

ST. MARY'S HOME

Strategic Plan 2017-2020



Our Vision

Grounded in a strengths-based philosophy of building on the resilience inherent in each individual, the Vision of St. Mary's Home / Maison Sainte-Marie is to provide Comprehensive Residential and Community Support programs and services for pregnant and parenting youth and their children. These are offered in a milieu of respect and care and in partnership with the community.

Our Mission

"Building on the Strengths of Pregnant and Parenting Youth and their Children"

Strategic Directions	Goals	Multi-Year Operational Plan			
		2016-2017	2017-2018	2018-2019	2019-2020
St. Mary's Home will continue to provide quality comprehensive programs and services to meet the needs of pregnant and parenting youth and their children.	<ul style="list-style-type: none"> Review and evaluate programs and services regularly; Ensure that Programs and Services reflect best practices to meet our clients' current and emerging needs and meet all licensing and accreditation standards; Ensure all staff receives appropriate training, development and support; and Develop new, innovative and responsive programs and services. 	<ul style="list-style-type: none"> Conducted a CCA Accreditation Self-Assessment and submitted all evidence required to be a CYMH Accredited Agency; Explored moving completely to an electronic database. 	<ul style="list-style-type: none"> Create timeline for ongoing evaluation of programs and services; Work with Carleton University students again to conduct program evaluation; Provided a number of trainings for staff team. 	<ul style="list-style-type: none"> Review and revise, where needed, evaluation tools; Carry out regular program and service evaluation as per the timeline for reviews; Develop staff training schedule/plan and provide training. 	<ul style="list-style-type: none"> Carry out ongoing program and service evaluation and change and/or implement new programs as required. Provide ongoing staff training and promote a learning workplace culture.
St. Mary's Home will develop and maintain strong community partnerships to meet client needs.	<ul style="list-style-type: none"> Review and strengthen existing, and develop new, partnerships; Enhance our community profile; and Collaborate and engage in relevant community planning. 	<ul style="list-style-type: none"> Engaged key stakeholders: Board, Staff, Community Partners and Clients, in Strategic Planning; Carleton University students conducted research of programs. 	<ul style="list-style-type: none"> Implementing electronic recording of data; Developed and implemented a number of new programs, eg. SMART recovery, ESL program for Syrian refugees. 	<ul style="list-style-type: none"> Fully implement database and transfer client and program information to it; Continue to develop and implement new programs based on needs, trends, etc. 	<ul style="list-style-type: none"> Evaluate database and ensure all necessary information is being captured and recorded properly.
St. Mary's Home will ensure its infrastructure is effective, strong and stable.	<ul style="list-style-type: none"> Engage in regular strategic planning; Maintain an effective plan for the sustainability of systems and structures within the organization; and Achieve and maintain the standards of licensing and accreditation. 	<ul style="list-style-type: none"> Engaged community partners in Strategic Planning process; Attended relevant community meetings and was an agency member with a number of networks and coalitions. 	<ul style="list-style-type: none"> Created a new logo and website - both were launched at our AGM; Developed infrastructure of volunteer program to expand and support this program and partnership with volunteers. 	<ul style="list-style-type: none"> Fully roll out new logo and market and brand the agency further; Foster and build relationships with corporate partners. 	<ul style="list-style-type: none"> Develop and implement a communication and social media strategy.
St. Mary's Home will seek to optimize financial resources.	<ul style="list-style-type: none"> Review current funding streams and forecast potential funding shortfalls and impact on the organization; Continue to be accountable and responsible in the use of resources; and Identify and pursue future funding sources. 	<ul style="list-style-type: none"> Began the process of renewing partnership agreements with existing community partners. 	<ul style="list-style-type: none"> Developed new partnerships and continued to renew partnership agreements with existing community partners and created formal agreements where needed. 	<ul style="list-style-type: none"> Evaluate the need for, and create, additional key strategic community partnerships; Fully roll out new volunteer and peer engagement program. 	<ul style="list-style-type: none"> Evaluate newly implemented volunteer and peer engagement program.
		<ul style="list-style-type: none"> Conducted a CCA Accreditation Self-Assessment and submitted all evidence required to be a CYMH Accredited Agency; Completed an in-depth Risk Assessment for MCYS. 	<ul style="list-style-type: none"> Sourced and installed a new server and phone system; Began forming and implementing succession planning, eg: created handover documents, reviewed job descriptions, performance reviews, program descriptions. 	<ul style="list-style-type: none"> Create, implement and monitor agency and individual work plans and timelines, to ensure goals of the Strategic Plan, licensing requirements, etc. are met. 	<ul style="list-style-type: none"> Monitor progress of work plans and revise as needed.
		<ul style="list-style-type: none"> Conducted Strategic Planning - engaged key stakeholders; Reviewed and began amending all policies, procedures and processes and starting writing new documents and templates as required. 	<ul style="list-style-type: none"> Completed Strategic Planning process, resulting in 4 key Strategic Directions; Completed full review of policy and procedures and developed new Policy Manual and implemented all policies, etc.; Resourced and implemented online scheduling system. 	<ul style="list-style-type: none"> Review newly developed on-boarding and orientation documents and processes; Conduct reviews, as per the schedule, of policies and procedures; Conduct regular review, as per the timeline, for monitoring and mitigating risk. 	<ul style="list-style-type: none"> Conduct reviews, as per the schedule, of policies and procedures; Continue monitoring and mitigating risk.
		<ul style="list-style-type: none"> Reviewed all funding sources. Implemented cost cutting measures. 	<ul style="list-style-type: none"> Implemented new systems, eg: outsourced payroll; switched accounting software from ACPAC to Quick Books; implemented additional cost-saving initiatives. 	<ul style="list-style-type: none"> Develop two-year fundraising plan and begin to implement; Continue to review all expenditures and implement ongoing cost saving initiatives wherever possible. 	<ul style="list-style-type: none"> Continue to carry out activities prioritized in fundraising plan and evaluate and monitor their success and adjust wherever needed.
		<ul style="list-style-type: none"> Carried out an in-depth review of existing financial structures and processes and explored new financial systems. 	<ul style="list-style-type: none"> Completing a full audit of present timekeeping systems and reviewing alternative options. 	<ul style="list-style-type: none"> Complete review of time-keeping systems and implement a more efficient system. 	<ul style="list-style-type: none"> Build donor base and recruit corporate sponsors; Investigate sustainable sources of income.