

Strategic Framework 2017-2020



Prepared with support from

DOYON + DUPUIS
People designing CHANGE - Changer le monde par le DESIGN
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Values

Compassion
Keeping children and families together when possible
Safe environment for all
Customized solutions for families
Consultative approach
Proactive partnerships
Research and innovation

Vision

Merrymount is a recognized and respected leader in the field of crisis support and transition services for children and families

Mission

Merrymount is a caring organization committed to providing around the clock support and crisis care for children and families. We deliver responsive and innovative services and programs to strengthen children and their families in times of transition.

Purpose

Merrymount supports families during transition and crisis through providing families with relevant and timely access to a circle of care within Merrymount and/or in collaboration with community agencies

Guiding principles

We recognize the value, strength and potential of the individual and the collective
We believe in the value of empathy, dialogue, trust and respect
We value research, collaboration and innovation leading to the design and implementation of adapted solutions
We consistently demonstrate discipline, efficiency and effectiveness in our work, our structure, communications, decisions and collective actions
We believe empowerment leads to shared responsibility and leadership
We value diversity and inclusion

Pillars and Desired Outcomes

Programs and services

1. Merrymount offers services that are distinctive and relevant
2. Services, programs and process are streamlined, efficient, effective and sustainable to meet the needs of the evolving community
3. Merrymount services add value to other partner agencies and to the development of community supports and services

| Desired outcomes | Key Areas of Focus |
|--|--|
| 1. Merrymount offers services that are distinctive and relevant | <ul style="list-style-type: none"> • Early intervention and effective referral system are the primary areas of focus for services and programs within the Circle of Care • Programs and services are reviewed and aligned to the strategic plan • Staff receive training to foster cultural competence, sensitivity and compassion approaches |
| 2. Services, programs and process are streamlined, efficient, effective and sustainable to meet the evolving needs of the community | <ul style="list-style-type: none"> • Merrymount services, programs and processes are reviewed to ensure relevance to meeting the needs of the community, efficiency, effectiveness and sustainability • Interdisciplinary teams are created to offer opportunities that foster reciprocal leadership, time management, reporting, evaluation and monitoring, research and innovation |
| 3. Merrymount services add value to other partner agencies and to the development of community supports and services | <ul style="list-style-type: none"> • Merrymount’s leadership fosters strong partnerships, collaborations and coordination of system planning that strengthen the circle of care for families • Business cases and long-term impact plans /returns on investment (ROI) of Merrymount’s programs and services are developed to ensure that funding is used efficiently and sector service duplication is limited or eliminated |

Communications and partnerships

1. All stakeholders recognize and understand the value of Merrymount’s programs and services
2. All stakeholders are able and well equipped to communicate Merrymount’s vision to others
3. Merrymount assists families in accessing and negotiating the circle of care
4. Partnerships are relevant to the strategic plan

| Desired outcomes | Key Areas of Focus |
|---|--|
| 1. All stakeholders recognize and understand the value of Merrymount’s programs and services | <ul style="list-style-type: none"> • An effective “strategic” communications plan that is anchored in a common message about Merrymount programs, services and fundraising strategies is developed and used by staff and members of the two Boards when connecting with the community |
| 2. All stakeholders are able and well equipped to communicate Merrymount’s vision to others | <ul style="list-style-type: none"> • Effective communication tools are in place to ensure that members of the Boards speak with one voice and share the appropriate messages to stakeholders, at community tables and the public • Effective and efficient networking by the board members, the Executive Director, and the senior management team leads to building positive partnerships with stakeholders that contribute towards Merrymount’s offering of programs |
| 3. Merrymount assists families in accessing and navigating the Circle of Care | <ul style="list-style-type: none"> • Merrymount is a leader in the community in strengthening services that assist families to negotiate their circle of care • A road map is created to support families accessing and navigating the circle of care that reflects both Merrymount’s role and that of other community agencies within the circle of care • Services and programs are promoted and communicated effectively and efficiently to families |
| 4. Partnerships are relevant to the strategic plan. | <ul style="list-style-type: none"> • Research supports Merrymount in the development and delivery of programs and services within the scope of its circle of care • Links with education bodies are created and nurtured in the spirit of mentor/mentee relationship |

Operational performance/capacity and financial stability

1. The strategic plan is achieved and supported through operational planning and capacity building
2. The fund development plan, process and system achieves consistent results and meets targets that contribute to the operational goals of Merrymount
3. Funds are leveraged through partnerships and community engagement

| Desired outcomes | Key Areas of Focus |
|---|---|
| 1. The strategic plan is achieved and supported through operational planning and capacity building | <ul style="list-style-type: none"> • The operational plan to achieve the strategic plan is developed by staff and approved by the Board and updates are presented to the boards on a regular basis to ensure ongoing connection to the strategic plan, and overall direction of the organization |
| 2. A fund development plan, process and system achieve consistent results and meets targets that contribute to the operational goals of Merrymount | <ul style="list-style-type: none"> • Fundraising initiatives are subject to the same guiding principles and framework as Merrymount programs and services • The Director of Philanthropy in collaboration with the Fund Development staff and the Executive Director and with consultation with the Joint Boards Fund Development Committee develop and provide an annual fund development plan with set targets and approaches that support achievement of the strategic plan and are in line with the yearly operational plan and annual budget • The role and responsibilities of members of the boards to support the agency philanthropy and fund development are articulated in the plan |
| 3. Funds are leveraged through partnerships and community engagement | <ul style="list-style-type: none"> • Specific ways and means to build relationships with donors and funders are articulated in the fund development plan |

Governance and accountability

1. Good governance is driven by shared leadership
2. Clear objectives which are evaluated for impact inform the progress made toward the strategic plan

| Desired outcomes | Key Areas of Focus |
|---|--|
| 1. Good governance is driven by shared leadership | <ul style="list-style-type: none"> • The Foundation and Centre boards have distinct mandates and work collaboratively with the Executive Director and senior team to support the strategic direction • Proactive and effective leadership is fostered amongst board members and the agency regarding knowledge gathering and sharing, and political positioning |
| 2. Clear objectives which are evaluated for impact inform the progress made towards the strategic plan | <ul style="list-style-type: none"> • Merrymount’s governance model allows for systematic review and reporting on strategic priorities to ensure results are being attained • Business cases and long-term impact plans (ROI) are brought to the board to ensure that funding is relevant and initiatives are effective and efficient • Internal and external communication about progress is strategic, raise awareness, improve marketing, and foster a shared understanding of Merrymount’s mission, vision and distinctive and unique services |