



Community Care
Northumberland:
Strategic Plan

2019-
2021

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Introduction

Following a comprehensive planning process, Community Care Northumberland's Board of Directors has established five strategic directions:

1. **Fostering a Strong and Sustainable Organization**
2. **Ensuring Innovative Solutions**
3. **Strengthening Partnerships and Leveraging Capacity**
4. **Investing in Our People**
5. **Sharing Our Story**

These strategic directions will serve to focus our work over the next three years. They are driven by our mission and vision, and they speak directly to the challenges and opportunities before us. They also represent a continuation of our efforts in recent years, building on earlier successes. The Board believes these directions signal to all stakeholders invested in CCN's success that the organization is ready and able to courageously forge its future path.

The Board envisions a vibrant future for our organization—engaged, connected, and adaptive to the changing needs of our community. Our strategy is to maintain commitment to our organizational foundations, while embracing innovation and growth. We remain committed to living our values and realizing our vision.

Our Strategic Directions

Community Care Northumberland is committing to a three-year strategic plan. As such, the directions are broad and oriented to the future. This allows the organization to respond and adapt as circumstances change over the years. The directions offer a framework for the development of internal, annual operational plans with measurable goals and objectives. These operational plans, developed on an annual basis and not included as part of this document, will put the strategic directions into action.

Our mission, vision, and values are at the core of each of our strategic directions.

Following are our five identified directions:

1. **Fostering a Strong and Sustainable Organization**
2. **Ensuring Innovative Solutions**
3. **Strengthening Partnerships and Leveraging Capacity**
4. **Investing in Our People**
5. **Sharing Our Story**

1. Fostering a Strong and Sustainable Organization

A healthy and sustainable organization has strong leadership, efficient processes and systems, and financial stability. Building on a track record of over thirty years of success, we are committed to continuing to be a leader in the health and social wellness system in Northumberland County, deepening relationships in the community, and achieving all of the elements of a sustainable organization.

Our Commitments

Over the next three years, we commit to “Fostering a Strong and Sustainable Organization” by:

- Diversifying our revenue; expanding our funding base by seeking partnerships, exploring opportunities at various levels of government, and improving our fundraising efforts.
- Developing a cohesive, multi-year fundraising strategy:
 - Harnessing the legacy of successful initiatives such as the Hospice Care Centre capital campaign, and implementing learnings and best practice into our fundraising strategy moving forward.
 - Deepening relationships with donors, especially of the Hospice Care Centre capital campaign.
 - Strengthening mechanisms for donation designations to maintain donor trust and protect CCN.
 - Creating an environment in which the community, including donors, volunteers, staff, and community partners, have compelling opportunities to invest in CCN in meaningful ways.
 - Establishing CCN as a leading fundraising organization in Northumberland County.
- Building our reserves to protect against potential shortfalls or loss of funding.
- Leveraging technology to automate processes, generate meaningful/actionable data, and increase individual and organizational efficiency.

2. Ensuring Innovative Solutions

Delivering client-centred, accessible, and compassionate programs and services is at the heart of everything we do. We are committed to continuing to provide consistent, high-quality service to our clients. We will also seek innovative solutions to respond to emerging needs in our community.

Our Commitments

Over the next three years, we commit to “Ensuring Innovative Solutions” by:

- Conducting a full review of our programs and services to find gaps, potential redundancies, and identifying opportunities to evolve and innovate to meet the needs of our community.

- Continuing to offer high-quality, accessible programs and services, while fulfilling an important socialization role for those we serve.
- Building upon our strengths and maintaining a high client satisfaction rating.
- Launching “Ed’s House” Hospice Care Centre as a hub offering a suite of quality services delivered by highly-trained staff and volunteers, positioning it to be the most successful hospice in the province.

3. Strengthening Partnerships and Leveraging Capacity

The healthcare sector in Ontario is evolving. Increasing complexities, a newly elected provincial government, and a general climate of fiscal constraint will effect change at both the systemic and individual level in the coming years. Although change can bring challenges, the current landscape presents an ideal opportunity to explore partnerships and new models for collaboration. We believe that coordinated and cooperative service delivery will result in better health outcomes.

Our Commitments

Over the next three years, we commit to “Strengthening Partnerships and Leveraging Capacity” by:

- Identifying and pursuing opportunities for mutually beneficial partnerships with like-minded organizations.
- Evaluating innovative models for alliance or integration with partner agencies. Explore models of shared service delivery, such as wrap-around, client-centred service delivery models, complementary services, and service hub models.
- Exploring the possibility of collaborating with a local post-secondary institution to become a centre of excellence in the community (for example, the Hospice Care Centre).
- Formalizing and monitoring key partnerships. Set goals, objectives, and outcomes together to ensure alignment.
- Exchanging knowledge, data, and resources with partners to optimize performance and build capacity.

4. Investing in Our People

Our people are the lifeblood of our organization. Our impact is driven by teams of dedicated staff and more than 750 trained volunteers who help CCN achieve its mission in various capacities. Whether it be through delivering programs, building capacity, governing the organization, fundraising, or a another vital role, our people support clients to remain healthy and independent in their own homes and communities. We feel that investing in our volunteers, staff, and board is not only a wise business decision—it is also the right thing to do.

Our Commitments

Over the next three years, we commit to “Investing in Our People” by:

- **Human Resources:**

- Facilitating a vibrant organizational culture by strengthening our internal communications, supporting our teams, and by improving our human resources systems and capacity.
- In consultation with staff, establishing and sharing a strategic HR and talent management plan that outlines objectives and guiding principles.
- Conducting a job analysis, compensation review, and organizational structure review.
- Experimenting with alternate methods of compensation to promote work-life balance and improve our competitiveness in the labour market.
- Investing in staff through training and development plans, and performance appraisals, and ongoing coaching.
- Investing in technology to ensure our people have the tools and systems they need to succeed.

- **Volunteers:**

- In consultation with the board, key staff, and volunteers, developing a multi-year volunteer recruitment, retention, and succession strategy.
- Reviewing the existing volunteer management systems, particularly, the onboarding, orientation, training, and recognition processes. Designing and implementing a robust, structured, and consistent experience.
- Investing in volunteer management and exploring the possibility of recruiting additional staff support, such as a volunteer coordinator.
- Fostering an inclusive and supportive environment for volunteers to learn, grow, and thrive.
- Empowering volunteers with the tools and training to become proud CCN ambassadors in the community.

- **Governance:**

- Enhancing our governance expertise and implementing a process for ongoing board evaluation.

- Updating the board skills matrix, and recruitment and succession plan, to ensure continuous renewal and a diversity of skills, experience and representation on the board.
- Updating our risk management policies and mitigation strategies.
- Establishing new subcommittees, such as a governance committee to review policy, and a nominations committee to lead and oversee board recruitment, retention, and renewal.
- Expanding opportunities for candidates to work with the board prior to joining (for example, through committees).
- Improving the quality and timeliness of the information available to the board through the use of tools such as key performance indicator dashboards and scorecards.

5. Sharing Our Story

Telling our stories raises our profile, heightens the awareness of our important work, expresses the positive impact we have in our community, and creates opportunities for more people to connect and engage with us. We recognize that strengthening our internal and external communications is a foundational strategy that will underpin the effectiveness and success of everything we accomplish.

Our Commitments

Over the next three years, we commit to “Sharing Our Story” by:

- Creating a multi-year strategic communications plan that includes:
 - A review and audit of our current state;
 - Internal and external communications strategies to meaningfully engage with all stakeholders;
 - A review of our brand, and our mission, vision, and values statements; and,
 - Policies and core marketing materials to ensure consistency in messaging.
- Operationalizing the plan using annual work plans that outline activities, measurements, and targets, and allocate appropriate resources for implementation.
- Sharing our story, and empowering staff, volunteers, clients, and donors to share their stories, and to become ambassadors of the organization.

- Utilizing technology to ensure we are communicating consistently and efficiently with our stakeholders.
- Identifying champions in the communities we serve to be the local “faces” of the organization throughout the County.
- Leveraging the success of the Hospice Care Centre capital campaign by harnessing the energy, enthusiasm, and learnings from the campaign to further engage the community.
- Committing to continually improving our marketing practices based on data and best practice.

Next Steps

Our new strategic directions provide Community Care Northumberland with clear focus and a strategic framework to drive change and progress. The Board has committed to the following next steps:

1. Organizational goals and objectives will be developed through annual operational plans aligned with our new strategic directions;
2. The strategic directions will be communicated internally and externally; and,
3. Progress on the directions will be reviewed and strategies amended as contexts change over the next three years.

Appendix I: Mission, Vision, and Values*

Vision

To increase our ability to care for one another so that all individuals are able to receive the support they need and are inspired to give back.

Mission

We strive to be the best, multi-service, volunteer-based community support organization in Northumberland County. We enable clients to experience a higher quality of life by strengthening their connections with the community.

Values

- Volunteerism
- Client centred
- Trust, respect & dignity
- Collaboration & commitment

**As a part of our plan, the Mission, Vision and Values will be refreshed.*

Appendix II: About Community Care Northumberland

About Us

Established in 1988, Community Care Northumberland is a non-profit organization operating throughout Northumberland County. We deliver services to over 6,000 people annually through a network of six community offices.

With program offices in Brighton, Campbellford, Cobourg, Colborne, Hastings, Port Hope and Warkworth. Our qualified staff and more than 750 volunteers deliver community home support services to:

- Seniors, their caregivers, family and friends.
- Adults with disabilities, their caregivers, family and friends.
- Individuals who have been diagnosed with a life limiting illness, and their caregivers, family and friends.
- Individuals needing grief and bereavement support.

Our diverse offering of programs and services include:

- Transportation Programs
- Nutritional Programs
- Hospice Services
- Services to Help People Remain in their Homes
- Caregiver Support Programs
- Social, Recreational, and Wellness Programs

We are driven by a desire to support our clients to remain healthy and independent within their own homes and communities. By pursuing our mission, we enable clients to experience a higher quality of life and strengthen their connections within the community.

2018/19 Board of Directors

Executive Members

Ray Lobban, *Chairperson*
Stephen Beauchamp, *Vice Chairperson*
Beth Brook, *Treasurer*
Jessica Holt, *Past Chairperson*
Trish Baird, *Executive Director*

Directors

Bev Anderson
Selena Forsyth
Gord Ley
Sharron MacDonald
David Miller
Sharyl Ann Milligan
Catherine Smith

Appendix III: Planning Process

Planning Context

CCN has grown in the past five years with the addition of new investments and programming. In 2016, CCN completed its last strategic plan. During 2017, the Board of Directors oversaw a Board Renewal process reviewing the current governance structure of the organization and the desired structure to meet future opportunities. This process led to revised agency By-Laws that were ratified at the 2018 Annual General Meeting.

In 2017, Community Care Northumberland received approval from the Central East LHIN to build and operate a 'Hospice Residence'. An ambitious \$9.3-million-dollar capital campaign launched in early 2018, and construction of the new centre is on its way. The hospice centre initiative represents a significant growth phase for CCN.

With a renewed Board of Directors and impending organizational growth, the Board felt it was an opportune time to initiate a strategic planning process to define the organization's future and provide direction to achieve that future state.

Overview of the Planning Process

CCN's Board of Directors commissioned the strategic planning process. The planning scope established a process that would assess CCN's current state and develop a three-year strategic framework to support and guide the organization.

Furthermore, the process sought to better understand stakeholder needs, analyze relevant external trends, and position the organization to adapt and evolve to meet the changing needs of the community.

In order to effectively elicit stakeholder input, the Board engaged the services of an independent firm to facilitate the process. This ensured confidentiality of responses and encouraged all opinions and views. The strategic planning process took place between October 2018 and February 2019.

Stakeholder Engagement

Setting out with the goal of creating an actionable, forward-looking strategic plan, the Board saw meaningful stakeholder engagement as a critical step in the process. Before identifying key strategic themes, CCN's leadership reached out to engage and listen to the voices of its community of stakeholders.

Their feedback served to shape and strengthen CCN's future direction.

CCN's strategic plan thus has a base informed by shared experiences, perceptions, and evidence.

Stakeholders were engaged through a survey, focus group sessions, and key informant interviews. These were conducted with two general purposes:

1. To engage stakeholders by gathering input, ideas, and suggestions and including them in the planning process directly and in a meaningful way; and
2. To educate stakeholders about the work of CCN and generally promote the mission and vision to the broader community (as a positive legacy of the planning process).

*“The enrichment of your life that you get from volunteering [with CCN] is the best thing ever.”
~ Volunteer Interview*

*“I wouldn’t be able to survive without CCN ... They’re wonderful, and they’ve become friends.”
~ Client Interview*

Focus groups were held for CCN staff and volunteers. Key informant interviews, which are qualitative in-depth interviews with individuals considered knowledgeable about the organization and the sector, were also conducted.

In total, three focus group sessions and five key informant interviews were conducted between November and December

2018.

Additionally, a confidential online survey was conducted, available to all stakeholder groups and interested community members. Anonymity was guaranteed to encourage participants to be comfortable and honest in their responses. Paper copies were made available to clients and other participants upon request. The survey was available from November 26 – December 15, 2018.

Summary of Results

- **Strong engagement:** 253 people responded to the survey. 29 participants attended the focus groups, and 5 individuals were engaged through key informant interviews.
- **Impression of CCN:** Based on experience, 95% of survey respondents rated their overall impression of CCN as "excellent" or "good".
- **Strong understanding of what CCN does among stakeholders:** 72% of survey respondents said they understand what CCN does.
- Feedback from stakeholders was overwhelmingly positive, with most critique indicating desired improvements that can be made to strengthen a highly effective organization.

Engagement Themes

The following themes emerged from the focus groups, interviews, and survey responses:

- Communications
 - Internal and external communications
 - Awareness and profile of CCN
- Human Resources and Organizational Capacity

- Governance
- Sustainability (including funding and fundraising)
- Volunteers
- Hospice Care Centre
- Technology

Board Strategic Planning Session

The Board met in Cobourg on Thursday, January 24th, 2019, for a day-long strategic planning session. Through a series of activities and facilitated discussions, the strategic issues, data, financial outlook, and overall environmental landscape were carefully considered. The key issues were mapped, along with the opportunities and challenges that needed to be addressed in the new strategic plan.

The Board was then able to distill the information collected from the focus groups, key informant interviews, and survey results, and apply these to the evidence related to organizational performance. Based on the themes emerging from this work, the day culminated in consensus on five strategic directions.