



Closing*the*Gap® Healthcare

Strategic Plan 2023–2025



A message from the CEO

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



Teamwork

Integrity

Innovation

Quality

Closing the Gap Healthcare has been providing exceptional home and community-based care to a large client base across Ontario and Nova Scotia for more than three decades. We provide a multidisciplinary range of high quality services where our clients need them including in people's homes, in clinics, schools and in retirement and long-term care settings.

The organization was founded on a strong core set of values in order to support clients, families and caregivers when they most need care. These services are delivered by our Team Made for Caring, recognizing that a caring environment within the organization is a critical foundation for the provision of compassionate care to our clients. The importance of caring for each other as well as for our clients demonstrated its value during the COVID-19 pandemic when a new set of challenges presented opportunities to extend care to more vulnerable individuals including those in long-term care facilities faced with the consequences of the pandemic.

Our new strategic plan continues to be guided by our founding values and has evolved to allow the organization to continue to add value to all stakeholders in a dynamic healthcare environment.

It has never been more important to focus on the delivery of value-based care within a sustainable healthcare system and our Team Made for Caring is well positioned to do this by focusing on;

Our Team

Ensuring we have an experienced and compassionate team who feel safe and supported in the workplace.

Our Clients

Recognizing the need to provide care that is centred on individual client, family and caregiver needs.

Our Partners

Collaborating with healthcare system stakeholders by optimizing established and emerging partnerships.

The sustainability of the healthcare system is a collective responsibility, and we remain excited about the role that home care can play in increasing access to care for those who need it and relieving pressure on the overburdened acute care and long-term care sectors.

The strength of any strategic plan is entirely dependent on the input received from all involved stakeholders and we are appreciative of all opinions and comments provided during the development process.

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

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.

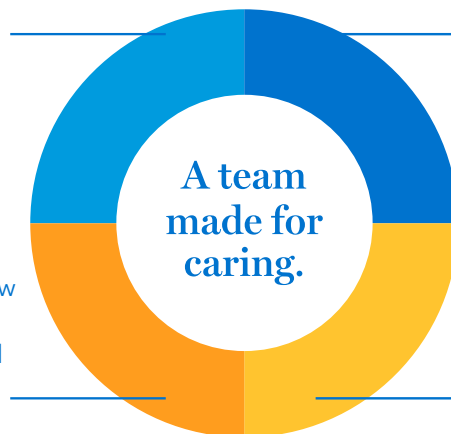
We deliver healthcare with a human touch.
We are **A Team Made for Caring™**.

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

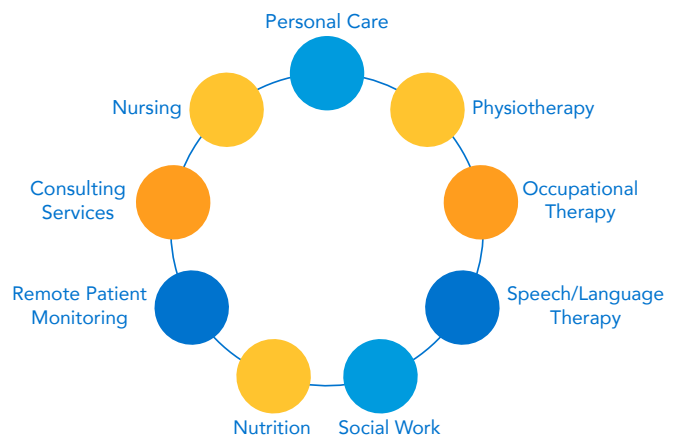
Who is Closing the Gap Healthcare?

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.



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 9 publicly funded physiotherapy clinics and 6 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.

Why Closing the Gap?

Because we're a Team Made for Caring dedicated to filling the healthcare needs of people eager yet challenged to remain in their homes and in their community. For more than three decades, CTG has been delivering effective, compassionate support that makes a real difference for clients yearning to preserve their independence, safety, and quality of life.

Today, as we embark on our new three-year strategic plan at a time when healthcare systems and institutions face unprecedented pressures, the need for closing the gap and Closing the Gap is greater than ever. At CTG, we're grasping the nettle. Our team is all in on realizing a strategic plan that includes:

- Seeking and implementing innovations that will improve patient outcomes and satisfaction
- Influencing and advocating for sound public policy that will improve homecare quality, equity, and access across all jurisdictions
- Leading by example to enhance transparency and accountability to ensure homecare is a valued health system partner





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

– Daughter of CTG Client

Creating the Plan with *You*

CTG puts teamwork front and centre. Our 2023-2025 Strategic Plan emerged from consultation with over 1,000 frontline health professionals, health system partners and, most importantly, clients, their families and their caregivers. “What,” we asked, “is most important to you?”

The answers, across all groups, identified three key areas of focus:

- **Partnering with the health system** to create greater access to home care services that keep clients and families safe, healthy, and independent.
- **Creating approaches to care** that best meet the individual needs of clients and keep families and clients actively involved in their care.
- Organizing the contributions of clients, families, and **health professionals into one team effort** to plan and deliver care.

Acting on these findings will require CTG to deploy our efforts in new and innovative ways.

Our Strategic Plan

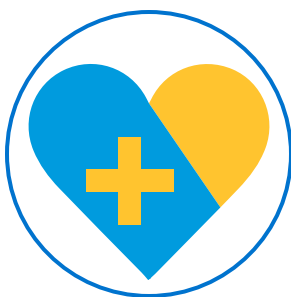
With the health system’s need for home and community care providers growing more acute, CTG’s three-year plan is to invest in co-designing and implementing health care models that deliver what our clients and their families want most: to live healthier lives in healthier communities.

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

As a Team Made for Caring, CTG is committed to providing exceptional person-centered home and community care as well as advocating for innovative models of care for the people we serve.



Care that Matters

- Ensure increased access to care through optimization of contracts, growth and innovation.
- Partner with clients, caregivers, and stakeholders to create co-designed care solutions that provide clients with choices.
- Deliver high-quality and safe care reliably and predictably, giving our clients and their caregivers confidence that we will be there for them.



United & Engaged Teams

- Engage team members to demonstrate the impact their work has on our clients, families, and the health system.
- Support and enable teams to be resilient and motivated so we can respond to healthcare's changing needs.
- Retain our valuable workforce by creating a culture of recognizing achievement, developing skills, and helping team members reach their professional goals.



Partnering with Purpose

- Collaborate with our clients and partners to help CTG grow and add more value to our healthcare system.
- Optimize digital health technology in partnership with vendors and system collaborators.



A team made for caring.

An Exciting Journey Ahead —Together

The starting point of our journey is the recognition that we are all in it together. Teamwork is the key to our past achievement and the condition our future success. As we implement our new strategic plan over the next three years, we look forward to collaborating with clients, families, and partners to filling the gap in healthcare provision, contributing to a more sustainable healthcare system, and making a real difference to real lives.

“Gains have been made in the face of current health system challenges, where Ontario Health Teams have had to balance their efforts to implement integrated care while dealing with the extraordinary demands posed by the pandemic. Seeing OHTs rise to these challenges has made it clear that they are on the right path. The vision of a connected health system remains, where patients experience improved healthcare, delivered by providers who share responsibility for the outcomes of their care. OHTs will continue to integrate care and use equity-based, population health approaches to deliver better health outcomes, and provide better experiences for patients. They will keep Ontarians healthy and move more care into the community.”

— Ontario Health Teams, *The Path Forward*, November 2022

Questions? Get in touch.

Closing the Gap® Healthcare

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