



COMPASS CENTRE FOR SEXUAL WELLNESS STRATEGIC PLAN 2014-2019

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A. Compass Centre for Sexual Wellness – A Time for Transformation

Compass Centre for Sexual Wellness is at a crossroads as they engage in a comprehensive strategic planning and governance review process. The association has gone through a period of transition due to a variety of situations over the last couple of years. The time has come to enhance the current programs and services and to reach out to the non-profit community to establish new partnership and collaborative opportunities. There is a need to expand and adapt to the changing needs and priorities and to embrace technology as a form of community engagement.

The primary funding partners (United Way and the City of Edmonton FCSS) have put a great deal of effort and time in developing the common outcomes statement and will be looking for their funded agencies, such as Compass Centre, to align with their priorities for poverty reduction and community engagement. While Compass Centre has been very successful in offering quality programs and services through the four program areas: Counselling, Sexual Health Education, Multicultural Sexual Health Education and Volunteer programs, the potential for Compass Centre is far greater than is currently in place. The time is right to explore strategies that embrace a more aggressive programming and communication process that engage partners and enhance the capacity of the association to meet the changing needs of the community.

The time is right to transform how the association engages and serves the changing priorities and needs of the Edmonton and area community. Transformational change requires intentional desire to do things differently and involves exploring new ways of engaging the community and serving the clients. This shift in thinking is not about finding money first then implementing change. Transformation is about shifting the thinking of how the staff and board see the opportunities for growth and intentionally capitalizing on those opportunities, which will ultimately result in financial support.

It is important to remember that we cannot expect different results by doing the same things year after year. Now is the time to expand the thinking and possibilities for Compass Centre. The strategic plan will provide the framework for this transformational thinking.

Compass Centre for Sexual Wellness Impact Statements:

The following impact statements are what Compass Centre aspires to achieve through quality program and service delivery. The impact or outcomes serve as the focal point for future programs and services.

- Individuals having a sexual positive attitude.
- People feel better about their own sexuality, relationships and self-image.
- As a result of Compass Centre taking a leadership role in shifting community attitudes towards sexual and reproductive health, Edmonton is viewed as an “inclusive, sexually healthy community”.

- Individuals have access to support services and information that they need to make informed decisions about sexual health issues.
- Intergenerational gaps are diminishing and cultural differences are being bridged around sexual health issues.
- There is a common meaningful and accessible language that the general public and professionals have adopted and sexual health issues are now more in the mainstream.
- There is a broader understanding of sexual and reproductive health and there is a growing acceptance within the general and professional health community of the relationship between sexual and reproductive health and general health and wellbeing.

B. Common Outcomes

There has been a great deal of work over the past number of years with the United Way, FCSS, Child and Family Services and partner funded agencies to develop a framework for community impact. This work is based on the fundamental belief that an integrated, whole community approach will bring about the kind of change all partners strive for.

As a result of this work the United Way has identified 12 desired results that are indicators of the common goals and strategies that will guide the work of not only the primary funders, such as the United Way, FCSS, and Government of Alberta (GOA) Child and Family Services (Region 6) but also align with the individual organizational goals and aspirations. While the primary goals and priorities for Compass Centre for Sexual Wellness are independent and unique to the association it is important to align, where possible, with the common outcomes identified by the primary funding agencies. .

United Way – Creating Pathways out of Poverty – Desired Results

The United Way has just released their new foundation document and have identified the key focus areas in which they will work with their partner organizations in the coming years.

Compass Centre is currently reporting on the following Program Areas: Common Outcomes (United Way Specific)

Public Education (Program Area)

Common Outcome #1: Participants have knowledge of community resources.

Common Outcome #2: Participants are educated about social issues in the community.

Volunteer (Program Area)

Common Outcome #1: Participants feel they contribute to positive change in the community (or agency) through volunteer activities.

Common Outcome #2: Participants increase their (a) knowledge and (b) skill through their volunteer involvement.

Potential Outcome Alignment:

Compass Centre for Sexual Wellness programs and services are very closely aligned with Education and Wellness focus areas identified in the Creating Pathways out of Poverty Document.

Education: From the early years through high school completion, children and youth must have support for the full path to development.

- Currently Compass Centre is in the school system teaching the sexual health component of the CALM 20 classes, as well as junior high sessions. In the fall we hope to develop a sexual health sessions for grades 4-6. It is critical to the education and well-being of our youth that they are informed and educated about sexual health issues.

(Potential) Related Desired Outcome (Creating Pathways Out of Poverty)

- Increase the number of children and youth who have access to the supports they need to succeed in school.

Wellness: Healthy People, Strong Communities, Individuals and Families need timely access to supports that strengthen their well-being and the neighbourhoods in which they live.

The Compass Centre Counselling Program is a preventative program building individual capacity to address sexual health issues enhancing coping skills, increasing resilience, independence and relationship skills. Our strategy is to provide counselling interventions, education and support for clients, including individuals, couples, families and groups in the areas of pregnancy testing, pregnancy Compass Centre, post abortion, sexual identity and birth control Compass Centre.

We have noticed an increase in the amount of clients who are victims of cyberbullying by peers around sexual and reproductive health issues (i.e. being “outed” with an unplanned pregnancy, STI, abortion, or sexual orientation.)

There has been a noticeable increase in the number of clients who have an unplanned pregnancy as a result of participating in the online “hookup” culture.

More of our clients are reporting incidents of physical violence and/or cyber bullying as a result of “sexting” (may or may not include pictures).

The addition of a provisional psychologist to our counselling program provides an opportunity to expand our counselling and educational services. .

(Potential) Related Desired Outcome (Creating Pathways Out of Poverty)

- Decrease wait times and improve access to supports for people experiencing abuse and/or domestic violence.
- Increase access to interventions that help youth overcome the challenges they face in resisting and avoiding crime and gang involvement.

The City of Edmonton: Common Outcomes

The City of Edmonton has gone through a similar comprehensive review process and has worked with the other two primary funders in the area to identified common outcomes that all partners can align with:

FCSS has also identified a list of common outcomes and it will not be a difficult stretch link with Compass Centre strategic priorities and outcomes. Over the course of the next year Compass Centre will be revising their data collection and database process in order to more accurately capture the indicators and data in support of the broader common outcomes. Compass Centre will work with both United Way and FCSS to ensure the connections and linkages are documented as accurately as possible. This will be one of the primary implementation strategies for the first year of this strategic plan.

Counselling:

Compass Centre is currently reporting on the following outcomes (FCSS specific)

Outcome #1: Participants feel supported

Indicators:

- Participants report feeling heard/understood and that their needs are met by staff, volunteers and other participants.
- Participants report having community or professional support in which they are confident they can receive advice.

Outcome #2: Participants access support to meet their needs

Indicators:

- Participants report referrals provided were relevant to their needs.
- Participants report seeking out relevant resources.
- Participants reported they accessed service that meets their needs.

Multicultural:

Outcome #1: Participants have knowledge of community resources

Indicators:

- Participants indicated one or more resources that address their information needs.
- Participants ask for one or more resources and needs.
- Participants indicated that they have contact one or more resources that address their needs.

Outcome #2: participants are educated about social issues in their community

Indicators:

- Participants identify one or more factors that contribute to a particular social issues that impacts personal and/or community quality of life in their neighbourhoods/geographic area
- Participants identify at least one type of community resource to address one or more of the above issues
- Participants identify ways they could get involved in addressing one or more of the above issues

Other outcomes that Compass Centre may align with the City of Edmonton program areas (Future Consideration)

- Participants have healthy relationships.
- Participants have the skills needed to address identified issues, such as sexuality, violence and bullying.
- Participants access support to meet their needs and know where to go for assistance in a stressful situation.
- Participants make informed choice about their living situation.

C. Moving Forward - Discussion Themes

Throughout the planning process there were a number of different themes that kept emerging. These themes are important and need to be emphasized and captured in the strategic plan.

Common Themes

- **We make a difference in the lives of those who access our programs and services.** Upon reflection and discussion there was general agreement that Compass Centre has been successful in offering quality sexual health programs and services for over 20 years in Edmonton. The core service areas of Sexual Health Education, Counselling and Referral, Multicultural Education and Volunteer Support are well established and continue to see an increase in services offered. It is an important time in the history of the association to focus on the successes and all the work that has been accomplished. It is time to capture the successes and tell the story of the association.
- **Time for Change:** Compass Centre has been able to maintain a level of service over the past number of years even though the core funding levels continue to decrease each year. It is a time of tight budgets and limited resources. However, the community is changing and there are emerging

issues related to sexual health and wellness that are having a dramatic impact on the community and clients who access the services. Technology has seen dramatic changes over the last five years, and the time has come to upgrade the office technical capacity and enhance the data collection methods. It will be important to have the capacity to reach out to the community in a variety of methods, such as social media.

- **Build on Current Successes:** Compass Centre has done an amazing job of sustaining the level of programs and services over the years. The budgets continue to be tight and limiting, however the staff have been able to continue to offer quality services to those who access them. As part of the strategic planning process the staff and board identified the following strengths of Compass Centre and it is these strengths that need to be maintained and enhanced.

Association Primary Strengths

- The expertise and knowledge of the professional staff are second to none.
- Good reputation for meeting the needs and priorities of those we serve.
- Unique positioning and approach to sexual and reproductive health education and counselling. Compass Centre is uniquely positioned to offer these services.
- Strong partnerships are the key to our success, for we work with other organizations that are in direct contact with students, clients and other community members. We provide the knowledge and expertise and the partner organizations provide the connection to the students, clients and other community members. The only exception is with counselling services where we are in direct contact with the clients, through drop-in, phone and online services.
- Solid foundation – organizationally and professionally.

Ongoing Challenges and limitations

In order to move forward it will be important to address a number of outstanding challenges and focus on enhancing the capacity of the Association to grow and develop and the needs present themselves.

- There are limited financial resources and therefore there is a need to find alternate funding strategies, such as adopting a fee for services (charge for educational programs) or establishing non-traditional partnerships with business or other non-profit organizations.
- Limited financial resources to provide an increase in wages for all staff. This is an ongoing challenge and needs to be addressed as soon as possible.
- Capacity to expand the programs and services – staff are working to capacity.
- Finding new partnerships with aligned funders – the general non-profit sector is currently underfunded and more agencies are competing for the same limited dollars.

Opportunities to Develop or Enhance

- There is an increasing dialogue around cyberbullying and finding alternate strategies to address these concerns. This may be an opportunity to work with other community partners to develop a community-wide approach to this issue.
- Get engaged in the general Edmonton social services community. Staff will be out in community and network beyond traditional partnership; for example, Alberta Education and Edmonton Public School Board (curriculum design) health services, health professionals and other multicultural associations
- Educational courses for health care professionals should be enhanced and promoted and charge a fee for service.
- Enhance volunteer engagement in the educational programs.
- With two staff getting their Registered Psychologist Designation there may be an opportunity to expand the counselling services.

Key Messages (Communication Plan)

The environment has changed, times have changed and it is important for Compass Centre to bring their service delivery model in alignment with today's environment.

- We are in a technology based society and in reaching the youth of today we have to deliver services in this new model. That includes embracing a comprehensive social medial strategy. We need to go to where the clients are – where the young adults are– online.
 - Online counselling services.
 - Information technology through social media.
- We work with both individuals and organizations.
 - Our strategies need to embrace an increase in accessing clients and individuals about healthy sexuality.
- Partnerships are the key to success: Compass Centre needs to work with other organization and work with them to capitalize on opportunities for collaboration and partnership engagement. This may include:
 - Professional development for staff
 - Shared services such as onsite counselling services in partnership with organizations – note this had been done in previous years and now is a time to relook at this strategy.

D. Vision for Success – The Future We Strive For

The Vision for Success is a future statement that describes what success would look like in 10 years as Compass Centre has successfully accomplished the goals and priorities set out in the strategic plan. It describes what Compass Centre aspires to be in the future. The vision statement has a 10 year horizon; however the strategic plan will be for 5 years. [This is an internal statement that provides a vision for the staff and volunteers and is not intended for public distribution.]

VISION FOR SUCCESS

Compass Centre goal is to help everyone who comes through our doors make healthy sexual and reproductive health choices. We have gained a reputation as the “go to place” for support. In 2023 Compass Centre for Sexual Wellness has just opened the doors to their new Sexual Health – Wellness Centre. The available services offered in the Centre include counselling, education programs and a new multicultural services centre for individuals of all ages who are supported in making positive sexual health and reproductive life choices. In addition to the educational and counselling services the Wellness Centre now offers free and accessible clinical services related to sexual and reproductive health. The staff is recognized nationally for their expertise in sexual and reproductive health and are invited to speak at national and international conferences, in addition to various provincial workshops and community based seminars.

Compass Centre has developed a new revenue model with a sliding fee scale that ensures all services are accessible and that financial barriers will not be an issue to accessing services. Recently Compass Centre has partnered with the multi-cultural community of Edmonton to offer our programs in a variety of languages

The Educational Services have expanded over the past five years to include enhanced school programs to include Division 2, Junior and Senior High programs. Counselling Services include:

- Individuals, couples and groups
- Cross-cultural counselling
- In-person, online and increased access to services
- Services are offered in a variety of languages.
- Services are offered in satellite locations across the city.

Due to a very successful marketing and sponsorship plan the Wellness Centre and Compass Centre has the financial and human resources required to offer quality and professional services to our clients. The new funding model has increased the ability of Compass Centre to be able to pay the professional staff an equitable wage for the services they provide. The organization has a skilled and knowledgeable Board that provide the overarching governance for the organization. Board and staff work together to ensure the organization has the resources required to effectively meet the objectives and priorities. They are also supported by a core group of trained and dedicated volunteers.

Social media is now an integral part of the Compass Centre marketing and communication strategy. As part of the organizational sustainability plan new and enhanced partnerships have been established that include, post-secondary institutions, public school boards, community agencies, health care professionals, other social service professionals, youth workers, etc.

E. Strategic Statements

VISION

Healthy Sexuality Throughout the Lifespan

MISSION

Developing in people the affect, skills and knowledge to make informed choices around issues of sexuality, within the context of their values, _____beliefs, culture and experiences.

STRATEGIC PRIORITIES

1. Focus on ensuring a comprehensive, accessible and innovative programs and services model that meets the changing needs of the community.
2. Build and maintain strong partnerships and alliance to better serve the community.
3. Position Compass Centre as a LEADER in the community and to be viewed as the community experts in the field of sexual health.
4. Build the Capacity of Compass Centre to do the work in an efficient and effective manner. There is a need to be able to have the capacity to address emerging issues, such as cyberbullying in timely manner.
5. Enhance the capacity of the Board to address the emerging strategic priorities for the association. This involves a major recruitment strategy to increase the number of board members with specific skills and knowledge.

F. Strategic Priorities

1. Comprehensive, accessible and innovative programs and services that address the changing dynamics, needs and priorities of the community. This will involve continuing to support the three core service areas, and enhance where possible. This goal is to increase the capacity of Compass Centre to meet the changing needs and priorities of the community, where there is a common theme related to sexual health and positive sexuality

Strategic Priorities	Objectives/Strategies	timeline			
		ongoing	short	medium	long
1. Focus on ensuring there is a comprehensive, accessible and innovative programs and services model that meets the changing needs of the community.	<p>Conduct a program review to determine the key success stories and identify areas for improvement.</p> <p>Identify potential program areas for development, such as aboriginal community, older adults and expansion of the multicultural services.</p>		X		
	Focus on enhancing the youth and young adult programs and services that are part of a comprehensive cyberbullying services area.		X (start)	X	
	Seniors Sexuality and explore the development of an educational programs that is targeted to inform older adults – seniors in the community.			X (start)	X
	Enhance the volunteer support services department by increasing the volunteer coordinator position to full-time.				X
	Consulting services in the community which would be a fee for services, or online counselling which is reflective of online client needs			X	
	Expanded volunteer support services, to include a new initiative where volunteers will be trained to facilitate certain educational workshops for students in grades 4 – 6.		X		

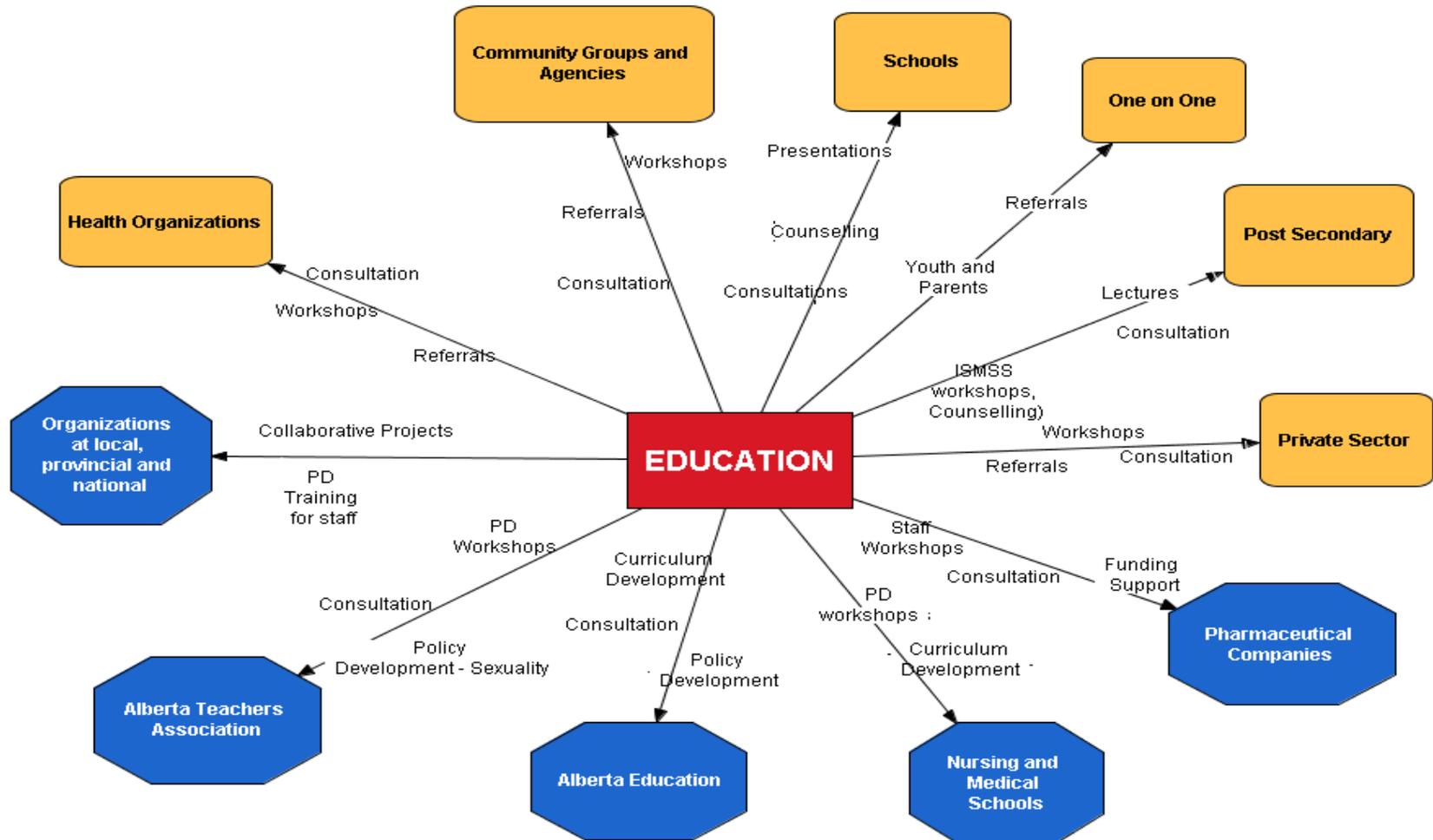
Strategic Priorities	Objectives/Strategies	timeline			
		ongoing	short	medium	long
	Explore the possibility of expanding the services through a counselling centre with registered staff Psychologists.				X
2. Build and maintain strong partnerships and alliance to better serve the community.	Increase the community support through the development and engagement of strategic partnerships. Explore non-traditional partnerships that will support the common goals (see the partnership maps at the end of the plan for details.)	X	X		
	Ensure sexual health issues are integrated with other social issues, such as cyber-bullying or sexuality throughout the lifespan. Cyberbullying will be an intentional strategy in the short-term	X	X (
	Think outside the box about partnerships – align with non-traditional partnerships that come together to further the ability to impact the common outcomes.	X	X		
	Establish formal relationships with key community service providers, such as Youth Emergency Shelter, to provide sexual health education or counselling services. This would be a formal agreement.		X		
3. Position Compass Centre as a LEADER in the community and to be viewed as the community experts in the field of sexual health.	Develop a communication strategy that gets the key messages out – we need to let the community know who we are and what we do.		X		

Strategic Priorities	Objectives/Strategies	timeline			
		ongoing	short	medium	long
	Develop and implement a comprehensive social media strategy that will become an integral component of ongoing communication.		X		
	Information sharing about current research and issues that are related to sexual health and sex positive information. [social media will be a key component of the communication strategy]			X	
	Networking - intentional relationship building and have staff expand the number of networks they participate in.	X	X		
	Establish a full-time communication position that will be the lead for all communication, social media and general marketing.				x
4. Build the capacity of Compass Centre to do the work in an efficient and effective manner. (There is a need to be able to have the capacity to address emerging issues, such as cyberbullying in timely manner.)	Financial partners will be established that will provide financial support for defined programs as well as unrestricted services. This may include corporate sponsors, social enterprise partnerships, etc.	X		X	
	Able to respond quickly to emerging issues. Compass Centre should be positioned as the go to organization for comments and leadership in sexual health related issues.			X	
	Develop and implement a fee for services policy that generates revenue while ensuring that will no organization is unable to access our services due to financial limitation. There is a need to find the balance between revenue generation and service delivery.		X		

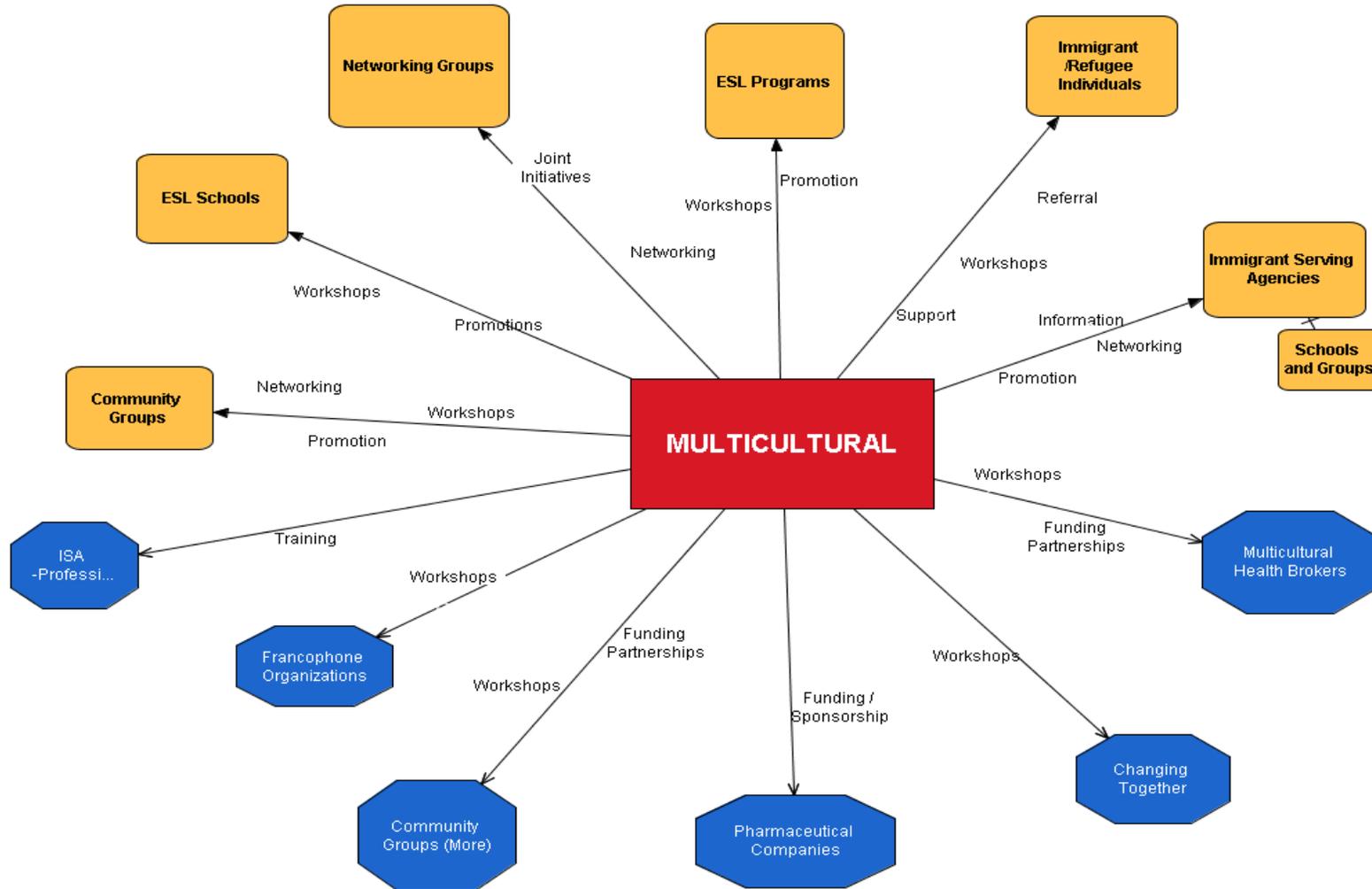
Strategic Priorities	Objectives/Strategies	timeline			
		ongoing	short	medium	long
	Update the technology capacity of the office. This will include the additional search capacity function with the database. The website, office technology and other related issues will be assessed and addressed.		X		
	<p>Increase staff compensation: Start by a salary review by comparing other non-profit organizations offering similar services and develop a salary grid, with room for advancement.</p> <p>When resources are available, increase wages to a comparable salary of education and experience of the staff. Strategies to retain staff will be a priority.</p>		X	X	
<p>5. Enhance the capacity of the Board to address the emerging strategic priorities for the association.</p> <p>(This involves a major recruitment strategy to increase the number of board members with specific skills and knowledge.)</p>	Increase the board membership to reflect the changing face of the community. Recruit new board members with specific skills and expertise, such as financial, legal and community engagement expertise.		X		
	Once the board is expanded then establish board committees to increase the capacity of the board to do the work.			X	
	Review the board and organizational policy manual with a focus on policies related to: financial management and human resources.			X	

PARTNERSHIP RELATIONSHIP MAPS: THE ORANGE BOXES IDENTIFY CURRENT PARTNERSHIPS AND BLUE ARE POTENTIAL PARTNERSHIPS

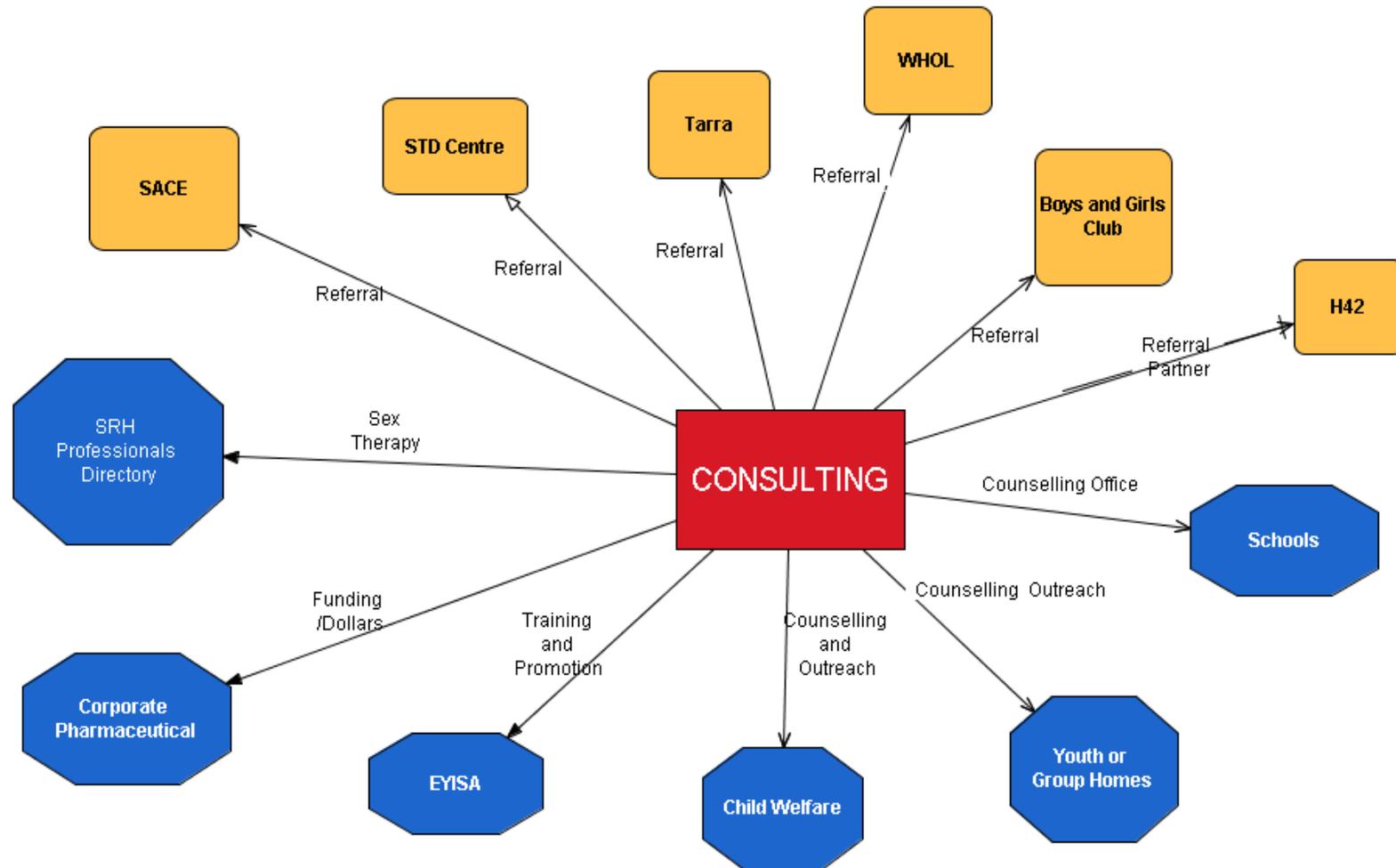
Strategic Partnerships – Mapping Process - EDUCATIONAL PROGRAMS



Relationship Map - Multicultural Programs



Relationship Map - Counselling Services



Relationship Map for Compass Centre (Organizational Level)

Compass

