

George Spady Society

Three-Year Strategic Plan

2021-2024



Mission

To provide a continuum of support services to people with complex life circumstances associated with substance-related and concurrent disorders and homelessness, empowering them to improve their lives through client-centered, evidence-based best practices.

Vision

The George Spady Society is recognized as a leader in the development and delivery of effective services for the care, treatment and support of individuals with substance-related disorders and dual diagnoses. People who come to us gain dignity, hope and healing as they move forward on their path towards health and well-being.

Strategic Priorities, Goals, Indicators and Objectives

The following chart outlines the Strategic Priorities, Goals, Indicators and Objectives for the Society’s 2021-2024 Strategic Plan. This chart does not reflect objectives that have been successfully completed and are not on-going. These new objectives will be reviewed and finalized by the Board.

STRATEGIC PRIORITY	GOAL	INDICATORS	OBJECTIVES
<u>Reducing Homelessness</u>	<ul style="list-style-type: none"> The George Spady Society provides services to assist clients to improve their health and well-being. 	<ul style="list-style-type: none"> Outcomes are measurable to evaluate impact/success of services and programs. The organization responds to opportunities that fit with the Mission and Vision. The organization will have innovative and new solutions based on evidence-based practice. 	<ol style="list-style-type: none"> Explore new possibilities, new solutions/practices. Explore and respond to relevant, innovative opportunities. Respond to opportunities to capture and identify evidence of best practices. Review systems to eliminate and reduce redundancies and to increase nimbleness.

STRATEGIC PRIORITY	GOAL	INDICATORS	OBJECTIVES
<u>Patient/Client Safety</u>	<ul style="list-style-type: none"> The George Spady Society adheres to all Accreditation Canada patient safety standards and ensures ongoing quality services and programs. 	<ul style="list-style-type: none"> The George Spady Society will have programs and services that ensure the safety of both participants and staff and are evidence-based. 	<ol style="list-style-type: none"> Maintain and continue to build processes to monitor and improve the quality of patient/client services and programs on an ongoing basis Continue to ensure evidence-based patient/client safety standards are adhered to in practice across the organization. Develop an audit process to ensure that client and patient information systems are secure.
<u>Client Engagement</u>	<ul style="list-style-type: none"> The George Spady Society enhances client driven care and maintain its presence as a client-focused service provider. 	<ul style="list-style-type: none"> The George Spady Society will have programs and services that are client driven through the participation of those whom the GSS serves. The George Spady Society will have a system of best practice policies and services that support Indigenous cultures and practices. 	<ol style="list-style-type: none"> Involve clients “where they are” to inform agency direction, practice and educational programming and to capture and understand clients’ perspective for current and future strategies. Gather information from clients and their families that with inform the operations of the organization, strategically and operationally. Follow the Accreditation Canada’s guidelines on Family and Client Centered Care. Develop best practices which are culturally appropriate to the population that the George Spady serves, informed by established bodies of work such as Canada’s Truth and Reconciliation Commission’s reports and recommendation.”

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<u>Organizational Development</u>	<ul style="list-style-type: none"> The George Spady Society is a responsive learning organization with a healthy, engaged workforce and an involved, effective and representative Board. 	<ul style="list-style-type: none"> A well-trained workforce who believes in the George Spady Society Mission and Vision and works to achieve them. A culture of work life balance and support. Positive outcomes and a participant group that believe they have been heard and as a result their needs have been met. We will continue to be seen as having top expertise and be a go-to agency for training. 	<ol style="list-style-type: none"> Recruit, retain and develop Board members to ensure an engaged, informed, diverse governing Board. Recruit, retain and develop staff to ensure ongoing competence and develop expertise to meet organizational needs. Continue to build and nurture George Spady Society’s organizational culture. By December 2021, the Board will develop a Leadership Succession Plan.
<u>Resource Stability</u>	<ul style="list-style-type: none"> The George Spady Society has sufficient resources (human, physical and financial) to achieve its mission and embrace/or refuse emerging opportunities. 	<ul style="list-style-type: none"> The George Spady Society will have a plan to move into the future that identifies potential fund development opportunities and will ensure effective contingency planning. 	<ol style="list-style-type: none"> Enhance security of resources (human, financial and physical) Minimize risk and ensure contingency planning. Explore opportunities to diversify financial base. By December 2021, the Board will develop a scope document for the new building project and decide on how it wants to proceed. Identify the role and appropriate approaches for the Board to reach out to government to create awareness of the George Spady Society and its work.