

MSC 2022-27 Strategic Plan Implementation Strategy

	2022 /23	2023 /24	2024 /25	2025 /26	2026 /27
Priority 1: A Great Place To Get Help					
1.1 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;		✓			
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;		✓			

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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 reaccreditation 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 act 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.					Ongoing

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Marketing					
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;					Ongoing
Literacy and Basic Skills Services with sectors not served in the past.					Ongoing
Develop and implement initiatives that increase community engagement and help in recruiting employees, including by focusing on the employee experience and on equity, diversity, and inclusion.					Ongoing
Develop and implement initiatives that increase community engagement and help in recruiting volunteers, including by focusing on the volunteer experience and on equity, diversity and inclusion.					Ongoing
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.		✓			
1.2 Increase Donor Acquisition and Engagement					
Acquire more donors including through implementing a donor recognition strategy.					Ongoing
Develop and implement a donor engagement strategy for employees to raise awareness within the employee group about fundraising efforts and to celebrate successes.					Ongoing

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Re-establish in-person community fundraising events.	✓				
1.3 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 and Volunteer					
2.1 Further Enhance MSC's Approach to its Human Resources					
Enhance 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.			✓		

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Addressing the issue of equity, diversity and inclusion within the employee group, including by determining the current state as reflected in the employee group and by identifying and accessing and/or developing internal and external resources appropriate to the communities served by MSC.	✓				
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.		✓			
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.					Ongoing
Provide cross-training to ensure the short-term and long-term coverage of essential positions/tasks, including the development of practical manuals.					Ongoing
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.		✓			

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2.2 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;		✓			
Also include actions that add to the equity, diversity, and inclusion of the volunteer pool.		✓			
2.3 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 Manager 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.	✓	✓	✓	✓	✓
Includes a schedule for regular communication within each department.	✓	✓	✓	✓	✓
2.4 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.	✓				

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2.5 Review and Augment MSC's IT Capacity

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 a Point of Sale (POS) and online options for client payments.

✓

Review internal financial processes for efficiencies, including the interface with AlyaCare software, and link the review to the possible introduction of a human resources information system as appropriate. Note: This may need to be tied to action re HRIS system above.

✓

2.6 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 & Communication

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. Actions related to implementation and communication are to be developed by the leadership team and included here. The actions will speak to who else will be involved in the actions set out above, how they will be involved, how the plan will be monitored and how progress will be reported.

A master copy of this plan is saved in the shared SLT folder. Each SLT member is responsible for updating their sections of this document no closer than two days before their meeting with the Executive Director. Each SLT member will meet once per month with the Executive Director to report out on progress with their projects and to discuss any other items from their portfolio requiring more discussion. SLT meetings will be scheduled once per month for all SLT members to discuss items that impact all teams and/or would benefit from ideas from the full team.

Each SLT member is responsible for creating a project plan for each of their projects in a format of their choosing. That plan will be for their own internal team use.