



# BELLWOODS

INNOVATING INDEPENDENCE



**Serving Clients Better Today;  
Serving More Clients Tomorrow**

Final Report of the  
2016-2019 Strategic Plan  
January 2016

# OUR MOTIVE FOR AN INNOVATIVE STRATEGY

Our 2016–2019 Bellwoods Centres for Community Living (BCCL) Strategic Plan is based on a desire to truly transform how we deliver services by leveraging our past; and leading positive change through innovative thinking, partnerships and a focus on accountability. We want to continue to build stronger, supportive communities around our clients and to ensure our impact is broader than just the services we provide.

Bellwoods has a solid and secure foundation to ensure the success of this strategy. Over the past almost 60 years, Bellwoods has grown from its modest beginnings in a house on Kingston Road to a multi-site, multi-service organization that delivers services that truly transforms lives. Our organizational journey dates back to 1957 when a house on Kingston Road was renovated to create an accessible environment where services could be delivered to allow six women with cerebral palsy to live independently. From this modest beginning, Bellwoods has grown and evolved, cementing the legacy of its pioneering founders by introducing new services that truly transforms lives.

Today's integrated and comprehensive suite of support services includes:

- **Supportive Housing Services** that ensure access to 24/7 personal support services on a pre-scheduled and ad-hoc basis, and educational programs that enhance independent living. Supportive Housing Projects offer permanent accommodations in a range of settings with subsidized rents.
- **The MILE Program** delivers a community based education program for clients 16 years of age and older with physical care needs. Facilitators who are Occupational Therapists and Independent Living Educators (ILEs) assist clients to achieve optimal safety and independence in their home through skill development and community linkage, including housing supports.
- **The Community Connect Program** provides short-term supportive housing services that facilitate the transition of individuals designated as Alternate Level of Care (ALC) from hospitals and Long Term Care Homes to an independent living environment.
- **Community Cluster Programs** provide opportunities to community service clients to live safely in an accessible home environment, ensuring access to physical and personal support services provided through a community-based transitional program with 24/7 access to services and support on a pre-scheduled and ad-hoc basis in a community setting.
- **Outreach Services** deliver personal support services for individuals with physical disabilities living in the community and in the client's home, place of employment, and/or educational institution, where clients are pursuing a degree, diploma or certificate.

As Bellwoods looks forward, it is well-positioned within the health system, having established a solid foundation to support future advances. Bellwoods is known for:

- **Helping the Health System Meet Community Need**  
Continue to deliver innovative, new housing, services and programs, and support critical transitions within the community and from long-term care/hospital to home to address growing ALC demands.
- **Establishing a Positive Client and Staff Environment**  
Recent survey results reflect the dedication and support from the entire Bellwoods' team.
- **Delivering Scalable Organizational Platform and Programs**  
Bellwoods is well positioned to support growth in all of its core programs.
- **Nurturing Strong Leadership & Staff Expertise**  
Core competencies in all services lines, with strong back office and foundational supports.
- **Being a Quality Organization**  
Accredited with Accreditation Canada since 2007, and most recently Accredited with Exemplary Standing in 2013.



We also understand that in order to realize our full potential and address system needs, we must have the leadership, strength and vision to foster an environment of innovation, partnerships, and accountability - all focused on our clients and their needs.

We recognize that we must make clear decisions for where we will invest our resources to support achievement of our vision, and be vigilant to ensure we achieve these outcomes. And at all times, our work and focus will be guided by our commitment to the principles and values of the Independent Living philosophy because this is what truly matters to the people Bellwoods serve, and this is what makes Bellwoods an important contributor in the health system.

## Summarizing the Key Drivers for Change

### From the Client & Family Perspective:

- Persons with disabilities continue to face challenges surrounding their independence, challenges that impact all aspects of their lives from housing, to employment, to education. Despite the many gains achieved over the past few decades, there is still more work to be done in ensuring their full access to housing, education and employment opportunities.
- Persons with disabilities continue to face long waitlists for housing and related services, a situation that will only worsen as people age and their needs change and intensify. Strategies to reduce service gaps and address their changing needs are essential.
- Globally, there is a growing recognition that clients and families have expectations regarding their own empowerment and are becoming more vocal and sophisticated in their advocacy efforts. New models for client/family engagement are required to meet these expectations, including respecting clients' right to participate in the decision-making process, and culturally sensitive programs and services.
- Technological advances and the proliferation of electronic communication tools is changing service delivery models and enabling enhanced social interactions for persons with disabilities. There is a growing need to feel socially connected as social interaction/engagement remains critical throughout life and as people age, those relationships continue to matter greatly.

### From the System's Perspective:

- Government funding for health care will continue to be constrained for years to come. Alternative funding strategies and system efficiencies will need to be pursued to mitigate the risks that fiscal constraints carry for not only persons with disabilities and their families but other complex client populations.
- System reform efforts will continue to look to community-based providers to define and deliver more effective care delivery models that support the Triple Aim goals of better client experiences, improved outcomes and better value leading to long-term system sustainability. Service collaborations and integrations in community is one of the anticipated solutions.

### From the Organization's Perspective:

- Any new directions must maintain the organization's commitment to the core principles of the Independent Living philosophy including the ability for clients to 'age in place' as their needs change and shift over time.
- Service delivery models must evolve and change as needed to meet growing demands and increased complexity of clients seeking health care solutions that are community based.
- The organization's long-standing commitment to value, affordability and sustainability as well as system alignment will continue to guide all future decisions.
- Increasing demand for innovative new models of service delivery is pushing the organization to reconsider its own service models and explore new partnerships to enable system sustainability.

This has led us to this three-year strategic plan.

Our plan is grounded in **our vision as We Envision a Future Where Barriers Do Not Exist**, and guided by **our mission of Transforming Lives Through Excellence and Innovation in Independent Living**.

Our plan is supported by our organizational values of **client and family centered services** where we believe in order to meet their needs, clients, families and their support networks must be actively involved in the evolution of their services; **delivering high quality programs** where we believe in order to be a leader in quality and safety, our services must reflect emerging and best practices that are evidence informed; **building collaborations and partnerships** which we believe are key to achieving our clients' goals; **performance excellence** where we believe continuously improving our operations will ensure effective utilization of all resources entrusted to our stewardship; and **ensuring staff are valued, engaged and supported** where we believe by creating an environment where staff are engaged and empowered, our collective goals will be achieved.

And our plan is enabled by an integrated set of three Strategic Directions to help Bellwoods realize its future potential.

These include:

- **Innovate and Collaborate to Meet the Growing Needs of Our Clients.** We are committed to engage our clients, family, and support networks to ensure our activities align to their needs; to develop supportive partnerships, collaborations and functional integrations that will enhance the services we offer to our clients; and to find program and service solutions that will meet the changing needs of our complex client population.
- **Demonstrate Our Excellence in Assisted Living.** We will continue to work with traditional and non-traditional partners to find supportive environments and housing which enhance wellness, quality of life, and equity across the system; develop best practices, implement data driven decision making and pursue opportunities to participate in research, partnerships, and collaborations; as well as ensure that Bellwoods is aligned with system priorities including equity and social determinants of health needs.
- **Broaden Our Impact.** We will look for opportunities to expand our client services through our successful enhanced assisted living program, hub and spoke model and client directed services to new client populations; pursue opportunities to remove barriers for young people, adults and seniors with physical and other disabilities so they can actively participate in the workforce and society; and be available as subject matter experts to public and private sectors on accessibility, and how to serve complex client populations.

We believe that our Bellwoods' Strategy reflects a clear and achievable plan to meet the needs of the individuals we work with today, and those who will be our clients tomorrow.

Contributions from our clients and their support systems, staff, community partners and other stakeholders has been invaluable to our Strategic Planning process.

We welcome continued feedback. If you have any comments, questions or feedback, please contact us at:

Bellwoods' Head Office  
789 Don Mills Road, Suite 701  
Toronto, ON M3C 1T5  
Tel: 416-696-9663 Fax: 416-696-9481  
[admin@bellwoodscentres.org](mailto:admin@bellwoodscentres.org)



**DELIVERING ON OUR VISION**

**We Envision a Future Where Barriers Do Not Exist**

**SUPPORTED BY OUR ORGANIZATION VALUES**

**Client & Family Centred Services**

We believe in order to meet their needs, clients, families and their support networks must be actively involved in the evolution of their services.

**Delivering High Quality Programs**

We believe in order to be a leader in quality and safety, our services must reflect emerging and best practices that are evidence informed.

**Building Collaborations & Partnerships**

We believe collaborations and partnerships are key to achieving our clients' goals.

**Performance Excellence**

We believe continuously improving our operations will ensure effective utilization of all resources entrusted to our stewardship.

**Ensuring Staff are Valued, Engaged & Supported**

We believe by creating an environment where staff are engaged and empowered, our collective goals will be achieved.

**THROUGH A COMMITTED FOCUS ON THREE STRATEGIC PRIORITIES**

**Direction #1:  
Innovate and Collaborate to Meet the Growing Needs of Our Clients**

Engage our clients, family, and support networks to ensure our activities align to their needs.

Develop supportive partnerships, collaborations and functional integrations that will enhance the services we offer to our clients.

Find program and service solutions that will meet the changing needs of our complex client population.

**Direction #2:  
Demonstrate Our Excellence in Assisted Living**

Continue to work with traditional and non-traditional partners to find supportive environments and housing which enhance wellness, quality of life, and equity across the system.

Develop best practices, implement data driven decision making and pursue opportunities to participate in research, partnerships, and collaborations.

Ensure that Bellwoods is aligned with system priorities including equity and social determinants of health needs.

**Direction #3:  
Broaden Our Impact**

Look for opportunities to expand our client services through our successful enhanced assisted living program, hub and spoke model and client directed services to new client populations.

Pursue opportunities to remove barriers for young people, adults and seniors with physical and other disabilities so they can actively participate in the workforce and society.

Be available as subject matter experts to public and private sectors on accessibility, and how to serve complex client populations.

**TO DELIVER ON OUR MISSION**

**Transforming Lives Through Excellence and Innovation in Independent Living**