



PEOPLE HELPING PEOPLE
EST. 1974

STRATEGIC PLAN 2016 - 2019



LEADING WITH CARE



WHO WE ARE



PEOPLE HELPING PEOPLE
EST. 1974

Lumacare provides a diverse range of programs and services, both in the home and the community. Established in 1974, our mission has evolved from a sole focus on older adults to meeting their needs within a wider family and community-minded context. Reflected in this change, is our brand and name change in 2015 from **Downsview Services for Seniors to Lumacare**. Throughout our history, providing family-centric health and social services has been a challenge that we have strived to meet.

Lumacare's community of caring professionals is led by a 13 person volunteer Board of Directors and is comprised of over 200 staff members working with over 150 volunteers. Our community of caring professionals all share the common goal of providing the best possible client and family-centered care to our Clients and community members.

Lumacare provides services at our various sites, in Clients' homes, and throughout the community from Bathurst in the east to the Humber River in the west, from Hwy 7 in the north to Briar Hill in the south.

7 LOCATIONS ACROSS TORONTO



- 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 Assisted Living Services (3680 Keele Street)
- 6 Walking Club Program (The Hangar at Downsview Park, 75 Carl Hall Road)
- 7 Transitional Adult Day Program (2972 Islington Avenue, Unit 1)

EXECUTIVE SUMMARY

Lumacare is at an exciting and expansive stage of organizational development. To guide this next stage of growth, the Board of Directors and staff undertook a major planning process. We solicited input from multiple stakeholder groups including Clients, staff, partners, community leaders and external stakeholders, collected data and reviewed agency performance. Based on this process, we developed a comprehensive approach to expanding the scope, quality and impact of our work. This new three-year strategic plan provides a clear blueprint for Lumacare's future. At its core, the plan shows our determination to build on our strengths, pushes us to be innovative and become both the service provider and employer of choice. It outlines a focused direction for maximizing Lumacare's effectiveness, better informing quality decision-making and educating staff to be sector leaders in home and community care.

THE REASON WE EXIST

OUR VISION THIS VISION INSPIRES: OUR FUTURE:

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

OUR MISSION THIS IS WHY WE EXIST: OUR MANDATE:

Lumacare enhances, engages, and empowers the members of our diverse community by providing equitable, accessible, and high quality services.

OUR VALUES



QUALITY

1. QUALITY:

We value the Client experience and strive to continuously improve our excellence in quality of care.



DIGNITY

2. DIGNITY:

We value respect, thoughtfulness and the ethical treatment of all our stakeholders.



COMPASSION

3. COMPASSION:

We value kindness, empathy and understanding for the complex health and social challenges facing our communities.



INCLUSION

4. INCLUSION:

We value the principles of diversity, equity, and accessibility.



INNOVATION

5. INNOVATION:

We value the pursuit of new and better ways to achieve extraordinary results.



PARTNERSHIPS

6. PARTNERSHIPS:

We value working together to realize synergies and accomplish results.



LEADERSHIP

7. LEADERSHIP:

We value our role as leaders in caring for communities and empowering others to do the same.



PROCESS

In order to develop our Strategic Plan “Leading with Care” Lumacare engaged in a comprehensive planning process, which included:



STRATEGIC PRIORITIES

2016-2019

1. SUPPORT AND EMPOWER OUR CLIENTS, FAMILIES, AND COMMUNITIES

Leverage our competencies, technology and innovation to provide high quality care with exceptional customer service.

Maximize resources to build complementary programs/services, embrace new populations and support and empower all members of the family.

Continuously evaluate programs against a defined set of criteria established by the Board to ensure we are meeting the needs of our community members.

2. ENHANCE QUALITY AND RISK MANAGEMENT

Utilize evidence-based practices to ensure that clients and staff operate in a safe environment.

Embed continuous quality improvement processes to achieve Accreditation Qmentum Certification and strengthen our quality infrastructure.

Continue to instill a “just culture” where event reporting is welcomed and encouraged to better learn from incidents and risk identification.

3. DEVELOP A STRONG IDENTITY AND BRAND

Reposition the agency's brand to be identified as a provider of health care for older adults and families.

Coordinate community events and activities to build relationships with residents, partner organizations and the community.

Market our services to attract Clients, potential donors and enhance our presence in the care community.

2016-2019 STRATEGIC PLAN

OUR IDEAL STATE

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

END RESULT

- ✓ *Lumacare is the best community support services organization in Toronto.*



STRONG BRAND BUILD AWARENESS

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and social services to
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unity outreach events
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anizations and donors.

ces effectively to
artners, supporters,
nce participation
continuum.

4. ACHIEVE SUSTAINABILITY THROUGH FUND DEVELOPMENT

Ensure appropriate planning and oversight processes to meet performance expectations of accountability agreements and funder obligations.

Focus corporate engagement and donor stewardship to create a stronger network of financial support.

Develop social enterprise activities and leverage innovation to diversify agency revenue sources.

5. BUILD OPERATIONAL CAPACITY

Build the capacity of our high-caliber staff through continuous and timely training to ensure they have the information and skills necessary to operate in a changing environment.

Leverage technology and innovative processes to optimize staff efficiency, minimize risk and promote safety and wellness.

Build and promote a performance based culture of caring professionals in which people feel valued and recognized for the work that they do.

OUR APPROACH

FAMILY-CENTRIC



WE STRIVE TO WORK
COLLABORATIVELY WITH OUR
CLIENTS, FAMILIES, PARTNERS,
AND THE COMMUNITY TO PLAN
AND EVALUATE OUR PROGRAMS
AND SERVICES

WE UNDERSTAND THE DIVERSE
AND COMPLEX HEALTH
AND SOCIAL SERVICE
NEEDS OF FAMILIES



FAMILY-CENTRIC

LUMACARE OPERATES USING A FAMILY-CENTRIC APPROACH TO OUR SERVICE DESIGN AND DELIVERY



WE RECOGNIZE THE STRENGTH
OF FAMILIES AND IMPORTANCE
OF CONNECTEDNESS
WITH SERVICE PROVIDERS
AND SUPPORTS

WE PLAY AN INTEGRAL ROLE IN
HELPING FAMILIES NAVIGATE
THE HEALTH CARE SYSTEM



PREPARED TO LEAD THE WAY

TOP
TALENT

INTEGRATED
SYSTEMS &
RESOURCES

STRONG
PARTNERSHIPS

SUPPORTIVE
STAKEHOLDERS

EFFECTIVE
GOVERNANCE

DIVERSITY &
INCLUSION

CUTTING-
EDGE
INNOVATION

COMMUNITY
DEVELOPMENT
& CAPACITY
BUILDING



PREPARED TO LEAD THE WAY

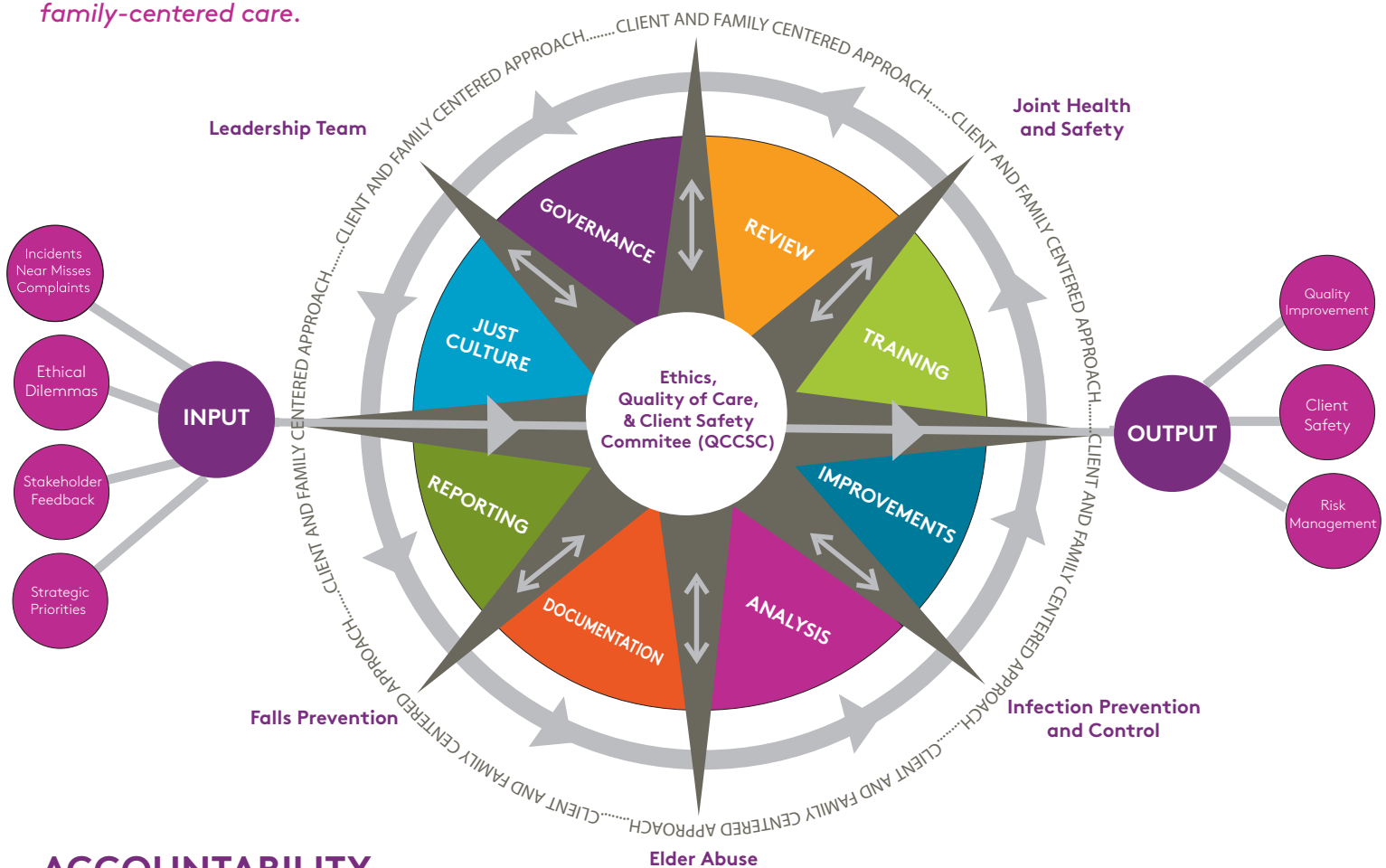
CONTINUOUS QUALITY IMPROVEMENT

In June 2015, Lumacare entered into a new Accreditation certification process led by **Accreditation Canada**. With a compliance rate of 95%, Lumacare was issued an **Accreditation Primer Award** which has positioned the organization well in moving towards the Qmentum Certification process in June 2017.

Lumacare believes that the quality of our programs and services is the foundation for all that we do.

"Leading with Care" lays out a renewed commitment to continuous quality improvement.

Lumacare uses a Quality Compass to guide our processes and teams in providing high-quality Client and family-centered care.



ACCOUNTABILITY

Our plan includes a general approach to guide the development and use of metrics and qualitative indicators for assessing progress on plan goals, objectives, and strategic initiatives. This is intended to be a starting point from which appropriate staff will develop and further refine the appropriate metrics and qualitative indicators to ensure the success of the plan for Lumacare and its stakeholders

We want to hear from you! Send us an e-mail, connect with us on social media, visit our website, or give us a call. Feedback from our current and potential Clients, partners, funders and stakeholders is critical to us "Leading with Care".

STRATEGIC PLAN 2015-16

OUR STRATEGIC ROOTS

In April 2015, Lumacare presented its stakeholders with “Moving Forward Together.” This one-year strategic plan outlined a clear intent to focus on four strategic areas:

- 1) Developing our family-centric approach to service delivery.
- 2) Moving towards community development for our at-risk communities and high needs community members.
- 3) Expanding our service delivery capacity and geography to ensure no person or family goes without being connected to needed services.
- 4) Framing an organizational profile centered on leadership and innovation.

“Moving Forward Together” was developed as a one year plan to bridge the development of a full three-year Strategic Plan and place Lumacare in a strong and sustainable position to focus on our future.

With strategic guidance from our Board of Directors, our community or caring professionals worked diligently to accomplish our strategic and operational goals for the year ending March 31, 2016. Using an enhanced operations and accountability matrix reporting tool (balanced scorecard), the leadership staff reported outcomes to the Board of Directors and we now have the opportunity to share the good news with all our stakeholders and supporters.

2015-16 was an important transitional year for Lumacare, highlighted by:



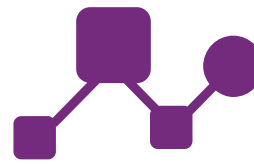
Successful
certification with
Accreditation
Canada



Continued growth
and reach across
Toronto



Strengthening
our new brand
and corporate
identity



Innovative service
delivery models and
processes recognized
provincially



Enhanced
participation in
system-wide
integration efforts



TEAMWORK AND SUMMARY

A STRONGER TEAM TOGETHER

All of our stakeholders can play an important role in helping us to achieve our Strategic Priorities over the next three years which will positively impact the lives of thousands of older adults, individuals with disabilities, caregivers, and community members. Their on-going feedback, partnership and support will enable Lumacare to forge ahead with our ambitious goals and bring light into the lives of some of our most vulnerable community members.

Lumacare offers meaningful volunteer opportunities ranging from delivering Meals on Wheels to participating on the Board of Directors.

To become a Lumacare volunteer, please contact us at volunteer@lumacare.ca or visit our website at www.lumacare.ca/volunteers

Investing your time or financial support in Lumacare is an investment in the local community because our programs and services are designed to support local residents and their families.

To make a financial contribution today, please visit our website at www.lumacare.ca/donate or call us at 416.398.5511.

IN SUMMARY

Lumacare's Board of Directors have established "Leading with Care" which is the foundation for our upcoming annual operating plans that drive the day-to-day work of the organization.

The Mission, Vision, Values, Priorities and Strategic Goals express a strong agreement around Lumacare's intended results, and the organization's direction in response to the ever-changing funding landscape and needs of our Clients.

Focused priorities will enable the Lumacare Board and staff to focus energy and resources toward common goals.

Informed by these Priorities and Strategic Goals, Lumacare's leadership team has set out the three-year plan which has been fully integrated into staff imperatives.

We look forward to working alongside all of our stakeholders to achieve these goals and thank you for your on-going feedback, partnership and support.





PEOPLE HELPING PEOPLE

EST. 1974

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Saturday and Sunday:
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United Way
Toronto & York Region



TORONTO



Ontario
Central Local Health
Integration Network

CHARITABLE REGISTRATION NUMBER:

10703 4134 RR0001