



Carefirst Seniors and Community Services Association

Five Year Strategic Plan 2022 - 2027

Compiled by:

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**Developed with consultation support from Management Advisory Services
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Carefirst Seniors and Community Services Association

Mission Statement

Carefirst empowers clients to live their best lives as they age, by providing integrated health and social care.

Vision Statement

Carefirst will be renowned for forward-thinking, integrated, community-based care.

Values:

- **C – Collaboration**

(Carefirst values and optimizes care services for its clients/families by developing partnerships and collaboration with appropriate traditional and non-traditional services providers and organizations.)

- **A – Accessibility**

(Carefirst ensures clients/families can obtain needed care (including advice and support) from the practitioner of choice within a time frame appropriate to the urgency of the problem"; accommodation is "the way healthcare resources are organized to accommodate a ...)

- **R – Responsiveness and accountability**

- **E – Equity, diversity and inclusion**

(Carefirst respects diversity, differences with the community through the provision of culturally sensitive services, in particular, its expertise in serving the Asian communities.)

- **F – Family and client-centered**

(Carefirst provides client/family-centred services that respect the client's/family's right and responsibility to make informed decisions about service utilization, their health, and wellness.)

- **I – Integrated continuum of care**

(Carefirst considers the needs of the clients, families, and caregivers from a holistic approach and delivers services on a coordinated approach.)

- **R – Respect and recognition**

(Carefirst values the contribution of all employees and respects their individuality.)

- **S – Safety and wellbeing**

(Carefirst commits to client/patient safety and provides its services in a safe and professional manner and delivers its programs by qualified and competent staff and safety guidelines.

- **T – Top quality programs and services**

(Carefirst provides, promotes, and monitors excellence in services through its standards and practices)

Critical Success Factors

- Agency's resiliency (Sufficient funding)
- Excellent leadership with a proactive board/senior management
- Best practices and learning organization
- Positive staff/management relations
- Competent, qualified staff, staff flexibility
- Good organizational health
- Demonstrated client and family satisfaction
- Community partnerships
- Entrepreneurial culture
- Effective management systems

2022 -2027 Strategic Imperatives

To build stronger, equitable, more inclusive, caring communities, we will:

1. Advocate for and engage clients, care partners and grassroots communities as agents of change as well as service beneficiaries.

Board: Paul Williams (co-chair), Freida Chavez and Clara Tsang

Staff: Alice Mui (co-chair)

Indicators: higher representation of clients and caregivers on committees and Board; increased client-directed care/self-management, including for dementia clients; number of clients and communities involved in program design; include clients and families in developing programs and services

2. Strengthen human resources.

Board: Andrea Chun (co-chair) and Cheryl Lau, with support from Matthew Lee, as needed

Staff: Rochelle Leung (co-chair) and Clara Chui

(a) Be the employer of choice for meaningful work.

Indicators: improved rates of application, recruitment, retention, satisfaction/pride, diversity; growth and development; staff training

(b) Build leadership capacity & succession planning.

Indicators: board training; adoption of distributive leadership; diversifying board; cross-board management, i.e. recruiting board members who are active in other partner organizations; alternative board governance models

3. Strengthen strategic partnerships.

Board: Karen Linker (co-chair) and Paul Williams

Staff: Tamara Belfer (co-chair), Alice Mui, Nancy Leung, Ann Cheuk and Emily Leung/Katherine Ho

Indicators: more partners and more diverse partners (e.g. with businesses, government, and other community organizations); referrals to partner agencies; more diverse Board members; participation/leadership in Ontario Health Teams and other initiatives

4. Ensure financial sustainability.

Board: Kingson Lee (co-chair), Doreen Tai, Shirley Ng and Peter Choy

Staff: Edmund Kwan (co-chair), Helen Yang and Helen Leung

Indicators: service support/funders beyond government funding; incremental increase in revenue; number of non-government funders; no deficit; enhance service/debt ratio; social entrepreneurship

5. Expand awareness and knowledge of Carefirst & its impact.

Board: Darius Sookram (co-chair), Roberta Lau and Jenny Lam, with support from Sheila Neysmith, as needed

Staff: Edith Lam (co-chair), Cora Yeung and Charlotte Lam **Other:** service user

Indicators: among (prospective) clients, caregivers, health care providers/organizations, and funders, survey re Carefirst awareness and image, now and in five years, e.g. as an exemplar role model for integrated care/wrap-around service; program evaluations/results

6. Modernize technology and innovate to remove physical and social barriers to access.

Board: Chi-Ming Chow (co-chair)

Staff: Sam Kwan (co-chair), Roger Ma and Arthur Ho **Other:** service user

Indicators: data analysis upgrade; adoption of virtual care delivery model and platforms; client access to virtual care

Carefirst Strategic Plan 2022 -2027 Implementation Plan

To build stronger, equitable, more inclusive, caring communities, we will:

STRATEGIC IMPERATIVE #1. Advocate for and engage clients, care partners and grassroots communities as agents of change as well as service beneficiaries.

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes	Timeline	Responsible Person	Key Performance Indicators
1) Engage clients & care partners through adoption of a spectrum of engagement approaches	<p>Client experience Client Experience: <i>Centeredness</i></p> <p>Provider Experience: <i>Effectiveness</i> Efficiency Effective -ness</p>	<ul style="list-style-type: none"> - Conduct comprehensive staff training on client engagement, and Integrated Care Delivery Model - Conduct orientation for clients and care partners on co-design and program planning - Identify and engage clients/caregivers at different levels of operation - Engage clients and care partners to plan and co- design Carefirst's programs and services and evaluate outcomes at different levels. - Deliberate to establish Service Co-design Work Group (SCDWG) for each program/service unit - Assess plans and outcomes on a regular basis (one-minute evaluations: what worked best, what didn't work so well; how to we improve?) - Assess efforts and outcomes on an ongoing basis (e.g., use "one- minute evaluations" to ask what worked best, what didn't work so well; how we could improve?) - Conduct annual survey on client and care partner and staff their experience 	<p>Staff training</p> <p>Orientation of clients / caregivers</p> <p>Time and budgets to compensate clients' involvement</p> <p>Trainers</p> <p>Clients & care partners</p> <p>Agency website, agency newsletter</p>	<p>Training sessions conducted for staff, clients and care partners</p> <p>Established 5 Service Co-design Work Groups</p> <p>Completed co-designed plans</p> <p>Completed "one-minute evaluations"</p> <p>Completed annual survey</p> <p>Quarterly message in website and newsletter, social media</p>	<p>Enhanced client and care partner engagement in care planning, program design and assessment</p> <p>Enhanced staff competency and confidence in engaging with client and care partner in co-developing care plan</p> <p>Identified gaps, needs and improvement in care plans</p> <p>More effective, program planning and service development</p> <p>Enhanced client / stakeholder engagement</p>	<p>Ongoing starting January 2022</p> <p>Ongoing annual training for new staff and clients</p> <p>Ongoing client and care partner engagement in planning and evaluation</p> <p>Ongoing annual client/ Stakeholder experience survey</p>	<p>Director of Communication, Co-chair of Client and Family Advisory Council</p> <p>All service units</p> <p>Client and Family Advisory Council</p> <p>All service units, co-chairs and members</p>	<ul style="list-style-type: none"> • An average of 75% attendance rate of client/care partners for SCDWG meetings • Opportunities to participate in and freely communicate my views, opinions and advice (90% strongly agree to agree) • Feedback is heard, respected and applied. (90% strongly agree to agree) • 90% management/client care received the training and follow-thro' the engagement strategy • 100% participation from identified clients/caregivers are engaged and co-develop program planning/development • 80% of new clients/care partners have co- designed care plans • 90% clients/care partners indicate they are satisfied with the opportunities • Qualitative feedbacks: Quotes or statements from clients/care partners indicate that staff welcome their involvement and integrate their input

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes	Timeline	Responsible Person	Key Performance Indicators
2) Enhance and facilitate clients and care partners to serve as advocates by sitting in external in governance or external platform, such as OHTs, to advocate for changes	<p>Client Experience: <i>Equity</i></p> <p>Provider Experience: <i>Effectiveness</i></p> <p>Efficiency</p> <p>Effective - ness</p>	<ul style="list-style-type: none"> - Communicate opportunities for clients and care partners to engage on Client and Family Advisory Council (CFAC), Board Standing Committees - Actively encourage clients and care partners to engage on Client and Family Advisory Council (CFAC) and Board Standing Committees - Actively encourage and connect clients and care partners to engage in OHTs task groups if opportunities come 	<p>Client Family Advisory Council (CFAC)</p> <p>Staff members</p> <p>Board Standing Committees</p> <p>Training for clients as advocates</p>	<p>Clients/care partners participating in CFAC and Board Standing Committees</p> <p>Completed "one-minute evaluations"</p> <p>Completed annual survey</p>	<p>Enhanced engagement of clients and care partners in CFAC/ Board Standing Committees</p> <p>Greater appreciation by board and senior staff on client and care partner perspectives</p>	On- going starting January 2022	Senior Management, Board members, Strategic Directions work group lead	<ul style="list-style-type: none"> • At least 1 client/care partner from each SCDWG sit in the CFAC and/or Board's Standing Committees or work groups • client/care partner joining the CFAC and Board Standing Committees indicated: <ul style="list-style-type: none"> - The opportunities to participate in and freely communicate my views, opinions and advice (90% strongly agree to agree) - Feedback is heard, respected and applied. (90% strongly agree to agree) • No. of client/care partners participated in OHTs' work group or committees each year

STRATEGIC IMPERATIVE #2. Strengthen human resources.

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
1) Be the employer of choice for meaningful work.	Effectiveness Provider experience	<ul style="list-style-type: none"> Identify and improve the priority areas of organizational health within Carefirst Demonstrate Carefirst cares for its staff's work life balance and HR communications, as much as it does for its clients, through adapting leading-edge human resources management concepts, policies and practices. Develop senior management's leadership, knowledge and skills to increase staff engagement and to facilitate change Improve staff engagement and communication through: <ul style="list-style-type: none"> Foster staff sense of belonging / commitment through team based management practice and tighten communication network Cultivate a supportive and caring atmosphere by providing more recognition, compliment, rapport among employees and celebrate success together clear roles/responsibilities identify/set/communicate/evaluate goals develop supervisors to foster transparent practices; act on employees' feedback advocate a climate of respect, professionalism and inclusiveness Promote Wellness in the Workplace: Staff recognition/appreciation/social clubs/health Provide a recognition plan to reward high performing departments, relationships and continue to build trust 	Financial resources Staffing Leadership training Incentives for staffs Time and commitment	Wellness programs for staff A recognition plan to reward high performing departments. A HR staff in-charge of staff relationships More Staff recognition programs Revise, update and share the current Diversity in the Workplace Policy to all staff annually	Increased staff retention Improved worklife -Improved staff work life, staff morale, team spirit, team cohesion, retention, productivity, measured through staff satisfaction survey	On-going	HR Committee HR Department Senior Management All staffs	<ul style="list-style-type: none"> % increased staff satisfaction at the workplace 5% reduction in attrition rate 85% indicate that Carefirst as a supportive work place 5% increase of job interviews from different ethnic groups 80% meeting recruitment goals by hiring a suitable candidate within 1 month of receiving hiring requisition depending on type of positions

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
2) Build leadership capacity & continue succession planning.	Effectiveness Efficiency	<ul style="list-style-type: none"> Update and continue to implement the succession planning program that emphasizes current talent development and increases the availability of experienced and capable employees to meet anticipating leadership needs. Identify existing potential middle management staff and above with commitment and enthusiasm and devise career development plan for them. Foster a learning environment through various channels such as management/supervision skills, communication, and training opportunity Enforce policy re training requirement (attend certain no of training courses annually) Provide conducive environment to apply what staff learn Incorporate a sustainability plan for each service department for productivity and cost effectiveness. Encourage leadership in innovation and creation of new service ideas. Provide board training 	<p>Appropriate / relevant staff</p> <p>Finance budget</p> <p>IT support, Inter-department deployment opportunity</p>	<p>A revised doable succession plan with staff input for middle management staff</p> <p>A succession plan for CEO and CFO</p> <p>Increased management training programs for middle management</p> <p>More talents identified among existing staffs</p> <p>Adoption of distributive leadership model</p>	<p>Reduced service disruption</p> <p>Ensured continuity of organization operation</p> <p>Diversifying board; cross-board management, i.e. recruiting board members who are active in other partner organizations; alternative board governance models</p>	<p>Middle management training plan - By end of 2022</p> <p>Ongoing</p>	<p>HR</p> <p>All potential management staff</p> <p>Staff participation (relevant candidates)</p>	<ul style="list-style-type: none"> % increase in # of potential successors % decrease in staff turnover rate % increase in staff competencies (self-rated and rated by supervisors)

STRATEGIC IMPERATIVE #3. Strengthen strategic partnerships.

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
1) Ensure all partnerships are aligned and supportive of Carefirst's mission and vision	Accessibility Effectiveness	<ul style="list-style-type: none"> Develop inventory template (e.g. which ones have MOU, ad hoc, level of partnership, date formed, sector, extent of partnership, department/organization wide, formal/informal – all columns must include definitions, non-health/health, nature of relationship, purpose, population, age) Each department to populate inventory template with existing partnerships (to be reviewed and updated annually) Develop maintenance process of the inventory (e.g. updating and ownership) Work with partners to strengthen relationships and continue to build trust 	All departments to participate	Inventory of partnership developed	<p>Identified gaps in partnership sectors</p> <p>Understand which partnerships are working well or not working well and why</p> <p>Enable prioritization of partnerships</p> <p>Strong partnerships</p>	<p>Template and inventory to be populated in 2022</p> <p>Ongoing - updating and maintenance of the inventory</p> <p>Ongoing - Partnership development</p>	Program Committee	<ul style="list-style-type: none"> 100% participation from all Carefirst departments 100% Completed partnership inventory 100% collection of Performance stories 100% completion of partner evaluation
2) Diversify partnerships based on changing environment	Equity Patient/Family Centredness Accessibility	<ul style="list-style-type: none"> Conduct SWOT by Carefirst Senior Management Committee Conduct SWOT by Carefirst Board of Directors Develop prioritization process Create partner evaluation Connect with prioritized organizations to explore partnership opportunities Explore development of non-traditional partnerships and engagement of grass root communities to address health equity 	<p>Carefirst management</p> <p>Carefirst Board of Directors</p>	<p>SWOT analysis done</p> <p>Partner evaluation</p> <p>Performance stories</p>	<p>Increased participation/leadership in Ontario Health Teams and other initiatives.</p> <p>Gaps in partnerships identified</p> <p>Consideration given to partnerships no longer in alignment/support of the mission</p> <p>New partnerships developed</p>	<p>Assessment of inventory to identify gaps and new/priority partnerships in 2022 and then annually</p> <p>Ongoing</p>	<p>Senior management staffs</p> <p>Board of Directors</p>	<ul style="list-style-type: none"> % increase in identifying gaps that needed to be filled % increased partners and more diverse partners (e.g. with businesses, government, and other community organizations) % Increased referrals to partner agencies; more diverse Board members

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
3) Increase Board of Directors involvement in partnerships	Effectiveness Accessibility	Review Board of Directors Policy on partnerships to determine whether an update is required Strengthen relationships between Carefirst Board of Directors and Carefirst staff	Carefirst Board of Directors	Updated policy to align with mission Policy developed Evaluation results	Support Carefirst management to advance and strengthen partnerships Increased opportunities for the Board and staff to work together Improved trust between Board and staff	Policy review complete in 2022 Ongoing	Carefirst Board of Directors	<ul style="list-style-type: none"> % of Board Members involved in developing partnership initiatives

STRATEGIC IMPERATIVE # 4. Ensure financial sustainability.

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes	Timeline	Responsible Person/ Committee	Key Performance Indicators
1) Develop a long range financial plan to support service continuation and expansion, including the new long-term care home operation.	Efficiency	<ul style="list-style-type: none"> To meet with program directors and service teams to determine the service needs in next 5 years To project the needed financial resources to match fundings as to meet the service needs To review service plans to identify funding gap To project financial operation for the long-term care homes To work with management to explore sources of revenue, e.g. exploring funding opportunities and activities for social enterprises and partnership with other agencies To develop a 5 year financial plan 	<p>Staff</p> <p>Time</p> <p>Staff engagement - in developing service level and future spending scenarios</p> <p>- exploring Government funding support and activities for social enterprises for additional revenue</p>	<p>A forecast report to predict financing needs and prioritizing resource allocation in next 5 years.</p> <p>A plan to meet all the financial obligations of the organization</p>	<p>Increased financial capacity to support the service continuation and</p> <p>Prudent financial operation of the organization in next 5 years and financial support for the continuation and growth of the organization expansion.</p>	<p>A long range financial plan by end of 2022</p> <p>Monitoring on yearly basis.</p>	<p>Finance Committee</p> <p>CEO</p> <p>CFO</p> <p>Program Directors Management team</p>	<ul style="list-style-type: none"> 95% financial stability with no deficit incurred for next 5 years 5 % incremental increase in revenue; % of service support by non-government funding % of revenue from social enterprise to total revenue Enhancing debt service ratio from 1.15 to 1:20 service support/funders beyond government funding; increased number of non-government funders
2) Fulfill the financial commitment for the development of the Campus of Care by end of 2024	Efficiency	<ul style="list-style-type: none"> Develop long-range financial planning for the coming 5 years to ensure adequate financial resources to match the development of the Campus of Care which includes the 120 beds long-term care home, the medical centre and the social community hub. Anchor and work closely with Infrastructure Ontario (IO) as the effective lender and Ministry of Long-Term Care about the financing of the development of the capital development Campus of Care Work with Carefirst Foundation to reach to capital campaign target of \$7.5 million Set goals for fundraising activities 	<p>Staffing</p> <p>Time</p> <p>Donors database for recurring and potential donors</p> <p>List of potential major donors</p>	<p>A long-range financial plan for 2022-2027</p> <p>Term Paper signed with IO</p> <p>A fundraising plan developed together with Carefirst Foundation</p> <p>A variety of related funding proposals developed for</p>	<p>Better financial planning and financial stability</p> <p>Confidence in completion of the Campus of Care project which will include 120-bed long-term care home, an elderly persons' centre and a medical centre to service the needs of the community.</p>	<p>Long-range financial planning completed by September 2022 and on-going review and updates</p> <p>Secure an effective lender by September 2022</p> <p>Ongoing for fundraising activities to reach the \$7.5</p>	<p>Finance Department</p> <p>Finance Committee</p> <p>Foundation Board</p> <p>Fundraising team</p> <p>CEO, CFO</p> <p>Management team</p>	<ul style="list-style-type: none"> 100% completion of financial planning 100% completion of a fundraising plan % of fundraising target achieved 100% anchorage of IO

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes	Timeline	Responsible Person/ Committee	Key Performance Indicators
		<ul style="list-style-type: none"> Investing additional staffing to market the project Exploring other related funding opportunities for the construction of the Campus of Care (e.g. Enabling Accessibility Fund) 		tapping into other funding opportunities		million fundraising target: <ul style="list-style-type: none"> - 10% by Mar 2022 - 40% by Mar 2023 - 80% by Mar 2024 - 100% by Sep 2024 		

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes	Timeline	Responsible Person/ Committee	Key Performance Indicators
3) Develop a long range financial plan to support Carefirst's commitment to improve staff compensation	Effective - Ness Equity	<ul style="list-style-type: none"> To working closely with HR Department to forecast the potential require financial resources to improve staff remuneration over the next 5 years with HR Department to benchmark the salary and determine the total compensation plan To forecast and factor the staff complement and adjustment in each year's financial budget as Carefirst expands its services To explore and determine the potential financial resources to support the HR needs 	A long-term range 5 year financial plan to reflect the increased staff compensation plan.	A long-range financial plan for 2022-2027 A workable compensation plan for each job position	Accomplishment of Carefirst Strategic Directive – improve job security and staff retention	An updated compensation plan for each job position by end of 2022	CEO CFO HR Department Program Directors Management team	<ul style="list-style-type: none"> 100% completion of financial planning 100% completion of a staff compensation grid over next 5 years

STRATEGIC IMPERATIVE #5. Expand awareness and knowledge of Carefirst & its impact.

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
1) Develop outreach strategy	Accessibility Effectiveness	<ul style="list-style-type: none"> Build community partnerships by partnering with groups to share project ideas; Form a working group to <ul style="list-style-type: none"> Identify key contact person Plan meetings with key groups Utilize returnees to provide program input Identify existing relationship that can be leveraged Build Government relations by partnering with groups to share project ideas Develop outreaching chart for local and ministerial politicians, understand key government priorities, ensure strong relationships by managing touch points Establish regular stakeholder engagement Seek partnership opportunities and media outlets of varying cultural backgrounds 	Time Staffing Public Relations Opportunities for networking and building Government Relations	A multi-year plan that includes all cultural groups and deepens current one.	Deepened quality of partnership relationships Diverse network of agency alliances and collaborative partnerships Becoming a Progressive, Innovative Agency Partner Recognition as a leader in advocating and delivering innovative care models Larger outreach pool by numbers Returning rates of partnerships / donations Utilization of at least 5 new media outlets	Year 1 <ul style="list-style-type: none"> Identify key partner Build multi-year outreach plan PR Events Year 2 and Ongoing <ul style="list-style-type: none"> Expand partners relationship Outreaching 	Board Member (Seniors & Foundation): Darius Sookram, Roberta Lau, Jenny Lam CEO & Program Directors Marketing Team Communication Team	<ul style="list-style-type: none"> Increased funding opportunities Increased partnership opportunities Enhanced client experience Increased community participation Increased popularity of Carefirst's brand
2) Offer experiential learning opportunity	Accessibility	<ul style="list-style-type: none"> Expand high school volunteer programs Establish post-secondary partnership plan Open Community Plan 	Time & staffing to research resources required to support a university /	Creation of "Youth Ambassador Program"	Gaps in partnerships identified Consideration given to	Year 1 & 2 <ul style="list-style-type: none"> revised & formalized high school 	<ul style="list-style-type: none"> HR Department Volunteer Department 	<ul style="list-style-type: none"> Increased awareness of Carefirst at education institutions

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
<p>nities to youth / high school / postsecondary students</p>			<p>college placement program</p> <p>Staffing and time to work with school boards, school board trustees</p> <p>Budget to advertise job opportunities across communities</p>	<p>Expand job opportunities in different spaces at Carefirst</p>	<p>partnerships no longer in alignment/support of the mission</p> <p>New partnerships developed</p>	<p>volunteer program</p> <ul style="list-style-type: none"> create a post second-ary outreach plan <p>Ongoing</p> <ul style="list-style-type: none"> expand learning and job opportunities 	<p>Marketing Team</p>	<ul style="list-style-type: none"> Enhanced awareness of Carefirst impact among the younger cohort Increased youth engagement with seniors Increased diverse pool of students as service providers Increased popularity of Carefirst's brand Enhanced engagement of diverse teams to reflect communities Increased Academic Partnerships Formalized training program(s) Increased Team's well-being # of students on boarded # of participants # of ambassadors # of people will use services + uptick in growth Population Health
<p>3) Build an inclusive brand / rebrand Carefirst as an organization that offers a wide range of services</p>	<p>Effectiveness</p> <p>Accessibility</p>	<ul style="list-style-type: none"> Build Tactical Marketing Plan and Recommended Activities to make an impact on Carefirst's marketing efforts Promotion of comprehensive services to all communities through organized roundtable Review existing promotional materials, and expand on a wider scope of services Expand and utilize key stakeholders / key community leaders list Rebrand Carefirst as an organization that offers a wide range of services - Potential Logo / Name change in future 	<p>Time</p> <p>Human Resources</p> <p>Marketing Consultant</p> <p>Marketing and promotional budget (especially for commercial marketing)</p>	<p>A comprehensive and effective marketing plan and strategies</p> <p>New promotion materials</p>	<p>Enhanced engagement with different communities outside Chinese culture</p> <p>Enhanced engagement with diverse communities</p> <p>Increased engagement with different service providers</p>	<p>Review promotional material</p> <p>Year 1 and ongoing</p> <ul style="list-style-type: none"> Establish and execute a promotional calendar to drive awareness with 	<p>Board & Community stakeholder team</p> <p>CEO and Program Directors</p> <p>Marketing Team</p> <p>Communication Team</p>	<ul style="list-style-type: none"> Increased popularity of Carefirst's brand Carefirst becomes a brand that reflects its comprehensive purpose # of new hires from diverse communities # of new clients / participants from diverse communities Positive client experiences

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
					<p>Becoming a Consumer and End-User Centric Brand</p> <p>Recognition as a leader in advocating and delivering innovative care models</p>	<p>prioritized clients, key partners, and funding partners, and appropriate media or event choices</p> <p>Year 2 & 3</p> <ul style="list-style-type: none"> assessment / opportunities for logo / name change consideration 	<p>Marketing consultant</p> <p>All service unit managers / team leaders</p>	
4) Enhance digital communications	<p>Effectiveness</p> <p>Accessibility</p>	<ul style="list-style-type: none"> Enhance website design, with multi-lingual content, clear flow of information Grow and diversify social media with diverse and relevant content Develop social media marketing plan Produce human interest personal stories that reflect impact of Carefirst 	<p>Budget for: website design, video production and marketing</p> <p>Recruit volunteers with digital communication skills to support</p> <p>Volunteer / clients / caregivers / talent to</p>		<p>Enhanced engagement with different communities outside Chinese culture</p> <p>Enhanced engagement with diverse communities</p>	<p>Immediately review</p> <ul style="list-style-type: none"> current website and conduct gap analysis <p>Year 1</p> <ul style="list-style-type: none"> to develop social media marketing plan 	<p>IT Team</p> <p>Marketing Team</p> <p>Communication Team</p> <p>Marketing consultant (social media & digital marketing)</p>	<ul style="list-style-type: none"> Increased engagement with different service providers # of hits / followers / like Currency of information Cross-cultural representation Deeper understanding of community concept Positive Client experience

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
			support the video production			<ul style="list-style-type: none"> • to produce 3 – 4 video Ongoing <ul style="list-style-type: none"> • maintain up-to-date content • utilize effective social media marketing channels 		

STRATEGIC IMPERATIVE #6 Modernize technology and innovate to remove physical and social barriers to access.

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
1) Develop an IT work plan focusing technology upgrade and invest in IT infrastructure	Effectiveness	<ul style="list-style-type: none"> Develop an inventory of current systems, both software and Hardware <ul style="list-style-type: none"> List to include dates of procurement and high-level description Internal scan of current system to identify gaps, needs, and improvement <ul style="list-style-type: none"> Target the goal of removing physical and social barriers to access External scan to benchmark, identify gaps, and find areas of improvement <ul style="list-style-type: none"> Target the goal of removing physical and social barriers to access Enhance IT integration strategy – across sectors <p>Collect feedback from - client and caregiver feedback ****Including Stakeholder</p>	Budget/Funding Professional consultants/ subject matter expert IT team Technology hardware and software Ongoing training coaching on IT literacy Stakeholder participation External partnerships	Data collection Enhancement analysis upgrade Showcase an integrated, inter-sector system (LTC, Primary Care, Home Care, Community Support) Operation systems upgrade	Improved data analysis Improved operation Improved efficiency Increased cost saving and effectiveness Improved security and privacy	Ongoing	Board: Chi-Ming Chow (co-chair) Staff: Sam Kwan (co-chair), Roger Ma and Arthur Ho Other: service user	<ul style="list-style-type: none"> Improved staff computer competency 0% breach in Cyber security, privacy and confidentiality
2) Procure new technology to adapt to new service model of Hybrid care (Virtual and In person)	Accessibility	<ul style="list-style-type: none"> Benchmark and research relevant new technology though Internal scan and external scan for benchmarking and improving efficiency in management, finance management , and client information management systems, and solutions to enhance service delivery https://www.cjopen.ca/article/S2589-790X(21)00270-5/fulltext 	Budget/Funding Professional consultants/s subject matter expert IT team support	Increased delivery of services through virtual platforms/ digital program	Switching more programs to hybrid model Showcase an integrated, inter-sector system (LTC, Primary Care, Home Care, Community Support) through digital platforms	Ongoing	Research: IT consultant Design: Architect firm Board: Chi-Ming Chow (co-chair) Staff: Sam Kwan (co-chair), Roger	<ul style="list-style-type: none"> Increased Cost effectiveness Improve access Improve client seniors Improve environment

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
		<ul style="list-style-type: none"> Provide client digital literacy and education Increase staff digital literacy and education Increase organization's capacity and client's ability to access resources, e.g. home-based devices, data plans, and etc. Work with different service departments to conduct program reviews, e.g. which program is appropriate to be virtually delivered via staff review 	<p>Technology hardware and software</p> <p>Ongoing training coaching on IT literacy</p> <p>Central Help Desk for troubleshooting staffed by technology coaches</p>		<p>Motivation strategy to increase virtual participation and uptake</p> <p>Funder recognition – advocate Improved operation efficiency</p>		<p>Ma, and Arthur Ho</p> <p>Other: Service users</p>	<ul style="list-style-type: none"> Improve user/ staff satisfaction Decreased % falls, medical error, hospitalization, and etc. % increase service capacity through virtual platform % decrease breach I security and privacy <p>Indicators: data analysis upgrade; adoption of virtual care delivery model and platforms; client access to virtual care</p>
3) Adopt innovative digital health ideas and modern technology with best practice to support the development	Efficiency	<p>Benchmark, explore, and research existing utilization of modern technology in LTC homes</p> <p>Include use of technology in architectural design, e.g. food service, client care service</p> <p>Create workgroup and co-design with relevant users and departments</p> <p>Procure COWs and WOWs, aka. Computer on Wheels and Workstation on Wheels</p>	<p>Budget,</p> <p>Professional consultants/ subject matter expert</p> <p>Technology hardware and software</p>	<p>Leading edge development in LTC home, e.g. use of robotics</p> <p>Digital and tech literacy</p>	<p>Be activity driven, e.g. bed management, clinic, social, senior programs, services/program activities</p> <p>Improved work environment</p> <p>Improve work efficiency</p>	January 2022-Ongoing	<p>Research: IT consultant</p> <p>Design: Architect firm</p> <p>IT Committee/IT Team</p> <p>Other: Service users</p>	<ul style="list-style-type: none"> 100% adoption of appropriate modern technology in the operation of the Campus of Carefirst Seniors and Community

Objectives	Quadruple Aim	Activities	Inputs	Outputs	Outcomes (results)	Timeline	Responsible person/ Committee	Key Performance Indicators
of a 21 st century Campus of Care – by.			Staff training on IT literacy					Services Association <ul style="list-style-type: none"> • 90% Improved client satisfaction and client experience • 90% Improve user/ staff satisfaction and work experience