

Strategic Plan 2014 -15



40
40th Anniversary





Message from the Board Chair

David Mousavi

DSS will turn 40 in 2014. Throughout the course of its history the organization has evolved and developed into the highly respected not-for-profit, community support service agency that it is today. However, like many similar community agencies, it is now facing new realities, continuing financial and social pressures and continued increased demand to be able to do more.

This one year plan provides a response to our community and the many challenges. We are committed at DSS to work in partnerships to identify and address new ways to respond to the existing and emerging needs of our communities. The board is committed to driving further change and improvements on our journey of excellence. The journey starts with delivering results while changing and improving how we do business. Turning Points 2014 – 2015 will guide our next year's journey.



Message from the Executive Director

Susan Doyle

This past year drew the conclusion to our Strategic Plan From Tipping Points to Turning Points 2011 – 2014. We are proud of the final results, outlined in the following pages of this report.

Our new Strategic Plan after Turning Points 2014 – 2015 acknowledges that our work as a not-for-profit community support service agency must stretch innovatively beyond our current offerings to meet the needs of the many communities we serve. We must support opportunities and promote better outcomes for all of our current and potential clients. We acknowledge the importance of collaboration to achieve common goals that strengthen our communities. We recognize that we must change, further evolve and continuously improve. The following outlines our focus for the next year as a response to the challenges that we know.

Mission

DSS aspires to enhance, engage, and empower the members of our diverse community by providing equitable, accessible and high quality services.

Vision

Achieving excellence and providing leadership in family-centric health and social services in our diverse community.

& Values

- Quality
- Dignity
- Compassion
- Innovation
- Inclusion
- Partnerships

Statement of Intent


Over the past year the DSS Board of Directors as well as the Senior Management team have been in consultation to plan for an Agency Strategic Plan that will not only carry out the agency's Mission, Vision and Values, but will also better position the agency to receive additional funding, develop new businesses, and establish stronger community relationships. It is our intention to spend the next year focused on moving towards our three strategic areas of focus (DSS Goals);

- 1) Developing a Family-Centric approach to service delivery,*
- 2) Moving towards community development for our high needs & high risk communities,*
- 3) Expanding our service delivery capacity and geography to ensure no person or family goes without being connected to their desired services*

To support this work the DSS Board of Directors and the Senior Management Team have identified four enabling priorities to hold them accountable for achievement towards the above goals;

- 1) Clearly delineating DSS Identity,*
- 2) Implement and Measure a quality and risk management framework,*
- 3) Implementing a Human Resource Strategy that will ensure Development and Capacity Building of our staff, Board and volunteers and*
- 4) Ensure we have effective supporting Operations and Accountability matrix.*





Summary of Tipping Points to Turning Points 2011-2014

In 2010, DSS had established eight Strategic Priorities to be achieved within the 2011-2014 operational timeframe. By year end (March 2014), the organization will have successfully achieved its Strategic Priorities and will head into the New Year (April 2014) with plans to develop a new Strategic Plan for the next three years.

13,000+
*Transportation
rides provided
in 2013-14*

30,000+
*Meals on Wheels
delivered in
2013-14*

20,000+
*hours delivered by
Personal
Support Workers
in 2013-14*

The eight priorities within the current Strategic Plan include:

- 1) Providing or connecting older adults and their caregivers with the care and support they need to maintain independent living;*
- 2) Collaborating in relationships necessary to help clients and caregivers access a full range of healthy living and other supports;*
- 3) Continuously engaging the community to understand broader community needs, fostering innovative solutions and obtaining feedback on programs and services;*
- 4) Developing and demonstrating program quality and safety to improve outcomes and maintaining the confidence of stakeholders and clients;*
- 5) Developing our people as “champions”;*
- 6) Fostering a culture of giving and establishing sound fund development practices;*
- 7) Ensuring financial performance and sustainability; and*
- 8) Ensuring effective information management systems, technology and business systems to support work.*

Conclusion

The 2011-2014 Strategic Plan will be wrapped up by year end (March 2014) as plans are actively underway to plan for a new 2015-2018 Strategic Plan for DSS. In 2014 - 2015, the Agency is embarking on planning to support and inform a 2015-2018 Strategic Plan. The outcomes achieved thus far as well as the challenges encountered will be used to inform the new Strategic Plan. DSS will continue to grow as a community leader, deliver person and family-centered programming and services, and build on its knowledge and expertise.





2014–2015 Strategic Areas of Focus

1,000+
*Counselling
and Support
Home Visits
in 2013-14*

7
*City of Toronto
Wards Served*

4
*High Priority
Neighbourhoods
served-as
identified by the City
of Toronto*

1) Family-Centric (Holistic Service Delivery)

- a. Caregiver / Family Supports*
- b. Community Development*
- c. Family Services via effective partnerships*

2) Community development in priority communities as identified by the United Way & City of Toronto

- a. Via partnerships, expanding programs and new funding opportunities*
- b. Expand service delivery geographical area to align with funder priorities*

3) Seek out expansion opportunities to enhance current capacity

2014–2015 Enabling Priorities:

- 1) DSS Identity*
- 2) Quality & Risk Management*
- 3) Development/ Capacity Building*
- 4) Accountability/ Operations*



Accreditation 2015

DSS is once again gearing up for Accreditation after successfully receiving a full (three year) certification in June 2012 from the Commission on Accreditation of Rehabilitation Facilities (CARF). CARF, an independent, private, and not-for-profit international accreditation provider strives to promote the quality, value, and optimal outcomes of services through a consultative accreditation process and continuous improvement services that centre on enhancing the lives of persons served.



32
languages
spoken
by staff

150+
active
Volunteers

60+
active
partnerships

***IN ADDITION TO ACCOMPLISHING THESE OBJECTIVES,
ACCREDITATION SERVES OTHER IMPORTANT PURPOSES SUCH AS:***

- *Business improvement*
- *Service excellence*
- *Competitive differentiation*
- *Risk management*
- *Funding access*
- *Positive visibility*
- *Accountability*
- *Peer networking*

During the last two years, DSS has continued to build on a solid continuous quality framework through the work of the Joint Occupational Health & Safety, Quality of Care and Client Safety and Stewardship Committees, whose mandates include monitoring, reporting, and trending staff, volunteer, students, and clients and caregivers health and well- being, safety, quality and risk management activities within the organization and identifying/monitoring associated action plans to improve outcomes.





Client Feedback

"I look forward to Mondays and Wednesdays as that is when I am able to have the pleasure of being with friends at the Diner's Club program. Sharing time, enjoying activities and dining with friends are truly meaningful times and I am grateful."

Evelyn Tepper

Diner's Club client

"I have been attending various classes with DSS' Healthier Living Centre over the last two years, including Yoga, Tai Chi and Zumba. By coming to these classes-they improve my balance, co-ordination, flexibility, body and mind agility and make me happy. I would like to thank Downsview Services for Seniors for bringing all of these wonderful programs to the community for us to enjoy. They certainly will keep our bodies and minds healthier longer and add happiness to our lives."

Nancy Lam

Healthier Living Centre client

"I joined DSS' Healthier Living Centre in 2012 and am now taking up to 5 classes per week under the guidance of staff and qualified personnel. Since starting to attend these programs, I've noticed multiple benefits: my ability to concentrate has improved and I'm able to read more. My physical condition has improved, and the info on health and nutrition has been informative-and has helped me change some of my eating habits-just ask my family who have enjoyed healthier, tastier meals too! The opportunity to meet a variety of people from different backgrounds and strike up friendships is also a tremendous benefit. We all regularly get together now for lunch and other activities. Overall, I feel stronger mentally and physically because of my participation in the programs."

Elizabeth Kiddie

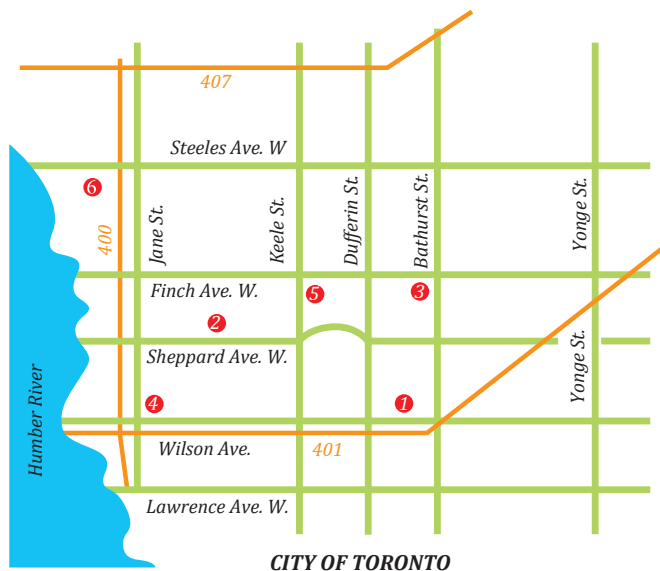
Healthier Living Centre client

"With Frank going to the day program it opened doors for him. It allows him to be in a different environment which encourages him to see other people and do things that he wouldn't normally do. He gets a different type of attention and is able to participate in a variety of activities that he enjoys. For me, it makes it easier for me to make plans when he's in the program - so I can take care of things like grocery shopping or doctor's appointments or dental appointments and I know he's cared for if I need to be away. It's made life somewhat easier for me, in that sense. It alleviates some of the stress of caregiving."

Teresa Wood

*Caregiver Support Group Member and
Caregiver of Branson Place Adult Day
Program Client*

Our Service Area



- ① Main office, Branson Place Adult Day Program (497 Wilson Avenue)
- ② BOOST Adult Day Program/Healthier Living Centre (15 Clubhouse Court)
- ③ Valleyview Adult Day Program (541 Finch Avenue West)
- ④ Assisted Living Services (2195 Jane Street)
- ⑤ DSS Hub (3685 Keele Street)
- ⑥ DSS Hub (2974 Islington Avenue)

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