

S.E.N.A.C.A. Seniors Day Program Inc.

Strategic Plan Refresh

February 2018

Board of Directors

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1. Introduction

The Board of Directors reviewed the 2013-16 strategic plan in February 2018 and endorsed the summary of performance review of S.E.N.A.C.A. from 2013-2017 prepared by Penny Smith, the Immediate Past President of the Board. Management feedback was sought to validate the status of the strategic priorities as it relates to day to day operations. Given the current political landscape and work underway to achieve the identified priorities, the board agreed that a formal strategic planning session was not required at this time. Instead, the priorities were reviewed and work completed analyzed. Summary of evidence towards the strategic priorities is summarized below:

	Strategic Priority	Evidence of Progress	Next steps
1.	<p>Strategic Partnerships</p> <p><i>The organization will continue to work to sustain and develop strategic partnerships to support the vision of the organization.</i></p>	<p>Partnership between Senaca and Oakville Seniors Citizen Residence (sharing software, overnight respite)</p> <p>Host MHLHIN exercise programs for S.E.N.A.C.A. and the community. Includes basic, advanced, fall prevention and Osteoporosis</p> <p>Foot care Nurse</p> <p>MHLHIN Adult Day Services- shae information and exploring partnerships.</p> <p>MHLHIN Regional Learning Centre-staff attend many courses and workshops including dementia RAI's, diversity, safe client transfers, medication management.</p> <p>Community lectures at Palermo- Long Term Care</p> <p>Continual partnerships- Thistleoaks, Oakville Humane Society, St. John Ambulance, Sheridan College students (personal support and gerontology social service workers), Alzheimer Society of Halton and Hamilton</p>	<p>Continue to explore strategic partnerships between Senaca and other community service agencies</p>

	Strategic Priority	Evidence of Progress	Next steps
		education, Acclaim Health Care, Behaviour support workers at all programs from Alzheimer Peel.	
2.	<p>Dynamic Client Growth</p> <p><i>The organization will work to grow the organization to support the growing needs of clients in the community.</i></p>	<p>April- Dec. 2017 booked at 108% . Wait list is 45 external plus internal clients always wishing for more days.</p> <p>Advocating for expansion with the MHLIN and exploring sites with The Town of Oakville, community hubs, churches.</p> <p>Completed a funding application for service expansion to the MHLIN</p>	<p>Continue to work with the funding sources and partners to grow the organization to meet the needs of the community</p>
3.	<p>Powerful Family Experience</p> <p><i>The organization will work to build programs and services to support families - with a focus on caregivers - to ensure clients and the community have access to comprehensive client services.</i></p>	<p>Focus groups with clients and caregivers completed and lessons informed practice</p> <p>Annual client and caregiver satisfaction survey.</p> <p>Summary of results as follows: 98.96% clients and caregivers were very satisfied or satisfied with program.</p> <p>97.94% felt clients's quality of life was enhanced.</p> <p>98.96 % satisfied with respect and dignity shown</p> <p>97% felt supported</p> <p>98.94% felt happier</p> <p>95.83 %caregivers felt their quality of life was enhanced</p> <p>94% of caregivers felt their stress level was</p>	<p>Focus groups with clients and caregivers twice a year</p> <p>Annual survey to seek feedback</p>

	Strategic Priority	Evidence of Progress	Next steps
		<p>reduced.</p> <p>98.997% would recommend S.E.N.A.C.A. to family and friends</p> <p>98.96 % were very satisfied with care and all felt loved one was safe and comfortable leaving at S.E.N.A.C.A.</p>	
4.	<p>Organization Stability and Growth</p> <p>a. Governance Leadership - The organization will continue to recruit, grow, and develop a strong governance board.</p>	<p>Board matrix completed in August 2017</p> <p>3 new members have joined the board</p> <p>3 members retired from the board</p> <p>Board members participated in Governance workshops through the Mississauga Halton Local Health Integration Network</p> <p>Board retreat 2016</p>	<p>Continue to recruit board members with a focus on legal, public relations and marketing</p> <p>Annual board retreat</p> <p>Ongoing governance sessions</p>
	<p>b. Personnel Development - The organization is committed to ongoing training and development of staff and volunteers.</p>	<p>Gentle Persuasive Approach, 5 HR Download courses, CPR/AED</p> <p>Courses at United Way, MHLHIN Regional Centre, (medication, safe transferring, difficult people, conflict resolution) plus Food Handling</p>	<p>Support staff and volunteers with ongoing learning opportunities</p>
	<p>c. Communication -The organization will monitor the communication strategy to ensure the community is informed about the services.</p>	<p>Website updated</p> <p>Invited the community to events i.e. Long Term Care at Palermo in March, Facebook, email, past stakeholders, Cogeco, local newspapers, word of mouth, announcements at meetings and community events.</p>	

	Strategic Priority	Evidence of Progress	Next steps
	<p>d. Finance -The organization will explore as necessary the diversification of its funding to support expanding services in the community.</p>	<p>NA</p>	<p>Possibilities for current level of service may include increasing client fees.</p> <p>Other revenue streams and opportunities to be explored</p>

2. Summary of S.E.N.A.C.A's Performance 2013-2017

Context

The existing plan is exciting and ambitious. However we found it too broad in scope for a small agency with a management team of 2 + FTE to make significant progress on achieving the goals. In addition, the Board continues to struggle with sporadic attendance and uneven commitment to necessary executive positions and committee work.

A great deal of effort was focused on three of the four main goals (**Powerful Family Experience, Strategic Partnerships, and Dynamic Growth**). However, the activities often lacked clear connection to the stated goals. The ongoing demands of the agency consumed most of management's time. The expectations of the Strat Plan caused the Board to hesitate to make decisions without direction from management and management was looking to the Board for more leadership. S.E.N.A.C.A. has been a pioneer in the provision of ADS (*Adult Day Services*). However, as the need for senior's services escalates dramatically there are increasing numbers of agencies providing similar services. For S.E.N.A.C.A. to remain the standard in community based ADS, the Board and management have to work together in a more knowledgeable, organized, and productive way.

Vision Chart

Formal partnerships

1. *Cost free 35th anniversary celebration* due to relationships established with other not for profit and profit making community agencies, and recognition of S.E.N.A.C.A.'s services within the larger service community.
2. *Facilities suited for growth* –
Coptic has room and interest in increasing the number of clients served. A presentation by the Dynamic Growth committee was made to the LHIN representatives to demonstrate rationale for an increase at that site.
Ongoing conversations with real estate agents regarding suitable rental space within the area for new locations and expanded services in existing programs.
3. *Client based growth*
Ongoing applications for funding for caregiver supports and services.
Consideration of expanded hours, bathing, respite options.
Agreement with OSCR for respite beds.
4. *Reach out to community*
The 35th anniversary celebration was attended by over 200 clients, caregivers, staff, agency and government representatives. Excellent advertisement of S.E.N.A.C.A.'s services and connections within the community.
Ongoing discussions by board and management about expanded partnerships such as those with OSCR included sharing software as well as provision of respite beds.
Discussion regarding current fundraising and donation revenues and need for a more formalized fund raising plan.
5. *Coordinated skilled team*
Succession planning for ED became a priority to strengthen the management team and develop middle management tier (site facilitators). In order to increase facilitators' ability to hire, supervise, and manage staff, and better manage the stress of their responsibilities. E.g. at Coptic there is a lack of security as café is accessible by other residents of the building, this has resulted in several incidents of clients wandering away from premises. Bond – resignation of long standing facilitator and need for replacement. Internal candidates were interviewed and were not suitable. As well, Bond's physical plant is deteriorating and is shared with a children's program which negatively impacts S.E.N.A.C.A.'s program delivery.

Road Map

1. Partnerships –

Relationships within the community are well established. However formal partnerships with other agencies are limited to those with OSCR. Partnerships need to be investigated for formal agreements to share services, space, clients. This could be accomplished by a new hire ED with a transition plan that includes orientation to the service community as well as to S.E.N.A.C.A.

Extended hours did not appear to be a priority for clients or caregivers.

Follow up on possibility of Kerr Street Seniors Centre as a new location for programs. Planning for new location stalled as Board has not toured the space in order to assess need for changes for the facility to suit the needs of our clients. Further meetings needed with the Town of Oakville regarding their expectations and support in maintaining that building and the possibility of sharing space with other services/agencies.

Presentation of rationale for Coptic expansion presented to LHIN representatives.

2. Powerful Family experience:

Ongoing submission of applications by management for funds for caregiver supports (massage, respite café, etc.)

Board committee met with caregivers, attended support groups at all three sites to assess caregiver participation and satisfaction.

Client satisfaction survey was revised by staff and management to improve number of responses and data collection. Survey has been shortened and options provided for email and or phone outreach to caregivers to obtain their response to survey questions.

3. Organizational transformation

Governance – active recruiting, interviewing and orientation of new Board members. The Board is in the process of significant changes, three resignations and three new members in 2017. By law changed to create the position of Immediate Past President to help support and orient new President of the Board. Currently all Executive positions are filled. However a secretary will be required in June 2018. A Board matrix was developed in 2017 to assess strengths and gaps in Board experience and expertise. And to help focus recruiting efforts effectively.

A staff survey was created and circulated in 2017. A formal annual review of survey results by full Board needs to be instituted and recommendations followed up by the HR committee.

Board get togethers were organized in 2016, 2017, and a full Board retreat is planned for 2018.

4. Personnel Development

HR needs to clarify plan for staff hiring and development for the next three to five years. Finance committee will need to detail financial implications for this personnel plan.

Check HR minutes to establish how much progress was made on this task. If not completed it should be incorporated in the next strat plan. The HR manual was revised just prior to the 2013 strat plan and may have addressed these tasks.

5. Communication Plan

ED continues to attend LHIN and ADS meetings, to speak to service clubs about our services, to work closely with PSW staff at Sheridan College regarding job demands and necessary skills.

Management and staff organized the 35th anniversary celebration that included the support and presence of many of the key community members

An updated press release for Board recruitment was developed by the Executive committee to be published in a local paper. However, this was not done. It might have been a more effective way to reach potential board members than posting on the S.E.N.A.C.A. website. One of the resources we

need on the Board or within a Board committee is a PR professional to help create a more effective communication plan.

6. *Finance*

Discussions regarding the use of reserve funds for expansion (rental, upgrading, hiring) occurred at full Board meetings and in Executive committee meetings. The Finance committee is aware of necessary movement of certain funds from one type of expense to another. However, to diversify funds beyond the current scope would require consultation with our principal funders (LHIN and UWBH) as well as our auditor.

Summary

S.E.N.A.C.A. continues to be a viable, successful Adult Day program, and an important resource for families in Halton and Peel. It has successfully achieved three year accreditation through CARF and anticipates the pending accreditation process to be equally successful. S.E.N.A.C.A. can be proud of a rich history of excellent service, satisfied clients, committed staff and volunteers, and continuing respect and admiration of funders and community agencies.

However, although significant amounts of relevant work were completed on all Strategic Plan goals (except a formal communication plan), sufficient process on growth and expansion was not achieved. In order to devise an effective, manageable strat plan for the next three to five years:

- The management team must be renewed with hiring of a new ED, which must be a priority for year one of the strategic plan
- The Board and management must assess the appropriateness of the Kerr Street Seniors Centre as a possible location for a S.E.N.A.C.A. site.
- The relationship between the Board and ED is pivotal and will require more focused and equitable communication.
- Leadership by the retiring ED is needed to plan orientation, training and support of the new ED
- Management participation in clarifying the realities of the job, working closely with staff, volunteers, and clients to create an effective transition plan for the entire S.E.N.A.C.A. family.
- The transition process requires Board, staff, management, client, and community members to create a respectful and celebratory retirement process for the founding ED.

Summary of S.E.N.A.C.A.'s Performance was prepared by Penny Smith, the Immediate Past President of the Board and endorsed by the Board of Directors for record, lessons learned and future steps.

3. Considerations for the Strategic Plan Refresh (2018-2020)

Communication and Participation:

The engagement of Board members in the planning of the programs, services, space and activities as well as cultural group leaders to identify programming interests, method of delivery and location of programs is crucial. This could be supported via regular opportunities each quarter to allow members to provide their opinions and obtain feedback.

An integral component for the continuous success of S.E.N.A.C.A. is the seamless internal communication across staff members, management and the Board of Directors, especially after the 2017 staff survey results indicating a lack of confidence expressed by the staff towards the management.

Political:

The consistent messages delivered by the LHIN regarding the number and size of service providers indicate a trend of encouraging future agglomeration of organizations into larger institutions capable of delivering a wider range of services. Further, more weight is being thrown at stay at home services.

Socio-Economic:

Throughout informal communication it was observed that other organizations, such the YMCA will be going through similar agglomerations and despite that their areas of expertise do not match ours; however, a probable complimentary functions could be further explored whether for servicing clients of similar needs and age group or by servicing care givers who might have similar needs but different age groups.

In general, the need seems to be still on the rise; quantification of the gap and probable growth to be articulated.

Environmental trends affecting the expansion of our Area of services (Factor 1 under the previous start. Plan), though unchanged, the southwest location along lakeshore near Burlington near the Bronte and Burloak area has proven through research and communication to be very appealing along with the Bond area.

Technology:

The importance of a shift to more reliance on technology is growing further for the effective delivery of services as well as the efficient use of limited resources. In addition, this is providing a better platform for data collection, analysis and use. Currently at S.E.N.A.C.A, it has been felt by the board and management alike that the time is now for serious transformation in this regard.

4. Strategic Direction and Objectives (2018-2020)

Continue working on, monitoring and improving the strategic priorities under the introduction section while making effort towards the development of S.N.A.C.A. in accordance with:

4.1. Strategic Pillars (2018-2020):

- A. S.N.A.C.A. rebranded as a community HUB for Adults through expansion and diversification of services and locations.
- B. S.N.A.C.A. is resilient and agile through diversification of revenues, IT solutions and management systems.
- C. S.N.A.C.A. is customer and staff centered.

4.2. Strategic Objectives (2018):

- A. Develop a five year strategy to rebrand SENACA as the industry leader.
- B. Implementing the succession plan: a stronger leadership role for the management and staff empowerment.

A motion was passed to refresh the existing strategic plan and work will continue to address the strategic priorities in the next year until a new strategic plan is in place.