

# Lennox & Addington Seniors Outreach Services

5 year Strategic Plan November 2008

Updated June 2010

## *Agency Goals, Objectives, and Action Plans*

GOAL	OBJECTIVE	ACTION PLAN	RESULTS TO DATE
<b>1. Provide health promotion and wellness programs to assist seniors to remain active mentally, emotionally and physically and reduce isolation for seniors</b>	1. The agency will focus on life long learning opportunities as a means to help seniors retain their physical and mental acuity.	1 Build Sustainability Plan for Centre with emphasis on attaining EPC status 2. Apply for Grant from Foundations etc. 3. Increase Donations/Fund Raising	
	3. Increase activities to full capacity, and increase memberships to 500 by Dec 31, 2011	1. Expand public relations, advertising, and program promotion 2. Increase number of locations for activity programs eg Amherstview, Bath, Camden E. 3. Increase number of activity programs 4. Investigate collaborating with North Addington CS for computer training for seniors, Day Respite, and In Home Respite etc. 5. Survey Current Members Interests	270 members

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		<p>6. Develop communications strategies to reach new participants.</p> <p>7. Define and implement a SOS Ambassador function.</p> <p>8. Recruit placement students (public relations interns) to assist marketing.</p>	
	<p>4. Implement a Program Evaluation on Health and Wellness Programs</p>	<p>1. Survey all members.</p> <p>2. Sample of individual goal attainment in terms of independence, activity levels, isolation, use of ER, Hospitalization etc.</p>	
<p><b>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.</b></p>	<p>1. Monitor admissions to Long-Term Care facilities, emergency room visits, and shorter hospital stays.</p>	<p>1. Continue to offer an array of programs that support seniors in their own homes including adult day, in home respite, in home care, meals on wheels, diners, foot care and others.</p> <p>2. Each program will be evaluated based on objectives such as ability to remain in own home, reduced hospitalization, reduced isolation, improved health, etc.</p> <p>3. MOW to serve 60 persons in Napanee</p> <p>4. Explore the opportunities to develop short term residential respite care</p>	

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		5. Increase Friendly visiting including In Home Exercise	
	2. SOS will become an effective portal for Aging at Home and other programs	1. SOS will maintain partnerships with VON, CCAC, CHC, and Family Physicians, and cooperate fully in the development of options that enhance services to seniors.	
	3. Ensure all relevant health service providers understand the services provided by SOS and can inform potential clients about access to them.	1. Develop improved communications plan and package for all doctor's offices, clinics and other health service providers. 2. Place updated brochures in Dr's offices and similar locations using volunteers. 3. Need plan for keeping brochures in place 4. Improve service and program marketing strategies for all initiatives.	
	4. Appropriately skilled volunteers recruited and trained to fully resource agency programs	1. Carry out a needs analysis of all programs to determine potential for volunteer resources 2. Aggressive recruitment of volunteers with skills or trained to support growth of chosen programs. 3. Assess and train appropriate volunteers for the Receptionist role to better assess the need for a permanent individual	

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		4. Volunteers will have regular opportunities for ongoing training.	
	5. The reduction of Social Isolation will be a cornerstone for the Health and Wellness programs.	1. Develop a Telephone Tree for Seniors calling Seniors (Buddy System) 2. Develop an Agency Seniors Blog to promote communication	
<b>3. Ensure a vibrant and diversified source of financial and human resources to support existing and developing programs.</b>	1. Secure sources of funds to support existing proven programs and their expected growth needs	1. Maintain the positive support provided by the LHIN by ensuring excellent communications are maintained and relationships are positive  2. Develop an understanding of the possibilities for LHIN support in program funding to allow for step-change growth or program quality improvement.  3. Develop plans to assist to the maximum extent possible the LHIN sponsored "Aging at Home" programs.  4. Review the possible increased assistance in resources that Municipal government can provide  5. Improve, where possible, revenue from	

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		<p>program fees, membership fees, and corporate sponsorships.</p> <p>6. Meet with LHIN staff re our interest in “stretching” programs eg In Home Respite.</p>	
	2. Adequate revenue sources to fund new programs or initiatives	<p>1. Investigate all prospective financial granting agencies or programs for support</p> <p>2. Investigate the potential for a Planned Giving opportunities</p>	
	3. Professional Staff resources capable of providing safe and high quality management of all agency programs and leading and training volunteers required to resource program needs.	<p>1. Professional staff trained to lead volunteer staff- eg supervisory training</p> <p>3. Board training opportunities are available through LHIN Better Health Meetings and New Governance Policies are needed.</p> <p>4. Review budget to allocate additional funds to training</p>	
	4. Further improve seamless delivery system through collaboration initiatives.	<p>1. Continue to actively explore collaboration opportunities through discussions with Community Coalition.</p> <p>2. Participate in Transportation Coordination Initiative with Coalition</p> <p>3. Meet with Alzheimer and Hospice Boards to pursue further areas for collaboration such as joint training and shared space.</p>	Back Office

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	5. Define a board committee structure that facilitates effective action to meet objectives and goals of the organization.	1. Bring draft of committee structure to September Board meeting.	
	6. Ensure a performance evaluation system for all staff, based on agreed objectives and action plans	1. Implement a program of management by objectives for all staff positions.  2. Implement a personal performance evaluation methodology.  3. Provide required training	
<b>4. Achieve high quality results and risk management mitigation throughout all aspects of the organization's work (Note: April 2011 - Risk Management includes Patient Safety - wording to be revised at next formal review)</b>	1. Develop an SOS scorecard as a continuous record of progress towards meeting the organization's goals, the accountability agreement negotiated with the LHIN, and the quality expectations of our stakeholders	1. Refine the Scorecard for each program with specific indicators, expected quantitative and qualitative results and timing.  2. Quarterly Review of Scorecards at Board of Directors meeting.  3. Board briefing on each program on periodic basis.	
	2. Minimize the risks inherent in all programs through a thorough regular risk assessment of each program and the development of mitigation measures	1. Initiate risk assessments of each program or general risk category  2. Define procedural or policy changes and implementation program  3. Provide training for affected staff and volunteers	

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		4. Review experience and revise on a defined regular basis	
	3. Develop a system of feedback from our clients potential clients, health service partners, and major financial supporters – our stakeholders – assessing the quality of our programs and performance improvement	<p>1. Seek annual feedback from member's, clients, and families (caregivers), by focus groups or a mail out questionnaire to evaluate present services and seek recommendations for future improvements.</p> <p>2. Develop an effective annual feedback and from the LHIN and partner health service providers in terms of what we are doing well and how we can improve.</p>	.
<b>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</b>	1 Well informed SOS stakeholders through communication and consultation	<p>1. Regular updates to the LHIN on current and potential future programs, over and above the dictated reporting requirements</p> <p>2. Effective media coverage of all significant events related to agency programs.</p> <p>3. Increase media promotion in eastern and northern portions of service area. Try Heritage and EMC newspapers. Cable TV etc</p> <p>3. Develop a communications program such as a SOS Ambassadors Program to inform various groups or organizations of the SOS program, the opportunity, skills needed and the satisfaction related to volunteer work with the agency.</p>	

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		<p>4. A vibrant and effective Newsletter on current affairs and opportunities effectively distributed to all seniors in the SOS coverage area.</p> <p>5. Establish a Volunteer Ambassador Program.</p>	
	<p>2. Well informed clients and volunteers through communication and consultation</p>	<p>1. Effective communication and training sessions for various types of volunteers.</p> <p>2. Annual meetings with each program volunteer group (eg Drivers) including feedback and discussion re issues.</p> <p>3. Recognition and consultation with volunteers, ensuring their work is appropriately valued and ideas and concerns are solicited. Including but not limited to Volunteer Appreciation Day.</p>	
	<p>3. SOS services will be equitably provided to the full community of South Lennox and Addington.</p>	<p>1. Record service levels for Napanee, Loyalist Township, and Stone Mills Township and compare to population.</p> <p>2. Develop strategy to move to an equitable distribution of services across catchment area.</p> <p>3. Marketing and Communication focus on equal distribution to all sectors of the County.</p>	