



SHIP

Services and Housing
In the Province

BUILDING BLOCKS FOR A BETTER TOMORROW



**2022-2026
STRATEGIC PLAN**

INTRODUCTION

SHIP's 2022-2026 Strategic Plan outlines a bold vision and three ambitious aims designed to better integrate our service delivery systems, deepen the quality of our housing, services and partnerships and establish a healthy, safe and high performing workplace.

We are pleased to present SHIP's 2022-2026 Strategic Plan. Looking back, we have had a few challenging years responding to a global pandemic as well as supporting the transformation of our provincial health care system. This strategic plan comes at a time when we most need it; it provides us with Building Blocks for the next four years that will guide us toward our vision of Quality Housing, Quality Services, Quality Lives. We are very excited about this plan and would like to thank all involved for your participation and valuable input into its development. Your insights helped us set priorities to move us forward and we strongly believe that this plan is as much yours as it is ours.

The past two years have been a challenging time for health care due to the pandemic with its direct impacts being felt across our organization. As with many other challenges put before us, our team demonstrated professionalism, openness to change and resilience in order to continue to care for our community during an uncertain time. As an organization, we kept our doors open and were able to quickly adapt to continue providing safe, quality care on a daily basis. The pandemic put a spotlight on health inequities and disproportionate impacts among racialized and Indigenous populations as well as the limitations to housing and homelessness and mental health and addiction services, which has forced a much needed re-evaluation of current strategies.

Alongside the pandemic, our health care system has been transforming through Ontario Health Teams, which promises to build a more connected health

care system. These changes will strengthen local services, making it easier for people to navigate the system and transition between providers. With our new Strategic Plan, we commit to look inward and to undertake our own transformation so we can better position ourselves within a transforming health care and housing landscape.

SHIP has undergone many significant changes since the development of our last strategic plan and our structure as an organization. Looking forward, our renewed purpose and future direction call for a continued focus on the Quadruple Aim and the provision of high quality housing and services that builds on the strength of our people and meets the needs of our communities, partners and stakeholders. Our plan seeks to enhance and establish new practices and ways of thinking over the next four years. We all have a role to play to work together to overcome challenges, seek opportunities and to build a more connected system and a healthier future. **WITH THIS PLAN WE OFFER YOU OUR BUILDING BLOCKS FOR A BETTER TOMORROW.**



Louise Kindree
Chair of the Board



Lesley Nagoda
Chief Executive Officer

2018-2022 STRATEGIC PLAN ACHIEVEMENTS

The Strategic Plan we published in 2018 set out an ambitious vision for enhancing our services and housing capacity, maximizing engagement and promoting SHIP's expertise, brand and value proposition.



Four years later, we look back on that strategy and celebrate achievements such as acquiring over 200 new units, the purchase of two new Capital properties, developing and launching SHIP's Equity, Diversity, Inclusion and Anti-racism Framework and Action Plan. We deepened our Client and Family Engagement approach, strengthened our communication systems, fully redesigned our website and created a stronger presence through social media channels. We are proud of the work we accomplished against the 2018-2022 Strategic Plan and we sincerely thank the SHIP Strategic Plan Committees who were actively engaged in making this plan so successful. We now find ourselves charting the course for another ambitious journey.

The events of the past few years have reinforced just how much impact a safe place to call home and appropriate supports have on community and population health and well-being. The pandemic presented an evolving set of challenges and shifting service priorities and as a result, now more than ever, it is important for us to reframe SHIP's future, shore up our strengths and seek to reframe and refocus strategically.



It's important for us to reframe SHIP's future, shore up our strengths and seek to reframe and refocus strategically.

- SHIP staff

PROCESS

Our 2022-2026 Strategic Plan represents a review of important information and a series of critical conversations with clients, staff and stakeholders over several months.

THE PROCESS WAS FRAMED WITH CLIENTS, COMMUNITIES AND FAMILY AS THE FOCUS TO GET THE FOLLOWING TARGETED RESULTS:

STRUCTURED

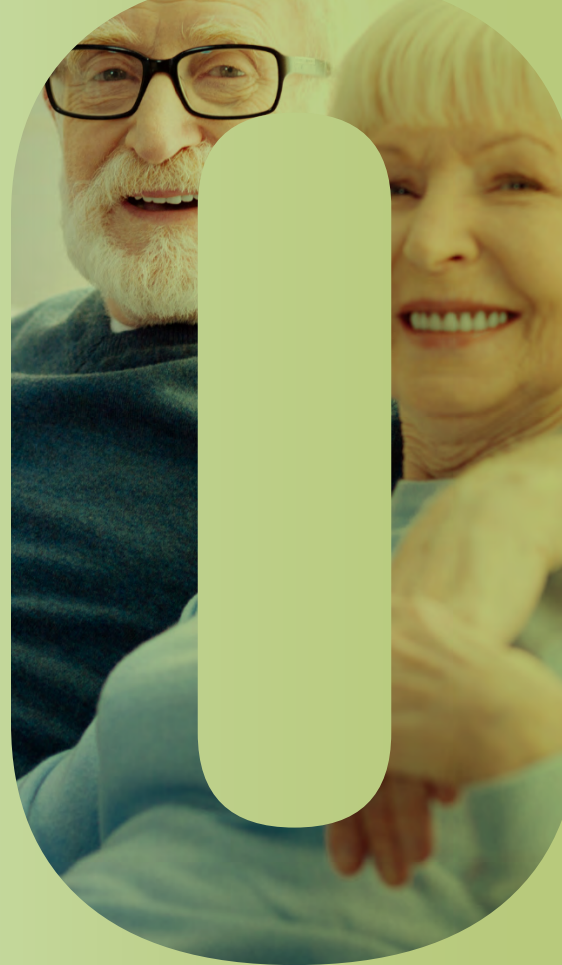
SHIP's Strategic Planning process was guided by SHIP's Board of Directors and the Senior Leadership Team.

INTEGRATED

SHIP ensured that the process incorporated data from our Client Experience surveys and aggregated assessment data. We endeavoured to ensure alignment provincially, regionally and with health system transformation.

COLLABORATIVE

The process was grounded in widespread input from consultations and engagement with clients, families, staff and stakeholders.



While SHIP has grown tremendously in a relatively short period, the organization maintains a strong community and collaborative spirit.

- SHIP partner

SHIP



OUR MISSION

We work to support those with mental health and addiction challenges to increase their quality of life and live to their full potential through safe, affordable and supportive community-based housing and services.

OUR VISION

Quality **Housing**.
Quality **Services**.
Quality **Lives**.

OUR VALUES

Compassion
Hope
Inclusion
Respect
Professionalism

STRATEGIC DIRECTION

Our plan is ambitious and future focused. Good quality housing must be recognized as a determinant of health and is the cornerstone of inclusive communities. Building back better mental health and addictions services will be key to healthy communities as we recover from the pandemic. Thank you to the many people who shared their voice and experience with us, we are motivated and inspired to breathe life into our vision, mission, and values. As we turn the plan into action, we pledge to continue to **Adapt**, **Build**, and **Create**.

SHIP'S ABCs:

BUILDING BLOCKS FOR A BETTER TOMORROW

ADAPT

BUILD

CREATE

STRATEGIC DIRECTIONS



ADAPT

- Goal 1** Modern organizational structure
- Goal 2** Recognizable brand
- Goal 3** Advocacy & stewardship
- Goal 4** Highly available, scalable, redundant and secured information systems that support digital health workflows and data analytics



BUILD

- Goal 1** Housing excellence
- Goal 2** Service excellence
- Goal 3** Inclusive communities
- Goal 4** Trusted and valued partner



CREATE

- Goal 1** Commitment to staff wellness and education
- Goal 2** Engage, develop and retain top talent
- Goal 3** Commitment to EDI, antiracism, anti-oppression and health equity
- Goal 4** Meaningful communication



STRATEGIC DIRECTIONS

STRATEGIC DIRECTION 1

ADAPT

Transform to have a modern structure, brand, advocacy position and digital health system through a more integrated service delivery system that connects staff and services to our clients.



We will **ADAPT** to have a modern structure, brand, advocacy position and digital health approach through a more integrated service delivery system, one that advances the Quadruple Aim connecting population health, resource accountability, and a great staff and client experience. We believe that as our communities grow, change, and shift, it is necessary to transform accordingly. We must design and position modern, effective and evidence informed structures and approaches to our work.

OVER THE NEXT FEW YEARS, WE WILL FOCUS ON THE FOLLOWING STRATEGIES:

GOAL 1

MODERN ORGANIZATIONAL STRUCTURE

We will develop a collaborative organizational structure that is integrated and will proactively enhance the health of those we support and ensure an optimal experience.

Key priorities include:

- An Organizational Structure that is aligned to OHTs and referral sources that provides depth in a proactive local population health response
- Deploy a cross functional, integrated organizational strategy that continuously measures and monitors strategic and operational progress through Scorecards and Dashboards
- Updated contract management systems and controls to leverage efficiencies and maximize cost benefit savings

GOAL 2

RECOGNIZABLE BRAND

We will implement and activate a brand and identity strategy for engagement with both internal and external stakeholders. SHIP has an important voice in our community on issues related to our mandate. We want to be a credible and trusted voice in the system.

Key priorities include:

- Create and implement a revised brand strategy approach
- Updated website to be more accessible and informative
- Updated and consistent look and feel of our community footprint

STRATEGIC DIRECTIONS

GOAL 3

ADVOCACY AND STEWARDSHIP

We will develop and implement an awareness campaign to engage donors, volunteers, partners, government and the community in supporting SHIP. Community-based mental health and addiction services and supports need to be appropriately funded, readily available and free of barriers and stigma.

Key priorities include:

- Base budget advocacy and accountability
- Create anti-stigma and anti-nimbyism awareness campaigns while advocating for our clients
- Create and implement a Donor Engagement Strategy

GOAL 4

HIGHLY AVAILABLE, SCALABLE, REDUNDANT AND SECURED INFORMATION SYSTEMS THAT SUPPORT DIGITAL HEALTH WORKFLOWS AND DATA ANALYTICS

We will fully embrace digital health advancements as a key driver to supporting seamless and efficient delivery of care, including health analytics.

Key priorities include:

- Optimize technology platforms, access and availability to facilitate a hybrid working model
- Adopt new technologies that enhance data collection, aggregation and analytics for decision making
- On-demand technology (i.e. digital front door, appointment reminders)
- Improve on privacy, data and cybersecurity based on acceptable industry standards
- Enhanced client support and services



It is necessary to transform as our organization rapidly grows.

- SHIP staff



STRATEGIC DIRECTIONS

STRATEGIC DIRECTION 2

BUILD

Build our housing, services, communities and partnerships to meet and exceed expectations through our commitment to person-centered, evidence informed care.

We will **BUILD** our housing, services, communities and partnerships to meet and exceed expectations through our commitment to person-centered, evidence informed care. We believe that building and redesigning housing and services to be inclusive, sustainable and equitable is essential for a healthy and thriving community.

OVER THE NEXT FEW YEARS, WE WILL FOCUS ON THE FOLLOWING STRATEGIES:

GOAL 1

HOUSING EXCELLENCE

We will continue to raise the bar for standards of housing. We believe that Quality Housing is a vital determinant of health and the foundation for recovery and increased quality of life.

Key priorities include:

- Develop a Housing Growth Plan Strategy to enhance our housing development pipeline
- Establish an improved housing unit maintenance strategy
- Complete Building Condition Assessments on all SHIP capital buildings
- Evaluate, measure and research SHIP's housing approach and share emerging practices and evidence

GOAL 2

SERVICE EXCELLENCE

We will ensure clients, families and caregivers are actively engaged as partners in designing systems of care and implement evidenced based programs designed for diverse populations. We believe that good outcomes and client and family satisfaction are a result of high standards of clinical excellence and connected care. Every client story is different.

Key priorities include:

- Embed harm reduction and recovery-oriented practices in all that we do
- Ensure articulated service delivery models and evaluated outcomes
- Further integrate quality and client safety into the culture of the organization
- Create a significant role for People with Lived and Living Experience (PWLE)
- Ensure timely access and seamless transitions between programs and into and out of services

STRATEGIC DIRECTIONS

GOAL 3

INCLUSIVE COMMUNITIES

We will focus on changing the lives of clients/tenants through improved community integration and connection to other systems. Communities are key to good health.

Key priorities include:

- Landlord engagement strategy developed and deployed
- Clients/tenants feel part of the community where they live
- Clients/tenants have access to meaningful activities and social opportunities
- Increase access to community healthcare and wellness options (General Practitioners, health clinics, holistic health, food security)



Without SHIP, I would be living on the street and am grateful for the program.

- SHIP client

GOAL 4

TRUSTED AND VALUED PARTNER

We will build, strengthen and cultivate networks and relationships with stakeholders who share our vision. Change in our system will take the effort of many resources and system partners.

Key priorities include:

- Create a Dufferin Engagement strategy in support of partner and client engagement
- Rebuild the Initiatives Network. This is a partnership of several invested organizations engaged in Supportive Housing and inter-organizational client support



STRATEGIC DIRECTIONS

STRATEGIC DIRECTION 3

CREATE

Enrich and nurture our culture to unify our diverse organization as a set of collaborative teams by establishing a healthy, safe and high performing workplace that supports, develops and retains our people.

We will **CREATE** an enriched and nurtured culture to unify our diverse organization as a set of collaborative teams by establishing a healthy, safe and high performing workplace that supports, develops and retains our people. We believe that an aligned culture fuels values and a positive spirit.

OVER THE NEXT FEW YEARS, WE WILL FOCUS ON THE FOLLOWING STRATEGIES:

GOAL 1

COMMITMENT TO STAFF WELLNESS AND EDUCATION

We will provide a safe, fair and healthy workplace that supports and enriches meaningful work. Workplaces matter. We know that high-performing workplaces are enabled by great people practices.

Key priorities include:

- Comprehensive Healthy Workplace Framework grounded in wellness programs for a stronger workforce
- Just Culture fully implemented
- Opportunities for employee connection
- Staff Safety Plan developed and implemented
- Staff coaching (Lean education)

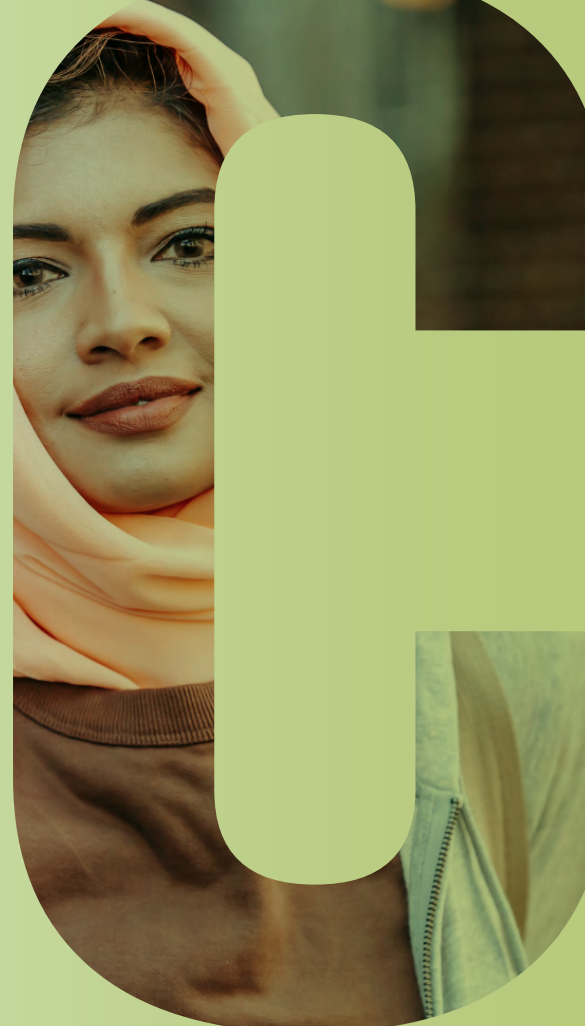
GOAL 2

ENGAGE, DEVELOP AND RETAIN TOP TALENT

We will develop and implement a health and human resources plan to ensure diverse and inclusive human capital management that proactively plans for staffing challenges in the sector. We know that engaged and developed staff improves workplace satisfaction and productivity.

Key priorities include:

- Great Place to Work framework developed and implemented
- Succession plan developed and implemented to ensure resource continuity
- Professional development strategy developed and implemented to remain current with best practices
- HHR Recruitment strategy developed and implemented



STRATEGIC DIRECTIONS

GOAL 3

COMMITMENT TO EDI, ANTI-RACISM, ANTI-OPPRESSION AND HEALTH EQUITY

We will engage regularly with priority populations and groups and commit to anti-racism, anti-oppression principles and ensure safe and welcoming environments. We work in, with and for diverse communities. The pandemic and continued social justice issues has amplified our awareness of those disproportionately impacted.

Key priorities include:

- Commitment to anti-racism and Truth and Reconciliation
- Implement SHIP's EDI Framework and Action Plan
- Increase EDI and cultural competency training opportunities for staff
- Targeted services specific to marginalized populations (2SLGBTQ+, BIPOC, Veterans)
- Complete Health Equity Impact Assessments on all programs and implement recommendations to ensure equity



I appreciate that SHIP has prioritized EDI and anti-racism for my workplace. I look forward to seeing what the organization can become and how we can better represent and therefore better serve our community.

- SHIP staff

GOAL 4

MEANINGFUL COMMUNICATION

We will adopt more transparent, frequent and aligned communications. An organization that has high levels of effective communication is transparent, collaborative and effectively conveys values, vision and objectives.

Key priorities include:

- Communication plan developed and implemented
- Develop and share meaningful and relevant reporting frameworks, Scorecards and Dashboards
- Foster collaboration to ensure consistent client service, client care, organizational goals and values



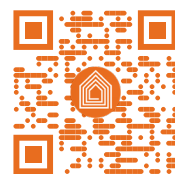
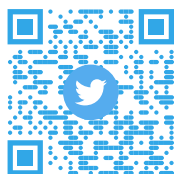
CONNECTING WITH SHIP

FOLLOW US ON SOCIAL MEDIA

Check SHIP out on social media – it's as simple as scanning or clicking on the QR codes below!

ACCESSING A QR CODE

1. Open your smartphone camera
2. Position the camera over the QR code until you see the yellow box around the QR code
3. You will then see the “Website or Code” appear at the top of the phone as a notification
4. Tap the notification to open the site





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