

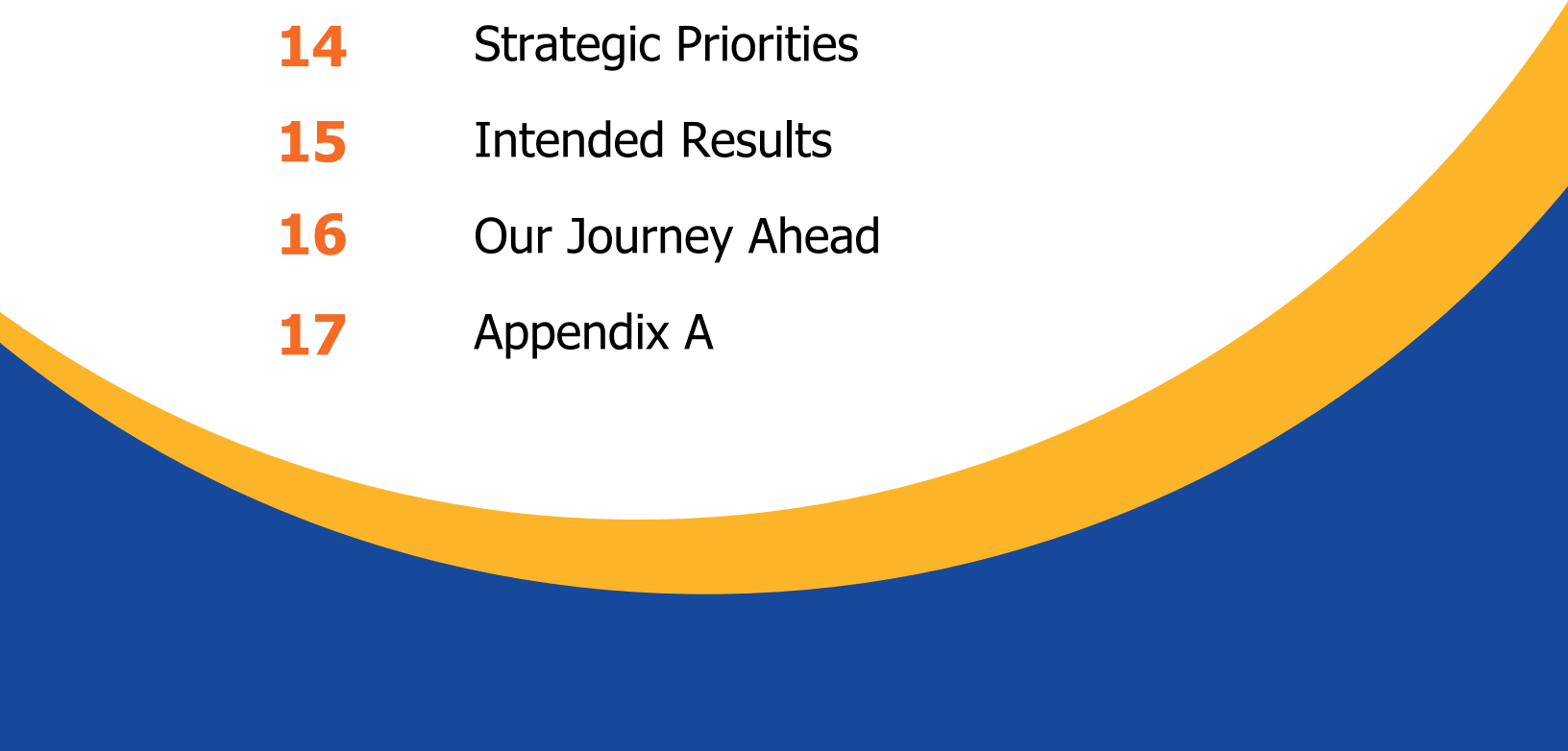
Strategic Plan

2024-2027



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Land Acknowledgement

Honouring the Indigenous Peoples who have lived on and cared for the land for which we provide services.

We would like to acknowledge that the land which we are gathered on today is the traditional territory of the Anishinaabek Nation. We would also like to acknowledge the enduring presence of the Indigenous Peoples of this region, specifically, the Chippewa Tri – Council First Nations comprised of the Beausoleil First Nation, the Chippewas of Rama, and the Chippewas of Georgina Island.

We also acknowledge the Moose Deer Point First Nation, the Wahta Mohawks and the Georgian Bay and Moon River Métis Councils in this region. It should also be noted that the Wendat and the Haudenosaunee Nations have also walked on this territory over time.

We acknowledge the enduring presence of First Nations, Métis, and Inuit people on this land and are committed to moving forward in the spirit of reconciliation and respect.



Letter from the Executive Director and Board Chair

We are pleased to present Independent Living Services (ILS) Simcoe County's Strategic Plan for 2024-2027. This document represents the culmination of thoughtful planning and engagement, outlining our vision and priorities for the next four years as we continue to support the independence, well-being, and inclusion of individuals across our communities.

The Board of Directors and Senior Leadership Team embarked on an extensive strategic planning process to develop a future roadmap to guide our organization's decisions and actions. This journey was driven by the goal of ensuring ILS continues to adapt, evolve, and thrive within the ever-changing landscape of health and community support services. By listening to the experiences of our clients, caregivers, staff, and partners, we gained valuable insights into what is working well and areas where we can improve.

Our new strategic plan reflects our commitment to expanding services, fostering inclusivity, and advocating for the needs of those we serve. We are excited to move forward together and continue supporting the independence and well-being of individuals in our community.



Cheryl Wilson

Cheryl Wilson
Executive Director

Maureen O'Connell

Maureen O'Connell
Board Chair



Reflecting on Our Achievements

We celebrate the progress made in strengthening our services, enhancing community partnerships, and advancing our commitment to delivering innovative, client-centered care.

- ✓ **2020 - 2023:** Successfully managed operations during a Global Pandemic.
- ✓ **January 2022:** Received our 3-year CARF Accreditation demonstrating our committed to delivering safe and effective services and ongoing performance improvement.
- ✓ **March 2023:** Secured a new 3-year collective agreement.
- ✓ **September 2023:** Joined the North Simcoe Ontario Health Team as an Anchor Member.
- ✓ **September 2023:** Launched our new Homemaking Service, keeping adults with physical disabilities and seniors in their home for as long as possible.
- ✓ **September 2023:** Successfully received a federal grant from the "Community Services Recovery Fund" to initiate our Diversity, Equity, and Inclusion journey.
- ✓ **November 2023:** Rebranded our website with a focus on workforce recruitment.

About our Strategic Plan

In September 2023, the Board of Directors and Senior Leadership Team initiated a comprehensive strategic planning process to chart a clear path forward for the organization. Our strategic plan serves as a roadmap for the next four years, guiding ILS's decisions and ensuring our continued ability to meet the evolving needs of the communities we serve.

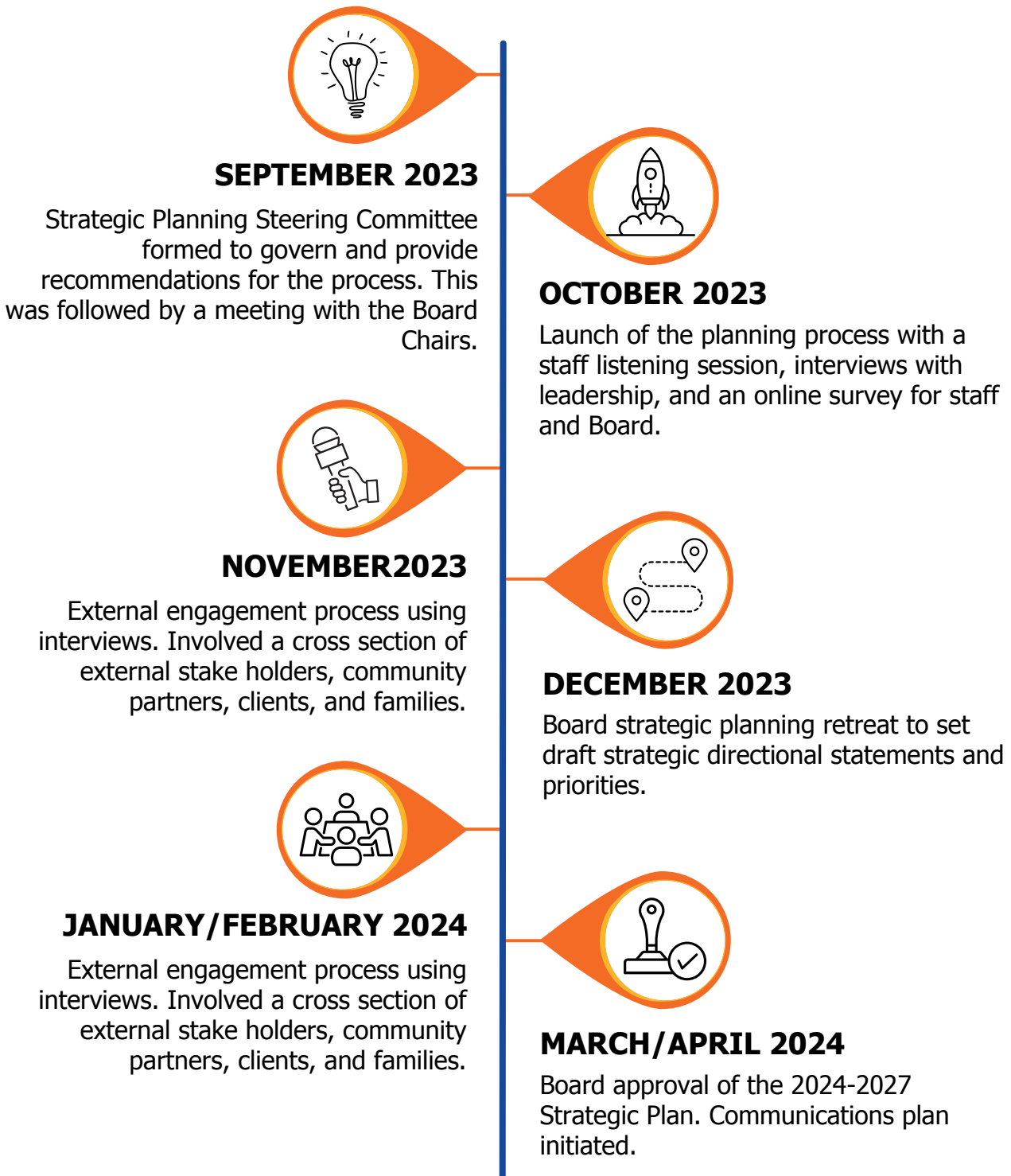
Our plan is informed by a thorough understanding of both the provincial landscape for health and community support services and the local drivers shaping Simcoe County in the post-pandemic environment. Key considerations included the growing demand for services, system integration challenges, and the need for innovative, client-centered care models.

Stakeholder engagement was a cornerstone of this process. ILS sought input from a broad cross-section of individuals, including clients, caregivers, staff, and community partners, to better understand their experiences with our organization.



Development Timeline

Our strategic plan development was a thoughtfully structured process, involving careful analysis, stakeholder engagement, and collaboration.



Strategic Engagement

During the development of our strategic plan, we gathered diverse input from board members, clients, caregivers, staff members, and numerous community partners.

13

Individual interviews

5 clients, 5 Board of Directors, 3 External agencies/partners

40

Survey Response

32 staff members, 7 clients, and 1 family member

2

Focus Groups were conducted

14

Half-Day Virtual Workshop Participants

with ILS Board of Directors and Leadership Team

2+

Workshops with ILS Leadership Team

to support development of the strategic plan.



Information Gathering and Analysis

Our strategic plan outlines our vision for the future while guiding our efforts to meet the evolving needs of our community through collaboration, innovation, and a focus on client-centered care.

External Analysis

The Provincial Government is committed to reshaping the health sector, with a focus on achieving widespread restructuring and transformation. Key objectives of this effort include improving access to services, enhancing the coordination of service planning and transitions, and driving better performance outcomes across the sector. Additionally, the government aims to increase efficiencies to ensure that resources are effectively utilized. This evolving landscape presents both challenges and opportunities for organizations like ILS, as we work to align with provincial priorities while continuing to meet the unique needs of our local communities.



Internal Analysis

Across the provincial healthcare sector, organizations are grappling with significant challenges exacerbated by the post-COVID environment. ILS, like many others, is navigating a reality marked by increased demands and limited resources. The pandemic intensified existing issues and introduced new complexities, making it essential to adapt and evolve.

Key internal drivers influencing our current landscape include:

- Fiscal constraints
- Rising operational and service delivery costs
- Demand for care exceeding available resources
- Wage parity challenges within the sector
- A workforce with shifting mindsets and expectations
- Clients presenting with more complex and multifaceted needs
- Burnout among care partners and frontline staff
- Precarious housing and a lack of accessible, affordable housing
- A healthcare system with complex navigation and care coordination challenges
- Lack of integrated electronic health records across various levels of the health system



SWOT Analysis

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STRENGTHS

- Commitment to clients that are served
- Creative solutions to address community challenges
- Positive reputation and relationships with key partners
- Passionate and dedicated staff
- Expansion of new programs to the community
- Relationship with the Union

W

WEAKNESSES

- Funding limitations
- Inconsistent staff morale, staff feel overworked
- Staffing shortages, turn over
- Care coordination within the system
- More complex client needs
- Internal and external communications
- Robust employee training and development program

O

OPPORTUNITIES

- Workforce development
- Evidence-based decision-making using data
- Diversity, equity and inclusion
- Branding and marketing
- Creation of revenue streams
- Growth and introduction of new service delivery in new jurisdictions in Simcoe County
- Create more connections at Ontario Health and Ontario Health Team (OHT) tables

T

THREATS

- Provincial health system transformation continues
- Transitions over to OHT's
- Recruitment & retention of front line staff
- Demographics shifting
- Affordable and accessible housing
- Challenging collective bargaining negotiations
- Accreditation renewal pressures

PESTEL Impact Map

A PESTEL Impact Map is a strategic tool used to analyze external factors that could influence ILS, covering Political, Economic, Social, Technological, Environmental, and Legal aspects. This analysis allows ILS to anticipate challenges such as changes in healthcare policies or rising operational costs, and it ensures we can align our services with broader societal trends and provincial mandates. This map helps ILS adapt to the evolving landscape, enabling us to continue meeting the needs of our community effectively.

| FACTORS AFFECTING OUR SECTOR | | IMPORTANCE TO ILS | | |
|------------------------------|---|-------------------|--------|------|
| | | Low | Medium | High |
| Political | Provincial Health System Transformation | | | |
| | Maturing of Ontario Health Teams | | | |
| Economic | Inflation Driving Costs Increases | | | |
| | Wages and Compensation | | | |
| Social | Aging Population | | | |
| | Diversity, Equity and Inclusion | | | |
| Technology | Technology Disruptions | | | |
| | Social Media | | | |
| Environment | Greening of Society | | | |
| Legal | Legislative Changes | | | |

Our Vision, Mission and Values

The vision, mission, and values provide ILS with clear direction, purpose and guiding principles. Together, they create a cohesive framework for strategic planning, ensuring alignment across all levels of the organization and offering stakeholders a clear understanding of our goals and standards.

OUR MISSION

We will serve our community in ways that enable individuals to live full and independent lives.

OUR VISION

We will champion “**Full Life Living**”.

OUR VALUES

Care and Compassion
Empowerment
Innovation
Respect and Inclusivity



“

What I love most about ILS is the respect for the clients and employees.

- Osato A., ILS Employee

”

Strategic Priorities

Our strategic priorities are the key focus areas that ILS identifies as essential to achieving our mission and vision. These priorities guide our decision-making, resource allocation, and initiatives, ensuring we remain aligned to our overall objectives. To view ILS's 2024-2027 **Strategic Plan One-Pager**, see Appendix A.



STRENGTHEN OUR CLIENTS' EXPERIENCE

We design and provide all our services to meet our clients' needs and expectations, ensuring fairness and inclusion for everyone. Our clients play an active role in making decisions, planning, guiding, and reviewing their own services, as well as having input on relevant areas of our overall service delivery.



INCREASE FINANCIAL PERFORMANCE

We run our organization in a financially sustainable way and follow recognized accounting principles and business standards. We will be efficient, effective, and maximize the use of our funding.



EXPAND SYSTEM COLLABORATION & MAXIMIZE OPERATIONAL EFFECTIVENESS

We actively seek and maintain partnerships with other providers, community organizations, and stakeholders. We use a fact-based approach to identify and address the need, and we track and manage our operations to ensure the organization's sustainability and growth. All staff are supported to participate in continuous improvement.



LEARNING AND GROWTH

Through recruitment, retention, teamwork, and overall employee engagement, we have a skilled and motivated workforce. All employees protect clients' rights to information, privacy, and confidentiality. They promote fairness, maintain an open and impartial perspective, and treat everyone with respect in all interactions. We develop opportunities to build our employees' careers through training, mentorship, and continuous learning.

Intended Results

Below outlines the intended results from the our Strategic Plan. By implementing our strategic priorities, we aim to enhance organizational efficiency, strengthen community partnerships, and increase the impact of our programs and services.



STRENGTHEN OUR CLIENTS' EXPERIENCE

- Client-centred care leads to higher levels of satisfaction and better care outcomes, deepens client's trust and fosters a sense of belonging.
- Client engagement increases a sense of empowerment, improves satisfaction, and enhances our service effectiveness.



INCREASE FINANCIAL PERFORMANCE

- We are able to continue to be financially stable and operate effectively over the long term.
- Resources are used where they will have the most impact, helping us achieve our mission and plan for growth.



EXPAND SYSTEM COLLABORATION & MAXIMIZE OPERATIONAL EFFECTIVENESS

- Clients are better served by multiple organizations working together to create an integrated support and care model.
- We accurately identify need, resulting in targeted programs and services. Our clients and communities are more engaged and supported.
- Every department operations in a highly efficient and effective manner. Technology is integrated throughout the organization and supports better workflow.
- A culture of continuous improvement is created which leads to meeting or surpassing accreditation standards (CARF), increasing efficiency, and higher job satisfaction.



LEARNING AND GROWTH

- We have sufficient employees who possess both the technical and the people skills to meet our client and operational needs.
- We enhance client satisfaction, foster loyalty, and create a positive reputation for ethical and respectful service.
- Our workforce will strengthen and stabilize when we help our employees grow and advance within the organization.

Our Journey Ahead

As we embark on the next chapter with the implementation of this strategic plan, ILS will use a performance management process to ensure its success. Our management and measurement approach will be guided by a “Balanced Scorecard”, helping us track progress and remain aligned with our goals.

This journey will be a pivotal one for our organization. It will foster a culture of service excellence at ILS, ensuring that every step is paced, inclusive, and engages all employees. Additionally, we will ensure that our efforts meet accreditation standards, reinforcing the quality of care and support we provide.

The success of this strategic plan will not only impact the lives of the people we serve but also create meaningful change for our employees and the communities in which we operate. We extend our deepest thanks to everyone who contributed their time, insights, and feedback in helping to shape this plan.

Together, we will strive toward our shared vision of **Full Life Living** for all.



Appendix A



STRATEGIC PLAN 2024-2027

OUR MISSION

We will serve our community in ways that enable individuals to live full and independent lives.

OUR VISION

We will champion “**Full Life Living.**”

OUR VALUES

- Care and Compassion
- Empowerment
- Innovation
- Respect and Inclusivity



WE ARE FOCUSED ON

Our Clients



Finances



Operations



Our People



www.ilssimcoe.ca



OUR STRATEGIC OBJECTIVES



Strengthen Our Clients' Experience

We design and provide all our services to meet our clients' needs and expectations, ensuring **fairness** and **inclusion** for everyone.

Our **clients** play an **active role** in making decisions, planning, guiding, and reviewing their own services, as well as having input on relevant areas of our overall service delivery.



Increase Financial Performance

We run our organization in a **financially sustainable** way and follow recognized accounting principles and business standards.

We will be **efficient, effective**, and maximize the use of our funding.



Expand System Collaboration & Maximize Operational Effectiveness

We actively seek and maintain **partnerships** with other providers, community organizations, and stakeholders.

We use a **fact-based approach** to identify and address the need, and we track and manage our operations to ensure the organization's **sustainability** and **growth**.

All staff are supported to participate in **continuous improvement**.



Build a Strong Workforce & Improve Employee Development

Through recruitment, retention, teamwork, and overall employee engagement, we have a **skilled** and **motivated workforce**.

All employees protect clients' rights to information, **privacy**, and **confidentiality**. They promote fairness, maintain an open and impartial perspective, and **treat everyone with respect** in all interactions.

We develop opportunities to build our employees' careers through **training, mentorship**, and **continuous learning**.

www.ilssimcoe.ca

Miigwetch. Merci. Thank You.



Independent Living Services Simcoe County

Central Office

15 Cedar Pointe Dr., Unit 10,
Barrie, ON. L4N 5R7

To view our other office locations visit:

www.ilssimcoe.ca/contact/

705-737-3263

TTY 705-737-3242

www.ilssimcoe.ca