

Strategic Planning Process for Unison Health and Community Services

Strategic Planning Retreat Pre-Read (for June 6th, 2022)

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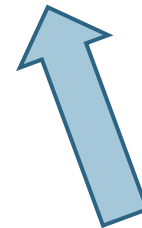
Overview of Strategic Planning Process

Approach

- ▶ Meaningful engagement utilizing open communication, transparency and inclusiveness
- ▶ Informed by previous/current work
- ▶ Opportunities for feedback and review

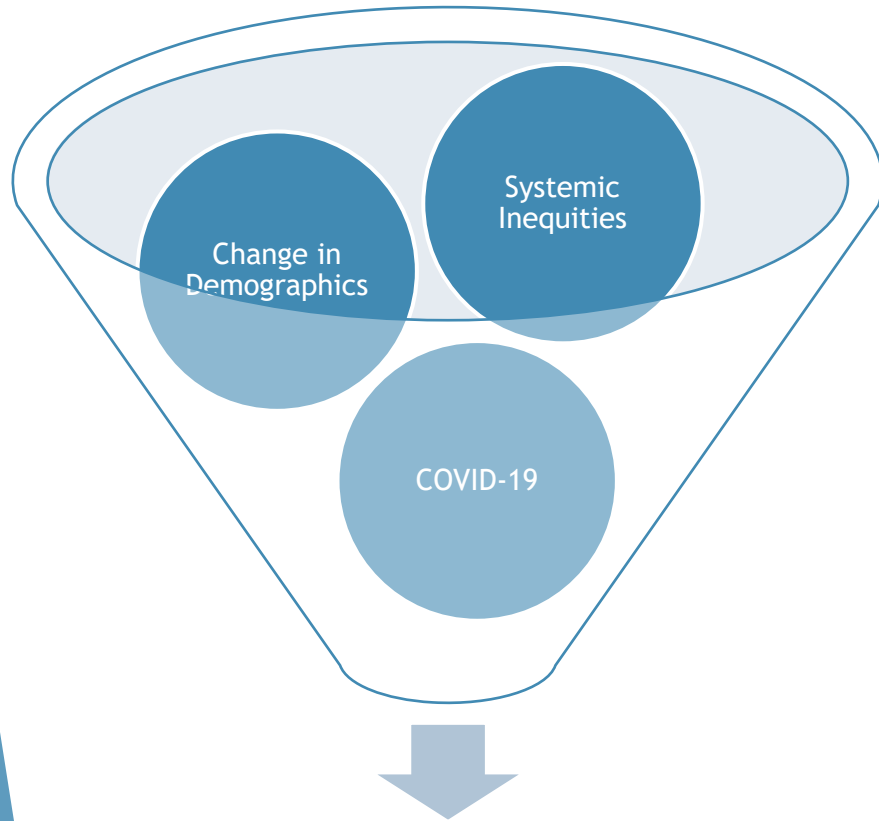
Phases of Work

1. Project Initiation
2. Document review (environmental scan)
3. Engagement (internal and external)
4. Analysis & Report Writing



Where we are

Environmental Scan



Complex Context

This is the context that Unison is working in:

- ▶ Catchment area that has populations who are disproportionately impacted by inequities
- ▶ Changing demographics within the community due to gentrification/development as well as migration
- ▶ Community significantly impacted by COVID-19

Environmental Scan

Communities served by Unison include:

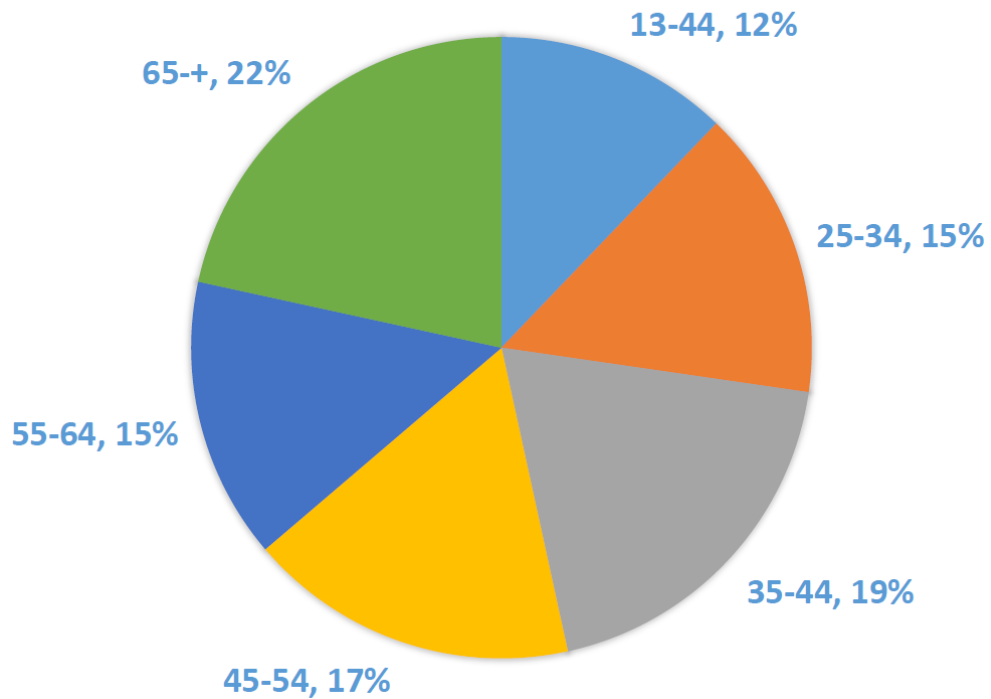
- ▶ Significant number of individuals living with chronic health conditions
- ▶ A rapidly growing senior population
- ▶ High number of immigrants
- ▶ Low-income levels
- ▶ High prevalence of mental health and addictions needs
- ▶ Those facing serious (and increasing) food insecurity

Within the city (and in Unison's catchment):

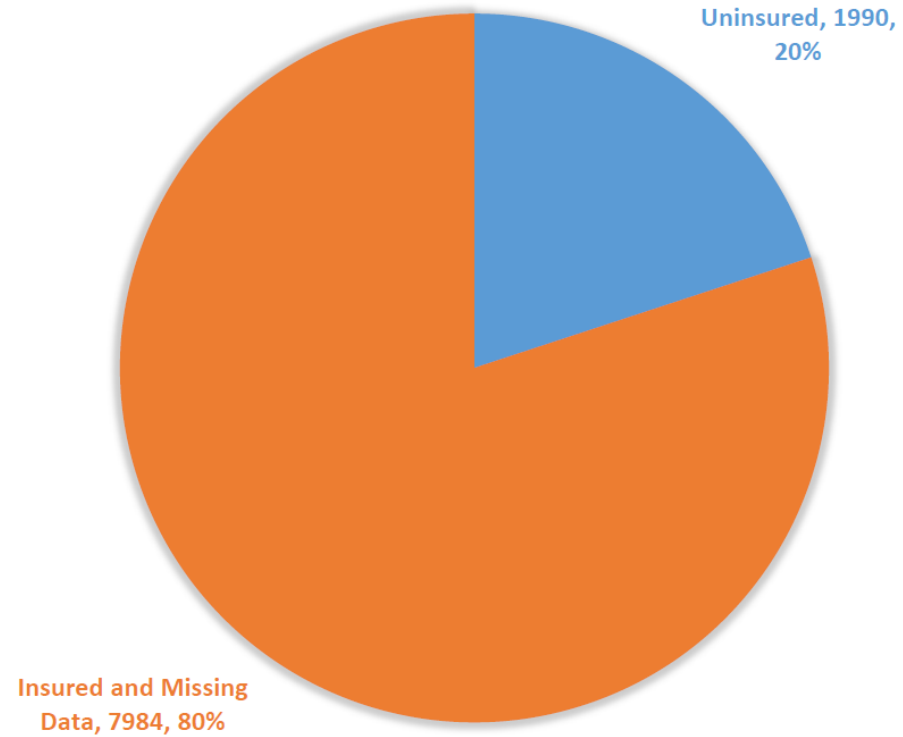
- ▶ Black communities who experience anti-Black racism as well as barriers to economic opportunities
- ▶ Individuals, families and communities being pushed out due to unaffordability
- ▶ Stigma and discrimination against immigrants (including Asian immigrants)
- ▶ Toxic supply crisis

Snapshot of Unison Demographic Data 2020-2021

AGE



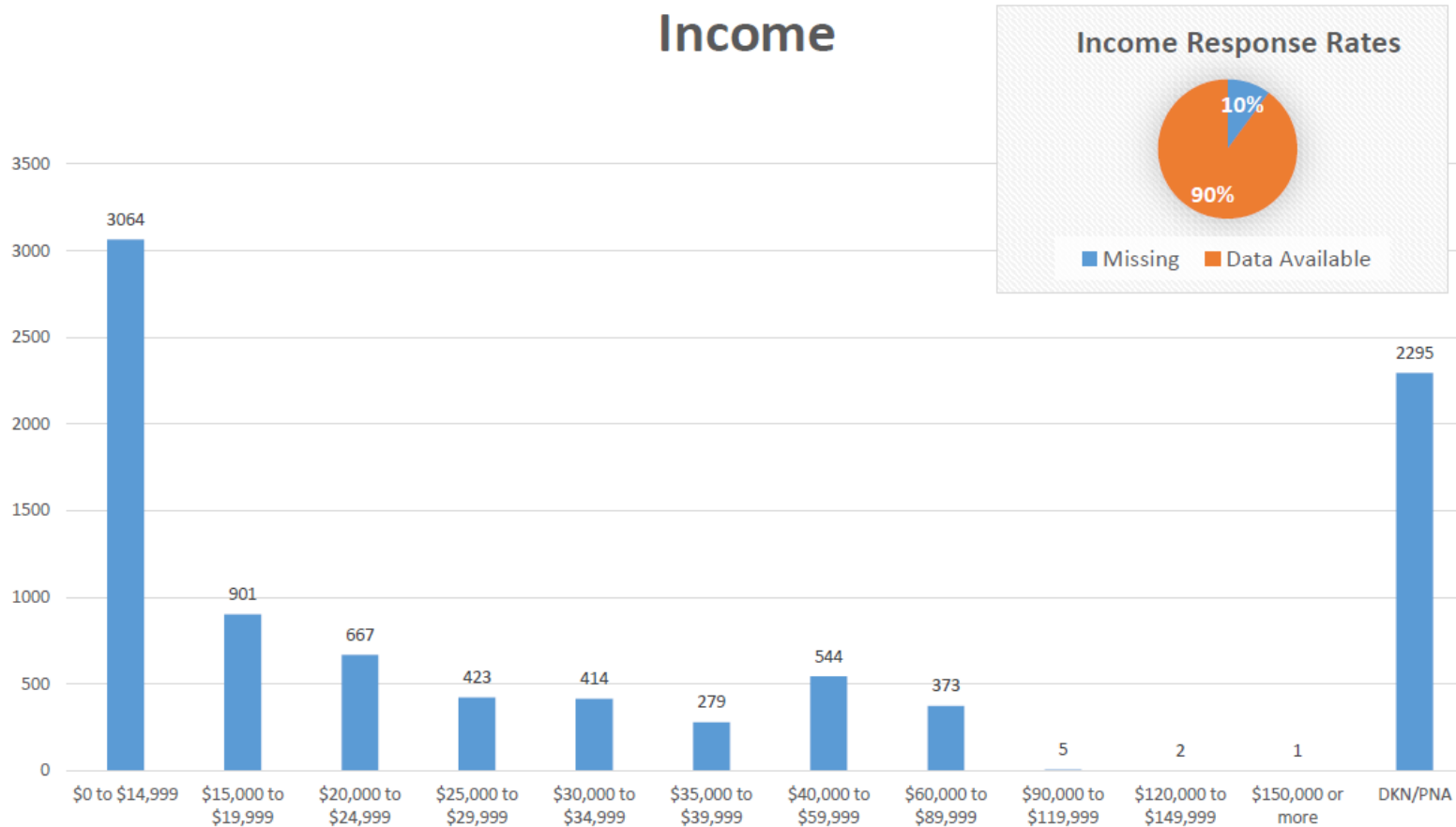
INSURANCE STATUS



*Includes Primary Health Care, Diabetes Education Program,
Urban Health and Health Promotion*

Snapshot of Unison Demographic Data 2020-2021

Income



DNK="Don't know"

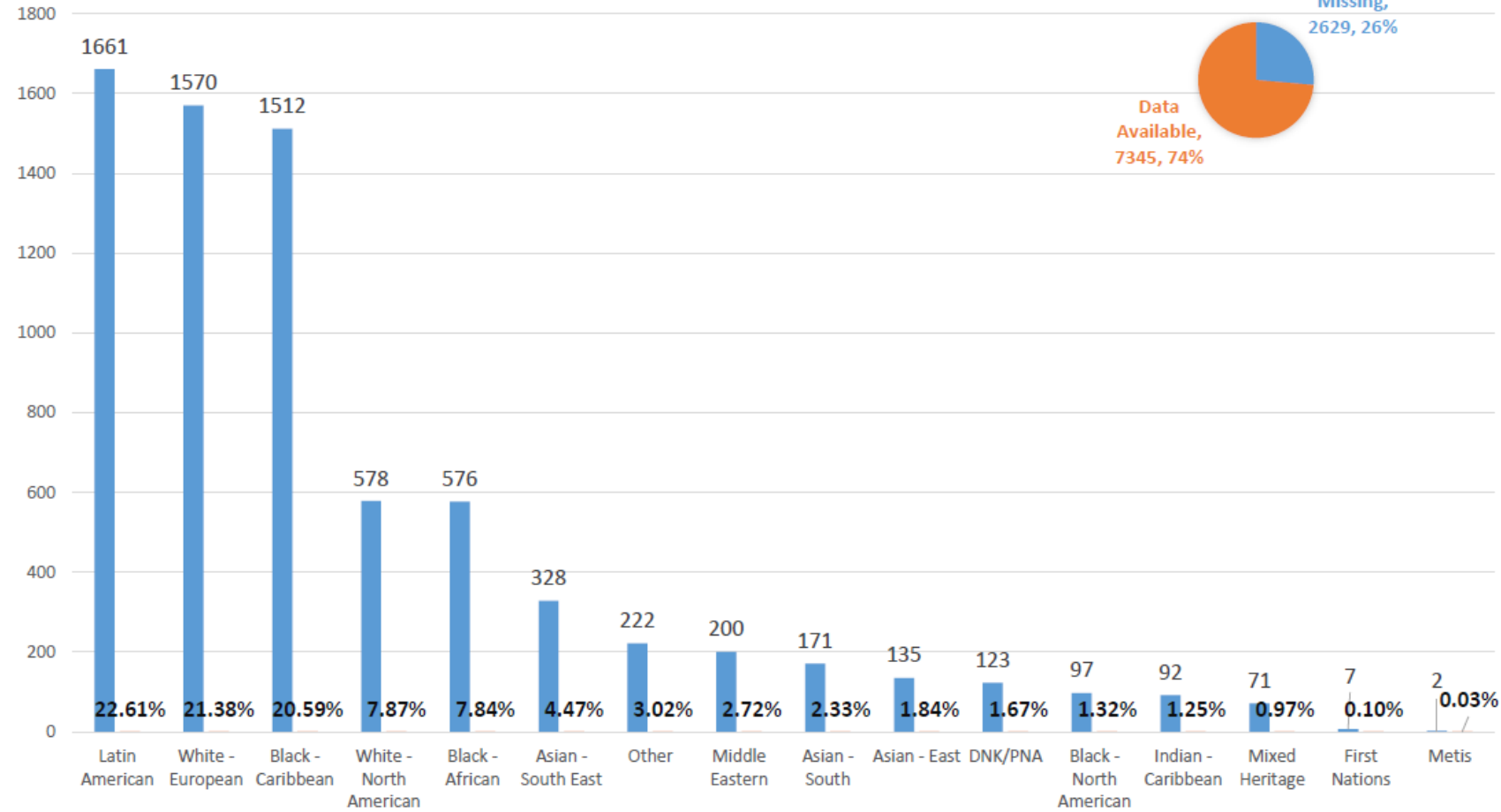
PNA="Prefer not to Answer"

Denominator used for this graph is 8968 = # of clients who answered the question about their Income (missing data numbers excluded)

Snapshot of Unison Demographic Data 2020-2021

Racial Ethnic Origin

RACIAL ETHNIC ORIGIN RESPONSE RATE



DNK="Don't know"

PNA="Prefer not to Answer"

Denominator used for this graph is 7345 = # of clients who answered the question about their Racial Ethnic Group



Engagement Activities

- ▶ Meetings with the Strategic Planning Steering Committee
- ▶ All Staff Meetings (2)
- ▶ Staff Team Meetings (15)
- ▶ Meeting with Senior Leadership Team
- ▶ Meeting with the Board of Directors
- ▶ Client Surveys (186)
- ▶ Focus Groups with Clients - add-on to virtual group programs (5)
- ▶ Community Partner Surveys (4)
- ▶ Community Partner Focus Group (1 and some 1:1 Interviews)

Key Themes from Engagement

1. Unison plays an important and appreciated role in the community through its programs and services, as well as partnerships
2. Unison's capacity is stretched, which impacts clients (and staff)
3. There are increasing needs in the community (exacerbated by the pandemic) including affordable housing, food security, settlement and legal services, mental health supports, etc.
4. Clients and partners are looking to Unison to continue or expand its role in the community

A hand in a dark blue shirt is writing on a pink sticky note with a black pen. The sticky note is attached to a whiteboard with other colorful sticky notes (green, blue, purple). The background is a blurred office setting with windows.

Staff Engagement: Summary of Findings

- ▶ Staff are deeply committed to supporting clients
- ▶ Staff are concerned about continuing inequities faced by clients, especially youth, seniors, people without status, people living in poverty, and those whose first language is not English
- ▶ Hybrid working environment + Unison's multiple sites = at times, a lack of familiarity
- ▶ Belief that Unison could be doing more (offering additional services or programs)

Client Engagement: Summary of Findings

(186 Surveys + Groups)

- ▶ High rate of satisfaction with programs and services
 - ▶ Most clients rated satisfaction a 4 or 5 on a scale of 1-5, with 1 being not at all satisfied and 5 being completely satisfied
 - ▶ 16 clients rated 3 “moderately satisfied”
 - ▶ 1 client rated 2 “slightly satisfied”
- ▶ Top issue: appointments/access to care:
 - ▶ Long wait to get an appointment (weeks or longer)
 - ▶ Length of appointment (e.g. 15 minutes)
 - ▶ Type of appointment (phone vs in-person)
 - ▶ Lack of reminder calls
 - ▶ Appointments running late

**specific program/service needs are listed in a later section*

Partner Engagement: Summary of Findings

- ▶ Appreciation for Unison's role, programs and services, especially during the pandemic
- ▶ Partners believe Unison can both continue its work in the community *and* expand it, to address the Social Determinants of Health
- ▶ Unison must prepare for the impacts of the pandemic on community members' health care in the coming years (e.g. missed cancer screenings, non-urgent concerns delayed)
- ▶ Helpful to think about Unison's geographic presence - where there are unmet needs as well as changes in the community (including gentrification)
- ▶ Specific areas of collaboration and/or advocacy needed: harm reduction, food insecurity, youth services (including health care), housing

Program/Service Needs

As identified through the engagement process

Top Needs

- ▶ Food security / food programs
- ▶ Mental health supports, including increased access to counsellors, psychiatrists
- ▶ Housing supports (affordable housing)
- ▶ Increased supports for youth (health care, range of programming, mental health supports)
- ▶ Supports for seniors, especially those living alone, those whose first language is not English
- ▶ Supports for people without status
- ▶ Dental care
- ▶ Harm reduction / safe supply

All of these had multiple mentions

Program/Service Needs Identified through the Engagement Process

Additional Needs

Approaches

- ▶ More information shared about programs and services across sites
- ▶ Increased hours (evenings and weekends)

Programs and Services

- ▶ Translation and interpretation supports (e.g. Spanish) and the need for multilingual staff
- ▶ Income insecurity, under/unemployment
- ▶ Digital equity (access, literacy)
- ▶ Health and wellness programming (e.g. yoga, nutrition, health info for newcomers, mindfulness)
- ▶ Chiropody
- ▶ Community Safety
- ▶ Internet access / community Wi-Fi



SWOT Analysis

Informed by:

- ▶ Findings from the engagement activities
- ▶ Reflections on the environmental scan/ document review
- ▶ Key ideas and points discussed during Strategic Planning Steering Committee meetings
- ▶ Consultant knowledge and experience



Strengths

- ▶ Well known and respected in the community, a good partner
- ▶ One of few organizations in this geography providing services to people without OHIP coverage
- ▶ “One stop shop” with a wide variety of programs and services
- ▶ A good place to work, where there is flexibility and autonomy
- ▶ Dedicated staff who care deeply about the communities they serve (client-centred) and supportive management
- ▶ Clients feel welcomed, feel comfortable
- ▶ Very responsive (and can respond quickly) to community needs (e.g. during the pandemic)
- ▶ Unique offerings (e.g. legal clinic, digital literacy program)



Weaknesses

- ▶ Capacity limitations that are impacting client experience (e.g. wait times to get an appointment)
- ▶ Internal communication (e.g. across sites)
- ▶ External communication (e.g. to reach newcomers, youth) including web presence
- ▶ Limited resources for community outreach
- ▶ Not necessarily being able to say 'no' (even when it's necessary), given the role and size of Unison within the local geography
- ▶ Compassion fatigue amongst staff



Opportunities

- ▶ Expansion of harm reduction programming (including safe consumption site)
- ▶ Increased supports for newcomers, immigrants, refugees and non-status individuals (settlement supports), especially in collaboration with local settlement organizations
- ▶ Mental health supports and resources (including psychiatry)
- ▶ Hybrid programs and services, adaptive to context
- ▶ Home visits for isolated seniors
- ▶ Collaborative approaches to supporting clients who are navigating housing issues (e.g. Eviction Prevention in the Community program through City)
- ▶ Leverage engagement approaches utilized during the pandemic (e.g. ambassadors)
- ▶ New ways to communicate about appointments (e.g. by text)



Threats or Challenges

- ▶ Funding cuts (due to deficits, unexpected spending during the pandemic, governments seeking efficiencies)
- ▶ Impact of the elections (provincial and municipal)
- ▶ Navigating being a part of 4 OHTs
- ▶ Changes in the catchment area: gentrification/development, language needs, new immigrants or refugees
- ▶ Primary care staff recruitment and retention
- ▶ Long COVID's impact in the community
- ▶ Surge in health care system needs “post” pandemic
- ▶ Safety and violence within the community

SWOT at a Glance



Pressing Questions for Consideration

- ▶ How can Unison respond to increased/increasing need while also preparing for funding cuts/uncertainty?
- ▶ How can Unison be clear about what things the organization will say no to?
- ▶ How can Unison's capacity increase (especially in primary care)?
- ▶ How will the Board continue to build capacity around embedding health equity into governance?

Thank you - see you at the retreat!

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