



# Calgary Alternative Support Services Inc.

## 2020 – 2021 Strategic Plan

Prepared by the CASS Senior Leadership Team:

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## CASS

### Calgary Alternative Support Services Overview:

Calgary Alternative Support Services, (CASS) started in 1988 to address the segregation, isolation and limited opportunities available to people with disabilities. CASS enlists and develops ‘inclusion advocates’ to support people with disabilities to discover and contribute their unique strengths and talents. Our work is about making community connections. Whether it’s a finding a place to live, getting a job, or connecting with opportunities for participation and learning, CASS serves people and helps to make the community accessible to everyone. Our commitment to the people we serve is to help them overcome the barriers which interfere with inclusion. Our commitment to the Calgary Region is to help communities enlist the participation, diversity and human contributions needed for success.

Through the opportunities and connections that CASS facilitates, citizen advocacy for diversity and inclusion is inspired. This is how CASS and the people we serve strengthen community.

*We think community engagement means people working collaboratively, through inspired action and learning, to create and realize bold visions for their common future.*

*As community engagement increases, citizens move from being passive to taking active leadership roles. As leaders, citizens can have a powerful influence and effect on the life of their communities.*

–Tamarack Institute for Community Engagement

People with disabilities experience marginalization, stigma, poverty and limited perceived societal value. CASS works toward decreasing marginalization and increasing the inclusion and value of our clientele.

### Vision

Diverse and inclusive communities where all members are engaged and valued.

### Mission

CASS facilitates connections and opportunities that promote personal development and inclusive communities.

### Mandate

CASS is committed to building diverse and inclusive communities. CASS provides person-centered supports to youth and adults with disabilities or barriers. We support people to have greater overall well-being through housing, employment, life skills development, community involvement as well as opportunities to develop social networks and engage in valued roles in their communities.

### CASS Values

- Community Development
- Self-determination
- Partnership and Collaboration
- Fun
- Authenticity
- Social Inclusion
- Resiliency
- Courage
- Continuous Learning and Development
- Human Rights
- Safety



## Long Term Goals

Agency annual strategic plans and objectives are developed in part based on their alignment with the agency's established long-term goals in order to ensure that progress towards those goals is always being made.

### Position the Agency for Long-Term Growth and Viability

Action items and ideas to advance progress towards this objective:

- Establish stability and diversity of funding
- Establish and maintain an excellent reputation with all stakeholders (clients, staff and prospective staff, funders, community partners)
- Develop robust admin and IT infrastructure
- Develop and maintain robust documentation of all critical tasks
- Establish and maintain excellent quality of service
- Maintain excellent quality of staff (improved recruitment and retention strategy, mentoring, and professional development opportunities)
- Robust succession planning
- Having appropriate physical space that meets our needs, i.e. space that meets programming needs, is accessible, cost effective, and provides room for growth
- Engage in ongoing risk mitigation (business continuity and emergency response planning, hazard assessment and control, improved understanding of potential risks, legal compliance etc.)
- Explore forming a partnership with a society or incorporating a society to operate in partnership with)
- Exploration and identifications of fee for service opportunities
- Exploration and development of social enterprise(s)

### To be the Premiere Human Services Agency in Calgary

*(i.e. Be the first choice for clients, staff and prospective staff, funders, community partners)*

Action items and ideas to advance progress towards this objective:

- Establish and maintain an excellent reputation with all stakeholders and potential partners
- Establish and maintain excellent quality of service
- Demonstrate integrity for all stakeholders
- Provide superior total compensation (consider vacation time, benefits, sick days, retirement plans etc.)
- Provide high quality reporting for funders, program managers, senior leadership
- Pursue meaningful accreditation to create new opportunities
- Being current, relevant, timely (best practices, industry trends etc.)



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## Stakeholder Engagement Summary

1. CASS conducted an Employee Engagement Survey in January of 2020 with 75 Employee Respondents from all program areas and staff types. The CASS Senior Leadership Team has familiarized themselves with the results of this survey and used the results to help inform the development of the 2020-2021 Strategic Plan through the identification of areas of strength and where the agency has opportunity to improve.
2. CASS maintains a CASS Advisory Committee comprised of individuals served by CASS. Building self-advocacy skills and creating a platform for 'voices of lived experience' to be formally heard within CASS is the intent behind this group, in addition, the agency benefits as a result of the valuable feedback the committee provides across a range of CASS operations and initiatives.
3. CASS Program areas engage in ongoing client satisfaction surveys which are used by program management and the CASS Senior Leadership Team to determine agency efficacy at meeting client needs and goals and help inform the agency as to its overall quality of service.

The above three engagement opportunities / mechanisms are being reported on and utilized within this strategic plan. Other ongoing engagement mechanisms not formally addressed within this strategic plan include:

- Service evaluation is provided by employers connected to CASS' supported employment program CAES.
- Funders provide direct feedback to CASS Coordinators and Senior Leadership Team members intermittently throughout the year.
- Guardians, relatives and other involved agencies provide feedback to CASS staff on an ongoing basis. This is often shared to Directors and plays a role in informing our work.
- CASS social media platforms capture stakeholder feedback and commentary about CASS on an ongoing basis. Members of the CASS Communications Committee review and share this information on an ongoing basis.



## SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Reputation with:               <ul style="list-style-type: none"> <li>○ Funders</li> <li>○ Staff</li> <li>○ Clients</li> <li>○ Other Agencies</li> <li>○ Community Partners</li> </ul> </li> <li>• Engaged Owners and Leaders (hands on)</li> <li>• Engaged and Dedicated Staff</li> <li>• Strong Admin Team</li> <li>• Improving Workflow and Processes</li> <li>• Improved Engagement with Satellite Programs</li> <li>• Innovative and Creative</li> <li>• Diverse Staff Population</li> <li>• Admin and IT Infrastructure (improving)</li> <li>• Meaningful Community Partnerships and Collaborations</li> <li>• Communication</li> <li>• Minimal Hierarchy (flat)</li> <li>• Commitment to invest in IT Infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• Succession Planning/Backup in Admin</li> <li>• Robust Recruitment Strategy (attraction and hiring of <u>qualified</u> staff)</li> <li>• Silos (improving)</li> <li>• Coordinated/Consistent tracking of client data across program areas (lack thereof)</li> <li>• Lack of well-defined and tracked performance metrics</li> <li>• Growth Management (improving)</li> <li>• Multiple Funding/Accrediting bodies creates inherent complexity and promotes silos</li> <li>• Communication as identified by some (primarily) frontline staff</li> <li>• Appraisals/Evaluations/Feedback</li> <li>• Compensation (primarily wages) – total compensation is not bad</li> <li>• Limited progression opportunities (due in part to flat hierarchy)</li> <li>• Perception of inconsistency and unfairness</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• New Funding Opportunities               <ul style="list-style-type: none"> <li>○ Addictions</li> <li>○ Homelessness</li> <li>○ FASD</li> </ul> </li> <li>• New Community Partnerships &amp; Collaborations</li> <li>• New Inter-Agency Partnerships &amp; Collaborations</li> <li>• Enhancement of existing funding (program growth)</li> <li>• New and innovative solutions to existing problems</li> <li>• Professional Development (desire expressed by staff)</li> </ul>	<ul style="list-style-type: none"> <li>• Loss or reduction of existing funding</li> <li>• Natural Disasters (pandemic etc.)</li> <li>• Lack of disclosure re: clients from funders/referring parties</li> <li>• Reduced number of qualified staff to hire (shrinking post-secondary programs)</li> <li>• Changing Client Demographics               <ul style="list-style-type: none"> <li>○ Change in addictions (increasing intensity/consequence)</li> <li>○ Aging existing population</li> <li>○ Increasing complexity</li> <li>○ Clients coming into service are increasingly younger</li> </ul> </li> <li>• Political changes and uncertainty</li> <li>• Changing client support needs as a result of cuts to external services ex:               <ul style="list-style-type: none"> <li>○ AISH</li> <li>○ Access Calgary</li> <li>○ Low-income bus pass</li> <li>○ DOAP Team, Etc.</li> </ul> </li> </ul>



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## Strategies to Use Strengths to Overcome Weaknesses

The following represent ideas and possible actions items to take advantage of our identified strengths to overcome our identified weaknesses.

- Leverage CASS' strong admin team, improving infrastructure and creativity to improve growth management capacity
- Leverage CASS' strong admin team and improving infrastructure to address identified need to improve admin team succession planning and resiliency
- Use CASS' strong engaged leadership to overcome entrenched silos
- Take advantage of CASS' positive reputation, strong admin team, and dedicated staff to develop and implement a robust staff recruitment strategy
- Use CASS' strong leadership and innovation to address lack of coordinated/consistent tracking of client data across program areas
- Use CASS' strong engaged leadership, dedicated staff, and improving IT infrastructure to develop and track more meaningful performance metrics (ex: turn over rates, hazard reports, staff incident reports etc.)
- Use CASS' improving admin team and IT infrastructure to overcome inherent complexity resulting from multiple funders and accrediting bodies
- Use CASS' strong engaged leadership and improving workflow and processes to address weakness in present appraisal/evaluation/feedback mechanisms
- Use CASS' strength in innovation and creativity to identify new ways to improve total compensation given the limited opportunity to improve wages
- Leverage CASS' strong reputation with community partners to establish sector wage grid to address weak compensation by create awareness of how we compare favourably in the sector
- Take advantage of CASS' strong reputation with funders and strength in innovation to address limited job progression opportunities by creating new team lead and middle management positions via growth



	Strategic Objective	Desired Outcomes	Timeline	PMR*	Actions/Ideas
1.	<b>Enhance organizational health and safety</b>	<ul style="list-style-type: none"> <li>Risks and hazards are more fully understood</li> <li>Mitigation and prevention strategies are enhanced and address all identified risks and hazards</li> <li>Legal compliance is maintained</li> <li>Staff and clients are safer and healthier</li> <li>Agency liability is reduced</li> </ul>	April 2021	Executive Director (Tracey Reece) and Health & Safety Committee	<ul style="list-style-type: none"> <li>Complete safety inspections of all CASS worksites and respond accordingly to address areas of concern (Main Office, Langin Place, Stepping Stone Manor, CCLA, OSRs)</li> <li>Complete Occupational Health and Safety hazard assessments and controls</li> <li>Develop an employee safety handbook inclusive of an agency workplace violence and harassment plan and fire safety plan</li> <li>Update Agency Health and Safety Training</li> <li>Ensure adequate evacuation plans exist for all CASS worksites (CASS Main Office, Langin Place, Stepping Stone Manor, CCLA, OSRs)</li> <li>Ensure adequate training for H&amp;S committee members and review of Terms of Reference</li> <li>Review Health and Safety Forms and update as required</li> </ul>
2.	<b>Development of a strategy to create an agency-wide trauma informed culture</b>	<ul style="list-style-type: none"> <li>The SLT is well versed in Trauma Informed Care and how to achieve a Trauma Informed culture at CASS</li> <li>The SLT has a well-developed and actionable plan to achieve an agency-wide Trauma Informed Culture and informs all aspects of the work that we do</li> </ul>	April 2021	Managing Director (Mylaine Tsaprailis) and SLT	<ul style="list-style-type: none"> <li>Investigate best practices around trauma informed culture and evaluate how they might be applied to CASS</li> <li>Identify current practice within the agency that is aligned with trauma informed culture</li> <li>Develop an actionable plan to move further along the trauma informed continuum</li> </ul>
3.	<b>Enhance agency business continuity and resiliency</b>	<ul style="list-style-type: none"> <li>CASS's admin and IT infrastructure is enhanced and better promotes business continuity and resiliency through increased integration, efficacy and utilization of cloud-based services</li> <li>All tasks critical to agency operations are fully understood, documented and have backups identified</li> <li>The agency Business Continuity Plan is updated and improved upon</li> <li>Ideas and plans for the development of additional revenue streams are established</li> </ul>	April 2021	Director of Operations (Kyle Maclean) and SLT	<ul style="list-style-type: none"> <li>Implement the Sparkrock HR/Payroll module including change management and leveraging the new tool</li> <li>Identification and documentation of critical tasks</li> <li>Review and update the CASS Business Continuity and Emergency Response Plan</li> <li>Explore merit of social enterprise and possible options</li> <li>Explore fee for service opportunities</li> </ul>

\*PMR = Person(s) Most Responsible