



OCTOBER 27, 2021

Q2 PROGRESS REPORT
OPERATIONAL PLAN
2021-2022

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Executive Summary

Strides Toronto’s first Strategic Plan 2021-2026 was approved by the Board of Directors in December 2020. Through high engagement from staff, clients, caregivers, Board members, and community partners aspirational vision, mission and priorities were established.

The Management Team and staff brought the strategy to life by identifying critical year-one activities through this 2021-2022 Operational Plan. This is a report on progress in achieving the Operational Plan as of Q2. The plan includes a deliberate focus on integration of services; fostering a positive, quality culture for clients and staff; enhancing efficiencies through technology and being a leader in improving the well-being of our community from a lens that prioritizes health equity and the social determinants of health.

Progress is monitored using narrative reporting on milestones achieved. Future iterations will incorporate indicators where applicable. This approach is consistent with governing from a generative leadership lens. The Board will also receive a progress report from management on the Operational Plan at Q4.

Introduction

Strides Toronto is a multi-service organization providing services to young people from birth to age 29 and their families in Toronto. The organization provides a range of community, residential and treatment services to improve the mental, social, and physical health of infants, children, youth, and their families. The organization provides individual, group and family interventions that include mental health services, autism services, education, outreach and referral, early intervention, and community support. Our community services offer an array of parenting and skill-building opportunities for children and families; youth engagement programs in the arts and music; and a welcoming drop-in space for youth.

As Lead Agency for infant, child and youth mental health in Toronto, Strides Toronto works with 23 core service providers to design and implement system-level improvements that transform access to services, experience of services and the mental health outcomes for Toronto’s diverse communities. Strides Toronto supports the provincial community of practice for the Youth Outreach Worker Program that focuses on serving at-risk and high-risk youth who live in an identified priority community and/or belong to a distinct priority population (e.g., racialized, Indigenous, LGBTQ communities).

In December 2020, the Board of Directors approved the Strategic Plan 2021-2026 which was developed in consultation with staff, clients, and community partners. Subsequently, the Board approved the operational plan for 2021-2022 in June 2021. The operational plan was developed through the leadership of the Management Team who identified the priorities with input from staff. This report identifies progress in achieving the operational plan at Q2 (April 1 to September 30, 2021).

Vision

Thriving children, youth, families, and communities.

Mission

We build strength and resilience with infants, children, youth and families through equitable, accessible, client-driven services, system leadership and advocacy.

Strategic Priorities

- Outreach, Visibility and Equity
- Accessible Services and Connected Pathways
- System Leadership and Advocacy
- Empowering Learning Organization
- Efficient, Technology-Enabled Organization

Values

Respect	Collaboration
Excellence	Courage

For 2021-2022 the organization is using a blended approach to monitoring progress. This will entail primarily reporting narratively on milestones achieved. The organization is also moving toward incorporating key performance indicators (KPIs) where a more objective method for monitoring progress is appropriate. KPIs will play an important role in identifying where there is movement and where shifts need to occur to generate momentum. In future reports, Strides will incorporate client quotes or other highlights from the front line to further enrich the progress reports adding greater depth and opportunities for generative discussion.

The report is intended to stimulate discussion about progress from a generative lens. A generative lens allows for appreciative inquiry into momentum toward targets while reflecting on what is being learned through implementation. Anywhere progress is tracking behind provides opportunities to check in on the relevance of the goal (is it the right time to be working on this goal?) or importance of the goal (have new or emerging priorities taken precedence?).

Executing on the Strategic Plan

The operational plan represents what matters to Strides Toronto. In this first year of a five-year plan, the key initiatives and activities that will help achieve the strategic goals are focused primarily on: improving access to services for clients through outreach, new integrated structures, processes and technologies; fostering a positive staff culture that supports wellness and quality outcomes for clients; and being a leader in improving the well-being of our community from a lens that prioritizes health equity and the social determinants of health.

Monitoring progress over time on the achievement of key activities serves to demonstrate to the board and the public that Strides Toronto is delivering on its mission to build strength and resilience with infants, children, youth and families through equitable, accessible, client-driven services, system leadership and advocacy.

Legend	
	Off Track Our results are significantly behind the targets or impact we expected – what is happening here that we need call attention to?
	At Risk Our results are tracking behind desired targets or impact we expected - what is happening here that we need call attention to?
	On Track We are tracking towards desired targets and impact. What could we do with this momentum?
✓	Completed The initiative is complete.
💡	A new or unanticipated opportunity has resulted in an additional achievement

Outreach, Visibility and Equity

Goal: All infants, children, youth, and families have equitable access to the culturally safe services they need to thrive.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities and Milestones Progress Report	Progress
I. Increase community awareness of Strides Toronto services so those who need our services can access them.	Director, Strategy, Quality and Planning	1. Implement active, dynamic social media and marketing strategy. a. Implement Strides web calendar of offerings.	Green
		b. Coordinating for social media activity across service areas.	Green
	Director, Strategy, Quality and Planning	2. Identify and utilize most effective communication channels to engage main stakeholder groups (e.g., clients, potential clients, community partners, media). a. Develop communication channels, blog or materials that resonate with related service organizations, partners, and funders.	Green
II. Conduct outreach into at-risk communities to increase access to programs and services.	Director, Autism and Developmental Services	3. Conduct marketing and outreach activities to link infants, children, youth, and families to available services, with a focus on young people on the autism spectrum and their families in year one. a. Design, produce and distribute media materials and video series.	✓
		b. Identify referring organizations and implement targeted marketing strategies.	Green
III. Implement anti-Black racism, anti-racism, and anti-oppression (ABR/ARAO) strategies to	Senior Director, Service Excellence	4. Complete an equity, diversity and inclusion project that assesses Strides Toronto's current state and develops a road map for deepening our ABR/ARAO work. a. Road map for deepening our ABR/ARAO work developed.	Green
		b. Robust training plan for ABR/ARAO developed.	Green

Goal: All infants, children, youth, and families have equitable access to the culturally safe services they need to thrive.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities and Milestones Progress Report	Progress
improve access, cultural competence and responsiveness of programs and services.	Senior Director, Service Excellence	5. Implement ABR/ARAO priorities. a. Key priorities implemented from the ABR/ARAO road map.	Green
c. Engage families and youth to improve programs and services.	Director, Community Services	6. Initiate parent advisory and initiatives. a. Implement pilot family engagement project to identify successful implementation methods.	Green
		b. Recruit family members.	Green
		7. Launch youth engagement strategy. a. Youth engagement framework and honorarium policy receives endorsement.	Green
		a. Recruit and train adult allies.	Red

Highlights of Results Achieved
<p>Implement active, dynamic social media and marketing strategy.</p> <ul style="list-style-type: none"> Senior Manager, Marketing and Communications recruited as of October 2021 and has immediately begun to develop the marketing strategy. <p>Conduct marketing and outreach activities to link infants, children, youth, and families to available services, with a focus on young people on the autism spectrum and their families in year one.</p> <ul style="list-style-type: none"> Program materials have been developed and distributed to 12 local physicians and diagnosticians in East Toronto. A larger roll out to the Scarborough Health Network and School Boards is planned to begin in Q3.

- A Stakeholder Engagement Plan has been developed and is being tracked to ensure we create and deliver targeted promotional materials to potential referral sources across Scarborough and adjacent regions (Durham Region).

Complete an equity, diversity and inclusion project that assesses Strides Toronto’s current state and develops a road map for deepening our ABR/ARAO work.

- Director, EDI in place as of September 2021. Work is ongoing on developing ABR/ARAO roadmap and training plan.

Initiate parent advisory and initiatives.

- Resources and a plan are in place to support this initiative and activities are underway with recruitment of family members anticipated in Q4.

Launch youth engagement strategy.

- The New Mentality youth advisory committee met with the board in May. The committee is currently in a renewal phase as the previous group members have graduated.
- The recruitment and development of adult allies will take place in **2022-2023** to allow for completion of policies and development of orientation material.



Program Expansion.

- New annualized funding of \$1.25 million was received for expansion of Strides two Youth Wellness Hubs.
- Toronto Autism Services Network of which Strides Toronto is a part was successful in the MCCSS RFP for new caregiver-mediated early years programming.
- A 5% funding increase focussed on reducing waitlists was received from Ministry of Health for Mental Health Services.
- Strides is part of a partnership led by Taibu Community Health Centre that will implement an Alternative Community Crisis Response Services Pilot in North Scarborough. This is an alternative to police response in situations that don’t require police intervention. This pilot is funded by the City of Toronto and is a recognition of the importance of implementing a client-centred, trauma informed, harm reducing approach to crisis response.
- Additional funding was received by Early Abilities, Preschool Speech and Language to expand services.

Accessible Services, Connected Pathways

Goal: Every client feels fully supported from the moment they come through the doors, and have clear, connected pathways, both inside and outside Strides Toronto, for all the services they need, from infancy through young adulthood.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities and Milestones	Progress
I. Implement consistent, integrated, supportive entry and service delivery experience and pathways for all clients so that the time spent waiting for service is minimized and clients are engaged in their plan of care.	Director, Strategy, Quality and Planning	1. Clearly define the pathways into and between services; create capability to enhance use of pathways. a. Co-design with clients and staff entry pathways and routes between services by Q2. b. Implement phased approach to revised service pathways by Q3.	
		2. Create communication tools and opportunities to increase staff knowledge of all Strides services (e.g., referral processes, clients served). a. Educate staff about the breadth of services offered by Strides TO.	
	Senior Director, Service Excellence	3. Integrate Mental Health and Autism intake staff into a single team accessible via one phone number and using aligned intake protocols. a. Integrate intake teams within mental health and with autism by Q4.	
II. Build structures and processes between programs and departments to improve client	Senior Director, Service Excellence	4. Continue exploration of opportunities to integrate similar service streams and teams and ensure services are well-integrated in the new structure. a. Integrate Community Engagement and Development Department with Early Intervention and Community Supports Department.	✓

Goal: Every client feels fully supported from the moment they come through the doors, and have clear, connected pathways, both inside and outside Strides Toronto, for all the services they need, from infancy through young adulthood.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities and Milestones	Progress
experience and outcomes across multiple areas of need.		a. Integrate the Developmental Services team with Autism Department to create the Autism and Developmental Services team.	✓
		b. Integrate staffing from children’s services with youth services in What’s Up Walk-In Clinic.	✓
III. Build client empowerment through peer support and developing their advocacy skills so that clients have what they need to achieve their potential.	Director, Autism and Developmental Services	5. Develop peer support models and training for staff and clients. a. Develop and grow parent and client support groups with a focus on clients on the autism spectrum or with developmental needs.	✓

Highlights of Results Achieved
Clearly define the pathways into and between services; create capability to enhance use of pathways <ul style="list-style-type: none"> Each Strides Toronto service is defined by referral pathways, eligibility criteria and key contacts to enhance internal referrals and clearer service pathways. The next step is formal roll out to the organization.
Integrate Mental Health and Autism Intake staff into a single team <ul style="list-style-type: none"> Workflows have been developed. The technology enabling a single agency phone number will be installed in Q3.

Continue exploration of opportunities to integrate similar service streams and teams to ensure services are well-integrated in the new structure

- Effective September 7, 2021, the legacy departments were integrated to create the new Community Services Department.
- Program integrations resulted in the new Autism and Developmental Services Department in September 2021.
- Staffing from children’s services and youth services successfully integrated into the What’s Up Walk-In Clinic.

Develop peer support models and training for staff and clients

- Model developed and staff trained. First Parent Support Group is underway within Autism and Developmental Services. The group includes 10 families, and the topics and discussion were parent directed and led. This enhanced parent/caregiver engagement and attendance in the group.

System Leadership and Advocacy

Goal: Improve accessibility of services and address social determinants of health through system planning, partnerships, influencing policy and sharing our expertise.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities, Milestones and Metrics	Progress
I. Identify and address service gaps through collaboration with partners, including	CEO	1. Support sector to implement initiatives aimed at combating anti-Black racism by developing a three-year anti-Black racism road map for the sector. <ol style="list-style-type: none"> Sector, clients, and families engaged in developing the anti-Black racism road map (expected completion September 2022). 	

Goal: Improve accessibility of services and address social determinants of health through system planning, partnerships, influencing policy and sharing our expertise.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities, Milestones and Metrics	Progress
Ontario Health Teams (OHTs).	Director, Lead Agency, and System Transformation	2. Work with Toronto OHTs to position the core service providers as a collective resource. a. Implement partnership with Michael Garron Hospital to support intake into outpatient psychiatry services.	✓
		b. Implement Ocean e-referral for physician referrals into CYMH community services.	✓
		c. On-board a Physician Engagement Co-Ordinator to better support awareness and develop pathways into community services.	✓
II. Increase accessibility, coordination and quality of Toronto child and youth mental health (CYMH) services through implementation of priorities of the three-year CYMH sector plan.	Director, Lead Agency and System Transformation	3. Re-vision both the identity and the function of the central point of access (Mental Health TO); market to increase access to CYMH services. a. Develop new name and brand for the central point of access.	
		b. Marketing plan developed and implemented.	
		c. Engage stakeholders in revising the role of the central point of access	
III. Implement provincial		4. Work with core service providers and other stakeholders to design a new model for intake into CYMH intensive services. a. Engage stakeholders in designing a coordinated intake process for intensive services in Toronto.	
		5. In partnership with the Lead Agency Consortium, implement a provincial virtual walk-in service.	

Goal: Improve accessibility of services and address social determinants of health through system planning, partnerships, influencing policy and sharing our expertise.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities, Milestones and Metrics	Progress
virtual walk-in to improve accessibility of service.	Director, Lead Agency, and System Transformation	a. Develop name, brand, and marketing plan for provincial virtual walk-in.	
		b. Select and onboard initial partnership agencies.	
		c. Procure technology and plan for implementation.	
		d. Launch virtual walk-in service.	

Highlights of Results Achieved
<p>Support sector to implement initiatives aimed at combating anti-Black racism by developing a three-year anti-Black racism road map for the sector.</p> <ul style="list-style-type: none"> RFP process resulted in Turner Consulting being selected to work with ABR Task Force to develop a road map and tool kit. <p>Work with Toronto OHTs to position the core service providers as a collective resource.</p> <ul style="list-style-type: none"> Ocean e-referral is fully implemented within MHTO with approximately 80 referrals received from Michael Garron Hospital to date. Outreach has begun with core service providers to explore the use of e-referrals in other agencies. Physician Engagement Co-ordinator recruited and working on engagement with physician groups in Toronto. <p>Re-vision both the identity and the function of the central point of access (Mental Health TO); market to increase access to CYMH services.</p> <ul style="list-style-type: none"> MHTO re-visioning and branding fully underway. Marketing plan is in the beginning stages of development. Stakeholder engagement for central point of access is underway. <p>Work with core service providers and other stakeholders to design a new model for intake into CYMH intensive services.</p>

- Intensive Services re-design has launched. Consultants have begun engaging stakeholders and environmental scan.

In partnership with the Lead Agency Consortium, implement a provincial virtual walk-in service.

- Governance, technology, naming and branding RFPs have been awarded and work is under way.



Funding Received:

- The Ministry of Health has provided \$2 million in annualized funding for the provincial virtual walk-in.

Empowering Learning Organization

Goal: Everyone in the organization is engaged in ongoing quality improvement, learning and development, empowered and supported to work at their best, and feels inspired by the impact of their work.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities, Milestones and Metrics	Progress
I. One Strides TO Culture project supports engaged, empowered, productive employees.	CEO and Director, Human Resources	1. Develop the One Strides TO Culture Road map and implement priority actions.	✓
		a. Develop road map with broad stakeholder engagement. b. Implement key priority actions.	
II. Build skills for integrated,	Director, Strategy, Quality and Planning	2. Build a change management philosophy and strategies into initiatives. a. Identify change management strategies and tools to incorporate into planning.	

Goal: Everyone in the organization is engaged in ongoing quality improvement, learning and development, empowered and supported to work at their best, and feels inspired by the impact of their work.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities, Milestones and Metrics	Progress
empowered organization.		c. Integrate strategies and tools into our work.	Green
	CEO and Director, Human Resources	3. Implement a leadership development initiative that includes identifying and building core leadership competencies. a. Develop a project charter with input from Management Team.	Green
		b. Implement key initiatives for the project.	Green
III. Implement quality initiatives that support a culture of improvement in core quality domains.	Director, Strategy, Quality and Planning	4. Plan and prepare for accreditation. a. Conduct organizational self-assessment against new accreditation standards; identify and address gaps.	Red
	Director, Strategy, Quality and Planning	5. Board, management, and staff education sessions align the organization's quality aims and initiatives to a scorecard to monitor improvement. a. Quality aims are identified and inform the quality improvement plan and scorecard.	Green
		b. Staff implement quality improvement activities.	Green
IV. Integrate human resources policies and practices to support HR excellence across Strides Toronto.	Director, Human Resources	6. Integrate HR policies and align them with best practices and the new collective agreement. a. Bargain new collective agreement.	Green
		b. Develop new policies and procedures with input from stakeholders.	Green

Highlights of Results Achieved

Develop the One Strides TO Culture Road map and implement the priority actions.

- Culture road map developed, and work has begun to implement priority actions.

Build a change management philosophy and strategies into initiatives.

- All management trained in Prosci Change Management Methodology. Change management principles are being applied and integrated through CIS implementation.

Plan and prepare for accreditation.

- ***For discussion.*** It is an important achievement to earn accreditation, particularly for Strides Toronto as an amalgamated organization. Preparing for accreditation requires intensive focus, staff time and resources. Given the many priorities and initiatives underway, and the ongoing challenges and workload associated with COVID-19, management is proposing a one-year postponement of Strides accreditation review from June 2023 to June 2024.

Board, management, and staff education sessions align the organization's quality aims and initiatives to a scorecard to monitor improvement.

- Board training concluded in April 2020.

Integrate HR policies and align them with best practices and the new collective agreement.

- Collective agreement bargaining commenced in Q1 and is ongoing.

Efficient, Technology-Enabled Organization

Goal: Our robust technology, processes and infrastructure support high quality client experiences and efficient use of resources.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities, Milestones and Metrics	Progress
I. Develop an IT strategy and three-year road map that supports efficient, effective client service and business processes, including systems for integrated, accessible information sharing and governance.	Interim Director, Information Technology	1. Implement year one of a multi-year IT strategy road map. a. Establish foundations through formation of effective governance, resources, and oversight.	
	Interim Director, Information Technology	2. Enable sharing and storing of information across Strides departments and locations. a. Assess existing infrastructure and determine requirements.	✓
		b. Migrate IT networks to one data centre.	
II. Implement a new client information system that supports integration, coordinated client service and continuous improvement in service delivery.	Director, Strategy, Quality and Planning	3. Select and implement a new client information system. a. Select and contract with vendor.	
		b. Gather system requirements, configure, and migrate data.	
		c. Train staff and go-live.	
III. Implement online and digital tools to		4. Design websites and virtual tools to enable clients, community members and partners to easily access services and information.	

Goal: Our robust technology, processes and infrastructure support high quality client experiences and efficient use of resources.			Progress Red (off track) Yellow (at risk) Green (on track) ✓ Completed
Organization-Wide Initiatives	Executive Sponsor/Lead	Year 2021-2022 Activities, Milestones and Metrics	Progress
increase access to services and information.	Director, Strategy, Quality and Planning	a. Develop client pathway visuals.	Green
		b. Create a video animating client journey.	Red
IV. Evaluate Strides Toronto's space requirements and develop plans to enable both virtual and on-site services.	CEO	5. Develop a space plan for Strides Toronto that supports virtual and in-person services.	Red
		a. Determine post-COVID space needs.	Red
		b. Develop multiple year space plan for Strides Toronto.	Red

Highlights of Results Achieved
<p>Implement year one of a multi-year IT strategy road map.</p> <ul style="list-style-type: none"> Interim Director, IT in place. Select items in IT strategic plan implemented and others in progress. <p>Enable sharing and storing of information across Strides departments and locations.</p> <ul style="list-style-type: none"> Existing infrastructure assessed and requirements determined. <p>Select and implement a new client information system.</p> <ul style="list-style-type: none"> Slow but steady progress; contract not signed but risks of delayed implementation have been mitigated. We anticipate a February/March 2022 go-live date instead of December 2021.

Design websites and virtual tools to enable clients, community members and partners to easily access services and information.

- Anticipate commencing this work in Q3 with completion of a client journey video in Q1 of 2022-2023.

Develop a space plan for Strides Toronto that supports virtual and in-person services.

- ***For discussion.*** Given the continued impact of COVID-19, the uncertainty about when further expansion of in-person services will be possible, and the many demands on the organization, management recommends that this is not the right time to be developing a multi-year space plan and ask to defer this activity to 2021-2022. Management will develop a hybrid work strategy that will inform the future space plan.



Creating Administrative Efficiencies.

- Strides Toronto and Strides Toronto Foundation have been amalgamated resulting in efficiencies in admin and investment management.