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## STRATEGIC PLAN 2022 TO 2025

APRIL 2022

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# Alzheimer Society

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## MISSION

We exist to alleviate the personal and social consequences of Alzheimer's disease and other dementias and to promote research.

## VISION

We envision a world without Alzheimer's disease and other dementias.

## VALUES

Collaboration, Accountability, Respect,  
Excellence

# Core competencies

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Support the dementia journey by addressing psycho-social needs, social isolation, and other barriers that impact quality of life for caregivers and PLWD

Navigating the system to connect clients to needed resources to live in community

Improved capacity for care through education that empowers professional and family caregivers, health partners across the continuum (Community to LTC)

Mobilization and advocacy of families impacted by dementia

# Challenges Ahead

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## SYSTEM LEVEL

Unprepared to address dementia in a coordinated way across health system and LTC

System readiness to address potential intervention / breakthrough (early detection)

Increased need for supports and access to resources to help PLWD live at home and in the community

## ORGANIZATIONAL LEVEL

Effectively re-position AST within current efforts to transform health services and policy

Improve capacity and add revenue for core services (government /sustained multi-year funding)

Regain lost ground on community fundraising (specifically events)

HIGHLY ALIGNED ON GUIDING VISION OF THE PROVINCIAL  
FRAMEWORK.

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# Practical Vision

## AST BOARD INPUT

- Driving our equitable access to programs and services
- Operating as an integrated National Organization
- ALZ could provide volunteers, human resources to alleviate and reduce (exponentially create resources tools and train the trainer)
- How to best leverage for the staff recognizing their situation
- Awareness about talent, fundraising etc.
- Dramatically increased fund raising
- Increasing resources

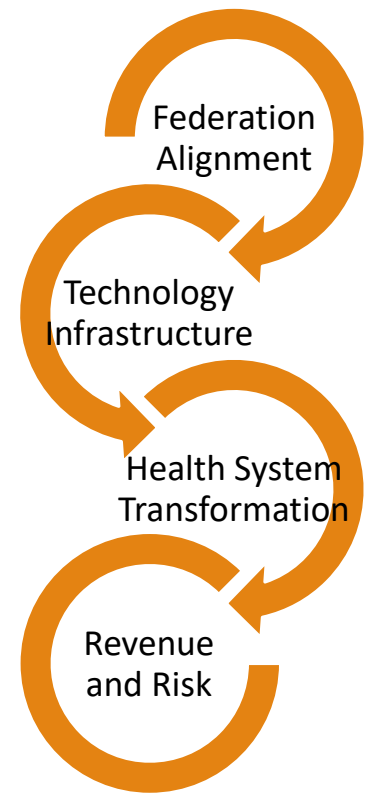
Creative Resourceful Partnerships <i>"The Go-to Group"</i>	Premier Service Delivery <i>"Kick-Ass Service"</i>		Dementia Friendly Communities <i>"A World Without Dementia"</i>	Health Care Priority <i>"Audacious Influencers"</i>	Dynamic People Power <i>"Qualified Passion"</i>		Innovative Funding <i>"Show Me the Money"</i>
	Inclusive Delivery	Robust Programs			Healthy empowered workforce	Support at all levels	
Community Integration	Caregiver Supports	Expanded Flexible Programs	Reduced Stigma	Recognized Leadership	Increased Qualified Staff	PLWD Support	Predictable Sustainable Government Funding
Productive Collaboration	Increased Service Access	Hybrid Innovation	Improved Detection & Prevention	OHT Influence	Higher PSW Capacity	Diverse Populations Service	Enhanced Funding and Donations
				Advantageous Education			
Strong Partnerships	Appropriate Long-Term Care	Enhanced Robust Technology	Coordinated Research for a Cure	Successful Advocacy	Expanded Volunteer Base	Modern Facilities	Funding Flexibility
Effective Governance	Responsive Respite	Consistent Core Standards	Dementia Support Pathway	Greater Service Awareness			

THERE IS A LOT OF  
ENERGY CURRENTLY  
DIRECTED IN WAYS  
THAT ALIGN WELL  
WITHIN THE  
ASiO PROVINCIAL  
FRAMEWORK

# Moving Forward Together

# Local Priorities

AST focuses and drives initiatives that animate these priorities.



# Integrated Strategies

AST participates in partnership with other ASiO local societies.

Coordinate and unify flexible local delivery.	Integrate voices of PLWD into decisions	Invest in technology for service delivery and internal work	Expand client centered services and programs	toward enhanced capacity for client centered care	A
Focus on local partnerships		Focus on province wide partnerships		toward leveraged strategic partnerships	B
Reflect the diversity and inclusivity of communities	Advocate for dementia friendly communities	Become a charity of choice for career and volunteering		toward building visibility	C
Reinforce cohesive communication plans	Target education awareness to all stakeholders	Showcase bold local narratives		toward targeted awareness	D
Diversify fund development initiatives	Formalize joint practices	Pursue innovative revenue ideas		toward innovative revenue generation	E

# Health System Transformation

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## **Ontario Health Teams**

- Quadruple Aim:
  - Improved Responsiveness to Client Needs
  - Quality Access
  - Equity of Care for Client/Patients and Caregivers
  - Improved Provider Experience

## **Local Health Integration Networks**

- North York Toronto Health Partners
- North Toronto Health Partners

# Health System Transformation

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## **External:**

- The Hub-ADP expansion, Circle of Care, Storefront, underserved area of the city, strengthened relationship with SCFHC
- Cognitive Assessments/Reducing Barriers Research
- Dementia Talk App
- Grants/Comms plan
- Electronic Medical Records

# Federation Alignment

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## **Internal:**

- Active Living
- Electronic Medical Records Integration
- AlzEducate
- UFIRST Investment
- Police Education Videos
- Toronto Dementia Network

# Technology Infrastructure

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## **Dementia Talk App Development**

- Registration
- Engagement
- Information
- Accessibility

## **Electronic Medical Records**

# Risk and Revenue

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1. Monitor events closely as we emerge from the pandemic
2. Leverage Federation alignment and Health Transformation efforts to diversify revenue streams, increase total revenue, explore integration to improve scale and/or effectiveness

# A Enhance capacity for client centred care: Provincial Alignment

PROVINCIAL FRAMEWORK 3YR				
Strategy	Goal	22/23	23/24	24/25
Expanding Services	Standards established for unique local services [2022]	x		
Integrating Voices	Care Partner Advisory Group with high percent of PLWD [2022]	x		
	Formalized Advisory Group Program Review and Follow-Up [2023]		x	
Invest in Tech	Common practices and information have been identified within care service standards [2022]	x		
	Set of new tools in place supporting sharing of information and delivery [2023]		x	

FY23 LOCAL IMPLEMENTATION
Objectives
<ul style="list-style-type: none"> <li>• <b>Redesign social work service delivery to improve to access to reduce wait time, enhance caregiver resilience, and improve staff and client satisfaction.</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Foster a culture of quality and maintain best practices</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Collaborate with federation partners in knowledge exchange, mutual support, sharing resource to improve consistency of service and staff capacity</b></li> </ul>
<ul style="list-style-type: none"> <li>• <b>Implement technology platforms that make services more effective, adaptive, accessible for clients, and improve experience for staff and partners (federation / external)</b></li> </ul>

# Leveraged Strategic Partnerships: Provincial Alignment

## PROVINCIAL FRAMEWORK

Strategy	Goal	22/23	23/24	24/25
Focus on Provincewide collaborations	<ul style="list-style-type: none"> <li>10 Partnership agreements with OHT and HCCSS, with coordinated annual plans [2022]</li> <li>3 formal partnerships, one each with Community, Sponsorship, Healthcare [2022]</li> <li>Digital strategy in place with OHT [2022]</li> </ul>	<ul style="list-style-type: none"> <li>x</li> </ul>		
	<ul style="list-style-type: none"> <li>Personal and social consequences of AD and related diseases have been documented by ASO ASC partnership [2023]</li> </ul>		<ul style="list-style-type: none"> <li>x</li> </ul>	
Focus on Local Partnerships	<ul style="list-style-type: none"> <li>Corporation partnership agreement to purchase client assisted devices [2024]</li> <li>Partnership in place with a French community [2024]</li> </ul>		<ul style="list-style-type: none"> <li>x</li> </ul>	
	<ul style="list-style-type: none"> <li>Education program developed for OHT partners to pass on to clients [2022]</li> </ul>	<ul style="list-style-type: none"> <li>x</li> </ul>		
	<ul style="list-style-type: none"> <li>10 partnership agreements with coordinated annual plan (OHT, HCCSS, Voice of those we service, Primary Care, Regional geriatric care) [2023]</li> </ul>		<ul style="list-style-type: none"> <li>x</li> </ul>	
	<ul style="list-style-type: none"> <li>Centralized access point in place for dementia-related services [2024]</li> </ul>		<ul style="list-style-type: none"> <li>x</li> </ul>	

## FY 23 LOCAL IMPLEMENTATION

### Objectives

- Strengthening partnerships and building capacity to broaden our reach in Scarborough and improve access to services that enrich the lives of PLWD.
- Intentional local partnerships to provide caregivers and PLWD access to information, dementia-specific education, services and supports (including advocacy) that will improve their experience.

# Building Visibility: Provincial Alignment

## PROVINCIAL FRAMEWORK

Strategy	Goal	22/ 23	23/ 24	24/ 25
Reflect the diversity and inclusion of communities	Target service & expansion to under-represented groups [2022]	x		
	Boards, senior management and staff appropriately reflect the diversity and inclusivity of the communities we serve [2025]			x
Become a charity of choice for career and volunteering	Flexible work environments and team building options are in place [2022]	x		
	Partnership with university/colleges established offering course selection, host placements to students [2023]		x	
	Acknowledgement of success is imbedded in national profile, business plans, committees, accreditation [2024]		x	
	Happy staff, happy life and organization indicators show this is THE place to work and volunteer [2025]			x
Advocate for Dementia Friendly Communities	MPP Outreach puts clients front and centre [2022] Seat at OHT leadership table supported by timely communication with ASiO governors [2023] Formalize strong relationship with MOHLTC. [2024] Publicly acknowledge as the go-to system resource for dementia care. [2025]	x	x  x	   x

## LOCAL IMPLEMENTATION

### Objectives

- Leverage partnerships to increase support and access for people from diverse communities with unmet needs
- Integrating AST into the community to increase presence and serve partners and clients where they live.
- Fostering an inclusive workplace culture that values and supports the well-being of staff and prepares the team to serve diverse communities.

# Targeted Dementia Awareness: Provincial Alignment

PROVINCIAL FRAMEWORK				
Strategy	Goal	22/23	23/24	24/25
Reinforce Cohesive Communications Plans	Each society has a starting point to focus educational program. [2022]	x		
	Joint LS group held for similar educational areas [2023]			
	Toolkit of Enhance resources[2024]			
Target education awareness	Targeted list of key stakeholders in place for an education program, from needs analysis and community engagement [2022]	x		
	Alzheimer education platform buzz amongst key influencers - Education on YouTube [2023]		x	
Showcase bold local initiatives	Collaborative curriculum developed with PEC in ASiO, with impact evaluation - UFirst Suite [2022]	x		
	Expanded social media platforms engaging with new curriculum – YouTube [2023]		x	
	Targeted media approach reaching multiple demographics [2024]		x	
	Government funding in place for targeting education program [2025]			x

LOCAL IMPLEMENTATION
Objectives
<ul style="list-style-type: none"> <li>Transition to nationally recognized framework to improve experience, consistency of health care professional education and build a community of practice.</li> </ul>
<ul style="list-style-type: none"> <li>Advise and support in developing a user friendly and accessible training platform for all users</li> </ul>
<ul style="list-style-type: none"> <li>Utilizing technology to expand reach, foster engagement and increase accessibility and awareness of AS services.</li> </ul>

# Innovative Revenue Generation: Provincial Alignment

## PROVINCIAL FRAMEWORK

Strategy	Goal	22/23	23/24	24/25
Investigate innovative revenue generation ideas	• Paper written on concept of Provincial Federation [2022]	X		
	• Research paper on Federal funding on infrastructure, national strategy, new horizon [2022]	x		
	• Provincial Sponsor secured for Walk for Alzheimer [2023]		X	
	• Provincial Quest sponsor secured [2023]		X	
	• Replication plan created for Brain Matters, Soups On [2023]		x	
	• Central profile created of intergenerational transfer for Family Foundation [2024]		X	
Formalize joint practices	• Report written on Complicated Estate Gifts for the local level [2024]		x	
	• Base funding in place for all local societies [2025]			x
	• Ontario Dementia Strategy 2.0 delivered to MOH for base and direct funding [2022]	X		
	• Monitoring process in place to track opportunities for funding [2022]	X		
	• Standardized Case for Support written for funding priorities for all societies [2022]	X		
	• Unified funding framework for all ASiO developed [2022]	X		
Diversity	• Paper written on funding diversification, inequalities, and future needs [2022]	x		
	• Commission Teams of FD Excellence by functional areas [2022]	x		

## LOCAL IMPLEMENTATION

### Objectives

- Build pipeline for individual giving and local corporate sponsorship to increase multi-year funding commitments and annual support
- Re-build and re-focus special event fundraising program to foster engagement and increase net contribution to operations
- Steward and retain core individual giving supporters, third party fundraisers, to increase net contribution to operations
- Pursue grant seeking opportunities and government funding to support core “unfunded” services for client impact.
- Collaborate and coordinate across Federation partnerships to improve opportunity for identification, clearance, and stewardship of major individual donors, planned giving prospects, and corporate sponsorship

## References

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1. Weaver, D. The Impending Alzheimer's Disease Pandemic. [University of Toronto Medical Journal, Volume 95, Number 2](#), April 2018.
2. [Prevalence and Monetary Costs of Dementia in Canada](#). Alzheimer Society of Canada. 2016
3. Ontario Caregiver Organization. [Spotlight Report: The impact of COVID-19 on caregivers: Year Two](#). 2021.
4. Premier's Council on Improving Healthcare and Ending Hallway Medicine. [Hallway Health Care: A System Under Strain](#). 2019.
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6. ASiO Fall Leadership Forum Report, November 2020.
7. ASO Budget Submission. 2022.