

# Metamorphosis

Building your Community Health network, Neighbourhood by Neighbourhood

Strategic Plan

Prepared by Metamorphosis Planning Team

May 2007

## **Metamorphosis Strategic Plan**

May 7, 2007

Facilitated by The Desk

Solutions for Strategic Questions

**Metamorphosis** is an independent network of community support service providers and health system partners. The purpose of the network is to collaborate to achieve enhanced client service, knowledge transfer and service integration in support of the province's health transformation agenda.

For additional details on the network, contact:

Raymond Applebaum

Chair

c/o Peel Senior Link

30 Eglinton Avenue West, Suite 760

Mississauga, Ontario. L5R 3E7

Phone: 905-712-4413

e-mail: [ray@peelseniorlink.com](mailto:ray@peelseniorlink.com)

Website: <http://www.communitymetamorphosis.org>

## Table of Contents

Introduction.....	4
About Metamorphosis.....	4
History of the Network.....	4
About the Strategic Planning Process .....	5
Our Thanks .....	5
Cornerstones of the Network .....	6
Our Mission.....	6
Our Vision.....	6
Our Values .....	6
Value Proposition .....	7
Key Factors in Planning .....	8
Local Health Integration Network (LHIN) .....	8
Shifting Demographics of the Community.....	8
Increasing Focus on Quality of Client Care .....	9
Emerging Research on the Work of Community Support Services .....	9
Our Focus .....	10
Governance Leadership Model.....	10
System Engagement.....	10
Communication and Knowledge Transfer .....	11
Quality Client Services .....	11
Information and Decision Support.....	12
Implementing the Strategic Plan.....	13
Summary.....	14
Appendix 1: Milestone Chart .....	1

## **Introduction**

### ***About Metamorphosis***

Metamorphosis is an independent network of community support service providers and health system partners.

### ***History of the Network***

A CSS planning team was established early in 2005 to facilitate integration and learning activities. The team is comprised of 9 members with representation from the 3 founding networks:

- ✓ Community Support Services Group of Peel
- ✓ Halton Health & Community Support Services Network
- ✓ Dufferin County Community Support Services Network.

Since March, 2005, the network directory has grown to over 250 contacts primarily in Central West and Mississauga Halton, representing the following stakeholders:

- ✓ Community Support Services
- ✓ Mental Health & Addictions
- ✓ Consumers
- ✓ Primary Health Care,
- ✓ Public Health
- ✓ CHCs/FHTs
- ✓ CCACs
- ✓ Hospitals
- ✓ Long-Term Care Homes
- ✓ Government (LHINs, Central West Regional Office, and Queen's Park)
- ✓ other funders, e.g. United Way, and educators/researchers

The majority of network participants are providers of Community Support Services including governance Board members, and staff. The Network initially received a \$5,000 grant from Queen's Park to conduct its first conference in March, 2005, and since has operated through minimal fees (\$25 for breakfast sessions, and \$65-\$85 for bi-annual conferences), charged to event participants.

Leadership is provided through community support service agencies on a voluntary basis.

### ***About the Strategic Planning Process***

The strategic planning process for the network consists of the following five steps.

1. A planning working group met to review the history of the network, identify emerging opportunities for the future of the network and then identify suggested areas of strategic focus.
2. A draft plan was developed for the review of the working group. Their input was gathered and used to revise the draft plan. As part of the ongoing dialogue, suggestions were gathered to identify how to best engage the full network on the planning document.
3. The revised draft document – this copy – was shared with the full network as a back ground document for discussion at the June 2007 network meeting
4. Feedback from the June meeting will be incorporated into the final document.
5. The final document will be released to the network in September 2007.

### ***Our Thanks***

We would like to extend our thanks to the following members of the planning team for their work on plan.

- |                      |                    |
|----------------------|--------------------|
| ✓ Karen Aikman       | ✓ Carolyn Clubine  |
| ✓ Shirley Andrecheck | ✓ Carolyn Giddings |
| ✓ Raymond Applebaum  | ✓ Gord Gunning     |
| ✓ Angela Brewer      | ✓ Monty Laskin     |
| ✓ Theresa Greer      | ✓ Maureen Riedler  |
|                      | ✓ Hugh Stewart     |

## Cornerstones of the Network

The network's four cornerstones consist of the mission, vision, values and the value proposition. They outline why the network exists, its desired future and principles by which it operates on a daily basis. This section of the plan outlines each of the items.

### ***Our Mission***

To provide a collaborative forum to achieve enhanced client service, knowledge transfer, and service integration, in support of the Ministry of Health & Long-Term Care's health transformation agenda.

### ***Our Vision***

An inclusive round table designed to engage, support and enable community support services to demonstrate its role in the health and well being of individuals in the community<sup>1</sup>.

### ***Our Values***

The values of the network represent the basic ground rules used by the network to support meetings, design projects and resolve emerging issues of interest. The values of the network are as follows:

- ✓ Objective – We remain open to look at the objective data to support dialogue, learning and opportunities for change.
- ✓ Neutral – We are a neutral network designed to support open and honest dialogue with all of the partners.
- ✓ Responsive – We seek and respond to emerging opportunities within the overall healthcare transformation agenda.
- ✓ Engaging – We support and encourage all members to engage and participate in the work of the network.

---

<sup>1</sup> The draft vision statement was crafted based on conversations from the planning team.

- ✓ Inclusive – We support and encourage the participation of organizations in the work of the network from all sectors related to the health and well being of the community.

### **Value Proposition**

The value proposition<sup>2</sup> outlines the unique value that Metamorphosis brings to the network participants.

*Participating organizations are able to find new and measureable methods to deliver services that meet and exceed their client's needs by leveraging shared knowledge and tools from network partners. They can accomplish real changes in services without giving up the unique and meaningful role of boards by working collectively as a network<sup>3</sup>.*

---

<sup>2</sup> A value proposition is a clear statement of the tangible results a customer will receive from using your services or products (<http://www.sideroad.com/Sales/>)

<sup>3</sup> Modeled on the sample provided at <http://www.sideroad.com>

## **Key Factors in Planning**

In crafting strategic directions for the network, a series of key documents were used as key reference points. This section highlights the type of documents and activities that continue to play an important role in developing long term strategy for the network.

### ***Local Health Integration Network (LHIN)***

The LHINs play an important role in the health transformation process in Ontario. They are responsible and accountable to fund all health services through assignment of service agreements and accountability agreements to the LHINS. The LHIN's authority includes funding, allocation, redistribution and reallocation of funds to meet the needs of the communities served and consistent with the Integrated Health Service Plans (IHSP). The LHIN Act of March 2006 outlines:

- ✓ the integration process
- ✓ issuing of integration decisions
- ✓ issuing integration orders

The LHIN IHSP and supporting Accountability Agreement materials can be found on the LHIN website.

### ***Shifting Demographics of the Community***

The communities of the two LHINs are very diverse. There is a wealth of information on the demographics and health needs of the communities. The information is an important element in helping the network and its member agencies effectively plan and coordinate services. The sources include, but are not limited to:

- ✓ LHIN Demographic Profile of the Communities
- ✓ Regional Municipalities
- ✓ Public Health Departments
- ✓ Social Planning Councils
- ✓ Past District Health Council Reports

The documents can be found through a website search of the above mentioned organizations or upon request of the sponsoring agency.

### ***Increasing Focus on Quality of Client Care***

The quality of services and the ability of services to make a measureable difference is an important element in the healthcare transformation agenda. There are a number of key resources on the subject of quality which will play an ongoing role of the network. The following is a partial list of the emerging sources on the subject of quality which continue to play an important role in the work of developing a system wide approach to quality of services.

- ✓ Ontario Health Quality Council
- ✓ Canadian Council on Health Services Accreditation
- ✓ National Quality Institute

The supporting documents can be found on the web at the host organization's website.

### ***Emerging Research on the Work of Community Support Services***

Research is an important element in the work of the network. Working in partnership with Universities, research continues to provide the necessary evidence to support the ongoing changes and improvement in services provided in the community. Research data and research activities are found in any number of the following sources:

- ✓ Partnership projects with the Universities, such as the Balance of Care Project with the University of Toronto.
- ✓ Supportive Housing with Ryerson University
- ✓ Ontario Health Quality Council 2006 1<sup>st</sup> Year Report Presentation
- ✓ Emerging research reports on seniors such as epidemiological data from Peel Public Health

The support documents on current research and projects can be found through the supporting partner's websites and public documents.

## **Our Focus**

The power of the network is its ability to adapt and change in response to the emerging opportunities of the health care transformation process. Five (5) key areas will serve as the focus for the network for the next three year period. Each areas of focus will provide the network the opportunity to remain responsive, yet ensure that it continues to meet the emerging needs of network participants.

The following is a summary of the five identified areas of focus and the identified measureable results to be achieved.

### **Governance Leadership Model**

It is important that the network is a model that supports ongoing engagement of community partners in the overall health care transformation process. Our governance leadership model is responsive to the needs of the network partners.

Measureable results will include:

- ✓ Roles and responsibilities clearly defined for the network
- ✓ Formal Communication process
- ✓ Strong Governance Team
- ✓ Viewed by those outside the group as a creditable group
- ✓ Financial accountability
- ✓ Strategic Plan in place and list of accomplishments
- ✓ Plan to bring people and organizations on board

### **System Engagement**

The network will focus on providing and engaging in the translation of system planning opportunities into meaningful service experiences for families and organizations.

Measureable results will include:

- ✓ Community Support Services is an integral part of the health care system
- ✓ The network is:
  - consulted prior to decision making
  - an integral part of the IHSP implementation process
  - a valued partner with provincial associations
- ✓ The accountability process is clearly defined

- ✓ Well defined formal linkages with other networks/ collectives within the LHINs.

## **Communication and Knowledge Transfer**

It is important that the network is the neutral round table that supports dialogue, learning and sharing of information related to health care and community support services in the community.

Measureable results will include:

- ✓ Small agencies will feel involved and valued
- ✓ Conduit been developed
- ✓ Strong peer to peer network

## **Quality Client Services**

The network is the repository of excellent and documented information on the effective benefits of working together as a network to provide services in the community. Our work will include Front Line Service delivery, Back Office Efficiency and Performance Improvement results to ensure services to clients remain the centre of network projects and activities.

Measureable results will include:

Front Line Service Delivery

- ✓ Success stories on service delivery and integration

Back Office Efficiency

- ✓ Efficiencies are being realized and investment back into client services

Performance Improvement

- ✓ Clients, families and the community rate high level of satisfaction with services
- ✓ Performance indicators have been established
- ✓ CSS Scorecard is in place
- ✓ Bench marks that are helpful for the sector
- ✓ Sharing best practices

## Information and Decision Support

The network is the preferred choice for learning and information on effective translation of eHealth strategy into effective information tools to support client and community care.

Measureable results will include:

- ✓ Standard chart of account for MIS and financial indicators
- ✓ Standard client information/ data
- ✓ Information Technology Infrastructure is improved
- ✓ Data is used to support service excellence instead of “removing” agencies

The five areas of focus are captured in Figure 1 on the following page.

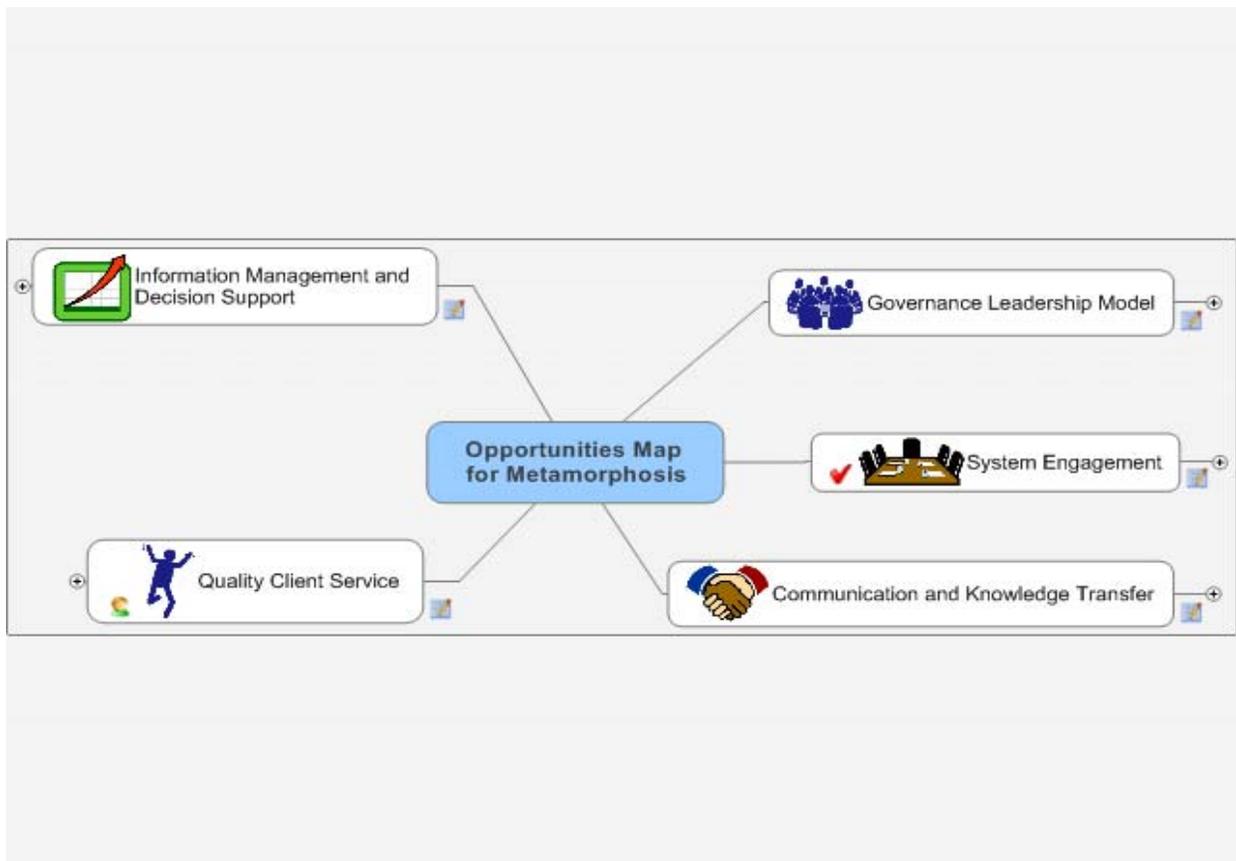


Figure 1 - Five Areas of Focus

## **Implementing the Strategic Plan**

The implementation process for the strategic plan will consist of the following steps:

- ✓ Review of the Milestone chart listed in Appendix 1
- ✓ Identification of working groups to address each of the strategic directions.
- ✓ Each group will identify a work plan for the current year.
- ✓ Sharing of the work plan with the network prior to implementation.
- ✓ Implementation of the work plan with updates to the network.
- ✓ Annual report on the identified results to the network.

## Summary

The strategic plan for Metamorphosis is a living document. Each year, at the bi-annual conference, the plan will be reviewed and updated by the network to ensure the plan is current at all times. The plan will serve as guide to ensure the work of the network continues to meet the needs of the network participants on an ongoing basis.

RAYMOND APPLEBAUM

Raymond Applebaum  
Chair, Metamorphosis

### File Reference:

C:\Documents and Settings\Jerry\My  
Documents\wpdocs\Metamorphosis\PlanningSession\_Dec06\Metamorphosis\_StratPlan\_ConsultationCopy  
0507.doc

Facilitated by The Desk  
Solutions for Strategic Questions

## Appendix 1: Milestone Chart

The Milestone Chart contains the following information<sup>4</sup>.

- Strategic Directions outline the key areas of focus for Metamorphosis for the next three year period.
- Time Frame outlines the results that should be accomplished in the identified year.
- Measurable Results contains a list of the results that should be completed by March 31, 2010.

Strategic Direction is:	Time Frame			Measurable Results should include:	
	In Play	07/08	08/09		09/10
<b>Governance Leadership Model</b>	<i>Steering Committee continues work on Annual Conference Ad Hoc Group and Steering Committee work on Strategic Plan Network provide input into the Strategic Plan</i>	Network Terms of Reference Participants identify expectations of Network and early Wins	Partner with Associations	Metamorphosis Self Evaluation	<ul style="list-style-type: none"> <li>• Roles and responsibilities clearly defined</li> <li>• Formal Communication process</li> <li>• Strong Governance Team</li> <li>• Viewed by those outside the group as a creditable group</li> <li>• Financial accountability</li> <li>• Strategic Plan in place and list of accomplishments</li> <li>• Plan to bring people and organizations on board</li> </ul>
<b>System Engagement</b>	<i>Metamorphosis continues work with LHINs and government on transformation opportunities (e.g., MIS Project)</i>	Educate and influence development of accountability agreements Input into IHSP Detail and Planning Teams	Explore and engage policy development and design cross LHIN and the province	Inform the LHIN IHSP Process	<ul style="list-style-type: none"> <li>• Community Support services is an integral part of the health care system</li> <li>• Being consulted prior to decision making</li> <li>• We are seen as an integral part of the IHSP process</li> <li>• We work in partnership with provincial associations</li> <li>• Accountability process is clearly</li> </ul>

<sup>4</sup> The Strategic Directions and Measurable Results were developed during the first planning session held on December 6, 2006. The material in the Time Frame columns was first prepared during the December meeting and refined at the January 19<sup>th</sup> meeting.

					<ul style="list-style-type: none"> <li>defined</li> <li>Working with other collectives – formal linkages.</li> </ul>
<b>Communication and Knowledge Transfer</b>	Translating and informing agencies on LHIN related information		Give smaller agencies a voice Provide a conduit to ask questions	Define how the network can benefit the system through research Provide mentoring on community and organization level	<ul style="list-style-type: none"> <li>Small agencies should feel involved and valued</li> <li>Conduit been developed</li> <li>Strong peer to peer network</li> </ul>

Quality Client Services					
<b>Front Line Service Delivery</b>	Encourage board to board contact		Board Chairs share information on planning on the topics of: <ul style="list-style-type: none"> <li>• Collaboration</li> </ul> Service integration (definition, opportunities, reality checks)	Explore and define integration opportunities from a organizational <i>or cross sectoral perspective</i>	<ul style="list-style-type: none"> <li>• Success stories on service delivery and integration</li> </ul>
<b>Back Office Efficiency</b>	Add to existing website: <ul style="list-style-type: none"> <li>• FAQ</li> <li>• Discussion Board</li> <li>• Tools</li> </ul>		Back office integration opportunities	The forum for back office Resource sharing Website includes: Independent Agency Planning Support Tools Background Planning Materials	<ul style="list-style-type: none"> <li>• Efficiencies are being realized and investment back into client services</li> </ul>
<b>Performance Improvement</b>	Outcomes Accountability Performance Agreements	Score Card	Evidence Based Indicators	Proof of services in a Lean Manner Value for Money	<ul style="list-style-type: none"> <li>• Clients, <i>families and the community</i> rate high level of satisfaction with services</li> <li>• Performance indicators have been established</li> <li>• CSS Scorecard is in place</li> <li>• Bench marks that are helpful for the sector</li> <li>• Sharing best practices</li> </ul>
<b>Information Management</b>		MIS Strategy IT Infrastructure	Engaging in the eHealth Strategy Client Information Strategy	Decision Making process using Information  Shared business Cased on deliverables	<ul style="list-style-type: none"> <li>• Standard chart of account for MIS and financial indicators</li> <li>• Standard client information/ data</li> <li>• IT Infrastructure is improved</li> <li>• Data is used to support service excellence instead of "removing" agencies</li> </ul>

