-minded Executive Director who listens to staff and manager's concerns
- Individuals respect all the employees and vice versa
- Supported individuals programming – virtual and in person
- Individual centered (especially with residence)
- Good impacts on the lives of those we support
- Despite personal issues and challenges during the pandemic (and even not during pandemic) the staff and managers are still able to assist individuals and provide exemplary support
- Our ability to recover from a negative direction the agency was taking
- Resourceful – do a lot with a little
- Willingness to embrace change
- Were a couple of years behind with closing workshop but have grown a lot – especially with CPP
- Increased pride in the organization
- Stick by people
- Resilience
- Collaboration



WEAKNESSES: (Internal environment)

- Reflecting on the organization's internal capacities, systems, methods, processes: What could we do better?
- What are we criticized for or receive complaints about?
- Where are we vulnerable?
- What capacities/abilities are likely to significantly erode the organization's success?

WEAKNESSES – Output:

- Staff feeling overextended
- More regular staff meetings required
- Lack of communication
- Room to build on further communication practices between staff and management as well as within teams.
- More face to face with supervisors
- Staffing
- Small management team which can get overloaded easy
- Succession planning
- Lack of employees
- Increase in ministry required documentation and not enough full-time staff to complete it impacts direct care to supported people
- Not enough full-time staff to allow programming to reach successes
- Covid is a weakness
- Transportation for supported people
- Changes to qualifications for specialized services



- Finding support for aging individuals
 - Lack of community supports for things such as mental health
 - Lack of housing with a long wait list
 - Employment assistance and opportunities for clients
 - Not using AIMS (Agency Information Management System) to full capacity
 - Inefficient tracking of lieu time
-
- Not enough resources and supports and education for parents
 - Awareness and education in the community
 - Training and support for technology for staff, families, and clients
 - Need identification and more support, funding, education programming etc. for senior and newcomers/immigrants that we support
 - Paper time sheets and paper memos

OPPORTUNITIES: (external environment)

- **What trends or events are occurring outside the organization that are likely to have a significant and positive effect on future success?**
- **What opportunities do we know about but have not been able to address?**
- **Are there emerging trends on which we can capitalize?**

OPPORTUNITIES INPUT:

- Leverage housing strategy to co-fund purchase of much needed residences
- Opportunities to provide more individualized housing.
- Networking in the community to help get CLAPW more known and to become more visible
- Connecting people with the community
- Open house meeting to involve more families
- Opportunities to socialize via agency events
- Durham Region offers a variety of community-based activities and events
- Growing virtual/technology opportunities
- The end of COVID allowing us to touch base or virtually with technology
- Social media
- OASIS has conferences and workshops that can benefit not only leadership team but front-line staff as well. Can bring back information to the rest of the agency (staff and families)
- Family advocacy has never been better and easier virtually
- Transformation of services and our ability to connect with the people we support
- Opportunities from volunteers in the community
- Upcoming elections
- Leverage National Disability Strategy
- Monthly support groups for families
- Increase membership which increases profile etc.
- Visit service organizations to inform them of who we are and ask them to have our supported people
- Building relationships and partnerships with other agencies (example: pharmacy, family health teams, ministry of health; sister agencies)



THREATS: (external environment)

- Are any of our weaknesses likely to make us critically vulnerable?
- What external barriers exist that could block our programs?
- Are our competitors doing anything different? Is there significant change coming up?
- Is technology dramatically changing the sector and the services to it?
- Are economic conditions affecting our financial viability?

THREATS INPUT:

- Increase need for direct support staff-bringing in people with DSW training
- Finding and maintaining staff
- A lot of long-term staff getting ready to retire around the same time – we will lose a lot of their knowledge and skill
- Potential loss of pandemic pay is threat to keeping staff. People need to have multiple jobs.
- Competitive job market (high demand for PSW's and DSW's)
- Economy – post COVID – our next generation is going to pay
- Post pandemic fears and concerns.
- Supported people have regressed due to lockdowns; lack of socialization due to COVID
- Long term recovery will be required from COVID for social services
- Economy – example finding employment for supported individuals
- Changes in funding models can threaten programs or opportunities that are beneficial and working
- Funding changes (example ODSP)
- We do not have control over government changes
- Political influences



- Changes in legislation/law
- Aging population
- Computer viruses
- Weather can threaten activities
- Movement to individual programs
- Climate change making things more expensive
- Increased cost for renovations with material cost increase
- Privatization
- Move away from housing – no more bricks and mortar
- Housing and renting
- Rebuilding pre-pandemic skills in the community
- Public transportation: availability and cost

Guided Visualization & Focus Statement

The following statement was shared with the participants:

“It is now the year 2024 and CLAPW is delivering exceptional individualized, responsive and flexible services and exceeding employee and stakeholder’s expectations to ensure that people with developmental disabilities are supported to fully participate in their community and live fulfilling lives.

CLAPW is viewed as a collaborative and resourceful community-based agency that offers choice and inclusion.

“What do we need to do to get there?”

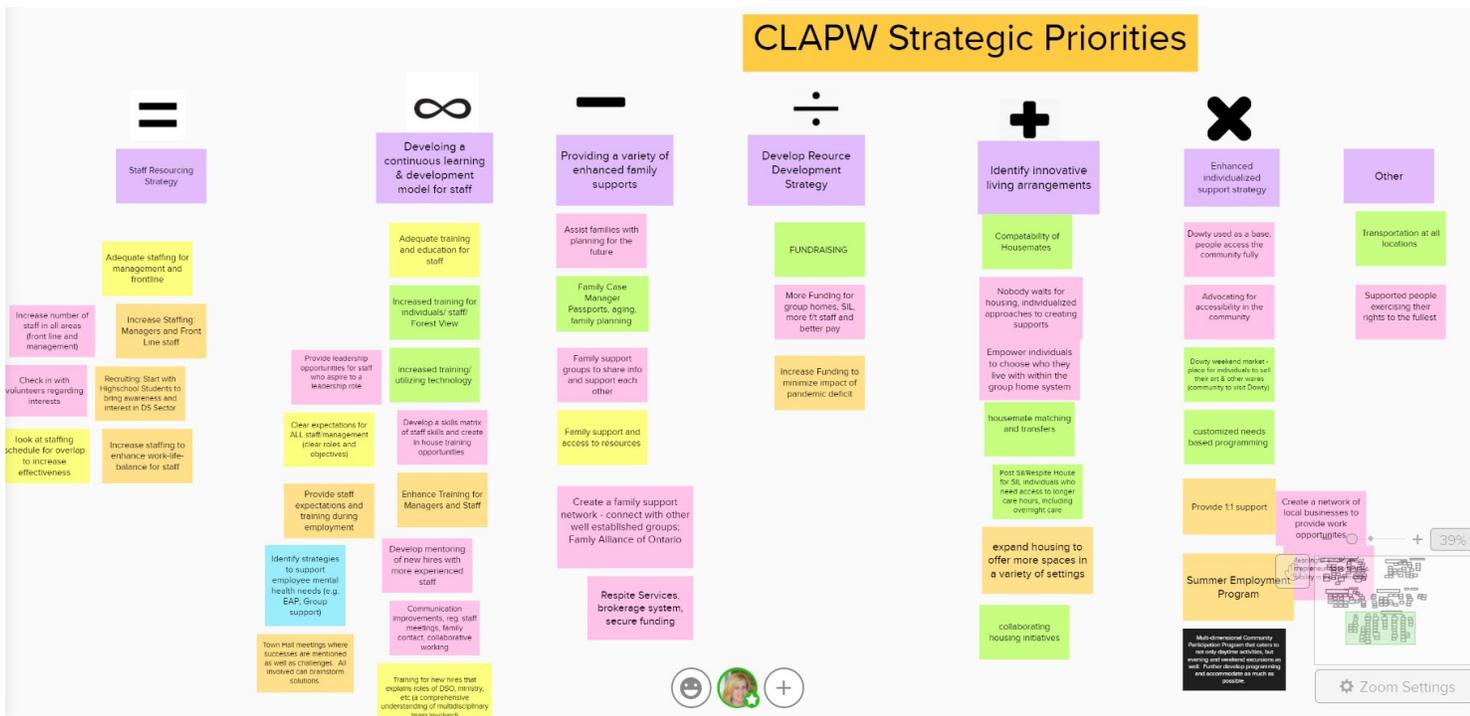
- Michelle walked the group through a guided imagery exercise and mind mapping exercise. She then asked them, to answer the above question, considering all the information they reviewed in the morning as well.
- On a sheet of paper, participants listed as many ideas as possible to help CLAPW achieve their vision.
- Participants were asked to choose their 5 best ideas and to flush them out with a partner. **Focus was on the outcome that would be achieved**
- Each pair was then asked to choose their 4-6 best ideas to share with their table group.
- Each table was then asked to choose its best 6-9 ideas to share with the large group
- Ideas were written on large sticky notes and placed on a wall under the focus statement.
- Participants assisted the facilitator in grouping “like” stickies based on their outcomes into columns. **Clarifications were sought; meanings shared, and a robust dialogue ensued.**
- The group then labeled the columns with juicy adjective and active verbs – these then became known as the **“strategic priorities”** with the stickies underneath representing the objectives and potential actions to achieve the priority.

As this was a virtual session, all of this was done through break out rooms in zoom and by using MURAL Results are shown on the next page.



WHITEBOARD

STRATEGIC PRIORITIES



STRATEGIC PRIORITIES

1. Create an individualized support strategy

ACTION PLAN

- day Supports based in community
- customized and individualized activities
- liaise with the Business Community
- expand service delivery options and hours

2. Develop a proactive staffing strategy

ACTION PLAN

- adequate staffing in place to ensure work/life balance,
- promote the DS Sector
- expand use of volunteers
- advocate for increased DSW wages
- focus on recruiting a diverse workforce
- ensure equitable hiring practices

3. Create a continuous learning plan for staff

ACTION PLAN

- focus on training, mentoring, onboarding processes
- succession planning for leadership roles
- mental health supports, staff skills matrix
- diversity equity and inclusion
- management training
- training related to sector transformation

4. Enhance family supports by strengthening their voices

ACTION PLAN

- join Family Support Alliance of Ontario
- create family support group
- assist families with future planning
- hire case manager

5. Create innovative living arrangements

ACTION PLAN

- Post Sil/Respite Plan developed
- increase supportive living arrangements in community-based settings
- create collaborative housing options
- seek funding for individualized living arrangements

6. Develop a resource development strategy

ACTION PLAN

- Diversify and communicate about revenue streams
- respond to pandemic funding impact
- look for opportunities to collaborate to increase efficiencies, expand impact and reduce costs.



IMPLEMENTATION

Strategy is activated through operation plans that provide more specific direction for the work and identify timelines and responsibilities-detailing who will do what by when.

Community Living Ajax Pickering and Whitby has developed specific work plans that respond to its future opportunities and challenges and has translated the strategic priorities outlined above into ongoing activities and initiatives. Related best practices in the areas of change management, capacity building, partnership relations and policy development will be employed.

A successful roll-out of the strategic plan will depend on effective two-way communications and related efforts to develop understanding of its implications, both by internal audiences at CLAPW and as well as supported people, their families and community partners.

As with any well managed implementation, progress on these strategic priorities will be reviewed regularly by the Strategic Planning Committee, The Board of Directors, and the Leadership Team. Operational plans will be updated as necessary (as will the strategic plan itself, as necessary from time to time)

This will help ensure that the organization continues to anchor its activities in CLAPW's mission and vision, adapt to the latest evidence and best practices, and respond to circumstances as they many change through 2024 and beyond.



Appendix A – Invitation

Hello!

Thank you for your interest in the Strategic Planning work for CLAPW. We appreciate your commitment to the organization and the people we support and your willingness to help us with this important work. This strategic plan will advance our mission and vision for the next three years.

The full day of planning has been set for **Tuesday June 22 from 8:30 am until 4:30 pm** (a link will be sent later), and the meeting will be held over zoom. To assist us in this process we have engaged an experienced planning consultant, Michelle Chambers of Chambers and Associates. Her Bio is attached for your reference.

You have been selected to participate in the full planning day. We will have between 20-22 people participating in the creation of the plan including families, board members, agency members and people receiving service, managers, and direct support staff.

This work will be guided by a strategic planning committee who will meet prior to the full day of planning and will present an Environmental Analysis called a P.E.S.T. analysis during the planning day. The P.E.S.T. analysis will provide some context and the “big picture” of any threats due to Political, Economic, Social and Technological forces.

We can all agree that much has changed this past year and we will have a lot to consider as we set the strategic priorities for CLAPW. Part of the process will include surveying our stakeholders including staff, families, and members. We want everyone to have the opportunity to provide input to help us to create a good plan.

I look forward to an engaging and inclusive process that brings forth our best thinking about the future for CLAPW and the work we are called to do on behalf of people who have intellectual disabilities.

Thank you again for your engagement in this important work.

Stay well and hopeful!

Lisa McNee Baker

Lisa McNee Baker
Executive Director
Community Living Ajax-Pickering and Whitby
36 Emperor Street,
Ajax, ON L1S 1M7

Appendix B - Strategic Plan Template for Each Strategic Priority

OBJECTIVES	ACTION	TARGET DATE	RESPONSIBILITY	MEASURABLE OUTCOMES	STATUS UPDATE
a)					
b)					
c)					

Appendix C – Bio for Michelle Chambers, Strategic Planning Facilitator

Michelle Chambers, M. Ed, B.A.H., HBBA, CHRP, CTDP

People - Passion - Performance



Michelle brings over 20 years of proven and successful leadership, coaching, training, and consulting experience, including work with 3 of Canada's top 50 employers, a Financial Post Top 100 organization and a Greater Toronto 2011 Top 50 Employer. Michelle is an organization learning and development specialist with proven experience in leadership and management development, team development, coaching, human resource strategy; strategic planning, customized training, change management and process facilitation. Michelle has worked and supported clients in the public sector, education sector, financial services; healthcare; pharmaceutical; manufacturing; telecommunications; not for profit and education.

Michelle works collaboratively with her clients to create sustainable change and to inspire and ultimately increase individual, team and organizational effectiveness. Her work with clients has resulted in increased sales revenue; increased employee retention; improved employee communications and engagement; increased work satisfaction and performance; decreased operating costs and enhanced capacity for individuals, teams, organizations.

Michelle has a M. Ed in Adult Education (Workplace Learning and Change Option) from O.I.S.E./U of Toronto; an Honours in Industrial Psychology from Queen's University and an Honours Business Administration (Human Resources) from Brock University. Michelle has also completed professional development courses from Team Coaching International; The Center for Right Relationship; the Adler School of Coaching; NTL (National Training Laboratories) and the Schulich Executive Education Centre at York University. Michelle has also taught for Brock University for their B. Ed in Adult Education degree program and Durham College.

Michelle holds the designation of C.H.R.P. (Certified Human Resource Practitioner) and CTDP (Certified Training and Development Practitioner). Michelle is currently an advisory board member for CODI (Canadian Organization Development Institute). She is also past chair for ACCORD (Association for Creative Change in Organizational Renewal and Development) and is an active member of HRP (Human Resources Professionals Association) (Volunteer Expert). Michelle is also an executive committee member of CSTD (Canadian Society for Training and Development); former expert of the month (change management) and a committee member for the National Leadership Symposium in 2006. She is also a current member of the Centre for Creative Leadership.

Michelle has also published articles on topics such as: "Developing a Culture of Leadership"; "Improving Organizational Performance using Collaborative Change Processes"; "Training is an investment"; "Mentoring Magic"; "Hiring the Best"; "Aligning Leadership Strategy with HR Strategy". Michelle is also a key contributor to the CCH's Ultimate HR Manual with sections on training and development, leadership development, needs assessment, employee development, change management, facilitation, evaluation, instructional design, and organization development. Michelle has also spoken at national conferences and association events including HRP, Federated Press, CSTD & ACCORD.