

Strategy Refresh and Operational Plan 2024- 2025

January 21, 2024



Helping children, youth
and families thrive

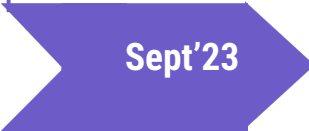
Background

- The board approved a strategic plan to guide the organization's work from 2021-2026
- In mid 2023, the organization engaged The Potential Group to engage stakeholders in:
 - Reviewing the progress made in achieving the strategic plan to date
 - Revising, if required, the strategy and developing the operational plan for 2024-2025

Proposed Strategy Refresh Timeline – Sept 2023 – Jan 2024

SHAPE THE REFRESH (SMT and BOARD)

- Explore hopes for the process
- Define key questions to explore
- Validate key voices to include
- Create invitations to the “momentum builders”



REFINE REFRESHED PRIORITIES WITH SMT AND MANAGERS

- Planning session with SMT and managers to review the emerging priorities from the momentum builder sessions and refine focus areas for 24/25
- Session with SMT to finalize refresh document and high-level operating plan

MOMENTUM BUILDERS

- Host five “momentum builder” sessions - one for each of the strategic priorities where we will identify progress made and key areas to focus on for the next 2.5 years (and next year for operational planning purposes)
- Leaders, board members, staff, parents, youth, partners and other stakeholders are invited

OPERATIONAL PLANNING WITH MANAGERS AND TEAMS

- Managers and teams explore their priorities in light of insights from the strategy refresh (managers given a guide to support them)





Strategic Priorities

- The five original strategic priorities and goals continue to resonate
- Still considerable work to be done
- Changes in the areas of focus and activities

Outreach, Visibility and Equity

Goal: All infants, children, youth and families have equitable access to the culturally safe services they need to thrive

Selected Achievements 2021-2023:

- Equity, diversity and inclusion (EDI) assessment completed
- Multi-year EDI plan developed
- Achieved the 50-30 Challenge to recruit a diverse board and senior management team



Outreach, Visibility &
Equity

Outreach, Visibility and Equity - 2

Selected Achievements 2021-2023:

- Training in EDI topics completed and more planned (e.g., engaged The Diversity Institute to develop a best-in-class EDI curriculum)
- Black Excellence Library and Black Mental Health Week activities implemented
- New websites (Strides, OST/PM, Help Ahead) and expansion of marketing and outreach activities



Outreach, Visibility and Equity - 3

Focus Areas (April 1, 2024 to March 31, 2026)

1. Continue implementation of **anti-Black racism, anti-racism and anti-oppression** (ABR/ARAO) strategies
2. Focus, coordinate and track **outreach efforts into at-risk communities** to increase access to programs and services
3. Continue visibility, marketing and communication strategies locally, across the city and province to **raise awareness of our programs** to the audiences that need our services
4. Deepen relationships with other agencies to create pathways that **support the social and/or cultural needs** of our clients and families



Outreach, Visibility and Equity - 4

Activities 2024-2025

- Continue our work in areas of anti-Black racism, ARAO, 2SLGBTQIA issues, and build tools, resources and a playbook that guides our response to polarizing events.
- Develop an outreach, marketing and communications strategy with dedicated resources to enable better coordination and tracking of activities within our local communities.
- Build relationships with agencies to incorporate a more holistic and client-centric approach to well-being, inclusive of social and/or cultural needs (e.g., housing, food insecurity).



Accessible Services and Connected Pathways

Goal: Every client feels fully supported from the moment they come through the doors, and has clear, connected pathways, both inside and outside of Strides Toronto, for all the services they need, from infancy through young adulthood.

Selected Achievements 2021-2023:

- Extensive expansion of Autism Services (Entry to School, Urgent Response, Caregiver Mediated Early Years Program, growth of fee for service offerings)



Accessible Services and Connected Pathways - 2

Selected Achievements 2021-2023:

- Creation of mental health program for young people on the Autism Spectrum
- Community Navigator role developed to support clients waiting for mental health services
- Service pathways documented and implemented in TREAT, (new client information system)
- Integration of service departments and restructuring



Accessible Services and Connected Pathways - 3

Focus Areas (April 1, 2024 to March 31, 2026)

1. Continue implementing **consistent and integrated entry to service**, improving the service delivery experience.
2. Ensure **more timely access** to services for clients and families by reducing waitlists.
3. Expand our ability to **collect and leverage data and feedback** to identify gaps in care, enhance services and reduce barriers to access.



Accessible Services and Connected Pathways - 4

Activities 2024-2025

- Provide ongoing education and easily accessible information to staff regarding the breadth of internal services and pathways available to support seamless access.
- Continue to implement quality improvement strategies to reduce waitlists, ensuring that we optimize the amount of service offered.
- Standardize data collection across the organization to support agency wide benchmarks (e.g., wait times, service utilization), and implement demographic data collection for both clients and staff.



System Leadership and Advocacy

Goal: Improved accessibility of services and address social determinants of health through system planning, partnerships, influencing policy and sharing our expertise.

Selected Achievements 2021-2023:

- Launched One Stop Talk/Parlons maintenant, provincial virtual walk-in service with 20 agencies participating
- Researched and launched the HOPE Strategy to dismantle anti-Black racism



System Leadership and Advocacy - 2

Selected Achievements 2021-2023:

- Launched Phase One of Help Ahead, centralized intake to intensive infant, child and youth services
- In midst of review of intensive services in Toronto, partnering with Capitalize for Kids
- Phase one of review of crisis services created
- Created sector Advocacy Committee to influence system level change



System Leadership and Advocacy - 3

Focus Areas (April 1, 2024 to March 31, 2026)

1. Continue **leadership on equity, diversity and inclusion** initiatives including the Hope Strategy.
2. Identify and **address system and support gaps/barriers**, leveraging data and client, family and community input to provide more holistic care.
3. Through our lead agency role, implement the **three-year sector plan** including strategies to address recruitment and retention challenges in the infant, child and youth mental health sector.
4. **Lead sector enhancements** to improve accessibility and quality of services.



System Leadership and Advocacy - 4

Activities 2024-2025:

- Continue sector-wide implementation of the HOPE Strategy.
- Develop and implement strategies to address critical work force challenges in the ICYMH sector, through the Advocacy Committee in partnership with sector providers and a government relations firm.
- Implement Phase Two of Help Ahead as the central point of intake for the ICYMH sector.
- Complete ICYMH intensive services review and implement recommendations in collaboration with system partners.
- Work provincially to increase the quality of PYOW data (e.g., implement additional training in TREAT).

Empowered 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.

Selected Achievements 2021-2023:

- One Strides TO Culture project implemented; culture priorities selected and implemented
- Well-being strategy developed and implemented



Empowered Learning Organization - 2

Selected Achievements 2021-2023:

- One Strides TO Leadership Initiative developed and implemented
- Quality improvement projects identified and implemented including reduction in restraints, addressing waitlists, etc.
- Change management training completed for management
- Preparations for accreditation in progress
- New collective agreement negotiated; salaries and benefits harmonized



Empowered Learning Organization - 3

Focus Areas (April 1, 2024 to March 31, 2026):

1. Coordinate our approach to **expand access to mentoring, training and development**, creating opportunities for professional advancement.
2. Continue to **advance our quality improvement culture** with a robust quality improvement framework, and relevant scorecards that measure impact.
3. **Expand our capacity for knowledge sharing** across the organization.
4. Successfully complete the **accreditation** process.



Empowered Learning Organization - 4

Activities 2024-2025:

- Better coordinate and share training across the organization and create a hub for knowledge and resource sharing.
- Establish structured mechanisms that enable internal career progression.
- Deepen leadership development for management team for a more engaged and supported workforce.
- Utilize relevant metrics (e.g., Greenspace, My Wellness Passport) to measure client outcomes, ensuring that this data is used to improve service.
- Align and support the work of accreditation including the communication and implementation of policies and procedures, leveraging this work to support continuous quality improvement.



Efficient, Technology-Enabled Organization

Goal: Our robust technology, processes and infrastructure support high-quality client experiences and efficient use of resources.

Selected Achievements 2021-2023:

- Developed and implemented IT strategic plan
- Merged four client databases into new TREAT database for utilization by Strides and YOW Program provincially
- Technology solutions implemented to support Help Ahead (e.g., OCEAN e-referral)



Efficient, Technology-Enabled Organization - 2

Selected Achievements 2021-2023:

- Selected two new locations to accommodate staff from three locations (Markham, Milner, Bloor)
- Hybrid work strategy developed and implemented with staff in office/community three, four or five days a week



Efficient, Technology-Enabled Organization - 3

Focus Areas (April 1, 2024 to March 31, 2026):

1. **Fortify current infrastructure and IT support** to address client and staff needs.
2. Advance Strides Toronto's **new space plan** and ensure seamless transition.
3. **Improve our client information systems** to ensure ease of use, clear client workflows and access to data to inform decisions.
4. **Explore emerging technologies** that promote operational efficiencies, integration, simplified planning and informed decision-making.



Efficient, Technology-Enabled Organization - 4

Activities 2024-2025:

- Ensure staff have access to infrastructure and IT support needed to enable their work (e.g., internet connectivity; integrated phone system).
- Optimize space planning and office relocation strategies to ensure a smooth transitions for staff, while enhancing the client experience.
- Continue TREAT training, implement user experience enhancements, and expand reporting capability to support data-informed decisions.
- Pursue tech enabled solutions that leverage, integrate and automate current system assets (ADP, SAGE, TREAT) and improve the digital experience of clients.



**Looking forward to
2024-2025!**

