

# Jewish Family Services

## *Five Year Strategic Plan 2010-2015*

Rev 2009 Dec 11

### **Vision & Mission**

Jewish Family Services envisions a world of economic and social justice; a world where individuals, families and communities care for and support themselves and one another.

To this end, we provide strength & support to individuals & families in need, in a manner sensitive to Jewish values.

Our work arises from our response to the Jewish teaching that we have a responsibility to help others and to contribute to the healing and restoration of the world (“tikun olam”).

Values, beliefs and practices that undergird our work include:

- We believe in the intrinsic value of every individual client and program participant.
- We believe that change often takes time and many tries;
- We believe that what our shared humanity gives us in common is far more significant than what sets us apart.
- We value high-quality programs & services that make a real and meaningful impact on peoples’ lives.
- We embrace a foremost responsibility to be attentive to the needs of the Jewish community in ways that wider community services may not be able.
- We foster a workplace that provides enjoyment of the work, caring and respect, participatory decision-making, teamwork and freedom to be creative.
- We strive for excellence in everything we do.

### **2010 – 2015 Strategic Goals**

#### **2010 – 2015 Strategies**

During the plan period, Jewish Family Services will continue to offer established programs and services and will strengthen the capacity to sustain existing services and take on new strategic initiatives.

#### **1. Lead bereavement support services**

Jewish Family Services will be the leading bereavement support service in the Edmonton area, each year directly providing referral and information to 1,500 people, group support to 500 people, individual counselling to 50 people, and training and consultation to 50 people.

- a. Provide telephone support, assessment and referrals as needed.
- b. Counsel individuals and conduct facilitated groups for people who are grieving loss through death, targeted to specific types of losses as appropriate
- c. Train professionals and volunteers to support those who are grieving
- d. Provide support and skill building to people in workplaces where a death has been experienced
- e. Give leadership through the Grief Support Providers’ Network in the development of best practices and in co-ordination of community-wide services
- f. Explore new areas for supporting grieving people

2. **Support Jewish seniors** with age-related transitions

Jewish Family Services, working collaboratively with the Jewish Drop-In Centre, will provide customized outreach and support services to 150 Jewish seniors each year as they make transitions in their daily lives as a result of aging.

- a. Assist seniors with selecting options for a change in housing, and with the planning and logistics of making the change
- b. Arrange or provide transportation to appointments and other necessary trips
- c. Coach seniors in understanding and following their new medical and health regimes
- d. Advocate for seniors' needs with other service providers they utilize
- e. Advise community facility staff on the cultural needs of their Jewish senior clients
- f. Facilitate family members' involvement for the optimal benefit of the seniors
- g. Strengthen seniors' connections in the community through the Jewish Drop-In Centre and by arranging and offering visitation

3. **Maintain therapeutic counselling** noted for accessibility to diverse cultures, income levels and individual needs.

Jewish Family Services will provide in-depth counselling to 450 clients each year with a customized approach, welcoming all to a comfortable setting regardless of their ability to pay, and help 75 clients each year to find more suitable professional help.

- a. Counsel individuals, couples, families and children to overcome the obstacles to lives of well-being
- b. Guide people in small groups- defined by commonalities such as age, gender or type of issue- to deal with life's obstacles together under the guidance of a therapist
- c. Deliver appropriate sensitized counselling to specific cultural communities, such as Jewish, aboriginal, deaf or GLBTQ.
- d. Assess and refer people to other community services

4. **Broker connections & provide customized services** for people with complicated life circumstances.

Jewish Family Services will help 200 people each year to identify, find and take part in services that meet basic needs and offer connections to community.

- a. Provide individual advocacy to ensure vital services are accessed
- b. Provide direct relief and budget planning services to people in financial distress
- c. Help newcomers to Canada facing complex challenges overcome barriers to successful resettlement.
- d. Guide immigrant professional women to find meaningful interests and a gratifying place in Canadian society
- e. Facilitate Jews seeking connections to build a sense of community with one another and within the Jewish community

5. **Administer Jewish scholarship** programs

Jewish Family Services will provide skillful, unbiased financial assessment on behalf of Jewish community organizations that offer means-tested subsidies.

- a. Assess finances of families seeking subsidies with Jewish day schools, camps, and synagogues
- b. Manage the Sigma Alpha Mu scholarship program for Jewish students attending the University of Alberta
- c. Respond to increased scholarship service requests from the community

6. **Provide support to Holocaust survivors**

Jewish Family Services will help survivors to obtain supports and compensation to which they may be entitled.

- a. Assist with compensation program applications
- b. Provide counselling and practical assistance

7. **Increase the agency's capacity** to sustain and expand services and support new initiatives

Jewish Family Services will develop and enhance existing and new competencies and infrastructure that will position the agency to implement new programming and increase collaboration with other organizations.

- a. Develop capacity for volunteer engagement and support
  - i. Assess the match between volunteer interests and agency needs
  - ii. Commit resources to developing and managing a volunteer program
- b. Enhance board effectiveness
  - i. Implement regular policy review
  - ii. Implement regular board self-assessment
  - iii. Implement development plans based on assessed needs
- c. Increase profile in Jewish community
  - i. Solicit speaking engagements
  - ii. Be represented at community events
  - iii. Use web site and social networking as methods for clients, volunteers, supporters and partners to interact with the agency
- d. Enhance higher level management capacity
  - i. Create executive assistant position
  - ii. Explore shared infrastructure with other agencies
  - iii. Ensure routine and emergency Executive Director backup
- e. Ensure adequate space for offices & programming
  - i. Assess current and future space needs
  - ii. Assess options and take action to secure necessary space
- f. Raise funds to support increased agency services and capacity
  - i. Develop and implement comprehensive annual fund raising plans
    1. Grow the Stay At Home Dinner event
    2. Increase grant-seeking capacity
  - ii. Consider options related to endowment funds
- g. Monitor progress, identify new opportunities, and update the strategic plan annually.