

Strategic Plan

2021-2024



Foreword

The following plan highlights the key goals and priorities for Alternative Residences Inc. (ARA Inc.) and Alternative Residences Management Inc. (ARAM Inc.) for the period of 2021-2024. It touches on 7 areas of focus that represents all aspects of our organization and where we want to go.

The Executive Director will create an annual workplan, for each year in this same period, that reflects these goals and outlines how the organization will deliver and report on the priorities.

****Note:** Areas of Focus are not listed in order of priority; each area is equally as important and integral to the overall success of the ARA.

Our Mission

"We provide community-based housing and support services, in a safe and compassionate setting, for adults living with mental illness in Greater Moncton, improving quality of life, independence and connection to the community."

Our Vision

"To improve the lives of adults living with mental illness."



Area of Focus 1: Programs & Services



Being able to measure successful outcomes and align priorities with existing gaps in our programs and services is the way to attain our vision!

Goals:

- Strengthen foundation of organization and stabilize team
- Actively engage residents in their overall wellbeing
- Establish benchmark and develop metrics to measure performance of programs & services (ARA Inc./ARA Mngt.)
- Develop an action plan to promote strengths and address areas of weakness
- Evolve how we work with partners in response to increasingly complex resident needs
- Enhance opportunity / incentive for residents to contribute to their mental wellness

Priorities:

- Develop standard operating procedures and clear objectives for programs and services across ARA Inc./ARA Mngt. and implement accountability structure and performance checks
- Create program for community living / subsidized apartments - Pilot Community Support Coordinator position (Bell Let's Talk / United Way Funding)
- Define benchmark (survey employees, residents, resident's families, and partners) & develop a plan of action to continue what is going well and address areas of weakness
- Refresh house rules and expectations throughout the housing continuum and develop tools to monitor accomplishments and address non-compliance
- Identify training & support required to address increasingly complex needs of residents – refresh how we collaborate with our partners in case management
- Partner with a dietician specialist / program to maximize the use of our food budget through the development of an affordable balanced nutritional menu plan
- Continue implementation of recovery-based model of practice

Area of Focus 2:

Partners

We are only as strong as our links to our partners who fund our programs & services, refer residents, and provide support and resources to our team and residents. Imagine the possibilities if we expand our existing partnerships & develop new ones that can help us continue to improve how we help people in our community!



Goals:

- Renew collaborative working relationships with key partners
- Establish bi-annual forum with SD to review our program delivery and look at ways to improve how we collaborate together
- Review trends in referrals and increased complexity of residents with our partners to find sustainable solutions
- Review external partnerships that are working & explore untapped resources / partnerships that could benefit our residents, our teams, and our assets

Priorities:

- Set semi-annual meetings with SD management to review programs and services, identify additional resources / support available for complex cases, streamline reporting / communications, and establishing clear procedures for serious incidents
- Work with FACT Team, SD, Mobile Crisis & RCMP to see what is working and what we could do that would make things easier when we are dealing serious incidents
- Conduct post-mortems of all major incidents with partners to ensure that we are learning from experience, documenting outcomes, and implementing measures across the organization to prevent recurrences (ARA Inc./ARA Mngt.)
- Continue bi-annual meetings to review program performance metrics at CIC in collaboration with Mental Health, Vitalité & Horizon
- Strengthen opportunities and links for our independent living residents and existing social services
- Identify existing and new potential partnerships and opportunities
- Develop a volunteer program framework (assess opportunities & constraints)

Area of Focus 3: Workplace



Positioning the ARA Inc./ARA Mngt. as employers of choice in the fields of mental health and special care homes by promoting a healthy workplace where employees feel valued and have opportunities to develop.

Goals:

- Refresh approach to attracting, hiring & retaining qualified employees
- Enable workplace culture where we value team success and every employee feels accepted, valued, and has a sense of belonging
- Update company practices to energize and motivate employees to achieve business and performance goals
- Ensure employees have proper training and consistent tools to do their job
- Improve communications & transparency at all levels
- Improve knowledge of our employees to better understand our resident's needs
- Shift from reactive to proactive management at all levels

Priorities:

- Conduct annual employee satisfaction survey & develop action plan based on feedback
- Update onboarding process & develop standards for employee training & trainers
- Hold regular team meetings at all levels to improve communications
- Create long term strategy for attracting, hiring, and retaining talent
- Refresh performance management system –developing and promoting good performance, while providing a prompt and consistent response to poor performance (ARA Inc. & ARA Mngt.)
- Develop a talent management and employee recognition program
- Develop supervisor training modules & toolkit to support HR practices/HR Manual
- Organize annual management retreat teambuilding activity – Head Office and RCs to review the past year and look ahead at the objectives for the new year

Area of Focus 4:

Assets & Infrastructure

Implementing long term planning to ensure that capital investments and operation and maintenance of our assets is sustainable and in line with resident demand.



Goals:

- Implement monthly maintenance visits to all ARA facilities
- Develop long term planning & budgeting strategy
- Target accessibility, RRAP and Heritage funding opportunities
- Shift from reactive repairs to preventative maintenance
- Refresh occupational health and safety (OHS) program and emergency response plans (ARA Inc./ARA Mngt.)

Priorities:

- Complete annual maintenance & repairs spreadsheet for all ARA Inc. / ARA Mngt. assets and infrastructure
- Ensure all occupational health and safety issues are identified and addressed promptly
- Prioritize capital repairs based on criteria developed with the Building & Finance Committee
- Implement monthly maintenance visits at all ARA Inc. & ARA Mngt. Properties (check for required repairs, leaks, conduct maintenance, observe level of cleanliness etc.)
- Conduct energy audits and building condition reports for all assets
- Align priorities with funding from RRAP, Accessibility, NB Power, Green Foot, Heritage NB, Moncton Heritage Grants, etc.
- Refresh OSH training and update emergency response plans to all hazard plans
- Establish Not-for-Profit discounts with supply retailers

Area of Focus 5: Budgeting & Finance

Developing a strong understanding of what financial health and long-term sustainability look like for the organization.



Goals:

- Develop a long-term viability and investment strategy for ARA Inc. and ARAM Inc.
- Continue stringent monitoring, forecasting and expenditure reporting
- Increase financial transparency with management team
- Ensure expenditures are in line with goals and priorities of strategic plan
- Provide affordable health and dental coverage for employees

Priorities:

- Develop a long-term financial viability / investment strategy for ARA Inc. & ARAM Inc.
- Review budget and finance policies & procedures and monitor proper implementation (RCs and Head Office)
- Conduct monthly expenditures reviews, forecasting and expenditure reporting
- Implement financial transparency with management team to increase their knowledge and promote accountability around expenditures of ARA Inc. / ARA Mngt. funds
- Develop and implement standard operating procedures for all front desk functions related to budget and /or finances & monitor compliance
- Review health & dental plan costs opportunities (renewal)

Area of Focus 6: Marketing & Fundraising



Continue to raise awareness of our organization and build capacity to access grants and contributions with the goals of expanding programs and services and investing in our assets and infrastructure.

Goals:

- Develop next phases of marketing and communications plan (2022-2023)
- Continue to expand ARA Inc./ ARA Mngt. community awareness
- Acquire grants and contributions for pilot projects and initiatives that help improve our programs, services, and maintain our assets
- Continue to tighten the narrative and story of ARA
- Organize and attend fundraising events

Priorities:

- Establish a Fundraising & Marketing Committee
- Continue to develop our social media profile
- Deliver annual fall “Raise the Roof Campaign”
- Deliver annual Christmas Fundraiser
- Use Foundation Search to streamline grant search & applications
- Prepare grant applications for various provincial & federal government funding programs
- Search for Corporate sponsorships
- Refresh CIC pamphlet & discuss awareness campaign with our partners
- Build new partnerships to increase brand awareness
- Obtain sponsors for pilot projects that enhance our programs and services
- Continue to raise community awareness by attending events & fundraisers
- Explore potential pro bono opportunity with local marketing firm for Public Relations advice
- Develop volunteer framework

Area of Focus 7: Governance



Continue to provide oversight to ARA Inc. / ARAM Inc. to ensure decisions are in line with a set of guiding principles that enable long-term financial stability of the organization and the continual improvement of programs and services.

Goals:

- Establish & implement key health of the organization indicators for updates to Board of Directors (BOD)
- Refresh vision / mission statements & develop guiding principles for decision making
- Continue to leverage expertise of Board Members
- Establish progress reporting on Strategic Plan
- Help raise the profile of our organization

Priorities:

- Establish key health of the organization indicators for quarterly updates to BOD
- Simplify vision and mission statements to tighten our narrative as an organization
- Develop a set of guiding principles for decision making that will enhance consistency and alignment to mission and vision
- Support BOD in their championing of the new Ambassador Program
- Create an annual report for ARA Inc. and ARAM Inc. that provides an overview of the year in review and that will be made available to stakeholders and the public