



2013 - 2014 Operational Plan

Submitted to the Saskatchewan Ministry of Health

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MACSI Board of Directors 2013-2014

Name	Position	Cheque Signer
Glen Mccallum	Chair	
Jackie Kennedy	Vice-Chair	√
Vacant	Secretary	
Lawren Trotchie	Treasurer	√
Lloyd Schoenthal	Member	

Board of Directors 2013-2014 Work Plan

#	Action Item	Plan of Action	Timeline	Completion Date	Status	Notes
1	<i>Board Work Plan</i>	Update	4th Quarter	01-Apr-14	Annually	
2	<i>Governance, Bylaw, Policies and Protocols</i>	Complete, review, ensure familiarity and compliance	1st Quarter	01-Jul-14	Carry Over	This wasn't completed in the last fiscal year so need to carry over
3	<i>Board Self Evaluation</i>	Complete	4th Quarter	31-Mar-14	Annually	
4	<i>Executive Director Evaluation</i>	Complete	3rd Quarter	31-Dec-13	Annually	Senior staff to complete ED evaluation by November 30, 2013

5	<i>Strategic Plan</i>	Receiving information/update from senior Core staff Participating in a S.W.O.T analysis	2nd Quarter	01-Oct-13	Annually	Book a separate weekend with management, Government and Board
6	<i>Establish Board Committees</i>	Finance Audit Committee (may add more as needed) Work with Treasurer	1st Quarter	01-Jul-13	Carry Over	
7	<i>Board Training</i>	Non-profit Act Regional Health Services Act Governance/Board orientation Conflict Resolution	Ongoing	Ongoing	Carry Over	
8	<i>Board Recruitment</i>	Review existing posting notice Review where/how posting notices posted	Ongoing	Ongoing		
9	<i>AGM</i>	Host event	1st Quarter	30-Jun-13	Annually	

Regina Treatment Centre 2013-2014 Work Plan

Regina Treatment Centre's Work Plan:

1. Revise Family Program.
2. Outpatient Department to start up group facilitation or a Day Program.
3. Appreciation Barbeque.
4. Activities for clients on the weekends and revise our weekend program.
5. Community networking.

Objectives	Actions	Outcomes	Timeline
1. Revise Family Program.	<p>Research of current addiction information for youth, gather any info we have at the centre and put together our findings.</p> <p>Research for updated material for our existing program and replace if needed.</p>	<p>Our program will be complete once we include the youth portion.</p> <p>We can teach youth about addiction, recovery process, and support systems.</p> <p>The program will be used more often with positive results.</p>	6 Months
2. Outpatient department start group facilitation or a Day Program.	<p>Counsellors need to find out what the community needs are.</p> <p>Gather the information of what the groups would consist of.</p> <p>If we are going to start up a Day Program we could get the program from our Saskatoon centre as this program is in place there already.</p> <p>Make posters and distribute in the community, put posters on our web page.</p>	<p>Accommodating client needs for treatment.</p> <p>Building a group dynamic for client support of each other.</p> <p>Dealing with separate gender issues (men/women/youth).</p>	6 Months

Objectives	Actions	Outcomes	Timeline
3. Appreciation barbeque.	<p>Make invitations and mail or email to our resource agencies and let past clients know of the event.</p> <p>Have staff available to help with event.</p> <p>Head cook plan the menu.</p> <p>Executive Secretary make the invitations and send out.</p>	<p>Get to meet people face to face, can give tours of the centre.</p> <p>Agencies will meet staff from our centre.</p> <p>Building relationships with the agencies.</p>	By the end of Sept/2013
4. Activities for Clients on the weekends.	<p>Purchase some items such as drawing pads, markers, knitting and crocheting supplies, beading supplies, painting supplies (paints, canvases, brushes), smudge feather kits, puzzles, word and number puzzles, assorted craft kits, etc.</p> <p>Put together a recovery package of different addiction information for reading.</p>	<p>Clients can use their time more effectively with activities available to them.</p> <p>Teach clients some new hobbies.</p> <p>Teach clients some fun activities.</p> <p>Teach clients how to be creative and use their imagination.</p>	Ongoing
5. Community networking	<p>Staff needs to make themselves available to get out and visit the community to do presentations on MACSI.</p> <p>Setup booths at different health events in the community.</p> <p>Sit on community committees that are relevant to MACSI.</p>	<p>MACSI will be well known out in the community.</p> <p>Build partnerships with the community.</p> <p>Get more referrals for treatment.</p>	Ongoing

Saskatoon Treatment Centre Work Plan 2013-2014

Goal: To increase awareness of programming offered at the Saskatoon Treatment centre and to ensure that client needs are met!

<i>Objectives</i>	<i>Actions</i>	<i>Outcomes</i>	<i>Timeline</i>
1. Enhancing staff skills to provide efficient support to our clientele	<ul style="list-style-type: none"> ▪ Develop in house training to address employees needs within their job performance ▪ Creating and implementing a Professional Development plan for all employees 	<ul style="list-style-type: none"> ▪ Target specific training concerns within the treatment facility ▪ Joint plan with the employee and management to help meet the employees career goals 	Ongoing
2. Community Relations	<ul style="list-style-type: none"> ▪ External presentations with community agencies ▪ Sit on community committees ▪ Increase our participation on health events 	<ul style="list-style-type: none"> ▪ Increase MACSI's profile 	Ongoing
3. Develop After Care and family programming	<ul style="list-style-type: none"> ▪ Look at partnering with outside agencies to ensure client aftercare needs are met in each community by providing a community resource listing for clients 	<ul style="list-style-type: none"> ▪ Evaluate and pinpoint employee attendance and address their issues ▪ Set a basis for employee targets ▪ Create an enforceable policy in agreement with the union 	Ongoing

	<ul style="list-style-type: none"> ▪ Implement Regina's Family program 	<ul style="list-style-type: none"> ▪ Offers continuum of care for our clients 	
4. Recruitment and Retention Issues	<ul style="list-style-type: none"> ▪ Work with the Director of Human Resource to up-date job postings to create attractive language in posting notices ▪ Build a strong orientation program with addressing trainer needs in each facility 	<ul style="list-style-type: none"> ▪ Attracts candidates who want to work for MACSI and meet client needs ▪ Consistency in the information trained to each classification when new hires begin working 	Ongoing

Prince Albert Treatment Centre 2013-2014 Work Plan

Overview

Prince Albert is one of three centres under the MACSI umbrella that encompasses a 16 bed inpatient treatment program, a 6 bed stabilization program and a 3 bed “Flex Bed” program that assists a client to transition into the community after completion of treatment and/or moving within the two programs, i.e. wanting to continue treatment from stabilization to the 28 day program and there are no beds available. The Centre provides clients with 24 hour, 7 days a week care for those who are dealing with addictions.

The Prince Albert MACSI is the largest treatment centre within the organization. Prince Albert currently employs 24 staff that is comprised of managers, counsellors, addiction workers, secretary, cook, custodian and casual staff.

Goals & Objectives

The principal focus of the centre is to create an environment for clients aiding them into living a life free from alcohol and drug abuse by providing support and developing a new way of life. In order to execute this primary goal, we must encompass a number of goals and objectives in order for success by:

1. Creating community relations with other like agencies and resources for networking purposes in order exemplify additional support for addiction services/awareness in Prince Albert and area with our primary focus being First Nations & Metis peoples.
2. Creating opportunities for staff to enhance their skills to provide efficient and effective support to our clientele.
3. Assessing and researching what is prevalent as the drug of choice in Prince Albert and surrounding areas and base programming on our findings.
4. Investigate after care and family programming for those clients wishing to access those services.
5. Examine recruitment and retention issues surrounding employment issues within Centre to enhance and stabilize current and future staff.

Prince Albert Metis Addiction Council of Sask. Inc.			
WORK PLAN 2013-2014			
OBJECTIVES	ACTIONS	OUTCOMES	TIMELINE
Create community relations with other like agencies.	Meet, network & promote MACSI with various organizations to strengthen relationships.	Working together in unison to support clients experiencing drug/alcohol abuse provides clients with more of a success rate in living a healthy lifestyle.	April – March 2014

		Endorsing positive working relationships with other agencies and possibly develop partnerships will better serve the community.	
		Networking and providing information on our services will enhance awareness & support within the community. Meet with First Nation & Metis organizations to identify needs and how we can work together towards a common goal.	April – March 2014
Creating opportunities for staff to enhance their skills to provide efficient and collective support to our clientele.	Meet with Director of Programming to discuss and create training needs of staff. Meet with Director of programming to discuss options for program changes. Identify areas that need improvement in the counsellors program delivery.	Training will provide staff with further professionalism in program delivery with additional education to our clients. Delivering effective programming to clients is of utmost importance to encourage sobriety.	April – March 2014
OBJECTIVES	ACTIONS	OUTCOMES	TIMELINE
Assessing and researching what is prevalent as the drug of	Meet with the Director of Program and Outreach Development,	To increase success rates, its important to review treatment	April – March 2014

choice in Prince Albert and surrounding areas and base programming on our findings.	Director of Programming & Executive Director to research statistics of drug abuse in Prince Albert & surrounding area. Identify treatment areas that are absent or lacking in the community that could be addressed through MACSI.	outcomes, assessing viability to update programming that is area specific.	
Investigate after care, follow up and family programming services through MACSI.	Meet with Managers to research possibility of offering those services that are underprovided within MACSI while increasing our health care services.	After care and follow up is an integral part of sobriety. As drug abuse also affects the family, it is an imperative part of repairing those relationships to live a healthy way of life.	April – March 2014
Examine recruitment & retention issues surrounding employment within the Centre.	Meet with Managers to discuss and identify changes that need to be made to enhance, attract and stabilize current and future staff. Ask for input from current staff on what needs to change.	Organizational change is important to recruitment and retention of staff. Staff input also assists in the growth of the organization.	April – March 2014
OBJECTIVES	ACTIONS	OUTCOMES	TIMELINE
	Attend job fairs, conferences to promote and attract candidates.	Assists in the promotion and marketing of the organization.	April – March 2014

Finance and Administration 2013-2014 Work Plan

The purpose of this document is to outline the financial direction of the Director of Finance in the upcoming New Year. I believe that there are several issues that need to be addressed in order to reduce spending, wastage, and improve the care in our centres.

1. **Food Supplies:** Have a better hold of groceries and food supplies being purchased at our centres. Have a standardized ordering list throughout the centres so that we are not ordering various items. Since our menus are the same in all centres there is no reason why the costs per centre are different. Open communication lines between cooks, Regional Directors, and Dir of Fin when items are cheaper in the ordering system or in local stores. Also to have an active inventory list which defines how much food we are using, losing, and wasting.
2. **Centre Updates:** Allocate three days a year to each centre and travel. In order to properly maintain our properties the Dir. of Fin needs to travel to each facility and survey the site, talk to staff and take notes. In order to apply the best care for our clients and lower our WCB rate properly maintained buildings is a must.
3. **Secondary Sources of Funding:** MACSI has a new position that deals with community outreach. I believe that the Dir. of Fin working closely with this position will have a strong handle of going out into the community and generating new sources of revenues for MACSI. This will benefit our centres as capital funding projects.
4. **Budgets:** Allowing Regional Directors be more in control of their budgets through purchase orders. Allowing the centres to purchase their own supplies will free up Core staff and streamline the order process for the centres to retrieve what they need faster. Also with travel to the centres any questions and training in our budgets and financial statements will be beneficial to both staff and Regional Directors.
5. **Firm Financial Controls:** To respond to the concerns brought forth in the 2012-2013 year I will ensure that we have tight financial control over spending, approval of projects and have a strong presence in the follow through/completion of all undertaken projects.

New Positions in the 2013-2014 Budget				
Position	Location	Start Date	Rationale	Manager Responsible
Director of Community Relations & Outreach	Core Office	01-Feb-13	Through various activities of strategic planning, provincial needs associated with communications, community relations and outreach emerged as a priority ares. MACSI and the broader community will benefit in several ways when these needs are addressed.	Executive Director

Maintenance	All Centres	05-May-13	Due to the facilities needs, this position has been moved from a .75 FTE to 1.0 FTE. This position is required to maintain the facility inside and outside. The facilities maintenance was not able to fullfil its needs and complete its required job duties on a reduced hours as report last year, therefore, position was increased to it previous status of being a full time complement.	Regional Directors (all locations)
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Programming 2013-2014 Work Plan

Goal: To enhance and improve current programming delivery and structure at MACSI Centers

<i>Objectives</i>	<i>Actions</i>	<i>Outcomes</i>	<i>Timeline</i>
1. To enhance/improve current programming content	<ul style="list-style-type: none"> ▪ Streamline existing program by re-evaluating current sessions and creating more focus at a therapeutic level. ▪ Initiate topics in area of trauma awareness, inner child, self-concept, spiritually, sexual abuse. ▪ Create programming that honors and incorporates both Metis and Aboriginal traditions and concepts. This will focus on creating a healthier lifestyle in all four areas mental, physical, emotional, and spiritual. ▪ Creating more recreational opportunities that support learning to have fun in recovery. ▪ Re-evaluate and change current Stat collection form. 	<ul style="list-style-type: none"> ▪ Counsellors will be able to focus on and facilitate sessions with real therapeutic value. ▪ Client's treatment experience will be more beneficial and therapeutic. ▪ Clients will experience an enhanced personal concept and self-pride. ▪ Learning to have fun in recovery aids in the healing process. A gap in socialization often creates a barrier in sobriety. Helping clients to connect with others in a positive manner allows opportunities in building healthy and productive relationships. ▪ Changing existing forms will promote collection of more consistent and reliable statistical information for MACSI 	<p>Commencing in April 2013</p> <p>Completion March 2014</p> <p>Ongoing</p> <p>March 2013 Completed</p> <p>March 2013</p>

<p>2. To enhance counsellors' skills so they can learn to address the client's emotional experience in a more in-depth manner and aid in creating healthy therapeutic relationships.</p>	<ul style="list-style-type: none"> ▪ Director programming will work with counsellors and complete an intensive training/learning process at each center. The process will require a self- analysis and exploration of the counsellor's emotional well being. ▪ The counsellors will participate in activities and exercises that will help promote confidence in their abilities; ▪ The counsellors will be introduced to ways of creating therapeutic engagement within the group process. ▪ Training in areas of Sexual Abuse, Drama Triangle, Medicine Wheel, Seven teachings, Clinical principles, creating a Therapeutic Relationships, Client-directed outcomes, and core issues and various other topics. 	<ul style="list-style-type: none"> ▪ Macsi clients will experience a more cohesive and therapeutic treatment philosophy; ▪ Counsellors will be able to achieve healthy therapeutic counselling relationships that will enhance client's direct outcomes and continuum of care. 	<p>Commencing March 2013-ongoing</p>
<p>3. Investigate possible initiation of a day program in both The Prince Albert Center and the Regina Center</p>	<ul style="list-style-type: none"> ▪ Start discussions of possibility with Executive Director and Financial Director to review funding possibilities. 	<ul style="list-style-type: none"> ▪ This would create the opportunity for MACSI to provide continuum of care to Clients in two more service areas. 	<p>Completion March 2014</p>
<p>4. Re-evaluate/enhance stabilization services At PA Center</p>	<p>Explore options to create a more efficient use of current stabilization program.</p> <ul style="list-style-type: none"> ▪ Explore other potential use of current stabilization area. Possible considerations would be to create a space able to accommodate day programming. More Flex bed opportunities or life skills capabilities. 	<ul style="list-style-type: none"> ▪ Changes in this area will create a more utilized and organized system of practice. ▪ Client's needs would be better addressed in a continuum capacity. 	<p>April 2013 Completion March 2014</p>

<p>5. Establish strong and consistent Clinical infrastructure in all centers.</p>	<ul style="list-style-type: none"> ▪ Continue to monitor and improve on existing Clinical infrastructure and pursue on-going follow-up at all 3 centers. ▪ Director of programming will provide consistent monthly on-going site visits. ▪ Exploring possibilities of having counsellors on evening shifts. 	<ul style="list-style-type: none"> ▪ MACSI clients treatment experience will benefit as processes at each center will become consistent, structured and cohesive. ▪ MACSI staff will benefit as processes will remain consistent even if centers are experiencing staffing shortage. ▪ Having counsellors available on an evening shift will create a consistent continuum of care and will address on-going staffing concerns and workloads. 	<p>April 2013 Completed March 2014</p> <p>April 2013 Completed March 2014</p>
<p>6. Assisting centers to set up partnerships with specialized care agencies.</p>	<ul style="list-style-type: none"> ▪ Director of Programming will help in facilitating contacts for other helping resources to be utilized for MACSI clients within the community. 	<p>This will allow clients with specialized care needs-- the opportunity to be referred out while attending MACSI in-patient treatment. For example accessing treatment professional for PTSD.</p>	<p>On going</p>

Human Resources 2013-2014 Work Plan

Goal: To strengthen our relationships with employees and management and to market MACSI as an employer of choice.

<i>Objectives</i>	<i>Actions</i>	<i>Outcomes</i>	<i>Timeline</i>
1. Recruitment	<ul style="list-style-type: none"> ▪ Develop recruitment strategies using <ul style="list-style-type: none"> ○ Website ○ Job Fairs ○ Presentations to educational institutions ○ Community Involvement ○ Guaranteed Hours 	<ul style="list-style-type: none"> ▪ The ability to attract personnel in an employee driven market ▪ Make MACSI an employer of choice 	Ongoing
2. Retention	<ul style="list-style-type: none"> ▪ Create clear and realistic job descriptions that reflect the work expected form each classification. ▪ Up to date policy and procedure manual ▪ Onboarding and Orientation plan 	<ul style="list-style-type: none"> ▪ Create consistency between facilities ▪ Ensures employees are aware of employer expectations ▪ Create job satisfaction and empowerment 	Ongoing
<i>Objectives</i>	<i>Actions</i>	<i>Outcomes</i>	<i>Timeline</i>
3. Absences	<ul style="list-style-type: none"> ▪ Create organizational base line ▪ Develop process for leave acquisition in 	<ul style="list-style-type: none"> ▪ Evaluate and pinpoint employee attendance and address their issues ▪ Set a basis for employee targets ▪ Create an enforceable policy in agreement with the union 	Ongoing

	accordance to Collective Agreement	<ul style="list-style-type: none"> ▪ Addresses employer expectations for attendance 	
4. Employee Recognition/Morale	<ul style="list-style-type: none"> ▪ Develop criteria for employee recognition ▪ Meet and discuss with employees varying strategies ▪ Set up service provider events 	<ul style="list-style-type: none"> ▪ Raises Morale or employees ▪ Employee feels part of something ▪ Strengthens MACSI's profile internally and externally 	Sept 2013

New Position: Community Relations and Outreach Overview

Métis Addictions Council of Saskatchewan Inc. (MACSI) is a provincial not for profit agency with a 43 year history of serving the people of our province. As a charitable not for profit provincial agency, MACSI is an important provider of addictions and recovery services. MACSI's core office is in Saskatoon and we also have a treatment centre in Saskatoon, Prince Albert and Regina. MACSI offers inpatient, outpatient and field services out of each treatment facility.

In 2013, MACSI will launch a new strategic plan. One area of priority identified in the Strategic Plan 2013-2016: *We Weave a Thread of it Each Day* is improved community relations and outreach. At present, outreach services are provided by three Field Educators each working out of a separate treatment centre. In Saskatoon and Prince Albert, Field Educators focus on needs of youth. In Regina and area, the Field Educator targets adults and the public. MACSI has existing Ministry of Health approved funds designated for a fourth Field Educator in a fourth location. However, because of recent planning activities, it has become apparent that a restructured position would better achieve the vision and mission of MACSI, and meet the outreach needs of the people of our province.

As such, MACSI is putting forth this workplan outlining how we will apply existing Field Educator funds toward the position of *Community Relations and Outreach Director*. This restructured position would coordinate existing services, address gaps in outreach and community relations and would ensure implementation of activities on a provincial basis. What follows is a descriptive workplan to commence April 2013 and to continue on a full time basis.

Purpose and Community Needs Assessment

Through various activities of strategic planning, provincial needs associated with ***communications, community relations and outreach*** emerged as priority areas. MACSI and the broader community will benefit in several ways when these needs are addressed. For instance, the addictions and recovery program offered through MACSI's three treatment centres is achieving success, however it will only reach further goals when those in the community intended to be served by the program:

- *Have full knowledge of the service offered by MACSI.*
- *Are willing to use the full range of services available.*
- *Are able to access the services with ease.*

Results of strategic planning indicated that low community profile, low awareness of range of services provided, misconceptions about services and eligibility and barriers to access programs are obstacles faced by MACSI in reaching our vision and mission. In addition, these factors pose barriers to communities and community members in utilizing MACSI's services. Broader trends, both nationally and provincially, support the notion that an effective approach to community relations and community

engagement will ensure that community members have access to health promotion, prevention and recovery services and thus can live healthier and safer lives.

MACSI must ensure that we establish an organized and coordinated approach to community relations and outreach services. The three Field Educators are successful in their role, however their work would be enhanced through additional program development, establishment of an outreach program philosophy, consistent delivery of field services and a model of service delivery based on best practices, evidence based research findings and knowledge of community need. Once implemented, this workplan for the position of *Community Relations and Outreach Director* would achieve these goals and more.

Target Population

The three existing Field Educators achieve program goals through:

1. Direct service provision.
2. Delivery of information and education initiatives.
3. Establishing a variety of partnerships and connections.

These activities are directed toward youth, adults, families, professionals, service providers, stakeholders from various sectors and members of the public. Clearly, these are ambitious goals and the target population is diverse. Unfortunately, given the limitations of the three positions, the work of the Field Educators does not extend significantly beyond the limits of each city from which the service is based. However, MACSI is a provincial agency with a commitment to all people of our province including those in remote, rural and isolated communities. When implemented, the workplan of the *Community Relations and Outreach Director* will enhance MACSI's ability to reach out to a greater number of those in the target population in a wider variety of communities and will make it possible to deliver outreach and field services in a more consistent, coordinated and efficient fashion. The distinction between the Field Educators and the *Community Relations and Outreach Director* is that the Field Educators are primarily responsible for direct service delivery while the Director position assumes greater responsibilities for coordination of services, supporting the work of the Field Educators and incorporating activities associated with community relations, partnership development and organizational communication strategies.

Goals and Objectives

The primary aim of this position would be to raise MACSI's community profile and offer a supportive and engaged presence throughout the province by enhancing communications, community relations and coordinating outreach. The following six objectives will ensure that community relations and outreach activities are carried out in an effective and accountable manner. The *Community Relations and Outreach Director* will:

1. Enhance partnerships and community relations.
2. Establish communication initiatives.
3. Coordinate MACSI's approach to outreach and fieldwork.
4. Develop informational and educational resources.
5. Initiate and support public education and awareness activities.
6. Explore approaches to research, program evaluation and community needs assessment.

Methodology

The *Community Relations and Outreach Director* will work out of MACSI's core office under the supervision of the Executive Director. The position would implement activities to achieve the identified objectives. As this position involves communication, coordination, organization of outreach activities and material development, this type of work would be done in-office. The in-office work would also be supplemented by out-of-office networking throughout the province and would require regular travel.

Work Plan 2013 Community Relations and Outreach Director

Goal: *The primary aim of this position would be to raise MACSI's community profile and offer a supportive and engaged presence throughout the province by enhancing communications, community relations and coordinating outreach.*

<i>Objectives</i>	<i>Actions</i>	<i>Outcomes</i>	<i>Timeline</i>
1. Enhance partnerships and community relations	<ul style="list-style-type: none"> ○ Identify networking opportunities throughout the province. ○ Attend a community meeting or event in various communities with a focus on underserved and Métis communities "Key populations remain underserved and in need of education, support and practical strategies (Children and Youth, Canada's North, First Nations, Inuit, Métis, and Offender Related Issues) (2005, 16-22). ○ Work with stakeholders to 	<ul style="list-style-type: none"> ○ MACSI will become aware of opportunities, regular meetings, contact lists, community postings etc. These instances will be entered on outlook calendar and shared internally. Opportunities will be tracked. ○ 6 communities will have been visited, information shared, concerns heard and connection established and needs assessed. ○ MACSI will have identified, implemented and appraised 	<p>Ongoing</p> <p>Commence May 2013 completed March 2014</p>

	<p>identify barriers to service and aid in helping community members access services.</p> <ul style="list-style-type: none"> ○ In an effort to increase profile and visibility, seek out opportunities for MACSI's presence at conferences through presentations, display tables or partnering in community events ○ Identify communities with a need for outreach services and potential for community support to deliver services. 	<p>success of concrete approaches to improve access to services in at least 2 communities.</p> <ul style="list-style-type: none"> ○ On 4 occasions, MACSI (core/centres) will have participated in a conference, hosted a display table or partnered in a community event. ○ Up to 4 communities will have been assessed for need and MACSI will have identified a role to support the community in meeting that need. 	<p>Commence May 2013 completed March 2014</p> <p>Commence May 2013 completed March 2014</p> <p>Commence September completed March 2014</p>
2. Establish communication initiatives	<ul style="list-style-type: none"> ○ Communicate with communities to raise awareness of services, provide accurate information about services. ○ Within MACSI coordinate participation of various staff in community outreach and events 	<ul style="list-style-type: none"> ○ An up to date and well-organized list of cross-province and multi-sector contacts will have been developed. MACSI will have communicated key messages with the contacts at least 4 times per year. ○ An internal communication system related to community relation will have been established. The range of services offered through MACSI will have been promoted through a coordinated effort. 	<p>Ongoing</p> <p>Ongoing</p>
3. Coordinate MACSI's approach to outreach and fieldwork	<ul style="list-style-type: none"> ○ Continue to develop MACSI's model of fieldwork service delivery by researching best practices, identifying current evidence based research findings and documenting successes and barriers of present Field Educator initiatives. ○ Review program, identify program needs Establish fieldwork and outreach program philosophy. 	<ul style="list-style-type: none"> ○ Completed descriptive document shared internally and with approval of Executive Director. ○ Completed descriptive document. 	<p>Ongoing completed by March 2014.</p> <p>Commence June 2013 completed September 2013</p>

	<ul style="list-style-type: none"> ○ Oversee community engagement and outreach for MACSI. Identify opportunities for Field Educator involvement and provide the necessary support for Field Educators to implement their work. ○ Collaborate with community service systems and service providers to identify how MACSI can supplement services. 	<ul style="list-style-type: none"> ○ Director of Community Relations and Outreach will have met with each Field Educator two times/year to assess results and needs. ○ Identified contacts in mental health and addictions services as well as other referral agents to explore opportunities for collaboration. 	<p>Commence May 2013 completed March 2014</p> <p>Ongoing</p>
4. Develop informational and educational resources	<ul style="list-style-type: none"> ○ Identify need for resources. ○ Ensure resources are available to download print off website. ○ Seek funding for print costs. 	<ul style="list-style-type: none"> ○ 2 informational and educational resources will have been developed, printed and distributed across the province. 	<p>Commence April 2013 completed December 2013</p>
5. Initiate and support public education and awareness activities	<ul style="list-style-type: none"> ○ Identify opportunities for education and information sessions to be completed in the community. ○ Develop necessary presentation materials and promotional materials. 	<ul style="list-style-type: none"> ○ Via networking and contacts, arrange educational presentations and awareness building activities to be completed by field workers and other employees. MACSI will have delivered at least three sessions per month. (36 per year) ○ Create a consistent PowerPoint presentation template. Prepare PowerPoint presentation for general use to describe MACSI and our services. 	<p>Commence April 2013 completed March 2014</p> <p>April 2013- completed June 2013</p>
6. Explore approaches to research, program evaluation and community needs assessment	<ul style="list-style-type: none"> ○ MACSI holds a responsibility to understand our clientele, evaluate effectiveness of service and to know the communities of our province. 	<ul style="list-style-type: none"> ○ MACSI will have an established approach to gathering client statistical data using excel spreadsheets. Data will be analyzed and used in decision-making. ○ MACSI will have completed a Day Program Evaluation and will explore how to utilize recommendations and findings. ○ Outpatient services will have 	<p>January 2013— ongoing</p> <p>January 2013— ongoing</p>

		<p>established a means generating client feedback.</p> <ul style="list-style-type: none"> ○ Through outreach, MACSI can better evaluate community needs and make decisions about how to work collaboratively with a range of communities. 	<p>January 2013—ongoing</p> <p>Ongoing</p>

Employee List

Prince Albert Centre

Employee Name	Position	Status	Start Date
Gwen Campbell	Executive Secretary	Perm. Full Time	06-Oct-97
Teresa Wizniuk	Addictions Worker	Part time	04-Oct-11
Brendan Falconer	Maintenance	Perm. Part Time	
Conrad Parenteau	Head Cook	Perm. Full Time	28-Apr-11
Timothy Parker	Cook	Casual	
Colleen Rudderham	Regional Director	Perm. Full Time	
Lorenna Bear	Assistant Regional Director	Perm. Full Time	
Sharon Anderson	Addictions Worker	Casual	28-Jul-04
Sky Clarke	Addictions Worker	Part time	
Velma Grunsky	Addictions Worker	Part time	
Juliet Nothing	Addictions Worker	Casual	
Tracy Ethier	Addictions Worker	Perm. Part Time	22-Feb-12
Samantha Lealos-Heibert	Addictions Worker	Perm. Part Time	12-Dec-11
Kathy Reschke	Addictions Worker	Perm. Part Time	23-Mar-11
Fred Simpson	Youth Field Educator	Full Time	09-Aug-11
Bernadette Cameron	Counsellor	Perm. Full Time	30-Jul-09
Stephani Androsoff	Counsellor	Full Time	
Laura Lee Hatch	Counsellor	Perm. Full Time	21-Feb-01
Kathy Young	Counsellor	Casual	
Lorraine Grywachski	Addictions Worker	Perm. Full Time	26-Apr-04
Val Howlett	Addictions Worker	Perm. Full Time	13-Apr-01
Erna Stephani	Addictions Worker	Perm. Full Time	03-Apr-08
Gail Walcer	Addictions Worker	Perm. Full Time	02-Sep-08

Saskatoon Centre

Employee Name	Position	Status	Start Date
Donna Avila	Executive Secretary	Perm. Full Time	19-Mar-79
Teesha Mackenzie	Secretary	Casual	
Edward Nelson	Maintenance	Perm. Full Time	23-Jul-09
Brendan Wilson	Maintenance	Casual	
Allison Sayers	Head Cook	Perm. Full Time	17-Jun-03
Pauline Whitehead	Cook	Casual	28-Sep-09
Gerralee Reynolds	Regional Director	Perm. Full Time	
Vacant	Assistant Regional Director	Perm. Full Time	

Jamie Chistensen	Youth Field Educator	Perm. Full Time	02-Aug-11
Laurissa Fedusiak	Youth Field Educator	Temp. Full Time	
Curtis Brad	Counsellor	Temp. Full Time	
Adrienne Ballantyne	Addictions Worker	Perm. Part Time	
Linda Beddow	Addictions Worker	Casual	
Asif Kamran	Addictions Worker	Perm. Part Time	12-May-09
Solomon Manyok-Ariik	Addictions Worker	Perm. Part Time	
Carly Martyniuk	Addictions Worker	Casual	
Sarah Ninnie	Addictions Worker	Casual	
Leeann Sharpe	Addictions Worker	Casual	
Pauline Whitehead	Addictions Worker	Perm. Part Time	28-Apr-09
Kelsey Parker	Addictions Worker	Temp. Part Time	
Janine Peters	Counsellor	Perm. Full Time	
Kristy Novakovski	Counsellor	Perm. Full Time	
Corey Ferguson	Counsellor	Perm. Full Time	
Brendan Wilson	Counsellor	Casual	
Suzan Mills	Counsellor	Casual	
Michelle Milne	Counsellor	Casual	
Wanda Gall	Addictions Worker	Perm. Full Time	06-Mar-06
Judy Sheppard	Addictions Worker	Perm. Full Time	10-Jun-08

Regina Centre

Employee Name	Position	Status	Start Date
Brandy Maier	Secretary	Perm. Full Time	16-Jan-12
Tracy Cataract	Maintenance	Perm. Part Time	
Beverly Bishop	Head Cook	Perm. Full Time	09-Apr-05
Tracy Cataract	Cook	Casual	
Ronnie Norton	Cook	Casual	13-Jun-11
Lana Blondeau	Regional Director	Perm. Full Time	17-Apr-92
Darcy Drummond	Counsellor	Perm. Full Time	26-Oct-09
Katrina Zimbaluk	Counsellor	Perm. Full Time	
Al Schoenthal	Field Educator	Perm. Full Time	09-Feb-02
Ronnie Netmaker	Addictions Worker	Casual	
Harry Desnomie	Addictions Worker	Perm. Part Time	27-Aug-11
Darren Reithmeir	Addictions Worker	Casual	
Elaine Keewatin	Addictions Worker	Perm. Full Time	23-Feb-11
Karl Lerat	Addictions Worker	Perm. Full Time	10-Sep-93
Murray Peigan	Addictions Worker	Perm. Part Time	30-Aug-11
James Watts	Addictions Worker	Perm. Full Time	26-Mar-98
Kathleen Jackson	Counsellor	Perm. Full Time	08-May-08

Core Office

Employee Name	Position	Status	Start Date
Karen Ferster	Administrative Assistant	Perm. Full Time	21-Feb-12
Cherish Lee	Executive Assistant	Perm. Full Time	16-Jan-12
Shauna Lafontaine	Executive Director	Perm. Full Time	28-Dec-05
John Welden	Director of Human Resources	Perm. Full Time	01-Apr-12
Gwen Glagoloff	Director of Programming	Perm. Full Time	02-Feb-08
Adon Hoffman	Director of Finance	Perm. Full Time	17-Jan-11
Sharon Guest	Payroll & Benefit Officer	Perm. Full Time	07-Sep-10
Beverly Palibroda	Community Relations & Outreach	Perm. Full Time	