



Passion & Purpose

**Our Strategic Plan
2016 - 2019**

**Community
Support
Connections**



Meals on Wheels and More





Who We Are

Community Support Connections – *Meals on Wheels and More* (CSC) is a local not-for-profit organization that provides a range of supports and services to enable seniors and adults with disabilities to live at home with independence and dignity. Governed by a volunteer Board of Directors, we rely on the time, talents, and generosity of more than 600 local volunteers, 750 local donors and a myriad of community partners to serve more than 6,500 clients in Waterloo Region.

What We Do

CSC provides a variety of services designed to improve the quality of life of the people we serve by promoting health, wellbeing and positive social interaction. These services include: Care Coordination, Community Dining, Crisis Intervention, Friendly Visiting, Group and In-Home Exercise and Falls Prevention Programs, Homemaking, Home Maintenance, Meals on Wheels, Shopping, Snow Removal, Telephone Reassurance, Transportation and Yard Work.

Why It Matters

We know that enabling people to live at home with independence and dignity is increasingly important as our population ages and our healthcare resources are limited – but more importantly, it’s simply the right thing to do. Offering a caring smile, a few simple supports, a hot meal or a driveway shoveled tells our most vulnerable neighbours that they are still an integral part of our community. They do still matter. Their choices and wellbeing are still important.

Our Passion and Purpose

Enabling people to live at home with independence and dignity is more than just words to CSC – it influences everything we say and do. We are delighted to share our 2016-2019 Strategic Plan – appropriately entitled Passion and Purpose.

It is the culmination of months of research; monitoring trends in healthcare and social services; consultation with more than 1,000 clients, 500 volunteers, staff, donors, and community partners; and reflecting on what we’ve heard.

It is our hope that it balances local perspectives and heartfelt beliefs with emerging trends in healthcare, social services, philanthropy and volunteerism to enable us to best respond to our current clients, caregivers, volunteers and community, while providing the tools to reach out and engage those whom we’ve not yet reached.

This plan leverages our commitment to working collaboratively and doing the right thing to achieve exceptional outcomes. It identifies three key strategic priorities that will build our capacity for future:

1. Engaging and responding to current and potential clients and their caregivers, volunteers, donors, staff and community partners.
2. Delivering exceptional experiences through relentless pursuit of responsive and pro-active client/caregiver centred care.
3. Building and sustaining capacity to meet current, emerging and future needs.

We look forward to working with our partners to achieve our vision of a community where everyone feels at home – valued, connected and empowered.

Dale Howatt, Executive Director

Veronica Michael, President Board of Directors

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Our Commitment to Caring

Our Values

Acting with **Integrity**, we deliver what we promise. We hold ourselves to the highest standards of stewardship, ethical governance, transparency and accountability.

Committed to **Excellence**, we add value that goes beyond what is expected through active engagement, evidence-based practice, continuous learning and innovation.



Enabling people to live at home with independence and dignity.

Mission



A community where everyone feels at home – valued, connected and empowered.

Vision

People are at the centre of everything we do.

We build strong and lasting relationships with our clients and their caregivers, volunteers, donors, and community partners to foster an environment where people feel they belong and can make a difference. We celebrate individuality and diversity.



Community

We respect and support our clients' choices and decisions. We listen. We respond with empathy, caring and compassion, ensuring our neighbours have the support they need to live with independence and dignity.



Support

We connect people, ideas and opportunities. We work collaboratively with our partners to ensure equity, accessibility and seamless service delivery by leveraging local strengths, expertise, goodwill and generosity. We ensure our clients and their caregivers are connected to the supports and services they need.



Connections

We listen. We respond.

Engaging and Responding

to current and potential clients and their caregivers, volunteers, donors, staff and community partners.

We will focus on:
coordinated care
access
equity

Delivering Exceptional Experiences

through relentless pursuit of responsive and pro-active client and caregiver centered care.

We will focus on:
quality
safety
value

People

are at the centre of everything we do.

Building and Sustaining Capacity

to meet current, emerging and future needs.

We will focus on:
engaging and investing in our people
stewarding our resources

Our mission, vision, values, and strategy are about improving the quality of life of the people we serve, reaching out to those who might need our services, and working in partnership to build a community we are proud to call our own.

Our Strategy Map:

- gives us purpose
- prioritizes our work
- inspires us
- helps us make decisions
- prepares us to be resilient
- keeps us focused on what we are striving to achieve



Engaging and Responding

People are at the centre of everything we do. To us, this means reaching out, engaging, listening and responding to current and potential clients and their caregivers, volunteers, donors, staff and community partners.

CSC is committed to working with our partners to ensure coordinated and integrated care and increasing access and equity across our service area.

We will do so by:

- increasing engagement with current and potential clients and the community at large to ensure that our client experience is positive, their caregivers are supported, and particularly vulnerable or underserved individuals find it easy to access the services they need
- increasing engagement with current and potential volunteers and donors to ensure they can contribute in a way that is meaningful to them
- leveraging partnerships and collaborative opportunities to increase our reach within underserved communities, and improving and integrating service delivery
- increasing and expanding current services and responding to gaps and emerging needs with innovative ideas and sustainable solutions

Our first steps include:

- embedding programs and services in more community locations, including primary care
- increasing and providing more flexible caregiver support options
- working with our community partners to develop coordinated care plans for shared clients
- fostering strategic partnerships to improve the reach and effectiveness of our collective outcomes, for client, caregiver, community and volunteer engagement

Delivering Exceptional Experiences

CSC aspires to excellence in everything we do. To us, this means relentless pursuit of safe, high quality, flexible and responsive care and that our clients' wishes, needs and decisions are respected and supported.

We will accomplish this by:

- evolving our approach to care based on direct feedback from clients, caregivers, volunteers and community
- implementing evidence-based practices
- supporting our culture of continuous quality improvement and innovation
- continually monitoring and improving our services to ensure a superior, safe and satisfying experience and improved quality of life for clients, caregivers, volunteers, staff and community partners

Our first steps include:

- developing and implementing a formal Quality Improvement Plan and agency wide client experience survey to augment our current program evaluation process
- formalizing our client safety and risk management processes to ensure safety, quality and responsiveness are embedded in everything we do
- increasing fresh local content in our meals by developing a Meals on Wheels garden and green wall



Building and Sustaining Capacity

CSC has a history of creating capacity through partnership, integration and innovation.

We will continue to build a high performing organization and provide value by:

- providing a welcoming and supportive environment for and investing in the development of our highly skilled workforce of committed and engaged volunteers and staff
- strengthening our financial position and diversifying our revenue sources
- evolving an appropriate information management system to identify current, emerging and future needs

Our first steps include:

- strengthening volunteer and staff engagement in developing our respectful, resilient, robust and responsive workplace
- enhancing knowledge and skills of our people by investing in engagement, education, training, technology and infrastructure
- deepening and expanding our relationships with funding partners
- exploring social enterprise options
- continuing to explore and implement energy-saving, environmentally friendly alternatives in all our processes
- improving our data management systems through specific improvement projects to ensure we have the right information at the right time to provide exceptional service and appropriately allocate resources

Putting It All Together



This strategic plan is ambitious. Achieving these important priorities will require focused effort from all of us. We will commit time and resources to both executing and adapting this plan to the ever-changing needs of our community.

We are now developing detailed implementation plans with goals, objectives and timelines. For each priority, we will identify goals and the indicators and measures that will be used to help us understand if we are achieving our goals.

This document is and will continue to be a living document, an evolving plan that responds to the changing needs of our clients, their caregivers and our community. At regular intervals, we will report on how we are doing to our Board of Directors, clients, volunteers, staff, and community and invite your continued feedback.





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communitysupportconnections.org