CCRC

Turning things around

Operational Plan Achievements

2018

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I. Agency-Wide

VISION
CCRC exists to make a positive and lasting difference in people's lives.

MISSION
CCRC helps people strengthen their lives and promotes community well-being. We do this through services that offer counselling, support and resources to assist with personal well-being, credit and financial management, access to housing and connection with community.

STRATEGIC PRIORITIES AND GOALS: 2017 – 2020

1. ***Strengthen Sustainability***
   Continue Board commitment to resource development and fundraising
   Seek innovative, creative, resource development approaches that do not put vulnerable clients at risk
   Develop and manage resources to respond to pressing service needs while maintaining sustainable workloads
   Measure and communicate the impact of services
   Develop partnerships and collaborations that enhance services and are sustainable

2. ***Continue Client-Centred & Social Justice Approach***
   Advocate for clients' needs
   Reduce wait-times and increase access to services
   Deepen understanding and commitment to diversity and inclusivity
   Address social injustices related to client needs, such as poverty and violence
   Influence public policies related to clients' needs

3. ***Invest in Staff, Student and Volunteer Resources***
   Maintain a positive, caring culture
   Commit resources to maintain a skilled, competitive workforce
   Enhance opportunities for nimble, flexible action
   Enhance use of technology to support service delivery
   Enhance volunteer engagement

VALUES

We promote individual and community well-being through:

Respect

Meeting people with caring, compassion, acceptance

Commitment to Clients

Offering high quality, supportive, accessible, inclusive and integrated services

Commitment to Community

Addressing issues including those related to poverty and social justice which affect our clients, through involvement in partnerships, education and advocacy

Leadership

Providing expertise to identify and respond effectively and ethically to emerging needs relevant to our mission

Volunteerism

Recognizing the importance of volunteerism

OPERATING PRINCIPLES

CCRC has an ongoing commitment to strengthen its service capacity by:

- Maintaining a client-centred focus
- Ensuring services respond to changing needs
- Offering services that are accessible, affordable, inclusive and integrated
- Creating partnerships that benefit clients and enhance services
- Advocating about priority policy issues that affect clients
- Maximizing financial stability and accountability
- Being a desired place to work and volunteer

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Strategic and Agency Leadership

Outcomes	QI	Activities	Who (*Position*)	Achievements
Leadership is provided to CCRC so that its vision, mission, values and strategic directions are advanced	QI	**Search for New Executive Director**		
		• Support the Board in the search process for a new Executive Director	ED	Achieved
		Implement Strategic Plan 2017-2020, including:		
	QI	***Strengthen Sustainability***		
		• Support the Board in achieving its fundraising goals	ED, PFD Manager, LT	Ongoing
		• Engage in training on innovative resource development approaches	ED, LT, PFD Manager	Not achieved
		• Seek income through creative approaches, including grants, social enterprise and fees, including but not limited to fseap and DMPs	ED, LT	Ongoing
		• Complete grant applications, including an agency-wide Trillium grant proposal for service integration	ED, LT	Achieved
		• Review and develop plans for sustainable staff workloads	ED, LT	Ongoing
		• Measure and communicate the impact of services	ED, LT	Ongoing
		• Develop partnerships and collaborations that enhance services and are sustainable	ED, LT	Ongoing

Leadership is provided to CCRC so that its vision, mission, values and strategic directions are advanced (cont'd)	QI	***Continue Client-Centred & Social Justice Approach*** ***Goals:*** • *Develop a cultural competence process including training opportunities, policies and other actions supporting social justice and diversity for staff and volunteers*	Board, ED, LT	Achieved, Equity Awareness & Action Plan completed
		• *Develop services in the County, including seeking ongoing support for Havelock Hub*	ED, LT	Ongoing commitment, Havelock not achieved
	QI	• *Reduce and manage wait-times and increase access to services*	ED, LT	Ongoing
		• *Influence public policies related to clients' needs*	ED, LT	Ongoing
		Invest in Staff, Student and Volunteer Resources ***Goals:*** • *Implement training for Board, including Board Orientation*	Board, ED	Achieved
		• *Complete Board self-evaluation*	Board	Achieved
		• *Review salary ranges and report to Board on comparisons*	HR Ctte, ED	Not achieved
		• *Complete ED performance review*	Board	Not completed due to transition
		• *Implement annual training plan for staff*	ED, LT	Achieved
		• *Enhance technology and use of social media*	ED, LT	Ongoing
		• *Recognize and thank all volunteers, including at AGM*	Board, ED, LT	Achieved
		Maintain accreditation standards with CCA	Board, ED, LT	Achieved
		Oversee agency fundraising, including direct mail	Board, RD	Achieved

			Ctte	
		Oversee Juke Box Mania	Board, Juke Box Ctte	Achieved
		Oversee human resource policies and issues	Board, HR Ctte	Achieved
		Oversee financial planning, budgeting and reporting	Board, Finance Ctte	Achieved
		Complete tendering process for benefits plan	Board, Benefits Ctte	Process initiated
		Continue ED continuity plan	Board, ED	Achieved

Leadership is provided for the day-to-day operations of CCRC so that its operating principles are maintained, the agency is well managed and uses its resources effectively and efficiently to meet its goals		Approve 2018 Operational Plan and Achievement of 2017 Plans	Board	Achieved
	QI	Improve format of Operational Plans	ED, LT	Not achieved
	QI	Enhance service integration including implementing Trillium grant if approved	ED, LT	Achieved with integration of teams and managers, awaiting Trillium
		Manage annual budget and resources	ED, LT	
		Maintain positive relationships with all funders	Board, ED, LT	Achieved
		Continue plans to overcome UW funding cuts	Board, ED, LT	Ongoing
	QI	Participate in LHINs Leadership Council & MCYS Kinark integration processes	ED, LT	Ongoing
		Maintain all accreditation standards	ED, LT	Achieved
		Complete performance reviews for all staff	ED, LT	Achieved
		Maintain continuity plans for LT and other required staff	ED, LT	Achieved
		Maintain health and safety standards for staff, volunteers and clients including required staff training	Staff Health & Safety Cttee	Achieved
		Work with PYS on shared management of Reid St.	ED, LT	Ongoing
		Enhance team work through leadership team and staff meetings, Staff Day, staff training, United Way campaign, Social Committee work and a participative management style	ED, LT, Staff	Ongoing

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Communications

Outcomes	QI	Target Audiences	Tools	Activities	Who (*Position*)	Achievements
Potential clients are aware of CCRC services and how to access them	QI	General public Referral sources	Website Social media News releases Brochures Educational events Trade shows Advertising Media stories	• Complete and launch new website • Share agency and service brochures with referral sources and potential clients • Use Brand Identity messages in all communications	ED, LT ED, LT All	Achieved Ongoing Ongoing

Target audiences are aware of the impact of CCRC services and motivated to support the work of CCRC as donors, volunteers and ambassadors	QI	Adults who share social justice values and want to support their community
		
		Local business owners
		
		Funders
			Website
			Social media
			News releases
			Brochures
			Advertising
			Media stories
			Direct mail
			Annual report
			Events
				• Develop stories and service outcomes that define and measure the impact of CCRC services
				• Communicate the impact of CCRC services
				
				• Develop presentations telling CCRC's story
				  o Present to service clubs, municipal councils
				• Develop short videos telling CCRC story
				  o Share through social media and website
					ED, LT
					
					ED, LT
					
					ED, LT
					
					ED, LT
						Ongoing
						
						Ongoing
						
						Not achieved
						
						Not achieved

				• Use agency events (Juke Box, AGM) to tell CCRC's story	ED,LT	Achieved
CCRC has strong working relationships with local media	QI	Local media outlets (radio, tv, print)	Social media News releases	• Proactively share CCRC stories and commentary on relevant issues with media outlets • Respond to media requests for information and comment	ED, LT ED, LT	Not achieved Achieved

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Program: Resource Development

Note: Many achievements are not tracked due to changes in staff

Program Impact: Enhancing CCRC's ability to fulfill its mission in strengthening sustainability.						
Outcomes	**Areas**	**QI**	**Activities**	**Who**	**Indicators**	**Goals/ Outputs**
Outreach						
	Events		Organizing details for stewardship events	MPFD/BOD	# Events annually	2
			Organizing details for fundraising event (JBM)	JBM	# Events annually	1 / 1
			Support 3rd party fundraising events (Board members, volunteers or community members organizing events with proceeds benefitting CCRC)	MPFD/BOD	# Events annually	5
	Public Speaking		Research, plan & book public speaking engagements opportunities for CCRC staff & board. Support presentation development	LT	# Speaking engagements	6
	Media			LT	# High profile media opportunities annually	3
	Corporate Giving		Develop & steward strategic corporate partnerships	MPFD/JBM	# contacts with potential JBM Sponsors. Increase to 17 sponsors.	30
				JBM	# Secured silent auction items to meet JBM goal	100 items

Fund Development						
	Grants		Working with CCRC staff, funders and community partners to get grants to recruit students and hire contract staff (JBM, HRC listing assistant, HRC intake support, fundraising database support)	LT	# Partners to help fill gaps	4 partnerships
	Donor Relations		Meeting with donors to solicit advice, and communicate needs, impacts, coordinating phoning and thank you letters	MPFD	# In-person meetings with donors	12
				MPFD	Tax receipts issued (FUSE, monthly, annual, and any others)	All eligible/ done
	Donor research		Understanding donors motivations, capacity, etc.	MPFD	# Donor report	1
	Donor Recruitment		Recruit new donors	MPFD/BOD	# New donors	50
				MPFD	# New Planned Giving prospects identified	2
	Donor Retention		Retain donors	MPFD/BOD	# LYBNTY donors called	All skipped (unless noted)
				MPFD	# Returning donors	200
	Growth		Grow fundraising to meet emerging needs	All	Total dollars fundraised	$ 111,725
		QI	Use Google Analytics to observe behaviour and increase number of donations through website	MPFD	% increase	10% increase
			Support grant development to support ongoing work and for special projects	LT	# Grant applications per year	6

	Board		Board supporting fundraising	BOD	% Board members giving a personally significant gift	100%
	Monthly		Monthly giving program	MPFD	# donors giving monthly	20
				MPFD	% donors who increase donation	10%
			Stewardship of Monthly Donors	MPFD/BOD	# Thank you phone calls	All
	Legacy Giving		Identify and steward Legacy Giving prospects	MPFD	# Prospects engaged	3
Communications						
	Storytelling		Meeting with staff and past and current clients to hear stories of impact	MPFD	# Meetings	4
				Facilitator	# Fundraising/storytelling workshop held for volunteers/ staff	1
	Campaigns		Preparing campaigns, building plans	MPFD	Annual FR plan completed	1
			Case for Support	MPFD	Case created & shared	1/ 1
	Annual Appeals		Writing appeal letters	MPFD	# Appeals/yr	3/ 3
	Website	QI	Donor portal aligns with current campaign & needs	MPFD	Completed, clear, engaging donation section on website	Done
				MPFD	Donor stories match each donation page and are updated semi-annually	Updated twice
				MPFD	Juke Box Mania matches mission	JBM page updated

	Print materials		Overseeing and or preparing and executing communications materials and plans (branding work, logo files, signs, brochures, business cards, invitations, thank you cards, social media etc.)	MPFD	Printed materials created to support needs	New materials
			Annual Report	LT	Annual Report to share with funders/donors	1/1
				Staff	# Regular contributors trained and sharing content	6
		QI	Start using CiviCRM to generate e-blasts to better utilize core functionality or install modules that integrate better (vs. using Mailchimp and not being able to track FR outcomes)	MPFD	# E-blasts	1
	Supervisory		Supervising short-term staff, placement students and volunteers	Volunteers	# Active fundraising volunteers	5
				Students	# Students supporting FR	3
				BOD	Part-time major gift support	1 person
				BOD	Part time communications support (graphic design, admin, messaging for fundraising, etc.)	1 person
Administration						
	Donations Admin		Receiving donations, managing donor database, tax receipting, thanking, etc.	MPFD	Meet CRA guidelines	Met
			Reporting & Monitoring	MPFD	# FR reports to BOD annually	4
		QI		MPFD/MFA	Report to match budget	Matches

		QI	Create better workflows to generate more efficient reporting (include all non-government revenue in CiviCRM, with a report that shows it in one Snapshot)	MPFD/ FA Team	Snapshot report capturing all required fundraising information	Snapshot report
	IT		Staff communication training and IT support	MPFD	Supporting agency needs	Support provided
	Meetings		Attending internal meetings (JBM, LT, Staff, Committees)	MPFD	Attend meetings	Actions
			Attending external meetings	MPFD/LT	Visible CCRC presence in community	Actions
Research						
	Research	QI	Doing research on best practices in data collection practices and working with staff and rest of LT in order to be able to report more meaningful and accurate statistics, especially year over year	LT	Enhanced data collection methods	New method implemented
	PD		Community meetings and trainings (Webinars, non-profit issues, PAFN, funding announcements, etc.) surrounding best practices in fundraising, data, quality improvement, etc.	MPFD/LT	Sharing materials with LT, BOD, Staff, Volunteers	Materials accessible

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Program: Finance and Administration (FA)

Outcomes	QI	Activities	Who (Position)	Indicators	Outputs (#)
Finance	QI	Complete and monitor annual budget for the agency, design new templates	FA Manager	Budget completed and approved by Board	Completed
		Complete multiple reports for all agency funders	FA Manager	Reports completed accurately and on time	Completed
	QI	Redesign Great Plains reports.	FA Manager Program/Admin Asst.	Provide quality information for board and managers. Redesign invoice templates in Great Plains.	Ongoing
	QI	Cross train key elements of each position, i.e. funder reports, AR, AP, payroll & EAP backup	F&A Team	Increased functionality of the Finance department during planned and unplanned absences.	Ongoing
	QI	Explore and eliminate duplication, i.e. donation receipts (CiviCRM)	F&A Manager & Manger of FR & Communications	No duplication of tasks	Ongoing
	QI	Eliminate the use of Simply Accounting Software (Great Plains)	FA Manager Program/Admin Asst.	No duplication of tasks	Completed

	QI	Create Procedures Manual for all accounting and administrative positions	F&A Team	Completed Manual outlining day to day tasks as well as Great Plain Instructions	Ongoing
	QI	Re-organize banking processes utilizing RBC Express Management system	FA Manager	Reduce risk and allow for on-line approval with appropriate controls	Ongoing
	QI	EFT (Electronic Funds Transfer) processed directly through Great Plains Software	FA Manager and Finance Assistant	Eliminate duplication of task to create efficiencies and reduce risk	Ongoing
	QI	Continued re-organization of F&A Team	F&A Team	Create efficiencies in finance and admin	Ongoing
Administration	**QI**	Update procedures manual for Reid St. and George St. reception position.	Program & Admin. Assist/ Finance & Admin. Assist.	Completed manual outlining day to day tasks	Ongoing
	QI	Finalize and implement new website.	FA Manager & Program & Admin.Assist/ Finance/ Admin.Assist.	Live website.	Completed

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II. Program Plans

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Program: Professional Counselling

Program Impact: The Professional Counselling Team provides individual, couple and group counselling within Peterborough City and County. The general public has access to these services regardless of ability to pay. Our work improves client's emotional well-being, teaches new skills and tools and promotes individual well-being, healthy relationships, and strong communities.

Inputs	Indicators	Unit of Service
• Staff • Management of staff and programs • Funding • Facilities • Clients • Agency infrastructure • Policies, procedures • Accreditation • Volunteers • Training • Community partnerships • Client advocacy	• Service statistics • Adequate funding for programming • Relationships with funders • Client feedback • Staff feedback • Team morale and cohesiveness • Functionality of agency infrastructure • Up to date policies and procedures • Success in accreditation • Staff skills are maintained at a high level • Program use of volunteers • Instances of community partnership • Instances of client advocacy • Recording and file management per best practices	• Number of clients seen • Hours of direct service • Programs funded • Score on Client Satisfaction Survey • Accreditation scores • Dollars expended on training • Number of volunteers • Number of community partnerships • Acts of client advocacy • Team training to promote cohesiveness • Recordings following best practice standards

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Program: Professional Counselling

Program Impact: The Professional Counselling Team provides individual, couple and group counselling within Peterborough City and County. The general public has access to these services regardless of ability to pay. Our work improves clients' emotional well-being, teaches new skills and tools and promotes individual well-being, healthy relationships, and strong communities.

Outcomes	QI	Activities	Who (*Position*)	Indicators	Outputs (*#*)	Results
Measurement of client outcomes in accordance with the standards set by the funders, and achievement of a high standard of client satisfaction	X	Continuation of outcome measurement processes. Counselors will have surveys filled in following 3rd counselling session (for general counselling) at the end of counselling for Violence Against Women and EAP clients. Excellent clinical work as indicated by the outcomes.	Counselling Team and Administrative Assistant	Number of completed and tabulated client satisfaction Surveys, and results	Number of surveys completed with results compiled and meeting standards	107 surveys completed (excluding Green Shield and EAP) "The Counsellor was knowledgeable about the issues I wanted to discuss" 96% 'very' 3% 'somewhat' "Overall, my emotional well-being has improved as a result of attending counselling" 68% 'a lot' 30% 'some'

Use made of the Operational Plan during the year by reviewing outcomes and progress		Distribute electronic copies to the team; annual review at Team Meetings	Counselling Team	Operational plan distributed and reviewed.	To be reviewed at a Team Meeting	Achieved
Professional development opportunities customized to suit Team needs	X	Brainstorm requirements at Team meetings and proceed to arrange training as required; partner with other agencies to retain trainers Explore access to funding for training purposes	Counselling Team	Periodic revisiting of this at Team Meetings, trainings arranged	Several reviews and at least 1 Team training is to be held as well as use of webinars, DVDs and speakers during team meetings.	Several staff attended Opioid Awareness training, Indigenous Cultural Sensitivity Training, Sexual Abuse Survivor Toolkit, CBT training, couples counselling Agency wide: Change Management, QI In team: Neuro Affective Relational Model; Creating safety with high conflict couples; Individual: EFT skills training,

						sand play, Failure to Launch training, Couples counselling, Online CBT for trauma, Anti-Human Trafficking, Addictions Manager attended several trainings on Management issues
Promotion of our programs in the community		Ensure groups are organized and marketed in a timely way Maximize use of the website. Network with service providers; through meetings and tables as appropriate.	Counselling Team	Timely group announcements. Website contains current offerings/info.	All groups are to be well publicized via email, fax, the website and social media.	Achieved
Advocate for clients as required		Advocacy letters, accompany clients to hearings, advocate to other agencies for clients.	Counselling Team	Clients are advocated for as needed	Team members will be able to respond to cite acts of client advocacy	Letters provided to court, priority housing, ODSP, CICB, AOP-PRHC Advocacy for rent supplement to HRC Case

						consultations with community agencies Referrals for FLIC, CMHA, AOP other community services
Meaningful placement opportunities are provided to students		Recruit, accept, supervise, and train placement students Representation on Trent and Fleming placement/community advisory committees	Counselling Team Manager	Students complete placement tasks including intake, group facilitation and the provision of professional counselling.	Placement students successfully complete their placements	Students from the following programs began placements in 2018 2 MA (Yorkville) 1 BSW (Trent) 1 SSW (SSFC) 1 MA ongoing intern Manager attends both Trent and Fleming advisory committees
Positive partnerships with other agencies maintained.		Meet with other service providers to share knowledge of services and roles.	Counselling Team	Service partners and counselling team cross refer clients appropriately. Service partners and counsellors	Manager to communicate with AOP and FHT regarding coordination of services and cross referrals Staff attend	Achieved

				provide information on services upon request.	Housemates meeting with PYS Team to respond to requests to attend meetings at other agencies, and invite other agencies.	
Maintain connection with the rest of CCRC		Systems of communication are set up and opportunities for collaborations sought	Agency management and staff	Integrated knowledge by staff of agency programming; collaboration between programs	Share the 2 buildings and maintain integration at staff meetings and other communication opportunities Exploration of integrated social worker Staff participate in agency wide committees Ongoing consultation with Leadership team	Achieved

Opportunities to access increased and new funding are sought Maintain partnership with Victim Services re: Victim Quick Response Program (VQRP) program		Monitor the Ministry websites and other sources of funding	Manager, Professional Counselling	Proposals responded to as appropriate Consultation with the Manager of Philanthropy and Fund Development re: opportunities Referrals received from VQRP program	Number of proposals submitted	Trillium proposal submitted Counselling staff registered with Health Canada to provide services to Indigenous clients increasing revenue Partnership with VQRP maintained
Counselling program meets accreditation standards		Review counselling and EAP policies and practices and adjust accordingly Participate in accreditation reviews of other agencies through CCA	Clinical team Manager of Professional Counselling	Program practices and policies will meet accreditation standards	Program will meet accreditation standards	Achieved

Program: MCYS Counselling Therapy Services and Family Caregiver Skills Building and Support

Program Impact: To improve outcomes for children with mental health concerns by providing professional counselling services in a seamless and timely manner to parents/caregivers, working in consultation with children's mental health services. Provide interim services to youth transitioning from EAP to children's mental health services.

Outcomes	QI	Activities	Who *(Position)*	Indicators	Outputs *(#)*	Results
40 individuals are served through this program		Follow established Protocol with community partners in order to achieve target.	Counselling Team	Meet target	At least 40 clients served	28 clients served
Functioning of protocol is monitored	X	Compile statistics, maintain communication with community partners (Peterborough Youth Services, Kinark, Family and Youth Clinic) to review the program	Manager, Professional Counselling	Stats gathered Review functioning of adapted protocol	Meetings with partners and funder	Met with FYC and PYS to facilitate an increase in referrals
Participate on ministry directed 'Moving on Mental Health' initiative	X	Attend meetings with other core service providers among counties of CKL, Haliburton and Peterborough managed by Kinark as lead agency	Manager, Professional Counselling	Increased, knowledge of process and direction of initiative and role of lead agency	Meetings attended with other core service providers	Meetings attended by Manager and ED

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Program: Employee Assistance Program (EAP)

Program Impact: Professional services provided to EAP clients and customers to improve individual well-being, employee performance and organizational health.

Outcomes	QI	Activities	Who *(Position)*	Indicators	Outputs *(#)*	Results
Partnerships within the EAP network and with EAP employers are strengthened to increase the visibility and value of the service		Ongoing involvement with national fseap Ongoing communication with EAP counterparts in other agencies Participate in "refresh" of fseap brand	Manager, Professional Counselling	Monitoring fseap network activities	Number meetings attended in person or via conference call Collaborations/communications with fseap network	Communications with fseap network/partners maintained Brand refresh rolled out to existing contracts
EAP is marketed to local organizations		Follow up on previous calls and any leads	Manager, Professional Counselling	Calls and contacts made	Number of proposals submitted New contracts obtained	Submitted and obtained one new contract
Excellent service is provided to our 5 local contracts for EAP Service		Maintain consistent contact with key company personnel and provide statistics in a timely way Provide timely	Manager, Professional Counselling Counselling Team	Contacts maintained, timely reporting completed, services provided.	Stats provided on a regular basis. Regular communication maintained with management.	Achieved

		clinical support to employees Provide on-site support (orientations, workshops, mediation) as requested. Provide immediate critical incident response (CIR) services			Clients served Workshops, CIRs, orientations, health fairs and mediations provided.	
Implementation of national outcome measures is achieved		Post surveys provided to clients at last session or by mail.	Counselling Team & Admin assistant	"post" surveys completed	Completed surveys	13 post surveys completed; of those 11 showed an improvement in OQ scores
Increase visibility of fseap within Peterborough	x	Active membership in the "Health at Work" Committee Promote fseap services at events targeted at management and HR professionals Hold event in October for 'Workplace Health' month	Manager, Professional Counselling	Meetings attended with Health at Work Committee Events attended	Meetings and events attended	Regular participation in Health at Work committee

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Program: MCSS-Child Witness Program Peaceful Families

Program Impact: Increases safety, decreases isolation, facilitates healing and strengthens attachments between mothers and children impacted by domestic violence or trauma by providing group support.

Outcomes	**QI**	**Activities**	**Who** *(Position)*	**Indicators**	**Outputs** *(#)*	**Results**
Groups for women and their children (ages 4-16) who have witnessed or experienced violence in the home, so that the impact of the trauma is lessened		To serve 28 moms and 30 children through at least three group cycles) groups will continue to be held at George Street CCRC site, with activities adapted to that facility	Peaceful Families program coordinator and group facilitators, Manager, Professional Counselling	Clients served, groups run	At least 28 mothers and 30 children served through three group cycles	16 mothers and 25 children served through two group cycles (3rd planned for January 2019)
Strong and reliable partnerships with other service providers in the community are maintained to ensure that clients are well-served and appropriately referred		Maintain open dialogue with the social service, health and educational organizations to promote programs.	Manager, Professional Counselling in conjunction with the Counselling Team	Referrals are sufficient to run 3 cycles of groups	At least 28 mothers and 30 children referred	Not achieved due to scheduling of third group in 2019
Groups adapted to meet the needs of clients	X	Peaceful Families group adapted to compressed two day program (from 10 week)	Peaceful Families group facilitators with support from Manager, Professional Counselling	New program initiated	Program launched successfully	Achieved, 2 cycles ran using new model

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Program: CE LHIN- Caregiver and Senior Counselling

Program Impact: Seniors and Caregivers are provided with professional counselling in the modalities of individual, couples, families and groups/workshops to improve emotional well-being, quality of life and to decrease isolation.

Outcomes	QI	Activities	Who (*Position*)	Indicators	Outputs (*#*)	Results
Individual, couples or group counselling are offered to provide information and support to caregivers and seniors; at least 85 caregivers and 200 seniors are served through counselling and the Aphasia Day Program.		285 individuals or families will be served within a short-term, strengths-based model of service, either through office or home visits, the Aphasia Day Program, or group counselling	Counselling Team	Service targets met	At least 285 clients to be served	263 clients served
Two 7-week Caregiver Support Groups are offered serving 6-8 participants per group		Two groups run during the year	Counselling Team	Two groups run	Two groups run	Achieved, higher numbers than projected
Follow up Caregiver support offered on a monthly basis		Monthly ongoing	Counselling Team	Sufficient attendance to run group	Group run on a monthly basis	Achieved

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Older Adult support group offered on a monthly basis Participation in the CE LHIN initiative regarding service collaboration		Monthly ongoing Meet with LHIN integration group regularly	Counselling Team Executive Director and LT members as required	Sufficient attendance to run group Meetings attended	Group run on a monthly basis # of meetings attended	Achieved ED attended meetings
Strong and reliable partnerships with other service providers in the community are built to ensure that clients are well-served and are informed about available services		Maintain open dialogue with social service and health organizations that support caregivers and older adults.	Counselling Team	Referrals to the program are meeting service requirements	There are sufficient referrals to the program to meet service targets	Achieved
Promotion is continued via posters, brochures, etc. in venues frequented by client population and their service providers, as well as at health fairs		Ongoing distribution of promotional materials	Manager, Professional Counselling Counselling, Counselling Team	Distribution of materials; attendance at the Seniors Health Fair and other events	Number of mailings completed Number of fairs/events attended	Emails sent regarding groups

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Program: Core Program funded through additional revenue sources (e.g. United Way, EAP, Donations and User Fees)

Program Impact: Individual, couple and group counselling provided to improve emotional well-being and teach new skills.

Outcomes	QI	Activities	Who *(Position)*	Indicators	Outputs *(#)*	Results
Professional confidential short-term services are offered to 500 people of all ages in Peterborough city or county, to contribute to personal and community well-being		500 people to be served through brief service, individual, couple and family counselling; outreach counselling in Havelock to be maintained Provided professional intake services	Counselling Team	Number of clients served Number of intakes completed	500 services provided	205 clients seen for counselling 803 intakes scheduled with 574 completed
Per above in "Clinical Services," clinical outcomes are tracked, compiled, and reported		All outcome tracking activities are continued	Counselling Team, Manager, Professional Counselling, Admin Assist.	Outcome tracking in place	Outcome results meet clinical standards (see above in "Clinical Services")	Achieved
Strong and reliable partnerships with other service providers in the community are maintained.		Maintain open dialog with service partners, Continue to keep community apprised of available services and any changes to same. Distribute program	Counselling Team	Appropriate referrals are received from community	500 services provided	Achieved

		brochures and posters, provide presentations, and respond to requests for information, ensure that the Professional Counselling Program portion of the website is up to date				
Wait times average 6 months or less	X	Program planning to achieve this goal, as funding permits Explore strategies to reduce wait times	Counselling Team	Wait time	Average wait time for year will be 6 months or less	Achieved

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Program: MCSS- Violence Against Women (VAW)

Program Impact: To empower women and children who have been impacted by domestic violence by promoting safety, healing and understanding of healthy relationships through professional counselling services.

Outcomes	QI	Activities	Who *(Position)*	Indicators	Outputs *(#)*	Results
Individual and group, longer-term counselling is offered to at least 95 women who are survivors of domestic violence, and/or sexual abuse or assault. Counselling offered to 10 youth where the mother has experienced violence		To serve at least 95 women and 10 youth a year, providing 1045 hrs. of service;	Counselling Team	Service provided as described	At least 95 women and 10 children served for 1045 hours of service	132 women and 2 children seen for individual counselling for 854 hours of service 70 hours of group provided 924 hours total
Strong and reliable partnerships are built with other VAW service providers in the community		Maintain open dialogue with agencies serving VAW clients. Continued attendance at Peterborough Domestic Abuse Network, the Four Counties VAW and CAS/VAW meetings, Program brochures and posters are	Counselling Team	Attendance at the meetings noted Referrals sufficient to meet targets	At least 95 women and 10 children referred	Achieved

		distributed and advertised via social media, presentations are provided and staff attends community fairs/events as requested				
Provide a group on Healthy Relationships for women		Choices and Changes will be run once	Counselling Team	Group runs as described	C & C run once	Achieved
Provide a group for women survivors of childhood sexual abuse		Expressive Arts group run once per year	Counselling team and contracted Expressive Arts therapist	Group runs as described	A.T run once	Achieved
The Professional Counselling Team is kept up to date on clinical issues in this area by ongoing training re treating trauma and abuse	X	Training needs assessed and training taken	Counselling Team	Counsellors report and demonstrate good working knowledge in this area	Number and types of trainings taken	In-service & documentation on risk assessment and safety planning provided by YWCA In-service provided by KHCAS on changes to CFSA
Services monitored via client satisfaction surveys.		Clients able to complete survey on-line or by hard copy; compliance	Manager, Professional Counselling Counselling	Surveys made available to all VAW clients	Percentage of clients completing surveys	Low rate of return of surveys

		and attention to surveys by counsellors Online survey link provided to counsellors on file opening to provide to clients	Team, Admin Assist.			

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Program: MCSS-Domestic Violence Community Coordination Committee (PDAN)

Program Impact: The Peterborough Domestic Abuse Network (PDAN) is a collaborative of local and regional organizations working together to enhance education and training to the community and promote healthy relationships in order to improve services for survivors and prevent domestic and relationship abuse in Peterborough City and County.

Outcomes	QI	Activities	Who *(Position)*	Indicators	Outputs *(#)*	Results
Management systems, including financial systems, are maintained in order to facilitate the functioning of the project		Coordination with PDAN coordinator and CCRC Financial Manager	Manager, Professional Counselling Finance Team and PDAN coordinator	Systems working smoothly	Projected budgets and year-end reports are successfully submitted	Achieved
The Project Coordinator is assisted, as required, during the course of the Project		Make sure systems are working well and clear up any problems re flow of funding or other services required by Coordinator	Manager, Professional Counselling	Efficient functioning of CCRC responsibilities re: project	Project proceeds smoothly	Achieved
Reporting to MCSS is completed, as required, for last year's project and this year's base funding		Generate project interim and final reports, as required by MCSS as well as base funding reports	Project Coordinator Manager, Professional Counselling	Reports filed in timely and accurate fashion	Reports completed and filed	Achieved
The PDAN Coordinator receives a yearly evaluation, with the assistance of the PDAN Executive		Meet with the PDAN executive and the coordinator to conduct evaluation	Manager PDAN executive	Evaluation is performed in accordance with accepted norms and in a timely way	Performance Review evaluation written and signed off	Not achieved

Program: Full Fee Paying Clients

Program Impact: Increased fees will be collected to off-set costs of underfunded programs. This is an ongoing initiative intended to generate income as a social enterprise endeavor.

Outcomes	QI	Activities	Who *(Position)*	Indicators	Outputs *(#)*	Results
Income generated by full fee paying ($100/session) clients		Immediate appointments are offered to clients able to pay full fees while maintaining service targets to funded programs.	Manager, Professional Counselling Counsellors Intake	Number of clients seen Income generated	$250 or more/week will be generated	Achieved 14 couples and 34 individuals seen $19 700 or an average of $378.85/week generated

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Turning things around

Program: Green Shield Counselling Initiative

Program Impact: Transitional aged youth (18-29) or parents (of any age) of school age children who are homeless, unemployed or underemployed will be provided with professional counselling at no charge.

Outcomes	QI	Activities	Who (Position)	Indicators	Outputs	Results
50 individuals or couples will be served through this program		50 individuals or couples will be offered Professional Counselling	Intake Worker Counsellor	Service provided as described	50 clients served	64 clients seen
CCRC will successfully complete GSC program		Training sessions will be attended Reports will be completed Ongoing communication between GSC and CCRC as required Communication with other agencies providing services to these populations Evaluate outcomes and effectiveness of program and review at a team meeting	Manager and/or Counsellor Manager in conjunction with Counsellor and Intake worker Manager Manager in conjunction with Counsellor Manager, Counsellor and Intake Worker	# of training sessions attended # of reports submitted # of meetings attended # of referrals to other agencies	1 or more training sessions attended Reports submitted as required	Reports submitted

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Turning things around

Operational Plan Achievements – 2018

Program: Community Service Orders

Outcomes	Activities	Who *(Position)*	Indicators	Outputs *(#)*	Output Results
Clients develop community connections and self-respect while building skills and addressing risk factors	Assess and connect clients to the community by placing them in suitable activities and projects that befit their abilities and interests	Program Coordinator	Number of successful completions	85	79 (With a 59% reduction in clients being charged for non-compliance)
Maintain a diversity of placement opportunities to befit clients' skills, availability, and allow for meaningful contribution to the community	Source new placement opportunities to fill identified gaps (i.e. available times, locations, types of activity)	Program Coordinator	Number of new placements	5	5
	Contact existing placements to update information and confirm willingness to participate in the CSO program	Program Coordinator, CSO Student Program Assistant	Number of existing placements contacted	50	50

Strengthen relationships with existing placements and increase community involvement	Visit placements to discuss the CSO program and placement responsibilities	Program Coordinator	Number of on-site placement visits	5	6
Diversify availability of home projects and self-directed skills building workbooks	Research new home projects and create or source new learning material	Program Coordinator	Number of new home projects options available Number of new skills building workbooks available	5 1	1 6
Promote services and expand opportunities for clients	Promote CSO program and positive image via email, social media (e.g. Twitter, Kijiji) and CCRC's updated website	Program Supervisor, Program Coordinator	Number of messages sent on social media	100	56
	Annual thank-you campaign to placements including client and program success stories	CSO Student Program Assistant	Mail-out distributed	100% of active placemen ts	0 (Not possible due to a reduction in hours)
Ensure client commitment, support, and supervision to complete community service	Update with clients, placements and probation and complete progress reports on a monthly basis Develop procedure for use of email for clients to report hours in order to increase compliance with monthly	Program Coordinator	Number of monthly client summaries Number of clients reporting hours by email	100% active clients 10	100% active clients 12

	reporting				
Connect with other community justice service providers	Maintain OCJA membership and attend OCJA meetings Join community justice mailing lists to stay apprised of best practices Attend local community justice meetings as appropriate	Program Coordinator	Meetings attended	2 1 3	2 1 3
Implement new client database to improve record keeping and tracking of outcomes	Complete new client database	Program Coordinator	New database implemented	100% functional ity has been achieved	100% functionality has been achieved

CCRC
Turning things around

Operational Plan Achievements – 2018
Program: Credit Counselling

Outcomes	Activities	Who (*Position*)	Goals for Outputs	Outputs
Clients are aware of all options available to them to resolve their financial problems	Counselling sessions	Counsellors	550	597
Clients situation has been discussed and resolved through direct advocacy	Counselling and assessment sessions Creditor contact and communication	Counsellors	15	11
Participants increase their understanding of budgeting, personal finance and goal setting techniques	Community workshops, health fairs and group sessions	Community education coordinator Program manager	10 1900	44 sessions 1206 attendees
Clients debt payments have been stabilized and interest lowered through Debt Management Program	Debt Management Program assessment sessions new and ongoing . Contact and communication with creditors	Counsellors	340	336
Continuing Education Credits achieved	AFCC webinars	Counsellors	2	2
Community is aware of our services, location, contact information, etc.	Revised marketing plan directed to banks, law firms, trustees, employers, etc. Media work, public service announcements, workshops, website	All program staff	Increased social media	Achieved and ongoing

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Turning things around

Operational Plan Achievements – 2018

Program: Housing Resource Centre

Outcomes	Activities	QI	Who *(Position)*	Indicators	Outputs	Output Results

Households experiencing housing instability throughout the City and County of Peterborough will equitably receive accessible services to find or maintain appropriate housing and related services.	Conduct Intake Screening, Assessment and Client Interviews
	
	Deliver Emergency Financial Assistance Funds
	
	Advocate to increase assistance for other fuel sources (oil, wood & propane)
		X	HRC Team
			
			HRC Team & Manager
				Unique client households served.
				Total contacts served
				
				$ available for HSF:
				$ available for Energy Assistance:
				
				Number of allocations for electricity & gas arrears
				Number of allocations for oil, wood & propane
				# brief service interviews
					2500 unique households served
					5,700 contacts served
					
					$324,078
					$59,846
					
					300
					
					10
					
					50
						2,076 households
						4,612 contacts
						
						$321,357 available
						$ 61,693 available
						
						227 allocations
						
						15 allocations
						
						57 clients received brief service

	Deliver Rent Supplements to eligible households within funding allocation from City and County		HRC & Finance Teams Manager, Rent Supp Coordinator	$ available for HCRS Average # households receiving monthly supplement Average monthly rent supplement amount	$379,716 198 $250	$585,875 194 households $249

Outcomes	Activities	QI	Who *(Position)*	Indicators	Outputs	Output Results
	Report statistics to community and in the annual report on the nature of and need for assistance to prevent homelessness	X	HRC Manager & Team	# of households receiving financial assistance # contacts denied or ineligible and unable to access funding # Referred to Social Services - outcome unknown	330 households # to be collected # to be collected	461 households 386 contacts 386 referrals to Social Services
	Assist in the resettlement of Refugee Households in partnership with NCC			# Refugee Households (GAR & PSR) who are assisted to secure or maintain housing through HSF for Government Assisted Refugees	55 Households	Program ended 3 households still receiving funding assistance
	Finalize content and implement new HRC Websites		HRC Manager & R.D. Manager	# Unique Visitors to site	20,000 visitors to new website	Content finalized, new website implemented. # visitors not available

CCRC Turning things around

Outcomes	Activities	QI	Who *(Position)*	Indicators	Outputs	Output Results
	Improve access to services for County residents Provide leadership and administrative support to the Havelock Hub		HRC Manager & Team HRC Manager	# distinct County households served by HRC # staff hours per week at the hub # HRC clients served at Hub	600 12 hours /wk 300 Total clients 155 HRC clients	262 – Havelock Hub closed during the year 12 hours / week 257 clients served
	Continue to participate in HCRT services and collaborate with affiliated agencies	X	HRC Manager & Team	# of clients referred and served through Homelessness Coordinated Response Team (HCRT)	36 high need clients receive coordinated (HCRT) supports to stabilize housing and related services	56 high need clients received supports
	Complete HRC Procedures Manual for HRC's core operations	X	HRC Manager & Team	# Procedures documented	Manual Distributed	In progress – to be completed May 2019
	Ensure consistent intake service delivery and data entry through development of training materials and current procedures	X	Intake Worker & Manager	10 processes documented	10 processes documented	Completed – to be incorporated into above manual

III. Monitoring and Evaluation

CCRC uses a social impact and program outcome measures approach, developed through the United Way, to plan and evaluate our programs in this operational plan.

Our operational plan brings together the plans of all CCRC programs. Specific service plans and detailed statistics are also collected and monitored for our programs as required for various funders.

CCRC
Turning things around

IV - A.C.R.O.N.Y.M.S.

AFCC - Accredited Financial Counsellor Canada
AGM - Annual General Meeting
AHAC - Affordable Housing Action Committee
BIA - Bankruptcy and Insolvency Act
BSW - Bachelor of Social Work
C&C - Choices & Changes
C&FI - Child & Family Intervention
CCC - Credit Counselling Canada
CCRC - Community Counselling & Resource Centre
CCS - Credit Counselling Service
CIR - Critical Incidence Review
CMHA - Canadian Mental Health Association
CSO - Community Service Order
DMP - Debt Management Program
EAP - Employee Assistance Program
EAF - Emergency Assistance Fund
EEF - Emergency Energy Fund
FA - Finance and Administration
FSEAP - Family Services Employee Assistance Program
FSO - Family Services Ontario
FUSE - Fund for Utility Services Emergencies
HCC - Havelock Hub Collaborative
HHAO - Housing Help Association of Ontario
HR - Human Resources
HRC - Housing Resource Centre
HCRT - Homelessness Coordinated Response Team
HSF - Housing Stability Fund
HSW - Housing Social Worker
LEAP - Low Income Energy Assistance Program

LHIN - Local Health Integration Network
LT - Leadership Team
MAC/PAC - Member/Partner Agency Council (United Way)
MAG - Ministry of Attorney General
MCYS - Ministry of Children and Youth Services
MCSS -Ministry of Community and Social Services)
MSW - Master of Social Work
OCJA - Ontario Community Justice Association
ODSP - Ontario Disability Support Program
OESP - Ontario Electricity Support Program
OW - Ontario Works
PC - Professional Counselling
PCCHU - Peterborough County-City Health Unit
PDAN - Peterborough Domestic Assault Network
PPRN - Peterborough Poverty Reduction Network
PHC - Peterborough Housing Corporation
PRHC - Peterborough Regional Health Center
PUS - Peterborough Utilities Services
PYS - Peterborough Youth Services
QI - Quality Improvement
RD - Resource Development
RSW - Registered Social Worker
SW - Social Worker
SSW - Social Service Worker
UW - United Way
VAW - Violence against Women
VQRP - Victim Quick Response Program
YCJA - Youth Criminal Justice Act
YES - Youth Emergency Shelter