



# Strategic Plan 2020-2022

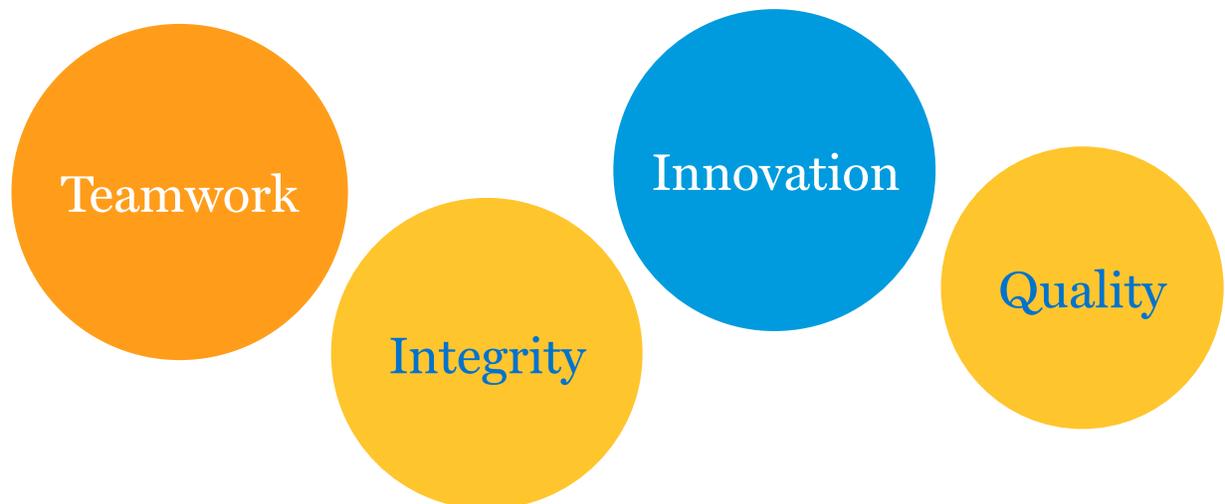
ClosingtheGap® Healthcare



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## A message from the CEO

Closing the Gap Healthcare was founded 30 years ago with a strong set of core values:



**Through the expertise, commitment, and passion of our team, Closing the Gap Healthcare has become a highly regarded home care organization with a reputation for the delivery of high quality, compassionate care to a large client base across Ontario and Nova Scotia.**

As we embark on our new Strategic Plan to guide us through 2022, we will keep these values deeply engrained in our work. In developing our Strategic Plan, we asked over 1,000 frontline healthcare professionals, health system partners – and, most importantly, our clients and their families – about what is most important to them. Across all three groups, we heard that Closing the Gap Healthcare must focus on three areas: greater access to care in the home and community setting, provision of care that reflects individual client needs, and working together as one cohesive team.

The challenges faced by the healthcare system as a result of the COVID-19 pandemic have placed a focus on the increasing role of home care as part of a safe, effective, and sustainable system and we are excited and energized about the work that lies ahead. We pride ourselves on our knowledge of the most advanced techniques and innovative care models, but the success of Closing the Gap Healthcare relies on every member of our team as we directly influence how our clients heal, recover, and thrive.

I invite you to join us as we continue this journey as **A Team Made for Caring™**.

Leighton McDonald  
President & CEO, Closing the Gap Healthcare

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# Our Vision

To provide healthcare services that enable individuals to live their **best lives** as measured by tangible outcomes.

## Our Mission

To provide healthcare interventions and support of exceptional quality, designed to **enrich lives** and **improve well-being**. To act as industry thought leaders who continually innovate to advance in-home and clinic-based healthcare, and to make that care available to Canadians with diverse needs.

## Values & Principles

As a team member of Closing the Gap, we recognize that YOU are our best resource for care. We pride ourselves on our knowledge of the most advanced rehabilitation techniques and innovative care models. But without people, they're simply tools with no human heart. You are the variable that makes the biggest difference in how our clients recover, heal and thrive.

We deliver healthcare with a human touch. We are **A Team Made for Caring™**.

We have strong integrity, we possess strong moral principles regarding how to treat one another and our clients, and we honour the trust our clients have placed in us.

## Our Values

**INTEGRITY:** We are honest, professional, and have strong moral principles; we respect the trust placed in us.

**INNOVATION:** We introduce new methods, products, and ideas. We look at things differently and strive to find a better way.



**TEAMWORK:** We cooperate and coordinate our efforts in the interests of fulfilling our Mission & Vision.

**QUALITY:** We adhere to the principles of our Quality Charter in providing healthcare services of an exceptionally high quality.

## About Closing the Gap

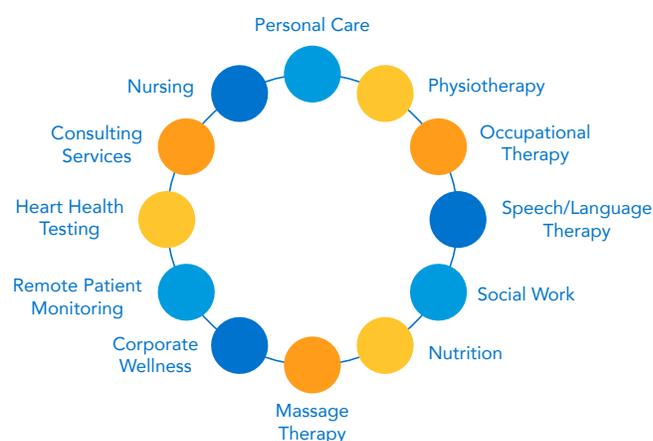
# Who is Closing the Gap Healthcare?

**Closing the Gap is a team of healthcare professionals who ensure a continuous focus on quality and excellence in meeting the needs, and promoting the independence and dignity, of our clients and their families.** We are responsive, innovative, and have sound ethical business practises and operations. We provide a full range of client services that result in improved health outcomes for our clients, their families, and their caregivers. CTG is committed to adapting our services to support the evolving needs and priorities of the clients and families we serve.

CTG provides healthcare and wellness services in a variety of settings in communities across Ontario and Nova Scotia. Our talented and committed staff of over 2,000 health professionals deliver care in homes, schools, workplaces, hospitals, clinics, retirement homes, and long-term care facilities.

*“CTG Staff ensure they care by following up with patients and asking questions. Patients see positive results after treatments.”*

— Nursing Clinic Client



### FAST FACTS:

- CTG staff members provided over 1 million hours of service to clients in Ontario and Nova Scotia.
- On any given day, CTG serves 2,000 to 2,500 clients.
- For the past four years, over 90% of clients surveyed reported high satisfaction with CTG and over 90% said they would recommend CTG to family and friends.
- Accreditation Canada, the independent, not-for-profit organization that sets standards for quality and safety in health care, awarded CTG their highest rating: Accreditation with Exemplary Standing.



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# The Communities *We Serve*

Our team of health professionals are privileged to serve clients and families in communities across Ontario and Nova Scotia.



## CTG in Ontario

CTG operates 11 physiotherapy clinics across Ontario, 10 of which are publicly funded and accept OHIP clients, and 8 nursing clinics in the Mississauga, Toronto, Orangeville, and Muskoka-Huntsville regions. CTG supports both urban and rural communities throughout the Western, Central, Toronto, and Northern health regions. We deliver care in a variety of settings: your home, one of our physiotherapy or nursing clinics, or in your workplace.



## CTG in Nova Scotia

Our CTG Nova Scotia team is proud to deliver more than 200,000 hours of care a year to help clients and families, in their homes, in Halifax and the surrounding areas.



*“[You] got my mother walking again at 96, and this gave her a newfound confidence.”*

— Daughter of CTG Client

# Creating the Plan with *You*

In developing our 2020-2022 Strategic Plan, we asked over 1,000 frontline health professionals, health system partners, and most importantly, clients, their families, and their caregivers about what is most important to them.

Across all groups, we were told that CTG needs to focus on:

- **greater access** to home care services for clients and families to stay safe, healthy, and independent;
- opportunities to **create approaches to care** that matter most to the individual needs of clients and families and that they are actively involved in their care; and,
- clients, families, and health professionals all **working together as one team** to plan and deliver care.

Their suggestions will require CTG to focus our efforts in new and innovative ways.

## Our Strategic Plan

CTG has experienced significant growth through increased volumes, new clinics, and new partnerships in response to the growing need and demand for high quality healthcare and wellness services. Building on this growth, we will focus our investments over the next three years to create health and wellness services that offer clients and their families what they want most: to live healthier lives in healthier communities.

### We will do this through:

- 1. Care That Matters:** Deliver a high-quality experience that is safe and meaningful to clients, caregivers, and providers.
- 2. United & Engaged Teams:** Support and develop high functioning and flexible teams.
- 3. Partnering with Purpose:** Advance the delivery of integrated care in the community.

# Our Commitments



## Care that Matters

### We will:

1. Ensure all care delivery is safe for our clients, caregivers, and providers.
2. Partner with clients, caregivers, and stakeholders to design solutions that keep clients out of congregate care settings and provide them with choice.
3. Deliver high quality care reliably and predictably, giving our clients and their caregivers absolute confidence that we will be there for them when they need us.



## United & Engaged Teams

### We will:

1. Be the employer of choice by creating a culture of recognition that enhances team members' abilities to grow and develop professionally while experiencing joy in the workplace.
2. Provide a safe and supportive work environment in which every employee feels like they are part of **A Team Made for Caring™**.
3. Support and enable teams to be resilient and adaptable to delivering care in new ways.



## Partnering with Purpose

### We will:

1. Collaborate with our partners to ensure home and community care is positioned as a safe and effective option in a sustainable healthcare system.
2. Use data and digital health technology to deliver outcome-driven virtual and self-managed, 24/7 care that is cost effective.
3. Leverage and expand our therapy and nursing clinics through new partnerships.



# An Exciting Journey Ahead—*Together*

**As we continue our commitment** to provide compassionate and quality-focused health and care services across the communities we serve, we are excited to work together with clients, families, and our partners to bring leadership and courage to create a sustainable healthcare system that inspires and empowers individuals to live their best lives possible.

*“Integrated” health care means different things to different people – and may look like a new way of accessing care within your community. Integrated health care is motivated by one main goal: providing coordinated, wrap-around health care services to patients.”*

— Premier’s Council

**Questions? Get in touch.**

Closing the Gap® Healthcare

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