



ONTARIO COMMUNITY SUPPORT ASSOCIATION

STRATEGIC PLAN

2020—2025

OCSA

Ontario Community
Support Association

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

OCSA is proud to present our 2020-2025 Strategic Plan! This plan comes at a time that Ontario's health care system undergoes continued transformation towards a more integrated system of care - one that is about quality, equity, sustainability and, above all, meets the growing needs of Ontario's future populations. Home and community care has been resolutely recognized as a strong component of the changes planned in the future and noted as essential to Ontario's goal for healthcare transformation.

As our new strategy shows, OCSA remains resolute in our commitment to leading and supporting the advancement of home and community care along with our system partners and our members. The plan we have set for OCSA is bold and innovative because that is how we can best enable the sector to evolve and innovate. Guided by a new Vision and a focused Mission "to advance innovative solutions in health and social care" our plans set a clear direction and set of priorities to be achieved with the active engagement and support of our members.

I want to thank the many people who contributed the development of this plan, including our association partners, our members and especially our Board of Directors. We are excited about the future envisioned by this plan and look forward to continuing to work with them and others towards achieving its goals.

Deborah Simon

Chief Executive Officer



VISION

Healthy communities enabled by a quality, integrated and sustainable health and social care system.

GUIDING THEMES

This plan identifies three overall themes that will guide how OCSA implements the Goals and Priorities it has set out in this Strategic Plan. These three themes also will inform all of OCSA's actions over the next five years as we strive to achieve our Mission and move towards our Vision.

1. Collective Impact

OCSA will continue to focus on leadership and partnership. We will have a renewed focus on new opportunities and an openness to new types of collaboration in order to achieve the collective goals of our members, our sector and the broader system.

2. Seamless Connections in Home and Community Care

OCSA will further our efforts to knit together homecare and community supports and support our members to create a truly seamless and integrated system of care for clients and their caregivers and families.

3. Advancing Excellence

OCSA will advance excellence in homecare and community support services by putting forward solutions to sector and system challenges and by supporting our members to be successful with system changes.

MISSION

To advance innovative solutions in health and social care.





PRIORITY 1: System Impact Focus

Goal Statement:

We will advance an integrated system of quality home and community care services that enable people to live well at home and in the community.



Strategies

- 1.1 Develop and promote the value proposition for home and community care working seamlessly together within an integrated care delivery system.
- 1.2 Facilitate the development of a data strategy for the sector and contribute to provincial digital health initiatives.
- 1.3 Support the sector in its development of programs and services that advance integrated care, such as defining core services, care models and performance measures related to home and community care.
- 1.4 Support our members' participation in Ontario Health Teams (OHTs) and contribute to future system design by OHTs and Ontario Health, including funding and governance models, on behalf of the home and community care sector.



PRIORITY 2: Advocacy Focus

Goal Statement:

We will be the leading voice on home and community care in Ontario and a trusted partner in shaping the future of Ontario's health and social care system.



Strategies

- 2.1 Continue to advocate for expansion of publicly funded home and community care to enable people to live well at home.
- 2.2 Maximize partnership with other associations to strengthen our collective voice to build an integrated health and social care system.
- 2.3 Partner and disseminate evidence that articulates the value of health and social care services.
- 2.4 Support the advocacy efforts of our members.
- 2.5 Elevate the voices of clients and families in our advocacy efforts.



PRIORITY 3: Supporting Member Capacity

Goal Statement:

We will help equip our members to deliver improved and more integrated client-centred care.



Strategies

- 3.1 Offer initiatives that support members to partner, collaborate and integrate in a transformed health and social care system.
- 3.2 Work with members to enhance criteria for membership in OCSA and member capacity to achieve them.
- 3.3 Support sector leadership development.
- 3.4 Continue to seek out and offer members a robust range of benefits and services.



PRIORITY 4: Internal Focus

Goal Statement:

We will continue to build a dynamic and nimble association that drives improvement in health and social care.



Strategies

- 4.1 Develop and implement a revenue expansion strategy.
- 4.2 Create and implement an HR strategy to attract and retain a skilled and robust talent pool.
- 4.3 Develop an internal capacity plan to identify required bench strength in priority areas to achieve organizational strategies.
- 4.4 Explore options for how OCSA can best support the sector in a post-transformation, highly integrated health and social care system.
- 4.5 Explore back office efficiencies.



ABOUT OCSA

The Ontario Community Support Association (OCSA) represents over 220 not-for-profit organizations that provide home care and community support services to over one million Ontarians. Our members help seniors and people with disabilities live independently in their own homes and communities for as long as possible. These proactive and cost-effective services improve quality of life and prevent unnecessary hospitalizations, emergency room visits and premature institutionalization. They are the key to a sustainable health care system for Ontario.

For more information, visit www.ocsa.on.ca

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Client photos were provided by OCSA Member Acclaim Health.

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