



AdvantAge  
Ontario

Advancing Senior Care

# Stronger Together

2024-2028 Strategic Plan





## Mission

AdvantAge Ontario represents and supports its members in providing a continuum of quality not-for-profit long-term care, seniors' community services, and housing.

## Vision

AdvantAge Ontario will be the recognized leader and champion of not-for-profit long-term care, seniors' community services, and housing.

## Statement of Values

AdvantAge Ontario believes in:

- > Independent, not-for-profit delivery of long-term care, seniors' community services, and housing.
- > The strength and credibility of speaking with a unified voice.
- > Leadership through shared learning, collaboration, and communication.
- > Encouraging and recognizing personal and organizational excellence.
- > Integrated continuums of care and services that support choice and dignity.
- > Independent governance that supports an integrated health delivery system that is responsive to community needs.

# Message from the Board Chair and CEO

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## We are pleased to share the 2024-2028 AdvantAge Ontario strategic plan.

Five years ago, when we committed to *Igniting Change* through our 2019-2024 strategic plan, little did we know what changes truly lay ahead. COVID-19 forced us to shift our focus and priorities. But it did not stop our commitment to advancing senior care. During the darkest days for seniors, our members and our team, our priorities guided the work, tested our resolve and reminded us of what it is we really stand for.

We led with a collective, albeit louder voice. We stepped up our services and programs to empower our membership to continue to deliver *quality* care, the hallmark of not-for-profit senior care. Our dynamic team proved themselves worthy of our members' gratitude for our passionate, responsive and resourceful support.

As the days turned into months of pandemic lockdowns that left us all isolated, confused and exhausted, a small silver lining rippled across the horizon. The pandemic shone a spotlight on the troubles and shortcomings of senior care in Ontario. Almost overnight others began to tell the tales we have been writing for years: the inadequacy of long-term care, the difference not-for-profit care can make in the health and lives of seniors, the woefully underfunded programs

and the tremendous toll this has taken over the years on frontline health care workers who have been making a difference every day. Today, however, as the pandemic fades into the background for many Ontarians and as other issues are taking centre stage in the political and social circles, we know, better than anyone, that the issues facing senior care have not gone away.

There is a huge need – and opportunity – for positive change. But with our population aging at a rapid pace, time is running out to address demographic changes and provide people with the care choices they need and want as they get older. The future of senior care demands action. It needs bold and collaborative leadership. It will take perseverance and know-how.

Now is our time to step forward. Some may say it is our moral imperative. We are uniquely positioned to champion the future of senior care. Our partners in government and health care, our members and our team unanimously agree that we have a big, important role to play. We are ready to make a difference.

Our new 2024-2028 strategic plan demands leadership. It calls for collaboration. And courage. It sees a better future for seniors.



We thank everyone who took the time to participate, share ideas, and give suggestions. Collectively, we will lead the way in advancing senior care and services through collaboration with government and our sector partners and through strong support from our members.

**Sue Graham-Nutter**, Board Chair

**Lisa Levin**, CEO



# Our Strategic Directions

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1. Champion Exceptional Senior Care
2. Empower Members to Thrive
3. Continuously Pursue Operational Excellence

We are the **only** association in Ontario that represents the full continuum of senior care from community supports to housing to long-term care.

As leaders in the sector, we have an important role to play. Our 2024-2028 strategic plan sets an exciting and ambitious course forward while reflecting the ever-changing needs of our members and the senior care landscape.

Our three strategic directions build upon our achievements over the last 105 years and forge our path into the next century to advance senior care.

We will:

- > Continue to promote the importance of an integrated and consumer-driven continuum of senior care with a heightened emphasis on seniors' housing, inspiring others and collaborating with purpose-sharing stakeholders to make a bigger difference together.
- > Help members tackle the issues of today and prepare them for tomorrow's challenges and opportunities. A resilient membership is key to quality not-for-profit senior care.
- > Expand our internal expertise and services to continue to exceed members' expectations while striving to find ways to deliver future value in more efficient ways.

# 1. Champion Exceptional Senior Care

We are singularly positioned in the Ontario health care sector to fully understand the challenges and opportunities across the continuum of senior care – from community services, to seniors' housing to long-term care.

We believe we must continue to engage, inspire and lead our membership across Ontario to build a brighter future for seniors as they age. They deserve exceptional care.

## Our Commitments

Over the next five years, we commit to champion exceptional senior care. We will:

- > **Advocate for strong and sustainable not-for-profit senior care**, putting forward public policy that is in the best interests of members and seniors, collaborating with purpose-sharing partners to find solutions on common issues, actively contributing to system planning, pursuing funding, and advancing promising sector research.
- > **Support the best possible aging experience** across the seniors' care continuum by challenging barriers, increasing our focus on seniors' housing and supportive housing, and promoting innovative housing and services beyond traditional long-term care models.
- > **Foster a positive image of senior care** where the not-for-profit difference is celebrated and becomes the standard that others aspire to achieve, while shifting the public's narrative to the valuable role not-for-profit long-term care plays and telling (and retelling) the many good news stories.
- > **Be the trusted source of evidence-based not-for-profit senior care data** by strengthening our capacity in data and analytics to drive change and advance our priorities.





## 2. Empower Our Members to Thrive

Our members share a belief in, and passion for, collaboratively advancing senior care. They turn to us for our programs, education, communication and services to help them tackle the issues facing their organizations.

We believe we can do more – together, across our regional networks, and across Ontario. Our membership is built on a collective commitment to share best practices, celebrate one another's successes and come together to make not-for-profit senior care synonymous with exceptional senior care.

### Our Commitments

Over the next five years, we commit to empower our members to thrive. We will:

- > **Continue to deliver outstanding member service** with greater focus on efficiency, innovation and value-added program delivery, continuously seeking ways to enhance and expand member supports, education, resources and timely communications.
- > **Support a strong and sustainable membership** by building capacity and operational excellence and by focusing on the greatest challenges and opportunities, particularly:
  - health human resources
  - capital builds and redevelopment, and
  - not-for-profit management support services.
- > **Promote a supportive and inclusive membership culture** by providing forums for members to connect, share best practices, and collaborate.

### 3. Continuously Pursue Operational Excellence

Our team shares a deep commitment that extends beyond our members' success to building a better future for senior care. We know that to advance senior care for tomorrow we need to invest in our people today.

We believe in embracing change and are ready to adapt to meet the new ways people work. We will continue to promote an engaging workplace culture that supports, encourages and inspires our staff to seek new ways to increase value for members and to advance our long-term vision.

#### Our Commitments

Over the next five years, we commit to continuously pursue operational excellence. We will:

- > **Ensure financial and operational sustainability** that looks at ways to optimize membership recruitment and retention, explores new sources of non-dues revenue, ensures sound financial reporting, facilitates organizational knowledge transfer and supports the Board in leading the organization.
- > **Foster a supportive and engaged workplace culture** that supports employee growth and development, respects diversity and promotes an inclusive workplace, and attracts and retains people with the right skills and who live our values.
- > **Optimize systems, infrastructure and technology** by expanding our data and analytics and ensuring we have the right systems and technology to securely deliver information to meet the needs of both our members and our team.



# Advancing Senior Care

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The Board of Directors and management are proud of the success of AdvantAge Ontario. Ensuring a continuum of high-quality care for seniors in a not-for-profit model has been our common mission through the years and is at the centre of everything we do.

Our new strategic directions will allow us to lead and champion not-for-profit long-term care, seniors' community services, and housing, and they will help to keep us focused as new opportunities arise and the landscape of our sector shifts. We are committed to using resources through appropriate systems and processes that ensure that we are efficient, accurate, and accountable through all of our initiatives.

We thank all those who lent their voices by contributing thoughts and feedback. We have listened.

The Board of Directors looks forward to reporting back on our progress over time and to a strong track record of performance over the next five years.



**Sue Graham-Nutter**  
The Reikai Centres



**Steven Harrison**  
Tri-County Mennonite Homes



**William Krever**  
Victoria Village Manor



**Jane Sinclair**  
The Corporation of the  
County of Simcoe



**Michele Harris**  
Elgin County



**Ada DiFlavio**  
Deer Park Villa



**Megan Garland**  
County of Bruce



**Dwayne Green**  
Malton Village Long Term  
Care Centre



**Carey Duncan**  
Lanark Lodge



**Linda Tracey**  
Marianhill Long Term  
Care Home



**Paul Chatelain**  
South Centennial Manor



**Tanya Baker**  
Pioneer Ridge Long Term  
Care Home



**Amy Porteous**  
Maxville Manor



**Julie Wheeler**  
Regional Municipality  
of Waterloo,  
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**Abby Katz Starr**  
Unionville Home Society



**Jennifer Cornell**  
Corporation of the  
County of Grey



**Lisa Levin**  
AdvantAge Ontario





For more than 100 years, AdvantAge Ontario has been the voice of not-for-profit seniors' care in Ontario. We represent close to 500 providers of long-term care, seniors' housing, supportive housing and community service agencies.

**AdvantAge Ontario**

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