



Strategic Plan 2008-2011

November 29, 2007

Approved by the Board of Directors – January 31, 2008

In the fall of 2007, St. Leonard's Community Services (SLCS) initiated a process to update its environmental scan and develop a new strategic plan to guide its operations through the year 2011. The process was structured to ensure broad input from members of the Board, staff and external partners.

Planning steps carried out were the following:

- In September 2007 an external consultant, Dr. David Sheridan of Shercon Associates Inc. was asked to support and facilitate the process. A work plan for the project was approved on September 29, 2007.
- An environmental scan involving a document review, a staff survey and telephone interviews with 10 external organizations was carried out during the month of October.
- On October 12, 2007 about 50 employees drawn from various areas of SLCS participated in the Agency's eleventh annual staff planning day. Staff at the meeting reviewed some preliminary environmental scan data and made suggestions about issues and initiatives to be addressed by the new strategic plan.
- On Saturday, November 3, 2007 members of the Board and Senior Management Team participated in a full-day strategy development session. The group reviewed and expanded the data from the environmental scan, examined and revised the Agency mission, vision and values and drafted strategic goals.
- This draft strategic plan reflecting the input received has been prepared and will be circulated to planning session participants for feedback and revisions. It will then be reviewed and finalized by the Board at its meeting of November 29, 2007.

The turbulence of the human services and social policy environment in Ontario will necessitate ongoing monitoring and refinement of goals and objectives. This plan should therefore be a "living document" to guide the Agency's operations over the next few years.

Attached: Environmental Scan
SWOT Analysis
Mission, Vision and Values
Strategic Goals

November 6, 2007

ENVIRONMENTAL SCAN

An environmental scan was carried out to ensure that the planning deliberations were linked to the internal and external realities of the Agency. The scanning process drew on three major sources:

1. A review of relevant documents and records including Agency literature, annual reports, operational plans and notes from staff planning sessions held since the previous (2003) plan was established.
2. Semi-structured key informant interviews conducted by telephone with 10 representatives from selected internal stakeholder groups including funders, partners and community agencies. Questions included views of the organization and perceptions about significant external factors.
3. A survey of Agency staff. The questionnaire, completed anonymously by 158 employees (representing an 85% response rate) addressed items related to views of the Agency and its organizational culture.

The information presented in this section is based on these scanning activities.

Perceptions of Staff

- The staff views SLCS as an effective Agency with a positive public profile that does an excellent job of meeting community needs.
- SLCS employees feel their Agency is well run and managed with a positive internal culture and good support from supervisors and co-workers.
- Low staff salaries and benefits are a serious concern across the Agency.

Perceptions of External Stakeholders

- The Agency is well regarded and seen as an active community player dedicated to meeting client needs.
- A particular strength noted was the Agency's ability to respond to crisis situations quickly and directly.
- Suggested new directions were consolidation, closer partnering, stabilizing funding, working with the Local Health Integration Network (LHIN), case management and providing longer term services.
- Some respondents suggested that the Agency sometimes was overly competitive in seeking new program funding but most felt SLCS was good at partnering at the service delivery stage.

It will be important to continue to solicit views from these key stakeholder groups as the strategic plan proceeds through the implementation stages.

THE ENVIRONMENTAL CONTEXT

The following "SWOT" analysis was developed from the environmental scan information and refined at the November Board planning session.

Strengths:

- A broad range of solid programs addressing community needs
- Quality of service to clients
- Good governance and management
- Highly developed policies, procedures and business practices
- Flexible, responsive and adaptive to change
- A strong and collaborative community player
- Competent, dedicated and involved staff
- Good relations with funders
- A positive working environment
- A dynamic and entrepreneurial organizational culture

Weaknesses:

- Staff remuneration
- Low overall resource levels
- Need for increased staff professional credentials
- Perceived as competitive by some agencies
- Program evaluation

Opportunities:

- Continually evolving community needs
- Expanding the continuum of services provided
- Changing demographics re: seniors
- Increasing client engagement
- Local Health Integration Network (LHIN) initiatives
- Expanded partnerships
- Accreditation from Children's Mental Health Ontario
- Links with the new Community Health Centre
- Centralization of non-residential programs in one location

Threats:

- Unstable program-based funding
- Decrease in group care
- Staff turnover
- Potential for staff burnout
- Changes in government policy and priorities
- Resources and expertise getting spread too thin

The Agency's new strategic plan will need to build on these strengths, deal with weaknesses, capitalize on opportunities and address threats.

MISSION, VISION AND VALUES

The following mission, values and vision statements are revised from the 2003 strategic plan and are based on staff input and deliberations at the November 2007 strategic planning session.

Mission Statement

St. Leonard's Community Services responds to community needs by providing quality addiction, mental health, employment, education, justice and residential programs. These programs enable children, youth, adults and families to overcome challenges through choices that result in positive change.

Vision Statement

St. Leonard's Community Services will be a recognized centre of excellence in the community for the provision of services to children, youth, adults and families.

Values Statement

As we discharge our mission in pursuit of our vision, we adhere to the following values and beliefs.

1. A commitment to excellence in client service.
2. Respect for the dignity and diversity of our clients.
3. Support and recognition of our staff.
4. Collaboration and Partnership
5. Accountability to our funders, clients, partners and the community.

These values drive all of the agency's programs, policies, procedures and practices as follows....

1. **Commitment to excellence in client service** – Qualified competent staff, intra agency knowledge exchange, learning environment, current literature on intranet library, training and development, CYW apprenticeship, comprehensive, evidence based, best practices, public education about the issues (i.e. poverty, homelessness) and advocacy for funding to address the problems.
2. **Respect for dignity and diversity of our clients** – Multidisciplinary approach, Client Centred, Client Engaged, Strength Based, family involved, diversity should not be a barrier to service.

3. **Support and recognition of our staff** - Staff Supervision Model, Staff Meetings, Cross Functional Teams, Staff Appreciation Luncheon, Employee of the Year Award, competitive wages, pensions, enhanced dental/eye benefits.
4. **Collaboration and partnership with the community**– Community service integration, community development and planning, collaborative funding proposals.
5. **Accountability** – Outcome focused, Continuous Quality Improvement, Quality Assurance, Accreditation Standards, Program Evaluation, Client Data Base.

STRATEGIC GOALS

Client Service

- 1.1 Develop a consistent client-centred service approach that assesses clients and links strengths and needs to treatment planning goals.
- 1.2 Embrace diversity in all aspects of service.
- 1.3 Institute quality assurance and continuous quality improvement systems across the organization.
- 1.4 Ensure that Agency staff is engaged in evidence-based practice in all aspects of client service.

Program Development

- 2.1 Conduct ongoing environmental scanning and needs assessment.
- 2.2 Conduct a scan of senior's services with a view to applying expertise in collaboration with existing community services to this growing population.
- 2.3 Explore the development of community withdrawal management services with hospital links for medical backup.
- 2.4 Establish a program review process to evaluate all Agency programs on a regular cycle.

Community Relations

- 3.1 Provide leadership in community service planning.
- 3.2 Develop a collaborative marketing program that includes all agencies in Brant and Haldimand.
- 3.3 Explore opportunities for service integration and closer partnering arrangements with other community agencies.
- 3.4 Become an active partner with the education community

- 3.5 Continue to build service mapping.
- 3.6 Improve connections between Board members and community sectors.
- 3.7 Profile the 40th anniversary of the Agency and its alumni.

Organizational Development

- 4.1 Address pressing issues related to staff compensation.
- 4.2 Review governance policies and establish a Board development and succession plan.
- 4.3 Continually review Agency structure and programs to maximize use of staff and resources.
- 4.4 Continually foster staff morale and health and wellness.
- 4.5 Explore centralization of services for non-residential programs in one location.
- 4.6 Establish a single Agency-wide client database connecting all services and capable of evaluating programs and meeting client needs

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