



SPECTRA
Helpline *you're never alone*

Spectra Community Support Services

Strategic Plan
2014-2017

&

Balanced Scorecard
2015 Results

Notable Achievements for 2014-15

- 103,269 inbound and outbound calls
 - 30,439 calls received (Multilingual Helplines and Elder Abuse Support Program)
 - 72,830 calls made; 802 clients served, (TeleCheck and Touching Base)
- Priority Lines developed for Suicide/Crisis and Elder Abuse Support Lines
 - ensures these calls are always answered by a 'live' person within 15 minutes (i.e. industry standard).
- Student Placements are over target
- Telephony installed and operational, (i.e. call centre format; soft phone capability); removal of 3 separate phone systems
- Brand refresh, and marketing products procured

Introduction

In 1972, the drowning of a Mississauga mother and her two children were thought by police to have been a murder-suicide. In response to this tragedy, a group of concerned citizens founded Distress Centre Peel (DCP) in 1973. Then, as part of a global movement initiated in Australia, Telecare Brampton was launched in 1975 as a crisis intervention Telephone-based Ministry. Both organizations were created to ensure that anyone in pain or crisis would always have a place to turn 24 hours of the day, 7 days of the week, 365 days of the year. After 76 years of combined service to the Region of Peel, DCP and Spectra (Telecare) merged in December 2012, creating Spectra Community Support Services.

As a result of the merger, Spectra needed to re-define itself and it needed a comprehensive roadmap to where it was headed. To achieve this we employed a participatory strategic planning process. The board embarked on an issue-mapping exercise to identify the capabilities, direction, motivation and opportunities for the organization. All staff were invited to provide detailed analysis from their own and program/service perspectives (i.e. SWOT analysis). An international environmental scan of like organizations was conducted. And then under the capable direction of Sarah H. Crawford, Senior Director of Strategy with Maple Leaf Foods, (who provided her expertise pro bono), the Board and Management staff of Spectra participated in a strategic planning retreat in June 2014.

At the same time, our staff and front-line volunteers told us that the Mission, Motto and organizational name, did not adequately capture the work that we do. As a result we have developed a new Mission, 'To ease emotional suffering, and to save lives,' a new motto, 'you're never alone,' and a new *working* name, 'Spectra Helpline.' Note that Spectra Community Support Services will remain as our official/corporate name.

We have landed on five over-arching goals that we will use to guide our work:

- Help People Cope and Build Resiliency
- A Great Place to Work and Develop
- Dedicated to Being the Best We Can Be
- Operational Excellence
- Optimizing Our Resources

Further, in order to remain accountable and transparent to our stakeholders, these five over-arching goals will formulate the backbone of our Balanced Scorecard, (attached).

Finally, the Strategic Plan and Balanced Scorecard were approved by the board July 25, 2014. The plan was then endorsed by our wider staff complement, and shared with our core funders and volunteers.

We feel that the 2014-17 Strategic Plan seen here, better reflects who we are, provides direction for the next 3 years, and ultimately drives our commitment, conviction and passion - as individuals, and as an organization.

Alison Caird
Executive Director
June 2014

Our Programs and Services

Spectra Helpline (English)

Spectra Helpline provides confidential crisis and suicide intervention, and emotional support for anyone who needs a caring, compassionate and non-judgemental listening ear. With each call we conduct an appropriate assessment and initiate appropriate intervention. Our English helplines are open 24 hours of the day, 7 days of the week, 365 days of the year.

Multilingual Help Lines

Spectra Helpline offers its programs and services (i.e. crisis and suicide intervention, emotional support, and outbound check-in calls) in 7 languages including: Cantonese, Mandarin, Portuguese, Spanish Hindi, Punjabi, and Urdu. Currently multilingual service is available Monday to Friday from 10 AM to 10 PM. Primarily callers reach out due to settlement, relocating, cultural and integration issues.

Peel Elder Abuse Support Program

The Peel Elder Abuse Support Program provides telephone support and information 24/7 to seniors or anyone in the community experiencing elder abuse, or for anyone who knows someone who is being mistreated. When deemed appropriate, and with client consent, Spectra will connect clients to a Family Services of Peel outreach worker. Together, this partnership provides a dedicated telephone support line, education, advocacy and referrals to individuals seeking help and information regarding elder abuse.

TeleCheck Seniors Program (55+)

Ongoing telephone support for isolated seniors. Our regular calls provide safety check-ins, medication reminders, and/or social calls. We also focus on offering clients a chance to be heard by providing emotional support, companionship and a sense of community. The TeleCheck program reduces feelings of isolation and loneliness, provides positive coping skills, offers referrals to community services, and keeps people safe. Spectra's TeleCheck program is funded by, and supports, the Central West LHIN, which includes the northern portion of Peel Region, part of York Region, and a small part of the City of Toronto (note that Alzheimer Society of Dufferin County supports the Dufferin County area). The TeleCheck program is provided in 8 languages: English, Hindi, Urdu, Punjabi, Spanish, Portuguese, Mandarin and Cantonese.

Touching Base Program (16+)

Whether dealing with a mental health issue, preventing or de-escalating a crisis situation, or relieving loneliness and isolation, Spectra is here to support and listen whenever needed. Touching Base is a transitional support program for individuals 16+. Our program is available for 3-6 months during client crisis or transition, (e.g. hospital to home, between services, etc.). We provide medication reminders, safety checks, and/or social calls. The Touching Base program reduces feelings of isolation, provides positive coping skills, encourages recovery, and keeps people safe. Calls can be conducted in 8 languages: English, Cantonese, Mandarin, Portuguese, Spanish, Hindi, Punjabi, and Urdu.

Who we are..

Vision

Every person in our community knows about, has access to, and feels safe reaching out to us whenever they need or want to, and as a result, they will strengthen their resiliency and feel hopeful.

Mission

Ease emotional suffering, and to save lives.

Mandate

Spectra is a non-profit, charitable organization that currently has 6 telephone-based inbound and outbound support services for the Peel populace. Spectra provides free, confidential, multilingual and non-judgemental support and referrals for people in crisis/suicidal, people with mental health issues, and for those individuals who are socially and psychologically isolated. Spectra's English Helpline is available 24/7, 365 days of the year, and language line coverage is currently M-F 10-10. Spectra is a source of strength, as well as community connectedness; the result of our work includes helping people live independently, helping them cope, de-escalating mental health episodes in the community, de-escalating crisis, and saving lives.

Values

These values are our fundamental beliefs: they act as cornerstones, guiding our decision-making, how we relate to each other, and how we act. Spectra's core values are:

Service - supporting the human experience

Inclusion - living by the principles of diversity, equity and inclusion

Innovation - embracing change and seeking new ways to improve services

Integrity - being honest, authentic, ethical, and trustworthy/trusting

Education - supporting the principle of continuous learning

Motto

You're never alone

Spectra's Strategic Direction

2014-17 Strategic Goals and Objectives

Help People Cope and Build Resiliency

(Customer: How do our callers/clients see us?)

Caller/Client Experience Relevant to Need

- Improve access to support and intervention (i.e. every call answered; meeting outbound targets)
- Improve access to Multilingual service
- Diversify service channels (e.g. text support; as a partner in the Distress and Crisis Ontario demonstration pilot)

Community Education

- Use community engagement strategies to inform the community about our programs and services (incl. 8 languages)
- Help reduce the stigma associated with mental health issues, and with seeking help

A Great Place to Work and Develop

(Enablers, i.e. board, staff, volunteers, students: How do we ensure support for our mission?)

Positive Work Environment

- To be one organization pursuing a shared mission and vision
- Review, develop, and standardize human resources policies and procedures (incl. staff compensation)

Develop System Leaders

- Develop strategies to support the career ambitions of our staff
- Position Spectra as an organization of choice for student placements in Peel (e.g. social services, gerontology, emergency responders, criminology)

Volunteer Recognition and Retention

- Develop a Volunteer Recognition and Retention Strategy

Dedicated to Being the Best We Can Be

(How do we improve, create value and innovate?)

Best Practices

- Have a reputation as a Best Practice, evidence-based, organization

Improvement Initiatives

- Cultivate a climate of continuous improvement

Accountability

- Enhance our ability to capture and measure client/caller and community outcomes
- Be transparent
- Determine Spectra's Social Return on Investment (SROI)

Operational Excellence

(What operational processes must we excel at, to improve the Caller/Client experience?)

Volunteer Performance

- Select volunteers with the skillset and competencies required (i.e. volunteer role is evolving)
- Increase the quality of training and educational experiences for volunteers
- Position Spectra as an organization of choice for volunteers in Peel

Communication Infrastructure (e.g. telephone, text, social media, web, etc.)

- Optimize productivity and service provision, through improved information management and technology

Marketing Our Services

- Establish the 'Spectra Helpline' brand and identity within the Region of Peel (i.e. execute Marketing and Communication plan)

Optimizing Our Resources

(Financial: How do we look to our funders?)

Fund Development

- Increase total value of funding, in support of organizational goals, (i.e. execute our fund development plan)
- Explore social enterprise opportunities (e.g. market our training externally)

Promoting and Leveraging Partnerships

- Embark on partnerships that extend our expertise and broadens our reach, in a constrained fiscal environment

Spectra's Balanced Scorecard

2015 Results

Help People Cope and Build Resiliency			
Goals & Objectives	Measures	Target	2015 Results
Caller/Client Experience Relevant to Need			
Improve access to support and intervention (i.e. every call answered; meeting outbound targets).	# and % of calls not answered	≤ 10% by 2016 ≤ 5% by 2017 ≤ 2% by 2018	(n/a; baseline required with new telephony analytics, from 2015-16); Note: 30,439 calls received 2014-15
	% of volunteer shifts covered	75% by 2015 80% by 2016 85% by 2017	April 2014 - Brampton 60%, Mississauga 96% April 2015 - 156%
	TeleCheck: # & % of call target	41,600/annually	40,439 (↓1,161); 97% +5323 secondary calls
	TeleCheck: # & % of client target	450/annually	506 (↑56); 112%
	TeleCheck: # & % of clients ethnically identified	55%	As of Jan 2014 - 128:252 (English:Ethnic) - 66% As of Jan 2015 - 121:217 (English:Ethnic) - 64%
	Touching Base: # & % of call target achieved	5% 25,000 by 2015 7% 26,050 by 2016 10% 28,875 by 2017	27,068 (↑2,068) - 7% growth 2014-15 fiscal
	Touching Base: # & % of client target	5% 230 by 2015 7% 242 by 2016 10% 370 by 2017	296 (↑66) - 22% growth 2014-15 fiscal
Improve Access to Multilingual Service.	# and % of growth in calls % of volunteer shifts covered	Chinese 5% growth in calls 2016 5% growth in calls 2017	1,196 Calls - 2014 Baseline Coverage Jan 2014 Jan 2015 Chinese 97% 51%
		South Asian 100% growth by 2015 100% growth by 2016 100% growth 2017	161 Calls - 2014 Baseline Coverage Jan 2014 Jan 2015 South Asian 52% 58%
		Spanish 50% growth by 2016 50% growth 2017	351 Calls - 2014 Baseline Coverage Jan 2014 Jan 2015 Spanish 100% 98%
		Portuguese 50% growth by 2016 50% growth 2017	71 Calls - 2014 Baseline Coverage Jan 2014 Jan 2015 Portuguese 54% 62%
Diversify service channels (e.g. text support; as a partner in the Distress and Crisis Ontario demonstration pilot).	# of text messages	20,000 by 2015-16 30,000 by 2016-17 40,000 by 2017-2018	Pending pilot launch June 29, 2015
	# of conversations	600 by 2015 900 by 2016 1,200 by 2017	Pending pilot launch Summer 2015
Community Education			
Use community engagement strategies to inform the community about our programs and services (incl. 8 languages).	# of community events	5% growth by 2015 10% growth by 2016 15% growth by 2017	2015 Baseline required
	# of materials distributed (brochures, flyers, posters)	50% growth by 2015 50% growth by 2016 50% growth by 2017	1,575 - 2014 baseline
Help reduce the stigma associated with mental health issues, and with seeking help.	# of people reached (i.e. attend display/conversation; audience at speaking events; media reach, etc.)	30% growth by 2015 30% growth by 2016 30% growth by 2017	4,355 - 2014 baseline

A Great Place to Work and Develop			
Goals & Objectives	Measures	Target	2015 Results
Positive Work Environment			
To be one organization pursuing a shared mission and vision.	Staff Satisfaction	80% by 2015 90% by 2016 95% by 2017	Survey pending for 2015
	Staff Turnover rates NOTE: All industry sectors turnover rates averaged as 39.6% annually	≤ 10% by 2015 ≤ 5% by 2016	Turnover Rates: 2012-13, 5:15 (33%) *merger 2013-14, 0:12 (0%) 2014-15, 3:12 (25%)
	Staff Absenteeism rates NOTE: The Conference Board of Canada reports that in 2012-13, the overall absenteeism rate for Canada was 6.9 days per employee.	≤7 days on average/per employee annually	Staff Absenteeism: 2013-14 average 3.7 days/yr 2014-15 average 8.8 days/yr
Review, develop, and standardize human resources policies and procedures (incl. staff compensation).	# of policies developed and/or reviewed	50% 2014-15 100% 2015-16	23 developed and reviewed ; 33 pending = 41% complete
	Review staff compensation (i.e. salary) Salary review conducted and reported to Board January 2013 (i.e. 2013 Canadian Nonprofit Sector Salary and Benefits Study; Charity Village, prepared by Association Resource Centre Inc.)	2015-2016 fiscal	↑ 9% Growth in Overall Program Staff salaries from 2013-14 to 2014-15.
	Review staff compensation (i.e. benefits)		Decision to change carrier resulted in an estimated 10% in savings annually.
	Staff Benefit review conducted in Fall 2014.		Added Vision and Employee Assistance to Spectra's benefit plan in 2014-15.
Develop System Leaders			
Develop strategies to encourage the ambitions of our staff.	# of 360° peer reviews	100% annually	100% - 2014 83% To Date - 2015 (i.e. 5 complete, 1 pending, 3 staff new)
	Position Descriptions developed for all positions	100% by 2015	100% - complete 2015
	Performance Reviews for all staff	100% by 2015	88% YTD - 2015 (i.e. 5 annual completed, 1 pending, 2 probation reviews completed, 1 staff new)
	# of Individual development plans (IDP's)	100% by 2016	88% YTD - 2015 (i.e. 5 annual completed, 1 pending, 2 probation reviews completed, 1 staff new)
	# activities in support of IDP's	1 per staff 2015 2 per staff 2016 3 per staff 2017	On track - 10 IDP activities identified for 5 staff YTD 2015
	\$ and % spent on professional development		\$2,732 2013-14 \$8,157 2014-15 (↑\$5,426); 66% growth
Position Spectra as an organization of choice for student placements in Peel (e.g. social services, gerontology, emergency responders, and criminology)	Increase educational placements	5 annually by 2016 7 annually by 2017	10 student placements 2013-2014 8 student placements 2014-15
	# and % of growth of student applications	Baseline required (2014)	Baseline required for 2015
	Student Satisfaction	80% by 2015 90% by 2016 95% by 2017	Pending Survey Design - Summer 2015
Develop a Volunteer Recognition and Retention strategy.	Volunteer Satisfaction	80% by 2015 90% by 2016 95% by 2017	Pending Survey - Summer 2015
	Volunteer Turnover rate # and % of volunteers that deliver on 100hr/6 month commitment	75% - 2015	Baseline required for 2015-16
	Board Satisfaction	80% by 2015 90% by 2016 95% by 2017	Survey to be developed and implemented in 2015

Dedicated to Being the Best We Can Be			
Goals & Objectives	Measures	Target	2015 Results
Best Practices			
Have a reputation as a Best Practice, evidence-based, organization.	# and % of volunteers trained with the new National Suicide Assessment and Intervention tool (from ASIST)	50% - in 1 year 100% - in 2 years	Pending online text demonstration pilot roll-out June 29, 2015
Improvement Initiatives			
Cultivate a climate of continuous improvement.	# of improvement initiatives (Target 6 annually, 1 each for: Helplines, Multilingual Lines, Elder Abuse, TeleCheck, Touching Base, Volunteer Resources)	1 per program annually	<p>117% of target 2014 (7 achieved): iCarol merger (client management database system)</p> <p>Separation of Helpline and Touching Base programs resulted in dedicated service across the 2 sites</p> <p>Improved and put in place Language Lines Touching Base structure (i.e. database, referral forms, etc.)</p> <p>TeleCheck special event for seniors (i.e. sought additional funding etc.)</p> <p>Volunteer Resources improved training for responders</p> <p>Mississauga Office upgrades/painting (via UW Spring Days of Caring; private donation of furniture).</p> <p>Roll-out of new phones (i.e. selection, communication strategy, roll-out initiated, etc.), incl. soft phones (remote)</p> <p>67% of target YTD - 2015 (4 achieved & 2 pending): Suicide/Crisis prioritization of calls - always answered (achieved)</p> <p>Elder Abuse prioritization of calls - always answered (achieved)</p> <p>Elder Abuse Chinese Community Focus Group (achieved)</p> <p>Volunteer Resources improved training for responders (achieved)</p> <p>Track call analytics; and identify trends to improve service provision (pending)</p> <p>South Asian Distress Line; increase number of calls (i.e. increase outreach etc.). (pending)</p>
Accountability			
Enhance our ability to capture and measure client/caller and community outcomes.	# of indices captured automatically vs. manually (iCarol revisions)	Baseline Required	Pending iCarol revisions 2015
Be transparent.	Make Balanced Scorecard available publicly.	Distribute to stakeholders annually	Complete 2014 Pending 2015
		Post on website	Complete 2014 Pending 2015
Determine Spectra's Social Return on Investment (SROI).	Source pro bono support.	2015	Pending

Operational Excellence			
Goals & Objectives	Measures	Target	2015 Results
Volunteer Performance			
Select volunteers with the skillset and competencies required (i.e. volunteer role is evolving).	# of applicants interviewed, vs. # of volunteers accepted into training; % applicant decline/withdrawal rate	Baseline required (2014)	2014 171 applicants interviewed 138 applicants accepted into training = 19% applicant decline/withdrawal rate
	# and % of applicants in training vs. # brought onto the lines	Baseline required (2014)	Baseline required for 2015
Increase the quality of training and educational experiences for volunteers.	# & % of volunteers whose knowledge acquisition improved after training NOTE: Changed to "How much did volunteers learn in training"	90% by 2015 95% by 2016	2014 - 69% learned 'A lot' 2015 YTD - 75% learned 'A lot'
	# and % of volunteers who state the training prepared them for the phones (i.e. 1-3 months post training)	90% by 2015 95% by 2016	2015 results pending
	# and % of volunteers who state that they would recommend the training to other people.	75% by 2015 90% by 2016	2015 results pending
Increase/improve language line volunteer training.	Pilot training materials translated for Chinese program (i.e. common Chinese); measure impact on volunteer rates	2015	Pending. Additional funding has been sought for pilot.
Position Spectra as an organization of choice for volunteers in Peel.	# and % of growth of volunteer inquiries	Baseline required (2014)	721 - 2014
	# and % of growth of attendees at information sessions, and follow-through rates from inquiry to info session	Baseline required (2014)	180 - 2014 = 25% follow-through rate
	# and % of growth of volunteer applications	Baseline required (2014)	Baseline required (2015)
Communication Infrastructure			
Optimize productivity and service provision, through improved information management and technology.	Select new telephony/IT service provider/equipment, and roll-out.	30 day limited trial and 1 month staff roll-out August 2014	n/a Decided not to have a trial period.
		2 month volunteer roll-out (dual systems), September 2014	Completed January to March 2015
		Transfer to new system completely November 2014	Completed March 2015
Marketing Our Services			
Establish the 'Spectra Help Line' brand and identity within the Region of Peel (i.e. execute Marketing and Communication Plan).	Secure funding	Summer 2014	Partially rec'd February 2015 Further request for funding Spring 2015
	Develop Marketing strategy	Fall 2014	Rebranding, product design, product production - complete Spring 2015
	Roll-out Strategy	2014-15	Public Awareness 'road show' - initiated June 2015 - continuous roll-out Summer 2015

Optimizing Our Resources

Objectives	Measures	Target	2015 Results
Fund Development			
Increase total value of funding, in support of organizational goals, (i.e. execute fund development plan).	\$ raised; % of growth year-over-year	Baseline required (2014)	2013-14 total Revenue \$838,720 (excluding revenue for 3 rd party/other organizations) 2014-15 total Revenue \$918,462 ↑\$79,742; 9% growth
	# of new grants submitted; % of growth year-over-year	+4 annually	2013 - 7 grants/applications submitted 2014- 10 grants/applications submitted (↑42% growth over previous year) 2015 YTD - 8 grants/applications submitted
Explore social enterprise opportunities (e.g. market our training externally).	# and % of training participants taking training for personal/professional reasons (i.e. not volunteering with Spectra)	5% by 2016 10% by 2017	Pending - targeted start for this Fall
Promoting and Leveraging Partnerships			
Embark in partnerships that extend our expertise and broadens our reach, in a constrained fiscal environment.	Distress and Crisis Ontario Text Demonstration Pilot	2-year pilot complete by 2016	On Track - soft launch targeted for August 2015
	# of new corporate partnerships developed (e.g. funding, employee engagement, volunteering, other assets)	Baseline required	2015 required as baseline, YTD-1: Region of Peel Space Sharing Pilot - advocated for and approved to participate.



SPECTRA

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