

# Mishka

## Social Services



BarakahBOX



# STRATEGIC PLAN

## 2023

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## MESSAGE FROM THE PROGRAMS MANAGER



Omar Mahamed  
Programs Manager  
Mishka Social Services

I am privileged and honored to present the 2023 Strategic Plan.

This year's plan highlights the organization's new strategic direction that will allow us to take brave and innovative steps to lead Mishka Social Services through the difficulties of today, build safer communities for tomorrow, and create the best experience possible for the people that we serve, their families, our staff and volunteers.

This plan was formulated in consultation with our Board of Directors after receiving input from staff, volunteers, stakeholders, funders, and community partners. This plan provides a blueprint for how we will spend our time, and use our resources so that we can deliver valuable service to the communities we serve.

This means a commitment to health and safety, fair and equitable recruitment processes, fostering a welcoming and inclusive work environment, improving our financial strength, providing service excellence, and expanding our services as we reach out and collaborate with our surrounding communities and partners.

I look forward to working with each of you to further create pathways of opportunities for those we serve.

## MESSAGE FROM THE CHAIR, BOARD OF DIRECTORS



Dr. Azzam  
Board Chair  
Mishka Social Services

On behalf of the board of directors, I am thrilled and excited to endorse this plan created by the input of the board, senior leadership, people served, their families, staff, volunteers, and community partners.

This plan is the outcome of many months of reflection and consultation. Mishka Social Services has listened to the call for improving existing services and creating new programs to serve the various needs of those we serve and support every day. In the coming year, this plan will serve as a tool to help make Mishka Social Services an organization that is more alert and proficient.

I am confident that staff and leadership will make every effort to see this strategic plan come to life and help steer Mishka Social Services to even greater success in helping our community.

Dr. Azzam  
Board Chair

# ABOUT US

## MISSION STATEMENT, VISION, AND VALUES



Our agency serves to bridge the gap between current services in Hamilton and the Muslim population. However, everyone is welcome, regardless of faith.

The word “Mishka” is an Arabic word describing a niche in a wall where lamps are placed, radiating light to the surrounding areas. Our name embodies the principles that drive us as an agency – we strive to be a beacon that empowers our clients to light up the world around them.

### **Mission**

Our mission is to better our community by providing social services through safe spaces, advocacy, and building pathways between existing services and the Muslim community.

### **Vision**

A community where everyone has pathways to opportunity.

### **Values**

Based in Islamic values and principles

Inclusion

Community-based

Leadership in excellence

Equity

Justice

# SWOT ANALYSIS

## Strengths

- Meeting a clear need for culturally informed social services.
- Compassionate and dedicated staff and volunteers with shared values.
- Strong teams who are culturally sensitive.
- Many social services are interested in working more closely with us.
- Knowledgeable of the Social Service sector.
- A sound structure of organizational personnel.
- Inexpensive resources (i.e. current places of work).

## Weaknesses

- Communication challenges.
- Low staffing levels impacting operations.
- Inconsistent funding.
- Inconsistency in decision-making and direction.
- Missing voices of those we serve.
- Need for strong policies, procedures, and guidelines.

## Opportunities

- Adopting additional service models in response to changing needs of people being served (i.e. seniors, mental health, developmental services, youth empowerment, etc.).
- Access to promote Mishka Social Services in non-traditional areas.
- MAH to house more programs (i.e. day program, kitchen to teach traditional culinary, etc.).
- Professional Collaborations
- Building a donor base

## Threats

- Covid-19 and its impacts
- A shrinking labor force (staff and volunteers)
- Funding limitations
- Overlapping with other services
- Unheard voices from those seeking support

# PRIORITY AREAS AND GOALS

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## **STAFFING**

Mishka Social Services will work to continue to foster an inspiring and learning-centered work environment. Our focus will be to increase and maintain a stable, highly qualified workforce that brings about our mission to create pathways for those we serve.

## **COMMUNICATION**

Mishka Social Services will champion more productive work by ensuring increased satisfaction in terms of our communication for the people seeking support, staff, and leadership. Our focus is to guarantee that they feel valued, acknowledged, and engaged.

## **SERVICE DELIVERY and EXPANSION**

Mishka Social Services will continue to provide relevant, individualized, and person-centered support to the people we serve to give them choices, positive outcomes, and adequate access to their community. Our focus is to collaborate with our partners and community members to expand services to meet greater needs.

## **STANDARDIZED PROCESSES**

Mishka Social Services will standardize processes within the organization to make them easier to follow so that efficiency is increased for staff, volunteers, leadership, people served, and the broader community. Our focus will be to develop strategies for quality improvement.

## **FUNDING**

Mishka Social Services will work to diversify its revenue sources and explore additional funding models. Our focus will be to sustain existing programs and to develop and launch new ones.

# STRATEGIC OBJECTIVES

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## **STAFFING**

- Enhance recruiting strategies
- Increase and maintain adequate staffing and volunteer levels
- Establish relationships with academic institutions to support targeted recruitment and professional development

## **COMMUNICATION**

- Standardize communication across the agency
- Develop and implement a communication strategy
- Ensure communications are clear and understandable to those we serve

## **SERVICE DELIVERY and EXPANSION**

- Promote those being served to increasingly make their own choices, create their personal goals, and achieve positive outcomes
- Simplify processes for enrollment and expedite service delivery
- Collaborate with partners and community members to create new programs and services targeting diverse needs

## **STANDARDIZED PROCESSES**

- Standardize all key processes within Mishka Social Services
- Adopt a quality improvement framework to guide the standardization processes
- Create a long-vision strategy for the use of information technology

## **FUNDING**

- Continuously scan for grant opportunities and apply at least once a month
- Develop and strengthen a donor stewardship program
- Identify and employ new revenue sources
- Develop and launch a fundraising committee



The image features a logo for 'Mishka Social Services' in the upper left. The word 'Mishka' is in a dark grey sans-serif font with a stylized orange flame above the letter 'i'. Below it, 'Social Services' is written in a smaller orange sans-serif font. The background is a warm-toned photograph of several women, some wearing hijabs, sitting at desks and working on laptops. A large white curved shape overlaps the top right corner of the image.

# Mishka

Social Services

CREATING PATHWAYS  
TO OPPORTUNITY