

**SILVER CIRCLE –
WEST TORONTO
SERVICES FOR
SENIORS**

**STRATEGIC PLAN
2013 – 2016**

BOARD APPROVED – June 21, 2012

ENDS STATEMENT

West Toronto Support Services exists so that seniors and disabled adults can live independently in our community and their caregivers are supported.

Second level ends:

1. “Live independently” means that seniors will:
 - 1.1 live safely at home as long as possible;
 - 1.2 have mobility inside and outside the home;
 - 1.3 have opportunities for social interaction;
 - 1.4 have good nutrition; and
 - 1.5 have information, awareness and skills to make informed choices.
2. Furthermore, those who care for seniors will be able to provide care by having:
 - 2.1 respite;
 - 2.2 physical and emotional support; and
 - 2.3 information, awareness and skills to make informed choices.
3. The clients serviced will reside generally within the boundaries of the West Toronto Support Services catchment area.
4. Services will be provided in accordance with funder guidelines and at a reasonable cost.

Vision

West Toronto Support Services is the agency of choice in our community for neighbourhood-based support for those striving to live independently at home.

Mission

West Toronto Support Services is a community not-for-profit organization that provides practical assistance and social support to seniors, disabled adults, and their caregivers living in our community.

STRATEGIC PLAN

1. PROGRAMS & SERVICES: We will improve quality and access by realigning and focusing our services for greater community impact. We will expand our partnerships and collaboration and maintain and enhance services in line with all funder agreements.

| 2016 GOALS | 2016 INDICATORS |
|--|--|
| Enhance services based on LHIN project funding | <ul style="list-style-type: none"> • Double ADP • Identified by LHIN as centre of excellence for 2 programs/services • Meet all funder requirements |
| Maintain current services at funded service levels | <ul style="list-style-type: none"> • Funder targets met |
| Increase home care hours | <ul style="list-style-type: none"> • New VHA contract assigns more hours • Cluster service in at least 2 sites |
| Actively pursue partnerships to expand access to additional services | <ul style="list-style-type: none"> • 3 new partner services available |
| Explore development of social enterprise as funding mechanism | <ul style="list-style-type: none"> • Board decision on business proposal |

2. FUNDING: We will maintain our current funding structure and current sources while increasing funding from special project money (e.g. LHIN) and fundraising.

| 2016 GOALS | 2016 INDICATORS |
|--|--|
| Sustain current funding base | <ul style="list-style-type: none"> • \$2.1 MM revenue maintained |
| Develop & execute annual fundraising plan | <ul style="list-style-type: none"> • Plan targets met |
| Actively pursue LHIN project funding | <ul style="list-style-type: none"> • Program & service targets met |
| Increase our capacity for fundraising and partnerships | <ul style="list-style-type: none"> • Dedicated .5 FTE |
| Actively pursue other project funding sources | <ul style="list-style-type: none"> • At least one additional project funded |

3. COMMUNITY ENGAGEMENT: We will increase our visibility and presence in our community to ensure sustainability and impact.

| 2016 GOALS | 2016 INDICATORS |
|---|---|
| Increase awareness of WTSS in catchment area | <ul style="list-style-type: none"> • Increase in referrals • Annual fundraising targets met • Clear brand identity |
| Develop & execute community engagement plan | <ul style="list-style-type: none"> • Plan targets met |
| Advocate with stakeholders on behalf of our community | <ul style="list-style-type: none"> • Active participant in key associations/groups |

4. QUALITY: We will demonstrate leadership in continuous quality improvement.

| 2016 GOALS | 2016 INDICATORS |
|---|--|
| Develop a strong and visible competence in continuous quality improvement | <ul style="list-style-type: none"> • Accreditation achieved |

5. INFRASTRUCTURE: We will make necessary adjustments to our infrastructure to ensure a sustainable organization.

| 2016 GOALS | 2016 INDICATORS |
|---|---|
| Complete compensation review with adjustments to bring in-line with sector benchmarks | <ul style="list-style-type: none"> • Improved employee satisfaction survey results and participation |
| Additional service/office space within the catchment area | <ul style="list-style-type: none"> • Space available • Program & service goals met |
| Reassess our branding exercise | <ul style="list-style-type: none"> • Board decision |
| Assess staff skills to ensure we have the right skill sets | <ul style="list-style-type: none"> • 100% of staff meet development targets |
| Raise qualifications required | <ul style="list-style-type: none"> • 100% of staff meet qualification requirement targets |

INTRODUCTION

The Board of Directors of Silver Circle – West Toronto Services for Seniors (WTSS) went through a strategic planning process in May 2012. This document is the result of those deliberations.

Several documents were circulated as pre read material. Those documents are a critical part of the record. They included information on operations, staff input, SWOT analysis, and overview of trends.

SITUATION REVIEW

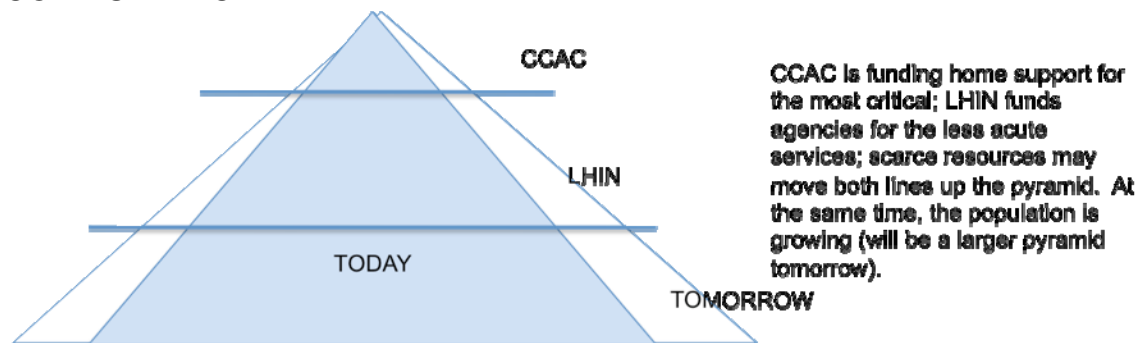
The group began by considering the current situation. The strategic plan must be developed in the context of the external trends and internal strengths and weaknesses. Based on learning from the pre read material, the group identified the following key trends to be kept in mind as the plan is developed.

EXTERNAL TRENDS

- Funders – message is do more and more and more with less
- Increasing demand due to demographics
- Increasing accountability expectations of stakeholders
- Increasing short term outlook by funders and other stakeholders
- Increasing uncertainty for agencies
 - Project based funding
 - Temporary contracts
 - Constant change management
- Union contracts at a number of other agencies are being renegotiated – could impact us
- LHIN – salary freeze is over – not clear what happens now
- LHIN – integration for better access, better programs, higher quality/excellence
- Funding – likely only 2% to 3% increases over next few years and only for additional work/projects
- Increasing number of people in community with higher, more complex needs
- Best shot for new funding – enhanced ADP
- Baby boom is coming – now 50+
- Number of seniors will be flat in catchment
- Age of need is decreasing – due to chronic disease, etc

- Home health – big players (e.g. VHA, for profits) are creating service clusters in the area and therefore WTSS has fewer clients from VHA contract
 - VHA subcontract is surplus generator for WTSS; covers small deficits in other programs
 - Must have accreditation by Sept 2014 to retain contract
 - CCAC contracts likely to be renegotiated in 2014
 - Hospital discharge planning (to meet ALC goals) will have impact
 - MSA – LHIN contract likely renegotiated in 2014
 - Question: how much of this market will be open to WTSS in 3 years?
- **This is high risk for WTSS – could be fewer hours in new contract or VHA could decide not to include subcontractors; hospital discharge routines will impact types of services required in the community and response requirements**

COMMUNITY CARE



Conceptual model only; we have not looked at actual numbers

LHIN STRATEGY

- No base funding increase
- 4% increase will be in form of project funding (likely with partners; likely promoting further integration and greater access)
- develop centres of excellence (one or more agencies; service specific)
 - Longer time frame – be a centre of excellence or lose funding
 - Examples: Enhanced ADP – center of excellence might be able to handle 20 to 30 clients and be open 24/7
- Focus on highest need/most intense users of resources

ENVIRONMENT OF HIGH UNCERTAINTY/RISK – what organizational traits are rewarded?

- Nimbleness
- Creativity
- Open mindedness
- Focus
- Accepting of change
- See opportunity in change
- Transparent & secure internally

INTERNAL

The group then considered the key strengths and weaknesses of WTSS that will play into the strategic plan. Details of strengths and weaknesses are captured in the SWOT analysis.

KEY STRENGTHS

- Good at referrals / finding services
- Financial stability; growing reserve
- More focused than most agencies, therefore more flexible, nimble
- Outward looking
- Well respected

KEY WEAKNESSES

- If complexity of clients increases, than capacity of front line workers needs to go up (PSWs, ADS, case managers, everyone)
- Lower salaries than most in sector – could have negative impact

ENDS REVISIT

The participants then considered whether any changes were required for WTSS's Ends Statement by answering 3 questions.

- Who do we exist to serve?
 - Seniors and disabled adults and their caregivers in our catchment area
 - The moral ownership of the community
- What is our goal for those we serve?
 - To live independently in the community
- What do we do to achieve that goal?
 - Provide services and programs

It was decided that no changes were required to the Ends Statement.

VISION: WTSS IN 10 YEARS

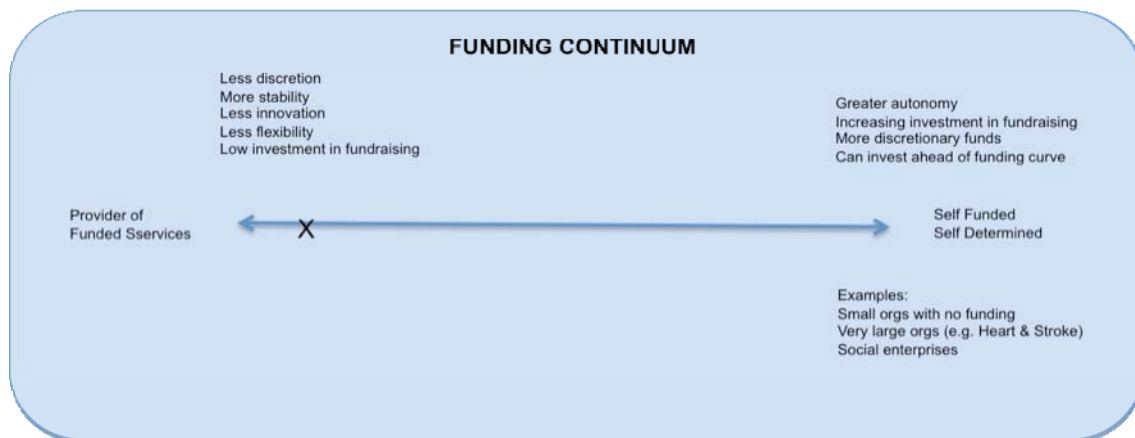
The group then asked what WTSS would be like in 10 years:

- Different building/own it
- Greater community awareness / visibility
- \$6MM revenue (heavy collaboration)
- Narrower services/programs – more specialized
- Staff: from 50 today to 100 and higher capacity/skill sets
- Stronger online presence and functionality
- More private sector partnerships
- What's on the horizon to move us there: program integration/expansion in specific programs

STRATEGIC POSITIONING

FUNDING CONTINUUM

The group then looked at WTSS's position on the funding continuum. There is no right or wrong position on the continuum. It is a tool to look at how you are funded and the implications and to consider if there needs to be any change.



POSITION TODAY:

- \$2MM revenue
- 4% surplus/yr (\$80,000)
- Reserve fund \$1.3MM;
\$700,000 unrestricted

POSITION 2016:

- \$2.1 MM base revenue
- Reserve Fund \$200,000
unrestricted
- ADP doubled (+\$250,000)
- Fundraising: \$100,000/year
- New LHIN project funding for:
 - \$250,000 Enhanced ADP,
 - MoW, Transportation and additional

expertise (e.g. nurse) in-house
SECTOR POSITIONING

The participants then considered how WTSS is positioned in the sector today and how it wants to be positioned in 3 years.

- POSITION TODAY:
 - At the table
 - Punch above our weight
- POSITION 2016: same positioning
- ADP centre of excellence

2009 Strategic Plan Review:

The group then considered where WTSS is against its current strategic plan to get a sense of what worked/didn't work and what we could learn from the performance to plan.

1. Quality - still on target for accreditation
2. Affordable housing
 - Landscape changed
 - 3 opportunities explored – all rejected for risk
3. Fundraising
 - Now have a Board resource
 - Assumed affordable housing as focus of fundraising – no opportunity
4. Service
 - Maintained level of service in a challenging environment
5. Advocacy
 - Lots of elections
 - No clear focus
 - Mostly at ED level with St Chris and St Clair – always service related
6. Integration
 - Silver Circle concept not a success to date
 - Has this been superseded by CNAP?

STRATEGY DEVELOPMENT

Having established the context and the key issues, the group then asked, what must be different in 3 years for WTSS to get where we want to be? The results of that brainstorm are attached.

Based on this work the group then developed the strategies, goals and indicators.

BRAINSTORM RESULTS: WHAT MUST BE DIFFERENT IN 3 YEARS?

| RATIONALIZE & FOCUS SERVICES | INCREASE OUR VISIBILITY | INCREASE STAFF COMPENSATION | INCREASE FUNDRAISING | CLARIFY OUR NAME | BE ACCREDITED |
|---|--|---|--|--|--|
| Enhance services | Increase profile in community | Better paid staff | Increase private (corporate) funding | Clearly defined name | Fully accredited |
| Focused care | <u>THE</u> name in community | Increased salary / staff recognition | A fundraising foundation | Change name to Silver Circle | Accredited |
| Increase supportive housing | Better visibility / awareness | Increased staff training / capacity | Consistent fundraising | Only one name (e.g. West Toronto Services for Seniors) | |
| Ice cream sundae bar in ADS | Clear message of <u>who</u> we service | Higher wages front line | Increase resources to maintain/expand services | | |
| More fee based business from families | Better website | Co-op training program | | IMPROVE SPACE FOR PROGRAMS & VISIBILITY | ENHANCED PARTNERSHIP STRATEGY |
| RNs on staff | iPhone app | Better benefits, career path for staff | | Bigger space | Increased partnerships |
| Increased skill set of home support staff | Stronger or more visible presence in local service collaboration | Increased staff, Increased salary, Increased benefits | | Change of location | Increased partnerships / collaboration |
| Define core programs | More fee based business from families for parents | | | More space locations | |
| Delegated acts performed | Strong communication materials, literature to online | | | New space (building) | |
| Fewer services | | | | | |
| Higher collaboration | | | | | |