



# **Strategic Plan**

**Fiscal Years**

**April 1, 2019 - March 31, 2021**

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## **Mission Statement**

We are a not-for-profit agency committed to supporting seniors and vulnerable adults in their desire to remain in their own homes and community.

## **Vision Statement**

To achieve and enhance our mission we envision a community of independent seniors sustained through excellence of operations, enthusiasm and continued innovation in the delivery of community support services.

## **Core Values**

- **Safety** – quality and continuous improvement
- **Respect** – diversity, ethical, cultural values and beliefs
- **Independence** – clients' autonomy and freedom of choice
- **Innovation** – creativity and imagination
- **Teamwork** – joint effort and shared decision-making and leadership
- **Accountability** – responsibility, transparency, confidentiality, integrity and honesty

## **Operating Principles**

- Encourage and support client and family-centred care partnerships from services design and delivery to evaluation.
- Foster a culture of safety and harassment-free environment for clients, families, staff and volunteers.
- Maintain a commitment to equity, fairness, efficiency, effectiveness and fiscal responsibility.
- Provide clients with competent, professional and caring staff and volunteers.
- Collaborate and build partnerships with complementary community organizations and other stakeholders.
- Strive for excellence and adherence to the highest quality of service.
- Recognize the significant contribution of staff, volunteers, families and community organizations.
- Undertake promotion, advocacy and fundraising opportunities.

## CURRENT INTERNAL ORGANIZATIONAL ASSESSMENT

Guiding Principles	Strengths to build on: (capabilities and competencies)
<p>Required:</p> <p>Knowledge of current program performance, impact and efficacy</p> <p>Ongoing consistency in measuring results/outcomes</p> <p>Software and systems foster full capacity operations</p> <p>Agency reserves are protected and increased</p> <p>The Board, staff and volunteers are committed to meeting, or exceeding the priorities established in the Strategic Plan</p>	<p><b>Internal</b></p> <p>The Board, Directors and senior staff team remain stable with the right mix of experience and skills</p> <p>The CEO and staff have the capacity to meet the objectives established in the Strategic Plan</p> <p>The financial oversight and due diligence of the Finance and Audit Committees ensures prudent and accountable management</p> <p>Staff have clear roles, are accountable for goals established by Performance Management Plans, and understand how their personal performance targets support the agency's corporate priorities</p> <p><b>External</b></p> <p>ESS maintains strong relationships and trust of funders and donors</p> <p>The reputation and public awareness of the agency is outstanding</p>

## **GOALS**

- ESS has the capacity to respond and succeed in the highly competitive community support services and funding environment
- ESS manages to predict and adapt to changing community needs
- Services and support are inclusive and address diverse population needs
- ESS continues to meet its quality and performance standards

## **OBJECTIVES**

### **1. STRATEGIC**

Strategic Plan (SP) is adopted by the Board and reviewed and refreshed annually

Performance Management Plans are (PMPs) in place for all staff and the review cycle is adhered to

Performance Management targets are linked to strategic priorities

Annual environmental scan informs annual budget and operational plan

### **2. PERFORMANCE**

An annual environmental scan is presented to the Board, identifying the key external opportunities and threats, and the implications of these on agency programs and services and its ongoing viability and health

The Board completes an annual self-evaluation

The Board undertakes a regular review and refresh of CEO Performance Management Plan (PMP)

CEO works with Directors to set Divisional PMPs, incorporating mentoring and training and development goals and evaluation protocols for each team

### **3. GROWTH AND DEVELOPMENT**

Core funding supports core programs

Core funding is used to incent partnerships (extend reach and impact through shared initiatives)

Time limited projects (one-time grants and fundraising) are funded separately, terminated when the funding concludes

Resources are specifically generated to acquire non-core professional support to develop new sources of funding

Agency complies with all reporting requirements

### **4. QUALITY**

Performance targets driven by best practice indicators

Strong leadership is demonstrated in community services and family health literacy

High brand awareness associated with a relevant value proposition and positive reputation.

The staff and volunteer team understand and promote the agency mission and mandate

Client and family collaborations are achieved

### **5. PEOPLE**

The workplace fosters transparency, collaboration and respect and encourages constructive feedback and full management attention

Workplace safety and wellness guide management leadership and decision-making

The Strategic Plan is clearly communicated to and accepted by clients/caregivers, volunteers, board, staff, funders and the community at large.

## **CRITICAL ISSUES**

- Adaptability to Changing Policy and Funding Environment
- Capacity to Meet Changing Community Health and Social Services Needs
- Allocating Resources to their Best Use in the Delivery of Leading Edge Programming
- Raising Public and Community Awareness of and Support for ESS

## **CORE STRATEGIES**

The agency direction over the April 1, 2019 – March 31, 2021 should support the following core strategies:

- Impact More People
- Increase Diversity of Client Base: Geography, Culture, Language
- Improve Operational Efficiency
- Increase Profile, Core and Non-Core Resources Generation
- Continuously Improve Quality