



STRATEGIC DIRECTION 2018–2022

TO FOSTER OPTIMAL INFANT HEALTH, ONE PREGNANT WOMAN, INFANT AND FAMILY AT A TIME.



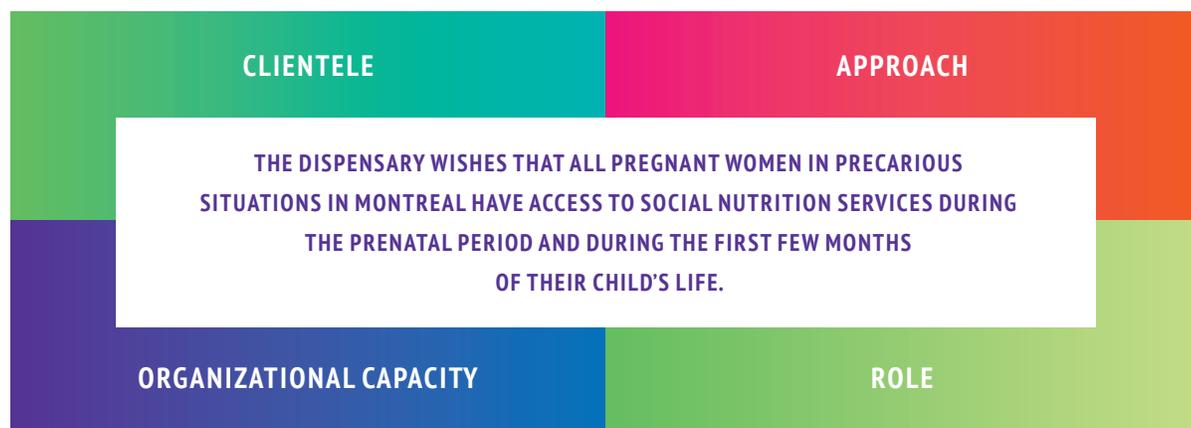
BACKGROUND

Founded in 1879, the Montreal Diet Dispensary (Dispensary) is a community organization working in the field of health and social services. It is a Quebec leader in social nutrition¹ and, through its approach, which is based on the Higgins Method^{®2}, every year it helps approximately 1,000 pregnant women in precarious situations receive adequate nutrition during pregnancy and give birth to healthy babies. Through innovative clinical and community interventions, it enables new parents to nurture the optimal development of their newborns and families. The Dispensary is making its perinatal information and training service called *Nurturing Life* available throughout Quebec (mostly in French); this service aims to ensure that community-based practitioners and organizations are equipped to adequately meet the needs of their clientele. It maintains food security tools that are used by community organizations and available to the public.

THE DISPENSARY'S 2018–2022 STRATEGIC PLAN aligns with that of 2015–2018. The organization aims to review and reposition its mission, values and vision; determine its direction, priorities and objectives; and develop an action plan to achieve them. The development of this strategic plan is based on the participation of all those who have a stake in the Dispensary's activities and of several people from the business, community and health sectors, as well as on activities that have allowed the organization to gain perspective regarding its day-to-day operations over the past few years. With this in mind, the Dispensary and its partners reflected on the direction the organization should take and the priorities it should establish.

The development of the 2018–2022 strategic plan included SWOT exercises (identification of strengths, weaknesses, opportunities and threats); workshops to develop the mission, vision and organizational values; consultations with six external partners; a PESTEL strategic analysis (political, economic, social, technological, environmental, legal) and an analysis of the strong competition.

The 2018–2022 strategic priorities are grouped into four (4) areas of activity that touch on the following elements:



1. Based on nutritional recommendations that are adapted to the needs of pregnant women living in precarious situation condition and aimed at reducing poverty, the social nutrition approach takes into account a number of health determinants (social, economic and cultural status; access to health care; etc.) in order to provide interdisciplinary interventions that allow women to give birth to healthy babies, to nurture their babies' optimal development and to flourish as parents and community citizens.

2. The Higgins Method[®] is a nutritional counselling intervention method (including the distribution of eggs, milk, oranges and mineral supplements) for pregnant women in vulnerable situations that has proven its effectiveness through its main performance indicator: the prevention of low birth weights.

MISSION

The Montreal Diet Dispensary is a community organization whose mission is to foster optimal infant health through social nutrition interventions with pregnant women in precarious situations, one pregnant woman, infant and family at a time.



OBJECTIVES

- Reduce the number of babies born with low birth weights.
- Encourage and support breastfeeding.
- Empower families to take charge of their physical and mental well-being; foster their social integration.
- Make information and training on subjects related to perinatal nutrition accessible to practitioners throughout Quebec.

KEY STRATEGIES

- From six months before birth to six months after : provide nutritional counselling to pregnant women based on the Higgins Method®, offer breastfeeding support and provide parents with pre- and postnatal group activities.
- Work with complementary partners before, during and after our involvement in the lives of the families we serve.
- Continue to improve our practices through innovation, assessment and documentation.
- Highlight the experiences and skills of Dispensary families.

VALUES

- Because we are guided by notions of human dignity and we support each individual's free will and commitment to be the architect of his or her own fulfilment, we demonstrate **humanism**.
- At the Dispensary, **fairness** is exhibited through access to the free services we provide to pregnant women in precarious situations and to new mothers, without judgment and regardless of their background or living conditions, as well as the way in which we integrate these women into our organized processes. The principle of fairness is also reflected in the relationships between our team members.
- At the Dispensary, **commitment, innovation and participative collaboration** are showcased by the organization's members and staff, as well as the mothers we serve, the members of their families and others close to them, when they combine their experience, expertise and commitment to provide services of the highest quality.
- When our organization, pregnant women in precarious situations and their family members find the strength to bounce back and regain confidence in the future after being faced with difficult situations, we call this **resilience**.

VISION

- To provide each child with an equal chance to achieve self-fulfillment.

OUR FOUR STRATEGIC PRIORITIES

The Dispensary is currently undergoing a pivotal period in terms of maintaining services to its current clientele, supporting more immigrant families with increasingly complex clinical and social needs and providing interventions to pregnant women who are at high risk of giving birth to babies in poor health. The Dispensary's low public visibility and limited reach in the health care ecosystem, combined with increased competition for funding, are also forcing the organization to take action to retain its position as a Quebec leader in social nutrition in the coming years.

TAKING ACTION FOR OUR CLIENTELE

PRIORITY

Ensure that the Dispensary's social nutrition services are made accessible to more pregnant women in precarious situations who may not be benefiting from existing services.

OBJECTIVES

While maintaining our current services:

- Develop and assess the possibility of offering our services in neighbourhoods outside of the Dispensary's current geographical region, where distance and existing resources limit access to services.
- Develop and implement a strategy to reach pregnant women with precarious immigration status.
- Develop and implement a strategy to reach pregnant women in situations where there is psychoactive substance use.
- Develop and implement a strategy to reach pregnant Aboriginal women.



SOCIAL NUTRITION APPROACH

PRIORITY

Optimize our social nutrition program.

OBJECTIVES

- Specify our practical approach to social nutrition.
- Harmonize our social nutrition intervention practices.
- Update our services to align with our clients' needs and our targeted outcomes through continual improvement.

THE DISPENSARY'S ROLE WITHIN ITS NETWORK AND COMMUNITY

PRIORITY

Highlight the Dispensary's role in the community of stakeholders working for the fulfilment of children's potential.

OBJECTIVES

- Identify and determine the Dispensary's role within the ecosystem of services available to at-risk children.
- In keeping with our mission, collaborate with others to promote social changes that will allow children to reach their full potential.
- Enhance the Dispensary's reputation and visibility.



THE DISPENSARY'S ORGANIZATIONAL CAPACITY TO CARRY OUT ITS MISSION

PRIORITY

Have at our disposal the organizational, human and financial resources required to carry out our mission are available.

OBJECTIVES

- Assess and identify our ability to serve our target clientele (balance clients' needs with our capacity to meet them).
- Implement and optimize our current financing plan according to the needs identified.
- Ensure that the Dispensary's working conditions are conducive to the commitment of our team in accordance with our capacity and our legal obligations.
- Update our structure of governance to ensure our mission is implemented consistently and effectively.
- Provide an environment conducive to the delivery of services to families (infrastructure and material resources).

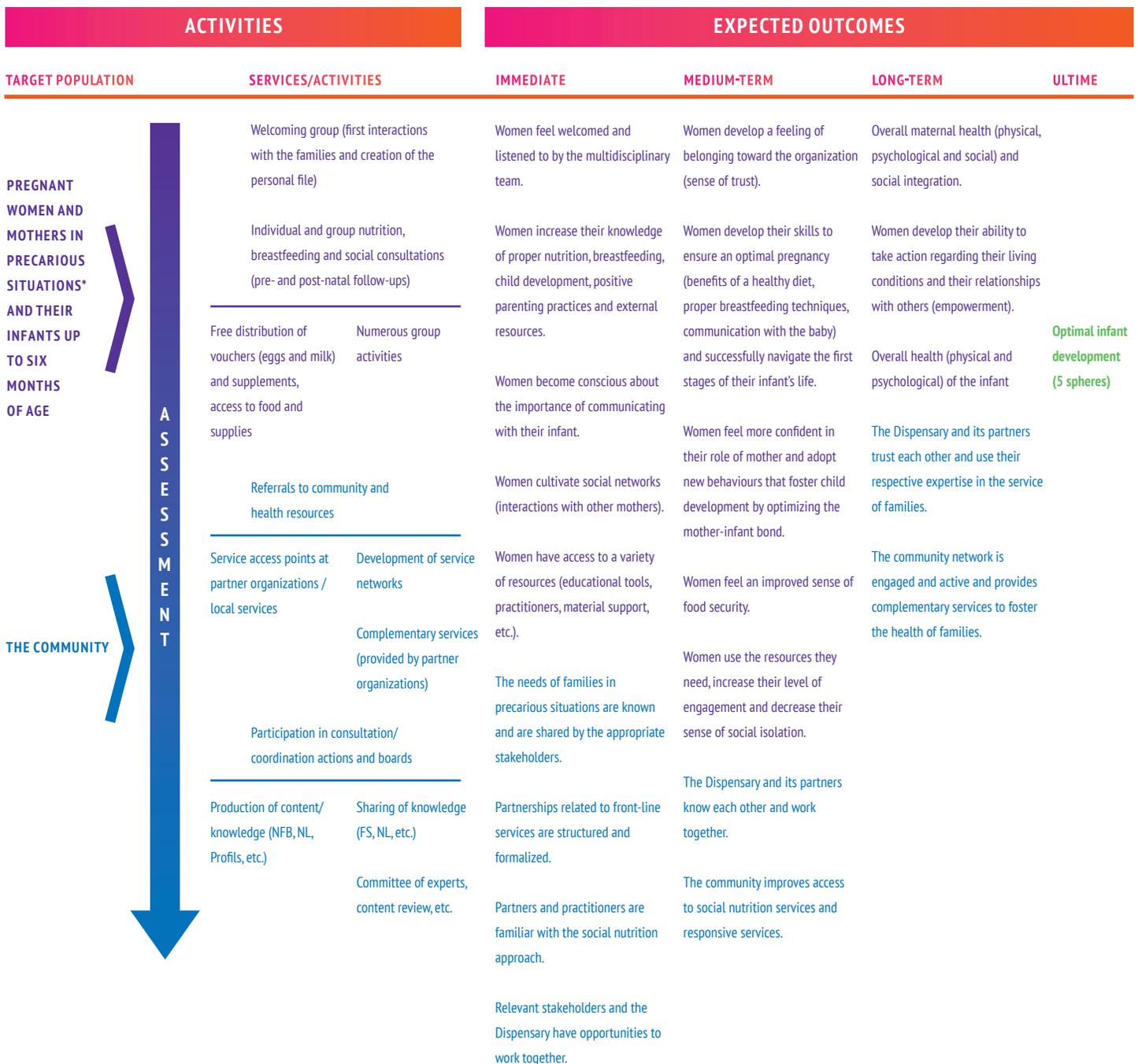


FOLLOW-UP AND ASSESSMENT

The Dispensary has adopted a 2018–2022 work plan to achieve its established objectives. The plan outlines the actions to be taken and their timelines, the resources (financial, human and material) that will be required each year, the responsibilities of each segment of the organization and the anticipated impacts of our activities along with their associated performance indicators.

The Board of Directors, the organization's various departments and the entire team will periodically monitor the implementation of our priorities, carry out an annual review of our anticipated and achieved results and, if necessary, propose adjustments to the work plan.

LOGIC MODEL FOR THE MONTREAL DIET DISPENSARY



ACKNOWLEDGEMENTS

FOR THEIR ACTIVE PARTICIPATION IN THE PROCESS

The ad hoc strategic planning committee:

Astrid Bicumupaka-Shema, M.Sc., medical student, member of the board of administrators

Isabelle Bonneau, Division Manager – Corporate Projects, city of Montreal, member of the board of administrators

Catherine Cuerrier, Senior Business Strategies Advisor, National Bank

Jean-Marc Demers, President of Agence Braque Inc., member of the board of administrators

Jean-Marie Moutquin, retired obstetrician-gynecologist, member of the board of administrators

Mélanie Sirois, CEO, Dotemtex Executive Recruiting Inc., member of the board of administrators

Pascale Valois, Corporate Volunteer from Health network

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