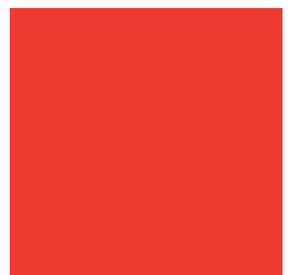
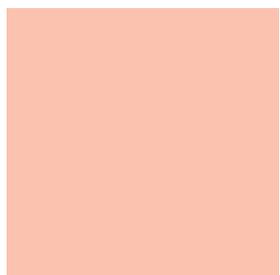
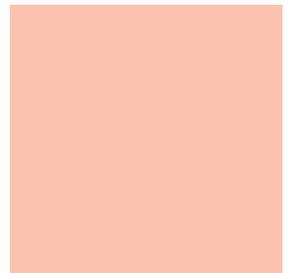


Exceptional Lives. Exceptional Care.

The Safehaven Project for Community Living
Strategic Plan 2017-2022





Exceptional Lives. Exceptional Care.

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Our Plan at a Glance

Vision

Exceptional Lives. Exceptional Care.

Strategic Objectives



Values

Our Strategic Plan outlines how we will successfully carry out our Mission to provide *high quality, family centred and community-based residential and respite care for individuals with complex care needs*. The Strategic Objectives we have developed contain the details of the actions we will take over the next three to five years. Through these actions we will explore opportunities to expand our service offerings to adult aged individuals, develop programs and services to care for more medically complex individuals, and implement innovative care programs for our existing and future clients. Throughout this growth we will seek to work with our clients and their families, partner organizations, and other key stakeholders to ensure the highest level of efficiency, quality and safety in everything we do.

Message from the CEO and Board Chair

We are pleased to present The Safehaven Project for Community Living's (Safehaven) strategic plan entitled **Exceptional Lives. Exceptional Care.** This is our vision for the future — to provide those individuals with exceptional lives the exceptional, family-focused and community-based care they require.

Since 1989, Safehaven has filled a gap by providing family-based respite and residential care in the community for children with complex care needs. Over these 25 years we have served well over 1,000 families and have expanded to serve multiple locations in the Greater Toronto Area. We have significantly enriched the lives of both families and their children through community integration, involvement with family and friends, and temporary or permanent relief for parents. We provide peace of mind to families by providing high quality care and by ensuring their children have opportunities for personal growth and socialization. Our community focus is uniquely ours – we want families to feel that Safehaven is their home away from home.

As we look to the future, we know that there continues to be gaps in the supports for the individuals we serve. The options for those individuals who are transitioning to adulthood are very limited. Similarly, services for individuals with complex care needs are limited. We will strive to address these gaps—by expanding our services across the age continuum and through providing care for individuals with more complex care needs. We will expand our service offerings by providing services to a growing number of individuals and through developing innovative programs. And, most importantly, we will constantly work to improve the quality of our services and ensure the safety of those we serve.

We are proud of our new strategic plan. We believe that it is forward looking, focuses on meeting the wide-ranging needs of the individuals we serve and is ambitious yet achievable. The Plan demonstrates our commitment to providing individuals with exceptional lives, the exceptional care they require. Over the coming three to five years we will build on our recent organizational success and growth to respond to new challenges, and expand our services to reach more individuals and their families. Through regular monitoring, reporting, and refinement to our actions, we will be able to demonstrate the value and benefit of our services to our clients, families, stakeholders and partners. We believe that we have the foundation necessary to meet new challenges and to be a true leader in providing quality residential and respite care in a community setting.



Susan Bisailon
CEO

February 7th, 2017

Connie Lombardi
Chair, Board of Directors

February 7th, 2017

Introduction and What We Do

Safehaven is licensed under the Child and Family Services Act, and is primarily funded by the Ministry of Community and Social Services (MCSS) and the Ministry of Children and Youth Services (MCYS). Additionally, Safehaven receives generous donations from corporations, individuals and foundations.

Safehaven was formed in 1989, by families in response to a crisis in the provincial care of children with multiple disabilities and complex care needs. Since its inception, Safehaven has provided residential and respite care to these children in the Greater Toronto Area. Ontario's Ministry of Children and Youth Services has broadly defined these complex care children for program eligibility purposes as "children who need intensive care and constant monitoring on a 24-hour basis." More specifically, the primary diagnoses at Safehaven include children with cerebral palsy, seizure disorder (epilepsy), genetic disorders, acquired brain injury (ABI), hydrocephaly and, global development delay among others.

Broadly, Safehaven's residential care program provides full-time care to individuals, 24 hours a day, 365 days per year. Safehaven operates residential homes across the Toronto, Central and Central East regions.

Safehaven's respite care program provides relief to families and guardians who provide 24/7 care to their child at home. This provides the families and guardians with the opportunity to rest, recharge and focus on self-care as well as other relationships for a short period of time, such as a day, weekend or week(s), knowing their child is safe and well cared for. The Etobicoke, North York and Bloor Street locations can be used for respite care services for clients located in and around the Toronto region. Similarly, respite care can be provided to Central and Central East region clients through Safehaven's Woodbridge and Aurora homes.

Building on Past Success

Safehaven has worked to address the gaps that exist in providing care to children with complex care needs and multiple disabilities by focusing on the three main themes of family, community and leadership. Our most recent initiatives and efforts have focused on improving the quality of care for our clients, supporting their transitions and ensuring readiness for organizational growth and transition. Areas in which we have made progress and which we will continue to focus on include:

- Safehaven has started the process and is committed to achieving accreditation with Accreditation Canada in June 2018. This will shift Safehaven towards an ongoing focus of evaluating and recognizing the organization's achievements of established standards. Through the accreditation process there will also be an increased focus on quality of care, organizational performance, safety, staffing and Board development.
- In conjunction with the Complex Special Needs team at the Catulpa Community Services, a new model of care was developed at the Woodbridge home to improve the quality of care for children requiring nursing services.
- To support and prepare Safehaven for anticipated future periods of change and transition, we have focused on strengthening our internal operations.

Additionally, the demand for residential and respite care for children who have transitioned from childhood to adulthood has increased. Work is currently underway to develop transition plans for residential and respite care for these individuals, however this is challenging as current demand exceeds capacity. Safehaven sees this gap in service availability as an opportunity to become a leader in this space. We believe we are well positioned as an organization to take a big step towards achieving a goal of being a leader in providing quality community-based residential and respite care, especially for children and young adults.

Addressing the Future

Safehaven exists in a complex environment where services for children and adults are provided through a variety of means. Understanding this environment is an important step in successfully planning for our future. It allows us to be clear in defining our role in a larger system, and to fully understand the opportunities and challenges we face. Doing so can assist us in identifying, and working with partners and other service providers (including hospitals, schools, and children's aid societies) to improve collaboration and partnerships that can enhance the services we deliver to our mutual clients.

The ability to fully understand Safehaven's position in the system requires cross-sector consideration as there is involvement from multiple Ministries^{1,2}, each of which can impact Safehaven's ability to move forward with priorities and strategies. Children with complex care needs, and their families, navigate at least three public systems – health, social services, and education – overseen through four Ontario Ministries:

- Ministry of Children and Youth Services
- Ministry of Community and Social Services
- Ministry of Education
- Ministry of Health and Long-Term Care

In addition to our complex operating environment, we face many new and emerging challenges with respect to the clients we serve. As a result of medical and technological advancements, many of the children we have traditionally cared for are living longer into adulthood than ever before – often with increasingly complex conditions and higher needs for medically intensive services³. This leads them to receiving care in an adult sector where gaps in service providers and programs become even larger. Added to this, the health system (one of the key players in providing care to these individuals), has shifted focus away from providing care in hospitals and by physicians, to one which provides care in the community and through client-centred services. While the increasing age of the clients we see presents challenges given our historical focus on children, there are also opportunities to expand our services. The emphasis on caring for individuals in the community and client-centred services aligns with the work we do – striving to be a home away from home. The opportunity to serve and care for a client from childhood into adulthood would allow for services highly customized and focused on the individual.

These challenges, along with our recent successes and our organizational history and beliefs, have led us to the development of a refreshed Vision, Mission, Values and Strategic Objectives which articulate the direction Safehaven will take over the next number of years.

¹ Residential Services Review Panel. (2015). *Because Young People Matter: Report of the Residential Services Review Panel*.

² Office of the Auditor General of Ontario. (2014). *Residential Services for People with Developmental Disabilities*. Pp 336

³ Ontario Association of Community Care Access Centres. (2015). *Health Comes Home: Part 3*.

Our Strategic Plan

Our Strategic Plan outlines the future path for Safehaven and begins with our Vision, Mission, Values and Strategic Objectives.

Vision

Exceptional Lives. Exceptional Care.

This is our Vision of the future – we will work every day with our clients and their families, our partners, and other key stakeholders to help make our vision of exceptional lives and exceptional care a reality.

Mission

To provide high quality, family centred and community-based residential and respite care for individuals with complex care needs.

Our Mission represents the role we will play in making our vision a reality. We will build on past successes and our exemplary safety record, embrace new opportunities, and ensure the clients and families we serve are kept at the centre of all that we do. Our goal is to ensure that individuals with complex care needs have the care they need throughout their childhood and as they transition into adulthood.

Values

Our primary aim is to ensure the individuals with exceptional lives who we serve, are provided with exceptional care. Our Values underpin our commitment to this aim:

- Quality Focus
- Safety
- Client- and Family-Centred Care
- Respectful Interactions
- Accountability
- Team Values

Our Promises

To live our values, we are making promises to our clients, our families, the communities we serve and each other – promises that are very personal, human and powerful. The Safehaven Promises boldly declare what we believe in, and what we stand for. These are promises we are making and must keep. We cannot achieve what we need to do without being 100% aligned to keeping our promises.

We are Quality Focused

We will always insist on the highest standards and quality of care for our clients and their families. Our objective is to always be focused on our clients and ensure they are receiving the appropriate care in a timely manner. Additionally, we will measure our progress in providing high-quality care and review our strengths and opportunities for improvement on an ongoing basis.

We embrace a Safety Culture

We will always go above and beyond to provide our clients with a safe environment. We will go to great extents to ensure assessments of residences contribute to the safety and security of the environments for our clients. Our staff will be fully trained and able to support our clients and will be empowered to report any concerns immediately for prompt resolution.

We will put Clients and Families at the Centre of our Work

We will keep the client at the centre of everything we do. We will support our staff in their efforts to partner with clients and families in all aspects of care. We will do everything we can to partner with our clients and their families in decision-making about their care, as well as the delivery of respite and residential care services.

We thrive on Respectful Interactions

At Safehaven, we believe that changing lives starts with respect. Every client we interact with has unique abilities and qualities. Our role is to ensure that our clients, families and colleagues feel their beliefs are understood and valued. We strive to focus on maintaining a respectful dialogue with one another, whether it be through our verbal, written, or physical communications.

We pride ourselves on Accountability

Accountability is the power of keeping our Promises. Each and every day, we will perform our work to our best abilities because we know we are helping to make others' lives better. We will celebrate and recognize when our team members go above and beyond their expectations. When things do not go as expected, we will reflect and openly discuss how we can do it better next time. With a collective focus on accountability, we will grow as professionals and ensure our clients and families receive exceptional care.

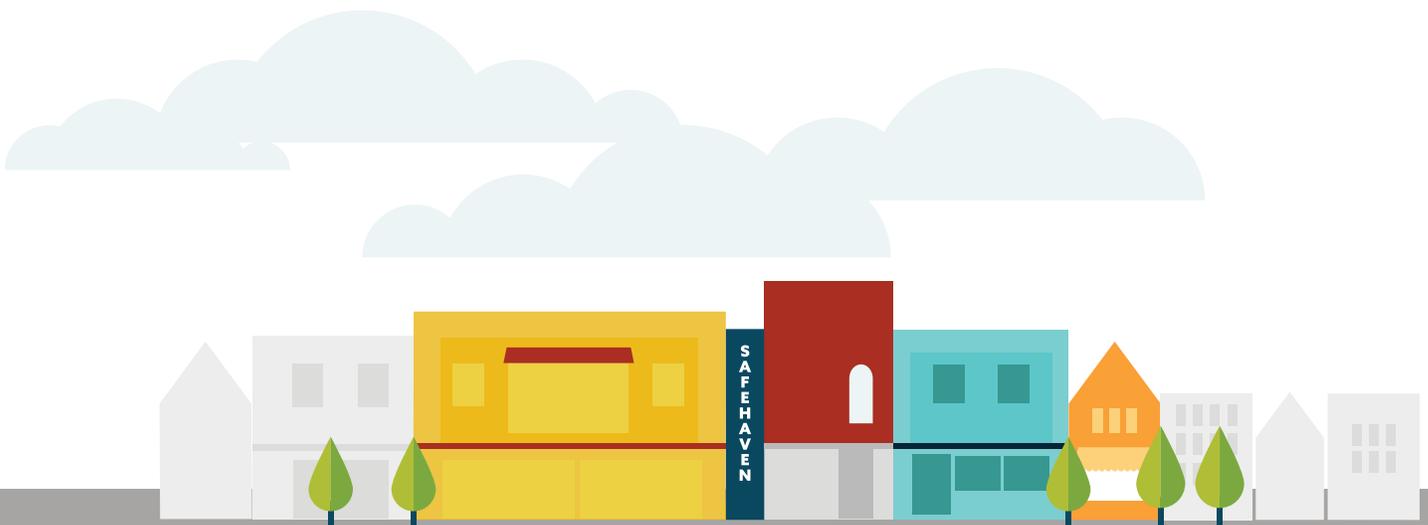
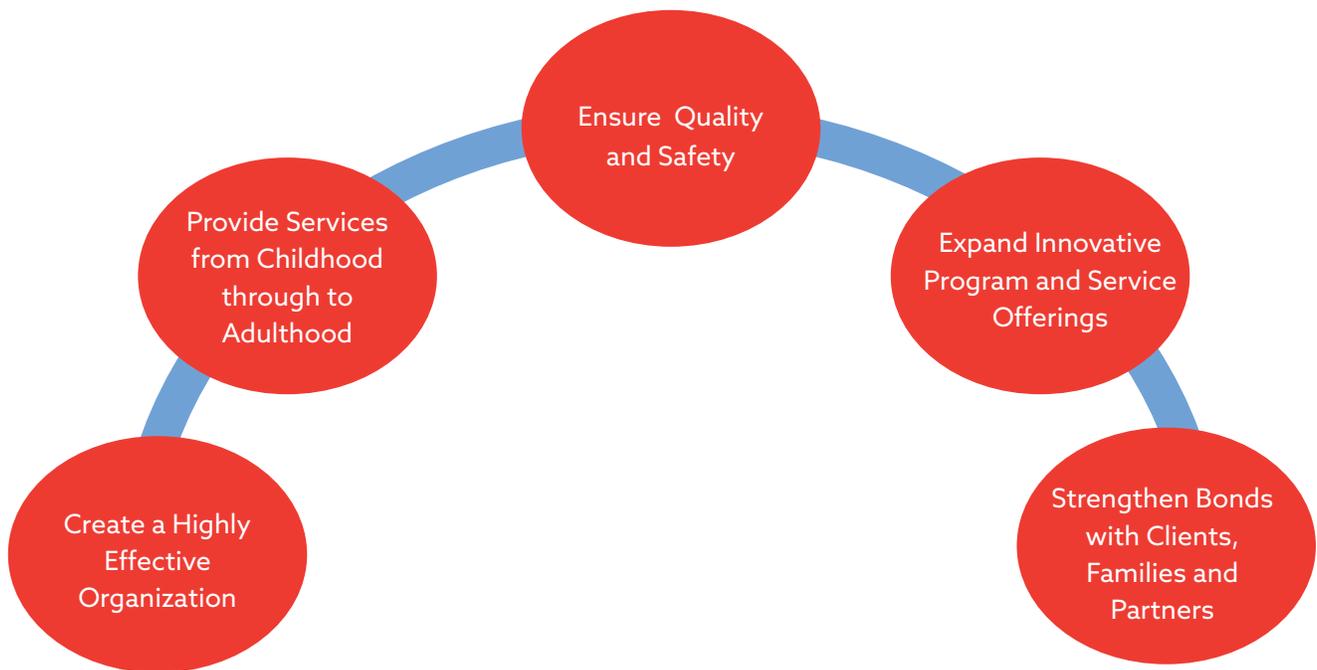
We believe in Team Values

We believe in Team Values that reflect our desire to help our clients live exceptional lives, and this is at the heart of our culture. It's collaborating with each other, creating an engaging and exciting team environment. It's giving our time, expertise, energy and resources to make Safehaven a great place to work. We will help each other in challenging times and not focus our efforts on blaming. This is how we enhance the value we offer – by sharing ideas and best practices with our teams so we are continually getting better every day.

Strategic Objectives

To accomplish our Mission and work towards achieving our Vision, we must identify areas to focus our resources and efforts. Over the next three to five years, we will focus on five Strategic Objectives that will solidify and refine Safehaven's core operations and drive the path forward towards our Vision and Mission.

Strategic Objectives



Ensure Quality and Safety

To accomplish our Mission and work towards achieving our Vision, we must identify areas to focus our resources and efforts. Over the next three to five years, we will focus on five Strategic Objectives that will solidify and refine Safehaven's core operations and drive the path forward towards our Vision and Mission.

As a provider of residential and respite care services, the quality and safety of these services is a top priority for Safehaven. We recognize that the decision to access respite or residential services for a loved one is one of the toughest decisions a family member or caregiver can make. They may have concerns over the ability of someone else to safely provide care and the experience their loved one will have while they are away from their home. To alleviate this, our focus will be on continuous improvement in the quality of care and level of safety for all of Safehaven's clients. Through our actions, we will become recognized as a provider of high quality and safe programs and services for the clients we serve.

For Safehaven, this means we will:

- Ensure that client safety and quality of services is a priority at the leadership and Board level of Safehaven's operations.
- Anticipate and be responsive to client and family focused quality and safety risks associated with the services we provide.
- Provide our staff with the training, knowledge, tools, and support to provide the necessary high level of care to all clients.
- Monitor and report on safety and quality performance and be transparent in the outcomes we achieve.
- Work to achieve national standards with Accreditation Canada.

Strategic Initiative

Achieve and maintain accreditation.

Key Priorities:

- Continue with the accreditation process as planned with an aim to achieve accreditation by June 2018.
- Implement a Board Quality Committee which includes representation from families and staff.
- Develop a quality plan, client safety plan, and emergency management plan and ensure alignment with organizational processes.

Strategic Initiative

Ensure that our facilities remain safe and modern.

Key Priorities:

- Embed the oversight of upgrading Safehaven's facilities into a Board level committee.
- Develop a Facility Upgrade and Preventative Maintenance Plan that is aligned with the sustainable growth of Safehaven.

Provide Services from Childhood through to Adulthood

Safehaven is a leader in providing care to individuals under the age of 18 and aims to be an expert in young adult care. The individuals who have been supported by Safehaven are now living longer than ever before – in many cases well into their adulthood. However, their care needs do not vanish when they turn 18. As they reach this age, our clients and their families discover that there is no strong system for transitional aged young adults. They find the supports, services, and assistance they were familiar with as clients of Safehaven are no longer available to them. Rather, many of these individuals and their families are faced with the challenges of navigating a new system of adult services, with new service providers, new oversight Ministries, gaps in service, and new quality of life concerns. Moving forward, Safehaven will seek to be an instrumental player in building a system for transitional aged young adults by formally expanding into the provision of services for adult aged clients. The objective would involve providing services for individuals with complex care needs over the age of 18, beginning with our own existing clients. Through this initiative we will seek to support individuals from childhood to adulthood and create additional capacity in the adult sector. Our intent is to view clients as individuals with unique and evolving care needs and not simply ‘children’ or ‘adults’. Through these activities we will also aim to be the provider of choice for our clients as they make a streamlined transition from child and adolescent aged services to adult services.

For Safehaven, this means we will:

- Provide services to individuals with complex care needs under and over the age of 18.
- Secure the resources and facilities necessary to meet requirements associated with providing care to clients over the age of 18.
- Provide a seamless transition of care for our child-aged clients as they reach adulthood.
- Develop the necessary skills and expertise to provide the highest level of care to clients over the age of 18.

Strategic Initiative

Develop a detailed framework that provides an overview of the needs of adult aged clients, and the services/supports they require.

Key Priorities:

- Develop an understanding of the health profiles and care needs of potential adult aged clients.
- Identify the necessary staff levels, skills, and expertise as well as facilities and equipment needed to support adult aged clients.

Strategic Initiative

Build the programming that will provide services to individuals from childhood through to adulthood.

Key Priorities:

- Estimate the number of adult aged clients that could be served through respite and/or residential care programs.
- Identify funding and licensing requirements and sources for supporting adult aged clients.
- Establish a timeline for the implementation of services for adult aged clients at Safehaven.
- Take actions to implement services and programs for individuals over the age of 18.
- Provide seamless care from childhood to adulthood.

Expand Innovative Program and Service Offerings

For 25 years, Safehaven has provided critical services to families, for residential or respite care, to allow them to take much needed time to recharge and reconnect while their child is provided with new opportunities for personal growth and development. As we look towards the future, we will aim to provide new programs and services to our existing clients, and expand programs and services to serve new clients. This will involve looking for new and innovative programming options, including day programs and partnering with other organizations. As we look to bring new individuals into the Safehaven family we will focus on providing care to individuals with more complex care needs. Through our advancements in programming, quality and safety initiatives, we are well positioned to work closely with our social services and health care sector partners to ensure individuals with exceptional lives are provided exceptional care.

For Safehaven, this means we will:

- Expand our client base to provide services to a growing number of individuals.
- Work with external partners to grow and expand the availability of care options for clients.
- Ensure that our facilities are able to support the expansion of respite and residential care offerings for all clients.

Strategic Initiative

Develop a detailed framework that outlines the programs and services to support more complex and medically fragile individuals.

Key Priorities:

- Build an understanding of the medical and social support needs of individuals with complex care needs.
- Detail the necessary health human resources, equipment, and other material necessary to support more complex and medically fragile individuals.
- Partner with organizations who serve more complex and medically fragile individuals.

Strategic Initiative

Identify innovative approaches to increase the capacity and utilization of existing or new programming and resources.

Key Priorities:

- Implement an approach/culture to reviewing, and where possible, implementing industry leading practices related to program design and delivery.
- Identify and implement opportunities to provide programs/ services to additional clients with existing resource levels.
- Develop a business case for the acquisition/use of an additional location from which new services can be provided.

Create a Highly Effective Organization

We recognize that for an organization to grow and succeed it must be supported by the right people and culture, solid internal operations and technology, and sound organizational leadership. We operate in an environment of finite resources and we must maximize what we can accomplish given our funding, staffing, volunteers, and other resources. This will require a commitment to continually review our internal operations (using proven and evidence based approaches such as LEAN methodologies), we will make decisions to maximize efficiencies, minimize waste, and improve the experiences we are able to deliver to our clients and their families. As we continue to grow, our commitment to efficient and effective internal operations will help to ensure that growth will be accomplished in a sustainable and responsible manner while maintaining the exceptional level of care we provide to our clients.

For Safehaven, this means we will:

- Foster an organizational culture which reinforces and rewards teamwork, honesty, transparency, learning, and our common commitment to providing high quality and safe care to our clients.
- Have the required staff and expertise to deliver on our commitments to clients, families, partners and funders.
- Strive to maintain and improve our operational processes and technology to maximize efficiency in our use of valuable resources, and positive client and family interactions.
- Remain committed to developing and maintaining the highest quality of organizational governance and leadership to guide the organization forward.

Strategic Initiative

Enhance Safehaven's culture to emphasize the commitment to our promises.

Key Priorities:

- Work with staff to advance the organization towards a promise-based culture aligned with core values and competencies.
- Foster an environment of collaboration, positive feedback and communication across the organization.

Strategic Initiative

Develop a renewed Talent Management Plan to ensure our work force is aligned with the existing and future needs of the organization.

Key Priorities:

- Develop a recruitment and retention plan that incorporates the future skill sets that Safehaven will require.
- Review the current structure and role definitions for Safehaven and refine to better support future strategies.
- Review and enhance Safehaven's performance management system for employees.
- Develop a reward and recognition program for Safehaven.

Strategic Initiative

Create and implement continuous improvement plans to drive more efficiencies across all areas of the organization.

Key Priorities:

- Develop a plan to review existing business processes and identify process improvement opportunities, using proven methodologies, and ensure processes can support organizational growth (e.g. Intake Process).
- In alignment with process reviews, create an IT Enhancement Plan that reviews existing technology and prioritizes replacement and enhancement requirements to sustain future growth.

Strategic Initiative

Enhance leadership development and Board governance.

Key Priorities:

- Implement a program of leadership development.
- Continue to enhance governance effectiveness through focusing Board attention on key strategic initiatives (e.g. quality and safety, expansion from childhood through to adulthood, expansion of services).



Strengthen Bonds with Clients, Families and Partners

Among those we work with, Safehaven has become known as a dedicated, caring, and safe home away from home for individuals with complex care needs. The families we support, and those we work closely with know of and have a high level of respect for Safehaven and its staff. As we look to expand our services and increase the number of clients we serve, it will be important to ensure that even more members of the communities we operate in are aware of the important services we provide. While this will be accomplished in part through our good work and its promotion by the families we assist, we will need to develop planned and targeted outreach and partnership activities to spread awareness of Safehaven and the value we provide to local communities.

For Safehaven, this means we will:

- Work to strengthen existing partnerships and develop new ones with organizations that will assist in allowing individuals with exceptional care needs to live in their community.
- Promote Safehaven in the communities we serve to increase awareness, understanding, engagement and interest in Safehaven and our clients.
- Work to advocate with and to key stakeholders and decision makers to ensure the needs of those we serve are well understood.

Strategic Initiative

Develop a Partnership and Marketing Strategy that identifies the partners Safehaven will need to work with and activities to raise awareness of Safehaven.

Key Priorities:

- Implement a Fundraising Strategy.
- Identify core partnerships who will refer clients to Safehaven and/or support the provision of services to clients.
- Develop and implement a process to monitor and evaluate partnership and marketing/fundraising activities.
- Explore opportunities associated with new partnership types including those with research and academic institutions which could raise the profile of Safehaven.

Strategic Initiative

Implement and enhance an ongoing client and family focus on organizational decision making.

Key Priorities:

- Develop and implement opportunities for enhanced client and family participation in service level decisions.
- Develop and implement a client and family advisory group to support strategic decision making.

Strategic Initiative

Develop and enhance relationships with new and existing key stakeholders who will be influential in the success of Safehaven.

Key Priorities:

- Identify and work with influential stakeholders to ensure Safehaven's interests are known to decision makers and system funders.
- Align communication efforts with community leaders, businesses and government bodies.



Exceptional Lives. Exceptional Care.

The Safehaven Project for Community Living

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