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STRATEGIC PLAN
INDEPENDENT LIVING SERVICES – SIMCOE COUNTY & AREA

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Independent Living Services of Simcoe County and Area (ILS) exists to provide support and services to people with physical disabilities or limitations in Simcoe County, to assist them to lead dignified, productive and independent lives. For additional information, contact:

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INDEPENDENT LIVING SERVICES

Independent Living Services of Simcoe County and Area (ILS) began in 1976 and continues today to assist individuals with physical disabilities, or limitations, to live independently in the community by offering a variety of personal support services (History of ILS).

PHILOSOPHY OF INDEPENDENT LIVING

ILS is guided in its work by a Philosophy of Independent Living.

Independent Living is an International Movement that promotes the strengths and abilities of people with disabilities to live independently as active participants in society. Independent Living affirms the authority and capability of individuals to make decisions, take responsibility and manage their own lives, and to self-identify as being disabled, in order to access the services and supports they require to function independently.

Independent Living as a philosophy believes that structural, environmental, and attitudinal barriers creating disabling conditions for people with disabilities in our society are the result of these structures being designed by, and for, people without disabilities.

MISSION

Independent Living Services of Simcoe County and Area (ILS) exists to provide support and services to people with physical disabilities or limitations in Simcoe County, to assist them to lead dignified, productive and independent lives.

“Opening Doors & Minds” is our commitment to work with the community to increase opportunities for participation, making Simcoe County a welcoming place for all citizens.

VISION

Independent Living Services of Simcoe County and Area is recognized and acknowledged for providing Expertise, Service Excellence and Partnerships in its support to people living with physical disabilities or limitations in our communities.

VALUES

Independent Living Services of Simcoe Country and Area is committed to the following values:

Dignity	Respect
Equality	Independence
	Inclusion

STRATEGIC DIRECTIONS

ILS engaged in a series of consultations with staff, partner organizations and current health planning documents to better understand the current and future environment. Through an analysis of the data and careful deliberation of the Board of Directors and senior staff, four strategic directions and supporting strategies were identified to guide ILS for the next three to five years. The four strategic directions, supporting strategies and measures of success are outlined below.

1. TOWARDS STRONG COMMUNITY ENGAGEMENT

We are committed to the health and well-being of the community. Our work will have a strong focus on community involvement and taking an active role in supporting the well-being of clients. Our work will focus on the following strategies over the next three to five year period:

- a) Establishing a diverse base of resources by engaging the community through strategic partnerships and best use of funding dollars from the government.
- b) Increasing public awareness through marketing and partnering with an emphasis on social media, information sharing throughout the community and active participation in information sessions.
- c) Providing opportunities for people to engage in our organization as partners and or volunteers. We will create a variety of opportunities for those interested in learning more about our work in Independent Living to participate, learn and support the organization's work.

Our measures of success for this Strategic Direction include:

- Diversified funding base to incorporate dollars for program development, program operations, administration and collaborative service planning opportunities.
- A defined profile and presence in the community.
- A base of individuals and organizations engaged in growing, supporting and promoting ILS in the community.
- A cross section of strategic partners from all parts of the community (e.g., Service Clubs, Business, Academic, etc.)

2. TOWARDS RESPONSIVE, RESPECTED PROGRAMS FOR INDEPENDENT LIVING

Our work with clients will focus on providing services that support the principles of Independent Living. Building on and incorporating the Philosophy of Independent Living, we are committed to the following strategies over the next three to five year period:

- a) Developing new program models to leverage technology with a focus on exploring innovative opportunities including self-directed care, peer support and utilizing technology, where appropriate, to support clients and staff.
- b) Streamlining service delivery by exploring community hubs, case management processes and reducing the duplication of service providers for each client.
- c) Improving quality of service with a focus on achieving and sustaining accreditation through a third party accreditation body.
- d) Increasing client involvement by including clients and caregivers, as appropriate, in the planning, evaluation and development of services for clients.

Our measures of success for this Strategic Direction include:

- Client perception and experience that align and match
- Additions and improvement in services responsive to client needs
- Utilization of proven best practices in service delivery, design and evaluation
- Caregiver experience as aligned with the Philosophy of Independent Living

3. TOWARDS A RECOGNIZED ENHANCED ROLE FOR STAFF ENGAGED IN CLIENT CARE

The strength of our services rests in the talented staff. We will have a strong partnership role with other organizations in refining and defining the competencies of staff engaged with our

clients and caregivers. Our work will focus on the following strategies over the next three to five year period:

- a) Crafting a set of competency statements for staff engaged with clients and support networks that build on the Philosophy of Care for Independent Living while incorporating best practice information on personal support in the work place.
- b) Communicating our Philosophy of Care for Independent Living to enable staff and the community to understand how the philosophy informs all aspects of care and support for clients and families.

Our measures of success for this Strategic Direction include:

- Published competencies for staff engagement in personal support for clients and care givers
- Education and communication to key stakeholders on our Philosophy of Care

4. TOWARD A COLLABORATIVE GOVERNANCE APPROACH TO INDEPENDENT LIVING SERVICES

Our organization is part of a network of agencies working together to support the health and well-being of people in the community. We will work with boards and senior teams throughout the health and community sector to ensure clients and families can access and obtain the services they require in a timely manner. Our partnerships and broad level system planning will include the following strategies over the next three to five year period:

- a) Enhance planning partnerships with other agencies in the community to support integrated service opportunities to support clients.
- b) Engaging in government planning and service delivery activities in support of the Ministry of Health as it continues its work to build comprehensive and inclusive service models at the local, regional and provincial level.

Our measures of success for this Strategic Direction include:

- Active engagement in the development of shared services for our clients
- Active engagement in the development and coordination of services with our Local Health Integrated Network

IMPLEMENTATION ROAD MAP

The four strategic directions will provide a focus for ILS for the next three to five years. The first three years of the plan will focus on building relationships in the community and strengthening programs for clients. Each year will have a specific focus which will be accomplished to support the long term vision for the organization.

Figure 1 illustrates what will be accomplished for the next three years starting in 2016/17. The first column captures the strategies that will be worked on each year (e.g., Establishing and building a diverse base of resources) for the first three years. The remaining three columns represent what will be done in a specific year towards a specific focus in the strategic plan.



FIGURE 1 - PHASING OF THE STRATEGIC DIRECTIONS

Our plan will commence April 1, 2016 and will be updated twice a year. ILS will report on the results of the Strategic Plan as part of its Annual Report. The plan will be monitored by the ILS Board.

CREATING RESOURCES FOR SUCCESSFUL IMPLEMENTATION

The Strategic Plan will be supported with resources through the ILS Annual Budget Planning Process (CARF International, 2013). Figure 2 illustrates the steps that will be taken each year to make sure the resources for identified strategies are aligned and included in the Annual Plan.

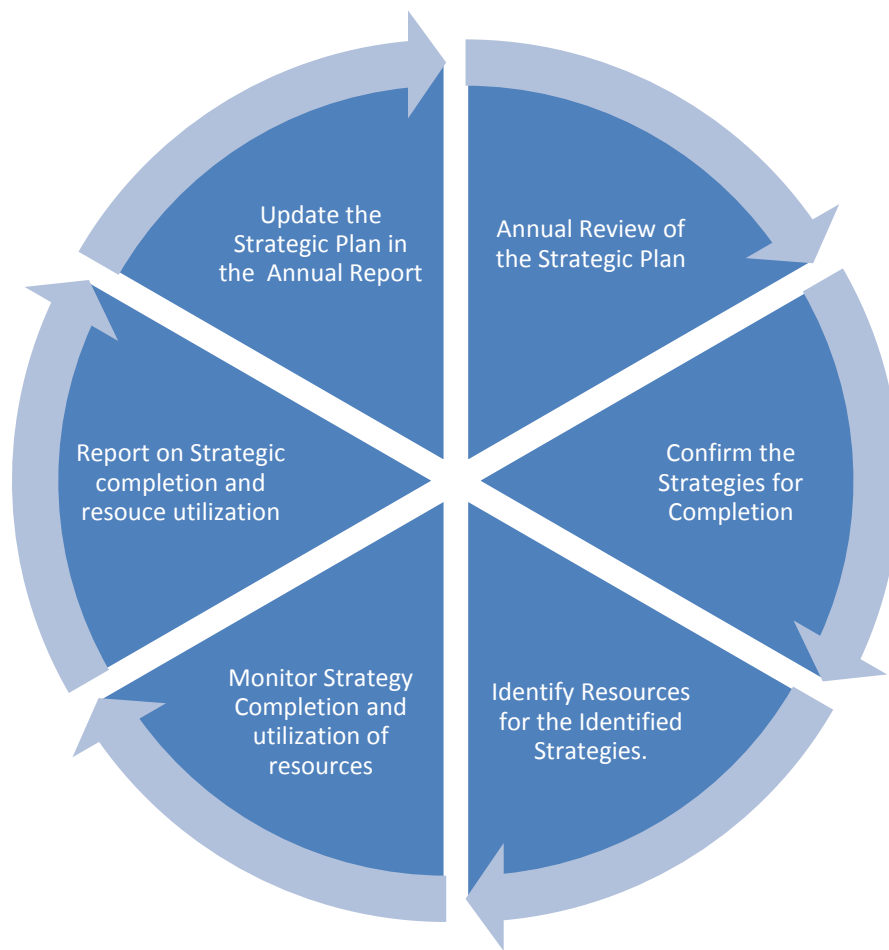


FIGURE 2 - RESOURCING THE STRATEGIC PLAN

MOVING FORWARD

The 2015 ILS Strategic plan aligns and supports the Association's four long term goals to:

- a. Promote accessible communities throughout Simcoe County
- b. Offer assistance to people with physical disabilities in planning their lives and participating in their community
- c. Assist our community to be accepting, informed and supportive of the people with physical disabilities or limitations and their support networks
- d. Ensure the Association is organizationally and financially sustainable and accountable

This plan will generate the following benefits for clients, staff, partners and the community. It will:

- a. Enhance relationships in the community
- b. Further refine and grow the services provided
- c. Communicate and define the excellent skills of the staff working with clients
- d. Strengthen the work of ILS within the overall health and community service network
- e. Diversify ILS's financial structure to support investment in planning and service growth

ILS would like to thank the many people who spent significant time and input into the formation of the 2015 directions and strategies for the Association. Everyone is looking forward to the benefits of continued service, and the opportunity to build a stronger community that supports and engages in the practice of independent living in Simcoe County.

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