



**Taking Us to 2018
A Strategic Plan for
Lennox and Addington Seniors Outreach Services**

APPROVED JUNE 5, 2013 BY ITS MEMBERS

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1. Mission and Vision

Our Mission is

*to improve the quality of life for seniors,
in their home and in the community,
by enhancing their physical and emotional well being,
thus fostering their personal dignity
and independence as defined by the individual.*

Our Vision is:

1. To **provide** health care **services** and recreational opportunities to meet the physical, emotional, spiritual, educational and recreational need of seniors.
2. To **provide information** and **referral** services.
3. To **promote** the continuation of a sense of **worth** and **belonging** by assisting seniors to maintain their dignity, rights and privacy.
4. To **provide** a positive **environment** that encourages individuality, independence and participation.
5. To **promote** community **awareness** and **involvement** through individuals and agencies.
6. To **enable** consumers to **express** their views individually or collectively.
7. To **work in co-operation** with all other **community** health care agencies to maximize the use of resources.
8. To **strive towards uniform** provincial standards of community services in our county.



2. Goals

1. Provide health promotion and wellness programs to assist seniors to remain active mentally, emotionally and physically, and reduce isolation for seniors
2. Support seniors to remain or return to their own place of residence. Programs meet the expressed needs of seniors including the frail elderly, their families and caregivers.
3. Ensure a vibrant and diversified source of financial and human resources to support existing and developing programs.
4. Achieve high quality results and risk management mitigation throughout all aspects of the organization's works.
5. Ensure accountability to clients, members, resource providers and community with respect to delivery of a high quality and financially responsible service and in doing so, gain their continuing full support.



3. Environmental Scan - Changes in L&A SOS Operating Environment (Since 2008 Strategic Planning Process)

The consultation process associated with the development of this Strategic Plan identified many trends and phenomena that are having an impact on L&A SOS. These changes have been grouped together for easier discussion and to permit consideration for the ways in which these changes could or should be reflected in the elements of the Strategic Plan.

- **Volunteers:** L&A SOS may be bucking the trend by experiencing increased numbers of volunteers, although even more volunteers are likely to be required as L&A SOS works to meet increasing demand; on average, volunteers are older and bring valuable skills to their service. Past successes in recruitment have prompted consideration of a) staff capacity to manage volunteers as part of their scope of responsibilities, and b) the role(s) that volunteers play now – and new roles they could play in the future development of L&A SOS programs and activities.
- **Demographic Changes:**
 - **An Aging Client Base:** The client base is aging in part because people are living longer healthier and want to remain in their homes longer; this increases demand for service as well as the complexity of care; there is also a need for more support for outings and increased care *in the home*. This often means there is an increasing need for support to families and/or caregivers.
 - **Baby Boomers are Now Becoming Seniors:** Due to this demographic “bulge”, the total number of seniors is growing in L&A as it is across the country. There is considerable variation within this group concerning aspirations for community involvement; some are becoming heavily engaged as volunteers and supporters of L&A SOS. Others are not.
 - **Disengaged Younger Generation:** Younger members of the community are not typically interested in or encouraged to think about our senior years – either from the perspective of honouring and supporting our elderly (including those in our own families) or thinking ahead to their own senior years. For the future of our communities and its residents, the younger generation must become engaged.



- **Changing Client Needs:**

L&A SOS is seeing increased demand for service for multiple reasons: a) increased growth of elderly populations (demographics), b) greater complexity of care requirements, and c) community awareness of the availability of services – attracting clients, families and volunteers.

- **Caregiver Needs/Support:** Due to increasing preferences for staying in one's own home, caregivers are providing more support to clients; these caregivers themselves also need greater support than in the past – caregiver stress has increased significantly. There is now a trend of the elderly caring for the elderly at home (either spousal or sibling care, or elderly children looking after more elderly parents).
- **Social Support/Economic Status:** Clients often do not have the incomes or personal financial resources to cover costs of care, and they are now requiring more social and economic supports.
- **Increased Expectations of L&A SOS:** Expectations of increased service exist in the areas L&A SOS is unable to service efficiently now (the more rural areas) as well as due to increased demand from areas already serviced at least to some extent (the more urban areas). There is, to some extent, a mindset of entitlement to service for the aging population. This appears to be more prevalent among those who have moved to the area from another region where there are more community-based services available to seniors.

- **Funding/Partnerships:**

- **Ongoing Need for Financial Support:** Funding is required to offer programs and activities in population-dispersed (rural) areas. The community may not appreciate that it is less expensive to deliver these services in more urbanized areas. Funding is also needed to support provision of support for navigating services on clients' behalf. L&A SOS is seeing increased demand for service for multiple reasons: a) increased growth of elderly populations (demographics), b) greater complexity of care requirements, and c) community awareness of the availability of services – attracting clients, families and volunteers.



- **Increased Need for Partnerships and Engagement of Stakeholders:** There is an ongoing need for sponsorships; there is a sense that significant corporate sponsorships would be more efficient in terms of time invested for financial returns obtained. L&A SOS needs financial support, increased volunteerism, and in-kind contributions. There is a strong sense that funding from upper levels of government will be hard to come by and will come with additional accountability requirements attached.
- **Shifts in Emphasis for Programs/Activities:**
 - **Greater Public Emphasis on Care for Seniors:** There is an increased emphasis by governments and the community, along with an expectation that community-based services will be able to take on additional responsibility for care shifting away from long-term care facilities and hospitals (institutional settings). The community often believes these services are available from public funding sources – especially if they have received these services in other communities.
 - **Greater Emphasis on Programs to Enhance Care and Increase Prevention:** There appears to be a sense in the community that the agency will continue to broaden the services it provides to the community and place particular emphasis on programs and services that prevent deterioration of seniors' health condition, reducing use of the health care system and enabling them to remain in their homes longer... healthier and happier.
 - **Greater Emphasis on Service Integration:** There is a perception in some quarters that “bigger is better” and that bringing most or all services – across different service types and sectors – into a framework that permits coordination and integration from the centre will result in better care. This process is just beginning in Ontario.
 - **Increased Need for Service Coordination:** L&A SOS is experiencing increased enquiries for information on services other than those offered by the agency.



- **Management and Administration:**
 - **Administration:** Like other public service organizations, L&A SOS is investing more time in administration, in part because of greater accountability requirements from funders.
 - **Technological Change:** The information technology required to provide, track and evaluate service provision is changing with associated costs. There is insufficient support for these technologies – both human/skills and financial support for software and hardware.
 - **Security has become a More Important Consideration:** This is important to ensure high-quality staff and volunteers (e.g. CPICs), the safety of staff and volunteers providing service in the community, as well as the security of data/information and the technologies on which it is shared.
- **Political Changes:** The public policy environment is being reshaped in an era of political volatility within and between political parties. The electoral implications of this volatility for L&A SOS are unknown.



4. What Could L&A SOS Look Like by 2018?

Three ‘straw-man’ scenarios were tested in the Strategic Planning session (February 27, 2013), to determine which elements of which scenarios would resonate with participants and might therefore provide guidance on the degree to which the Strategic Plan should specifically address elements of the scenarios. Note that there was no need or desire to formally adopt any of the scenarios.

4.1 Reaction to Scenarios:

Session participants tended to see the three scenarios as progressions along a development continuum and believed that L&A SOS has made considerable progress toward fulfilling Scenario A. In particular, there was positive response to the emphasis in:

- Scenario A on “*stimulating seniors’ engagement...*” and “*celebrating their knowledge, wisdom and contributions...*”. These concepts were viewed as being entirely consistent with the L&A SOS mandate and goals.
- Scenario B on “*a strong record of accountability* to L&A SOS stakeholders and regulatory authorities.” This scenario was described by some as “where we are now”.
- Scenario C on “*being on the forefront*” and “*sustained ability to attract resources of all types* to bring them (programs and services) to life”. Scenario C was described by some as “where we are heading”.

It was noted that none of the scenarios referred to the need for **advocacy and partnerships**. However, partnerships could be considered as part of Scenario C’s reference to creativity in designing services and programs” or “ability to attract resources of all types”.

What Could Our Community Look Like by 2018?

Scenario A:

Lennox and Addington is well-known --- within and without --- as a community which deeply values seniors, building and maintaining strong connections across age groups and geography, stimulating seniors’ engagement in the lives of all citizens, and celebrating their knowledge, wisdom and contributions.

What Could Our Community Look Like by 2018?

Scenario B:

L&A SOS is well-known --- within and without --- as an organization with a deep understanding of the needs of seniors in our community, with extraordinary ability and capacity to engage people and organizations in its mission, and with a strong record of accountability to L&A SOS stakeholders and regulatory authorities.

What Could Our Community Look Like by 2018?

Scenario C:

L&A SOS and Lennox and Addington are well-known --- within and without---as being on the forefront of providing effective, caring service to seniors, with deep understanding of current and future needs, extraordinary creativity in designing services and programs to address these needs, and the sustained ability to attract resources of all types to bring them to life.



5. Challenges on the Road Ahead

Based on discussion of the changes in the L&A SOS operating environment and how the organization would like to evolve and develop in the future, participants at the Strategic Planning session identified nine significant challenges for the years ahead. These have been grouped into three categories:

Managing Growth:

- Managing growth in programs and activities (several participants wondered if L&A SOS has reached a point of doing as much as it is possible to do with existing resources – human, financial, equipment and space; this is of particular concern given the increasing demand – and expectation – for service)
- Sufficient staffing at L&A SOS in relation to the responsibilities that would flow from the new Strategic Plan
- Providing leadership for volunteers

Financial Sustainability of the Organization:

- Raising enough money to sustain existing programs and activities as well as expanding them
- Managing in a financial constrained environment (need for more non-government resources or other strategies to meet needs more cost-effectively)

Organizational Management and Accountability:

- Managing health and safety matters
- New accountability provisions associated with any new (provincial) funding; example could be means testing for eligibility for services.
- Securing accreditation as means of demonstrating accountability and positioning L&A SOS for strong provincial and community support
- A need for effective, professional advocacy.



6. Celebrating Success and Lessons Learned

Successes:

Programming:

- ✓ Increased program activity in five communities
- ✓ Introduced new programs esp. with 55 Plus Activity Centre
- ✓ Across-the-board increases in client service
- ✓ Early demonstration of some improved health testimonials via 55 Plus
- ✓ Secured funding for Chef for Meals on Wheels (Napanee)

Resources

- ✓ Purchased wheelchair bus
- ✓ Generating additional revenue from client fees as a response to lack of public funding
- ✓ Increased fund-raising revenues
- ✓ Awarded base funding from LHIN for CRS
- ✓ Secured Waste Management Inc. support for Friday Bus Service
- ✓ Increased volunteer base

Quality Assurance:

- ✓ Surveys complete for SOS and 55 Plus; benchmarks set
- ✓ Now part of six-agency E-care group (to standardize tracking, reporting)

Building Profile

- ✓ Member Newsletter in local newspapers
- ✓ Weekly PSA on MyFM
- ✓ New LHIN funding to expand programs into ADS, MOW, CRS and Foot-care
- ✓ Developed Planned Giving material
- ✓ Surpassed fund-raising targets (applications successful, County support)
- ✓ Formed a Public Relations committee
- ✓ Now getting referrals from other organizations
- ✓ Introduced radio campaign in Napanee (Keeping in Step)

Administration:

- ✓ Bill 168 training now part of volunteer & staff training
- ✓ Safety component built into volunteer training
- ✓ Strong relationship developed with LHIN
- ✓ Annual volunteer appreciation day; thank-you cards sent
- ✓ Introduced many procedural changes (from JHSC Committee)
- ✓ Now fax referral forms to/from offices/clinics
- ✓ Volunteers are freeing up staff time by inputting monthly stats



Lessons Learned:

Should we re-think our membership goal (500 members)? Is it too high?

There may be merit in instituting a policy that we secure base funding before expanding programs We may be able to make better use of electronic media, especially in promoting the agency and its services

We have learned that (to some extent), it is possible to manage increasing demand for in-home exercises by guiding clients toward the 55 Plus Activity Centre which adds socialization benefits to physical health benefits

Have learned that (to some extent), it is possible to manage Increased demand for respite care, by changing the total time allocation to each client. However, demand is still strong.

We may need to invest in computer programs/software to support functions such as newsletter production and website updates

Training is needed for new staff working with/engaging volunteers; we should also add a component to staff evaluations that deals with ability to work with volunteers; may need to consider the full range of staff duties to determine if span of control/responsibilities is so wide as to be unmanageable

We understand our lack of success with "Home at Last" funding (LHIN) and the importance of demand/needs assessment data

We see more opportunities for partnerships/collaboration with other agencies and organizations We see opportunities for cross-training in ADS

There may be merit in exploring ownership and management of our own building in Napanee; this would require a capital campaign, which could also be a mechanism for securing other vital equipment needed for programs and activities.



7. Themes Emerging from Strategic Planning Session

From the environmental scan and the discussion concerning future scenarios for L&A SOS, as well as from the discussion of potential actions to move the agency forward towards goal achievement, five themes emerged as needing attention in the years ahead. By structuring the strategic plan around these themes – always in the context of the agency’s well-established goals – L&A SOS will have a plan that is dynamic (able to be modified as circumstances change) and enables various programs, Board committees and staff teams to contribute to the various initiatives that will be required to achieve the agency’s goals.

A. Adapting Programs and Activities to Changing Times

- Strategies in this category would enable the agency to respond to changing circumstances for its programs and activities while still moving the agency forward in meeting Goal 1) ***Provide health promotion and wellness programs to assist seniors to remain active mentally, emotionally and physically, and reduce isolation for seniors***, and Goal 2) ***Supporting seniors to remain or return to their own place of residence. Programs meet the expressed needs of seniors including the frail elderly, their families and caregivers.***

The programs/activities which are now being delivered, as well as potential new program/activities or program/activity configurations, are the “core business” of L&A SOS. They may need to change to adapt to changing demographics and expectations of other levels of government. The degree of success that the agency has in adapting programmatically will be one of the most important criteria by which L&A SOS will measure its own success in the community.

The strategies associated with this theme would focus on needs assessment, program design (or redesign), developing methods for delivering programs/services cost-effectively, identifying *resource requirements* (financial, facilities/equipment, staff and volunteer), *business models* (Who will deliver? Who will pay?), *securing resources* such as base funding (e.g. LHIN, EPC) or sponsorships, *obtaining any approvals* required for implementation, and (after final approval), *managing implementation*.



B. Managing Growing Demand

- Strategies in this category would enable L&A SOS to determine how best to address the growth in demand across the county while still moving the agency forward in meeting Goal 1) ***Provide health promotion and wellness programs to assist seniors to remain active mentally, emotionally and physically, and reduce isolation for seniors***), and Goal 2 (***Supporting seniors to remain or return to their own place of residence. Programs meet the expressed needs of seniors including the frail elderly, their families and caregivers.***)

The programs/activities which are now being delivered, as well as potential new programs/activities or new configurations, are the “core business” of L&A SOS. They may need to change to be expanded to meet the increasing demand from all areas of the county. The degree of success that the agency has in developing ways to deliver more service – on its own or in concert with partners – will be one of the most important criteria by which L&A SOS will measure its own success in the community.

The strategies associated with this theme would focus on needs assessment, program design (or redesign), developing methods for expanding existing programs/services cost-effectively, identifying resource requirements (financial, facilities/equipment, staff and volunteer), business models (Who will deliver? Who will pay?), obtaining any approvals required for implementation, and (after final approval), managing implementation of expanded services.

Since there will almost certainly be a need to consider adaptive strategies as well as expansion strategies in the same areas of service, the strategies for themes A and B could be combined into a single thematic area. This would help to overcome one of the challenges identified by participants in the Strategic Planning Session: some action plan items are appropriately considered under at least – two and sometime more – goals.

C. Securing Resources to Implement Plans

- Strategies in this category would enable the agency to implement plans for modified, ongoing, or new programs and services, while still moving the agency forward in meeting Goal 3: ***Ensure a vibrant and diversified source of financial and human resources to support existing and developing programs.***

It is clear that L&A SOS has been very successful in attracting volunteers, has an extremely engaged staff and Board, and is moving forward to develop and implement plans to increase both funding and fund-raising. This work is essential to the agency's



future ability to serve its community. As such, the resources required to implement any new plans must be identified up front and some would say new program/service commitments should not be made until the resources are in place. Otherwise, the agency could put its existing programs and services at risk (reduced quality, reduced levels of service) while new ventures are being ramped up. The focus of this strategic theme is: fund-raising (any all types – from planned giving and special events to corporate sponsorships and other donations), provide advice on the contribution that client fees could make to covering program/service costs, consideration to the development of a capital campaign through which to secure the resources for additional vehicles(s), equipment and/or a building that could be owned by the agency (reducing its annual rental payments), and potentially, revenue-generating work that could be taken on to provide additional resources for the agency's programs and services.

D. Building Profile and Partnerships

- Strategies in this category would enable the agency to ensure that potential clients and families will know what programs and services the agency offers and how to access them. Volunteers, partners and supporters will know how they can work with L&A SOS to achieve the agency's mission of service. These strategies will be directly related to moving the agency forward in meeting Goal 3: ***Ensure a vibrant and diversified source of financial and human resources to support existing and developing programs.***

These strategies would be focused on the non-financial resources that L&A SOS requires in order to prosper in terms of public profile: marketing and promotion, communications, and development of program/service partnerships or collaborations with other agencies.

E. Assuring Quality and Accountability

- Strategies in this category would enable the agency to ensure that it maintains a reputation of high quality services and is viewed by both funders and the community as being accountable for the resources it receives as well as the services the agency delivers to the community's senior population. Strategies to move the agency forward in meeting Goal 4: ***Achieve high quality results and risk management mitigation throughout all aspects of the organization's works,*** and Goal 5: ***Ensure accountability to clients, members, resource providers and community with respect to delivery of a high quality and financially responsible service and in doing so, gain their continuing full support.***



These strategies would be focused on program and service evaluation (not performance evaluation of individual staff members), benchmarking against comparable communities, if possible, maintaining oversight on internal policies and procedures by which to track and assess quality of programs and services overtime, risk management policies, financial audits, and third party validations of both quality and accountability (e.g. accreditation).

Pending the approval of the Strategic Plan the Board will review the Committee structure.



8. Strategies Supporting Themes Emerging from Strategic Planning Exercise:

Theme A. Adapting Programs and Activities to Changing Times

Goals Supported: 1 and 2

Strategy	Timeframe
<ul style="list-style-type: none"> Conduct a program review to identify types of program/activity changes that may be required to address changing service demands due to client needs, funder expectations or better ways to serve clients and families/caregivers; consider social outings 	2013-2014
<ul style="list-style-type: none"> Review existing client needs assessment data and service evaluation data to determine priority areas for adaptation (if any) 	2013-2014; 2017-2018
<ul style="list-style-type: none"> Estimate level of demand and assess geographic areas in which program/activity <i>adaptation</i> is in (validated) high-demand 	2014-2015; 2017-2018
<ul style="list-style-type: none"> Develop plan for program/activity adaptation; plan will include consideration of different business models (L&A SOS – solo, partnership, integrated with other agencies); could include seeking EPC status for 55Plus Centre 	2014-2015; 2017-2018
<ul style="list-style-type: none"> Write program-oriented proposals for adaptation plan for programs/activities; submit to LHIN 	2014-2015
<ul style="list-style-type: none"> Implement plan for program/activity adaptation, once base funding is established; plan will include consideration of different business models (L&A SOS – solo, partnership, integrated with other agencies) 	2015-2016 (likely to be ongoing in 2017-2018 as well)

Governance and Policy Implications (if any) of Pursuing Identified Core Strategies

- Recommend introducing adapted programs/activities when necessary resources to deliver have been identified
- Parts of L&A SOS service delivery system may need to be restructured to adapt to future needs without base funding; this may have implications for staffing and assignments/ responsibilities; may require retraining or training for new roles
- Service integration with other agencies will require governance/policy reviews re: roles and responsibilities of each organization

Leadership Responsibility: Programming Committee

Risks of Pursuing Identified Core Strategies and Associated Plans for Mitigation:

- Risk:* Insufficient financial resources to implement proposed program/activity; *Mitigation:* work with Resources Committee to match resource availability to program rollouts
- Risk:* Inability to raise sufficient funds for additional equipment, or rent for physical space; *Mitigation:* work with Resources Committee to raise funds before program launch
- Risk:* Burnout among staff and/or volunteers in trying to expand programs while continuing their current workloads; *Mitigation:* work with Profile and Partnerships team to increase, train and assign volunteers to handle the additional workload



Theme B. Managing Growing Demand

Goals Supported: 1 and 2

Strategy	Timeframe
<ul style="list-style-type: none"> Review service demand, existing client needs assessment data, and service evaluation data to determine types of programs/activities in greatest demand; consider social outings; continue to monitor admissions to LTC facilities, ER and shorter hospital stays 	2013-2014; 2017-2018
<ul style="list-style-type: none"> Determine the appropriate role (if any) for L&A SOS to play in serving as a source of information on programs/services beyond L&A SOS mandate (full-scale hub? Passive resource to community? Internal resource only? In partnership with other agencies?) <i>*programs/services could include information on other health and social services, services to maintain seniors in their homes, financial and/or tax services; links to portal objective</i> 	2013-2014
<ul style="list-style-type: none"> Review availability of staffing and volunteers in light of projected demand; identify spare capacity – if any - and/or other ways to meet demand 	2013-2014
<ul style="list-style-type: none"> Review program designs to determine if there are ways to make better use of existing resources without significant impairment of service levels and associated quality of service 	2013-2014
<ul style="list-style-type: none"> Assess geographic areas in which program/activity <i>expansion</i> is in (validated) high-demand and estimate extent of the demand (e.g. MOW within and beyond Napanee) 	2014-2015; 2017-2018
<ul style="list-style-type: none"> Develop plan for program/activity expansion; plan will include consideration of different business models (L&A SOS – solo, partnership, integrated with other agencies) 	2014-2015; 2017-2018
<ul style="list-style-type: none"> Write program-oriented proposals for expansion plan for programs/activities; submit to LHIN for base funding 	2014-2015; 2017-2018
<ul style="list-style-type: none"> Implement plan for program/activity adaptation, once base funding is established; plan will include consideration of different business models (L&A SOS – solo, partnership, integrated with other agencies) 	2015-2016 (likely to be ongoing in 2017-2018 as well)

Governance and Policy Implications (if any) of Pursuing Identified Core Strategies

- Recommend introducing expanded programs/activities when necessary resources to deliver have been identified
- Parts of L&A SOS service delivery system may need to be restructured to expand program/activity delivery; this may have implications for staffing and assignments/responsibilities
- Service integration with other agencies will require governance/policy reviews re: roles and responsibilities of each organization

Leadership Responsibility: Programming Committee

Risks of Pursuing Identified Core Strategies and Associated Plans for Mitigation:

- Risk:* Insufficient financial resources to implement proposed program/activity; *Mitigation:* work with LHIN and Resources Committee to match resource availability to program rollouts
- Risk:* Inability to raise sufficient funds for additional equipment, or rent for physical space; *Mitigation:* work with Resources Committee to secure funds before program launch
- Risk:* Burnout among staff and/or volunteers in trying to expand programs while continuing their current workloads; *Mitigation:* work with Profile and Partnerships teams to increase, train and assign volunteers to handle the additional workload
- Risk:* Multiple organizations encouraged to move to full amalgamation; *Mitigation:* Board decision



Theme C. Securing Resources to Implement Plans

Goals Supported: 3

Core Strategies	Timeframe
<ul style="list-style-type: none"> Develop an operations-focused (financial) sustainability plan based on 'best available information' about future needs 	2013-2014
<ul style="list-style-type: none"> Assess scope of and develop a proposal for a capital campaign to meet L&A SOS needs for own building/increased space for adult day program in Napanee, additional vehicles and/or equipment such as wheelchair van for Loyalist or kitchen expansion for MOW; recommend a realistic target based on testing with potential donors 	2013-2014
<ul style="list-style-type: none"> Survey current Members; assess the opportunities for utilizing volunteers across L&A SOS and develop a target for the number and types of volunteers required; consider Ambassador function; work with Marketing and Communications Committee to launch/operate an awareness-recruitment campaign for volunteers 	2014-2015
<ul style="list-style-type: none"> Introduce "return on energy" criteria for determining which annual fund- raising or financing strategies to implement (returns on financial investment, staff, Board and volunteer time); strategy examples include sponsorships, annual pledges, in-kind gifts, planned giving, mail campaign, special events, affinity programs etc 	2014-2015
<ul style="list-style-type: none"> Identify resource requirements for implementation of sustainability plan and capital campaign; determine how those resources could be secured 	2014-2015
<ul style="list-style-type: none"> Work with Marketing and Communications Committee to develop and launch an awareness-promotional plan for the annual campaign and the capital campaign 	2014-2015
<ul style="list-style-type: none"> Launch fund-raising initiatives to realize sustainability plan 	2015-2016
<ul style="list-style-type: none"> Launch capital campaign (if appropriate) 	2016-2017

Governance and Policy Implications (if any) of Pursuing Identified Core Strategies

- Board will have to consider the total giving potential of the community for both annual (operating) contributions and a capital campaign.
- Board will have to consider what, if any, governance changes are needed if L&A SOS owns/operates real property assets.

Leadership Responsibility: Resources Committee

Risks of Pursuing Identified Core Strategies and Associated Plans for Mitigation:

- Risk:* Burnout of volunteers; *Mitigation:* staged rollout with support from Board Committees; only implement strategy once necessary resources (human or financial) have been secured
- Risk:* insufficient resources to sustain L&A SOS in high-growth mode; *Mitigation:* staged rollout of new initiatives; strengthen relationships with LHIN, other agencies; investigate unconventional funding opportunities; implement resource development programs based on "return on energy"
- Risk:* insufficient resources in community to replace any current sponsorships (if they should end) AND raise funds for new initiatives; *Mitigation:* test the donor community, seek multi-year commitments



Theme D. Building Profile and Partnership Opportunities

Goals Supported: 3

Core Strategies	Timeframe
<ul style="list-style-type: none"> Develop plan to effectively utilize electronic communications and secure resources to implement plan; consider Telephone Tree for Seniors and Agency Seniors Blog 	2013-2014
<ul style="list-style-type: none"> Sustain marketing and promotional programs in communities currently served; develop ways to extend these programs in areas designated for service expansion 	2013-2014
<ul style="list-style-type: none"> Evaluate the effectiveness of existing marketing and promotional programs for future years' plans 	2013-2014
<ul style="list-style-type: none"> With Resources Committee, develop and implement awareness-promotional programs for internal (within programs) and external (in the community at large) volunteer recruitment; provide oversight for communications campaign rollout 	2014-2015
<ul style="list-style-type: none"> With Resources Committee, develop and produce awareness-promotional materials for fund-raising programs (based on types of programs selected by Resources Committee); provide oversight for communications campaign rollout 	2014-2016
<ul style="list-style-type: none"> With Board, determine how to support L&A SOS with effective professional advocacy 	2014-2016

Governance and Policy Implications (if any) of Pursuing Identified Core Strategies

- There will be a need to recruit more Committee members with fund-raising marketing, volunteer recruitment, and advocacy experience.
- Designated Board members should be involved in any advocacy programs and will be expected to be involved in fund-raising programs.
- Volunteer recruitment programs should be vetted by the Executive Director and Board to ensure that roles presented are appropriate

Leadership Responsibility: Marketing and Communications Committee

Risks of Pursuing Identified Core Strategies and Associated Plans for Mitigation:

- *Risk:* volunteer recruitment campaign brings in more volunteers that can be usefully deployed or attracts inappropriate volunteers; *Mitigation:* ensure that staff are ready and properly trained to utilize new volunteers and that timing expectations are clear
- *Risk:* marketing programs generate more demand for service than L&A SOS can fulfill; *Mitigation:* test campaigns on a pilot basis before release across the entire county
- *Risk:* inability to find/free up sufficient staff or volunteers with appropriate skill sets to develop or implement marketing and communications programs; *Mitigation:* recruit new Committee members with appropriate experience and skills; recruit students or intern to manage daily program tasks



Theme E. Assuring Quality and Accountability

Goals Supported: 4 and 5

Core Strategies	Timeframe
<ul style="list-style-type: none"> Develop a plan for continued <i>comprehensive</i> ongoing program and activity evaluation, including frequency for each stakeholder type (clients, families and caregivers, other agencies, staff, volunteers, financial supporters etc.) 	2013-2014
Consider change to goals to reflect client safety (via Accreditation or other similar means) ; review core values to fit with mission and vision, as required in accreditation process	2013-2014
<ul style="list-style-type: none"> Explore opportunities for Board/staff development on QA for community-based organizations; includes bylaw review 	2013-2014
<ul style="list-style-type: none"> Obtain estimate of costs for accreditation and a risk-reward assessment of pursuing accreditation 	2013-2014
<ul style="list-style-type: none"> Develop a plan for pursuing accreditation once resources are available 	2014-2015
<ul style="list-style-type: none"> Provide oversight for annual evaluation activities 	2014-2018
<ul style="list-style-type: none"> Monitor changing accountability requirements particularly from funders 	2013-2018
<ul style="list-style-type: none"> Enter accreditation process with objective of obtaining first accreditation 	2014-2016

Governance and Policy Implications (if any) of Pursuing Identified Core Strategies

- Accreditation is likely to take significant staff and Board time but may be a requirement for provincial funding or be a competitive advantage when seeking funding or new agency roles; recommend separate committee (or task force) to provide oversight
 - Quality Assurance is likely to require regular Board reviews and actions on legislative changes affecting liability, confidentiality and privacy, and documentation/data submission
- Leadership Responsibility: Quality Assurance Committee**

Risks of Pursuing Identified Core Strategies and Associated Plans of Mitigation:

- Risk:* Seek external funding for accreditation; *Mitigation:* only pursue it if required to do so or if a competitive advantage becomes very clear
- Risk:* Province may change or delay policy on accreditation (via LHINs); *Mitigation:* explore multiple options for QA; pursue accreditation with dual purposes (own quality assurance and accountability to funders, community)
- Risk:* Bylaw review incomplete at time of accreditation; *Mitigation:* complete bylaws in 2013
- Risk:* Unsuccessful in first attempt at accreditation; *Mitigation:* proceed carefully, prepare well; seek advice from similar organization that has been successful

Deleted: ¶



9. Next Steps

(Note: this section of the Plan would be deleted at time of final approval)

Validate or conduct research on any elements of the Strategic Plan on which the Board or staff is uncertain as to accuracy

Refer Draft Plan to Committees for feedback on themes, strategies and implications for Committee structures

Consider changes to Committee structures to reflect core strategies

Confirm or change the strategies and associated timelines

Revise the draft Strategic Plan and bring it forward for approval at the May meeting of the Board.