



LITERACY

# MULTI-SERVICE CENTRE

## STRATEGIC PLAN 2022-27



EMPLOYMENT



HOME SUPPORT

Developed with assistance from CMCS Consulting Services

# Executive Summary

The purpose of the strategic plan is to identify a few key actions that will make the Multi-Service Centre (MSC) an exceptional service provider.

The best plans are based on actions suggested by the organization's stakeholders. For MSC, that means the people assisted by MSC, their families and friends, MSC employees and volunteers, its Board of Directors, and community members including employers who access its Employment Services. Because it is built on their input, this is their plan.

Input from MSC's stakeholders was provided in three ways: an electronic survey, focus groups and individual sessions. There were 126 surveys returned. Six focus groups were held, attended by 47 people. Four members of the senior leadership team provided individual input.

MSC offers three kinds of services: Home Support, Employment and Literacy and Basic Skills. Asked to evaluate them, over ninety percent of survey respondents rated them as very effective or effective. This indicates that MSC had done an exceptional job of developing and delivering those services. The strategic plan will add to that strong foundation.

The 2022-27 strategic plan is built on two priorities:

- MSC will be a great place to get help
- MSC will be a great place to work and to volunteer.

Actions that will achieve these goals are set out on the pages that follow. For the first priority, a great place to get help, those actions focus on:

- Adding to and further improving MSC's three services
- Expanding its marketing initiatives
- Enhancing fundraising
- Engaging in more collaborations

For the second priority, a great place to work and volunteer, actions include:

- Further enhancing support for its employees. who are MSC's key asset
- Ensuring MSC's facilities continue to meet employee and client needs
- Reviewing and augmenting MSC's IT capacity
- Adding to its revenue sources

The plan will be implemented using strategies that identify who will undertake each action and when it will be completed. Regular progress updates will be provided.

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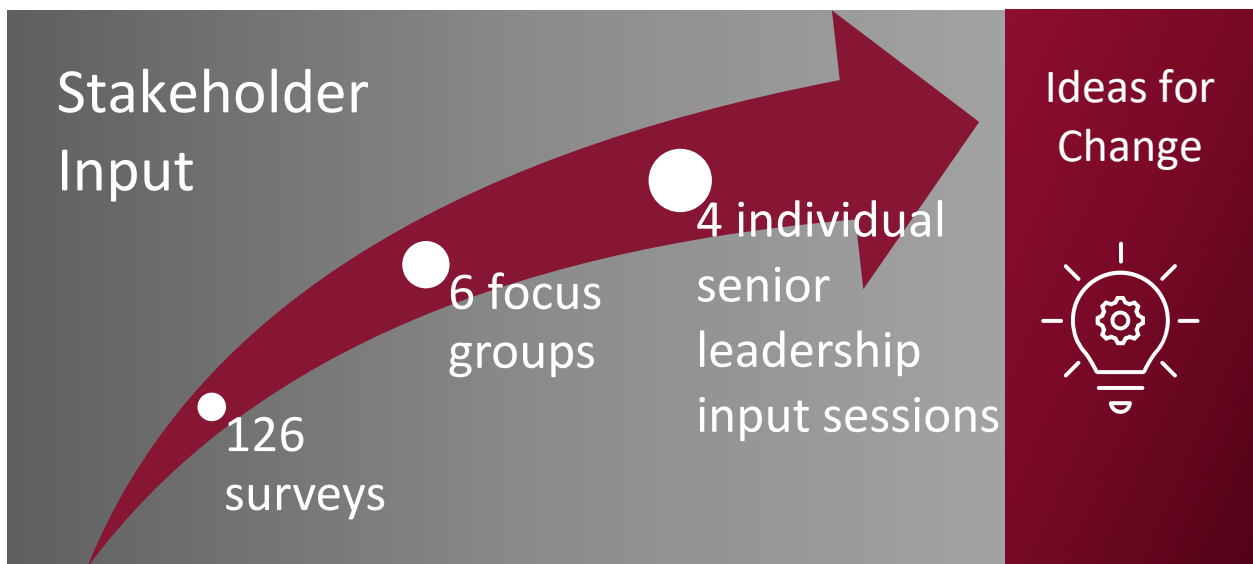
# Your Ideas, Your Plan

The purpose of the strategic plan is to identify a few key actions that will make the Multi-Service Centre an exceptional service provider.

Strategic plans are best when everyone connected to them has a chance to contribute. This is why the Multi-Service Centre conducted an electronic survey along with focus groups and interviews, so as many people as possible had a voice.

The 2022 Multi-Service Centre (MSC) strategic plan is the product of the input of all those who have a stake in it and who know it best: the people it serves, their families and friends, MSC's employees, its volunteers, members of the Board of Directors, community partners and other community members, including area employers who access MSC's employment programs.

For all those who took the time to provide input, this is your plan.



Input from MSC's stakeholders was provided in three ways: an electronic survey, focus groups and individual sessions with senior employees. There were 126 surveys returned. Eighty-eight respondents identified themselves, as follows:

- People supported by MSC – 18 respondents / 20%
- Employees (non-management) – 18 respondents / 20%
- From another organization – 13 respondents / 15%
- Volunteers – 12 / 14%
- Family member/guardian – 9 respondents / 10%
- Board of Directors – 4 respondents / 5%
- Management – 3 respondents / 3%
- Other - 11 respondents / 13%

Six focus groups were held, attended by forty-seven people:

- Literacy and Employment Services employees - 16 / 34%
- Employers – 9 / 19%
- Home support employees – 7 / 15%
- Administration employees – 7 / 15%
- Home support coordinators – 5 / 11%
- Managers – 3 / 6%

Four members of the senior leadership team participated in individual input sessions:

- Executive Director
- Home Support Director
- Director of Operations
- Organizational Development Manager

At every step, the stakeholders were asked for their ideas on how MSC could change to be even better. Those ideas were consolidated and forwarded to the planning team made up of Executive Director Kathryn Leatherland, Home Support Director Diana Handsaeme and Director of Operations Chris Riley. They then gave shape to the actions to be contained in the plan and forwarded the finished document to the Board of Directors.

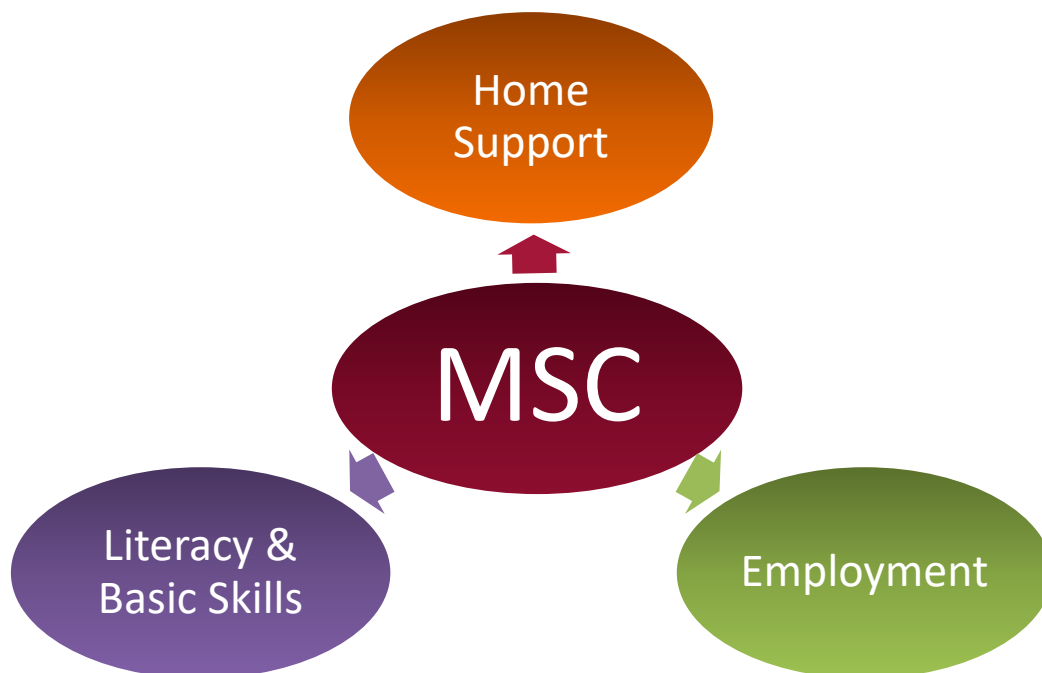
Assistance in planning was provided by Tom Little and Nancy Collins of CMCS Consulting Services. They developed the survey, facilitated the focus groups and interviews and consolidated the results. They then facilitated the discussions of the leadership group and produced the final document for review.

# Building on a Strong Foundation

The Multi-Service Centre currently provides three sets of services to Tillsonburg and surrounding areas in Oxford, Norfolk and Elgin Counties. They are Home Support Services, Employment Services and Literacy and Basic Skills Services. It also operates Stonebridge Community Services to augment its home support programs.

The Multi-Service Centre is located in the Livingston Centre, alongside a range of other human service providers. That co-location makes it easier for citizens to access the help they need and is one of the things that makes the Multi-Service Centre unique.

Asked to evaluate MSC's three service areas, over ninety percent of survey respondents rated them as very effective or effective. This indicates that MSC has done an exceptional job of developing and delivering them.



## Effectiveness of MSC and its Services

Ninety-two percent of responses indicated that the organization was very effective or effective in providing a range of services as part of a community hub.

In the focus group sessions, participants were asked what they liked about the Multi-Service Centre. Their answers about the services included:

- *Great mission*
- *Community-focused and responsive to community needs*
- *Proactive in looking for solutions to community issues and works with partners to fill gaps*
- *Provides great client experience and services*
- *All decisions are made with client priorities in mind*
- *Known as having a positive influence on the community*
- *Range of programs*
- *Quality of care and commitment to quality improvement*
- *Help people to stay in their own homes for as long as possible*
- *Stonebridge fills cracks that people fall into when they don't meet eligibility criteria*
- *Able to shift services to meet changing needs e.g. the increased demand for respite because of pandemic*

Local employers accessing MSC's employment services added to the list:

- *Understand the labour market and the skills that we're looking for*
- *Send us applicants that are well suited to our needs*
- *High level of professionalism and passion for their work*
- *Enthusiastic and committed to helping*
- *Frequent communication*
- *Very helpful – e.g. can access wage subsidies for training employees*
- *Take a personal interest in the business and keep in touch even when we aren't using services at the time*
- *Specialized training of prospective employees – e.g. AZ licences*

### 1. Home Support Services

Home Support offers a number of services to seniors and adults with disabilities. In 2021-22, it served the following numbers of clients:

- Assisted Living Services - 89 clients
- Foot Care Services - 565 clients
- Homemaking - 143 clients
- Meals on Wheels - 274 clients
- Transportation Services - 264 clients

## Stakeholder Evaluation of Home Support and Comments

Asked to evaluate Home Support Services, survey respondents were almost unanimous (95%) in rating them as either highly effective or effective.

### Achievements

In 2021-22, Home Support provided over 23,255 meals, 4,371 drives, 19,113 days of assisted living services, 3,151 homemaking hours and over 2,631 footcare sessions.

Volunteers gave freely of their time over 2020-21, including:

- 1,980 hours for Meals on Wheels (1460 hot meals, 520 frozen meals)
- 5 hours per week for personal shopping
- 23 hours per week for the Grocery Buddy program.

Their comments included:

- *The services provided by MSC are very helpful and effective! The team is very open to suggestions and always listens to the client and the family members. Considering the situation with Covid over the past 2 years...my mother has nothing but good things to say about MSC.*
- *They are effective in keeping people independent and connected to their community.*
- *As a new volunteer for the Meals on Wheels program, I am very impressed by the service this program provides to the elderly and disabled. Not only are they provided with a healthy meal, but they also get a chance to interact with people. This is not only a wellness check but a much needed visual and verbal contact to the outside world.*
- *I can only speak to transportation services of which I would say are effective*
- *By transporting clients, not only do they have access to shopping, and getting to appointments, they can interact with the driver in conversation. I enjoy talking to the clients and many are happy conversing. So many have little contact with others and because they are isolated.*

## 2. Employment Services

MSC's Employment Services are designed for three constituencies: job seekers, employers and youth. Along with free workshops, job seekers can access a range of individualized services and supports including a resource centre, career exploration and skills development. Assistance to employers includes recruiting and training new hires, accessing government funding and providing apprenticeship and labour market information. MSC offers a full suite of year-round programs for young people that includes its Youth Job Connection program and Youth Job Connection Summer for students still in high school.



## Stakeholder Evaluation and Comments

As with Home Support, almost all survey responses (93%) indicated that MSC's Employment Services were effective or very effective.

## Achievements

In 2021-22, Employment Services achievements included the following:

- 13 employers updated the skills of 24 employees through the Canada-Ontario Job Grant
- 83% of job seekers completed their involvement with successful outcomes
- 78% of participants of Youth Job Connection and Youth Job Connection Summer programs achieved successful outcomes
- 38 employers received training Incentives for Employment Services job placements

Comments from the stakeholders that shed light on MSC's Employment Services included:

- *I couldn't have gotten the job I have today without (name of employee)'s help. She helped me in filling out my background check, completing ID photo and learning my company website. She was so flexible and helped me with attending orientation online as I have never used Zoom before. I was able to get gas gift card to help cover gas to Brantford to pick up orientation paperwork.*
- *Student tells me how he feels much more confident taking on new reading challenges at work.*
- *I personally have not used this service, but I have been at the computer while someone was helping with their resume and an application for a job, and I was amazed how much MSC does for the applicant.*
- *Clients referred to me by MSC have positive comments about their employment counsellor.*
- *This course helped me a lot, and also helped me open up from being shy for an interview/ meeting new people at your job. I even made some new friends because I put my guard down and trusted myself. Thank you :)*

## 3. Literacy and Basic Skills

The Multi-Service Centre Adult Literacy and Basics Skills program assists learners to help achieve their individual goals. Training is provided in a classroom setting or through a personal tutor. Classes are offered during the day and evening year-round in Tillsonburg and Woodstock. Instruction includes reading, writing, mathematics, basic computer skills, and employability skills.

## Stakeholder Evaluation

Like Home Support Services and Employment Services, almost all survey responses, in this case 93%, indicated that MSC's Literacy and Basic Skills Services were effective or very effective.

## **Achievements**

During 2021-22, through the efforts of the Literacy and Basic Skills department:

- 108 students were served and provided 3,236 hours of contact
- 25 volunteers contributed over 765 hours of assistance
- 50% of participants were referred to other support services
- 82% of learners completed at least one learning milestone

## **MSC's Vision, Mission and Values**

The vision that drives the work of the Multi-Service Centre is “a community of inclusiveness, innovation and independence together”. To make that vision a reality, MCS's mission is “providing excellence in employment, literacy and home support services to Oxford, Norfolk and Elgin communities through partnerships and innovation that allow others to embrace their personal independence”. The values that inform its day-to-day efforts are “collaboration”, “diversity”, “integrity”, “respect” and “quality”.

The vision and mission had been reviewed prior to the creation of this latest strategic plan. They continue to describe the world MSC is aspiring to (vision) and its path to that future state (mission) and are the cornerstones on which the 2022-2027 plan is based.

Regarding MSC's values, most survey responses (88%), agreed or strongly agreed that those five values - “collaboration”, “diversity”, “integrity”, “respect” and “quality”- were reflected in the work of its employees and volunteers. Given that strong confirmation, no changes to the values have been proposed in the 2022-2027 strategic plan.

## **MSC's Infrastructure**

It takes employees, facilities, administration, management, a board of directors and collaborations to provide the services offered by MSC.

Ratings from the survey for each were as follows:

- Employees - 95% of responses indicated employees were effective or very effective.
- Facilities – 82% indicated that MSC's facilities were good, very good or exceptional.
- Administration - 88% indicated that MSC's administrative functions that include finance, human resources, IT, office and fundraising were very effective or effective.
- Management – 80% rated the work of the management team as very effective or effective.
- Board of Directors – 84% rated the work of the Board of Directors as very effective or effective.

## Stakeholder Wish List for MSC

In providing input to the 2022 strategic plan, those connected to MSC had many ideas for what they wanted MSC to be in future. Those ideas included:

- A leader in the field
- Expert at service delivery
- Well-known and well-used
- A one stop shop
- A welcoming place.

Others wanted MSC to:

- Serve more people and offer more services for people with other needs (e.g. youth and mental health, people who are homeless)
- Recruit more volunteers and use them in new ways
- Collaborate with more organizations
- Have a great work culture based on trust, respect and support.

# Your 2022-27 Strategic Plan

The 2022-27 strategic plan is built on a clear vision, made up of two parts: first that MSC will be a great place to get help and second, that it will be a great place to work and volunteer.

In the process, the plan incorporates many of the ideas put forward by MSC's various stakeholders. Ideas not included in the plan were not lost, but were provided to the senior leadership team for possible action separate from the plan.



## Priority 1

# A Great Place to Get Help

The first strategic priority is making MSC an even better service provider for seniors and people with disabilities, for job seekers and for people wanting to enhance their literacy and basic skills.

This priority will be met by implementing a range of initiatives that enhance Home Support Services, Employment Services and Literacy and Basic Skills Services. Associative actions will focus on service quality, marketing, fundraising and collaboration.

## 1. Enhance MSC's Services

### Home Support Services

- Identify and implement actions to improve communication and efficiencies as a means of enhancing Home Support Services, including by continuing to leverage available technology.
- Address issues related to serving people with varying needs, including those with dementia, those who wish to proceed with MAID and those who are in same sex relationships.
- Continue to prepare for the transition to the Ontario Health Team model for service delivery in the geographic areas served by MSC.
- Continue to enhance the safe delivery of services to Home Support clients:
  - Implement the plan that connects Continuous Quality Improvement goals to the Community Workers Mentoring Group and to the Community Workers meetings.



## Employment Services

- Enhance MSC's outreach to, and engagement of, youth.
- Identify additional constituencies that could be served, given that Employment Services have been underutilized during the pandemic. Incorporate the use of equity, diversity and inclusion resources that support identification of local populations that are eligible for services but are not accessing them.
- Continue to prepare to transition to Ontario's new service system manager approach to providing employment services:
  - Invest in organizational resilience, training and change-management approaches;
  - Communicate openly and proactively to address employees' uncertainty; and
  - Introduce outcomes tracking prior to transformation and actively manage the transition to the new model.
  - Engage community, employer and sector-adjacent partners early and throughout.
- Adjust funder-provided client satisfaction surveys to increase the utility of the data in making program improvements.



## Literacy and Basic Skills Services

- Enhance MSC's outreach to, and engagement of, potential clients. This includes both individuals and businesses. Incorporate the use of equity, diversity and inclusion resources that support identification of local populations that are eligible for services but are not accessing them.
- Adjust funder-provided client satisfaction surveys to increase the utility of the data in making program improvements.
- Address the issue of the amount of documentation required and duplication of that documentation and streamline both in electronic format, to the extent possible.

## Service Quality

- Prepare for the re-accreditation of Home Support Services in October 2023.
- Research the approach to employment services quality and accreditation being adopted under the proposed service system management model and take action as needed.
- Review the scope of the Quality Assurance Coordinator duties and adjust them as needed.
- Increase the opportunities for clients, families and others to provide input to existing and proposed service offerings.

- Ensure that programs are evaluated on a regular basis and that feedback is taken into account.

### **Marketing**

Expand the range of marketing initiatives related to MSC's services, employment opportunities and fundraising, including through MSC's online presence along with social and traditional media:

- Raise MSC's profile as a service provider:
  - Home Support Services with hospitals, physicians and the community;
  - Employment Services with employers and with more community members; and
  - Literacy and Basic Skills Services with sectors not served in the past.
- Develop and implement initiatives that increase community engagement and help in recruiting employees and volunteers, including by focusing on the employee and volunteer experience and on equity, diversity and inclusion.
- Wherever possible, track where clients, volunteers and new employees heard about, or came into contact, with MSC, to identify marketing activities that are most effective and beneficial.
- Review the relationship between the marketing and fundraising functions and determine whether there would be benefits from increased coordination between their various initiatives.

## **2. Increase donor acquisition and engagement**

- Acquire more donors including through implementing a donor recognition strategy.
- Develop and implement a donor engagement strategy for employees to raise awareness within the employee group about fundraising efforts and to celebrate successes.
- Re-establish in-person community fundraising events.

## **3. Undertake more collaborations**

- Ensure MSC is well-represented at important health governance and decision-making tables:
  - E.g. the Ontario Health Teams and Employment Ontario's transformation to a service system manager model.
- Ensure that MSC's role as a partner to the hospital is known and understood and that the merits of community delivery of service are taken into consideration.
- Increase MSC's participation in regional employment and literacy partnership tables with a focus on Oxford County and southwestern Ontario.

## Priority 2

# A Great Place to Work & Volunteer

The second priority is that MSC will be a great place for employees and volunteers. In human service organizations, employees and volunteers are their biggest and most important assets.

That puts the onus on MSC to do an exceptional job of recruiting, onboarding, training, deploying and guiding employees. It also means ensuring the work environment supports and acknowledges the contribution of each employee, along with giving each the opportunity to grow and advance. Because MSC also relies on volunteers, the same issues should be addressed with volunteers as with employees.

## 1. Further Enhance MSC's Approach to its Human Resources

**Develop and implement a multifaceted talent management plan for MSC employees that includes:**

- Enhanced recruitment and onboarding.
- Coaching and mentoring programs that start at the point of onboarding
  - Adopt a mentoring program that supports both internal and external employees and that begins during their probationary period, that lasts for a defined period and then is voluntary after that;
  - Recruit as mentors, employees who have an in-depth knowledge of the organization and who are interested in acting as a sounding board, in answering questions and in initiating check-ins; and
  - As part of the process, replace the existing performance evaluation system.
- Addressing the issue of employees' mental wellbeing by identifying and accessing appropriate workplace supports, including internal and external resources.
- Addressing the issue of equity, diversity and inclusion within the employee group by identifying and accessing and/or developing internal and external resources appropriate to the communities served by MSC.
- A strong focus on retention:



- Include MSC's commitment to a hybrid work model (i.e. office, home); and
- Investigate the utility of employee engagement surveys in addition to the current employment satisfaction surveys and take action if deemed beneficial.
- Determining the current state of diversity as reflected in MSC's employee group and identifying and undertaking actions to enhance it as needed and as possible.

#### **Add to MSC's strategies for employee development and succession**

- Investigate, select and implement an employee development plan that enhances our identification of candidates for advancement and provides opportunities for them to grow professionally.
- Continue the development of a document/matrix that identifies who can cover what positions:
  - Provide cross-training to ensure the short-term and long-term coverage of essential positions/tasks, including the development of practical manuals.

#### **Source new Human Resources Information System (HRIS) software that addresses a range of issues including recruitment, onboarding, scheduling, time and attendance, training, performance evaluation, leaves, benefits and payroll. Determine the feasibility of financing, installing and implementing it.**

- Evaluate current processes and systems to identify gaps.
- Proceed with purchase and implementation based on research findings.

## **2. Address MSC's need for more volunteers**

- Increase volunteer recruitment, retention and acknowledgement efforts in Home Support Services and in Literacy and Basic Skills Services:
  - Include adopting a mentoring program to new volunteers similar to that for new employees; and
  - Also include actions that add to the equity, diversity and inclusion of the volunteer pool.

## **3. Address the Management Structure and Communication**

#### **Realign MSC's management structure to enhance its functioning**

- Review the existing management and supervisory positions and adjust them as needed to best support the three service areas.
- Increase the engagement of the HR Coordinator in planning and in implementing HR strategies.

### **Continue to focus on communication and transparency**

- Complete the work started in the last strategic plan on a communications strategy, ensuring it:
  - Identifies who gets what information, including by reviewing the input provided by stakeholders to this strategic plan;
  - Includes a feedback loop; and
  - Includes a schedule for regular communication within each department.

## **4. Ensure MSC's Facilities Continue to Meet Client and Employees Needs**

### **Monitor and evaluate the impact of consolidating all employees at the Livingston Centre and make additional adjustments as needed**

- Ensure the issues addressed include the reduction in physical space for both people and files resulting from the move, and the ongoing need for privacy in providing some services.

## **5. Review and Augment MSC's IT Capacity**

### **Review MSC's IT capacities put in place during the pandemic, and identify whether those tools are still appropriate and if further adjustments are required**

- Obtain employee input on the changes implemented and how they're working.
- Retain a third party to assess the existing tools as well as those that could be easily added, to provide guidance on how we can make the best use of them in terms of efficiency, ease of use, privacy and security.

### **Add to MSC's technology to advance efficiencies**

- Implement Point of Sale (POS) and online options for client payments.
- Review internal financial processes for efficiencies, including the interface with AlayaCare software, and link the review to the possible introduction of a human resources information system as appropriate.

## **6. Diversify Revenue Sources**

- Develop and implement a strategy for diversifying MSC's revenue streams, to provide options in service delivery beyond government-funded services, along with other enhancements.

# Implementation and Reporting on Progress

The first step in the process is producing the strategic planning document. The challenge then becomes implementing it.

This will be accomplished by developing a set of actions that includes identifying who will undertake each action and when it will be completed.

Reporting is also critical, to ensure that everyone who provided input knows what happened to their ideas.

Once the plan has been completed and forwarded to the Board of Directors, the senior leadership team will meet to develop implementation strategies. These include identifying who will take responsibility for each action and when that action will be completed.

The leadership team has committed to reporting on progress to MSC employees, volunteers and the Board of Directors on a regular basis, as well as annually to MSC's stakeholders, in conjunction with the organization's annual meeting.

# The New MSC in 2027

In 2027, when the plan has been completed, the “new” Multi-Service Centre will have the following qualities:

