Mission Statements:

**The Salvation Army Canada and Bermuda Territory**

The Salvation Army is an international Christian church. Its message is based on the Bible; its ministry is motivated by love for God and the needs of humanity.

The Salvation Army exists to share the love of Jesus Christ, meet human needs and be a transforming influence in the communities of our world.

**Women’s Counselling Centre**

The Women’s Counselling Centre is a client centered therapeutic environment providing holistic counselling from a feminist perspective. Our clients are women in Peel Region who have experienced any form of abuse. We provide counselling, psycho educational groups, legal support and client advocacy.

Vision Statement:

Within the next five years, the WCC will be a strong resource in the community for women who have experienced abuse. We will do this by providing preventative education, counselling support, advocacy and resources related to violence against women.

**Goal #1**

An adequate funding base that will support existing services and potentially allow for the expansion of WCC services.

Goal #2:

To refine existing programs and to introduce new programs that will meet the mandate of our vision statement.

Goal #3:

To ensure that staff members have access to tools and resources to assist them in the performance of their duties.

Goal #4:

To ensure that effective spiritual care is offered to all clients and provided to those clients who request this service.

**Goal # 1**

An adequate funding base that will support existing services and potentially allow for the expansion of WCC services.

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| OBJECTIVES | ACTION STEPS | TIME FRAME | CHAMPION | INDICATORS/EVALUATION | OUTCOME |
| To Establish A Fee For Service Model For Counselling | Obtain permission from DHQ to implement a sliding fee scale for specific services | Sept 2016 | Director | Secure permission from Area Commander to implement a fee for service model | Sept 2016 DHQ approval has been received. |
| To Establish A Fee For Service Model For Counselling | Develop Sliding Fee Scale that will be used | Sept 2016 | Director | Obtain fee scale model from another agency in Mississauga. Develop the initial WCC Sliding Fee Scale. Distribute this Sliding Fee Scale to staff members. | Sept 2016 Fee scale from another agency in Mississauga has been obtained. The WCC initial sliding fee scale has been created and distributed to all staff members |
| To Establish A Fee For Service Model For Counselling | Notify existing clients regarding the implement of applicable fees | Oct. 2016 | Director | Notify existing clients explaining the changes to our fee policy. | Sept. and Oct 2016 Existing Clients have been notified of the fee changes when they meet with their Counsellor. |
| To Establish A Fee For Service Model For Counselling | Write Policy and Procedure For Counselling Fees and update P&P Manual accordingly | Dec 2016 | Director | Write P&P regarding the procedure for Fees and train staff on applicable processes. Update the P&P Manual and Agency Website. | November 2016 Policy is written and P&P updated accordingly |
| To Establish A Fee For Service Model For Counselling | Implement New Fee For Service Model | January 2017 | Director | Implement collection of applicable fees from clients  |  |
| To Review The Fee For Service Model For Counselling | Review the effectiveness of the Fee For Service Model | July 2017 | Director | Review the implementation of Counselling Fees model to determine if it is successful and make any amendments necessary to processes. |  |
| To Decrease The Number of No Shows and Short Notice Cancellations | Create and Implement a No / Show, Short Notice Cancellation Fee | Oct 2016 | Director | Ensure that clients are notified about the No Show / Short Notice Cancellation Fee. Begin charging clients this fee when applicable.  | Clients are being notified of the fee when they meet with their Counsellor. New Intakes are being told of the fees during the intake process. This fee was implemented as of October 1st, 2016 |
| To Establish whether belonging to the Rotary Club would be financially helpful to WCC | Review the membership requirements and fees associated with Rotary membership. If beneficial, join Rotary. | Dec 2017 | Director | Review the Rotary website to determine the cost of membership. Decide whether to try being a member for one year to assess if this is a financially valuable activity for WCC. |  |
| To Establish whether there are workshops that we could offer in the community on a fee based basis | Review whether there is opportunity for us to develop workshops that could be offered in the community that would be fee based.  | Dec 2019 | Director | Review Community Advertising and that of other agencies to determine if there are workshops that we should be offering to the community. |  |
| To Establish whether there are workshops that we could offer in the community on a fee based basis | If applicable, develop and begin offering workshops in the community on a fee based basis | Dec 2020 | Director | Write the curriculum for the workshops. Begin advertising the availability of workshops to the community and corporations. Offer workshops as requested. |  |

Goal #2:

To refine existing programs and to introduce new programs that will meet the mandate of our vision statement.

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| OBJECTIVES | ACTION STEPS | TIME FRAME | CHAMPION | INDICATORS/EVALUATION | OUTCOME |
| To Determine Whether Our Existing Program of Workshops is Successful and Attracting Participants | Review Attendance At Workshops for the past two years. Determine whether the program is to be continued in its current form. This decision will be based on attendance records and client evaluations. | Dec 2017 | Director | A solid attendance record of at least 5 participants for each workshop offered during the past two years. Review client evaluations for the Workshops that they have attended. |  |
| To Establish whether we should formally add Case Management Services to our model of operation. | Review the limited case management services that we have informally offered during the past two years. Determine what have been the successes and challenges with this service. | Jan 2018 | Director and All Staff | Have a staff meeting discussion about this and invite suggestions from staff members. |  |
| To Establish whether we should formally add Case Management Services to our model of operation. | Determine how many clients would benefit from case management services at any given time.  | Jan 2018 | Director and All Staff | In a staff meeting identify how many clients we would anticipate requiring case management services and the amount of time that would be required to provide this service. |  |
| To Establish whether we should formally add Case Management Services to our model of operation. | Determine whether it is possible for us to add case management services with our current staff contingent. This may require a reworking of job descriptions. | Mar 2018 | Director and All Staff | In a staff meeting identify whether it is possible for us to add case management to the job descriptions of any existing staff member(s). |  |
| To Establish whether we should formally add Case Management Services to our model of operation. | If it is decided that we should add Case Management services, determine whether a new Program Plan would be required to add Case Management Services to what we currently do. | May 2018 | Director | Ask Area Commander whether a new program plan is required to add Case Management to what we currently do. Submit new Program Plan if required. |  |
| To Establish whether we should formally add Case Management Services to our model of operation. | If we are going ahead with adding Case Management Services, rework the appropriate staff position descriptions. | August 2018 | Director | Rework the applicable position descriptions. Submit to DHQ for grading and approval. |  |
| To Establish whether we should formally add Case Management Services to our model of operation. | If the decision is made to add Case Management Services, implement the new services. | Nov. 2018 | Director | Write new P&Ps and update P&P manual. Implement the new program. Update the website if needed. |  |
| To Establish whether there are other services that we can provide on a fee for service basis | Determine whether there are other counselling type services that we can offer, eg counselling for issues other than abuse and/or couple counselling that could be offered on an entirely fee based system. | Dec 2018 | Director | Review additional issue areas that we may be able to address with counselling services that run on a fee for service basis. Make decisions regarding what kinds of services that we will begin offering. |  |
| To Establish whether there are other services that we can provide on a fee for service basis | If so, begin offering other counselling services. | Dec 2019 | Director | If the decision is made to begin offering other kinds of counselling, write the applicable P&Ps. Determine whether a new Program Proposal is required. Submit New Program Plan if necessary. Advertise the new services and begin offering these services as requested. |  |

Goal #3:

To ensure that staff members have access to tools and resources to assist them in the performance of their duties.

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| OBJECTIVES | ACTION STEPS | TIME FRAME | CHAMPION | INDICATORS/EVALUATION | OUTCOME |
| To Determine what resources staff require to be more effective in their work. | Determine what resources are needed | Jan 2019 | Director and all staff | In a staff meeting discuss what resources staff would find helpful to add to our library. |  |
| To establish a budget for ongoing additions to our professional resource library. | Ensure that there is budgeted money each year for additions to our professional library.  | Ongoingeach year | Director | As part of our Capacity Development Initiative each year, ask MCSS for funding for books and resources for staff. |  |
| To determine what additional information should be included in a resource manual. | Find out what information would be helpful to staff to have in a resource manual. | June 2019 | Director and all staff | In a staff meeting, ask staff members to brainstorm what they would like to see included in a resource manual. |  |
| To research the various agencies / services that will be included in our resource manual. | Discuss with staff the various agencies / services who should be included in our enhanced resource manual. | Sept. 2019 | All staff | Assign various staff members to find out the applicable information to be included in the manual. |  |
| To develop the format for the resource manual on our server. | Determine what would be the most accessible and user friendly format for the new resource manual. | Jan 2020 | Director | Design a new resource manual on our server that is user friendly and accessible for all staff to use. |  |
| To implement the resource manual on our server. | Ensure that the resource manual is created and is on our server for all staff to access. | Mar 2020 | Director and BSW Student | Have BSW student work with the Director to create the resource manual on our server. |  |

**Goal #4:**

To ensure that effective spiritual care is offered to all clients and provided to those clients who request this service.

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| OBJECTIVES | ACTION STEPS | TIME FRAME | CHAMPION | INDICATORS/EVALUATION | OUTCOME |
| To ensure that all staff understand the value of spiritual assessments. | Spiritual Assessment training | May 2017 | Director | In a staff meeting provide training to staff members regarding doing spiritual assessments and the value of them  |  |
| To understand how clients utilize Spiritual Care services  | Review the Spiritual Assessments that have been completed in WISH to determine how many of our clients have indicated that they want Spiritual issues included in their counselling. | Sept 2017 | Director | Create a summary chart of how many clients have asked for Spiritual issues included in Counselling and how many have not. |  |
| To understand how clients utilize Spiritual Care services | Review the Spiritual Assessments that have been completed in WISH to determine how many of our clients have indicated that they want to be referred to a chaplain.  | Sept 2017 | Director | Create a summary chart of how many clients have asked to be referred to the chaplain. Determine that those referrals have been made. If they have not been made determine why not and what, if any processes need to be changed. |  |
| Track how many clients are referred and make use of existing spiritual activities in the building. | Determine how many clients we know who have participated in or attended existing spiritual care activities in the building. | Entire Year 2018 | Director and all staff | Create a way of tracking how many clients are accessing spiritual care services in the building. Track this for the entire year. |  |
| Track how many clients are referred and make use of spiritual activities in their own faith communities.  | Determine how many of our clients choose to participate regularly in spiritual care activities in the faith group of their choice. | Entire Year 2018 | Director and all staff | Create a way of tracking how many of our clients are accessing spiritual care services in the building. Track this for the entire year. |  |
| To determine additional spiritual care activities that we could offer. | Determine whether there are additional spiritual care services that the WCC should be offering that are specifically for our clients and are in addition to other existing programs either in the building or elsewhere. | June 2019 | Director and all staff | Survey clients to determine if there are spiritual care activities that they would like us to offer. |  |
| To ensure that requested spiritual care is made available as feasible. | Based on client survey results regarding spiritual care activities that we could provide and if there is enough evidence to support the development of a new program, design a spiritual care activity that could be implemented in the WCC. | Jan 2020  | Director / Chaplain | If there is a feasible program that is requested, develop and implement that program. |  |
| To ensure quality assurance in spiritual care programs offered at WCC. | Evaluate the new spiritual care program that is offered. | June 2020 | Director / Chaplain | Review the evaluations of the program that is offered. Determine whether the program should continue in its original form or whether it should be amended or discontinued and action accordingly. |  |