



SPECTRA
Helpline *you're never alone*

Spectra Community Support Services

Strategic Plan 2014-2017

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

Helpline *you're never alone*

Brampton & Mississauga: 905.459.7777

Caledon: 1.877.298.5444

TTY: 905.278.4890

Email: info@spectrahelpline.org

All programs and services are free and confidential.

7700 Hurontario Street, Unit 402 (2nd Floor)
Brampton, Ontario L6Y 4M3
t. 289.569.1200

www

Spectra Community Support Services
Charitable Registration # 88928 3248 RR0001

www.spectrahelpline.org



@SpectraSupport