

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