Empowering Clients and Caregivers. Strength in Our People. Connecting Care

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Strategic Plan

Williamsburg Non-Profit Housing Corporation
MESSAGE FROM BOARD CHAIR AND EXECUTIVE DIRECTOR

For 35 years Williamsburg Non-Profit Housing Corporation has been an innovative and forward thinking provider of housing and community support services. Our values of respect, integrity and accountability, innovation and excellence, and outstanding service have been at the core of all that we do. Though there are constant changes in housing and community support services, we have maintained an unwavering focus on our vision to provide the best housing and community support services in the community.

We are entering a time of new possibilities and new systems in the healthcare system in Ontario. Over the next three years there will be many opportunities to evolve and become involved in the new reality of Ontario Health Teams. We will embrace the changes to come, and establish closer partnerships with local hospitals and other providers in order to provide better client and caregiver experiences. We welcome the opportunity to show our strength of caring for clients, and look forward to improving the lives and health of our clients through creating innovative solutions in collaboration with clients, caregivers and partners. It is a critical time to lay down a plan that will lead us into the future.

We are pleased to introduce the Williamsburg Non-Profit Housing 2019-2022 strategic plan. It is a bold and strong plan that outlines our goals and what we plan to accomplish over the next three years. The three strategic priorities will keep us focused and firm on our direction and guide us in our continuous quality improvement.

As always, the Board of Directors and staff continue to be committed to outstanding housing services and client care. We will strengthen our efforts to empower clients and caregivers to be active participants in their healthcare, support staff and volunteer recruitment and training, and strive to be proactive in developing relationships that result in better care for tenants and clients.

On behalf of Williamsburg Non-Profit Housing Corporation, we thank all those who shared their thoughts, ideas and insight in the development of this strategic plan. Your contributions were invaluable as we created our plan to take us into the new future of healthcare.

Tracy Crowder
Executive Director
Corry Martens
Chair, Board of Directors
Mission, Vision, Values

Our Vision:
To provide the best housing and community support services in the community.

Our Mission:
To deliver safe and affordable housing and innovative, timely and high quality community support services to seniors and adults with disabilities in Dundas County and surrounding areas.

Our Values:
Values are the means by which we work together and serve others. We do our best to demonstrate these values in all actions and decisions, no matter how large or how small. We measure our individual and collective performance in relation to our values.

Respect   To respect our residents, clients, staff and volunteers and uphold their right to safety, privacy, and confidentiality.

Integrity and Accountability  To be trustworthy, transparent, and accountable to all stakeholders; including residents, clients, families, caregivers, volunteers, staff, board, funders, and any other community partners.

Outstanding Service  To be committed to a strong ethic of timely, dedicated, reliable service where we listen, understand, and respond to any and all the housing and community support services needs within our mandate

Innovation and Excellence  To continuously focus on quality improvement regarding best practices, client safety, risk management, and the cultivation and training of staff and volunteers.
Williamsburg Non-Profit Housing Corporation (WNPHC) was first formed in 1984, under the guidance and direction of a dedicated group of local individuals who had a vision to ensure that there was appropriate housing and services in place for local seniors. At the time approximately one-third of the population of Williamsburg were over the age of 65.

The first apartment building, Park Drive Villa, opening in 1985, followed in 1988 by the County Road 18 home, and in 1993 by the Schell St. home, both of which have always been leased to Community Living. In 2009 the Ministry of Housing provided funding for Tolley Place through an affordable housing initiative, which resulted in WNPHC building 4 townhouses, each containing 5 apartments.

In 1989 WNPHC began discussions with the Ministry of Health to build a Senior Support Centre, and in February, 1992 Park Lane Resource Centre was officially opened. The name was later changed to J.W. MacIntosh Seniors’ Support Centre in honor of the late John W. MacIntosh, a Board member who’s advocacy efforts were key to the development of the seniors’ centre project. WNPHC now employs almost 50 staff, most of whom provide community support services through J.W. MacIntosh Seniors’ Support Centre. The Centre has grown over the years, and now offers a wide range of programs such as Meals on Wheels, transportation, Diners Clubs, Respite, Adult Day Program, Assisted Living, and a Respite Apartment.

Since the inception of Williamsburg Non Profit Housing Corporation, innovation and outstanding service have been guiding values as the organization has continued to grow. The Board of Directors and staff have openly embraced change and created partnerships, resulting in innovations and initiatives that have supported our tenants and clients.

WNPHC has become known for their safe, well maintained and affordable housing. At Park Drive Villa, 20 apartments have been fully renovated, with new kitchens and flooring over the past 5 years. At Tolley Place, new flooring has been installed in some units, storm doors have been installed, and units are painted as needed before new tenants move in. The Schell St. home has had new windows installed, and the County Rd. 18 home has had various repairs, including a new deck. The housing team is responsive to tenant requests, and Park Drive Villa continues to have a wait-list of potential tenants.

Since the development of J.W. MacIntosh Seniors’ Support Centre, WNPHC has consistently taken a leadership role in Community Support Services. Staff participate actively on regional committees, initiate or join partnerships with the aim of improving programs and services, and participate in pilot projects in areas such as technology, programs, client services, and caregiver support. In 2016 the organization pursued their first accreditation for community support services, achieving Accreditation Canada’s “Prime Accreditation” in June, 2016. In June 2018, WNPHC was proud to achieve the highest level “Accreditation with Commendation”.

Background

Recent Accomplishments

Planning for 2019-22
Recent Accomplishments

Proud of Our Accomplishments

Under the 2015-18 Strategic Plan the organization has had many notable accomplishments, each further reinforcing our place as a high quality, proactive and caring organization. In 2017 we welcomed a new Executive Director after the retirement of our previous Executive Director of 26 years.

Williamsburg Non-Profit Housing Corporation

- Buildings were assessed
- Energy audits were completed
- A preventative maintenance program was implemented
- Building upgrades made including: the renovation of 11 apartments at Park Drive Villa, new windows at Schell Street home, new ultraviolet system for the water filtration system at Tolley Place

JW MacIntosh Seniors’ Support Centre

- Achieved Accreditation Canada’s “Accreditation with Commendation”
- Promoted our activities and services through a new Instagram account and updated brochures, website, and Facebook page
- Successfully merged with Morrisburg Meals on Wheels and purchased a new stove
- Continued to lead the annual 50+ Wellness Day
- Adopted the Health Link coordinated care plan
- Linked the Caredove referral system to our website
- Implemented a client safety plan and risk management plan to further keep our clients safe
- 860 hours of staff and volunteer training in 2017/18
- Our volunteers gave us 5,778 hours of their time

Our Impact in 2018-19

- 61 clients benefitted from 21,420 hours of assisted living
- 129 clients were supported with 3,128 one way trips
- 65 clients received 5,140 hours of respite care
- 119 people received 10,351 meals through Meals on Wheels
Planning for 2019-2022

In developing this strategic plan our Board of Directors considered key reports and documents with provincial and local implications. They heard the thoughts and insights of frontline staff and managers and external partners.

The Board also considered the directions outlined in the following Champlain region documents:

- Champlain LHIN Integrated Health Service Plan (2016-2019)
- Champlain Community Support Network Strategic Directions (2018-2022)

The First Interim Report from the Premier’s Council “Hallway Health Care” (January 2019) has led to major changes and uncertainty in the Ontario Health Care System. A summary of the report’s themes that are most relevant to the development of this strategic plan are:

- A pressing need to integrate care around the patient and across providers
- Growing demand and opportunity to innovate in care delivery, particularly in the use of virtual care, apps and ensuring patients can access their own health information
- The potential for greater efficiency in how we streamline and align system goals
- A long term plan so that there is the right mix of health care professionals, service and beds to meet Ontario’s changing health care needs
Strategic Priorities
Empowering Clients and Caregivers

STRATEGIC GOAL: We will seek out the preferences and unique needs of our clients and their caregivers and strive to adapt our approach and services to best suit their situation. We will safeguard our kind and thorough approach to caring for our clients by continuing to listen to their needs and recognize when their needs are beyond our services. We will keep client safety at the forefront of our care, decisions and actions. We will encourage and educate our clients and caregivers to embrace technology advances that will help them better communicate with us and be an active part of their health care.

WHAT WE HEARD FROM STAKEHOLDERS
We heard that our clients and their caregivers are asking for a more personalized approach in the language of their choice. We heard from staff that they are proud of the kindness in care each client receives and from our partners we heard that we go “above and beyond” to provide the care the client needs. We were asked that during these times of system change not to lose our personal approach with clients.

We heard that clients appreciate the coordinated care approach which empowers the client in taking charge of their health and helps them receive the care that they see as priority. We heard that our clients and caregivers want more knowledge about health issues, care options and how to advocate for their needs.

We heard that advances in digital health technology will make it easier for clients to monitor their own health and connect to their healthcare team. We are told to be ready for this future client who will have a higher degree of health literacy and will want to be more involved in their health care.

WHAT WE WILL ACCOMPLISH BY 2022
• We will be ready to promote the use of technology such as texting to communicate with clients and their caregivers.
• We will adapt our 24 hour help call to give clients choice in the communication device they use.
• We will educate our clients and caregivers on technology advances and support them in adopting their use.
• We will have a range of caregiver supports and education available for family and friends who support our clients.
• We will further embed the coordinated care approach as the usual way for caring for our client.
• We will endeavor to recruit bilingual staff and volunteers.
• We will use technology to enhance housing safety and security and also to make it easier for our housing tenants to report repair needs.
Strategic Priorities

Valuing Our People

STRATEGIC GOAL: We will support our staff by providing relevant training, maintaining a full staff compliment and planning for smooth transitions during staff retirements. Through collaboration with partners and our people we will engage with more volunteers by providing a rewarding and flexible experience for our volunteers.

WHAT WE WILL ACCOMPLISH BY 2022
• We will be known regionally as a workplace of choice for staff
• We will create a formal volunteer plan that is responsive to our needs and the availability of the volunteers. Volunteers will find flexible opportunities that make it easy to volunteer
• We will inventory corporate knowledge and document key processes and learnings to ensure smooth transitions during staff retirements.
• We will continue to train our staff and volunteers in how to best care for clients with mental health issues while maintaining a safe environment.
• We will proactively plan to ensure we have the appropriate staff and contractor resources in housing

WHAT WE HEARD FROM STAKEHOLDERS
We heard that the community support services sector is challenged to recruit personal support workers, managers and volunteers. We heard that although we are locally recognized as an employer of choice we could be proactive in maintaining our personal support worker levels and recruiting new staff in advance of retirements. We heard that we need to act now to preserve “corporate memory” as long-time staff in key positions approach retirement. During the consultation our reliance on volunteers was recognized and the need for more volunteers heard.

Our staff tells us they feel safer on the job as a result of our focus on staff training and safety over the course of our last strategic plan. We heard from staff and our partners that they are encountering a growing number of clients with mental health issues and identified the need for ongoing training and resources so we can continue to provide individualized care to every client while ensuring staff safety.
Strategic Priorities

Connecting Care

**STRATEGIC GOAL**: Fully leverage our relationships with partners, our geographic location and our forward-thinking approach to position our organization as a core element in the new local healthcare system.

**WHAT WE HEARD FROM STAKEHOLDERS**

Participants engaged in the stakeholder interviews told us they like that we are proactive in making partnerships and open to meeting the needs of clients by seeking from partners the care they need. Our stakeholders suggested that we be ready for the new Ontario Health Teams and open to collaborating in new ways.

They told us to further leverage the connection between the housing and senior support services in both how we provide services to our housing clients and in how housing clients can be more connected to our seniors program.

We heard that our geographic location, buildings and people situate us well to become known as a hub for outreach professionals, office based professionals and additional service offerings. We heard that our role in the community is becoming better known but now it is as important as ever to continue to communicate who we are and what we do.

**WHAT WE WILL ACCOMPLISH BY 2022**

- We will strengthen our relationship with other local acute care and community providers
- We will actively partner with the local Ontario Health Team and assist with the transition to the new model by playing a leadership role for the local community support sector
- We will get to know the outreach providers in our area, particularly in the area of mental health
- We will aim to become an emergency centre for our community
- We will further connect our housing clients to our community support services
- We will lead in developing cross sector collaborations in housing and community support services
- We will proactively plan for, and invest in, future housing needs, such as capital projects, to ensure we are a preferred non-profit housing provider for seniors and older adults in our community
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