

2022—2027

STRATEGIC PLAN



LOVE

WE BELONG.

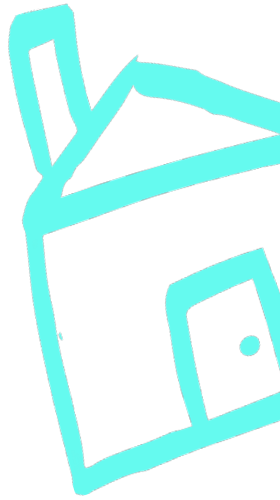


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OUR *PLAN* AT A GLANCE

VISION

To create a more inclusive world for people with complex care needs.

MISSION

We are dedicated to building an inclusive environment for people with complex care needs, so they can live a life with dignity & respect.

VALUES

QUALITY

ACCOUNTABILITY

TRUST

CURIOSITY



STRATEGIC PRIORITIES



Expand Capacity & Provide Choices



Innovate for Quality



Revolutionize Care



Educate & Engage



Attract & Retain Talent

OUR MANIFESTO

SAFEHAVEN MANIFESTO

Nothing will test you like this will.

It tests your patience.

Your spirit.

Your Strength.

It changes what you care about. Who you care about. What you appreciate.

It impacts your goals.

Your dreams.

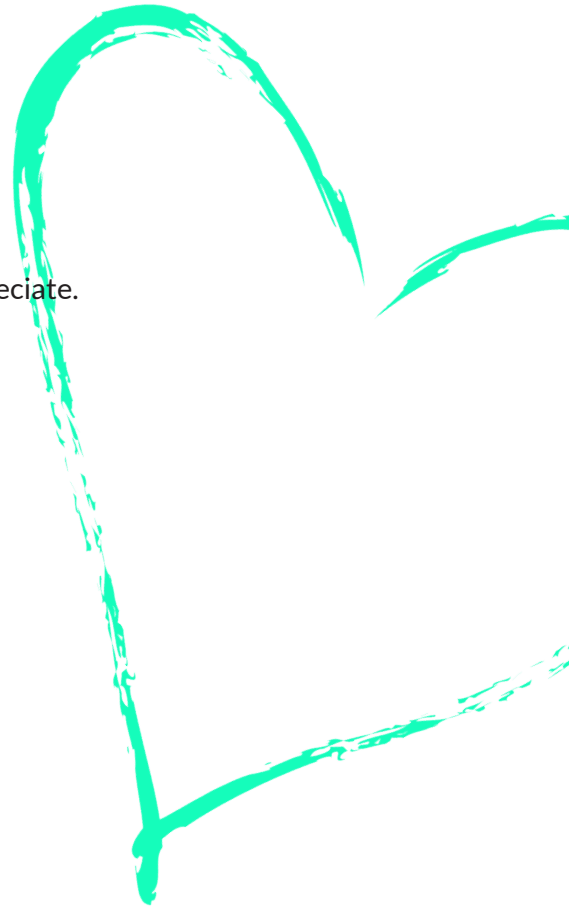
It's one of the biggest hardships you'll ever endure.

But finding life in difference. That's rewarding.

Rise above perception.

Rise up to resilience.

We all belong.



ACCESSIBILITY

RIGHTS

MANTRA



NOTHING ABOUT US, WITHOUT US

People with disabilities know what is best for them. Their voices should be heard, and their experiences shared. In addition, people without disabilities have an important role to be allies and partners toward inclusion and equity.

MESSAGE FROM CEO & PRESIDENT OF THE BOARD

BOLDER CHANGEMAKERS. STRONGER ADVOCATES. A GROWING COMMUNITY.

The future of Safehaven is here.

Over the past five years, we have grown into an even bigger, more impactful organization—a powerful voice for our clients and vulnerable populations, a leading advocate of community-based healthcare innovation, and a trusted collaborative partner of healthcare institutions and community organizations alike. Together, we are many strides closer to building an inclusive community where everyone feels a sense of belonging.

In the past year, we've celebrated our organization's 30th anniversary, delivered resilient and inclusive COVID-19 pandemic programming, and received external awards and recognition, including the 2021 Children's Healthcare Canada Organizational Leadership Award and the 2021 Ontario Agencies Supporting Individuals with Special Needs (OASIS) Member Leadership Award. Today, we embark on a new journey of transformation, emboldened by these strides and hopeful in our ability to shape a better future for our clients and community from childhood through to adulthood.

We present to you our vision for Safehaven and invite you take part in it: an inclusive world for people with complex care needs. We have our work cut out for us—to close gaps in and eliminate systemic barriers between pediatric and adult care, to provide affordable and accessible housing, and to design new and sustainable care pathways, including enriched residential, respite and home-based care. With these ambitions in mind, we will build on our work to break down barriers and change perceptions about what it means to live with complex care needs.

Safehaven has always been resilient. Our vision calls for a stronger community that empowers individuals with complex care needs and provides them with necessary supports to thrive and live happy, healthy, and fulfilling lives. Ultimately, we step up to the challenge and offer ourselves as a champion—for our clients and the broader developmental sector, and for various vulnerable populations who all deserve to be treated with dignity and respect.

The future of Safehaven is here. We offer a vision of hope and a model for inclusion that goes beyond our community. Together, the opportunities we create for collaborative and integrated healthcare, community-driven innovation, and advocacy for better outcomes will fuel a brighter, inclusive future for all.

Sincerely,

Susan Bisaillon
CEO, Safehaven



Mary Peterson
President of the Board, Safehaven





SAFEHAVEN'S STORY : WHERE WE ARE TODAY AND WHERE WE ARE GOING

INNOVATIVE. RESILIENT. FORWARD-THINKING. SAFEHAVEN.

Safehaven is on a journey dedicated to creating inclusive opportunities for their clients with complex care needs, advocating for a continuum of care from childhood through to adulthood and ensuring that anyone, regardless of their age, can access the supports and services they need to live full, healthy, and happy lives.

Each and every day, we see the gaps that exist in our fractured health and care systems that has left families feeling isolated and alone. They worry about what will happen to their children the day they turn eighteen or who will provide care as they themselves age and no longer have the ability to take on the daily care their child requires. We see the siloed system that exists from the hospital to community that prevents individuals and their families from receiving timely access to the integrated care they need in the community and at home. We see the lack of affordable housing and care options that exists within our community, particularly housing that has the infrastructure in place to meet the needs of individuals living with complex care needs, who are technology-dependent or simply don't feel like they belong anywhere else. We see the many families who are on a waitlist for services, desperately seeking supports to help them with their day-to-day needs.



Safehaven is tackling these gaps head on, taking a leadership role in finding unique and sustainable solutions to systemic barriers that will have positive and lasting impacts on the population we serve. By thinking outside the box, leveraging our advocacy work and collaborating with other organizations to drive change, we know the future of our organization and the clients we serve, is bright. As we look ahead, our growth plan over the next five years will be foundational to our work. We have received input from children, residents, families, volunteers, dedicated staff and board members, which has been instrumental in setting our future direction.

The long-term vision for Safehaven will include the provision of additional supportive housing opportunities across the care continuum for children and adults, complemented by a host of community-based programs that demonstrate social inclusion principles and continue to strive for much needed home-based care options. Additionally, we exist in a system of care and the need to be responsive to patient flow pressures as a partner of care will continue to be of importance as integrated care models are advanced in Ontario.

We are committed to breaking down barriers and changing perceptions about what it means to live with complex care needs and creating an inclusive community where we belong.

In our effort to be Changemakers, we have updated our 5-year Strategic Plan to demonstrate our commitment to create a world where individuals feel they belong and can live their best life!



OUR STRATEGIC PLAN



SAFEHAVEN STRATEGIC PLAN

Safehaven is committed to supporting our families, clients, staff and community to understand how the world is changing and what this will mean for individuals with complex care needs and vulnerabilities. Our Strategic Plan has been intended to reflect this work and to pave a path forward that is inclusive, revolutionary and reflects the society that we want to create and be a part of.

Vision: To create a more inclusive world for people with complex care needs.

Mission: We are dedicated to building an inclusive environment for people with complex care needs, so they can live a life with dignity and respect.

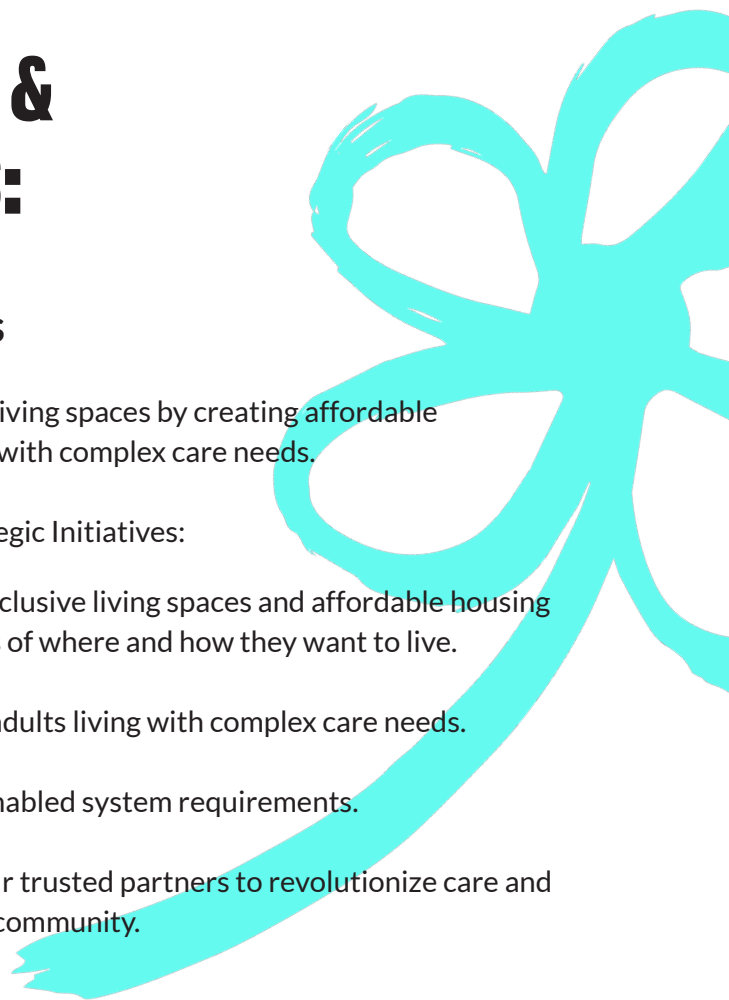
STRATEGIC PRIORITIES & STRATEGIC INITIATIVES:

Expand Capacity & Provide Choices

Safehaven will redefine what it means to have inclusive living spaces by creating affordable housing and care options for children, youth, and adults with complex care needs.

We build capacity and offer choices through these Strategic Initiatives:

- Collaborate with partners and developers to offer inclusive living spaces and affordable housing opportunities that empower our clients with choices of where and how they want to live.
- Advance the expansion of our services and care for adults living with complex care needs.
- Advance our technology plan to meet the digitally enabled system requirements.
- Be responsive to system pressures and work with our trusted partners to revolutionize care and provide new programs to support transitions to the community.



Innovate for Quality

Safehaven is steadfastly committed to advancing quality and safe care and recognizes that this is essential to our core work. Safehaven will be a valuable partner and innovator on the path of discovery and research leading to improvements and predictable outcomes in care pathways.

We will be Changemakers with these Strategic Initiatives:

- Partner to develop integrated cross-continuum care that is high quality, consistent and coordinated from hospital to community to home.
- Introduce state-of-the-art adaptive and digital technologies to improve access and care.
- Partner in research educational opportunities with academic hospitals, universities and collaborative innovative networks.

Revolutionize Care

Safehaven is prepared and ready to influence and refresh the current care delivery model for individuals living with complex care needs. We are co-creating a service design with our clients, families and community partners that will ensure everything from infrastructure and service programming to digital engagement and community dialogue will meet our client's unique needs.

We are well positioned to be the ultimate resource throughout the lifespan of our clients through these Strategic Initiatives:

- Advance transitional integrated programs from hospital to community.
- Align digital technologies with the transitions of care for the client, family, and care teams.
- Design and expand our adult programming in new locations for respite and residential care.
- Revolutionize the models of care in the community for children, youth and adults living with complex care needs leading to best in class care pathway.

Educate & Engage

Safehaven will champion innovative approaches for sectoral gaps in service delivery and develop a collaborative response so that all our clients can thrive in place from childhood through to adulthood. We will continue to be relentless in this work and will make ourselves increasingly visible within our communities for the betterment of our clients.

We will educate and engage others through these Strategic Initiatives:

- Educate our communities and partners on what it means to live with complex care needs by sharing experiences of our clients and their families.
- Create opportunities for shared learning and education across sectors while being responsive to emerging priorities.
- Provide leadership with our education programs that can be expanded and shared with other individuals and agencies in our sectors.

Attract & Retain Talent

As part of our road to excellence, we continue to plan and predict our human capital needs to inspire innovation and growth, revolutionize the care experience and impact system change.

Having the best people with the best skills in the right roles at the right time is imperative to advancing our Vision and Mission with these Strategic Initiatives:

- Promote competency and capability for staff to be aligned with evolving practices, innovation, and leadership opportunities.
- Create strategies that enhance staff wellness, morale, and resilience.
- Cultivate a community that recognizes diversity, equity, inclusion and belonging as our foundation.
- Attract talent that will practice and live our values.



OUR Values

SAFEHAVEN VALUES

Safehaven is an organization that delivers on our promises to our clients, communities and to each other. We realize that we need to live our values with each interaction and experience to implement our Strategic Plan 2022-2027.

Quality

We will be the champion for individuals of all ages living with complex care needs by revolutionizing the care through continuous quality innovation and improvement.

Curiosity

We will courageously explore opportunities to gain experience and grow through partnerships and evidence-based and innovative opportunities.

Trust

We will listen, collaborate, value and respect every interaction.

Accountability

We will commit to our obligations and do what we say we will.

OUR ACTION FOR THE FUTURE

Our Strategic Plan will form the foundation for Safehaven to develop our 5-year Operational Plan to advance our strategic directions. Our intention is to continue to engage with stakeholders as we shape the initiatives and our direction forward to achieve our desired Vision and Mission.



WE ARE CHANGEMAKERS.

WE ARE ADVOCATES.

WE ARE COMMUNITY.

WE BELONG.



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