

STOREFRONT HUMBER INC.

Strategic Plan 2017-2021

***A RECOGNIZED PROVIDER IN WEST TORONTO AND EAST
MISSISSAUGA OF SUPPORTIVE CARE SERVICES TO SENIORS
AND ADULTS WITH DISABILITIES IN THEIR HOMES AND
COMMUNITY***

Welcome to Storefront Humber Inc. 2017-2021 Strategic Plan

Storefront Humber Inc. (Storefront Humber) welcomes the significant recent changes in Ontario government's policy including the transfer of the provision of CCAC managed home care to local health integration networks (LHINs). Storefront Humber considers this major development as an opportunity to enhance and expand its role as a major provider of supportive care in home and in the community in both West Toronto and East Mississauga.

As a health service provider in West Toronto accountable to Toronto Central LHIN (TC-LHIN), Storefront Humber is committed to ensuring alignment with TC-LHIN's strategic direction to implement an integrated approach to service provision outside the hospital in primary care and community supportive care.

Together with our partners, Storefront Humber will play an important role in creating an integrated system with primary care and community supportive services working together to ensure "client first" is the focus of all of our collective efforts.

Through this strategic plan, Storefront Humber will ensure a culture of quality permeates in all aspects of our organization. We are committed to maintain our status as a valued provider in an integrated health system in West Toronto and East Mississauga.

This strategic plan is a product of extensive consultation with both our internal and external stakeholders. Their invaluable perspectives have assisted us in generating the strategic priorities set forth in this plan.

On behalf of the Board, I want to thank all of our clients, staff, fellow Board members and a number of external stakeholders for offering their input.

We look forward to implementing our strategic directions to improve the quality of lives for our clients.

Signed by Board Chair

Executive Summary

Significant health care reform is taking place in Ontario with the recent enactment of the ***Patient First Act, 2016***. The passage of this Act has laid the foundation for transformation of provincial and local health care systems.

The issues are complex and solutions to make the health care system better is no easy feat. With home care now under the jurisdiction of the local health integration networks (LHINs), reform is focussed on providing more effective primary care and community care. With the requirement for all LHINs to create sub-regions for planning purposes, Storefront Humber is part of the West Toronto sub-region. As such, Storefront Humber will be actively engaged in the implementation of this strategic plan in collaboration with partner agencies in this sub-region. As it also serves Mississauga Halton LHIN's (MH-LHIN) Etobicoke and East Mississauga sub-LHINs, it will similarly engage in these two sub-LHINs planning activities.

Given the current dramatic transformation in Ontario's health care system, Storefront Humber decided it was an opportune time to develop the a strategic plan for the next four years. This plan is a product of an extensive consultation with key internal and external stakeholders, the Toronto Central LHIN and other funding partners. The plan identifies eight overarching considerations which connect to a revised Vision and Mission statements and five key strategic priorities to guide Storefront Humber for the next four years.

Over the next few years, Storefront Humber will work towards being an *effective*, progressive and a connected provider of high quality supportive services to seniors and adults with disabilities in West Toronto and East Mississauga.

Background

Storefront Humber is a well-established not-for-profit community health care agency that was founded more than 45 years ago in West Toronto to assist a marginalized population of seniors and adults with disabilities who require supportive care to live safely in their homes and in the community. Storefront Humber is a designated health service provider accountable to the Toronto Central LHIN (TC- LHIN). For planning purposes it is part of West Toronto sub-region of TC- LHIN. It provides a multitude of services to communities in West Toronto and East Mississauga including:

- ❑ Personal support and homemaking to over 245 adults with disabilities who reside in four Toronto Community Housing Corporation’s apartment buildings and in one apartment building managed by the City of Toronto
- ❑ Personal support and home help to over 1,400 seniors in their homes in West Toronto and East Mississauga
- ❑ Adult Day Program, Wellness and other community programs for seniors

For the Supportive Housing - Assisted Living Services, Storefront Humber receives \$ 1.85 Million from the TC-LHIN and the City of Toronto, which is 31% of the total Storefront Humber revenue of \$5.98 Million.

Storefront Humber is a major provider of community personal support and home help in East Mississauga and West Toronto. Storefront Humber receives over \$3 Million to provide these services in both TC-LHIN and MH-LHIN areas – over 50% of Storefront Humber’s total revenue. Of note is that over \$ 2 Million of this funding is outside the TC-LHIN agreement, received directly from the TC and MH CCACs and Links to Care (a MH LHIN agency), which is 34% of Storefront Humber’s total revenue of \$5.98 Million.

Process Used to Develop the Strategic Plan

Internal Stakeholders Consulted:

Staff Engagement

1. A series of meetings with groups of staff by programs and several one-on-one meetings to get their perspectives on the strengths, weaknesses, opportunities and threats (SWOT)
2. An all staff meeting where a summary of SWOT from a staff perspective was shared and discussed along with an engagement on top success factors
3. Final staff engagement to inform them of Board’s determination of top strategic priorities, revised Vision and Mission

Board:

4. Response to a structured set of questions through a one-on-one telephone or in-person hour long meeting was held with each Board member
5. First Board meeting devoted to strategic planning where findings from staff interviews, Board SWOT assessment and government/TC-LHIN expectations were discussed
6. Second Board meeting to discuss outcomes of deliberations with key external stakeholders interviewed, critical success factors, top priorities and a revised vision and mission statements

Clients

7. Review of summaries of client satisfaction results for past two fiscal years

Literature Review

8. Review of Ontario Government policy documents and TC-LHIN's strategic plan and related documents
9. A review of existing strategic plans of several community based health care agencies
10. Health Quality Ontario website and other appropriate sources

External Stakeholders Consulted:**Structured meetings with key External Stakeholders:**

- TC LHIN
- Links to Care
- Lakeshore Area Multiservice Project (LAMP) Community Health Centre
- West Toronto Support Services
- Etobicoke Support Services
- Mimico Business Improvement Association

Storefront Humber's Catchment Areas of Service:

All LHINs have mapped out sub-LHINs for planning purposes with demographic and population health profiles. The following are three sub-lhins that create the catchment area for Storefront Humber. Overall, Storefront Humber's catchment area's total population is 620,559 people.

A. West Toronto sub-region of TC-LHN (pop. 232,000)

Storefront Humber is located in Toronto Central LHIN's West Toronto sub-region boundaries as noted below.

Overall, 13.7% of the West Toronto sub-lhin region population is over 65 years (2011). This is slightly above the Toronto Central LHIN average population of seniors, currently at 13.1%.



B. Etobicoke sub-region of MH-LHIN (pop.109,344)

It also has service contracts with MH LHIN to serve this area

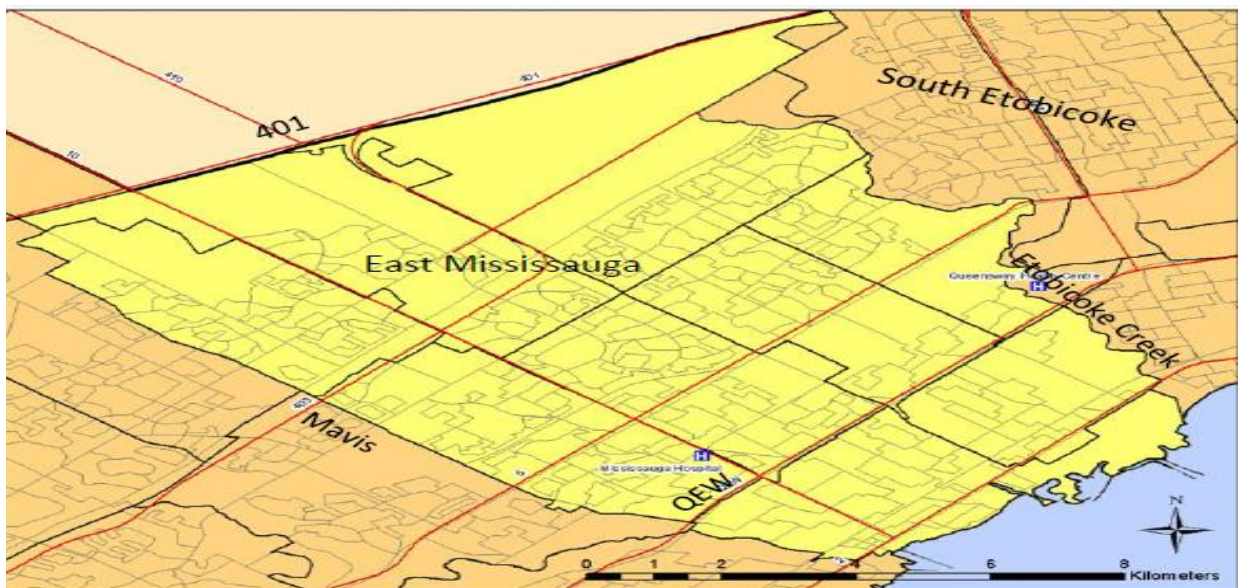
Overall, 18 % of the Etobicoke sub-region population is over 65 years (2011). This is greatly above the MH-LHIN average population of seniors, currently at 12%.



C. East Mississauga Region of MH-LHIN (pop. of 279,215)

It also has service contracts to serve this sub-region

Overall, 13% of East Mississauga sub-region population is over 65 years (2011). This is slightly above the MH-LHIN average population of seniors, currently at 12%.



A Summary of Findings from Internal and External Assessments

<p>Strengths</p> <ul style="list-style-type: none"> ✓ Reputable provider with established roots in the community ✓ Financially in good standing ✓ Great location ✓ Board committed to transformation of the agency ✓ Meet and exceed funders’ targets 	<p>Areas for Improvement</p> <ul style="list-style-type: none"> ❖ Leadership needs enhancement ❖ Outdated administrative process and technology ❖ Current building is functionally inadequate ❖ Low level of collaboration with other providers
<p>Opportunities</p> <ul style="list-style-type: none"> ✓ Its mission aligns well with the government agenda of “Patients First” ✓ Home and community care is a growth area with an aging population ✓ Prospects exist for developing partnerships and integration ✓ Potential realignment of home care may result in more personal support worker (PSW) services provided by lower cost community support agencies like Storefront Humber 	<p>External Challenges</p> <ul style="list-style-type: none"> ❖ Creation of internal capacity to deal with emerging expectations ❖ Current location is in conflict with local neighborhood development plan ❖ Increased expectations for accountability of community sector ❖ LHIN/CCAC reorganization may lead to realignment of home care which may impact on current CCAC contracts in the future

Vision, Mission and Values

Our Vision

To be recognized as an innovative leader in the provision of supportive services promoting a healthy and independent life in the community for seniors and adults with disabilities.

Our Mission

Provide supportive care to seniors and adults with disabilities to help them attain the best quality of life possible in their homes and in the community.

Our Values:

1. *Client-Centred Practice*

2. *Professional Excellence*

3. *Accountable*

4. *Compassion and Respect*

5. *Responsive*

6. *Partnerships*

7. *Innovation*

Key Considerations in Developing Strategic Priorities

Following extensive external and internal environmental assessment of Storefront Humber's current situation and future expectations, challenges and opportunities, the following key considerations were critical in developing the strategic priorities.

- ✓ Focus on fostering superior management, improved governance, enhanced infrastructure and more qualified staff
- ✓ Embrace both the provincial government & TC-LHIN's transformation agenda
- ✓ Review and refocus existing services to determine "core" services to offer in light of changing needs and expectations
- ✓ Develop a quality culture and promote delivery of excellent services
- ✓ Foster a culture of effective partnerships and integration with key agencies to better serve clients needs and make "Patient First" a reality
- ✓ To capitalize on home care as a growth area with an aging population
- ✓ To be nimble to address evolving approaches to delivery of home care (e.g. self-care)
- ✓ To retain qualified personal support workers (PSWs) is key to sustainability

Strategic Priorities

The priorities identified below build on substantial consultation and input undertaken by Storefront Humber with both its internal and external stakeholders including the TC LHIN. This review complemented the implications of the recent enactment of the Patient First Act and extensive planning work undertaken by TC LHIN. Input from these sources has formed the basis for the identification of five key strategic priorities.

- 1. Excellence in Organizational Leadership and Improved Infrastructure**
- 2. Embrace a Culture of Quality in Program Delivery**
- 3. Strengthen Strategic Partnerships and Integration**
- 4. Expand Community Outreach**

5. Foster a Culture of Learning and Innovation

These five strategic directions will establish a foundation for Storefront Humber to transform its service delivery building on its strengths with a focus on integrated client-first focused care and continuous quality improvement and safety.

Five Strategic Priorities of Storefront Humber



Strategic Priority 1: Excellence in Organizational Leadership and Improved Infrastructure

An organization with strong governance and management provides the foundation for high-quality services, fulfilled staff, organizational sustainability and accountability. Storefront Humber faces a number of challenges that requires the organization to enhance both its governance and management capacity to undertake needed changes.

GOALS:

- A. Strengthen management and operational leadership including hiring of a seasoned Executive Director and succession planning
- B. Improve governance capacity including revising Board by-laws and policies, a review of Board structure, skill-mix and composition to reflect the communities served
- C. Optimize current building use or consider possible re-location
- D. Streamline internal administrative capacity to improve overall effectiveness
- E. Partner with other providers to ensure the organization has a robust administrative capacity in such areas as information technology
- F. Foster an effective human resource strategy necessary to implement strategic directions, including staff skill sets, compensation review, staff retention and training needs

Strategic Priority 2: Develop a Culture of Quality in Program Delivery

With increased accountability on quality of care provided in both home care and community care sectors, Storefront Humber will improve its programs and will commit to a culture of client-centred continuous quality improvement and safety of both clients and frontline staff. This commitment will include a robust quality and risk management framework in place. To achieve this strategic priority, Storefront Humber will ensure necessary expertise exists at both staff and Board levels.

GOALS:

- A. Evaluate existing program offerings to ensure better quality and improved value in the services provided to the client. This will include Identification of:
 - ❖ “core” programs and services that deliver greater client impact and that demonstrate Storefront Humber excellence and leadership

- ❖ develop partnerships with other agencies to enhance or complement services provided by Storefront Humber
- B. Build a culture of continuous quality improvement and implement best practices
- C. Develop a quality and risk management plan that will include goals, indicators, outcomes and use of a performance quality dashboard
- D. Create a Consumer Advisory Committee to engage a representative group of clients and their family caregivers to get feedback on services delivered
- E. Investigate potential for expansion of current CCAC/home care contracts with both TC-LHIN and MH-LHIN

“Measurement is the first step that leads to control and eventually to improvement. If you can't measure something, you can't understand it. If you can't understand it, you can't control it. If you can't control it, you can't improve it.” H. James Harrington

Strategic Priority 3: Strengthen Partnerships and Integration

Storefront Humber recognizes the benefits of integrated service delivery in serving multiple needs of clients. To this end, it will seek to enhance health and well-being of clients, by collaborating with primary care and other community partners. As a health service provider in West Toronto and East Mississauga, Storefront Humber will explore a full range of integration opportunities that will enable the organization to better serve common communities of interest.

GOALS:

- A. Pursue impactful partnerships and integration with other providers including primary care to improve ease of access for clients to other needed services
- B. Consider opportunities for service consolidation where appropriate in the community support sector in TC-LHIN to ensure better services for clients and overall sustainability of the organization
- C. Develop joint programs and where appropriate including co-locating these programs in partnership with other community organizations to respond to evolving models of home and community care

- D. Be an engaged agency with TC-LHIN's transformation agenda deliberations in general and West Toronto and South Etobicoke sub-regions of both TC-LHIN and MH-LHIN respectively.

Strategic Priority 4: Expand Community Outreach

As a well-established grassroots organization, Storefront Humber will continue to engage its 200 plus members of the Storefront Humber Corporation to increase awareness of its pivotal role in care of seniors and adults with disabilities. Efforts will be mounted to increase its overall communication efforts with the local community to increase access, improve wellness and bolster partnerships.

GOALS:

- A. Improve communications with the community by leveraging social media and personal outreach on the important role and services provided by Storefront Humber
- B. Increase Storefront Humber's visibility and leadership in TC-LHIN forums and in the community
- C. Consider effective approaches to engage the community to provide input in implementation of its strategic plan including consideration of creating a community advisory committee
- D. Build brand recognition to improve community awareness

Strategic Priority 5: Implement a Culture of Learning and Innovation

Storefront Humber wants to promote a culture of learning with a focus on different approaches to delivery of home care including self-care. Storefront Humber will strive to engage with other health care providers and educational institutions to support innovation.

GOALS:

- A. Use some of its reserve funds to partner with educational institutions, hospitals, and other providers and consider developing innovative models of care for seniors at home
- B. Provide opportunities to improve the capacity of caregivers to support their elderly family members through information sharing and support services that enrich the care-giving experience.

Conclusion

Storefront Humber is committed to be a major partner in developing new and innovative ways of collaborating with our clients, their families, and community partners to deliver effective quality, client-focused integrated services. This strategic plan gives Storefront Humber new confidence. The plan provides clear directions and actionable goals which once executed, will enable the organization to make a significant contribution to the quality of services provided to the vulnerable populations it serves in West Toronto and beyond.

Our Thanks

The Strategic Plan would not have been possible without the thoughtful input received from many of our internal and external stakeholders. The perspectives provided through in-person interviews and telephone interviews by clients and all stakeholders helped in shaping our plan.

Stakeholders Consulted

Storefront Humber:

- Clients (through client survey results undertaken in 2015/16 and 2016/17))
- Employees
- Senior Management
- Board Members

External Stakeholders:

- TC LHIN
- Links to Care
- Lakeshore Area Multiservice Project (LAMP) Community Health Centre
- West Toronto Support Services
- Etobicoke Support Services
- Mimico Business Improvement Association