



**Strategic Plan & Core Elements
2018-2020**

Complete Set of Proposed Statements

Our Vision

Empowering independence, health and well-being together.

Our Mission

Building healthier communities using integrated services to empower individuals living with complex issues.

Our Values

- **Inclusiveness** – We model respect, dignity, and compassion. We empower autonomy and choice. We promote diversity and inclusive practices.
- **Excellence** - We are innovative, practice continuous quality improvement, and strive to achieve the highest standards.
- **Collaboration** – We partner closely with our clients, team members, and stakeholders to achieve common aims. We are honest and transparent in our communications and demonstrate integrity in all of our interactions and relationships.
- **Accountability** – We deliver on our commitments and are responsible in our usage of resources.

Our Programs & Services

- Primary care - (e.g., chiroprodists, counsellors, dental care, doctors, nurses, nurse practitioners, occupational therapists, social workers)
- Health promotion and prevention (e.g., health and independent living education, exercise, nutrition, social inclusion, mental health), access to a range of other services (e.g., housing, food, employment, etc.)
- Personal support (e.g., accompaniment, cooking, cleaning, shopping, personal care)
- Community development and advocacy (e.g., population health, independent living, accessibility)

Our Clients

- People and communities with a range of ages, health status' and physical abilities

Our Strategic Directions

Our Strategic directions drive us forward to completing our strategic goals and objectives. Findings from the environmental scan and internal assessment provide the rationale for these strategic directions. Our new vision, mission and values indicate which ways to proceed. These directions relate to and underpin all our strategic goals and objectives.

Strategic Directions			
CLIENTS FIRST The people we serve are our number one priority and at the core of everything that we do. We will engage with, listen to and respect what our clients tell us that they need be empowered to make choices to have holistic, independent health and well-being. We will work hard to improve client experience.	POPULATION HEALTH & WELL-BEING Healthy communities require access to a range of programs and services that support both health (e.g., primary care, health promotion and prevention) and social determinant of health needs (e.g., housing, income, food/nutrition, education, employment). We will work as a system partner to improve access to a range of programs and services.	SHARE OUR EXPERTISE AS A SYSTEM PARTNER We are known for our specialized knowledge, skills and experience in supporting vulnerable and complex populations. We will develop and contribute this unique expertise at the local, regional and provincial levels as a partner, working closely with our partners to build system capacity to serve vulnerable and complex populations	TRANSFORM OUR ORGANIZATION To support our client, population and system strategic directions requires our people to work to their full potential and effective, efficient, and sustainable organizational practices. We will integrate and adopt leading organizational processes, systems and technology to create a healthy environment where people can contribute their best.

Strategic Goals

Our key goals for the next 3 years have been grouped into four major areas. For each of these goals, we have identified specific objectives, and examples of actions that will be included in our annual operating plans.

Strategic Directions	Strategic Goals	
<p style="text-align: center;">Clients First</p> <p style="text-align: center;">Population Health & Well-Being</p> <p style="text-align: center;">Share Our Expertise with Vulnerable Populations</p> <p style="text-align: center;">Transform Our Organization</p>	<p>Our Clients & Community</p>	<p>1. Increase client and community access to, and experience with a holistic and coordinated continuum of programs and services.</p>
	<p>Our Role in the System</p>	<p>2. Be a valuable partner in the health system by contributing our unique expertise in serving vulnerable and complex population</p>
	<p>Our People & Organization</p>	<p>3. A healthy, unified organization culture where people can contribute their full potential.</p>
	<p>Our Financial Sustainability</p>	<p>4. Grow and diversify our funding sources to achieve long-term sustainability.</p>

Our Clients & Communities

Improving the health and well-being of individuals and communities requires consideration of the whole person and the comprehensive range of quality programs and services to support people with their life journeys. While our focus has always been on the whole person, over the next three years, we will continue to increase our impact on population health by increasing the access of the diverse populations who live in our community to health and independent living programs and services.

We will engage and work closely with our clients and communities to identify needs, listen to and improve client experience and collaborate with our clients as we move forward. With our current clients, we will work on improving their access to the range of programs and services that are now available within our integrated organization. At the same time, we will work directly and also with our community partners to serve clients and populations with the greatest unmet needs.

We will develop a community hub with satellite locations in different geographic areas so that can access the range of services in our community and receive care coordination and navigation support. People experiencing care transitions are a priority population that we will look to have a dedicated focus on through this hub. At the same time, we will continue to develop our work as a seamless inter-professional team both internally and with our system partners to increase access to and deliver high quality, comprehensive programs and services for our clients and communities.

Increasing the visibility and profile of our organization as a gateway to a wide spectrum of programs and services will also help us to reach the people who need us the most.

Our Clients & Communities

Goal 1: Increase client and community access to, and experience with a holistic and coordinated continuum of programs and services.	
Objectives	Actions (To be considered as part of 3-Year Operational Plan)
1.1 Engage with our clients and communities to understand their needs, improve client experience and to achieve our strategic goals	<ul style="list-style-type: none"> • Develop processes and mechanisms to include and engage client advisory councils, clients and the membership in strategic priorities and initiatives on an ongoing basis
1.2 Address the greatest unmet needs/gaps for programs and services among existing clients and other vulnerable, complex populations	<ul style="list-style-type: none"> • Identify and address evolving needs of existing clients, both on-site and in-home programs and services (e.g., social/recreational programs, inter-generational programs, in-home primary care and other services for seniors, enhanced care options for people with physical disabilities, homeless populations, immigrants and newcomers) • Partner with organizations to identify and further address system gaps that are beyond the core services of our organization (to address both the health and social determinants of health (e.g. youth mental health, adult chronic disease management, food security, housing, employment))
1.3 Evolve and expand our Resource Centre into a Community Hub that supports independent living, health promotion and prevention, care coordination and navigation including during care transitions	<ul style="list-style-type: none"> • Develop the community hub and apply for and secure resources for care navigators/care coordinators • Develop targeted strategies with community partners to identify and to connect people in the community to address their health and social determinants of health (e.g., food security, housing, employment, alternative therapies, etc.) • Support populations undergoing care transitions (e.g., from hospital to community, waiting for long-term care, transitions from youth to adult services) • Work as part of a virtual and seamless inter-professional care team with our partners
1.4 Raise the awareness of our organization in the community	<ul style="list-style-type: none"> • Develop and use new marketing and communications resources (e.g., name and logo, signage, website, program/service listings, etc.) • Develop and implement outreach strategies to increase the organization's profile amongst residents and organizations at the local, regional and provincial levels

Our Role in the System

We are well-recognized and respected by our clients and partners for our expertise in reducing barriers and empowering vulnerable, complex populations to live healthy and independent lives. Our welcoming, inclusive, and non-judgmental environment, adherence to the independent living philosophy, accessibility skills and experience of our staff, and physically accessible facilities all contribute to positive experiences for our clients. Our clients and community partners tell us this expertise is unique and so we have the opportunity to leverage this unique feature.

Over the next three years, we will develop a Centre of Excellence and share our expertise with supporting vulnerable, complex populations with other service providers and the system. While building system capacity, we will continue work with our system partners to identify and provide services to these populations so that they continue living independently in the community as they choose.

Our Role in the System

Goal 2: Be a valuable partner in the health system by contributing our unique expertise in serving vulnerable and complex populations.	
Objectives	Actions (To be considered as part of 3-Year Operational Plan)
2.1 Establish a Centre of Excellence in healthy, independent living for complex populations	<ul style="list-style-type: none"> • Develop a framework that articulates the goals and approach of the Centre of Excellence • Conduct a needs assessment of what additional supports vulnerable and complex clients and populations need in order to live healthy, independent lives and work with partners to address those needs (e.g. in-home mobility/exercise program, mental health, IT support for seniors, other social programs, caregiver support) • Develop Centre of Excellence program service offerings (e.g., teams, resources/tools, training sessions, accessibility consulting services) • Launch the Centre of Excellence
2.2 Position ourselves as a valuable partner in the system	<ul style="list-style-type: none"> • Identify and work with our system partners in other sectors (e.g., primary care, acute care, rehabilitation, mental health, long-term care, attendant care, etc.) to identify additional vulnerable, complex populations requiring programs and services

Our People

As a newly integrated organization, we have brought together staff and volunteers from separate organizations who share the same values, goals and passion for improving the lives of individuals and communities. We also now have a staff complement with a broader range of skills and abilities and working in multiple locations in Toronto.

Over the next three years, we will draw from these strengths to springboard into the development of a unified and healthy organizational culture where our staff and volunteers feel a part of single organization. We will do this by supporting our staff and volunteers to learn more about each other and what our whole organization offers, and to work as a cohesive team to realize our strategic goals.

To increase access to programs and services, we will also work on: building our people capacity by ensuring that staff provide services to their full abilities, providing learning and development opportunities, building our volunteer programs, and increasing the size of our staff complement. We will recognize and celebrate the contributions and achievements of our staff.

Our People

Goal 3: A healthy, unified organization culture where people can contribute their full potential.	
Objectives	Actions (To be considered as part of 3-Year Operational Plan)
3.1 Build staff engagement and alignment towards common goals	<ul style="list-style-type: none"> • Develop and implement set of staff engagement and communication mechanisms to increase alignment (e.g., calendar of staff events, staff meetings, monthly staff newsletter, breakfast with the CEO, etc.) • Involve staff in working on strategic initiatives • Integrate human resource policies, processes and expectations (e.g., employee engagement surveys, performance review processes)
3.2 Leverage and enhance staff competencies to address the evolving needs of our clients and communities	<ul style="list-style-type: none"> • Provide staff with learning and development opportunities (e.g., enhanced care, mental health/addictions, geriatric care, project management, quality improvement) • Develop inter-professional care teams within our organization and with partners to deliver wrap-around services to meet the needs of diverse populations in the community.
3.3 Build people capacity and teamwork	<ul style="list-style-type: none"> • Fully implement a new management structure • Review and refine staff roles and responsibilities to support practicing to full scope of practice/experience • Develop and implement inter-professional teams • Use resources to develop additional capacity (e.g., students, residents, apprentices) • Develop and implement a strategy to recruit additional volunteers
3.4 Acknowledge and recognize the contributions and achievements of staff	<ul style="list-style-type: none"> • Develop a staff and volunteer recognition program

Our Organization

In integrating the operations of our two legacy organizations, we have an exciting opportunity to review our existing practices and adopt innovative approaches to improve our effectiveness and efficiency.

Over the next three years, we will work on taking our governance and management structures and processes to the next level, designing our workflows to be more efficient, and addressing our space constraints so that we can do more with our resources.

We will also adopt technology to advance the efficiency and quality of all of our programs and services. Demonstrating how we are optimizing our use of resources to achieve impact and outcomes will position us for additional partnership and funding opportunities. All of these efforts will position us well for accreditation in 2019.

Our Organization

Goal 3: Integrated and robust operations that are effective, efficient and sustainable.	
Objectives	Actions (To be considered as part of 3-Year Operational Plan)
3.1 Integrate and improve the quality of key organizational processes	<ul style="list-style-type: none"> • Develop a Board work plan to evolve the governance structure and processes (e.g., Committees of the Board, Board evaluation, new Board member recruitment, monitoring strategic plan, etc.) • Fully implement the new management structure • Integrate and update our quality and risk management processes in accordance with leading practices
3.2 Increase the efficiency our work flows	<ul style="list-style-type: none"> • Workflow design/improvement to improve client flow and management (self-management, referral and transition processes)
3.3 Optimize our use of physical space and locations	<ul style="list-style-type: none"> • Review available physical space and develop a space utilization plan, including considering whether administrative space should be consolidated and where to secure additional space (e.g., provide programs/services out of partner locations)
3.4 Leverage technology to improve our efficiency and effectiveness	<ul style="list-style-type: none"> • Update staff scheduling practices and systems (e.g., attendant care booking sheets, cancellations) • Streamline charting/documentation of attendant care
3.5 Improve our ability to demonstrate our impact to clients, public and private funders and partners	<ul style="list-style-type: none"> • Develop an integrated balanced scorecard and organization performance reporting system • Prepare for Accreditation in 2019 • Undertake pilot studies/research and communicate the outcomes of our initiatives on improvements in access, quality, and value for money

Our Financial Sustainability

A critical goal is to ensure that our organization has the long-term viability to achieve our carry our strategic goals, mission and vision of improved health, well-being and independence of our clients and communities.

To achieve financial sustainability, over the next three years, we will design and develop a fund development strategy, one that involves generating revenue from multiple sources and managing our costs. We will establish additional systematic financial planning and control processes and build human resources capacity to generate funds to ensure our sustainability.

Our Financial Sustainability

Goal 4: Grow and diversify our funding sources to achieve long-term sustainability.	
Objectives	Actions (To be considered as part of 3-Year Operational Plan)
4.1 Develop solid funding generation strategy	<ul style="list-style-type: none"> Identify annual revenue generation goals to support strategic initiatives and identify the most appropriate sources of revenue/investment for each of these requirements
4.2 Increase our core funding	<ul style="list-style-type: none"> Develop a funding proposals to existing public sector providers (based on demonstrations of impact Objective 3.5) to address unmet needs/gaps in the system (in alignment with Objectives 1.1 and 1.2) [e.g., enhanced in-home care care for people with disabilities, additional in-home care for seniors, etc.]
4.2 Apply for appropriate grants/funding opportunities	<ul style="list-style-type: none"> Develop a mechanisms to regularly identify grant opportunities Build organizational capacity to apply for grants
4.3 Create economies of scale through public partnership and integration opportunities	<ul style="list-style-type: none"> Pool and leverage collective resources with other service providers (e.g., back office integration, procurement, technology, sharing space, etc.).
4.4 Create funding opportunities through public-private partnerships	<ul style="list-style-type: none"> Develop a public-private partnership (P3) framework and principles (e.g., social enterprises) Identify potential partnership opportunities and develop innovative service offerings that may be of interest
4.5 Enhance fundraising	<ul style="list-style-type: none"> Develop a fundraising plan Build staff, volunteer and community excitement and capacity for fundraising Use marketing and communications strategies (aligned with Objective 1.3) to raise awareness for our organization's needs and priorities

THANK YOU



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