



Community & Home  
Assistance to Seniors

# Strategic Plan

2021-2024



# Moving Forward Together



Supporting the health and well-being of older adults and caregivers in York Region and South Simcoe is more important now than ever before. The next three years will be a defining period for CHATS, its clients and caregivers, more than 300 staff members and 500+ volunteers.

Our Strategic Plan for 2021 – 2024 is a collaboration of our many stakeholders. This included a six-month engagement period with almost 200 staff, clients, caregivers, volunteers, board and committee members both past and current, as well as key partners and system stakeholders and funders.

Together, we have mapped out a plan to deliver high-quality, equitable care to the people we serve.

134

survey responses from staff, volunteers and committee members

5

focus groups conducted

200

staff, volunteers, clients and partners were engaged

8

one-on-one interviews with key partners and system stakeholders



CHATS acknowledges with appreciation, the support received from the Ontario Trillium Foundation

# Strategic Plan Overview



## Vision

Older adults live best at home and in their communities.

## Mission

CHATS advocates for and delivers high quality, person-centred home and community services, providing dignity and choice for aging at home.

## Values

### Respect

We are trusted providers and show respect, responsiveness and responsibility in all we do.

### Empathy

We care for and about the people we serve, listening to and understanding their needs.

### Quality

We act ethically to deliver service excellence.

### Collaboration

We partner across the health and social care system to promote the health, safety and independence of the people we serve.

### Equity

We reflect diversity, inclusion and equity in everything we do.

### Innovation

We anticipate and respond to our environment, innovating to improve outcomes for the people we serve.

# Strategic Priorities



## Priority #1

Adapt and expand programs and services to address the health and social needs of the people we serve.



## Priority #2

Pursue health system integration in order to deliver person-centered care.



## Priority #3

Influence system change to demonstrate the value of home and community care.

Enablers

People

Technology

Advocacy

Funding



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# Priority #1

**Adapt and expand programs and services to address the health and social needs of the people we serve.**



## **Identify the evolving population and community needs with a focus on equity.**

- Conduct a review of CHATS' current programs and services.
- Develop and implement new programs that address identified needs.

## **Explore and develop new models of care.**

- Ensure seamless coordination and continuity of care when transferring older adults from hospital to home.
- Explore and pursue models that promote ageing in place, including to Long-Term Care @Home and palliative care.

## **Enhance the use of digital solutions.**

- Identify and evaluate solutions that would improve the client experience, including but not limited to platforms for remote care monitoring, and better connectivity and integration between providers.
- Continue to implement CHATS' IT strategy with a focus on improving internal efficiencies.
- Enhance opportunities for greater virtual service delivery.



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# Priority #2

**Pursue health system integration in order to deliver person-centered care.**



## **Identify and evaluate expanded opportunities for programmatic and structural integrations.**

- Update the current partnership strategy to maximize current and future partnerships.

## **Enhance current collaborations.**

- Actively participate in Ontario Health Teams.
- Foster collaborations with partners within the sector and across the continuum of care.

## **Expand partnerships.**

- Explore partnerships with a focus on housing and assisted living.
- Establish partnerships with research entities to support advocacy and public policy initiatives.



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# Priority #3

**Influence system change to demonstrate the value of home and community care.**



**Demonstrate the value of a health and social care system that is embedded in the community.**

- Promote and advocate for the shift to community-centred care at provincial planning tables and Ontario Health Teams.

**Advocate for system performance improvement in the health and social care system.**

- Champion equity and inclusion.
- Advocate for an integrated and comprehensive health human resources strategy.
- Advocate for increased investments in home and community care.

**Demonstrate the value and contributions of community support services.**

- Communicate the impact of the sector by communicating success stories.
- Continue to engage with elected officials and policy makers.

# Our Commitment



*We are incredibly honoured to introduce CHATS Strategic Plan for 2021 – 2024. We'd also like to thank the hundreds of individuals, who not only shared their voices and stories to shape our direction forward, but who will also make this plan a reality for years to come.*

*Delivering on this plan will require our team and our partners from all corners of the region to come together with a shared focus to ensure **older adults can live their best lives at home with dignity and with choice**. Collaboration is a core pillar of this plan, and as our community grows and evolves, we will too with respect and innovation at the forefront of everything we do.*

*Our commitment — to meet the needs of the people we serve, to pursue health system integration and to prioritize the value of home and community care — will ultimately create a better system today and tomorrow.*

**Christina Bisanz**, Chief Executive Officer  
**Mary Bayliss**, Board Chair



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Learn more at [www.chats.on.ca/Strategy](http://www.chats.on.ca/Strategy)