

STRATEGIC PLAN 2016-2017

- Adopted on February 29, 2016 by the SSHQ BOD



SERVICES SOCIAUX HELLÉNIQUES DU QUÉBEC
HELLENIC SOCIAL SERVICES OF QUEBEC

STRATEGIC PLAN

2016 - 2017

- The Board members and DG of SSHQ met on February 29th to review and adopt this strategic plan, it will be translated into French (for funding purposes). The plan of action will be derived from this strategic plan by the DG and employees of SSHQ. The process will be completed by the beginning of April 2016 and approved again by the BOD of SSHQ during the BOD meeting of April 26, 2016.

- The Strategic planning process consisted of two parts:
 - I Evaluation of Strengths and Weaknesses SSHQ and the environment-situation in which SSHQ operates
 - II Identification of service orientations and objectives based on the needs of clients that address our services and based on our mission

- It is important to the healthy functioning of SSHQ that everyone in the organization is on the same “page” in a matter of speaking.

FUNDAMENTAL PRINCIPALS PERTAINING TO THE ORIENTATIONS

○ MISSION

- To provide the client or beneficiaries of all origins with information and understanding regarding the system of services or service that they require
- To provide direct service and activities to our clients which will be complementary in nature with existing public services
- To promote healthy and quality living
- To defend the interests of our clients and their right to quality, adapted care with respect to public and private services
- To serve and to provide activities, training and courses targeting the following clients who address our service in significant numbers:
 - Elderly
 - mistreated elderly
 - natural caregivers of the elderly
 - The disadvantaged and poor
 - Immigrants and their concerns for employment, housing and integrating in society
 - Students of Socrates-Démosthène primary school who are at risk because they do not receive public health and social service visits in the school from neighborhood CLSCs

FUNDAMENTAL PRINCIPALS PERTAINING TO THE ORIENTATIONS, cont.

○ VISION

- The client or beneficiary of SSHQ is the center of our attention. They have to feel welcome, they must be treated with respect and they must be involved in their personalized plan for the year. We have to do our best to empower them, so they can maintain their dignity while going through all of their life changes and so their quality of life is always up to par. We have to help them address their psychosocial needs. The client should always leave our office satisfied.
- The employees, volunteers and stage workers of SSHQ have a right to work in a climate that is positive and nurturing. Where their opinions, skills and competencies are recognized and respected. They have to provide their best effort at all times. Everyone in the team must feel comfortable with each other. They have to be satisfied.
- When the employees are happy and satisfied, the clients will be happy and satisfied.
- Ongoing Information and training must be provided to the client and to the employees, in order to continue to improve their skills and competencies.

FUNDAMENTAL PRINCIPALS PERTAINING TO THE ORIENTATIONS, cont.

○ **VALUES**

○ **Service excellence**

- Providing to the beneficiary, a professional, quality service each time
 - Respectful; courteous; providing beneficiary your full attention
 - Making sure your reserved time with the client is not interrupted
 - Listening without interruption; providing empathy
 - Understanding their needs
 - Being honest
 - Knowing how to help them
 - Providing help adapted to beneficiary needs
 - empowering the client
 - Documenting the help for follow-up
 - Providing a service within a reasonable time

○ **Client-centered**

- Caring about the beneficiary
- Involving the beneficiary in the care plan
- Offering service excellence
- Advocating on behalf of the client or beneficiary

FUNDAMENTAL PRINCIPALS PERTAINING TO THE ORIENTATIONS, cont.

- **Team-work**
 - Sharing knowledge and experiences
 - Showing solidarity, empathy and respect towards other team members, listening to each other's concerns, standing up for the team, covering for each other
 - Helping each other to reach our goals faster
 - Communicating effectively
 - Making sure that employees are well informed
- **Integrity**
 - Caring about doing things professionally and honestly
 - Documenting appropriately
 - Loyalty to position and to organization
 - Following rules and regulations
 - Knowing the rules and regulations
 - Following professional standards of conduct and responsibility
 - Using funds for the purposes for which they were intended
 - Insuring transparency
 - Respect yourself and others, caring about your training and growth in the organization
 - Assuring competent governance
 - Measuring and evaluating results, interpreting results and improving approach or service

STRATEGIC ORIENTATIONS AND OBJECTIVES 2015 -2016

The 10 strategic orientations and objectives that have been approved by the SSHQ Board of Directors that follow, are used to determine the **plan of action** of the organization. This will be done with the Director General of SSHQ and the employees in March and April 2016. Specific activities will depend also on available funding. Orientations 1 to 5 are direct service orientations and are in order of importance, while orientations 6 to 10 are administrative orientations not necessarily in order of preference or priority.

ORIENTATION 1: *SUPPORT TO NATURAL CAREGIVERS OF THE ELDERLY*

- 1.1 To inform and empower allophone and anglophone natural caregivers of the elderly with respect to the system and the available resources in Laval, improving skills and competencies in dealing with their elderly loved one who is ill. Activities should be scheduled at least on a monthly basis.
- 1.2 To offer psychosocial support to allophone and anglophone natural caregivers of the elderly who live in Laval
- 1.3 To prioritize support to natural caregivers of the elderly (afflicted with Alzheimer, Dementia, Parkinson); To prioritize support to natural caregivers of the elderly who are male; and to natural caregivers who are working
- 1.4 To reach the natural caregiver of the elderly early enough in order to prevent their becoming exhausted and sick themselves or to loose or cause frequent disturbances to their work schedule
- 1.5 To offer a personalized care plan and quality service to each caregiver
- 1.6 To offer respite services if we receive the funding for this
- 1.7 Refer cases to already existing services and resources where possible

ORIENTATION 2: *SUPPORT TO THE ELDERLY*

- 2.1 To inform and empower our elderly clients as much as possible, in order for them to continue to be informed with respect to current events and to maintain a quality of life, free of mistreatment
- 2.2 To encourage the elderly to stay healthy, organize activities such as Dental clinics, mini conference on appropriate dietary habits, how to take medications, etc.
- 2.3 To offer psychosocial support to elderly as needed
- 2.4 To prioritize support to elderly who are in fragile, depressed or in isolated conditions, or who are being neglected or mistreated (physically, verbally, psychologically, financially, sexually)
- 2.5 To organize weekly, psychosocial and educational activities in order to keep elderly active and to prevent their isolation, with intent to gradually increase into in a day centre, if funding comes in. Can use the ample church space that is available, once church and HCGM approve.
- 2.6 To help support or encourage elderly living at home longer by helping to offer alternatives to residential care. The public system cannot do this alone. The possibilities are endless. There can never be enough help in this area. Depending on funding.
- 2.7 To be pro-active and advocate with respect to the mandate of the Foyer hellénique pour personnes âgées to best serve the needs of the seniors of our community (as this residence in CDN reverts back to the HCGM in the year 2020).
- 2.8 To offer a personalized care plan (with a multidisciplinary approach where necessary) and offer a quality service to each elderly client
- 2.9 Refer cases to already existing services and resources where possible

ORIENTATION 3: *DISADVANTAGED AND LIVING WITH LOW INCOME*

- 3.1 To offer information, support and to help empower people who are disadvantaged and living with a low income.
- 3.2 To offer food bank services to the frail, disadvantaged and to families and individuals living with a low-income, once-weekly in Laval and once-weekly in Parc-Extension
- 3.3 Priority should be given to the homeless, elderly, people suffering from mental illness, people who are physically challenged, artists, immigrants who may not have steady employment
- 3.4 To be in good standing with Moisson Montréal and Moisson Laval in order to be eligible to receive food from these establishments in order to continue to give to the disadvantaged and the poor
- 3.5 Volunteers and organizers of the food bank must follow very strictly the rules and regulations governing all food bank activity
- 3.6 Support Moisson Montréal and Moisson Laval once yearly by offering our volunteer services for one day (employees, volunteers and friends of SSHQ)
- 3.7 Offer people with low income, services free of charge or for a fraction of the cost
- 3.8 To refer clients whenever possible to other resources such as the Gazette Christmas Fund

ORIENTATION 4: *SUPPORTING IMMIGRATION AND EMPLOYMENT SERVICES*

- 4.1 To offer information and support to newly arrived immigrants. In order to facilitate obtaining permanent resident status, finding shelter, work and successfully integrating in society
- 4.2 Refer cases to already existing services and resources where possible

ORIENTATION 5: *STUDENTS OF SOCRATES-DEMOSTHÈNE PRIMARY SCHOOL*

- 5.1 Promote the importance of students of Socrates-Démosthène Primary School to receive psychosocial support services visits from social workers, psychologists, speech therapists, dentists and nurses on campus either privately or through the public health and social services system
- 5.2 Encourage the students to donate loonies and toonies for the holiday food and toy drive
- 5.3 Encourage students and families who are in a low income bracket to take advantage of the free flight to Disney (Florida) for a day program, **“Wings take flight”** Names should be submitted in September generally.

ORIENTATION 6: *SUPPORT AND DEVELOPEMENT FOR EMPLOYEES AND VOLUNTEERS*

- 6.1 Ensure employees and volunteers are well informed on all aspects pertaining to their work, on a regular basis, including rules and regulations, with respect to their responsibilities
- 6.2 Ensure that employees and volunteers receive training, guidance, constructive feedback and performance evaluations, pertinent to their work, on a regular basis
- 6.3 Allow some flexibility for unexpected or un-for-seen family obligations
- 6.4 Ensure that employees and volunteers have the right tools to complete their jobs and activities
- 6.5 Ensure that employees and volunteers have properly functioning equipment at their disposal to carry out their responsibilities
- 6.6 Ensure that employees and volunteers have safe work stations and working conditions at all times, free from danger, harassment and abuse; and that they have the required privacy to carry out their responsibilities professionally
- 6.7 As SSHQ has under 5 employees, consider an employee assistance program, when necessary
- 6.8 Develop a benefit and reward system for great performance for volunteers and employees
- 6.9 Assure that the basic inflation increase is always given and that additional salary increases are given based on the performance evaluation

ORIENTATION 7: *ASSURING SERVICE QUALITY*

- 7.1 To assure a professional, quality service, refer to and follow the Mission, Vision and Values of the organization and respect the rules and regulations. Make sure that all employees and volunteers have the mission, vision and values of the organization in writing and that they are understood by all.
- 7.2 Make sure all activities are client-centered and use a multidisciplinary approach where necessary
- 7.3 Make sure all activities are measureable
- 7.4 Evaluate all activities and service on a regular basis in order to continually improve on the quality and to be more effective
- 7.5 Make sure all participants are encouraged to fill a satisfaction survey after activities, even when doing individual consultation
- 7.6 Invest in a secure client data base system for collecting statistics rather than doing this manually
- 7.7 Make sure that a dossier and an intake form is opened for all clients that ask for our help in order to facilitate follow-up
- 7.8 Also refer clients to other resources in order to help address all of their needs
- 7.9 Help clients regardless of origin
- 7.10 Encourage people of all origins and partner organizations to become members or join the Board and to come to our Annual General Assemblies

ORIENTATION 8: *MAINTAINING A HEALTHY FINANCIAL STATUS*

- 8.1 Develop an exciting, informative web site where people can learn, become volunteers or donate
- 8.2 Follow the budget for each project and activity. Track progress monthly
- 8.3 Do not engage in un-programmed activity unless it is going to pay for itself
- 8.4 All employee overtime has to be approved by the DG of SSHQ
- 8.5 Charge all clients a membership-registration fee
- 8.6 Charge for all courses that are offered, with very low rates for people who have low income
- 8.7 Negotiate prices and honorary fees
- 8.8 Apply to the three levels of government for funding on a regular basis (important to have a web site in place). PSOC, QADA, APPUI, EQ, New Horizons, Ville de Montréal
- 8.9 Do fundraising activities (events and one on one private fundraising – with solicitor form approved by Director)
- 8.10 Ask other groups to do fundraising activities for SSHQ or for client services
- 8.11 Install the donation collection boxes in the churches clearly marking SSHQ, put donation boxes on each intervention counselor's desk
- 8.12 Ask for donations in kind, such as for office equipment or for re-decorating an office
- 8.13 Organize joint projects with other organizations and share the costs
- 8.14 Always follow appropriate accounting standards and have the books audited yearly

ORIENTATION 9: *QUALITY GOVERNANCE*

- 9.1 Review and keep by-laws up to date, propose necessary changes to the BOD. Do not have to wait until the AGA to have them approved. Have new by-laws approved all together in one group, at the assembly.
- 9.2 Make sure by-laws (rules and regulations) are respected by employees, clients and volunteers
- 9.3 Being visionary, having leadership qualities, being innovative, unique, pro-active, predicting changes and preparing for them before they happen, proposing solutions, leading by example
- 9.4 Assuring that the organization functions democratically
- 9.5 Reinforcing team-work and developing the team for the good of the organization, scheduling regular team meetings to discuss activities and complicated client cases
- 9.6 “Walking around” the organization, greeting people, being close to the employees and their work, getting their opinion, treating them with dignity and respect, allowing them to help with problem solving
- 9.7 Always be pro-active and on the “look out” for new Board members (professional and user representatives)
- 9.8 Help your employees be the best they can be, with training and guidance
- 9.9 Develop a work protocol to help with the various cases and things that should be considered
- 9.10 Prepare the Board of Directors to make informed decisions. Develop a manual for the administrator.

ORIENTATION 10: *VISIBILITY AND PROMOTION*

- 10.1 Develop an exciting, informative and detailed web site. This will help with visibility, promotion and fund-raising
- 10.2 Regular appearances on local radio and television, writing articles in local newspapers
- 10.3 Advocate for quality health care, defend the rights of the clients and their right to public services that are adapted to their needs (effective services)
- 10.4 Attend partner organization functions and participate on the Tables de concertations, participate, be a reliable partner
- 10.5 Offer services that complement and are coordinated with the network of services and partner organizations as much as possible
- 10.6 Create a special donations board where names of outstanding individuals can be engraved for their excellence and / or their donations
- 10.7 Develop signs for information-kiosque to be used at various locations (one general one and one for caregivers of the elderly)
- 10.8 Print pamphlets out in different languages, collaborate with partner groups to translate and distribute (if funding comes in) otherwise our pamphlets will be printed in French-English or French-Greek or English-Greek or all three languages on one pamphlet or flyer, as per usage