



2023 – 2027 Strategic Plan

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Background

In May and June 2022, the OMSSA board of directors and senior staff met to develop a new strategic plan to guide the work of the organization over the coming three-year planning horizon.

The **OMSSA 2023 – 2027 Strategic Plan** outlines a clear path for OMSSA to raise the bar as an organization recognized as a leading voice and support for human and social services efforts across Ontario.

The strategic planning process was informed by feedback and research that included the following:

- In-depth stakeholder interviews with leads, association partners and ministry representatives (45)
- External benchmarking and better practices research, including interviews with 9 external associations
- A quantitative member satisfaction benchmarking survey completed by 60 primary and secondary OMSSA contacts (response rate of 28%).

The member and stakeholder insights were summarized in the **2022 OMSSA Stakeholder Research Report**, available under separate cover.

Importantly, the member research indicates just how far OMSSA has come over the course of the last five years as a member-focused and member-driven organization. Although there are always opportunities to improve, members are extremely satisfied with OMSSA overall. This puts OMSSA in the positive – and challenging – position of developing a strategy focused on continuing to build on the good work it is already doing and to identify unique opportunities to raise the bar through the value and services it provides. This strategic plan lays the groundwork to do just that – members should be excited about what OMSSA has in store!

The strategic planning process was led by Carol-Anne Moutinho, Principal Strategy and Organization Design with The Portage Group.

OMSSA's Guiding Statements

OMSSA's Vision reflects the organization's long-range aspirations and is a 'beacon' toward which its strategy and activities should continually drive towards. Its Mission statement succinctly articulates what the organization does, for whom, and the benefit it provides. OMSSA's value proposition summarizes the unique needs and challenges the organization addresses on behalf of its members and stakeholders.

OMSSA planners affirmed the Mission and Value Proposition statements and updated the Vision statement to reflect the broader and community-wide impact of its important work in human and social services across Ontario.

Planners noted that OMSSA may also consider developing a set of guiding principles as a next step.



OMSSA's Key Issues Focus

The **2023-2027 OMSSA Strategic Plan** will focus on supporting members and stakeholders with a focus on several key trends and issues.



The Political Lens

- Impacts of the recent provincial election resulting in a majority conservative government in Ontario
- Uncertain and volatile political climate at municipal provincial and federal levels across the country
- Implications of recent and pending decisions on key portfolios



The Economic Lens

- Cost of living is increasing at unprecedented rates, exacerbated by housing pressures, inflation, commodities and energy prices
- Concerns and preparations underway for economic volatility and possible recession
- Income inequality and need for social services supports has grown through the pandemic and will continue to grow for the foreseeable future, while budgets have not increased accordingly
- A period of financial austerity is anticipated by many with impact on municipal social service budgets



The Societal Lens

- Ontarians undergoing a prolonged period of social instability and pressure, including food insecurity, housing access challenges and a rise in mental health issues and addictions. Population is also aging. Compounding factors are increasing the need for municipal human and social services
- Integration continues to lag, particularly as it relates to health care
- The impacts on equity deserving groups have been magnified through the course of the global pandemic and broadened the gap for many. What does this mean for service?



The Technology Lens

- As society becomes increasingly reliant on technology, the digital divide between 'haves' and 'have-nots' continues to widen
- Seamless online service is now expected across many areas of society

OMSSA's 4-Year Goals

For the 2023-2027 planning horizon, OMSSA's time, effort and resources will be focused on achieving goals across four key areas of activity.



1

POLICY & ISSUES MANAGEMENT

Create and influence evidence-based policy impacting human services in Ontario

OMSSA will build on its strong position as a leader in policy and issues management with a focus on top-of-mind human and social services issues including integration as well as the impact of mental health and addiction on social services programming. OMSSA will work to further strengthen its voice by investing in strong data and research capabilities to inform its work on key policy issues.

How will we achieve our goal?

2023 – 2027 Strategic Objectives

- 1.1** By mid-2023, ensure the inclusion of Ontario health/ministry of health as sitting members at the collaborative table on an ongoing basis
- 1.2** Establish a data research framework to support evidence-based policy positions for implementation in 2023
- 1.3** Redevelop the position paper on human services integration by the end of 2022
- 1.4** Develop a position paper on mental health and addiction outlining the impact on social service programs and service system managers by mid-2023

What Needs to Go Right for OMSSA to Succeed?

Critical Success Factors

- ✓ Evidence and capacity to support positions
- ✓ Collaborative ministerial engagement
- ✓ Members that are engaged and providing positions for OMSSA to champion
- ✓ OMSSA positions should always support human service integration
- ✓ Strong partnerships

2

EDUCATION & PROFESSIONAL DEVELOPMENT

Be the leading provider of education and professional development in the province offering an accessible and timely suite of ongoing PD to staff at all levels

OMSSA has raised the bar in the area of education and professional development over the course of the last five years. Looking ahead, the organization will strengthen its education and PD offering for leadership and senior staff and continue to improve the education and PD experience to ensure an efficient, effective and streamlined experience for all.

How will we achieve our goal?

2023 – 2027 Strategic Objectives

- 2.1** In Q1 and Q2 of 2023, roll out phase I of OMSSA’s human services certificate program for front-line, supervisory and management staff
- 2.2** In 2024, implement a learning management system to support the OMSSA certificate program and ongoing PD
- 2.3** In 2023 initiate and develop a learning and mentorship program for senior leaders
- 2.4** In 2024/2025 Engage youth through prevention, education and data

What Needs to Go Right for OMSSA to Succeed?

Critical Success Factors

- ✓ Retirements and impact on leadership
- ✓ SMs have resources
- ✓ Technology and methodology delivery options
- ✓ Offerings must resonate across services – input is needed to validate needs and to know what is wanted in this area
- ✓ Accessibility (North and South)
- ✓ EDI and reconciliation

3

ENGAGEMENT & COMMUNICATIONS

Facilitate sharing of information, knowledge and best practices to leverage expertise and resources to ensure meaningful engagement and knowledge exchange

Connecting members to be able to discuss key issues and learn from one another is a central component of OMSSA’s value proposition and is a strength to build on over the course of the coming plan horizon. OMSSA’s focus will be to invest additional staff and technology resources to further enhance its capabilities in this important area.

How will we achieve our goal?

2023 – 2027 Strategic Objectives

3.1 By 2025 have in place additional staff to support facilitation of engagement and information sharing

3.2 In 2023, review current technology infrastructure and evaluate if it is meeting member needs

3.3 In 2023, develop and execute a transparency framework to identify what needs to be shared, with who and when

What Needs to Go Right for OMSSA to Succeed?

Critical Success Factors

- ✓ OMSSA reach must be broader than membership
- ✓ Clarity needed on what OMSSA is sharing
- ✓ Technology infrastructure
- ✓ Timeliness of information
- ✓ Information sharing must be reflective of best practices

4

PARTNERSHIP & COLLABORATION

To build honest and authentic partnerships and collaborate in order to further enable OMSSA's ability to foster and influence positive human services outcomes for Ontarians

Partnership and collaboration with other organizations is critical for OMSSA to make meaningful headway on the complex and significant issues surrounding human and social services. Dedicating time, effort and resources to this important goal will enable OMSSA to achieve a more significant impact across its work in areas that include policy, thought leadership, and education.

How will we achieve our goal?

2023 – 2027 Strategic Objectives

4.1 As soon as possible, develop a way of assessing what an effective partnership collaboration entails

4.2 By 2023 be seen as a key partner/collaborator by the Ministry of Health

4.3 Increase meaningful partnership with Indigenous organizations by 200 percent by the end of 2025

What Needs to Go Right for OMSSA to Succeed?

Critical Success Factors

- ✓ Recognizing power and privilege as OMSSA enters these relationships
- ✓ Being aware of what the stakeholders want from the partnership/collaboration (nature and scope)
- ✓ Identifying the common goals and perspectives
- ✓ Reciprocity

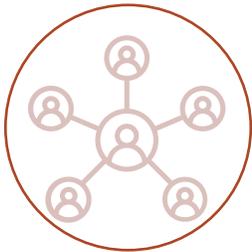
Measuring Success

OMSSA will use the following broad measures to evaluate the ongoing success of its strategy over the course of the coming four-year planning horizon:



Membership Satisfaction

- Maintain current membership levels
- Maintain or increase benchmark satisfaction ratings measured via survey in early 2025



Stakeholder Engagement

- Endoresment of the strategic plan by the 47 leads



Organizational Sustainability

- Increase in revenue from professional development, education and conference from 2022 levels
- Reserve level at end of 2025 to be equal to reserve levels assessed in July 2022s

Conclusion

OMSSA's 2023-2027 Strategic Plan is a pragmatic and future-focused road map that will guide the association in its ongoing efforts to raise the bar in support members and stakeholders in the years to come.

As an organization already performing well in the eyes of its members, OMSSA's focus in the months and years ahead will be to identify and take advantage of opportunities to build on its already strong performance across its key activity areas. Much work is ahead; however, there has never been a more exciting time to be a part of OMSSA!

Appendix I: Strategic Plan Summary

OMSSA 2023-2027 Strategic Plan At-A-Glance	
Vision: Human Services that create better lives for all Ontarians	
Mission: To support members in achieving the best human service outcomes	
Value Proposition: An indispensable forum to collaborate and lead in advancing human service issues, reflecting the will of members	
STRATEGIC GOALS AND OBJECTIVES	
1. Policy & Issues Management	
Goal: Create and influence evidence-based policy impacting human services in Ontario	Objectives
	1.1 By mid-2023, ensure the inclusion of Ontario health/ministry of health as sitting members at the collaborative table on an ongoing basis
	1.2 Establish a data research framework to support evidence-based policy positions for implementation in 2023
	1.3 Redevelop the position paper on human services integration by the end of 2022 (consider the language/connotation of 'integration' by staff)
	1.4 Develop a position paper on mental health and addiction outlining the impact on social service programs and service system managers by mid-2023
2. Education & Professional Development	
Goal: Be the leading provider of education and professional development in the province offering an accessible and timely suite of ongoing PD to staff at all levels	Objectives
	2.1 In Q1 and Q2 of 2023, roll out phase I of OMSSA's human services certificate program (for front-line, supervisory and management staff)
	2.2 In 2024, implement a learning management system to support the OMSSA certificate program and ongoing PD
	2.3 In 2023 initiate and develop a learning and mentorship program for senior leaders
	2.4 in 2024/2025 Engage youth through prevention, education, and data
3. Engagement & Communication	
Goal: Facilitate sharing of information, knowledge and best practices to leverage expertise and resources to ensure	Objectives
	3.1 By 2025 additional staff to support facilitation of engagement and information sharing
	3.2 in 2023, review current technology infrastructure and evaluate if it is meeting member needs

meaningful engagement and knowledge exchange	3.3 in 2023, develop and execute a transparency framework to identify what needs to be shared, with who and when.
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4. Partnership & Collaboration

Goal: To build honest and authentic partnerships and collaborate in order to further enable OMSSA’s ability to foster and influence positive human services outcomes for Ontarians	Objectives
	4.1 As soon as possible, develop a way of assessing what an effective partnership collaboration entails
	4.2 By 2023 be seen as a key partner/collaborator by the Ministry of Health
	4.3 Increase meaningful partnership with Indigenous organizations by 200 percent by the end of 2025