

IMAGINE!

Pace Independent Living Strategic Plan

2011 – 2014



"Independent Living: A Choice for Everyone."



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“The surest way to happiness is to lose yourself in the pursuit of something greater than yourself.”

~ Anonymous



PACE TODAY We have successfully built our organization on the philosophical foundation of independent living and the inherent right of people with disabilities to choose and direct the services they need in order to live independently in the community. Today, we are a vibrant, skilled and experienced organization that is poised and excited about the future.



30 Years ago

2011

Tomorrow

PACE YESTERDAY – 30 Years of Progress PACE Independent Living (PACE) first opened its doors at the Saunders Project in 1981, under the name of Participation Apartments Metro Toronto, to provide high quality consumer-centred assistance with activities of daily living to people with physical disabilities. PACE successfully opened the Caboto Terrace Project in 1983, followed by the Windward Project in 1987. We merged Bathurst Prince Charles Attendant Services Project and the Outreach Program into PACE in 1993. The Bello Horizonte Project opened in 1996 which encompassed the Huntington Disease Program and Enhanced Service Needs Program. Our reputation for high quality and consumer/client focused service was a catalyst for growth and within 15 years, we were operating six programs in the city of Toronto.

In 2001, we officially changed our name to PACE Independent Living and our organization continued to flourish and branch out. In 2005 we joined the Access to Shelters working group which was formed to address the issue of women with physical disabilities experiencing violent or abusive situations and the lack of accessible resources. As a result, PACE later partnered with two agencies to provide attendant services on an as needed basis to women in the shelters. The next year, we established a partnership with COTA to provide services to people with dual diagnosis of Acquired Brain Injury and a physical disability at the Evangel Hall Project.

IMAGINE! – PACETOMORROW

As we move forward, we move more confidently knowing we are building on our successes and harnessing our expertise and resources so that PACE can achieve greater success and make an even larger difference in the community. Our strategic plan, **Imagine!**, is an exciting plan and a robust undertaking that will deliver valuable, enduring results as we work together to create new service solutions, improve our organization and make more meaningful contributions in the next 30 years.



BRIGHT FUTURE

our core services

PACE provides services to people living in the Central Local Health Integration Network (LHIN) and the Toronto Central LHIN. These services are based on the Philosophy of Independent Living. The Independent Living (IL) movement began with the establishment of the Berkeley Centre for Independent Living, a consumer-controlled, self-help centre in 1972 that was originally conceived to support people with physical disabilities to attend post-secondary education opportunities. The movement expanded to support people in all aspects of their lives including life in the community. By the late 1970's, pilot programs were funded in Ontario to provide support services enabling people with physical disabilities to live in their own homes in the community.

PACE services are provided:

- In five supportive housing locations, where consumers/clients live in their own apartments with staff available to provide support 24/7.
- In consumers'/clients' homes throughout Toronto, where our outreach staff provides assistance between 6 a.m. and midnight.
- In workplaces, schools or other places where consumers/clients require personal assistance.

Attendant Services are the core service of PACE. Associated with activities of daily living, these services include such activities as bowel and bladder assistance, bathing / showering, sexual assistance, dressing, personal grooming, meal preparation, cooking, shopping, lift / transfer, some housekeeping and laundry, and communication support.

Enhanced Services are also available to the consumers/clients at two PACE supportive housing programs and to other consumers/clients as needed. These include:

- Teaching life skills including budgeting/finances, personal hygiene, nutrition, shopping, cooking/meal planning, directing services and setting goals.
- Arranging, attending & participating in medical appointments and other community activities.
- Providing social/recreational activities.
- Linking consumers/clients with other resources in the community.

our service profile

In 2010, PACE successfully supported 61 consumers/clients with supportive housing services and 91 consumers/clients through attendant outreach. These consumers/clients have one or more of a variety of disabilities including:



In total we provided 66,878.5 hours of outreach services and 21,036 days of supportive housing services for the year ending March 31st 2011. Our quality record was excellent in 2010, as evidenced by a negligible number of complaints or incidents. The majority of consumers/clients have received services from PACE for over 10 years and 37% of PACE consumers/clients are now over 50 years of age.

Unfortunately, at the current time over 300 adults with physical disabilities are on our waiting list for supportive living services and over 170 people are on the waiting list for PACE outreach services. ¹ There is little that PACE can do to reduce these numbers unless additional funding is provided for these individuals.

¹ Project Information Statistics, Service Providers, As of March 31, 2011

our assets

PACE is proud of our 30 year legacy of providing services to people with physical disabilities across the City of Toronto. Following is a summary of PACE's assets that allow us to make a difference each and every day.

“Alone we can do so little; together we can do so much.”

~ Helen Keller

Our People

The PACE team consists of 25 management and administrative employees and 181 front-line employees. Our staff is highly skilled, experienced, flexible and passionate about the work they perform. Front-line workers provide direct personal support to ensure the complex needs of consumers/clients are met in an appropriate, community-based setting. Concurrently, our management and administrative employees support and enable our front-line workers. Together, each PACE employee is part of our value chain and makes a difference in assisting consumers/clients to live independent lives.

Transparency

PACE is dedicated to transparent, timely and two-way communication with consumers/clients, employees and other stakeholders. We strive to engage internal and external stakeholders in organizational decision making. We maintain an open door policy and are receptive to suggestions for how we can improve and strengthen our organization.

Breadth and Depth of Experience

PACE and a large number of our current employees have been an important part of the Independent Living movement since the 1980's providing services that have changed the way people view and respond to disability. This combination of decades of sector experience and unyielding dedication to provide high quality services that adapt to the changing needs of clients/consumers sets us apart from other organizations.

Understanding of Diversity

PACE serves individuals from early adulthood to old age, each person with their own distinctive needs. We assist people of any cultural group and background, of varying degrees of physical abilities and of all socio-economic means. We believe that people should have the opportunity to be included and to have their diverse needs met in a respectful manner. At PACE, we have built our organization on this philosophy and strive to demonstrate these values in everything we do.

Experience in Partnership/Integration

PACE has credible and substantial experience in establishing and building value-added partnerships with other service providers, community based entities and with government at the municipal and provincial levels. We have established partnerships, back office supports and voluntary integrations that resulted in service efficiencies and a broader continuum of services for stakeholders. All of these relationships enrich our capacity and contribute to providing the consumers/clients with greater access to an integrated range of service solutions.

Valuable Networks

PACE is rooted in the community of Toronto where we are part of the rich fabric of agencies along the service continuum for individuals with physical disabilities. In addition to working with other service providers, we participate in the Central LHIN Attendant Services Network, Central Community Support Services Network, Ontario Community Support Association and the Ontario Association of Independent Living Service Providers. We are also a leading member of the Ontario Services Advisory Committee which advocates for greater public investment in attendant services. In support of *'working together'* and optimizing synergies, we provide training programs to staff from other agencies. We also share PACE best practices with community-based agencies.

Fiscal Accountability

PACE is fiscally accountable. Our organization consistently demonstrates the cost-effective use of public funds and delivers a balanced budget as well as value for money. We strive to develop new and more effective ways to deliver our services, thus improving our added value along the continuum of services.

creating the strategic plan – influences

PACE adopted a “balanced scorecard” approach to develop, communicate, implement and monitor execution of the Strategic Plan. The Balanced Scorecard is a powerful tool for articulating long-term outcomes and goals, defining action priorities, and measuring results. A key component of this approach was a diligent and analytical process whereby we collected and analyzed external and internal data, information, evidence, research and best practices while concurrently drawing upon the experiences of employees, consumers / clients, board members and partners.

As a result of our due diligence process, we identified forces of change in the current internal and external environment that reinforce the importance of developing a more complete and comprehensive strategic framework to support the future governance and management of our organization.



An Aging Society

The Canadian population is aging and as people age, they will exhibit a higher degree of disability. For example, in 2010, 15.5% of people in Ontario reported having a disability and by 2035, this percentage is expected to double.¹ There is growing concern that as people with disabilities age, they will face even more physical challenges as a consequence of their functional limitations and related health conditions. Therefore, the probability of becoming more physically dependent on others for assistance with daily activities increases, raising the demand for independent living services even more. This is a huge risk given that the system cannot even support today’s demand for services. This risk is further exacerbated by the reality that as they age, individuals with physical disabilities will acquire age-related diseases earlier than the general population, facing a higher incidence of chronic diseases, such as diabetes and arthritis.²

1 <http://www.statcan.gc.ca/pub/89-628-x/2007002/4125021-eng.htm>
2 Sherwood, A. M. (1999). *Aging in America. Journal of Rehabilitation Research and Development*, 36(2), vii-viii.

Diversity

Toronto and the surrounding 905 region is a culturally diverse area with 50% of the population having immigrated from another country and 36% who do not speak English as a first language.³ The shift in demographics will have an effect on our consumers / clients and on our human resources. We will need to develop further strategies that embrace diversity, and leverage its potential to create innovative, transformative opportunities that maximize outcomes.

Poverty

Individuals with a disability are more likely to live in poverty than other community members in Toronto. In fact, the poverty rate for adults with disabilities is around 1 in 4, which is nearly 40% higher than that of the general adult population.⁴ Thus poverty is a significant barrier to achieving independent living and inclusion for people with disabilities.

Wait Lists⁵

Attendant services wait lists are on the rise. For example, it is estimated that at least 900 people are on the list for attendant services in Toronto. Furthermore, the wait for services also continues to grow, with a waiting range of between four and ten years. Consequently, people with disabilities are forced to live in long-term care facilities or to take up beds in hospitals and complex care facilities while they wait or to live with aging parents who find it more difficult to provide the appropriate level of support! This is wrong for several reasons. First, these living arrangements do not encourage independent living nor do they empower people to achieve their lifestyle goals. Additionally, for those individuals who are not seniors, a long-term care home is not an appropriate living solution. And, finally the cost to the system is far greater than if these same individuals could live independently in a supportive housing location or through the outreach program.

3 http://www.toronto.ca/toronto_facts/diversity.htm
4 RNAO Briefing Note – *Making Poverty Reduction a Priority in Challenging Economic Times* January 2009
5 Ontario Community Support Association Recommendations for the Ontario 2009-10 Budget, December 16, 2008



“The road to service is traveled with integrity, compassion and understanding.”

~ M. Anderson



Attendant Services Capacity

In Ontario, total funding for attendant services is only \$150 million and there have been limited funding increases over the last few years.⁶ In fact, for the years 2011 and 2012, the Central LHIN has instructed Community Support Service organizations to develop and submit zero-based budgets. Inadequate resources and funding limit our ability to effectively respond to consumers'/ clients' changing service needs, address the waiting list issues, create new and innovative service models and they reduce our capacity to sustain our infrastructure.

Technology

In our workplace, new technologies also produce enhanced products and processes which can drive innovative and efficient service delivery approaches to help us better serve our stakeholders. More than ever, technological improvements have heightened the need for us to determine how best to apply technology to our processes, service models and metrics, particularly given the required investment.

Competition

There has been an upward trend in competition in the provision of home and community care services over the last decade. Competitive bidding processes for service contracts, new for-profit suppliers and the general expansion of community organization mandates has driven this competitive impact. The occurrences of organization partnerships, shared service arrangements and mergers have also increased and are likely to continue. The LHIN's are serious about exploring opportunities to collaborate with service providers to review base programs and back-office supports as a means to identify opportunities for integration and to make services more efficient and affordable.⁷

⁶ *Unleashing Attendant Services: Enhancing People's Potential, Reducing Wait Times in Acute and Long-Term Health Care, Attendant Services Advisory Committee, Ontario Community Support Association, July 2008*

⁷ *The LHIN's objectives for back office integration are to improve the quality, reliability and accessibility of a service or function, generate efficiencies and reduce duplication, free up resources to dedicate to front-line service delivery as well as program management and innovation. Back office integration allows service providers to concentrate on their core business.*

Partner Awareness

The priorities identified by the Ministry of Health and Long-Term Care, including those articulated in the Ministry LHIN Accountability Agreement, do not explicitly reflect the needs of adults with physical disabilities or of Attendant Services providers. Similarly, the Central Local Health Integration Network (LHIN) Integrated Health Services Plans (IHSP) do not highlight the priority issues for PACE and its consumers/clients. However, through our involvement in key community partnerships, PACE has played a key role in raising awareness about the needs of our consumers/clients and the importance of investing even greater resources into our sector. This work is in its early stages and will continue.

Public Awareness

Ontario continues to move closer to its vision for an inclusive society for people with disabilities. The Accessibility for Ontarians with Disabilities Act (AODA) has certainly paved the way for greater accessibility in public sector workplaces and public spaces, more suitable customer services and the provision of equal access to employment and information.

Human Resource Capacity

Adequate human capacity must be available in this demanding and difficult environment in order to effectively implement PACE's mandate, responsibilities and strategic plan. Valuable opportunities exist to unleash and mobilize our full potential and boost the collective capabilities, experiences, skills and accountability of PACE's leadership team and employees.

Retention of a team of high quality and dedicated front-line workers is critical to our success. Although our turnover rate has been low in the past, our workforce is aging. Therefore, as staff retire, recruitment of high caliber workers will be critical.

Single Source of Funding

PACE is closely tied to the funding we receive from the Ontario Ministry of Health and Long-Term Care (MOHLTC), through the Central LHIN, in order to provide services. The accountability agreement with the LHIN, similar to the previous agreements with MOHLTC, places explicit expectations on the funds in terms of expected service outcomes. However, the emerging and changing needs of consumers/clients often do not allow PACE to adapt as quickly as possible given the limited amount of disposable funds available.

PACE's Organizational Culture

Culture is the critical foundation which shapes the way the work of PACE gets done and the way the structure and processes get employed. Therefore, alignment between the culture and strategy is a powerful means for achieving our vision. We will continue to promote the culture to support the vision, mission and priorities of PACE. A greater focus will be placed on innovation, continuous improvement, accountability and collaboration.

COURAGE TO THRIVE & GROW



our balanced scorecard strategic plan

As outlined earlier, the Strategic Planning process has been thought-provoking, consultative and collaborative. A review of the internal and external environment was conducted to inform the renewal of our strategic plan. The context for the analysis included an assessment of the social, political, economic, technological, legislative, human resources and operating environments that influence PACE.



Based on this review, we reaffirmed our vision, developed value statements, in collaboration with our consumers/clients and employees, and imagined an exciting future for PACE. In addition, we updated our mission statement for PACE. Our renewed mission is broader and inspiring and will anchor PACE's future growth and progress. Based on this work, we then crafted our strategy map, which is an illustration of the cause and effect linkages across four strategic pillars that will drive achievement of our vision and mission.



our strategic foundation

The **mission** of PACE is:

“Leading and innovating to advance the quality of programs and services to support people with physical disabilities to live independently.”



*“Wherever you go,
go with all your heart.”*

~ Confucius

PACE's values and related value statements are declarations about how we will value the people we serve, our employees and stakeholders. Our **values** and associated statements are:

- **Community** of Inclusivity
- **Collaboration** with Partners
- **Commitment** to Choice & Excellence
- **Courage** to Thrive & Grow

Our vision is our dream for PACE's future. It is what we aspire to become in the approaching years. Our vision challenges us to change, grow and improve. Our **vision** for PACE's future is:

“Independent Living: A Choice for Everyone.”

Finally, the four strategic pillars within the strategy map answer key questions about how we will serve our consumers / clients. The four pillars are as follows.

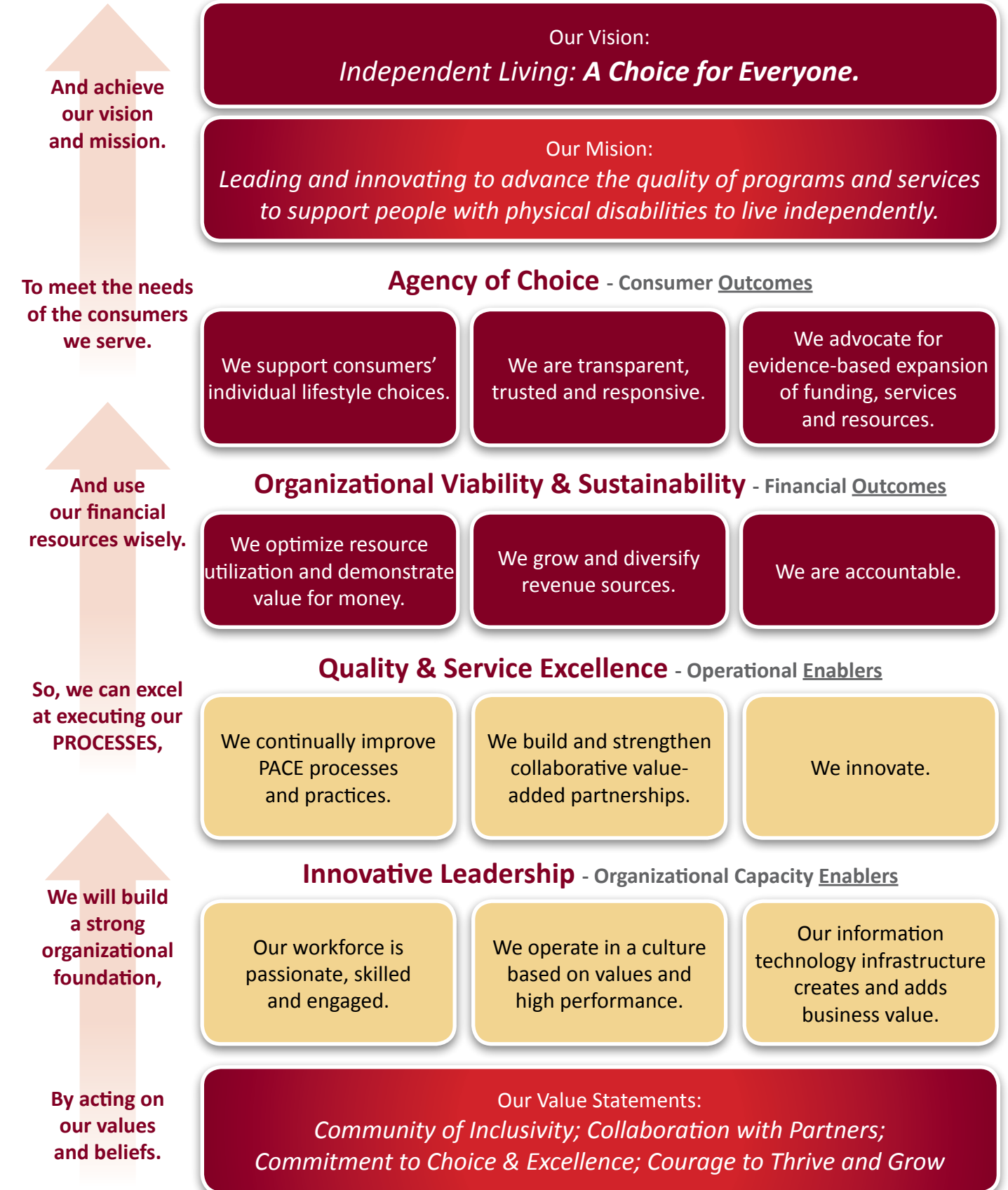


After careful discussion, we identified the four strategic pillars that will steer PACE in the coming years. They are as follows:

Within each pillar, there are three strategic goals that will facilitate achievement of the overarching direction and our vision and mission. For the Organizational Capacity and Operational Pillars, the goals are enabling. This means they enable us to achieve the outcomes that are associated with the goals in the Financial and Consumer / Client Pillars. The goals are outlined in the strategy map.



THE STRATEGY MAP



the strategy map

Simply Put,

The map takes us on a journey towards achievement of our vision and mission.

First, by acting on our values and beliefs, we will build a strong organizational foundation, as outlined in our first strategic pillar, Innovative Leadership.

1 Strategic Pillar - Innovative Leadership

The enabling goals to support this direction are:

- Our workforce is passionate, skilled and engaged.
- We operate in a culture based on values and high performance.
- Our information technology infrastructure creates and adds business value.

Success in this pillar will allow us to excel at executing our processes and managing our operations.

2 Strategic Pillar - Quality & Service Excellence

The enabling goals to support this direction are:

- We continually improve PACE processes and practices.
- We build and strengthen collaborative value-added partnerships.
- We innovate.

Success in this pillar will enable us to use our financial resources wisely.

3 Strategic Pillar - Organizational Viability and Sustainability

The outcome-based goals to support this direction are:

- We optimize resource utilization and demonstrate value for money.
- We grow and diversify revenue sources.
- We are accountable.

Success in this pillar will enable us to meet the needs of the consumers/clients we serve.

4 Strategic Pillar - Agency of Choice

The outcome-based goals to support this direction are:

- We support consumers' / clients' individual lifestyle choices.
- We are transparent, trusted and responsive.
- We advocate for evidence-based expansion of funding, services and resources.

And, we will achieve our mission and vision.

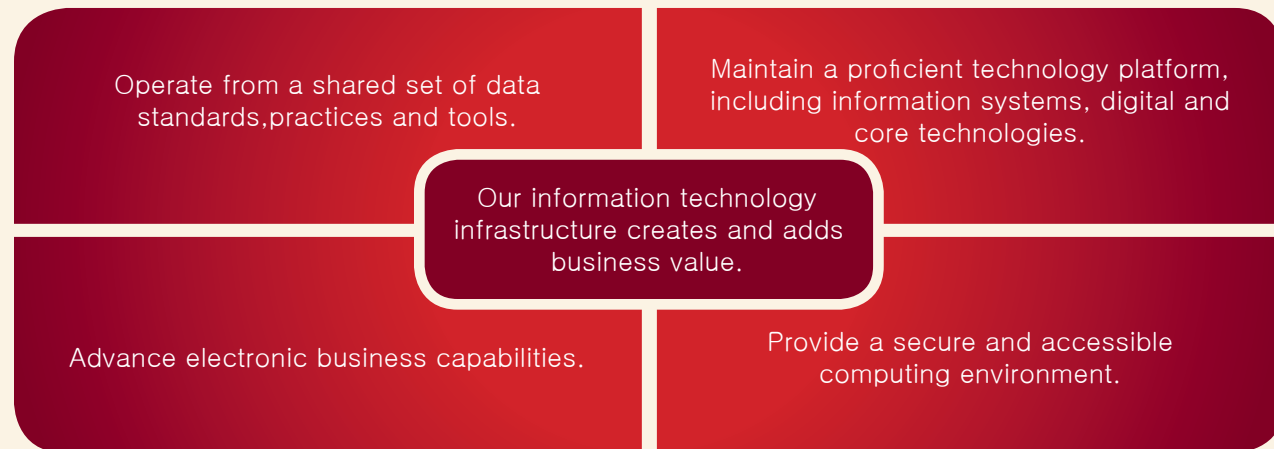


“Do not follow where the path may lead. Go instead where there is no path and leave a trail.”

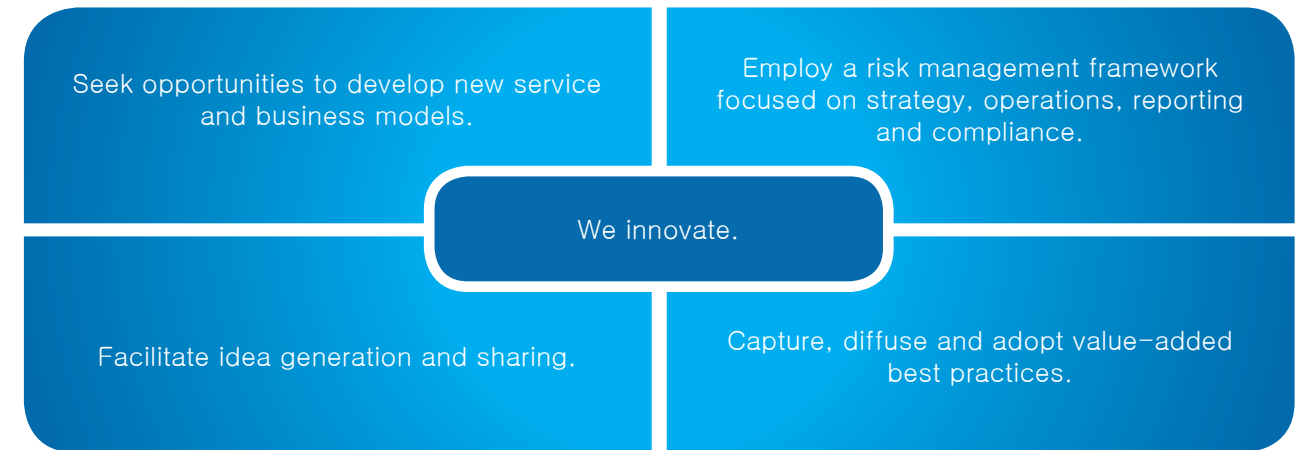
~ Ralph Waldo Emerson

Within each set of goals for the organizational capacity pillar and the operational enablers pillar, we have further identified **four strategic objectives** which provide us with direction on how to execute each strategic direction. They are as follows:

innovative leadership – organizational capacity



quality & service excellence – operational enablers



Following on the next page, is a comprehensive Strategy Map that illustrates our complete strategic journey for the period 2011 – 2014.

COMPREHENSIVE STRATEGY MAP



And achieve our vision and mission.

To meet the needs of the consumers we serve.

And use our financial resources wisely.

So, we can excel at executing our PROCESSES,

We will build a strong organizational foundation,

By acting on our values and beliefs.

measuring our strategic journey

We will measure the success of our strategic plan by the experiences of the consumers and clients who PACE serves. It will be apparent in how effectively their needs are fulfilled. Our plan's outcomes will be felt by the LHIN and our community partners as we work more effectively and creatively to achieve our shared missions. And, of significant importance, the success of our Strategic Plan will be experienced by our employees. They will feel more confident, empowered and better prepared to do their jobs and deliver value. Lastly, our financial house will continue to be stable and our foundation will be stronger, thus preparing us for the next 30 years of service.



And our success will be measured through our Balanced Scorecard's key performance indicators / metrics. Ultimately, the accomplishment of metrics is an assessment of our progress, achievements and the need for improvement. When creating the key performance indicators used in our Balanced Scorecard they will meet the following conditions:

- Be clear and easy to understand
- Be challenging, yet attainable
- Be straightforward to measure
- Be aligned to the four strategic pillars

Our indicators will be tracked on a regular basis, via our Balanced Scorecard Report and will provide us with information on how we are doing against the plan, where we need to improve or change our approach, and when we should recognize and celebrate milestones of accomplishment. The Balanced Scorecard will be shared with our employees, clients / consumers, the Board of Directors and the community at large on a regular basis. In addition, we expect that the strategy will be cascaded into departmental scorecards and performance management that will assist teams in tracking their individual performance and ensuring their efforts and results are in alignment with the corporate direction.

....“And so they set sail for the Land of Possibility, where anything could happen, and often did.”
~ Anonymous

bringing the strategic plan to life

There are four phases to implementing the PACE Strategic Plan, “Imagine!”

In the initial phase, **Communicating our Future**, we will work hard to communicate the strategic plan to our employees and share the key components of the plan and what it means for them. More importantly, we will:

- Teach and coach our team on how to use the strategy map and how to apply it to everything they do.
- Bring the language and symbols of the plan to life in our organization.
- Make sure decisions are aligned to our “Consumer / Client” outcomes and organizational vision and mission.
- Hold ourselves accountable to the plan.

Concurrently, we will share the strategic plan with our consumers / clients, LHIN partners and stakeholders, such as other community organizations.

In the second phase, **Preparation**, we will develop our annual priority projects in direct alignment to the strategic plan, specifically the strategic objectives. Execution of our priority projects will give us traction and drive results. We will utilize a quality management framework and project management methodology to ensure the projects produce the desired deliverables that bring about beneficial change and added value. We will also develop our Balanced Scorecard which incorporates the Key Performance Indicators that we will track and evaluate across each of the Strategic Pillars.

In the third phase, **Moving Forward**, we will begin to implement our Priority Project action plans and continually review our progress, measure outcomes, learn from setbacks and consolidate gains. Importantly, we will:

- Celebrate small, medium and big wins, especially ones that required us to think creatively or that have more risk associated with them.
- Learn from failures and use those experiences to make us stronger and better.
- Use the Strategy Map to ensure we are focused on the things that matter most and that will improve outcomes for the people we serve.

The fourth phase is **Review & Update**. We have made important choices about our areas of focus and investment based on the information we have today. However, it is critical to recognize that PACE’s Strategy Map for the future is an evolving, responsive strategy, and as such, we will frequently review the plan and amend it, as required, reflecting new changes that influence our environment.

closing remarks

Over the last twelve months, the PACE senior leadership team has been on a journey of reflection and analysis. We have closely studied our organization and the environment we operate in. We have delved deep and asked ourselves the hard questions. We have challenged our models of service and leadership and the legacies that are part of who we are. We have posed the questions; How can we build on our strengths and assets to make an even bigger difference? What is our dream for PACE for the next three years? How can we build on our belief that Independent Living must be a choice for everyone?

We have envisioned PACE in the future and we are now ready to move forward and bring the new plan, **IMAGINE!** to life. The senior leadership team is excited and prepared to implement the plan, lead the PACE team and work hand-in-hand with our partners and stakeholders to achieve better outcomes for consumers and clients.

“Everything you can imagine is real.”

~ Pablo Picasso





Pace
Independent Living

Setting the pace in Independent Living

www.pace-il.ca



ACCREDITATION CANADA
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Driving Quality Health Services
Force motrice de la qualité des services de santé