

# 2020 – 2025 Workplan

Strategic Direction	Performance Indicator/Outcome	Actions	Lead	Status Update/Timelines
Relationships and Partnerships				
Gain a better understanding of the human service system and how each service interacts/impacts one another	<p>Increased successful and appropriate referrals both from and to Maplegate.</p> <p>Establishment of a feedback loop between the staff/client of said organization and Maplegate.</p> <p>Improved access to services for clients of Maplegate.</p> <p>Improved opportunities for mentoring staff to be more engaged and accountable for strategic objectives.</p>	<ol style="list-style-type: none"> <li>1) Develop a new or refresh an existing committee structure at which current information can be shared among partners.</li> <li>2) Review the membership to ensure all necessary parties are at the table</li> <li>3) Where possible engage staff in these meetings but at the very least ensure there is venue to share and discuss on an ongoing basis the information.</li> <li>4) Provide staff a venue to identify where there are potentially challenges and feed back to the committee for resolution.</li> <li>5) Develop a service system menu for clients accessing agency services and provide a feedback loop for clients.</li> </ol>		Targeted Timeline:
Develop a community plan for the broader human service system to identify service gaps and overlaps and to help to secure funding for meeting gaps in services.	<p>Increased opportunities for funding partnerships.</p> <p>Established community-based priorities assists in a planned approach to taking advantage of short-term funding.</p>	<ol style="list-style-type: none"> <li>1) Through the committee structure, consensus is achieved to develop a community plan.</li> <li>2) Develop protocols on how each organization works with one another (see Strategic Direction</li> </ol>		Targeted Timeline:

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	<p>Increases access to a wide array of governmental and non-governmental funding opportunities including potential sustainable funding sources.</p> <p>Streamlined referrals and improved access to services for clients.</p> <p>Increased empowerment among staff and clients.</p> <p>Decreased need for management to engage in day to day operational issues.</p>	<p>#3) which will form the basis for developing the community plan.</p> <p>3) Come to consensus on the gaps/overlaps in the services system. Where possible empower front line staff to engage in this process.</p> <p>4) Work collaboratively to develop the community plan within that service system.</p> <p>5) Develop an implementation plan.</p>		
<p>Written protocols be collaboratively developed as to how Maplegate works with each organization.</p>	<p>Improved accountability for how clients are being served between organizations.</p> <p>Increased empowerment among staff and clients.</p> <p>Improved confidence among staff in making referrals and working with partner organizations in an effective manner.</p> <p>Reduces confusion for clients when actively working with multiple organizations.</p> <p>Improved outcomes and the ability to sustain outcomes for clients.</p>	<p>1) Protocols need to be flexible enough to adapt to extraordinary client needs and circumstances.</p> <p>2) Priorities to be set for OPP, ADSAB, CAS, Oaks Centre, St. Joseph General Hospital and East Algoma Counseling Centre.</p> <p>3) Protocols are developed from a client centric perspective and in collaboration with the organization identified in the protocol.</p> <p>4) They should include: referral processes, case planning, communication protocols, roles and responsibilities. Consideration to be given where possible to an integrated case plan to support a holistic approach in</p>		<p>Targeted Timeline:</p>

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	A resource for any potential problems/conflicts with community partners to assist in resolution.	working with the client and assisting them in managing their activities with multiple agencies. 5) Maplegate’s policies should reflect the approved protocols when established. 6) Maplegate’s training and orientation for new staff should reflect the mutually agreed upon protocols.		
<b>Capacity Building</b>				
Prepare a case for an Operational Manager to support the ongoing work of Maplegate. Funding to be pursued to support the new position including potential partnerships with other organizations.	Clear roles and responsibilities for the ED and Operational Manager.  Clear understanding of the roles and responsibilities within the service system.  Increased capacity for ED to engage in strategic planning activities with community.  Increases overall capacity of Maplegate to respond to community needs.  Increases capacity of staff to focus on client needs as opposed to operational issues.	<ol style="list-style-type: none"> <li>1. Develop a job description for the new position identifying clear roles and responsibilities for the Operational Manager and the ED</li> <li>2. Determine the necessary funding and pay grid for the position</li> <li>3. As an interim step formalize a lead staffing position to act as a lead for operational issues. Pursue funding for front line staff to free up time for a senior staff to take a more active role operationally. (this would need to be done collaboratively with the union)</li> <li>4. Identify potential funding sources and if potential partnerships could exist. This should be further informed by understanding the funding mechanisms within the community of services.</li> </ol>		Targeted Timeline:

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	Provides an opportunity for potential staff development and progression within the organization.			
Secure sustainable funding to support a full time equivalent Outreach Co-ordinator(s). This would further support an interim plan for transitional housing.	<p>Improvement of relationships within the service system.</p> <p>Increases capacity of Maplegate as a whole.</p> <p>Increased support for clients during tenancy at Maplegate and post tenancy.</p> <p>Increases client self-reliance.</p>	<ol style="list-style-type: none"> <li>1. Refine the job description for the position identifying clear roles and responsibilities for the Outreach Coordinator</li> <li>2. Determine the necessary funding and pay grid for the position based on any potential changes to the roles and responsibilities</li> <li>3. Identify potential funding sources and if potential partnerships could exist. This should be further informed by understanding the funding mechanisms within the community of services. Ie Are there opportunities for shared positions as an Outreach Co-ordinator?</li> </ol>		Targeted Timeline:
To explore opportunities to provide more structured programming for the children of Maplegate residents.	<p>Increased connection of children and their families to the service system.</p> <p>Supports the overall goal of breaking the cycle of abuse.</p> <p>Improve and enhance relationships within the service system to support client needs.</p> <p>Increase capacity of staff to focus on case planning with the parent.</p>	<ol style="list-style-type: none"> <li>1. Identify the gap in services for children residing in the shelter in collaboration with staff and residents of Maplegate.</li> <li>2. Mobilize the children’s services sector to develop an approach to address the gaps.</li> <li>3. Work with the children’s services sector to develop an implementation plan.</li> </ol>		Targeted Timeline:

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		<ol style="list-style-type: none"> <li>4. Continually assess program’s effectiveness and address future gaps.</li> <li>5. Utilize the Outreach Co-ordinator to support the approach.</li> </ol>		
<b>Operational Issues</b>				
<p>Complete review of current policies with a lens on what is missing. Develop an implementation plan to support the ongoing use of the policies and procedures.</p>	<p>Increased confidence in decision making for staff</p> <p>Improved transparency for clients and partnering organizations in operational approaches for Maplegate</p> <p>Increases capacity for staff and management through a consistent application of policies and procedures.</p> <p>Reduced liability for Maplegate management and board.</p>	<ol style="list-style-type: none"> <li>1. Engage consultants to review policies and procedures.</li> <li>2. Set up staff session to do a consultation of what is currently there and where confusion and gaps exist and where policies no longer reflect current practices.</li> <li>3. Consultants to review policies to ensure provincial standards are met.</li> <li>4. Draft policies to be provided to organization for final review and amendments to be discussed and completed for a final draft.</li> <li>5. Final draft intent of each policy to be provided to the board and approved for implementation</li> <li>6. Implementation plan to be developed to support the effective use by staff and ongoing maintenance.</li> </ol>		<p>Targeted Timeline:</p>
<p>The current professional education plan be enhanced for Maplegate staff as a whole.</p>	<p>Improved ability for staff to make appropriate and effective decisions.</p> <p>Improved self-care for staff.</p>	<ol style="list-style-type: none"> <li>1. Identify key areas of concern with staff and management to support the development of a plan to include but not limited to others:</li> </ol>		<p>Targeted Timeline:</p>

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	Empowered staff.	<ul style="list-style-type: none"> <li>a. Harm Reduction and safe practices in administering the program</li> <li>b. Duty to Report (CAS)</li> <li>c. Privacy: Responsibilities and super-ceding legislation such as workplace health and safety</li> <li>d. Cultural safety</li> <li>e. Indigenous awareness</li> <li>f. Gender based issues</li> <li>g. Use of Discretion</li> <li>h. Responsibilities for documentation and potential liabilities surrounding it</li> </ul> <ul style="list-style-type: none"> <li>2. Enhance the current professional education plan to meet the strategic directions of Maplegate and the community</li> <li>3. Develop an orientation and mentorship program for new staff</li> <li>4. Secure partnerships and funding to support the implementation of the identified professional development needs</li> <li>5. On an annual basis review the plan and update accordingly</li> </ul>		
Ensure there is a common understanding of Harm Reduction and that Maplegate	Increased understanding of Maplegate’s approach to Harm Reduction in the community.	<ul style="list-style-type: none"> <li>1. Outline the supports and services which are fundamental to a harm reduction approach</li> </ul>		Targeted Timeline:

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<p>ensures that all services associated with Harm Reduction approach are available to the women in their program.</p>	<p>Improved confidence of staff in implementation of Harm Reduction approach.</p> <p>Improved confidence of all shelter residents in living in a shelter with a Harm Reduction program.</p> <p>Increased access to Harm Reduction supports in the community for clients.</p> <p>Decreased liability for management and board.</p>	<ol style="list-style-type: none"> <li>2. Review the existing policies and procedures to support the ongoing implementation of a fulsome harm reduction approach with community organizations supporting a harm reduction model</li> <li>3. Review the existing delivery model in consideration of all of the above</li> <li>4. Ensure there is a common understanding of the harm reduction model as a treatment program within Maplegate for both staff and the women accessing the service</li> <li>5. Develop clear communication protocols for the women accessing the service so they understand their roles and responsibilities while residing at Maplegate</li> <li>6. On an ongoing basis review the model with staff, community partners and where possible women accessing the services to validate an effective approach and adjust where necessary</li> </ol>		
<b>Public Outreach Education and Advocacy</b>				
<p>More effectively engage the community in working collaboratively on violence against women's issues on</p>	<p>Shared vision for the community on violence against women's issues.</p>	<ol style="list-style-type: none"> <li>1) Strategic Directions #1, #2 and #3 will provide opportunity for a greater community understanding of the needs of the residents at</li> </ol>		<p>Targeted Timeline:</p>

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<p>both an individual and global level.</p>	<p>Increased community participation in the planning and executing of what is traditionally seen as Maplegate initiatives.</p> <p>Increased visibility of violence against women’s issues at more community events.</p> <p>Increase in the number of successful volunteer opportunities and placements.</p> <p>Increased collective ownership of this issue in the community.</p>	<p>Maplegate and how as a community they can promote a greater understanding of the issue of family violence.</p> <ol style="list-style-type: none"> <li>2) Strategic Direction #1 will provide opportunity to raise issues and concerns to more collaboratively and at macro level address issues.</li> <li>3) Develop a strategy for the recruitment, training and monitoring of volunteers.</li> <li>4) Promote an evidence-based approach to solving both micro and macro issues in the area of family violence. There is a general need for regular communication with partnering agencies to update them on the services they provide and problem solve any issues.</li> </ol>		