



# **MISSISSAUGA**

**Next Step to Active Living**  
**Strategic Plan Update 2019 to 2022**

Preparation for the 2019-2022 strategic plan review began, applying lessons and feedback from past two plans, with further integration with City of Mississauga recreation division. Information gathered helped to form the final strategic plan and was provided from these sources:

1. An in-depth review of the overall NSTAL strategic plans 2013, 2016. To identify items accomplished and in process to for consideration.
2. Recreation Division alignments. Mission and Vision statement, part time job evaluation project, transition to online registration process (CLASS), re-alignment of responsibilities of all positions including Fitness Supervisor, NSTAL Coordinator and part time NSTAL staff.
3. Strategic conversations. Meetings with participation from current and graduate participants, caregivers, volunteers, community partners, referral sources, direct program staff and City of Mississauga staff with specialized areas of expertise. Meetings resulted in over 230 comments that were recorded and summarized, categorized by theme, analysed and reviewed by NSTAL committee. The comments are an integral part of our strategic plan to identify opportunities for continuous improvement.
4. A review of the current provincial government visions and potential changes on the horizon for the next three years. Information from the Metamorphosis conference/meeting assisted in the understanding of the current political position in Ontario.

The review of the past two strategic plans and the analysis of current information gathered in the May 24<sup>th</sup> 2018 strategic plan meeting as well as continued alignment with the City of Mississauga process identified the following:

#### **Alignment with City of Mississauga Pillars:**

- **Belong** pillar will capture:
  - Improved Program Delivery Model – 2013
  - Program Delivery Model - 2016
  - Increased resources, better accessibility to services and amenities - 2013
  - Accessibility to Services (2016)
- **Prosper** pillar will capture:
  - High Community Profile (2013) Community Profile (2016)
  - Sustainable Business Model (2013) Business Model (2016)
- **Connect** pillar will capture
  - Strengthen Human Resources (2013) Accessibility to Services (2016)

It is important to capture these adjustments to pillars to ensure we are able to follow the strategic movements within the program over a period of time.

The information gathered to update the strategic plan identifies the following under these updated pillars:

### **Belong:**

- **Improved Program Delivery Model/Program Delivery Model**

- Improve the communication of goals and transitions through the program, as identified by participants, to better prepare individuals for increased independence and maintenance of activity levels from Phase 3 to Phase 4. We need to assess and identify optimal:
  - methods of communication
  - timing - when to provide this information to participants
  - source – best person/source to provide information on goals and transitions
  - follow up - to ensure understanding of the communication and if the transitions/information provided was successful in obtaining participant goal
- Identify opportunities caregiver support with workshops, sessions and information for families. Caregiver support was identified as an area of interest/need during the strategic planning meeting. The Mississauga Halton LHIN beginning to develop opportunities for care providers and other adult day services are investigating ways to support care providers. Being aware of these opportunities and promoting them to our participants and families would be efficient and beneficial.
- Expand community-integrated options of programs and education for participants. As the City develops more therapeutic programming, we can integrate/align with more fitness/aquatics staff to identify opportunities for NSTAL participants based on individual needs and preferences. This will provide participants with broader options from which to choose and greater opportunities to connect with the community.
- Identify relevant staff education and training to provide and/or make available for personal and professional development along with program growth and development.

- **Resources for Better Accessibility to Services and Amenities/Accessibility**
  - Use of students and volunteers adds considerable benefit to the program and, in turn, to our ability to serve our participants.
  - It is important that we build strong relationships with schools offering internships and co-ops and attract individuals interested in community program delivery to assist us with identifying program potential/success and assist with program delivery for the benefit of participants.
  - Continue to identify and improve accessibility and use the tools available to us to advocate for better facility design, equipment, and access to programs. The City has identified both South Common and Huron Park as facilities that require renovations in the next 5 years. With renovations, it is important to highlight the results from the accessibility audit conducted by the Accessibility Coordinator along with input/feedback gathered from participants.
  - Where possible, update technology to be consistent with the Government of Ontario's desire to use technology to improve patient care throughout the health care system. We will continue to follow and implement changes that will provide better:
    - Communication for participants inside and outside the program
    - Access to services and information including but not limited to online registration, payment plans, information on other suitable programs
    - Efficiencies in program data collection including but not limited to annual survey information, registration information

## Prosper

- **Community Profile**
  - Maintain accreditation with CARF to demonstrate commitment to quality improvement and participant-centred operation. Accredited status clearly identifies NSTAL as a reputable, respected program in the community.
  - Create Program Champions and program information packages to increase awareness with the community and targeted health care professionals. Participants (past and present) indicate that health care providers are not aware of NSTAL. The majority of individuals at the strategic planning (participants and caregivers) identified they would eagerly attend a training session to become a champion and promote programs to health care providers they regularly interact with for appointments. The City has a growing therapeutic line of business and programs which provide valuable programs to address the gap between physio/rehab and traditional exercise.

The promotion of both would provide value as a feeder for NSTAL and/or transition programs for graduating NSTAL participants.

- Outreach to occupational health teams. The therapeutic program team has identified specific outreach promotion to 2 organizations that have occupational health teams dedicated to return to work programs for individuals who have been injured or have experienced a life-changing health event. Providing education sessions and promotions to these organizations would include promotion of NSTAL as a starting point for re-integration into the community and potentially return to work. The marketing promotions staff, Fitness Manager and Therapeutic Supervisor would work together to ensure NSTAL is considered and promoted as part of the therapeutic line of business.

- **Sustainable Business Model**

- Improve organizational efficiencies with reporting structure and operating functions to optimize time with both administration and service delivery.
- Continuing education for staff as a vital component for program development and to capitalize on opportunities with complimentary programming in other areas of recreation that may benefit participants.
- Documentation of knowledge base to aid in establishing consistent, best practices and to facilitate continued knowledge transfer to capture the historic and unique knowledge and experience of the Therapeutic Community Development Supervisor
- Continue to align with the standard operating procedures of the City of Mississauga and the Recreation division. Alignment will expedite opportunities for quality improvement and provide additional resources without incurring additional expense to the program. Resources may include but are not limited to legal advice, human resource support, health and safety support, accessibility, inclusion and facility operations. It is important that the NSTAL committee continue to actively align with City of Mississauga standard operating procedures as the opportunities arise.

The current Ontario government has announced a change for the Local Health Integration Networks across Ontario and we have been aware of the announced changes and the uncertainty of the future of health care in Ontario. We have signed our 3 year multi-service accountability agreement with our Mississauga Halton LHIN and it seems that the core funding for Adult Day Services is an area that assists with the reduction of “hallway medicine” indicating that changes to adult day services are not likely to be announced in the near future. It is also to our benefit that NSTAL is a non-traditional ADS and assists individuals integrate back into the community and assists in allowing individuals to remain in their home. However it is important that we continue to be knowledgeable of changes that the Ontario government may make to the health care system.

Upon review of all the information, the NSTAL Committee recognized there is still alignment with the Health Service Plan from the MHLHIN and alignment with the Mission and Vision of the Recreation division. NSTAL Committee is committed to using the information gathered from strategy meeting of May 24, 2018 for the strategic plan along with other planning and improvement purposes.

The NSTAL Committee determined the pillars identified in 2016 required modifications to align better with the City of Mississauga pillars. The pillars Belong, Prosper and Connect would be appropriate to adopt as NSTAL pillars moving forward.

There were some changes to the areas of focus and identified tasks and timelines for the next 3 years. Below is a summary of the Pillars, areas of focus and tasks agreed upon by the NSTAL Committee.

#### **1. Prosper (formerly Community Profile and Business Model)**

##### **Areas of Focus:**

- NSTAL identified as a reputable, respected quality program in the community
- Outreach:
  - Develop and implement a training program for participants/caregivers to promote the program to health care providers with whom they interact
  - Therapeutic program team to work on a promotional package of collateral material specifically including NSTAL program. First phase will launch promotion to corporate organizations with occupational health teams providing return to work support
- Continued development and sustainability of program leadership
- Ensure knowledge transfer of Therapeutic Community Development Supervisor occurs prior to projected retirement

- Continue work on Functional Measures program data collection, analysis and communication
- Complete and track progress of a new strategic plan to take effect 2016-2020

## 2. **Belong** (*formerly Program Delivery Model*)

### **Areas of Focus:**

- Investigate and determine best methods of communications for participants and their families throughout the program and beyond graduation.
- Investigate and communicate Care Provider sessions to assist with Care Giver burn out and stress
- Identify opportunities for leisure education, cognitive skill building, and transitioning to more community programming throughout the continuum
- Continuously identify training opportunities and communicate training requirements for staff/volunteers

## 3. **Connect** (*formerly Accessibility to Services and Amenities*)

### **Areas of Focus:**

- Awareness of technological and innovations for use in program, operations and communications to increase efficiencies and quality
- Accessibility concerns and barriers faced by participants due to facility age/design
- Use of Volunteers and Student Placements to increase quality and participant satisfaction in the program

The plan will be posted on the website and sent electronically to participants, care providers, staff, volunteers stakeholders and community partners.