



**Strategic Plan**  
2020-2023

*“Help for today. Hope for tomorrow...”*

# **Alzheimer Society of Windsor and Essex County (ASWE)**

## *Strategic Plan for 2020-2023*

### **Message from the Board Chairperson**

On behalf of the board of directors of the Alzheimer Society of Windsor and Essex County, I am proud to present our strategic plan for 2020-2023.

In almost 40 years of service we have never lost sight of our mission, which is to alleviate the personal and social consequences of Alzheimer's disease and other dementias. This document was developed with that mission in mind, and I want to thank E.M. Vokes, Ph.D. and Associates for reaching out to the community to learn more about their needs and their expectations of ASWE as we move forward.

I also want to thank the staff and volunteers who strive each day to make the world a safe and happy place for persons living with dementia, and for those who love and care for them on this journey.

Sincerely,

Karen Hall

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## Message from the CEO

On behalf of the ASWE staff team, I express our gratitude to the 85 members of our community who shared their time, talents, wisdom and vision to E.M. Vokes, Ph.D. and Associates to inform our 2020-2023 strategic plan.

Having heard and learned from the contents of the plan, our staff team -- more than 55 members strong -- is eager to continue providing quality care service for persons affected by dementia in our community. We will continue our service reflective of our values – by showing compassion, accountability, respect and exceptional care in all that we do.

2021 will be ASWE's 40<sup>th</sup> anniversary year, which will allow us to celebrate our history while looking ahead to the next generation of care for our clients until a cure is found.

Our vision remains -- *a world without Alzheimer's disease and other dementias.*

We are deeply grateful to the thousands of citizens of Windsor and Essex County who continue each year to volunteer for us, provide donations, and who work with us daily to best care for our clients. Again, we thank you.

Respectfully,

Sally Bennett Olczak

# The Vision, Mission and Values of the ASWE

## Our Vision

A world without  
Alzheimer's disease  
and other dementias

## Our Mission

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

## Our Values

Compassionate,  
Accountable,  
Respectful,  
Exceptional

## Role Statement

The role of the Alzheimer Society of Windsor and Essex County is to collaborate with our local community to foster excellence in services, education and to support research. The Society will also work with the Alzheimer Societies across Ontario for this purpose.

## ASWE 2020-2023 Strategic Planning Methodology and Overview

The data which gives form to this Strategic Plan was collected in information-gathering sessions (one-on-one interviews and focus groups) conducted by team members of *E.M. Vokes, Ph.D. & Associates* between October 2019 and January 2020. A total of twenty-five individual interviews and five focus groups were conducted. Each focus group consisted of between five and twenty participants. Accordingly, approximately eighty-five internal and external stakeholders contributed to the content of this plan.

A thorough content analysis of the qualitative data generated through this process revealed the following five core Strategic Directions:

1. Raising Community Awareness of Dementia
2. Quality Enhancement of Programs and Services
3. Perception Management of ASWE
4. Stabilization of ASWE Funding
5. Workforce Development

These core strategic directions are detailed in the following tables which break down each in terms of objectives and outcomes.

### **E.M. Vokes, Ph.D. & Associates**

*Organization Development & Change Management Practitioners*

Anjni Chandwani, B.A. (Hons)  
*Managing Partner*

Victoria Santarossa, B.A. (Hons)  
*Associate Practitioner*

E.M. (Ted) Vokes, Ph.D.  
*Senior Partner*

Amir Reza Talaei, Ph.D.  
*Director of Applied Research*

M.W.O. (Ret) Ken Davies, CD  
*Partner*

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Strategic Directions	Objectives	Outcomes
1. Raising Community Awareness of Dementia	1.1 Educate stakeholders on the warning signs, symptoms, and proper protocols for persons with dementia (PWD)	1.1.1 Educated stakeholders promoting a consistent message
	1.2 Share best practices with other communities	1.2.1 Uniform approach by all Alzheimer societies
		1.2.2 Deployment of the most advanced methods and practices
	1.3 Make contact with people most in need of services	1.3.1 Increased assistance to those who most need services and programs
	1.4 Seek and inspire the support, knowledge and resources of younger generations	1.4.1 Increased volunteer involvement
		1.4.2 Increased knowledge and awareness among younger persons can increase the detection of Alzheimer's disease
	1.5 Increase knowledge of comorbid factors	1.5.1 Discussions with caregivers and PWD regarding other mental and physical health issues that may be associated with Alzheimer's disease
		1.5.2 Continued support and guidance to caregivers and PWD to allow for a smoother transition process throughout disease progression

2. Quality Enhancement of Programs and Services	2.1 Create an environment that is dedicated to continuous improvement	2.1.1 Continued commitment to best practices across all programs
		2.1.2 Current services and methods are researched and updated as necessary
	2.2 Increase community outreach practices	2.2.1 Supplemental community outreach actions leading to an increase in prospective donors, employees, volunteers and other key stakeholders
		2.2.2 Extended services to geographical locations other than Windsor, Kingsville and Leamington, including towns such as Belle River, Tecumseh, Lakeshore, Essex and Lasalle
	2.3 Explore partnerships with outside stakeholders	2.3.1 Increased resources available to PWD and caregivers
		2.3.2 Increased outreach to community members
		2.3.3 Increased quality of service provided to PWD as well as their caregivers

2.4 Uniform and universal communication platform	2.4.1 Increased communication to members of the ASWE with new information about the Society
	2.4.2 Continued sending of emails/letters to advertise for events, milestones and regular updates
	2.4.3 Increased appearances at job fairs, community centres as well as events
	2.4.4 Widely known county-based events, community centres, etc.
2.5 Digitization of Records	2.5.1 More convenient access to information
	2.5.2 Universal portal to discuss the details of those with dementia, cases and files, etc.
2.6 Increase partnerships with educational institutions	2.6.1 Increased Personal Support Worker (PSW) recruitment resulting in less wait-times for PWD
	2.6.2 Increased outreach to diverse populations. This will, in turn, create an environment that supports and promotes diversity and inclusion

3. Management of the Community's perception of the ASWE	3.1 Continue work on reducing stigma surrounding Dementia	3.1.1 Decreased stigma leading to more families seeking supports at an earlier stage
	3.2 Increase the awareness of the availability of county-based services	3.2.1 Increased awareness and attendance of county-based programs and services
	3.3 Maintain perception of strong ASWE brand within the community	3.3.1 Increased understanding and appreciation of ASWE's mission and work within the community
4. Stabilization of Funding for ASWE	4.1 Increase predictability of funding sources	4.1.1 Proper fund allocation to cover programs such as day away, in-home respite and education
		4.1.2 Hosting of events that support the sponsorship of necessary programs
	4.2 Maintain relationships with current funder base	4.2.1 Continued support that allows for the continuation and development of programs
		4.2.2 Strengthen the sense that ASWE values its donors
	4.3 Seek support from novel and untapped sources	4.3.1 Increased financial support from outside sources will allow growth in vital and underfunded programs
		4.3.2 Opportunity for donors to donate funds to specific programs and services that are most important to them
		4.3.3 Continued outreach actions will allow for growth in participation and support by other institutions

5. Workforce Development	5.1 Continue recruiting and retaining personnel that support and promote the vision, mission and values of the Alzheimer Society	5.1.1 Positive presence with PWD, caregivers and community members will attract and maintain involvement
	5.2 Nurture passionate Board of Directors	5.2.1 A Board of Directors that will continuously advocate for the Alzheimer Society and its members
		5.2.2 Allow for the voices of PWD and their caregivers to be heard
	5.3 Engage the support of volunteers	5.3.1 A group of dedicated volunteers who support and assist during events, programs or day-to-day tasks
	5.4 Continue maintaining a positive work environment	5.4.1 Maintenance of an environment that allows personnel to openly share their concerns and thoughts without prejudice
		5.4.2 A work environment that continuously supports the vision, mission and values
		5.4.3 Reduction in turn-over rates