



**NAVIGATE COMPLEXITIES.
CREATE CHANGE.
TOGETHER.**

Strategic Plan 2024-28

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Featured on the front cover is photo of the Sacred Hoop (Medicine Wheel), atop Calgary's Nosehill Park - a beautiful perspective on the city we are proud to support.

As the gift of a new dawn breaks through the darkness, the gift of a new beginning comes with it. From the Eastern door of the Sacred Hoop we all have the opportunity to begin again. In doing so we are afforded the ability to adjust our sails and sail on with renewed integrity that is reflective of our purpose and ambition for the growth and development of our families, communities, humanity, and All of Our Relations. We offer gratitude to the 7 Generations that came before us for the teachings and tools they courageously kept safe for us.

CUPS CALGARY LAND ACKNOWLEDGMENT

In the Spirit of the Truth, we acknowledge and recognize past and ongoing injustices. CUPS is committed to Reconciliation and healing with Indigenous Peoples as we value accountability, dignity, collaboration, and continuous learning. CUPS recognizes the traditional territories, oral practices, and the history of the Blackfoot (Siksika, Piikani, and Kainai), the Tsuut'ina (Sarcee), the Stoney Nakota (Chiniki, Goodstoney/Wesley, and Bearspaw) First Nations, as well as the Métis Nation of Alberta (District 6). All who live on Treaty 7 territory are Treaty 7 Peoples and have responsibilities to this beautiful land and each other.



BOARD CHAIR MESSAGE

As I reflect on CUPS' remarkable history, I marvel at the longevity of our organization and the transformative impact we have had. From a handful of passionate Calgarians with a bold idea, to today's team of almost 150 dedicated staff, CUPS has been resilient and innovative, adapting and responding proactively to the changing needs of our community.

We take pride in being a formative presence within the social sector, we are committed to being present and always striving for change. We will step up to lead when best positioned to do so, and leverage the expertise of our partners and others. This approach embraces both leadership and advocacy; it invites others to collaborate with us to maximize our collective impact.

Our relationships with government, the business community, and individual Calgarians underscore the importance of collaboration. The responsibility to support and uplift our community is one that we all share, and the business community plays a pivotal role in this endeavour. Together, we form a powerful alliance that can create lasting change. Our success is a collective effort.

Looking ahead, it is our responsibility to pave the way for the next generation of leaders, both within our organization and in the broader community. CUPS is dedicated to fostering an environment where we can learn and grow: to serve our purpose and, ultimately, the community. We will continue to adapt, innovate, and lead by example.

Thank you for your unwavering support, dedication, and belief in the good work we are all a part of. Together, we will continue to make a difference.

With sincere thanks,



Michael Lang
Board Chair, CUPS Calgary



PRESIDENT AND CEO MESSAGE

I am thrilled to share CUPS' new strategic plan with you. Our path forward will be guided by our statement of purpose:

Navigate complexities. Create change. Together.

The decision to articulate our 'why' – our unique and aspirational reason for being – represents a significant step in our journey as an organization. Our purpose inspires the work that we do; it will both challenge us and keep us focused on the road ahead. Our values – dignity, accountability, collaboration, and continuous learning – will shape our actions as we move forward.

Our purpose – Navigate complexities. Create change. Together – reflects our history and guides our future. In my 26 years as CUPS president and CEO, I have witnessed an evolution in the needs of our clients, our community, and the systems we navigate. CUPS has proven its adaptability, staying attuned to these evolving needs and responding with programs and approaches to meet them. We navigate complexities so that we can walk alongside people and provide the support they require.

Every day, the programs we deliver provide support to participants in our focus areas of health, child and family development, and housing and economic support. Through our commitment to Integrated Care and collaboration with our incredible partners, we expand our ability to create change, to support participants' well-being in a holistic way.

Collaboration fuels our efforts to continually improve how we create change. For example, through long-standing research relationships we understand the brain science as it applies to those affected by trauma and adversity. This has been game-changing as we work with our partners to embed a trauma-informed, evidence-based approach in programs, and support a community response.

In this plan, we reaffirm our commitment to be catalysts for broader change. As a formative presence we will advocate for and lead change; we invite our valued partners in the sector and academia, business, and the community to work with us to amplify our collective impact. Collaboration has been – and will continue to be – a cornerstone of our work, allowing us to tap into an abundance of diverse perspectives and expertise. We are better together.

This strategic plan is rooted in our commitment to continue supporting our city's most marginalized to be seen and heard, and inviting those who share our values to create space to make an enduring impact. Please join me in embracing this challenge with open hearts and minds.

With gratitude and determination,



Carlene Donnelly

President and CEO, CUPS Calgary



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We navigate complexities so
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*Carlene Donnelly
Executive Director*

”





CUPS PURPOSE

Navigate complexities. Create change. Together.

Purpose drives our passion and inspires the work that we do, giving it meaning.

Every day we:

Navigate complexities with clients and staff, partners and community, leveraging our combined experience and strengths to explore possibilities and choose the way forward.

Create change by listening and learning, applying our experience and knowledge to solve problems and achieve goals.

Together. We build intentional relationships and work collaboratively. We are better together.



PURPOSE, AMBITION, AND VALUES

Why does CUPS exist? What do we seek to achieve as an organization?
What are the values that guide our actions?

INSPIRED BY PURPOSE

Our purpose provides both direction and a call to action. It helps to frame our ambition for CUPS and its people. Purpose applies to all that we do, guiding our decisions, actions, and relationships. In times of change it is our ‘North Star,’ allowing us to remain on course while responding to both day-to-day issues and emergent trends. The best strategies are always informed by a sense of purpose.

CUPS statement of purpose – ***Navigate complexities. Create change. Together*** – articulates our unique and aspirational reason for being.

At CUPS, we understand how difficult change can be. We are committed to building intentional relationships and truly understanding the challenges clients encounter, and the root causes. Because of this, we have learned how to navigate complexities: to support client goals and to create change at multiple levels. This is what guides our unique approach to service delivery, programming, and collaboration. This is our passion. It is what drives us.

Our purpose challenges us to take a broader view. We recognize the urgent need to address root causes of poverty and trauma that create intergenerational cycles of harm. These root causes are complex, entrenched and interdependent. Taking what we have learned through 34 years of experience, research, and collaboration in community, we seek to create change in systems that marginalize.

Throughout this document and our work at CUPS, we use the terms ‘participant’ and ‘client’ interchangeably. Though different terms can mean different things, to us, when we speak about the people we work with, we acknowledge them as people who bring their history, values, and strengths to the table, and who we partner alongside to support their journey. It is important to us that people engaging with CUPS services are valued as autonomous, capable, and the drivers of their own lives.

ACHIEVING OUR AMBITION

Our purpose describes why CUPS exists; our ambition describes what we want to achieve with sustained focus and effort over time. The two are connected — achieving our ambition helps us to fulfill our purpose, and purpose provides context for our ambition:

Our unique approach empowers people to improve well-being. As a formative presence we work together to build better systems and a stronger community.

This ambition statement articulates a long-term goal to be a *formative presence*: to step up and take the lead when we are best positioned to do so, and to encourage and support our partners and the leadership of others. This relational, intentional approach embraces both leadership and advocacy; it invites others to work with us as we pursue change in our fast-paced and dynamic environment.

What must we accomplish to achieve our ambition?

Intended Impact describes the outcomes we commit to achieve with clients: *As a result of working with CUPS in an integrated, holistic way, participants feel empowered to create and achieve goals that support their well-being, and build readiness to navigate and access support and services in the community.* We will find innovative ways to strengthen programs and service delivery through evaluation, research and collaboration, and openly share lessons learned to support the work of our partners and the community.

Invite all who share our purpose – including participants, partners, governments, funders and donors – **to collaborate with us.** Our strong commitment to external collaboration and collective outcomes will enable us to deepen understanding through research, and to remove barriers, strengthen systems, and build a stronger community.

Create a safe and welcoming environment where people of diverse backgrounds and experiences are supported to be their whole selves. We will ensure CUPS is a great place to work, volunteer, and build relationships, creating space for people to learn, grow, and bring all their strengths to the table.

Humbly learn from Indigenous ways of knowing and being as we continue our journey towards Truth and Reconciliation. We will provide services that are coordinated, effective, and also culturally safe for our clients. We humbly acknowledge that this is a journey of learning and growth for us, and we commit to continue it with our clients, our people, our partners, and the community.

CUPS AMBITION

Our unique approach empowers people to improve well-being.

- As a result of working with CUPS in an integrated, holistic way, clients feel empowered to create and achieve goals that support their well-being, and build readiness to navigate and access support and services in the community

As a formative presence we work together to build better systems and a stronger community.

- Invite all who share our purpose to collaborate with us and build a stronger community
- Create a safe and welcoming environment
- Humbly learn from Indigenous ways of knowing and being



OUR CULTURE AND OUR VALUES....

As we step into this new chapter, we recognize the pivotal role that our culture will play in realizing our strategic plan. Our culture is the embodiment of our values, shared beliefs, and collective aspirations, that shape every facet of our operations as we pursue our purpose.

We live our values. Dignity, accountability, collaboration, and continuous learning are more than just words on paper – these values influence every interaction, decision, and initiative we undertake. It is this foundation that supports dynamic, effective teams, creates a safe and welcoming environment for clients, and builds trust with the community that supports us and our work.

Dignity. We honour humanity and autonomy.

Dignity means that we acknowledge, value and respect peoples' experiences, journey, and voices. It means that we will invite authenticity and commit to creating safe spaces, for clients, staff, partners and our community. Our culture will honour dignity, foster listening and learning, and strengthen our role as a formative presence in the community.

Accountability. We own our actions, relationships, and commitments.

Accountability means we will continue to build trusting relationships through our willingness to open our minds, do what we say we will do, steward our resources responsibly, and collectively commit to creating a more equitable future. How we show up matters. A culture of accountability will strengthen our ability to achieve our purpose and ambition.

Collaboration. Together we thrive, embracing one another's voices and perspectives.

Collaboration honours our shared passion and purpose. Collaboration means that we are a true partner; we are stronger when we lift one another up, leverage strengths and expertise, and work towards a shared goal. Our collaborative culture is what inspires us; it is a core aspect of all our strategies and initiatives.

Continuous Learning. We welcome growth through open minds and transformative spirits.

Continuous learning means we acknowledge and leverage the collective wisdom of our community – listening to those who access services, connecting with supporters, engaging our teams and sector partners to share experiences and learn from one another, and understanding and communicating our organizational impact. We must be authentic in our approach to ensure that our culture welcomes reflection, growth, and development through trust and openness.



HOW WE SHOW UP IN THE COMMUNITY MATTERS...

Clients depend on us, supporters trust us, and partners count on our **collaboration**. We do not take this responsibility lightly – we are **accountable** for our words, our actions, our relationships, and most importantly, ourselves. Through a compassionate lens, we afford every person **dignity** in their interactions with us. We proactively seek opportunities for **continuous learning** with open minds and transformative spirits. Through our culture, rooted in our values, we will achieve our purpose and ambition.





FORMATIVE PRESENCE, COLLABORATION AND INTEGRATED CARE

In working with our partners to provide *Integrated Care*, we have learned to *collaborate* more openly and effectively. We have become inspired to be a *formative presence*, so that we can contribute to bigger, collective outcomes. These three interdependent principles provide the focus and energy we need. Each is central to how we approach our work. Each is essential to achieve our ambition.

Formative presence. To be a formative presence, we begin by being present: showing up and doing our part for the changes we seek. What this looks like will vary: we may take the lead, encourage the leadership of others, and advocate for change as the goal requires. This is all leadership: it allows the best solutions to emerge, to create the highest impact, on behalf of people, systems and community. It is a truly collaborative approach.

As a formative presence we value the dignity and experience, strengths and abilities of everyone we work with; that is why we seek to create safe and welcoming spaces. It is why diversity, equity and inclusion, and Truth and Reconciliation, are central to our ambition. We are stronger together.

Collaboration. Complexities demand collaboration. The systems we work within are challenging and deeply interconnected; it is impractical, if not impossible, for one organization to have the knowledge, skills and resources to create and sustain the necessary change.

We match the intensity of the collaboration with the size of the challenge. This deliberate approach enables us – and our partners – to deepen expertise and make the best use of resources. It maximizes the value of our work, for individuals and systems, while increasing the capacity of all.

We collaborate with other agencies, funders and community agencies on research, to identify new and innovative solutions to complex social issues, and advocate for the systemic change required to implement these solutions. Above all, we collaborate to implement Integrated Care.

Integrated Care. Integrated Care is both a *philosophy*, and an *approach to service*.² As a philosophy, Integrated Care is our commitment to provide collaborative, coordinated, trauma-informed and holistic³ services and support to clients. It guides all of our interactions. It inspires how we deliver our programs and work with our partners. We operationalize collaboration to realize the potential of Integrated Care.

²The *Integrated Care approach to service* is described in more detail beginning on p. 14.

³These terms are defined in *CUPS Theory of Change* document.

OUR WORK WITH CLIENTS: THE HEART OF CUPS

OUR APPROACH TO OUR WORK: INTEGRATED CARE

As an approach to service delivery, Integrated Care means that clients accessing services at CUPS receive trauma-informed, holistic, and low-barrier support. It is rooted in the understanding that our brains are shaped by our experiences, and that through meaningful relationships, skill building, and reducing stressors, we can build capacity and improve well-being.⁴

The clients we work with are seeking to address the combined effects of poverty, adversity, and systemic marginalization.⁵ They have often experienced, and continue to experience, significant trauma and harms. To heal from these impacts people must navigate multiple, complex systems. This is really hard work. It creates significant barriers to access for people already dealing with complex circumstances.

Our integrated approach reflects our commitment to meet initial and urgent needs, and create space for clients to improve their well-being. This looks different for every individual and family, and through Integrated Care, we personalize the nature, intensity and duration of support required for participants to achieve their goals.

Integrated Care is embedded into all aspects of service delivery, including specialized roles and training for staff, processes and tools. Our staff are trained and experienced in trauma-informed care and strength-based⁶ approaches. They spend the time it takes to build trust with clients, to understand their circumstances and priorities. Staff and clients work together to consider options and prioritize goals. Staff collaborate with internal teams and community partners to create a tailored care plan based on the client's individual strengths and needs.

What supports Integrated Care at CUPS is our Integrated Care Tool (ICT). The ICT is used across the organization by staff who interact with clients along their journey to recovery and well-being. The ICT is designed to measure change at the individual level and impact at the program and organizational level, support seamless and integrated service delivery, and reduce trauma by asking clients to tell their story only once.

⁴ www.albertafamilywellness.org

⁵ *This includes racism, gender inequity, homophobia, transphobia and other forms of systemic bias.*

⁶ *At CUPS, 'strengths-based' means we empower clients to identify and build on the capability and resilience they already have to achieve their goals and support their well-being.*



OUR APPROACH TO CLIENT CARE: THEORY OF CHANGE

The Theory of Change (ToC) describes our understanding of how we engage with individual clients one-on-one, how they engage with us, and the impacts of that engagement. CUPS' ToC is unique as it is focused on the impact of the client experience and journey in four key areas: **empowering** clients, supporting the **creation** of goals, developing a plan and **achieving** goals, and building a sense of **readiness**⁷ within individuals so that they no longer need CUPS. This journey, while it has a destination, is iterative, and can begin and end at any step in the process, based on the individual client. Additionally, clients can exit and re-enter the journey as needed. What remains consistent is the approach that CUPS takes to support clients through this process.

⁷ Readiness is individual, and speaks to building the strengths, resilience, and ability to navigate and access support more independently. This includes being able to overcome challenges, create and achieve goals related to well-being, such as employment, maintaining housing, accessing health services, and recovery.



Empower. We build meaningful relationships to understand a participant's history and needs, develop trust, and together, create a tailored care plan. However, prior trauma and experience of barriers may cause a participant to feel powerless, or unaware of their options. Working together, we identify and acknowledge existing skills and abilities. This creates space for participants to feel safe, seen, and heard. The approach enables individuals to recognize their own power to make change in their lives, and to become aware of what their opportunities could look like. As we provide in-person support and advocacy, we also build meaningful relationships; participants realize they can rely on our staff to 'hear their voice.' They gain confidence to begin to set goals.

Create. When participants are empowered, they gain an understanding of the potential to create goals, and the steps required to achieve them. This is critical because it allows people to see how their goals can be attained, to be realistic and optimistic about what it will take to accomplish it. By collaborating this way, we build momentum as we identify important goals for the clients' care plan.

Achieve. We work alongside clients as they access the programs, services, and support that will allow them to achieve their goals. Perhaps it is a single-step goal, such as accessing a primary care appointment. Often, it is a multi-step goal such as achieving housing stability, reconnecting to a support network, or obtaining care for a chronic health issue; in these situations, we will work with a participant to break the larger goal into a series of interim steps and work through the journey multiple times.

Readiness. Collaborating in this way supports participants to develop or utilize their existing skills, strengths, and knowledge, which builds confidence. As people see progress and achieve goals, they may experience a better sense of well-being. They gain knowledge of what is available to them and confidence that they can navigate systems on their own. As participants make more meaningful connections to community and to social support, and feel ready to manage future challenges, they may come to realize that they no longer need CUPS to access the services they require. They have built their readiness to the point that they are ready to continue their journey with less intensive support.



OUR PROGRAMS: COLLABORATIVE AND RESPONSIVE

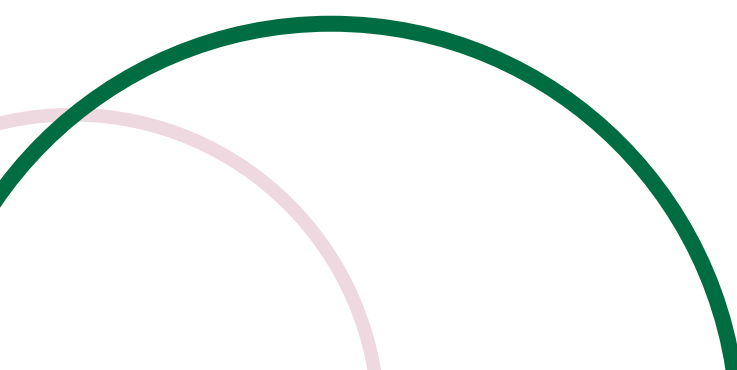
Because participants have multiple, complex needs that often cannot be fully addressed by a single program, service, or service provider, we have developed intentional, evidence-based programs and services that work together to meet a variety of needs. We deliver services and programming within three main areas: physical and mental health, family and child development, and housing and economic support.

CUPS health programs provide a multitude of low-barrier, interdisciplinary and specialized health services focused on meeting the needs of socially and structurally vulnerable clients. These programs address primary health care needs, such as mental health services, outreach programs, and same-day walk-in access. Our child and family development programs are focused on providing a two-generational approach to service delivery, with a focus on interventions and support for the entire family. CUPS housing and economic programs aim to support basic needs, navigation of resources, and housing, through a variety of services, each with a unique area of focus. Each of the programs we offer is aligned with our purpose and ambition and we continue to ensure that our service delivery is responsive and adaptive to the changing needs of our clients and the evolving environment within which we work.

A detailed portfolio of programs is described in Appendix I.

CUPS INTENDED IMPACT

Our intended impact describes the outcomes we seek to create. It is client-focused, strength-based, and rooted in brain science: As a result of working with CUPS in an integrated, holistic way, participants feel empowered to create and achieve goals that support their well-being, and build readiness to navigate and access support and services in the community.





AS A FORMATIVE PRESENCE...

CUPS' approach to service delivery is rooted in collaboration and integration. This approach drives us to achieve our Intended Impact. We wrap our approach to service delivery (Integrated Care) around the programs we offer (health, child and family development, housing and economic support) to support the client journey (Theory of Change) at CUPS. This is highlighted on the next page.



CLIENT SERVICE FRAMEWORK

CUPS' uniqueness is rooted in the clients we work with, our integrated approach to client care, and the intentional mix of programs we offer.



A more detailed representation of our ToC is included in Appendix II.




Intended Impact:

Participants feel empowered to create and achieve goals that support their well-being, and build readiness to navigate and access support and services in the community.

Client Definition:

For people impacted by poverty, adversity and systemic marginalization, who need an integrated, non-judgmental and trauma-informed approach to support well-being.



STRATEGIC THEMES, 2024-2028

Our purpose inspires us. Our ambition motivates us.
What strategy will we execute to achieve our aspirations?

Strategy is about what we will choose to do – and not do – as we pursue our future path. It requires a realistic and balanced view of the organization and the world around us. Strategy is essential to focus our efforts, align our resources and energies, and provide direction for the way ahead.

OUR THREE STRATEGIC THEMES

CUPS leadership engaged in an extensive process to explore the challenges and opportunities facing the organization. Over a period of several months, the team examined the external operating environment, considered internal strengths and challenges, and assessed options to move us forward.

Three recurring themes emerged from this work; they summarize our forward strategy for CUPS:

- i. Maximize the impact of Integrated Care for clients;
- ii. Amplify our presence in community; and
- iii. Enhance organizational capacity.

Each theme is described further in the pages that follow, along with a number of key initiatives we will undertake over the coming years. While the list is extensive, it is also flexible; we know that circumstances will change and our work will evolve as the strategy unfolds. Having said this, these initiatives together represent a change program that will allow us to move confidently toward our purpose and ambition.



i. Maximize the impact of Integrated Care for our clients

Fully embed Integrated Care into all aspects of our service delivery framework, including programs and referral partnerships, and align our service delivery approach with our Theory of Change (ToC).

Continue to: challenge the impact of our programs through rigorous measurement and evaluation, and targeted research; apply lessons learned to increase the predictability and reliability of outcomes.

Initiatives to implement this strategy

1. Continue to build consistency in and clearly articulate our approach to client care through operations leadership, ongoing coordination of Integrated Care across the organization, and consistent analysis and use of results from the Integrated Care Tool (ICT) to support quality improvement, and completing the ICT data analysis to enable us to report more readily on our programs.
2. Align all programs and program outcomes, service delivery approaches, and referral strategies and partners, with the Theory of Change (ToC). Continue to utilize the science of brain development, trauma-informed practice, and low-barrier principles in our program designs to prevent and respond to adverse events and trauma.
3. Implement the, required new electronic medical record (EMR) system within the health clinic, increasing capacity for integration across programs outside of health.
4. Implement team-based care within the health clinic to support integration within the health team and across the organization.
5. Continue to engage in discussions with community partners and stakeholders around the role CUPS could play in dental health.
6. Complete and implement the redesign of child development programming at CUPS to more closely align with our purpose, ambition and ToC, ensuring a continued focus on prevention, resilience, and brain science as well as a two-generational focus.
7. Ensure we identify, track, and report on the results that are imperative to demonstrate our impact as an organization.
8. Agree to and implement priority elements of our Indigenous Strategy that support Integrated Care, program design and service delivery.

ii. Amplify our presence in community

As a formative presence we will continually improve the impact of our partnerships, advocacy efforts and community relationships, to improve the efficiency and effectiveness of our collective efforts.

We will ensure our research agenda and advocacy work are aligned with our strategic plan priorities, and are coordinated with partners and community for the greatest impact. We will engage broadly to ensure the community at large understands and supports our work.

Initiatives to implement this strategy

1. Finalize and implement our Diversity, Equity and Inclusion (DEI) Strategy, and our organizational journey towards truth and reconciliation:
 - Identify, hire and on-board the necessary resources;
 - Finalize our Indigenous Strategy;
 - Develop detailed DEI plans, processes, training and tools; and
 - Implement into all aspects of our organization.
2. Intentionally participate in a variety of methods to share information and model our approach to client care within the sectors where we work.
3. Engage actively and intentionally in forums and other venues with funders and government partners, continuing to strengthen our relationships.
4. Contribute to the development of the CIE (Community Information Exchange) through our role on the Steering Committee to improve information sharing and client care.
5. Increase our engagement with community by creating new opportunities for volunteers, corporate participation, and funder/donor engagement.
6. Articulate, develop, and implement a consistent collaboration framework; assess, structure, manage, and improve the impact of our collaborations.
7. Use our Policy, Advocacy and Research Agenda to build upon our commitment to our partnerships, work on systems change and building stronger communities, including a focus on prevention and early intervention as an opportunity for systemic change.
8. Continue to prioritize the client voice by strengthening the role of our Client Advisory Committee, using their knowledge and expertise to guide our work both internally and externally, sharing these insights with community to strengthen our collective efforts.

iii. Optimize organizational capacity.

Ensure all levels of our organization have the support they need to encourage their own well-being and bring their strengths to the table. Create a safe space for all by embracing DEI, Truth and Reconciliation, and ensuring our culture reflects our values.

Continue to build on our strength in providing opportunity for education and growth, and ensure that our wellness, development and compensation programs meet staff needs. Support staff and volunteer success with processes, information and tools that are relevant, streamlined and effective.

Initiatives to implement this strategy

1. Design and implement structures and processes to increase the impact of strategic initiatives. Continue to strengthen our capacity to support and develop people:
 - Complete workforce planning;
 - Refresh our Succession Management Strategy;
 - Finalize and implement Leadership Development Plan;
 - Complete the implementation of our Compensation Model; and
 - Continue to prioritize, implement and assess the impact of our culture and wellness initiatives.
2. Implement the newly developed Fund Development strategy and improve CUPS financial reporting systems and processes.
3. Continue to strengthen internal and external communications, including redesigning the external website and completing and implementing the SharePoint/intranet project.
4. Develop and implement 3-year IT road map and strategy.
5. Update and standardize operational policy and procedures documentation.

WHAT WILL LIFE AT CUPS LOOK LIKE WHEN WE HAVE IMPLEMENTED THESE STRATEGIES?

We envision a future where clients feel increasingly **empowered** in their journey towards **readiness**, and more participants have the confidence to navigate systems in community on their own. Client voice continues to influence our work, and ongoing use of the ICT makes program and organizational results easier to assess and interpret, supporting continuous improvement.

We are actively involved in leadership and advocacy to create change in systems and are leading by example in the DEI and TRC space. We are sought out as a referral and collaboration partner of choice.

By **navigating complexities, creating change**, this is the enduring impact we seek to achieve, **together**.



IMPLEMENTATION APPROACH

Why do many strategic plans end up gathering dust?
Why do great change agendas fall short of their potential?

Organizations that successfully implement their strategic plan have several things in common:

- Leadership and the Board commit to sponsor the change program, and provide appropriate resources for the required effort.
- The organization adopts proven approaches for project and change management.
- The culture of the organization supports the change.

As we move into the execution phase of our strategy, CUPS Board and leadership commit to a focused and structured approach to implement the changes required to achieve our ambition.

A STRUCTURED APPROACH TO CHANGE

Research shows that organizations often fail to properly estimate the level of effort and focus required to implement initiatives and make the changes stick. The hardest part of the job is executing the change, not designing the strategy. Proper planning, allocation of sufficient resources, and continuous monitoring are key success factors during the strategy implementation phase.

Accordingly, the implementation of CUPS' strategic plan will incorporate the following principles:

1. Use a phased approach to implementation

We will plan and execute the work in phases. This will allow us to manage the workload, and the amount and pace of change. Priority and sequencing of initiatives will be agreed early in the implementation planning, so that we can communicate with staff about the upcoming work.

Each phase of work will be supported by a road map detailing the strategic initiatives that will be addressed at that phase, along with an indication of interdependencies and target timelines. This will support resource planning and allow us to address scheduling challenges.

2. Adopt proven project and change management methods

Project and change management are well established disciplines that are constantly being assessed and improved. There is no benefit in ‘reinventing the wheel’ when there are many resources readily available. We will use proven change management approaches, and widely accepted project management methods and tools, following the path of other successful change efforts.

Each strategic initiative will be managed as a project. We will begin by identifying an individual to lead each project, who will be responsible for developing the project charter, work plan and execution timeline. These plans will be approved by leadership, who are responsible for sponsoring the project and assigning sufficient resources to deliver against the plan. The leadership team will track implementation status against plan across all projects.

As each strategic initiative is implemented, the leadership team will ensure that the critical steps have been successfully completed before the next project is introduced. This will guard against bottlenecks and organizational fatigue.

Leadership will evaluate the impact of the change using a developmental approach, applying lessons learned and taking corrective action where appropriate to optimize the change.

3. Actively and visibly support the change

During execution, the project leader will identify roadblocks or unexpected issues impacting the implementation plan; leadership will be expected to respond quickly to address the identified barriers.

We will celebrate our successes along the way – together!

4. Effective stakeholder communications

We will ensure effective communications with internal and external stakeholders throughout the change process, providing updates and seeking feedback along the way. In this way we will gauge the successes and challenges of our initiatives, make course corrections as necessary, and build support for the changes to come.

APPENDICES

Appendices

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APPENDIX I: PROGRAM PORTFOLIO

Health

PRIMARY CARE HEALTH SERVICES

The CUPS Primary Care Health Clinic is a service that delivers primary health care services at its core function and other integrated specialized health services in a one-stop clinical care model. These low-barrier, interdisciplinary, specialized services are focused on meeting the needs of socially and structurally vulnerable individuals. The Primary Care clinic provides a unique and collaborative approach to health, including longer appointments times, on-site laboratory services (bloodwork, urine tests, and ECGs), integrated opioid replacement therapy, prenatal and family care, mental health services as well as a variety of other services such as, integrated resource navigation and advocacy support. This holistic and integrated model of service delivery highlights the comprehensive and client-centered focus at CUPS.

Prenatal and Family Care

The Prenatal and Family Clinic provides prenatal and postnatal care, family planning, primary health services and specialty consultation (obstetrics, gynaecology, paediatrics), preventive screening, addiction and mental health services, and integration of resource and system navigation and advocacy support. The multidisciplinary Prenatal and Family Care team collaborates with CUPS programs, including Family Development to develop wellness, education, support attachment and social skills, as well as partner agencies (Prenatal Outreach Support Team and the ARCH team [Addiction Recovery and Community Health Team]) where indicated.

Specialist Care

CUPS Primary Care Health Services offers access to a variety of specialized medical professionals, care, and programs, including internal medicine, neurology, gastroenterology, dermatology, chronic pain, cardiology, rheumatology, psychiatry, and nephrology.

MENTAL HEALTH

The CUPS Mental Health (MH) program is designed to meet the growing needs of vulnerable Calgarians for a low-barrier, easily accessible model of mental health services. Partnering with primary health care program and other integrated CUPS services, the program aims to fully support individuals with mental health, housing and social needs. The MH team consists of counsellors, psychiatry, nursing, and administration support. Services include counselling (individual, group), outreach and addiction counselling, psychiatric consultation, play therapy for children 0-6 years of age, and Community Treatment Order (required

treatment for mental health conditions) and facilitation. Additionally, Rapid Care Counselling (RCC) is a service provided by CUPS at sites throughout the city to enable rapid access to mental health services for individuals within the Homeless Serving System of Care.

LIVER CLINIC

The CUPS Liver Clinic provides screening and treatment for hepatitis C, hepatitis B, and cirrhosis through consultation with an infectious disease specialist. The Liver Clinic's services are provided both on-site at CUPS and through outreach in the community by a clinical pharmacist, registered nurse, and peer navigator. Services include consultations and education for prevention and treatment of hepatitis C and other sexually transmitted and blood-borne infections, harm reduction strategies, immunization, and referral to other CUPS programs and services as required.

OPIOID AGONIST TREATMENT (OAT) PROGRAM

CUPS OAT program aims to deliver a low barrier, trauma-informed, client-centered, integrated program that supports harm reduction practice and addiction treatment along with primary care services. The OAT team provides individualized care planning including opioid replacement therapy assessments and medications, addiction education and counselling, information regarding detox and addiction treatment programs, harm reduction supplies, and take-home naloxone kits. CUPS OAT program also includes a mobile, peer-led outreach service that supports individuals who wish to engage in OAT services but require more intensive case management support. Individuals can self-refer or be referred by a health care provider (physician, nurse practitioner, nurse), allied health provider or community agency.

CONNECT 2 CARE (C2C)

Connect 2 Care is a multidisciplinary mobile outreach team that provides transitional case management, advocacy, and care coordination for individuals who are unhoused or vulnerably housed, low-income, and socially vulnerable with high acute care use. The C2C team works to improve coordination of services by bridging gaps between acute care and community health services with the aim of reducing unnecessary acute care use while improving access to health and addiction services, housing, social, financial, and mental health support for clients within the community.

COMMUNITY ALLIED MOBILE PALLIATIVE PARTNERSHIP (CAMPP)

The CAMPP program aims to improve palliative and end-of-life experiences of persons with a life-limiting/threatening illness and who are unhoused or vulnerably housed. This is achieved through collaboration and advancing an adaptive, interfacing, and outreach-based service that focuses on building capacity to uphold the delivery of quality palliative and end-of-life care. The CAMPP team provides intensive case management and navigational support to individuals to improve access to health, pain management, and addiction services, housing, social, financial, and mental health supports in the community.

DIABETES GROUP

The Diabetes Group provides monthly education, information sharing, and group support sessions for individuals who are pre-diabetic or diabetic. This group meets in the community and is supported by a nurse practitioner and Health Equity nurse.

Housing + Economic Support

KEY CASE MANAGEMENT

The Key Case Management (KCM) program uses intensive case management support and rent subsidies to stabilize chronically or episodically homeless individual in housing - KCM provides access to resources to help with presenting issues that can result in a return to homelessness. Case managers work alongside participants to meet immediate needs, connect them to internal and external resources and build capacity to maintain housing and live more independently. Referrals to this program come through the Calgary Homeless Foundation's Coordinated Access and Assessment (CAA) triage system.

GRADUATED RENT SUBSIDY PROGRAM

The Graduated Rent Subsidy Program (GRSP) is intended for low-income participants who have successfully completed a Housing First case-managed program and who require ongoing rental subsidy and other CUPS services to maintain housing stability. Our Subsidy and Graduation Support Coordinators work with clients to support them in their graduation pathway, helping build skills, find internal and external resources, coach them on the landlord-tenant relationship, as well as connect participants back to their natural support.

COMMUNITY DEVELOPMENT HOUSING

The Community Development program is a hybrid place-based program that combines elements of rent subsidy and light touch support to integrate participants into the broader community. In addition to having access to affordable housing in one of four HomeSpace owned and operated buildings, participants are supported by an on-site community developer whose role is to engage participants and create a sense of community within the building. The community developer works to increase integration both internally at CUPS and into the greater community by removing barriers to accessing community amenities such as social and recreational support.

HOMES FOR HEALTH

Homes for Health is a housing program aimed at supporting those experiencing significant physical health needs in addition to substance use, and/or mental health concerns. This program houses people independently in rental housing and offers low participant-to-staff ratios with a multidisciplinary team including: intensive case managers to provide support for participant's goals, nurses to address and care

plan for physical health needs, a mental health counsellor with a focus on addictions and mental health, a graduation navigator to strengthen wellness and community engagement, and a housing liaison to support with finding the right housing fit. With space for up to 40 participants, Homes for Health provides short-term, intensive stabilization support, with individuals graduating into less intensive supportive housing (within or outside of the Homeless Serving System of Care) or independent housing (e.g., renting unsubsidized, GRSP).

CRISIS INTERVENTION FUND

The Crisis Intervention Fund aims to mitigate the pressures of the housing crisis by supporting participants with a one-off payment to a landlord or utility company for housing stability needs such as first month rent, damage deposit or arrears. This is funding dependent, but available to those already accessing, or in the process of engaging with longer term services at CUPS.

VIRTUAL TAX CLINIC

Having up to date taxes is a requirement to access many other community and financial resources; this program assists in breaking down barriers and increasing access to services. Serving CUPS clients filing taxes in Alberta, this year-round online clinic provides assistance in filling out and filing income tax forms.

CARE COORDINATION

Care Coordinators (CC) are uniquely positioned as a non-waitlist program to meet the needs of those connected to or intending to connect at CUPS in a quick and efficient way. This rapid response allows the team to connect with folks in the moment they are looking for support and engage a potentially transient community, ensuring people don't fall through the gaps. As part of a larger, interdisciplinary team at CUPS, the weight of coordinating care and service can be managed by this team and not lay solely with the participant.

Care Coordinators help people to address an immediate need and connect to other support and services that will increase their stability. CCs do this by providing collaborative, coordinated, trauma-informed, and holistic services and support to clients, based on individual needs and strengths.

Developmental Resources

CHILD DEVELOPMENT CENTRE

This program is currently on pause as we re-imagine the work of the Child Development Centre and align new programming with the priorities and strategies of the organization. As we design new programming, we will continue to provide support to children through FDC programming.

FAMILY DEVELOPMENT CENTRE

The Family Development Centre serves families with or those expecting children, under the age of 6. The centre offers various educational courses in conjunction with basic needs support and system navigation through Family Care Coordinators. Educational programs include Nurturing Parent, Super Dads, Super Kids, and ATTACH. Each of these courses provides parenting education and strategies to improve the child-caregiver relationship and build caregiver capacity. Free childcare, lunch, and transportation are offered to families while they are attending appointments/sessions in the centre.

Nurturing Parenting Program: Family-centred, trauma-informed parenting education to empower parents to strengthen their parenting practices. This program takes place at CUPS and is offered to low-income parents of children aged 0 - 6 years in the form of community drop-in sessions, or closed group sessions lasting 12-16 weeks.

Family Development Coaches: Family Development Coaches connect with families on a one-to-one basis and can meet in homes, in the community, in office or virtually. Family Development Coaches use various curricula (Nurturing Parent, Parents as Teachers, Circle of Security) to meet the needs of individual families and engage in work to strengthen parent-child interactions, parent knowledge and capacity, and promote protective factors to strengthen overall family well-being.

Super Dads, Super Kids: Super Dads, Super Kids is a 12-week virtual or in-person program to help dads relate to, connect with, and teach their children about emotions, health, and communication.

ATTACH: Developed at the University of Calgary, ATTACH is a parenting program that seeks to build attachment between caregivers and children through increasing adult capability, specifically with respect to reflective functioning, or the ability to think and talk about the thoughts and emotions of oneself and of others.

Circle of Security: Circle of Security is an 8-week, in-person program that helps build attachment between caregivers and children.

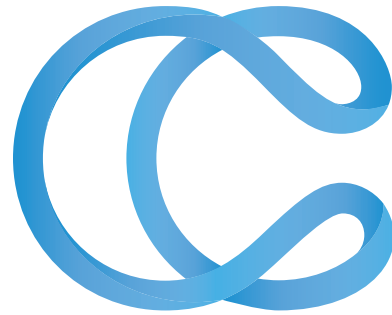
Play Therapy: Play therapists engage families and children in both directive and non-directive play therapy. Various types of play therapy models are used including expressive arts therapy, imaginary play, and sand tray therapy.

APPENDIX II: THEORY OF CHANGE GRAPHIC

CUPS' Theory of Change (ToC) describes how we engage with individual clients, one-on-one, and how they engage with us. CUPS' ToC is unique as it is focused on the impact of the client experience and journey.



- Increased knowledge and skills
 - Meaningful connections to community and social support
 - Feeling ready to manage future challenges
 - Knowledge of how to re-access services if needed
 - Appreciation that they no longer “need” CUPS
-
- Develop plan to achieve their goal
 - Identify potential challenges and obstacles to success
 - Develop solutions for challenges, including access to support
 - Recognize and celebrate progress
 - Adapt the plan or goal if needed
 - Celebrate successes along the way
-
- Understanding that goal achievement is a multi-step process
 - Belief that goal is attainable
 - Awareness of strengths and barriers
 - Identify goals important to them
 - Identify areas to work in
-
- Feel safe
 - Feel seen and heard
 - Meaningful relationship with staff
 - Recognition that change is possible
 - Awareness of opportunities for change



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