



OCSA Members' Update: June 2016

Hello and welcome to the latest issue of our Members' Update newsletter, provided exclusively to OCSA's member organizations. This issue will provide updates on our activities and sector developments since our last issue in March. To skip to a particular section, click on any line of the Table of Contents.

Though summer is generally a slower time for our sector, this year is shaping up to be an exception, as we analyze and organize around Bill 210, the *Patients First Act*. At the OCSA offices, we are also busy pulling together an outstanding program for our 2016 annual conference. Details on all this and much more, below.

As always, please feel free to get in touch with us via e-mail, phone, or the social media network of your choice. And have a great summer!

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Government Relations

Patients First Act: Impact and Next Steps

On Thursday June 2, Minister Hoskins tabled the government’s follow-up to December’s *Patients First* proposal in the form of legislative changes entitled Bill 210 the *Patients First Act*. Our full analysis is still to come, but in general, the proposed legislative changes are strongly aligned with the proposal.

The proposed amendments include:

- The dissolution of the CCACs, and a corresponding expansion of the mandate of the LHINs. All CCAC assets will transfer to the LHINs.
- The LHINs will assume responsibility for home care, following a Minister’s order. There is not a set date on this change, and it is possible that some LHINs could make this change before others, as determined by their readiness.

- The LHINs will be required to establish sub-LHINs, which will be the focal point for local planning and performance management. There may be some boundary adjustment at the sub-LHIN level.
- LHIN boards will be expanded from 9 to 12 members – invitations will be extended to CCAC board members.
- Creation of a shared services entity, a department within the LHINs that will house back office functionality. Assets from OACCACC (CHRIS system) will be moved into those shared services entities.
- LHINs have been given heightened oversight, including investigating, supervising and directing service providers, but not over hospitals. The Minister will have the oversight for this function for hospitals.
- The Minister has the ability to investigate, direct and supervise LHINs.
- LHINs will have additional opportunity to plan and manage primary care resources.
- Funding for public health will not be transferred to the LHINs, but they will become responsible for planning.
- Creation of Integrated Clinical Care Council, established within HQO and reporting to the Minister. This council will develop clinical standards, which the Ministry may order providers to adopt.
- Two ombudsman positions – Patient Ombudsman will have oversight for home and community care, and the Provincial Ombudsman will have oversight of the LHINs and hospitals.
- Every LHIN will be mandated to have a patient and family advisory committee.
- Priority engagement strategy for First Nations and Indigenous health care needs.
- [Click here](#) to review the legislation.

The Ministry indicated that they heard feedback from stakeholders, and have incorporated it into the legislation with minor tweaks. In our fuller analysis of the legislation, we will investigate which of the feedback we provided on behalf of the home and community support sector has been included. OCSA has also sought a legal opinion on relevant changes, and will be communicating these to membership.

We appreciate your continued input and engagement as we prepare to provide feedback on behalf of the sector as the bill proceeds to committees in the fall.

Updates from the *Roadmap's* Advisory Table and Working Groups

On May 4, a meeting was held with OCSA, Nancy Naylor, Associate Deputy Minister Ministry of Health and Sue Vanderbent from Home Care Ontario (HCO) regarding updates surrounding the *Patients First* proposal and the *Roadmap*. The intent was to also follow up with the Ministry on progress regarding rate harmonization plans, and to understand the Ministry's current thinking regarding next steps related to:

- PSW wage enhancement funding and timing
- Service Delivery and Contract meeting and the process for the introduction of the new harmonized rate
- Impact of Geographic Realignment at local level
- Impact of PSW Wage Enhancement on the Community Support Sector

PSW Wage Enhancement - New Rate Harmonization – CCAC contracted services

The Ministry is working on approvals for the imminent release of the 2016/17 PSW Wage Enhancement package. The package will include information around a new harmonized PS rate for CCAC contracted providers (which includes the last year's increase for the wage enhancement) and the final \$1.00 increase flow through for wage enhancement for community support providers. The target for this flow is by early summer, with information relayed to the sector and to the Associations. Regarding rate harmonization, there are plans for a mitigation implementation strategy for home care agencies moving either up and down to the new harmonized bill rate. There is no word on harmonization impacts for CSS.

Service Delivery and Contracting (SDC) Table – New Harmonized Rate

The Service Delivery and Contracting table are planning a meeting to go over the 2015/16 MIS volume data that has been received and included in the Ministry's database. A key focus of this meeting will be discussing implementation and transition planning for the introduction of a harmonized rate for the sector. As previously reported, the Ministry's goals in the implementation of a new harmonized rate are to allow for a controlled rate change and mitigation to address volume and business viability for home care providers.

Individual meetings will be held with each of the 66 contracted home care providers that deliver personal support services under contract with CCACs. The purpose of the meetings will be to discuss the impact on each organization and prepare a mitigation

plan. These meetings will allow for a dialogue between individual providers and the Ministry and provide an opportunity for the Ministry to understand the unique perspectives of the providers impacted.

Impact of Geographic Realignment at local level

At the time of the meeting with Nancy Naylor, there had been significant movement by a few of the LHINs around sub-LHINs. Although the new legislation specifically speaks to the requirement of LHINs to have sub-LHIN areas, there is little detail on their role. We know that sub-LHINs were conceived in the implementation of HealthLinks, however, many of the CCACs have realigned their services for geo-management of services in the home and community space. We are aware of concrete plans within: MHLHIN, WWLHIN, TCLHIN and NWLHIN.

We are connecting with the Ministry on these changes to ensure they are aligned with other planned changes by LHINs.

Impact of PSW Wage Enhancement on the Community Support Sector

The Ministry has announced plans to roll out the Year Three funding for PSW Wage Enhancement consistent with how the Year Two funding was implemented. We are aware that the funding letters have gone to the LHINs and that the money will likely be allocated by end of summer, if not earlier. Home care providers will be funded according to the new harmonized rate and the timing on that will likely be as indicated under the Rate Harmonization section – somewhat later than funds flowing to the community. The Ministry will continue with the \$19 wage cap (all PSW who exceed \$19 will not be entitled to the wage increase) which means that there will be considerably fewer PSWs eligible for increases this round.

OCSA continues to press the issue of wage compression in the community sector as the increased wages for PSWs has compressed the salaries of other community personnel such as supervisors and nursing staff (RPN salaries). In addition, we have asked the Ministry to address continued inequity of not paying PSWs who provide services to clients with mental health diagnoses who are provided care in assisted living programs.

Role of Acute Care in Home Care Transformation

Recently, the OHA ran a series on Health System Reconfiguration intended to focus on the role of hospitals play in the transformation agenda. Over the last few years, OHA has

been assertively advocating its role around integrated care, especially as it applies to primary care and acute system navigation. Deputy Minister Bob Bell attended the Toronto region OHA presentation and commented that hospitals should have a role in “leading from behind.” How this will be interpreted and planned throughout the LHINs remains to be seen.

PSS Regulation Change

The Steering Committee organized by the LHIN Collaborative concluded its work on the regulation changes in April. OCSA, OACCAC, CCACs and LHINs sat on this group over the duration of the initial wave one roll-out and were able to provide input and hear information from the early adopter sites. The LHINs have now created a new reporting structure to see the roll out of the regulation by the LHINs, forming a new Implementation Steering Committee and two working groups. The Steering Committee will be comprised of two LHIN CEOs and the Working Group Chairs. The two working groups will be Standards & Performance Monitoring Work Group as well as Knowledge Transfer & Exchange Work Group.

The members of the original steering committee have been retained in an advisory role, and a meeting has been scheduled for October. We will remain involved, and OCSA also hopes to work with the LHIN CSS Network leads to gather further intelligence on how the regulation implementation is going.

Ontario Cabinet Shuffle

On June 13, Premier Wynne [announced](#) a cabinet shuffle, conducted in part to include more women. The key roles of Minister of Health and Minister of Finance remain unchanged, but a number of cabinet executives have new leads. Tracy MacCharles has been appointed Ontario's first Minister Responsible for Accessibility. It is not clear if there has been any change to mandate letters as part of this shuffle, and we will monitor the impact of these changes leading up to the next election in 2018.

Sector News

Update on the Ontario Retirement Pension Plan

On June 20, it was [announced](#) that federal, provincial and territorial Finance Ministers had reached an agreement in principle regarding an expansion to the Canada Pension Plan. This expansion would be phased in gradually, beginning in 2019, to allow time for businesses to adjust.

The Ontario government has indicated that an expansion of the federal pension plan will negate the need for an Ontario plan, and that its operations will now be paused and eventually wound down. We will continue to monitor the impact of the federal expansion for member agencies.

HQO Releases Report on Family Doctors' Views on Care Coordination

On June 1, Health Quality Ontario released a new report, [*Connecting the Dots for Patients: Family Doctors' Views on Coordinating Patient Care in Ontario's Health System*](#). It rightly points out that smooth coordination between all parts of the health system is necessary to reduce duplication, ensure consistency and quality of service, and improve the experiences of patients and their caregivers.

Among the provinces and countries surveyed, Ontario has one of the lowest reported percentages of family doctor communication with home care services. Family doctors also report challenges coordinating care with social services and other community providers.

At OCSA, we see the innovative care co-ordination processes and technologies providers are implementing. However, while effective solutions have been put in place in many communities, they are not consistently available across the province. The most significant barrier our members report in this effort is *insufficient funding* for the staffing and IT resources required to effectively communicate and share data with other care providers, including primary care and hospitals.

To read our full response, [click here](#).

OCSA News

Outstanding Program Shaping Up for the 2016 OCSA Conference

OCSA's 2016 conference is just around the corner, and so is major change for Ontario's health care system. Is your organization prepared for what's coming under the Patients First Act? Do you have the knowledge and capacity you need to adapt in our changing health care environment? Most importantly, what steps can you take to ensure your organization is able to not only survive but also thrive in times of change, and provide the best possible care for your clients?

These are the kinds of questions we will answer together in October. It has never been more crucial that home and community support leaders learn from one another and work together to best serve our clients and their caregivers, and that's our primary goal in this year's planning. We expect over 400 home and community support providers and allied health system leaders to join us this year.

We received excellent responses to our call for abstracts, and our program planning process is well underway. We're excited to share the details with you in the coming weeks and months – [click here](#) to read about our opening and closing speakers. In addition to the program, look forward to our first-ever movie night, a more engaging conference app and scavenger hunt, and the second year of our Commitment to Care Awards.

Remember, our Early Bird deadline is July 31 - register early to save \$100 per delegate, *in addition* to the discount for OCSA members.

Nominations for our 2016 Commitment to Care Awards Open Soon

Building on last year's successful launch, OCSA is pleased to celebrate the exceptional accomplishments of our members for our second year. Nominations will open in early July, so it's time to start thinking about deserving individuals and organizations in the following categories:

- OCSA Award for Commitment to Leadership
- OCSA Award for Commitment to Volunteer Service
- OCSA Award for Commitment to Exceptional Client and Family Care
- OCSA Award for Commitment to Quality Improvement

New this year is a category to recognize the engine of our sector - volunteers. Take advantage of this opportunity to thank a volunteer who has made a difference in your organization. We also have an even larger and more prestigious selection committee this year, made up of experts and leaders from throughout the health care system – including home and community, primary care, and hospitals.

Many thanks to Lough Barnes Consulting Group for their continued support of this program. For more information on awards eligibility, [click here](#).

Update on Upcoming Wage and Benefit Survey

In late March, OCSA (along with Addictions and Mental Health Ontario and Canadian Mental Health Association) was invited by Family Services Canada, Family Services Ontario and Children’s Mental Health Ontario to partner with them on a joint wage and benefit survey for all of our sectors. The lead partners presented OCSA with a fairly aggressive timetable for a mid-May survey but the survey work has not progressed because of difficulties with the survey vendor. OCSA is exploring other options to ensure that a survey will be completed and reported on this year. With questions, please contact David Hughes at david.hughes@ocsa.on.ca or ext. 246.

Exciting New Format for the 2016 PSNO Training Conference

2016 marks our 10th PSW and PSW Supervisor conference, and our theme this year - "Heroes of Health Care: PSWs Power Up!" - recognizes how important PSWs are to Ontario’s health care system.

To celebrate, and incorporating feedback we’ve received from employers, we’re introducing an updated format that will allow PSWs to supercharge their skills in some of the most in-demand areas of care. It is our hope that these longer, more focused sessions will result in better training outcomes for PSWs and their employers, and align our conference with the priorities of the Ministry of Health’s PSW workforce strategies.

Delegates will have the opportunity to attend two sessions that are each three hours in length, allowing them to receive more in-depth training that will significantly contribute to their professional development, and make a huge difference to clients.

These areas of focus are:

- Dementia Care
- Falls Management

- Mental Health
- Palliative Care
- Person-Centered Care

Delegates may select two streams at three hours each, or focus on one subject for all six hours to truly power-up their training. Morning sessions will allow PSWs to explore topics broadly and from multiple perspectives, examining new trends and best practices. During the afternoon sessions, we will take a deeper dive into specialized information and training that teaches about a specific technique or issue within that area in more detail.

We're very excited by this opportunity to make our conference training even more powerful. Information about our trainers and specific learning objectives for each stream will be released in the coming weeks and months.

To register your PSW delegates, please [click here](#).

Book Your Fall Training from Capacity Builders

Although summer has just begun, it's not too early to start thinking about booking Fall training for your staff. Capacity Builders trains approximately 2,000 participants annually right across Ontario. We work with CSS Networks and Coalitions, as well as individual organizations to deliver cost-effective training solutions that are customized for the home and community support sector. Our clients return to us time and time again because we deliver results. Over the past year, 93% of workshop participants who completed an evaluation told us that we met their learning needs, and 95% told us they will apply their new skills in their workplace.

For information on our wide-range of workshops and e-learning solutions, please visit our website: www.capacitybuilders.ca, or contact Portia at info@capacitybuilders.ca.

Welcome to OCSA!

[Circle of Care](#) rejoins OCSA as a full member, and has been providing services in the Toronto area since 1974. Initially launched as a demonstration project called Coordinated Services to Jewish Elderly, Circle of Care has expanded its mandate to serve individuals of many faiths and cultures and people of all ages in the Central LHIN. Interim President/Vice President Carey Lucki leads a staff of 525 that serves 7000 clients annually.

[Mnaamodzawin Health Services Inc.](#) joins as a new full member, and provides programs to each stage of life to the Aundeck Omni Kaning First Nation in Little Current. In addition to home care and community support services, they provide programs for community health, mental health, diabetes, healthy child development and healthy babies. Julie Morin is Executive Director.

OCSA Hosts Productive Network2Network Meeting

On June 2, OCSA hosted Network2Network which brought together representatives from 11 CSS networks and two LHINs that don't currently have a network. The objectives of the day were to learn more about how the CSS networks operate, to provide an opportunity for networking and to share innovative practices and service models. Some of the highlights were presentations on:

- Using the Service Reference Document for mapping community support services. (Champlain LHIN)
- CSS/211 Physicians Referral Pilot Project (North Simcoe Muskoka LHIN)
- Public Private Partnerships in ADP (Erie St. Clair LHIN)
- Improving the Home and Community Care "One Sector" Experience (South West LHIN)
- Senior Support Worker Model (Waterloo Wellington LHIN)
- Community Indicators Project and Community Care Collaborative (Hamilton Niagara Haldimand Brant LHIN)
- Synergy West GTA – Community Quality Network (Mississauga Halton LHIN)
- Seniors Crisis Line – (Toronto Central LHIN)
- CSS Network Strategic Planning (Central LHIN)
- The Role of CSS Lead Agencies in the Home First Initiative (Central East LHIN)
- Health Care Reform and Integration (North West LHIN)
- Marketing CSS (North East LHIN)

OCSA thanks all those who participated in this exciting day – especially those who travelled to join us – and looks forward to continuing the important conversations and knowledge-sharing we began at the meeting.

OCSA Members Receive June Callwood Outstanding Achievement Awards for Voluntarism

During National Volunteer Week, Ontario's Ministry of Citizenship, Immigration and International Trade [recognized 11 individuals and eight organizations](#) with a June

Callwood Outstanding Achievement Award for Voluntarism. Recipients were celebrated for their commitment to volunteering and longstanding service to their communities.

Three of the eight organizations are OCSA members! Our congratulations and thanks go out to:

[Carefor Volunteer Drivers](#) of Pembroke is a volunteer-based transportation program that provides escorted transportation to and from essential services for seniors or disabled persons, taking them to local or out-of-town medical appointments. Volunteers completed more than 227,000 trips for close to 13,000 individuals last year, covering 3.7 million kilometres.

[Hospice Toronto's](#) Complementary Therapy Volunteer Team supports individuals and their families who are coping with a life-threatening illness. The Complementary Therapy Program provides clients with access to therapies such as massage, reiki and reflexology, which have a positive impact on their well-being. The therapies are provided at no cost by a team of professionals who volunteer their time and skills.

[Community Support Centre of Essex County](#) of Belle River has provided community services in Belle River and Essex County for more than 32 years. Its hundreds of volunteers stock the shelves of the community food pantry, drive clients to medical treatments, deliver meals and visit those who are unable to leave their homes easily. Volunteers also assist with the Centre's seasonal programs and fundraising events.

Coming Soon: Refreshed Meals On Wheels Standards

[Community Support Services Standards](#) originally developed by OCSA members with funding from MOHLTC have not been updated since 1999. Provincial funding sources for these types of initiatives have dried up, but that hasn't stopped Meals on Wheels providers from refreshing applicable standards with regard to meals. A working group of volunteers including providers and dietitians have worked collaboratively over the last year to update the standards and the refresh is complete. A [draft](#) of the updated Meals standards was distributed to the larger Meals on Wheels Advisory Committee for comment by July 8.

Thanks to the following for their contributions to the Working Group:

Kelly Zinger - Meals on Wheels Sudbury

Barb Speers - Community Support Connections

Natalie Hoshing - Community Support Connections
Joan Skelton - Community Care City of Kawartha Lakes
Nancy Gibson - Carefore
Cindy Zettler - Home & Community Support Services Grey Bruce
Alice Radley - Physically Handicapped Adults' Rehabilitation Assn. (North Bay)
Laura Cowan - Canadian Red Cross (GTA)
Ambrose Yeung - TransCare Community Support Services
Dale Mayerson – Dietitians of Canada
Karen Thompson – Dietitians of Canada

With questions, please contact David Hughes at david.hughes@ocsa.on.ca or ext. 246.

Adult Day Program Standards Refresh

A working group has been formed to revise the Adult Day Program standards. Like the Meals on Wheels Standards, the 1999 OCSA CSS Standards for ADP are also in need of a review and refresh. The working group met on June 23 and discussed approaches to the work and decided to move forward with the following steps:

1. Collect documented best practices in ADP from across the province.
2. Developing a survey of provincial ADPs on current practices.
3. Review CARF and Accreditation Canada standards

If you are interested in participating in the working group, please contact Sarah Blakely at sarah.blakely@ocsa.on.ca, ext. 244.

Attendant Services Advisory Committee Update

The Attendant Services Advisory Committee met on May 26 to discuss objectives established at the February 2 Planning Day meeting and how to implement. The committee's primary objective is to "work toward a system where all those who require attendant services will receive them in a timely manner." The primary themes to emerge for these services are:

- Marketing and communication of what attendant services are, and their value proposition.
- How to unite the various attendant services-related provincial initiatives (Attendant Services Advisory Committee, Provincial Liaison Committee for People with Physical Disabilities, Ontario Association of Independent Living Service

Providers and Centre for Independent Living) to work collaboratively for the primary objective.

- Defining and articulating the role of attendant services within the broader healthcare and social services systems.
- Quality improvement in service delivery.

New Member Benefit This Summer: Media Monitoring Summary

We are pleased to announce that we are currently investigating a new benefit for Full OCSA Members - a regular media monitoring summary containing top news stories from across the province, related to the home care and community support sector. Our hope is to begin offering this service this summer.

This media monitoring would be useful to your organization for gathering intelligence about the health system, keeping up to date on upcoming events, programs and best practices across the province, and informing your own media outreach efforts.

As this would be a new offering for us, we would like to gather some information in order to set it up to be as useful as possible. The 5-question survey below will take less than 5 minutes, and is mandatory in order to receive the media monitoring summary (because you need to tell us where to send it!). **Please complete it by Friday, July 1.**

<http://www.surveygizmo.com/s3/2839840/OCSA-Media-Monitoring>

Thanks in advance for your input. Please contact breanne.armstrong@ocsa.on.ca with questions.

OCSA Meets Representatives from Singapore

One June 21, OCSA, along with SPRINT Senior Care, CareFirst and Circle of Care, met with a delegation from Singapore from the Agency for Integrated Care (AIC). The study trip was first conceived in 2015 by Dr. Samir Sinha to help AIC understand home and community care in the Ontario context. AIC is looking at the development of structures to enable Singaporeans with complex needs to access services, in a rapidly aging population. During our four hour meeting, OCSA and member community support agencies presented data and promising practices in place across the province. The delegation was pleased, and appreciated the work presented.

Transitions

Deborah Rollo has left [Community Support Services of Niagara](#) and Peter Papp has been appointed as Interim Executive Director.

Jama Watt is the new Regional Director for the Champlain Community Support Services Network.

RoseMarie Raymond-Simmons has left [Timiskaming Home Support/Soutien à domicile](#) and Joan Brazeau, Senior Management Team Leader, has been designated as the primary executive.

Kate Stark has retired as Executive Director and co-ED Kaarina Luoma has left [Dixon Hall](#) and joined [The Neighbourhood Group](#) as Director, New Initiatives.

Gary Switzer has been replaced as the CEO of the Erie St. Clair LHIN on an interim basis by Ralph Ganter.

Phil Mills is the new Executive Director for [Independent Living Centre of Waterloo Region](#).

Dawn Rodger has left [Beth Donovan Hospice](#) in Kemptville as the Executive Director and has been replaced by Debbie Watt.

Brent Farr, Executive Director, has announced his retirement from [Community Care Durham](#) effective December 2016 and this position has been posted with a closing date of July 5, 2016. [Click here](#) to view the job ad.

Lorna Tomlinson, Executive Director, [Wendat Community Programs](#), in Midland has announced her retirement.

Beverley John has announced her retirement from [Nucleus Independent Living](#). Congratulations to Beverley and thanks for her many contributions to OCSA and the home and community support sector. The position has been posted with a closing date of July 6, 2016. [Click here](#) to view the job ad.

OCSA's New Strategic Plan Aligns With Sector Changes

Over the last year, OCSA Board and staff have been working diligently on a new strategic plan that will carry the organization over the next three years. Given the focus on *Patients First* and the Ministry of Health's clear direction around home and community, the Board set up a strategy that would allow OCSA to build on our foundation of being the voice for home and community, as well as support our membership through continued advocacy around the important role home and community support providers must play during health transformation. We will also work

to strengthen the capacities of our member organizations, and our own capacity and offerings as your association.

We have attached a brief version of the plan below, and you will be seeing it in action over the coming months and years. It is an exciting time for our sector and we are pleased to have developed a more chiseled and focused strategy to help direct the association over this transition.

2016 to 2019 Strategic Plan

Partnering for Healthier Clients, Families & Communities

Over the next three years, OCSA will work with our members, partners and government to transform home and community care across Ontario.

Strategic Plan at-a-Glance

Vision

A strong, sustainable health system that ensures personalized care when and where you need it.

Mission

Strengthen and promote home and community support as the foundation of a sustainable health system.

Strategic Imperative

Partner with members, stakeholders, and government to develop a system that supports people to stay well and able in their homes and communities for as long as possible.

Strategic Directions

Achieve system and policy change to improve Ontarians' health and wellness in the community and at home.

Strengthen linkages with sectors within and outside of health care to improve quality of care, client and family experience and population health.

Engage and strengthen OCSA's membership.

Optimize OCSA's capacity as the voice for the home and community support services sector.



Strategic Direction 1

Achieve system and policy change to improve Ontarians' health and wellness in the community and at home.

Actions

- Advocate for investment in **comprehensive and integrated clinical and non-clinical services** that enable people to live at home and in the community longer.
- **Engage and educate** decision makers and stakeholders at the provincial, LHIN and local levels about the essential role and benefits of comprehensive, personalized home care and community support services that stress prevention, re-enablement and independent living.
- Investigate and inventory **research initiatives and data sources** in the home and community support sector, and identify potential research partnership opportunities.

Strategic Direction 2

Strengthen linkages with other sectors within and outside of health care to improve quality of care, client and family experience and population health.

Actions

- Determine and pursue **partnerships with health and non-health care stakeholders** beyond home and community care.
- **Clarify and enhance OCSA's public profile**, increasing understanding of the Association's role within the health system and value as a partner.

Strategic Direction 3

Engage and strengthen OCSA's membership

Actions

- Launch a **member engagement strategy with new tools** to inform and engage members on the issues that matter to them.
- Develop and implement a strategy to **attract new members**.
- Develop and deliver **cost-effective and accessible capacity building opportunities** for OCSA Members.

Strategic Direction 4

Optimize OCSA's capacity as the voice for the home and community support services sector.

Actions

- **Create business cases for public and private funding** for projects/programs that advance OCSA's Strategic Plan to bring value to the system, the home and community support sector, and the clients and families they serve.
- **Review the effectiveness and strategic alignment of OCSA's current projects and programs**, and create a follow-up plan for each.

