Metamorphosis
Building your Community Health network, Neighbourhood by Neighbourhood

Strategic Plan

Prepared by Metamorphosis Leadership Team
August 2010
Metamorphosis Strategic Plan
June 2010
Facilitated by The Desk Consulting Group Inc.
Solutions for Strategic Questions

Metamorphosis is a collaborative forum of community based health service providers working together to achieve knowledge transfer, system integration and shared planning with other sectors of the health system.
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Introduction

Metamorphosis is an independent network of community support service providers and health system partners\(^1\). The network strategic plan guides the organization for the time period April 1, 2010 to March 31, 2014.

**Leadership Team**

The Metamorphosis Leadership consists of the following individuals.

<table>
<thead>
<tr>
<th>Member</th>
<th>Organization</th>
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<tbody>
<tr>
<td>Angela Brewer</td>
<td>Acclaim Health  (Co-Chair representing MH LHIN orgs)</td>
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<tr>
<td>Sandy Milakovic</td>
<td>Canadian Mental Health Association / Peel Branch</td>
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<td></td>
<td>(Co-Chair representing CW LHIN orgs)</td>
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<tr>
<td>Theresa Greer</td>
<td>Heart House Hospice  (MH)</td>
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<td>Ray Applebaum</td>
<td>Peel Senior Link  (MH)</td>
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<td>Gord Gunning</td>
<td>CANES  (CW)</td>
</tr>
<tr>
<td>Lisa Mudie</td>
<td>Richview Community Care Services Corporation  (CW)</td>
</tr>
<tr>
<td>Valerie Quarrie</td>
<td>Dufferin County Community Support Services  (CW)</td>
</tr>
<tr>
<td>Maureen Riedler</td>
<td>Hospice Dufferin  (CW)</td>
</tr>
<tr>
<td>Hugh Stewart</td>
<td>Joyce Scott Non-profit Homes  (MH)</td>
</tr>
<tr>
<td>Lorena Smith</td>
<td>Seniors Life Enhancement Centres  (MH)</td>
</tr>
<tr>
<td>Scott McNabb</td>
<td>Homewatch Caregivers  (private)</td>
</tr>
<tr>
<td>Karen Parsons</td>
<td>Peel Addiction Assessment and Referral Centre  (MH)</td>
</tr>
</tbody>
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For additional details on the network, contact:

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\(^1\) Health system partners include but not limited to Acute Care Hospitals, Public Health, Regional Government, Private Sector Providers and Mental and Addiction Services Providers.
**About the Strategic Planning Process**

The network strategic planning process consists of three steps. The first step involves creating a shared purpose for the network by clarifying the mission, vision and supporting values. The second step is a common understanding of events that impact the network and are of importance to the members. The third and final steps in the development of shared actions the network can take collectively.

**Figure 1** illustrates the three major phases of the Strategic Planning Process.
Purpose of the Network

The purpose consists of four statements that define the mission, vision, values and the value proposition of the network. They outline why the network exists, its desired future and principles by which it operates on a daily basis.

Figure 2 illustrates the four keys to the purpose of Metamorphosis

![Diagram showing the relationship between Mission, Vision, Values, and Value Proposition]

Figure 2 – Four Parts of the Purpose

Our Mission

A collaborative forum of community based health service providers working together to achieve knowledge transfer, system integration and shared planning with other sectors of the health system.

Our Vision

A network of health service providers sharing their expertise and knowledge to support the health and well-being of individuals in the community.

Our Values

The values of the network represent the basic ground rules used by the network to support meetings, design projects and resolve emerging issues of interest. The values of the network are as follows:
✓ **Objective** – We remain open to look at the objective data to support dialogue, learning and opportunities for change.

✓ **Neutral** – We are a neutral network designed to support open and honest dialogue with all of the partners.

✓ **Proactive** – We seek and anticipate emerging opportunities to enable members to serve their clients.

✓ **Collaborative Planning** – We support and foster planning that encourages active participation by the people involved both in receiving service and providing service.

✓ **Engaging** – We support and encourage all members to engage and participate in the work of the network.

✓ **Inclusive** – We support and encourage the participation of Health System Partners in the work of the network related to the health and well-being of the community.

✓ **Evidence Based Planning** – We support the use of an evidence based approach to planning at all times in the work of the network.

**Value Proposition**
The value proposition\(^2\) outlines the unique value that Metamorphosis brings to the network participants.

> As a network member, you can use the information and tools you obtain through our events, newsletters and various activities to build relationships and improve your ability to service clients. Being part of the network puts you directly in touch with key decision makers (volunteers and staff) of other organizations, funders and decision makers in the community.

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\(^2\) A value proposition is a clear statement of the tangible results a customer will receive from using your services or products [http://www.sideroad.com/Sales/]
Understanding The Current Situation

In crafting strategic directions for the network, a series of key documents were used as key reference points. This section highlights the type of documents and activities that continue to play an important role in developing long term strategy for the network.

Figure 2 illustrate the two sources of information that impact the ongoing of the network. The requirements of the community sector and the factors of how to provide services, is constantly being balanced with the emerging requirements and policy directions of funders.

Figure 2 - Balancing Funding, Policy Community and Service Factors

The following is summary of the key documents that continue to impact and play a role in the ongoing work of the network.
Community and Services Factors

1. **Shifting Demographics of the Community**

   The communities of the two LHINs are very diverse. There is a wealth of information on the demographics and health needs of the communities. The sources include, but are not limited to:

   ✓ LHIN Demographic Profile of the Communities  
   ✓ Regional Municipalities  
   ✓ Public Health Departments  
   ✓ Social Planning Councils  
   ✓ Alternative Level of Care and Emergency Room Priorities as set out by the government  
   ✓ Seniors seen as persons non grates in the health care system

   The documents can be found through a website search of the above mentioned organizations or upon request of the sponsoring agency.

2. **Emerging Research on the Work of Community Support Services**

   Research is an important element in the work of the network. Working in partnership with Universities, research continues to provide the necessary evidence to support the ongoing changes and improvement in services provided in the community. Research data and research activities are found in any number of the following sources:

   ✓ Partnership projects with the Universities, such as the Balance of Care Project with the University of Toronto.  
   ✓ Supportive Housing with Ryerson University  
   ✓ Ontario Health Quality Council 2006 1st Year Report Presentation  
   ✓ SHRTN  
   ✓ Other Sector Research – Ontario Federation of MHA, Ontario CHC  
   ✓ Emerging research reports on seniors such as epidemiological data from Peel Public Health

   The support documents on current research and projects can be found through the supporting partner’s websites and public documents.
Funding and Policy Factors

The Local Health Integration Network and the work of the Ontario Quality Council provide two solid sources of information that impact the vision and ongoing work of the Metamorphosis Network.

3. Local Health Integration Network (LHIN)

The Mississauga Halton LHIN and the Central LHIN provide local health planning and funding for members of the Metamorphosis Network. Both organizations have a comprehensive multi-year planning document and they have formal relationships with members through a Multi-Sector Accountability Agreement (MSAA).

The LHIN ISHP plans are current and provide overall direction for the respective links for the next two year.

The current Multi-sector Accountability Agreements (MSAA) are due to expire on March 31, 2010. The LHIN IHSP and supporting Accountability Agreement materials can be found on the LHIN website.

Reference information on the LHINs can be found online at http://www.lhins.on.ca

4. Ontario Health Quality Council

The Ontario Health Quality Council is responsible under the Commitment to the Future of Medicare Act care out a variety of tasks related to monitoring and reporting on the quality of health care in Ontario. An important aspect of their work is the annual report provided to the Minister of Health on the state of health care system in Ontario.

The Council provides a comprehensive report on the status of the work undertaken by LHINs on annual basis.

To learn more about the LHIN Analysis Report, visit the Ontario Health Quality Council website or click here.
Our Strategic Directions

The power of the Network is its ability to continually meet the needs of the members and be a creative group in support meaningful change in the design and delivery of health care services in the community. The network identified four strategic directions to guide its ongoing work for the membership.

Figure The following is a summary of the four strategic directions and measureable results to be achieved.

Figure 3 - Strategic Directions
1. Governance Leadership Model

It is important that the network is a model that supports ongoing engagement of community partners in the overall health care process. Our governance leadership model is responsive to the needs of the network partners.

Measureable results will include:
✓ Written roles and responsibilities clearly defined and shared with the network
✓ Formal Communication process
✓ Strong Governance Team
✓ Viewed by those outside the group as a creditable group
✓ Financial accountability
✓ Strategic Plan in place and list of accomplishments
✓ Plan to bring people and organizations on board

2. System Engagement

Metamorphosis provides a forum to discuss, identify, and brainstorm solutions to issues and topics of common interest to members that impact an organization’s ability to provide services in the community.

Measureable results will include:
✓ Community Support Services is an integral part of the health care system
✓ The network is:
  o consulted prior to decision making
  o an integral part of the IHSP implementation process
  o a valued partner with provincial associations
✓ The accountability process is clearly defined
✓ Well defined formal linkages with other networks/collectives within the LHINs.

3. Communication and Knowledge Transfer

It is important that the network is the neutral round table that supports dialogue, learning and sharing of information related to health care and community support services in the community.

Measureable results will include:
✓ Small agencies will feel involved and valued
✓ Linkage between organizations e.g., SHRTN, LHINs, OHQC Strong peer to peer network
4. Quality Organizations

The network is the repository of excellent and documented information on the effective benefits of working together as a network to provide services in the community. Our work will include Front Line Service delivery, Back Office Efficiency and Performance Improvement results to ensure services to clients remain the center of network projects and activities.

Measureable results will include:

CSS Portal
✓ Methods to best utilized the CSS Portal

Performance Improvement
✓ Shared Strategies to support agencies completing their first Accreditation
✓ Sharing best practices
Milestones - Three Year Outlook

Metamorphosis established the following measurable results for each of the areas of focus for the next three to five year period. Figure 4 contains the direction on the left and measurable results in the arrow.

- Governance Leadership Model
  - Central West LHIN is engaged in the work of Metamorphosis

- System Engagement
  - A documented and working relationship exists between Hospitals and members of Metamorphosis

- Communication and Knowledge Transfer
  - SHRTN provides leadership reports on research

- Quality Organizations
  - Agencies have access to Quality Management Resources
  - All Mississauga Halton members have completed the MHLIN Accreditation requirement.

Implementing the Strategic Plan

The implementation process for the strategic plan will consist of the following steps:

- Creating a work plan in support of the Directions and the identified Measureable Results
- Identification of working groups to address each area of focus.
- Each group will identify a work plan for the current year.
- Sharing of the work plan with the network prior to implementation.
✓ Implementation of the work plan with updates to the network.
✓ Annual report on the identified results to the network.

Summary

The strategic plan for Metamorphosis is a living document. Each year, at the biannual conference, the plan will be reviewed and updated by the network to ensure the plan is current at all times. The plan will serve as a guide to ensure the work of the network continues to meet the needs of the network participants on an ongoing basis.

Co-Chair, Metamorphosis

Co-Chair, Metamorphosis

File Reference:
C:\Users\ejerry\Documents\wpdocs\Metamorphosis\Leadershipteam2012\Metamorphosis_StratPlan_Final-August2010.docx

Facilitated by The Desk Consulting Group Inc.
Solutions for Strategic Questions
Appendix 1: Milestone Chart

The Milestone Chart contains the following information.

- Strategic Directions outline the key areas of focus for Metamorphosis for the next three year period.
- Time Frame outlines the results that should be accomplished in the identified year.
- Measurable Results contains a list of the results that should be completed by March 31, 2014.

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<th>Time Frame</th>
<th>Measurable Results should include:</th>
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