

Soci t  Alzheimer Society
WINDSOR - ESSEX COUNTY

Strategic Plan

(Refresh)

2014-2017

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THE ALZHEIMER SOCIETY OF WINDSOR ESSEX COUNTY STRATEGIC PLAN (REFRESH) 2014-2017

1. MESSAGE FROM THE CHAIR OF THE BOARD AND CHIEF EXECUTIVE OFFICER OF THE ALZHEIMER SOCIETY OF WINDSOR ESSEX COUNTY

The Strategic Plan Refresh 2014-2017 has outlined a set of clear and coherent strategic directional themes for the next three years. What has evolved from the consultative strategic planning process are a set of strategic directions and enablers, from which specific action-oriented and measurable plans will be developed to meet the challenges of the future, in an effective and efficient manner.

On the one hand, the strategic directions and enablers are interrelated and can be viewed as a committed response to continue to achieve two fundamental strategic and operational goals: (i) the delivery of quality programs and services to meet defined and expanded community needs; and (ii) financial sustainability. On the other hand, they provide a framework for renewal and revitalization of the Alzheimer Society of Windsor and Essex County (ASWE).

On behalf of the Board, we would like to take the opportunity to thank the staff and community partners who have contributed their time, wisdom and practical perspectives in assisting ASWE to refresh its strategic plan. We are also indebted to our consultants for their exceptional role in bringing clarity to our expressed ideas and to Nancy Ivan for her invaluable role in coordinating the project.

2. BACKGROUND

Alzheimer's disease and related dementias (ADRD) are a family of progressive, degenerative diseases that destroy brain cells (Alzheimer Society of Ontario (ASO), 2008) Although they are most commonly experienced by the elderly, these diseases are not a normal part of the aging process. These symptoms can be devastating to those who have it and their families, and include a gradual decline of memory, changes in judgment, mood, and behaviour, and difficulty in performing simple, everyday tasks (ASO 2008).

Although progression of the diseases can be slowed they cannot be stopped, and today there is no cure (ASO, 2008). Currently, more than 200,000 Ontarians have dementia at an annual cost of over \$9 billion, including medical care, community supports, and unpaid partner in care time (ASO 2008). As the incidence in Ontario is expected to double in less than 25 years, the annual cost will increase dramatically (ASO, 2008). It is projected that by 2017, more than 300,000 Ontarians will have Alzheimer's disease and other dementias; 75% of Ontarians in long term care homes will have some form of dementia. (Extracted from ASO STRATEGIC PLAN 2014-2017)

The ASWE is a non-profit, charitable organization that provides direct and support services to individuals affected by ADRD, their partners in care, families and the

community at large. In 2008, ASWE developed a comprehensive strategic plan for 2009 to 2014 and looked to refresh that plan in 2013 for the next 3 years.

3. THE STRATEGIC PLANNING PROCESS

A. Purposes of the Strategic Plan

The purposes of the strategic planning process were to:

- Refresh the ASWE 2009 Strategic Plan;
- Set strategic priorities and goals;
- Develop measures to assess progress over the coming 3 year period;
- Develop a framework for decision making and resource allocation;
- Ensure the ASWE Strategic Plan aligns with that of the ASO.

B. The Strategic Plan Development Process

The development of the strategic plan followed an adaptive planning approach. This approach provides an organization with a process for controlled adaptation of its action plan on the basis of the organization's core values and mission based corporate objectives. However, it is important to emphasize that implementation planning requires that the leadership of any organization must work together to monitor the Plan for its validity and adapt it according to changing circumstances and organizational needs.

As part of the strategic planning process for this iteration of adaptation data was gathered from various stakeholders and stakeholder groups. This inclusive process generated input from a variety of perspectives through interviews, focus groups, meetings, consultations, and survey completion. Data was solicited in 2013 and early 2014 from the following groups:

- The ASWE Strategic Planning Committee
- The ASWE Board of Directors
- The ASWE Honourary Directors
- Dementia Experts
- Persons Affected by Dementia
- Partners in Care of Persons Affected by Dementia
- Windsor and Essex County Community Service Providers
- Community Partners
- ASWE Volunteers
- ASWE Employees

C. The Strategic Planning Committee

The ASWE strategic planning committee is comprised of:

- Sally Bennett Olczak, Chief Executive Officer (CEO)
- Gaston Franklyn, Chair, Board of Directors
- Helen Biales, Vice Chair, Board of Directors
- Mitch Fields, Chair, Nominating & Governance Committee, Board of Directors

4. VISION, MISSION, ROLE STATEMENT, CORE VALUES

A. Vision

A world without Alzheimer’s disease and other dementias.

B. Mission

To alleviate the personal and social consequences of Alzheimer’s disease and other dementias.

C. Role Statement

The role of the Alzheimer Society of Windsor and Essex County is to collaborate with all levels of the organization and our local community in order to foster excellence in services and education, and to support research.

D. Core Values: C.A.R.E.

- *Collaboration*
- *Accountability*
- *Respect*
- *Excellence*

5. STRATEGIC DIRECTIONS AND ENABLERS

A. Strategic Directions & Enablers: ASO – ASWE

Strategic Directions	
ASO	ASWE
a) Health b) Growth c) Innovation d) Engagement	a) Quality Services b) Community Engagement, Advocacy & Education
Strategic Enablers	
ASO	ASWE
a) Sustained revenue growth that meets the needs of the strategic plan b) Culture of continuous improvement	a) Organizational Culture, Effectiveness, and Capacity b) Financial Stability

c) Communication	
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B. ASWE Strategic Directions

- a) **Quality Services: Excellence in the delivery of programs/services.**
- b) **Community Engagement, Advocacy and Education:**
 - 1. Raise profile
 - 2. Collaborate with community partners,
 - 3. Advocate for clients.

C. ASWE Strategic Enablers

- a) **Organizational Culture, Effectiveness, and Capacity:**
 - 1. Be a dynamic organization
 - 2. Be an employer of choice
- b) **Financial Sustainability: Make effective and efficient use of available resources.**

6. BOARD PRIORITIES

The following four priorities were selected via frequency count of endorsements of themes generated during the Board Strategic Planning Session conducted in late 2013.

A. Quality Programming

The focus on ASWE’s aim to deliver quality programs/services was very high and it is perceived that quality-programming considerations must be more evidence-based. It was suggested that ASWE should thoroughly evaluate its programs/services in order to assess their quality (i.e. are they sufficiently meeting the community’s needs?) and funding (i.e. is there supporting data to warrant funding these?). It was also suggested that such evaluation would be helpful in prioritizing ASWE’s program/service delivery.

B. Community Partnerships/Collaborations

There was a perception community partnerships/collaborations need to be fostered locally to support needed programs and services. One example of such an endeavor is the creation of synergy via the sharing of resources and knowledge with a community service partner to provide services housed at ASWE. Another example is that of local and Provincial collaboration advocating for local funding. This priority appeared in the vast majority of stakeholder input.

C. Financial Stability (Funding & Fund Development)

The challenge of too many needs for service against insufficient funding presents the challenge of maintaining financial sustainability.

An additional point on fundraising is that in order to address the issue of donors’ sensitivity regarding allocation of monies, public awareness of how funds, and more specifically funds raised, are distributed needs to be increased (i.e. promoting the “where the dollars are going” message).

The challenge of ASWE growing at a rapid rate presents financial constraints in terms of balancing programming and funding so as to maintain sustainability. In this regard one such strategy would be to prioritize programs and fund only those that will allow the Society to remain on budget.

D. Governance

There are two themes surrounding governance. First, it was suggested that strategically planned leadership succession is needed at both the board and executive levels.

Second, it was suggested that ASWE’s identity needs to be weighed against its resources. That is to say that considerations concerning the bases of strategic decisions need to be better defined. Central themes in this regard are: What does ASWE want to be? What role does the Board play? Do funders or clients dictate programming decisions? It was suggested that ideally such decisions need to be more client-centered over governed by funders.

5. ASWE’S STRATEGIC ACTION PLAN AT A GLANCE

Strategic Direction	Strategic Actions
Quality Service	<ul style="list-style-type: none"> • Monitor and evaluate programs and services to ensure quality needs are met • Continue pre-Accreditation research and planning • Refine Client Satisfaction Survey process • Increase delivery of service to meet needs of cultural inclusiveness in local community • Continue to ensure City-County equity in service • Using evidence-based standards, monitor the need for enhanced partner in care education and support services
Promote Community Engagement, Advocacy & Education	<ul style="list-style-type: none"> • Build ASWE profile through marketing and communication with the media • Strengthen alliances with sister Alzheimer chapters and other (health service providers) HSPs in the community • Collaborate with Erie St. Clair Local Health Integration Network (ESCLHIN) to meet client needs, advocate for available resources, and pursue other opportunities for grant funding
Strategic Enabler	Strategic Actions

<p>Organization Culture, Effectiveness, & Capacity</p>	<ul style="list-style-type: none"> • Capacity Assessment (Ongoing) • Ongoing & relevant professional development opportunities for staff • Recruit Exceptional Board Members • Become an employer of choice • Ensure ASWE is monitoring its goals
<p>Financial Sustainability</p>	<ul style="list-style-type: none"> • Ensure effective and efficient use of available resources • Align financial decision making with strategic plan • Five year fund development plan to achieve a 50-50 split in donations relative to funding