



The Jean Tweed Centre Strategic Plan 2015-2020

The Jean Tweed Centre



For Women & Their Families

The Jean Tweed Centre



Letter from the Executive Director

It is with great pleasure that the Jean Tweed Centre offers this strategic plan for 2015-2020. Building on the many challenges and accomplishments of the last decade, we look forward to continuing to offer collaborative leadership in the designing and implementation of an effective continuum of care framed by broad determinants of health.

To all those who contributed so much to this plan, in particular the community of women who use our services, we are grateful.

Sincerely,

Lucy Hume

Background

The Jean Tweed Centre (JTC) has developed a new Strategic Plan that builds on a period of growth and development for the agency. Over the last decade, the JTC has grown from providing a more traditional model of care to offering a range of innovative services that address the growing complexity of women's lives. As an example, trauma-informed practice and services for children are now part of the agencies mandate and reflect best practice for women-centered care. The JTC has responded to a more challenging fiscal environment and increasing complexity of issues facing clients through collaboration with our partners. The Centre introduced a broad range of integrated services, for example, supportive housing for women and, most recently, an urban telemedicine project. Moreover, we have extended our competencies to include mental health and the complexity of concurrent mental health and substance use challenges.

The Centre's reach now includes a much more marginalized population and extends to other sectors, populations, and communities. Going forward, the challenges facing the health care sector are significant. It is essential that we build on the successes of the last decade and continue to build an integrated system of care for women and their families.

Through a process of consultation with stakeholders and a review of system-wide priorities, four strategic areas were identified that will map our future for the next five years. Specifically, we recognize that innovation is critical to this process as well as our need to sustain our existing services. We also acknowledge

the immediate need to examine and revise our mandate to reflect the evolving work of the agency. Finally, we recognize the importance of advancing and disseminating knowledge in a way that contributes to a growing body of evidence informed practices.

Process

Over a six month period, the Jean Tweed Centre underwent a process to develop a strategic plan for the agency. A wide range of stakeholders were consulted to ensure that the agency’s strategic direction reflects the needs of all those involved. The process included consultation with board members, focus groups with staff and clients, and an online survey to engage partner agencies and referral sources.

All those consulted were asked to consider the underlying values that are reflected in the approaches, models of care, and services offered by the JTC. They were then asked to identify those that seemed most important and representative of the practices and work of the Centre and beyond. Those consulted also had the opportunity to comment on what they felt are critical strengths and opportunities for the JTC related to services offered as well as organizational issues such as; organizational structure, staff development, facilities, technology, and public image. External trends were also examined (e.g. political, economic, social, demographic, etc.) and feedback was sought to understand what additional factors might impact the services offered by the JTC.

In addition to stakeholder consultations, a review of system-wide priorities through the Toronto Central LHIN’s strategic plan and an analysis of the trends related to the population that we serve (e.g. demographic, substance use, mental health, and social determinants of health) was undertaken.

Values and Principles

Through the strategic planning process, the values and principles that guide the work of the agency were identified and reviewed. The ‘hive’ below reflects our collective thinking across board members, staff, clients and community stakeholders. Each of these values and principles are foundational to the culture and practices of the organization – they are our core beliefs. Together, they are aligned with the province’s goals for health equity and excellent care for all. Ultimately, they shape the many ways in which we support women and their families.



Key Drivers for Strategic Plan

The following diagram outlines some of the key drivers for the JTC Strategic Plan. First and foremost, the plan has taken into consideration the client experience – the issues that are most pressing for JTC clients, as well as client feedback regarding what is working for them and how they would like to see the agency evolve. A review of substance use, mental health, and problem gambling trends along with demographic trends also helped focus the strategic priorities to ensure our services are in line with the present and future needs of the community. As we move towards a time of even greater fiscal restraint and system planning focused on efficiency and collaboration, the JTC Strategic Plan reflects the agencies commitment to advancing its services through innovation, sustainability, and partnership.



Mission and Vision

In recognition of our changing demographic, our expanded scope of service and service needs, it was seen as timely and appropriate to reframe our existing Mission and Vision statements to reflect these changes as well as the Centre's commitment to lead through an integrated and collaborative model of service.

Mission

We provide excellent care to support women and their families in the pursuit of health and well-being.

Vision

To be leaders in the delivery of innovative, accessible, and effective services that address substance use, mental health, and/or problem gambling experienced by women and their families.

Strategic Directions

The JTC has chosen the following four strategic directions to guide the agency over the next five years; innovation, sustainability, advancing knowledge, and an evolving mandate. These four directions will help the agency to achieve its mission to provide excellent care to support women and families.



Strive to Innovate

Goal

Develop new and creative responses to better meet the needs of women and their families.

Objectives

- Explore funding and partnership opportunities to meet the needs of underserved and high risk populations (e.g. youth, elderly, transgender)
- Develop programming that reflects emerging and promising practices to reduce barriers and improve outcomes
- Use new technology to increase the reach and effectiveness of service delivery (e.g. OTN, social media, app development)

Build Sustainability

Goal

Maintain and grow capacity to meet present and future needs of women and their families.

Objectives

- Maintain and explore operational funding opportunities
- Seek independent funding to strengthen infrastructure and minimize risk
- Expand partnerships to increase efficiencies and improve continuity of care
- Leverage fundraising dollars to pilot demonstration projects
- Ensure accountability through improved performance measurement and reporting
- Foster a healthy and supportive work culture that attracts and retains a competent, committed, interdisciplinary work force.

Advance Knowledge

Goal

Create and transfer knowledge to inform and expand on evidence-informed practice.

Objectives

- Increase capacity to collect, analyze, and report on high quality and relevant data
- Engage in research and evaluation of services to expand knowledge base and support clinical expertise
- Disseminate and promote the uptake of theoretical and practical knowledge
- Access relevant learning opportunities to advance best practice

Evolve Mandate

Goal

Expand the agency's scope of service and models of care to reflect the diversity and complexity of the lives of women and their families.

Objectives

- Broaden capacity to address issues related to substance use, and/or mental health, problem gambling (and other problematic behaviours) within the context of the social determinants of health
- Provide leadership that supports system integration
- Promote our evolving and responsive range of services
- Effectively market agency image and successes for maximum recognition

Critical Success Factors

The successful implementation of JTC's strategic plan will be necessarily dependent on the presence of the following critical success factors in the implementation process. With the right leadership and direction, the strategic plan will function as our compass and this innovative, responsive, and sustainable organization will continue to thrive.

Women

Feedback from women who engage in services at the JTC play an important role in program design and quality improvement. Through this process, the JTC is able to better understand the client experience and adjust and adapt programming to ensure the needs of women are being met and that their involvement in the Centre is a positive experience.

Staff and Volunteers

Board members provide the necessary governance and accountability for the agency while service volunteers offer critical community support and peer influence. Recruiting and maintaining a dedicated, enthusiastic and talented work force is fundamental.

Partners

Building and sustaining effective, supportive, and collaborative partnerships is essential to providing holistic and integrated services. Strategic alliances are essential both now and in the future and efficiencies achieved will create opportunities to invest in a seamless service delivery system.

Funders

Securing adequate ongoing and one-time funding is imperative to the continuation of quality and innovative services provided by the JTC. Revenue streams and funding opportunities, both public and private, will play an essential role in the agency's stability and possibility.

Quality Assurance

The ongoing evaluation and monitoring of the impact and outcome of the services offered by the JTC helps to confirm and validate the effectiveness and credibility of the programs as well as affording opportunities to contribute to a wider body of knowledge.

In Summary

The system we work in is in a period of transformation – one that is necessary if we are to continue to meet the diverse and complex needs of the women and families we serve. The Jean Tweed Centre has a long history of collaboration and a commitment to excellent care. We believe that continuing to build on this foundation with a focus on integration will allow the agency to thrive in the future. Reaching beyond the status quo is what we at the Jean Tweed Centre do best and we look forward to moving forward with our community partners who share a goal of excellence for all.