

Aging With Dignity

Enriching the Quality of Life for Seniors by
Removing Barriers to their Health and Well-being

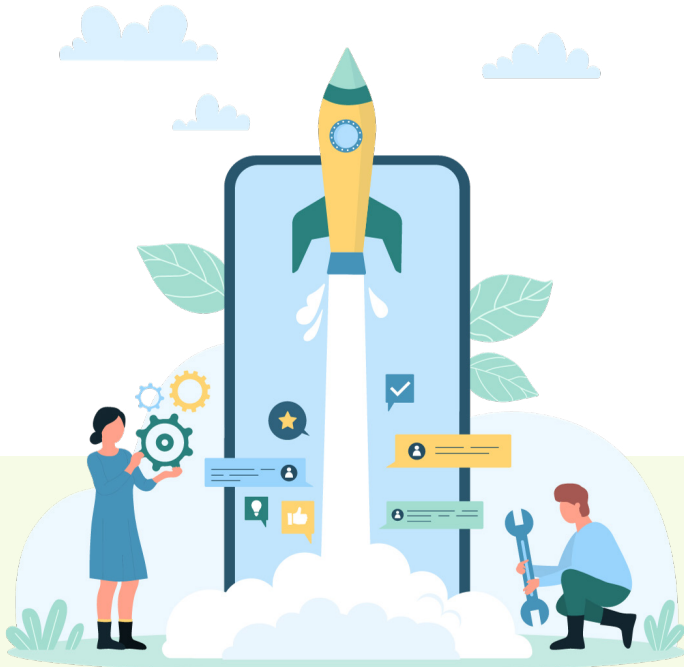


Strategic Plan

2024-2027



**Senior Services
Network**

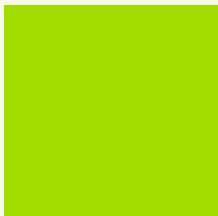


Senior Services Network

Our Board and Management is excited to announce a significant development in our organizational identity and mission. As part of our strategic planning for the years 2024 to 2027, Social Services Network has officially adopted a new operating name: **Senior Services Network (SSN)**. In consultation with our stakeholders, this change reflects our unwavering commitment to better serve the aging community.

With this rebranding, we are positioning ourselves as an agency dedicated to enhancing the lives of the aging community through a comprehensive range of programs, services, collaborative partnerships, and advocacy initiatives. Our goal is to address the unique and evolving needs of the diverse senior demographic and create a positive impact on their well-being.

We look forward to continuing our mission under this new operating name and further strengthening our role in supporting the senior community we are privileged to serve.







Land Acknowledgement

We acknowledge with humility and respect that the community work of Seniors Services Network is situated on the ancestral territory of the Anishinaabe, Mississauga, Haudenosaunee and Wendat peoples.

As uninvited settler-guests, we are grateful every day for the opportunity to live and work in the region. In full understanding of harm to Indigenous lands and communities, we strive each day to continue to learn about and appropriately meet our responsibilities to the lands and its peoples.

As it relates to our work with the aging community, we must consider both indigenous and diverse settler perspectives to fully realize the impacts we aspire to achieve both as individuals and as an organization.



About Seniors Services Network

Seniors Services Network (SSN) is a registered, charitable organization that enables Seniors to lead an enriched quality of life by focusing on their physical, social, and emotional well-being with a vision to empower Seniors to age with dignity.

SSN serves diverse aging community members who face barriers to their health and well-being through delivering multimodal services, active community engagement, and connecting Seniors to the right support networks.

SSN offers well-being programs that aim to increase physical, social, and mental health, mobilizes knowledge to help Seniors take a preventative approach to their health and wellness, and leads evidence-based advocacy efforts to influence health system partners on equity, funding, and programmatic needs for Seniors.

Theory of Change

Mission

Enabling Seniors to lead an enriched quality of life by focusing on their physical, social, and emotional well-being

Who

Diverse aging community members who face barriers to their health and well-being



Empowering Seniors to age with dignity

How

Delivering Multi-modal Services | Active Community Engagement | Directing to Support Networks

What

Well-being Programs | Knowledge Mobilization | Evidence-based Advocacy

Where



York Region & City of Toronto

Letter from the Board of Directors and CEO

Empowering Seniors to age with dignity is a vision that states that all Seniors, now and in the future, are able to age while remaining healthy, independent, active, and engaged members of the community. It is important for us to remember that all of us will be defined as being part of the aging community or Seniors sooner than we would like to think.

With this vision in mind, we as an organization needed to reflect on how we can effectively deliver against the rising health and wellness needs of our aging community members. At Seniors Services Network (SSN), we needed to challenge ourselves to think and act differently, not be satisfied with status quo, and identify innovative ways to strengthen our programs and services that we provide directly to the community and in partnership with our community partners.

Strategic planning is an opportunity to take a collaborative process in defining how we might be able to achieve success over the next 3 years to move our Theory of Change forward. In arriving at our 2024-2027 strategic plan, we have further enhanced our Vision, Mission, Values, and other key elements of the Theory of Change to ensure clarity in strategic direction and impact. We want to ensure that we remain focused on serving the needs of the aging community and look to the future with optimism and a growth mindset.

Understanding the needs of our Seniors, advocating for those needs, and providing an evidence-based integrated approach to our programs and services are key aspects to being truly community centric. We are aware that we can't address the needs of the aging community by ourselves, and this is why SSN will continue to seek collective impact approaches through strengthening its community networks and partnerships so that we can help our clients receive the right care at the right time.

At Senior Services Network, we strongly believe that organizations servicing the aging community members need to actively seek integration and develop care pathways that offer joint services and programs that removes barriers to access and increases the care experience of our Seniors. With this mind, SSN will actively seek to support and enable strategies and innovation that aim to make system navigation easier for our aging community.

Our strategic priorities for the next three years are rooted in our commitment to servicing diverse aging community members who face barriers to their health and well-being. Our strategic goals, objectives, and outcomes, outlined in the plan, provide us the direction that will allow SSN to be a leader in delivering equity-based programs and services that increase physical, social, and mental well-being of our Seniors.

We invite our community members and partners to join us in our journey to help enable Seniors to lead an enriched quality of life by focusing on their physical, social, and emotional well-being. We look forward to working with you as we implement this strategic plan; because ultimately it is about helping all of us to age in place, to age with dignity!

Regards,

Adil Mawani, Board Chair
Samara Doobay, Board Vice-Chair
Alykhan Suleman, Chief Executive Officer

Our Values



Integrity

We ensure accountability through due diligence and transparency



Respect

We provide a safe, positive, and nurturing environment for clients, staff, and volunteers



Innovation

We will create and anticipate change while turning ideas into creative solutions



Excellence

We strive to consistently exceed our quality standards and client's expectations



Compassion

We are committed to serving with empathy and care

Strategic Goal 1

Meet the Diverse Needs of Seniors Through Evolving Program Offerings



SSN has been successful in delivering equitable programs and services to underserved aging community members within its services areas. With the impact of pandemic highlighting significant service gaps Seniors and the need for SSN to expand its services, SSN will undertake a needs assessment that provides updated demographic, social determinants of health, and other needs and barriers faced by Seniors in accessing care.

With the evidence received through the needs assessment, SSN will enhance or create new programs and service offerings for the diverse aging community members that it aims to serve. These programs and services will be offered directly by SSN or its community partners. This integrated approach will result in better health outcomes.

How

- Identify areas and populations that are underserved and deliver targeted programmatic expansion in those areas to address the needs of Seniors within the regions served
- Develop stronger and diverse networks with the Seniors we serve and ensure they are part of the design of programmatic changes
- Enhance SSN's programmatic evaluation approach to improve quality of program offerings that are measured to be most impactful to SSN's clients

What Success Looks Like

- The expanded development of SSN's most impactful programs
- Design of new onsite and virtual programs to meet the diverse needs of seniors; specifically, those targeting priority populations
- An established and effective evaluation program that leads to program evolution

Strategic Goal 2

Maximize the positive impact to Seniors By Modernizing and Enhancing Our Approach Towards Quality Assurance



Enhancing Care and Experience is critical to ensuring that each community member receives the highest standard of care and experiencing through SSN's programs and services. SSN will continue to evaluate which programs and services are driving the most impact and explore opportunities to scale them. Having the right quality measures and standards ensure that SSN is achieving both quantifiable and qualitative outcomes that truly improve the physical, social, and mental well-being.

This speaks to the need of developing enhanced quality standards and performance measures that clearly outline impact made at a collective and individual levels for each Senior being served through SSN.

How

- Design and enhance the quality standards for excellence in all interactions, programs, services, and supports provided in alignment of our Theory of Change
- Measure organizational performance that enables SSN to achieve client-centered outcomes within the areas of physical, social, and emotional well-being of SSN clients

What Success Looks Like

- Clear operating standards, program standards, and impact measures
- An established and effective quality assurance process that leads to clear operating standards, and program standards
- An established organizational performance scorecard that outlines clear and identified impact measures

Strategic Goal 3

Increase Community Engagement By Enhancing SSN Brand Awareness and Positioning Within Toronto & York Region



SSN's brand awareness and positioning refers to more than its name and logo. This awareness and positioning signal our identity and value proposition to the community we serve. This includes our programs and services, our willingness to engage with community members and partners, and a clear understanding of how and what SSN aims to deliver.

This brand awareness and positioning enables SSN partner to engage SSN in current and future collective impact initiatives. In addition to promoting SSN's new name and branding elements,

SSN will aim to ensure it is seen as an organization that delivers well-being programs and services, mobilizes knowledge to help Seniors take a preventative approach to their health and wellness, and leads evidence-based advocacy efforts to influence health system partners on equity, funding, and programmatic needs for Seniors.

How

- Design a marketing and communications strategy to ensure that the community understands who SSN serves, our Theory of Change, and how they can engage with us
- Foster community partnerships that enable SSN to seek and engage within collective impact initiatives that serve Seniors within the regions

What Success Looks Like

- An increase in the number of clients, either directly coming to SSN or from external organizations referrals
- An increase in the number of clients that received a warm transition from SSN to other community partners
- Increased funding and resources to enable sustainability and expansion of programming

Strategic Goal 4

Influence Systematic Change Through Evidence-Based Advocacy For All Seniors



The aging community or Seniors population is expected to significantly increase over the years ahead. The aging community is at a risk to be underserved and underfunded and this needs immediate attention from a policy and funding lens.

SSN is grateful to its funders and supporters that enable SSN to provide its current programs and services and we understand the need to maximize impact and outcomes through effective and integrated services. This is why we have designed this strategic plan to actively seek such opportunities, however, collective action is needed to truly address the increased demands and needs of the aging community.

This is why SSN will use its role within the system to signal the need for more funding and influence policy reform through evidence-based advocacy efforts.

How

- Be a credible and recognized voice that advocates for Seniors needs and how best to address them
- Lead, develop and execute an advocacy strategy that identifies gaps that SSN and its community partners are aiming to address

What Success Looks Like

- An increase in presence and role for SSN at key regional tables that are most applicable for Seniors Health & Wellness
- Prioritize causes identified for advocacy purposes
- An increase in funding that supports SSN in the delivery of its programs and services

Strategic Goal 5

Empower Seniors To Confidently Navigate Social Systems By Cultivating Support Networks



Finding appropriate care for options for the aging community can be a challenging and time-consuming process that can be overwhelming. If we were to add in barriers related to transportation, language, race, etc., these challenges become daunting and risk Seniors not being able to get the right care at the right time.

Additional complexities such as knowing where to start, who to trust, which options are the right options, or simply having access multiple services through multiple providers can be a scary, lonely, and/or costly experience for our aging community members.

SSN will continue to help make its programs and services easier to access and it will actively seek new care pathways or integrated care services to make care accessible and equitable. Additionally, SSSN will actively seek innovative approaches to bridge the gap between Seniors and the services they need.

How

- Connect Seniors and Caregivers to the right programs and services at the right times to increase accessibility and utilization of services
- Improve coordination and design integrated service delivery pathways to ensure a collective approach to address the gaps and barriers within system navigation approach

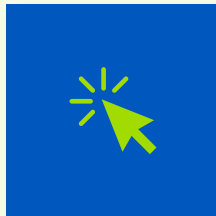
What Success Looks Like

- Identify and map senior service providers within SSN service areas that enable Seniors to be better served within the regions served
- Design of a shared intake process that identifies holistic care needs for Seniors and drive warm transitions at the point of care
- Explore the need for smart solutions that eases the access to care and service providers for Senior

Get Engaged

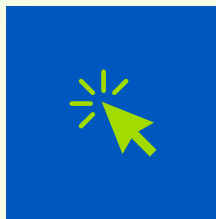


There are 3 ways one can help:



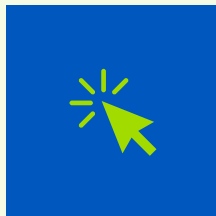
Donate

Empowering a senior to live with dignity is just one click away; your contribution fosters independence and improves the quality of life for our aging community.



Volunteer

Join us in making a difference! Embark on a fulfilling journey by volunteering with SSN – whether it's for a brief period, year-round or for a season.



Spread the Word

Click the button to discover the programs and services SSN has to offer; spread the word about the meaningful impact we make on the lives of seniors in our community!





Thank You!

SSN would like to thank our community members, partners, Board members, staff, and stakeholders for their respective contributions in helping us develop our 2024-2027 strategic plan. This plan would not have been possible without the generosity and support of the Ontario Trillium Foundation and our collective commitment to helping Seniors age with dignity!

SSN has always been about the community members we serve with a strong focus on priority population. Your active engagement in our strategic planning process has ensured that your voices, ideas, and recommendations have guided this process.

Thank you for continuing to help us enable Seniors to lead an enriched quality of life by focusing on their physical, social, and emotional well-being!



**Senior Services
Network**