

A photograph of two women in an office setting. The woman in the foreground is wearing a headset and is smiling while looking at a laptop. The woman behind her is also smiling and looking at the laptop. The image has a dark, semi-transparent overlay.

**ALLIANCE OF DIRECT SUPPORT  
PROFESSIONALS OF MANITOBA  
(ADSPM)**

**2024-2028 STRATEGIC PLAN REPORT**

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# Our Mission

We advocate for the Direct Support Profession

- Professional standards and Training
- Valued Compensation



# Our Vision

<b>1 Recognition</b>	Achieve recognition throughout the industry, strengthening our position and influence in promoting the Direct Support Profession.
<b>2 Board Capacity</b>	Strengthen our board's capability, ensuring that it reflects the diversity, passion, and expertise required to forward our mission.
<b>3 Membership Engagement</b>	Deepen our engagement with members, ensuring consistent, meaningful communication and the sharing of resources.
<b>4 Value Proposition to Sponsors</b>	Communicate our indispensable value to our sponsors, clearly illustrating the mutual benefits of collaboration.
<b>5 Sector Sponsor Growth</b>	Expand our sector sponsorships to reach a goal of 50, aiming for an overall annual revenue of \$25,000, and actively seek corporate sponsorships to further bolster our resources and reach.
<b>6 Data-Driven Decisions</b>	Enhance our capacity to amass and scrutinize data from DSPs, using this invaluable information to inform our strategies, decisions, and advocacy efforts.
<b>7 Government Relations</b>	Forge and maintain a constructive, dynamic relationship with the government, leveraging the data we accumulate to advocate for fair compensation for Direct Support Professionals.
<b>8 Training and Standards</b>	Ensure that all DSPs undergo a minimum required level of training, with compensation tiers aligned with the level of training. We also commit to establishing professional standards in Manitoba, collaborating closely with the government to institute standards grounded in our collective expertise.

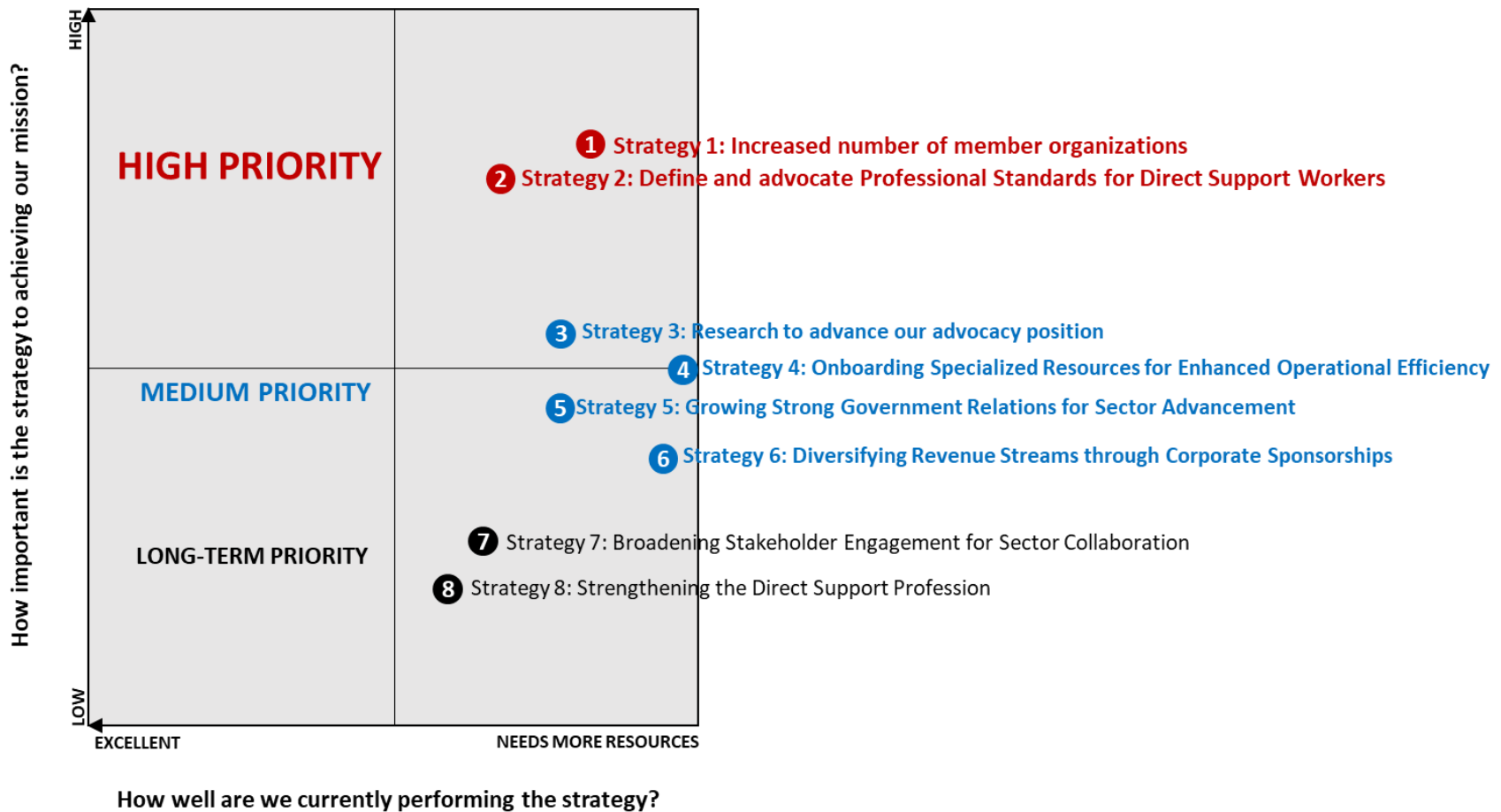
# Obstacles to Achieving Our Mission and Vision

<b>1</b>	<b>Perception Challenge</b>	Both the public and the government possess limited appreciation for the integral role of Direct Support Professionals (DSPs).
<b>2</b>	<b>Sector Fragmentation</b>	The sector tends to operate in silos, with limited interactions between sponsor organizations, the community, and DSPs.
<b>3</b>	<b>Board Turnover</b>	Our board of directors contends with frequent turnover, making it challenging to identify individuals perfectly aligned with specific roles.
<b>4</b>	<b>Political Prioritization</b>	Supporting individuals with disabilities isn't consistently placed high on the political agenda.
<b>5</b>	<b>Government Instability</b>	Relationships with government entities remain unpredictable, exacerbated by frequent changes in leadership and representation.
<b>6</b>	<b>Workforce Diversity Challenges</b>	Our workforce is incredibly diverse, including newcomers, indigenous people, and individuals from different linguistic backgrounds. This brings with it challenges like language barriers and varied cultural perceptions about people with disabilities.
<b>7</b>	<b>Career Path Ambiguity</b>	There's an absence of a distinct definition for career progression, which includes varying roles and levels across different organizations.
<b>8</b>	<b>Engagement Barriers for DSPs</b>	DSPs often find it challenging to engage due to personal constraints, lack of resources, or simply not knowing the right platforms for engagement.
<b>9</b>	<b>Compensation Hurdles</b>	The government's wage-banded approach complicates the process of ensuring fair compensation for DSPs.
<b>10</b>	<b>Inconsistent Leadership Standards</b>	Leadership standards and accountability mechanisms differ across various sector organizations.

# Resources to Help Us Achieve Our Mission and Vision

<b>1 Educational Institutions</b>	Utilizing partnerships with RRC Polytech, the University of Manitoba, the University of Winnipeg, and other prominent institutions to fortify our training and research efforts.
<b>2 Policy Leverage</b>	Identifying and advocating for policy changes that resonate with our mission, vision, and overall objectives.
<b>3 Media Engagement</b>	Harnessing the power of media, especially social media platforms, to spread awareness, engage our audience, and initiate a meaningful dialogue.
<b>4 Skilled Board of Directors</b>	Assembling a board brimming with skills, passion, and commitment, capable of driving our mission and vision.
<b>5 Data Analysis</b>	Accumulating and meticulously analyzing pertinent data to facilitate well-informed decision-making processes.
<b>6 Stakeholder Coalition</b>	Building a cohesive coalition of stakeholders who deeply resonate with our values and vision.
<b>7 Community Advocacy</b>	Empowering community champions to voice their experiences, challenges, and aspirations, thereby humanizing our mission.
<b>8 Sector Collaboration</b>	Joining forces with other sector organizations to pool resources, share insights, and drive collective advancements.
<b>9 Sponsorship Opportunities</b>	Exploring avenues for sponsorship, recognizing that this not only brings in revenue but also establishes partnerships that can be invaluable for our advocacy efforts.

# Prioritized Strategies





## DETAILED STRATEGIES



# Strategy 1: Increased Number of Member Organizations

Priority: **HIGH**

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## OBJECTIVES

- Membership Growth:** Achieve a significant upsurge in member organizations, targeting a benchmark of 50 new enrollments.
- Revenue Enhancement:** Amplify financial stability through increased membership, targeting an associated revenue influx of \$25,000 annually.
- Stakeholder Engagement:** Elevate ADSPM's presence and influence by augmenting the breadth and depth of its member network.

## TACTICAL INITIATIVES

1. **Revitalization of Onboarding Process:** Re-engineer the member application process, making it intuitive, efficient, and user-centric, to reduce entry barriers for potential members.
2. **Targeted Outreach:** Implement a proactive outreach campaign, combining digital communication and face-to-face interactions, to engage prospective members.
3. **Value Proposition Communication:** Deploy bespoke communication materials elucidating the benefits of ADSPM membership, aimed at resonating with potential member organizations' core interests and values.
4. **Stewardship & Acknowledgment:** Design and disseminate personalized appreciation packages or organizational swag to not only acknowledge new memberships but also to foster a sense of belonging and pride.
5. **Feedback Loops:** Incorporate mechanisms for newer members to provide feedback on their onboarding experience, allowing ADSPM to continually refine and optimize its member acquisition strategies.

## EXPECTED OUTCOMES

- ✓ A vibrant, extended network of member organizations actively participating in and contributing to ADSPM's mission and vision.
- ✓ An enhancement in ADSPM's financial robustness, courtesy of the augmented membership, ensuring sustainable operations and the capability to fund future strategic initiatives.
- ✓ Strengthened stakeholder engagement and increased organizational influence, positioning ADSPM as a leading advocate in the sector.

## Strategy 2: Define and Advocate Professional Standards for Direct Support Professionals

Priority: **HIGH**

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### OBJECTIVES

- ❑ **Establish a Unified Framework:** Create a consistent set of guidelines and expectations that DSPs across Manitoba can adhere to, ensuring a standardized approach to service delivery.
- ❑ **Elevate Professional Training:** Align with educational institutions to curate and recommend rigorous training modules, enhancing the competence and professionalism of DSPs.
- ❑ **Drive Sector Recognition:** By setting clear standards, reinforce the legitimacy and value of the Direct Support Profession, fostering greater respect and recognition.

### TACTICAL INITIATIVES

1. **Benchmarking:** Conduct thorough research on existing frameworks and best practices at both national and international levels to ensure our standards are world-class.
2. **Collaboration with Educational Institutions:** Engage with notable institutions, such as universities and polytechnics, to ensure the recommended training aligns with current best practices and meets the demands of the sector.
3. **Institute a Community of Practice:** Develop a platform or forum where DSPs can interact, share experiences, and collectively uphold the defined standards, thus nurturing a culture of continuous improvement.
4. **Ethics & Best Practices:** Emphasize the importance of ethical conduct in the profession and disseminate best practice guidelines, ensuring all DSPs operate with utmost integrity and professionalism.

### EXPECTED OUTCOMES

- ✓ A more cohesive, competent, and standardized Direct Support Profession in Manitoba, delivering consistent and high-quality service.
- ✓ Strengthened partnerships with educational entities, resulting in better-trained professionals entering the sector.
- ✓ Enhanced credibility and respect for the DSP role, leading to increased advocacy and potential policy improvements.

## Strategy 3: Research to Advance Our Advocacy Position

Priority: **MEDIUM**

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### OBJECTIVES

- Data-Driven Advocacy:** Utilize empirical data to present a compelling case when advocating for the needs and rights of DSPs, ensuring that our position is grounded in verifiable facts.
- Identify Market Inequities:** Through comprehensive market research, ascertain disparities and inequalities in positions and services within the DSP sector.
- Forge Stronger Collaborations:** Leverage research insights to engage more deeply with partners, stakeholders, and policymakers, reinforcing the importance of our advocacy mission.

### TACTICAL INITIATIVES

1. **Market Research:** Commission a detailed study into the current state of the DSP sector, exploring compensation structures, role definitions, and organizational hierarchies. This will elucidate areas requiring immediate attention.
2. **Benchmarking & Position Comparison:** Compare DSP roles and services against similar professions, both domestically and internationally, to highlight disparities and identify best practices.
3. **Partnership for Data Collection:** Collaborate with key sector partners to gather contract data, offering a holistic view of contractual obligations, rights, and potential areas of concern.
4. **Information Dissemination:** Regularly share pertinent research findings with the community, stakeholders, and partners, emphasizing transparency and the drive for continuous improvement.

### EXPECTED OUTCOMES

- ✓ A more informed and strategic advocacy approach, backed by robust research and data insights.
- ✓ Enhanced credibility in negotiations and discussions with policymakers and industry stakeholders.
- ✓ Identification of key areas of concern, enabling targeted advocacy and campaign efforts.

## Strategy 4: Onboarding Specialized Resources for Enhanced Operational Efficiency

Priority: **MEDIUM**

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### OBJECTIVES

- ❑ **Operational Streamlining:** Augment the existing infrastructure with specialized roles, ensuring tasks are handled by professionals equipped with the right expertise.
- ❑ **Effective Data Management:** Strengthen the organization's data acquisition and analysis capacity to derive actionable insights for strategic decision-making.
- ❑ **Enhance Stakeholder Engagement:** Improve communication channels and outreach, establishing a consistent and impactful presence with key stakeholders.

### TACTICAL INITIATIVES

1. **Resource Allocation:** Identify areas within the organization that require specialized skills, and recruit or contract professionals accordingly. This might include roles such as data analysts, administrative managers, and public relations specialists.
2. **Survey Deployment & Data Collection:** Engage an expert to devise, distribute, and collate feedback from structured surveys, ensuring the organization remains in tune with the needs and sentiments of its members.
3. **Streamlined Administration:** Onboard administrative support to manage day-to-day tasks, allowing senior leadership to focus on strategic initiatives.
4. **Enhanced Digital Outreach:** Hire dedicated personnel for managing social media and digital communication channels, ensuring ADSPM's voice remains consistent and amplified across platforms.
5. **Regular Publication of Insights:** With the aid of a dedicated resource, regularly publish data-driven insights and updates, reinforcing ADSPM's commitment to transparency and stakeholder engagement.

### EXPECTED OUTCOMES

- ✓ Enhanced efficiency in operations, with specialized professionals managing their respective domains.
- ✓ A more informed, data-driven approach to decision-making, facilitated by streamlined data collection and analysis.
- ✓ Increased visibility and engagement with stakeholders through consistent communication and outreach.

## Strategy 5: Growing Strong Government Relations for Sector Advancement

Priority: **MEDIUM**

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### OBJECTIVES

- Solidify Government Ties:** Foster a proactive and symbiotic relationship with relevant governmental bodies, ensuring the concerns and recommendations of the DSP sector are consistently represented.
- Advocacy at the Policy Level:** Utilize our established relationships to influence policies and regulations that impact the DSP sector directly.
- Enlighten and Educate:** Act as a conduit of information, ensuring government officials possess a comprehensive understanding of the DSP sector, its challenges, and its significance.

### TACTICAL INITIATIVES

1. **Regular Government Liaisons:** Institute a schedule of regular meetings with pertinent government officials, including the minister and department head of family services, ensuring ADSPM's concerns and proposals are continually brought to the fore.
2. **Policy Advocacy Workshops:** Organize workshops and briefing sessions to delve deeper into the intricacies of the DSP sector, equipping policymakers with the nuances necessary for informed decision-making.
3. **Transparent Communication Channels:** Establish and maintain open lines of communication, ensuring both ADSPM and the government can promptly address emerging concerns or opportunities.
4. **Sector Representation:** Ensure that the specific needs and intricacies of the DSP (disability support program) are meticulously presented, advocating for policies that genuinely resonate with the on-ground realities.
5. **Perception Enhancement:** Undertake initiatives to improve the governmental perception of ADSPM, showcasing the organization's credibility, expertise, and commitment to the sector's betterment.

### EXPECTED OUTCOMES

- ✓ A deeply ingrained relationship with the government, facilitating swift and effective policy influence.
- ✓ Enhanced understanding among government officials about the DSP sector, resulting in more informed and favorable policy decisions.
- ✓ A unified front where the government and ADSPM collaboratively work towards the advancement of the DSP sector.

## Strategy 6: Diversifying Revenue Streams through Corporate Sponsorships

Priority: **MEDIUM**

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### OBJECTIVES

- ❑ **Revenue Generation and Stability:** Cultivate and nurture relationships with the corporate sector to secure sponsorships, ensuring the financial sustainability of ADSPM's initiatives.
- ❑ **Brand Amplification:** Leverage corporate partnerships to amplify ADSPM's brand recognition and outreach within the larger business ecosystem.
- ❑ **Mutually Beneficial Collaborations:** Design partnership programs where corporate entities not only provide financial support but also benefit from their association with ADSPM.

### TACTICAL INITIATIVES

1. **Sponsorship Strategy Development:** Craft a comprehensive corporate sponsorship strategy, benchmarking against successful models like those at the University of Winnipeg, Manitoba, and RRC Polytech.
2. **Corporate Outreach Program:** Launch a dedicated outreach initiative targeting corporations that align with ADSPM's values and objectives. This could include hosting corporate engagement events, webinars, and informational sessions.
3. **Value Proposition Design:** Clearly articulate the benefits corporations would derive from sponsoring ADSPM, such as enhanced corporate social responsibility, brand visibility, or employee engagement opportunities.
4. **Sponsorship Tiers and Packages:** Develop structured sponsorship packages, offering different levels of engagement, recognition, and benefits, catering to businesses of various sizes and capacities.
5. **Regular Communication and Reporting:** Ensure transparency and regular communication with sponsors, providing them with updates on how their support has furthered ADSPM's objectives and made a difference in the DSP sector.

### EXPECTED OUTCOMES

- ✓ A diversified and steady revenue stream, supporting the continuous growth and initiatives of ADSPM.
- ✓ Elevated brand presence of ADSPM within the corporate sector, leading to increased opportunities for collaborations and partnerships.
- ✓ A portfolio of engaged corporate sponsors that are vested in the advancement of the DSP sector and the objectives of ADSPM.

## Strategy 7: Broadening Stakeholder Engagement for Sector Collaboration

Priority: LONG-TERM

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### OBJECTIVES:

- Integrated Ecosystem:** Create a cohesive network of stakeholders that collaboratively work towards elevating the DSP sector's stature and effectiveness.
- Stakeholder Empowerment:** Equip each stakeholder, from family members to DSPs, with the knowledge and tools necessary for active and meaningful participation in sector advancements.
- Synergy Realization:** Foster an environment where the collective efforts of all stakeholders translate into robust and sustainable sector growth.

### TACTICAL INITIATIVES:

1. **Stakeholder Identification:** Conduct a comprehensive audit to identify and categorize key stakeholders, understanding their unique roles, concerns, and potential contributions.
2. **Dedicated Engagement Platforms:** Establish forums, workshops, and digital platforms tailored for each stakeholder category, ensuring relevant and constructive dialogue.
3. **Collaborative Ventures:** Actively seek out organizations, sponsors, and partners for collaborative initiatives, focusing on projects that further ADSPM's mission while also delivering mutual benefits.
4. **Value Communication:** Through targeted communications and events, continuously emphasize the importance and benefits of a well-connected and integrated stakeholder network.
5. **Feedback Mechanisms:** Implement mechanisms that facilitate regular feedback from stakeholders, ensuring their insights and concerns are actively incorporated into ADSPM's strategic direction.

### EXPECTED OUTCOMES:

- ✓ A vibrant, interconnected ecosystem of stakeholders working in harmony to advance the DSP sector.
- ✓ Enhanced stakeholder commitment and satisfaction, leading to increased contributions, collaborations, and endorsements for ADSPM's initiatives.

## Strategy 8: Strengthening the Direct Support Profession

Priority: LONG-TERM

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### OBJECTIVES

- Brand Building:** Position the Direct Support Profession (DSP) as a credible, valued, and essential service, enhancing its public image and stature.
- Awareness Drive:** Increase public knowledge and understanding of the DSP role, its significance, and the contributions it makes to society.
- Talent Attraction:** By promoting the DSP profession, attract a wider pool of potential candidates interested in pursuing a career within this field.

### TACTICAL INITIATIVES

1. **Marketing Campaigns:** Develop and deploy targeted marketing campaigns using compelling narratives to highlight the importance and impact of DSP.
2. **Digital Outreach:** Leverage social media platforms, webinars, and other online avenues to reach a broader audience, sharing stories, testimonials, and insights about the profession.
3. **Educational Ventures:** Launch a podcast series or webinar sessions, collaborating with industry experts, practitioners, and beneficiaries to discuss the intricacies and value of DSP.
4. **Promotional Activities:** Design and distribute promotional materials, such as brochures, infographics, and branded items, to boost the profession's visibility and appeal.
5. **Role Clarity:** Publish detailed documentation and content that clearly defines the role, responsibilities, and potential career trajectory within DSP, aiding in setting clear expectations and understanding.

### EXPECTED OUTCOMES

- ✓ A noticeable uplift in the public's perception and valuation of the Direct Support Profession.
- ✓ A wider audience, including potential candidates and sponsors, becoming informed and enthusiastic about the contributions and potential of DSP.
- ✓ Enhanced pride and morale among existing DSP professionals, bolstered by the public recognition and appreciation of their role.