



2021 - 2025 Strategic Plan Update



Introduction

No less committed to our Mission and Vision, this Strategic Plan builds on the organization's previous Strategic Plans and represents a forward looking, innovative future for Community Care Durham (CCD). It is fueled by a commitment to be leaders supporting residents across Durham Region to achieve their personal health and wellness goals.

Honed by 44 years of dedicated community service, and capped by the most recent the experience of the COVID pandemic, Community Care Durham is now ready to embrace new challenges with an emboldened strength of purpose and experience. Put plainly, we intend to make Community Care Durham a leading community support agency in Ontario, setting the standard for responsiveness, quality, efficiency, and innovation that will benefit tens of thousands of Durham residents.

This plan is focused on four strategic priorities.

The first is **Enhancing Client Quality of Life**. In a survey conducted in late 2020, 96% of our clients told us we are helping them live independently and achieving their personal goals. We can do even better. This Plan will advance our goal to provide comprehensive, person-centred and coordinated care by changing how clients access our services, and how they are supported by our staff. To get there, we will constantly engage clients and caregivers in our work, ensuring that we are responsive to their needs.

We cannot achieve this priority without advancing the three others, starting with **Investing in Our People**.

2021 Strategic Priorities

The strength of Community Care Durham has always resided in the resiliency of our staff and volunteers, and it will continue to do so. Building on the trend started in our last Strategic Plan, we will continue to advance the knowledge and skills of our teams through education and information. Our staff and volunteers will be provided with opportunities to learn, grow, fail and succeed. We will expand our workforce through specialization and the introduction of new roles including, for the first-time, community nursing. While volunteers recently told us they would recommend Community Care Durham as a place to volunteer (98%), staff were less positive in recommending CCD as a workplace (68%). We are committed to doing better, making Community Care Durham an agency of choice for employment and for volunteerism in Durham Region's non-profit sector.

Our final two priorities chart new waters.

Community Care Durham has its origin in community responsiveness, created by leaders who strongly and passionately advocated for the needs of those most vulnerable.

Our third strategic priority, **Championing Healthy Communities** pays respect to this tradition while now visibly placing Community Care Durham into the broader public discourse on healthy aging, mental health and wellness, diversity and equity, and environmental and economic sustainability in Durham Region. We will lead and join collaborations that advance equity and healthy living for Durham's citizens in order to build stronger communities. Most importantly, we will never tire of advocating for our clients and their caregivers, becoming a recognized and trusted authority on healthy aging in Durham Region.

Finally, to achieve all of this, we must fundamentally rethink how we deliver our services.

2021 Strategic Priorities

Since 2010, Community Care Durham has more than doubled in size, but our facilities and technology infrastructure has remained unchanged.

Building for Our Future represents a bold strategic step, beginning with the development of Community Health and Wellness Hubs – a “one stop shop” for local residents - to access health and wellness services delivered by integrated care teams. Beginning with the Whitby & Oshawa area, we will launch the redesign of a new facility that brings together Adult Day Services, food security, a new community kitchen, supports for caregivers and those with mental health needs, nursing services and more. We will test this concept first, with the goal to expand to our other hubs in Durham. Doing so will require a focused effort in fundraising and partnerships with local government and business. Finally, Community Care Durham has lagged in its ability to develop and introduce new technological tools as operational funding has not kept pace with growth. This must change. We will be a strong adaptor of new technology to help drive improvements in client care and operational efficiency. We will become a technology progressive organization, leading the way in Ontario.

We realize our long-term goals cannot be achieved all at once. We must respect our traditions while being a learning organization that doesn't lose focus on our important mission. However, this Plan lays out the bold and important steps that will ensure we can expand our services to Durham Region's growing population for generations to come. The Board of Directors, Management and all staff are unified in our purpose to help make Durham Region the best place to live for all its residents.

Our Mission

Supporting People, Strengthening Community

With coordinated networks of volunteers and staff, enrich the well-being and quality of life for people wherever they call home.



Our Vision

Communities where people are enabled to maximize their independence and thrive where they choose to live.



Our Values

At Community Care Durham, we will act with...



Compassion

We will understand of the unique needs of individuals and communities we serve, while providing a supportive environment for our staff and volunteers.



Enrichment

We will strive to enrich and bring joy to the lives of those we serve, and those that work and volunteer for us.



Equity and Inclusion

We acknowledge the systemic barriers to authentic inclusion in our society. We are committed to the rights, respect and inclusion of all individuals without biases based on differences of any kind.



Integrity

We are a mission driven organization that is accountable to our community purpose. We will do so transparently, so others know what we stand for, and where we stand.



Optimism

We believe in the power of people, community and partnership to achieve positive change through hope and persistence in the face of adversity.



Quality and Innovation

We will strive to achieve the highest of standards through commitment to quality improvement and innovation, including leadership that is open to new ideas and risk.



Respect

We will approach all of our interactions with respect, maintaining the dignity and acknowledging the worth of each person.



Responsiveness

We will listen and be adaptive to the needs of individuals and communities, creating solutions that make a difference as defined by the people we serve, staff and volunteers.



Safety

We will provide safe experience of care for clients, and for our staff and volunteers that serve them.



Strategic Priority #1

Enhancing Client Quality Of Life

Through a focus on quality, safety and innovation, we will enhance our clients' ability to live safely and independently where they choose to call home.

Strategic Objectives

Coordinated Care

What This Means

Coordination of services will create a wrap-around approach where the client is the focal point and all decisions are made with the client in mind and with their participation.

How We Will Get There

- Implement a Centralized Intake process and mature the Community Health and Wellness Hub model to provide client-centred, coordinated care across Durham's communities.
- For our most at-risk clients, implement a one client-one coordinator as a single point of contact, supported with an integrated multi-service care plan.
- Develop and test a virtual solution that allows clients and caregivers to schedule services and communicate with their care team.

2021 Strategic Priorities



- Collaborate with our partners in the Durham Ontario Health Team to improve the total experience of care.
- Standardize documentation practices and communication tools that enable real-time access to information between care providers

Client and Caregiver Supports

What This Means

Through collaboration with partners, clients and their caregivers are better equipped with comprehensive and innovative tools, resources, and programming.

How We Will Get There

- Establish a centralized process to both leverage and coordinate organizational development and direct care related education of staff and volunteers.
- Create client and family education programs in health and safety, nutrition and technology.
- Enhance our caregiver supports to include virtual and in-centre programming.
- Explore extending our service hours to times that best suit our clients and their caregivers, including weekends.

- Build the concept of one stop “wellness homes” into our Community Health and Wellness Hubs – starting in Whitby & Oshawa.

Client/Caregiver Centred Care

What This Means

Community Care
Durham clients and caregivers are empowered to provide direction for their care in safe, respectful environments.

How We Will Get There

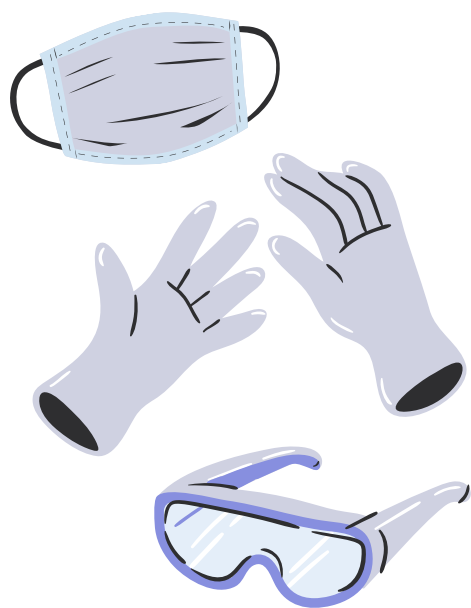
- Mature the Client & Family Advisory Committee to shape current and future programming.
- Develop a Client Charter of Rights and Responsibilities.
- Develop solutions that will support staff, volunteers, clients and caregivers recognize and respond to abuse and stigma.
- Include client and caregiver perspectives in all of our work.



Quality & Safety

What This Means

Community Care
Durham is a valued and
trusted partner in
achieving clients' goals.



How We Will Get There

- Develop an annual, Board approved Quality Improvement Plan that addresses key quality risks.
- Continue our annual client experience survey with key indicators that will be used to continuously improve care and services.
- Achieve and maintain Accreditation standing.
- Foster a culture of safety and celebrate stories of success and key achievements.



Strategic Priority #2

Investing in Our People



CCD is committed to becoming an agency of choice for employment and volunteerism in Durham Region's non-profit sector.

Strategic Objectives

Education and Training

What This Means

Staff and volunteers are kept up-to-date with the best available evidence, practices, and information to inform their work and keep them safe.

How We Will Get There

- Implement an agency-wide education calendar that identifies and links health promotion and education opportunities.
- Partner with internal and external subject matter experts to deliver relevant education that aligns with service and client needs.
- Centralize staff and volunteer training under Human Capital utilizing a Learning Management System.

Supporting Personal Improvement

What This Means

Staff and volunteers are supported with effective performance and professional growth opportunities in a no-blame culture.

How We Will Get There

- Implement an organization-wide mentoring program and succession plan for key staff and board positions.
- Set annual performance expectations of staff, with a focus on improvement and development.

Workforce Specialization

What This Means

An interdisciplinary workforce is developed that is equipped with the specialized knowledge and skills to meet the needs of Community Care Durham's diverse population.

How We Will Get There

- Launch and grow a Community Care Durham Nursing Program with a focus on geriatrics, mental health, and health & wellness services.
- Continue to build a strong, dedicated Personal Support Workforce that has ready access to training and real-time coaching.

2021 Strategic Priorities



- Create opportunities for inter/intra professional education and collaboration to enhance client care.
- Increase both our direct care workforce and volunteers by 10% by 2025.



Strategic Priority #3

Championing Healthy Communities



As a trusted leader in the community, Community Care Durham will support initiatives and partnerships that advance the health and well-being of individuals living in Durham Region.

Strategic Objectives

Foster Coalitions of Change and Inclusion

What This Means

Community Care Durham is actively collaborating with community partners to support goals consistent with our mission and vision.

How We Will Get There

- Support the ongoing maturity of the Durham Ontario Health Team.
- Engage with partners to advance equity, diversity and inclusion across Durham Region, including issues as they pertain to aging, race, gender, disability, cultural, economic and social factors.
- Advocate on behalf of those whose voices are marginalized, including clients, caregivers, staff and our volunteers.

Government as Partners

What This Means

Community Care Durham will support, partner or champion municipal, regional, provincial and federal governmental strategies to support our mission and vision, as well as shared health and social goals.

How We Will Get There

- Support government strategies, such as Age-Friendly Communities, that benefit our clients and caregivers.
- Nurture relationships with municipal, regional, and provincial governments through CEO and Board outreach that builds momentum for our shared future.
- Actively contribute to our provincial association, the Ontario Community Support Association, as well as other community support service agencies, in advocating for the needs of our staff and partner agencies.



Share our Message!

What This Means

The Durham Region community is aware of programs and services offered by Community Care Durham, as well as the issues affecting our clients and organization, in order to enrich the health and well-being of citizens.

How We Will Get There

- Continue the implementation of annual and initiative-specific Communications Plans and branding initiatives that raise the profile of Community Care Durham and its partners.
- Utilize social media more effectively and frequently.



Sustainable Communities

What This Means

Community Care Durham is a contributing to the sustainability of Durham Region's environmental diversity and economic wellbeing.

How We Will Get There

- Implement “go-green” activities at all Community Care Durham locations, including the reduction of waste and energy consumption

2021 Strategic Priorities



- Utilize technology to reduce paper consumption and its costs.
- Lend support to environmental issues that promote healthy living, including mental health and aging, such as access to green spaces, health equity and food security.
- Develop a Social Charter that outlines our broader social values and goals, and partner with those business who have shared objectives.
- Promote access to local food sources through our Community Food Box program.
- Wherever possible, procure Made-in-Durham goods and services



Research & Education

What This Means

Community Care
Durham has improved the quality of its services, while promoting the future of the home and community care system, through active partnerships with post-secondary educational institutions and other bodies.

How We Will Get There

- Partner with institutions, such as Durham College and Ontario Tech University, the Institute for Healthcare Improvement Open School, and other agencies to raise the skills of our workforce through an annual education plan.
- Promote the publication of our improvement activities to facilitate quality improvement across the home and community care sector.



Strategic Priority #4

Building for Our Future



Community Care Durham will ensure that it is well-positioned to meet the challenges and opportunities of the future, while enhancing the client care experience and joy of work today.

Strategic Objectives

Community Health and Wellness Hubs

What This Means

Community Care Durham has secured the funding needed to enhance its physical presence in the community through the development of Community Health and Wellness Hubs.

How We Will Get There

- Bring the initial Whitby & Oshawa Community Health and Wellness Hub to life in its redesigned Sunray Street, Whitby location.
- Create and implement a long-term Capital Development Plan supported by a robust fundraising strategy.

Diversify Funding for Long-Term Sustainability

What This Means

Community Care Durham is funded by a balance of government and non-government sources to ensure financial stability during ongoing changes in economic and political conditions.

How We Will Get There

- Strengthen our accountability by re-aligning government funding to the actual cost of providing existing programs, with a focus on efficiency and quality.
- Create a comprehensive fundraising strategy that expands current fundraising channels while creating new ones.
- Leverage our expertise to commercialize existing and new services such as the Community Food Box and personal home care, thereby creating new revenue streams that support our overall non-profit mission.



Be Leaders in Technology and Efficiency

What This Means

Through IT solutions and the redesign of our operations, Community Care Durham has increased the capacity of all its programs and services in anticipation of future growth within Durham Region.

How We Will Get There

- Centralize program/service scheduling for all client services, through the review of existing roles and technological considerations.
- Innovate to create a new model of supply chain management that improves client services while achieving greater efficiencies.
- Implement technologies needed to support new model of program/service scheduling and supply chain, such as a new client information system.
- Centralize all procurement and purchasing to maximize value-for-money.





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