

SCTC

SOUTH COUNTRY
TREATMENT CENTRE



**2015 – 2018
STRATEGIC PRIORITIES**

EXECUTIVE SUMMARY

As an organization dedicated to providing residential substance abuse and problem gambling treatment services to adults, South Country Treatment Centre continuously strives to be the treatment facility of choice for those suffering from addictions. The Strategic Priorities 2015 – 2018 is a guide for the organization towards improving service quality and value, further enhancing the organizations our commitment to be the treatment centre of choice for Albertans.

Highlighted in this document are five core business units. Success for each of these units is critical for the organization towards fulfilling its mission, vision and values.

- *Culture of Safety,*
- *Financial Sustainability,*
- *Quality Improvement,*
- *Governance,*
- *Human Resources.*

The 2012 – 2015 Strategic Priorities contains a number of strategic directions and outcomes, specific to each core business unit. These strategic directions will serve to maintain and strengthen internal processes and respond to changes from its external environment. Continuous focus in these areas will ensure our clients, employees, families, and the community at large will continue to be part of the best treatment program in the Province of Alberta.

Mission Statement

Lethbridge & Community Addictions Treatment Society, which operates South Country Treatment Centre, is a leading organization that provides holistic structured recovery programs in a residential environment to adults with drug, alcohol and gambling addictions to empower them to regain their physical, mental and emotional health.

Vision Statement

Lethbridge & Community Addictions Treatment Society which supports South Country Treatment Centre as a leading organization that:

- *Provides a supportive environment encouraging, holistic healing in the treatment of addictions*
- *Offers responsive treatment that encompasses innovative strategies with seamless transitions that ensure client and family recovery*
- *Provides a supportive culture where our treatment team has passion and knowledge to deliver programs and services with Bio, Psycho, Social, Spiritual approach*
- *Partners with other caring community organizations*
- *Maintains a current awareness of the continuum of choices available to our clients*

In an environment that is economically viable.

Values Statement

Serving Clients Responsibly: Demonstrating concern, courtesy, and responsiveness in carrying out the organization's mission and vision.

Conducting Oneself Professionally: Carrying out organizational and operational duties with positive leadership exemplified by open and honest communication, dedication, creativity, integrity and compassion.

Treating Others With Respect: Promoting and adhering to non-discriminatory practices, personal autonomy, individual rights and well-being.

Community Collaboration: Developing and maintaining responsible, accountable, and supportive partnerships with other professional organizations and the community at large to secure and promote general health and well being.

SOUTH COUNTRY TREATMENT CENTRE

(Owned & operated by LETHBRIDGE & COMMUNITY ADDICTIONS TREATMENT SOCIETY)

2012 – 2015 STRATEGIC PRIORITIES

GOAL #1: CULTURE OF SAFETY

A culture of safety is a collection of shared and accepted attitudes, beliefs and practices supported by documented policies and procedures throughout the organization. At South Country Treatment Centre this involves shaping an atmosphere where safe behaviours are reflected in the decisions we make and through our actions – at all levels. In a culture of safety, the focus is on effective systems and teamwork to accomplish the mutual goal of safe, high-quality performance.

Strategic Directions:

- *Maintain an environment where individuals are confident that they can report errors or close calls (“near misses”) without fear of retribution.*
- *Collaborate across the ranks (front line staff > Board) to seek solutions to system vulnerabilities (risk management).*
- *Demonstrated willingness to direct resources which address arising safety concerns, and support on-going safety training/development.*

Outcomes:

- *100% of Adverse Events & Near Misses are responded too.*
- *Quarterly Safety & Risk Management Committee meetings.*
- *Quarterly Safety Reports provided to the Board.*
- *90% of Clients report feeling “safe” while attending treatment.*
- *Yearly training for employees related to safety.*

GOAL #2: FINANCIAL SUSTAINABILITY

Financial sustainability refers to the organization being able to respond effectively to current and future financial needs. Planning in and around unexpected (risk management) emergencies, maintaining balanced budgets, responding to capital needs (building & equipment), ensuring employee compensation and programming needs are all factors relating to sustainability.

Strategic Directions:

- *Sustainable management of organizations finances.*
- *Utilize available foundations/grants for capital improvements.*
- *Increase contingency reserve funds (GIC)*

Outcomes:

- *Balanced budgets.*
- *Capital equipment replacement costs and building improvement requirements are paid for as they fall due (i.e. Capital Asset Listing).*
- *Funding relationship (annual contract) with AHS is maintained.*
- *87% occupancy level (room & board fees).*
- *Minimum three months operating expenses (contingency reserve fund).*

GOAL #3: QUALITY IMPROVEMENT

Quality Improvement is important factor concerning relationships with stakeholders, service delivery, and ensuring a competitive advantage is maintained. South Country Treatment Centre has the responsibility of ensuring its services meet a variety of client and stakeholder needs concerning addictions and addiction treatment. As a result, continuous monitoring, improving, and evaluating of services is essential towards meeting these needs.

Strategic Directions:

- *Provide the best, evidenced based, treatment curriculum.*
- *Engage/educate community concerning addictions and recovery.*
- *Employer engagement (business and industry) regarding addictions and the services provided.*

Outcomes:

- *90% of clients report no difficulty in accessing services*
- *80% of clients complete treatment (retention)*
- *90% of clients are highly satisfied with treatment services*
- *Social media platform(s) developed and web marketing tools implemented.*
- *Educational opportunities provided to community.*
- *Engagement activities occur with community and business/industry*

GOAL #4 GOVERNANCE

The Board supports the work of South Country Treatment Centre and provides mission-based leadership and strategic governance. Continuous efforts towards achieving this involves, working with the community, evaluation performance, and quality improvement activities.

Strategic Directions:

- *Ensure community diversity is represented on the Board.*
- *Community engagement is integrated in planning and development.*
- *Enhance Board productivity and quality improvement.*
- *Continued leadership and involvement with accreditation.*

Outcomes:

- *Annual community needs assessments are conducted.*
- *Business Plan developed, reflective of client & community needs.*
- *Board self-evaluations are completed.*
- *Training in Board development is conducted.*
- *Organization maintains its accreditation status.*

GOAL #5 HUMAN RESOURCES

Maintaining a strong, vibrant workforce contributes greatly to the overall success of the organization. South Country Treatment Centre has the responsibility to ensure it provides a work environment in which employees have the necessary resources to effectively perform their duties. Additional attributes in support of a quality work environment include support in on-going learning and education, competitive compensation/rewards, and maintaining a safe work environment.

Strategic Directions:

- *Employee evaluation of the work environment.*
- *Open and transparent communication.*
- *Resources are allocated in support of human resources.*
- *Review and compare employee compensation/benefit programs.*
- *Assess risk and identify critical roles in the work environment.*

Outcomes:

- *90% of staff report high satisfaction with work environment*
- *Annual performance appraisals.*
- *Educational opportunities are provided.*
- *Employee involvement in health and safety decisions.*
- *Comparative analysis performed concerning compensation/benefits.*
- *Develop and implement a Succession Plan.*