



**PHOENIX
SOCIETY**



STRATEGIC PLAN

Transformative Initiatives:

Elevating Our Impact and

Connecting with Communities

2024-2029



Prologue OUR STORY

A. OUR HISTORY

Phoenix Society was established in 1989 as a judgement-free community for people seeking support with substance use and later incorporated as a non-profit society and registered charity in 1992. Understanding that everyone deserves the opportunity to thrive, Phoenix expanded its approach to address the social determinants of health, applying principles of health equity and social justice for underserved and marginalized populations, particularly those who are at the intersection of mental health, substance use, criminal justice involvement and those who are unhoused.

Over time, Phoenix has developed as a learning organization, aligning our approaches and practices with evidence-based research and trauma informed best practices to provide the highest quality care to those whom we serve.

Our Mission

Phoenix Society is a multi-service agency dedicated to providing accessible services and opportunities to people who face barriers related to substance use, mental health, housing, education, criminal justice involvement and/or employment.

Our Vision

A healthy community where all people feel connected and have opportunities to discover and build on their strengths to reach their full potential.

Our Values

The values that ground us are:

- **Social Justice:** facilitating equal access to health, well-being, wealth and opportunity
- **Relationships:** building on safety, trust, and integrity
- **Social Innovation:** leading to individual and community well-being
- **Strengths Based:** discovering and nurturing the strengths within our community

B. OUR PLANNING PROCESS

Phoenix’s planning process started by getting **Clear**. The initial months of planning was spent listening to service recipients, employees, board members, community partners, funders and thought leaders through three methods: i) Interviewing over 25 individuals connected with Phoenix Society, ii) Collecting over 30 survey responses, and iii) Hosting three in-person, two-hour community dialogues attended by over 70 employees and board members. These efforts provided valuable insights, helping to refine Phoenix’s identity and future direction.

The second phase involved getting **Focused**. The input received from the first phase of engagement was reviewed by the board and management team, resulting in the identification of six clear and compelling strategic directions. These six directions are presented in this plan, along with a description of the desired future outcomes and the impact Phoenix aims to achieve.

Once the strategic directions were identified, a plan was developed to get **Moving**. The process involved many participants in designing key strategies for each direction, emphasizing the value of participation. For each direction, several strategies were identified to guide progress. The meaning, steps to take, and desired outcomes for each strategy were clearly articulated. These strategies will map the future, detailing the what, when, and how of moving toward a future of impact.

Our 2024-2029 Strategic Plan for Phoenix Society is a bold and transformative initiative designed to elevate our impact and deepen our connection with the communities we serve. Anchored in our commitment to compassionate, evidence-based care and social justice, this plan will drive us to refine and expand our services, strengthen our organizational culture, and embrace innovative solutions.

Over the next five years, we will focus on six strategic directions: enhancing the quality of our care through responsiveness and cultural inclusivity, investing in our people and fostering a culture of excellence, improving our technology and infrastructure, amplifying our brand and communication, deepening community engagement, and pursuing bold, innovative actions. We will also implement a risk assessment approach, integrating data-driven insights and stakeholder feedback to continuously refine our strategies and address potential challenges.

The timing of our planning was from October of 2023 to June of 2024.





We are committed to bridging service gaps, responding to community needs, and upholding our values of compassion, respect, principled integrity, empowerment, and equity. Principles of Truth and Reconciliation will be embedded throughout our efforts, ensuring that Indigenous perspectives and knowledge are integral to our practices and decision-making. This includes addressing systemic barriers, fostering meaningful relationships with Indigenous communities, and advancing decolonization within our services.

Real progress can only be achieved by creating an environment where diverse perspectives are valued and all individuals are treated with fairness and respect. This means ensuring equitable access to opportunities, and fostering an inclusive culture that embraces and celebrates our differences. By embedding Diversity, Equity, and Inclusion

principles into every aspect of our operations—from service delivery to organizational practices—we aim to build a more just and equitable community where everyone has the support and resources needed to thrive.

Through strong community partnerships and a commitment to evidence-informed practices, we are poised to lead with purpose, ensuring that every individual has the opportunity to thrive and reach their full potential. This strategic plan transforms our inspiring ideas into concrete strategies and a clear course of action. We are deeply grateful for the contributions and care of those who have made this plan possible—service recipients, employees, board members, and community partners. Looking ahead, we are filled with excitement and anticipation for the future.



Part 1 WHO WE ARE

A. HOW WE SHOW UP

Phoenix holds fundamental commitments to ourselves and others. Our ultimate aims are to be:

Compassionate

We serve with compassion, curiosity and empathy toward others.

Respectful.

We recognize and respect individual and cultural needs and appreciate diverse experiences.

Principled.

We are honest, transparent and ethical in decision-making and service delivery.

Empowering.

We empower staff and service recipients to build on their strengths, flourish and feel connected to their community.

Equitable.

We support service recipients to have fair and just access to resources and supports, recognizing and addressing systemic barriers.



B. WHAT WE BELIEVE

Phoenix is grounded in beliefs that hold us steady, keep us on course, and focused on what is most important. Among the ideas that inspire us, we are dedicated to the following for our strategic direction:

Everyone deserves dignity and respect.

Everyone deserves to be treated according to their innate value, no matter their circumstances and live free from discrimination and stigma.

There is strength in connection.

Connecting with land, culture, community and others is essential to well-being.

Mental well-being is fundamental to a healthy life.

Mental well-being empowers people to navigate challenges and build resilience, helping them to thrive in the face of adversity.

Life's path is not linear.

Life's journey is unique and can be influenced by systemic and structural conditions beyond one's control. With the right support and resources, everyone can find their way to their desired path, even if it takes multiple tries.

Everyone deserves a meaningful life.

Opportunities to thrive should be available to all, respecting each person's unique definition of meaning and fulfillment.

C. THE IMPACT WE INTEND

Phoenix's intended impact is the difference we want to make. We are committed to making a positive impact on the lives of service recipients. Our intent is as follows:

Service recipients address **health risks related to substance** use by:

- Decreasing engagement with substance use; or
- Reducing harms related to substance use
- Making progress towards individually defined journeys of recovery
- Embracing a healthier, lower-risk lifestyle

Service recipients **achieve increased well-being** by:

- Gaining insight into behaviors and responses that promote or detract from well-being
- Enhancing effective coping strategies for adverse experiences
- Experiencing an enhanced overall quality of life
- Enhancing essential life skills, social skills and self-care practices
- Strengthening educational and vocational skills to support personal and professional growth

Service recipients **pursue a meaningful life** by:

- Identifying, defining and pursuing individual priorities and goals
- Developing and applying tools to pursue their goals
- Building capacity for informed decision-making
- Cultivating and maintaining optimism and hope for the future

Service recipients **build supportive connections with others** by:

- Creating and maintaining a network of meaningful relationships
- Engaging with others and within their community

Service recipients **experience a reduction in stigma** by:

- Benefitting from advocacy and system change efforts
- Experiencing an enhanced sense of belonging
- Being engaged with an inclusive community



D. THE APPROACH WE TAKE

Phoenix's work is guided by ideas about not only the what and the why, but also the how. The way we do our work is guided by key ideas about our approach:

Individual journey.

We are at our best when we seek deep understanding of the experience of service recipients and engage them at their point of readiness.

Trauma-informed.

We are at our best when we engage service recipients with recognition and sensitivity to their past experiences, shaping our interactions with understanding of their vulnerabilities and strengths.

Person-centered.

We are at our best when we place the service recipient at the center, orienting our efforts on supporting their pursuit of the life they want to have.

Collaborative teamwork.

We are at our best when we cooperatively share responsibilities, communicate, and exchange ideas to achieve the highest quality of service.

Non-judgmental.

We are at our best when we practice profound respect, curiosity, and affirmation of service recipients just as they are while providing opportunities and resources for their best possible future.

Safe and trustworthy.

We are at our best when we engage service recipients with interpersonal and relational understanding exhibiting an ethic of safety and trustworthiness in every interaction.



Part 2

WHERE WE ARE HEADING

Phoenix Society has identified six strategic directions that are grounded in our identity and recognize our needs and opportunities. To increase our positive impact, we will focus our efforts in these directions over the next five years:

A. STRATEGIC DIRECTIONS

1. Prioritize the quality of our care.

We will provide high-quality care that is responsive, evidence-informed, adaptable, effective, and inclusive of Indigenous knowledge and perspectives. Our care will uphold clearly defined standards of excellence.

- Pursue responsive, inclusive and culturally safe care
- Develop, adapt and innovate models of care
- Data-driven quality assurance and performance measurement

2. Develop our people and culture.

We will foster a culture of service excellence through employee development guided by principles of diversity, equity, inclusion, and justice. We will provide opportunities for advancement of knowledge, expertise and responsibility. We will provide resources and support to empower employees to deliver effective services through continuous improvement and innovation.

- Invest in employee development and training
- Nurture employee engagement
- Enhance leadership skills and competencies

3. Improve technology, systems and infrastructure.

We will continually review and refine our policies, practices, and tools to ensure they are effective, efficient, relevant, and aligned with Indigenous perspectives, evolving needs, standards, and best practices. Additionally, we will enhance systems and processes to maintain operational efficiency, regulatory compliance, and excellence in service delivery.

- Improve operational systems to enhance efficiency and organizational impact
- Standardize processes and practices organization wide

4. Communicate our identity, value, and brand.

We will create a unique brand identity that reflects our spectrum of services and the diverse communities we serve, clearly communicating our mission, values, guiding principles and service philosophy. These elements will be integrated throughout our organization and shared with the community to enhance visibility and articulate our unique value proposition.

- Update our messaging, integrating our unique value and approach
- Enhance external communication and engagement to heighten visibility and extend impact

5. Engage community members and partners to amplify our impact.

We will amplify our impact by expanding relationships with community members and partners and deepen engagement to inform, improve and decolonize our programs and services. Prioritizing feedback from our primary partner, the service recipient, we will expand our spectrum of services in alignment with our mission and vision to address unmet community needs.

- Deepen community engagement and partnerships
- Meaningfully engage the voice of service recipients
- Address gaps in the spectrum of care for vulnerable and priority populations

6. Take bold and innovative action to expand our reach.

We will take measured and thoughtful steps to deepen and expand our impact. We will encourage new ideas, be curious, foster innovative thinking, deepen our capacity and commitment to Truth and Reconciliation and welcome opportunities to expand our reach. We will explore new opportunities and strategically leverage our expertise, skills, leadership, and resources.

- Develop innovative approaches to increasing effectiveness of programs and services
- Exercise leadership to increase the care of the community
- Expand our reach to support underserved populations

B. STRATEGY SCREEN

A strategy screen is a way to examine and weigh future opportunities that are unanticipated and unforeseen in the present. For any opportunity, we will use the following five questions as a decision-making lens:

1. Does the opportunity align with our mission and values?

We will evaluate future opportunities by fidelity to our mission and “Who We Are.” This will ensure we remain focused on our core capabilities and mission.

2. Is the opportunity sustainable at a level of quality that meets our standards of excellence?

We will assess future opportunities based on our capacity to consistently deliver and sustain high quality services and supports.

3. Is this the right time to pursue the opportunity?

We will evaluate future opportunities based on alignment with our current capacity and priorities, taking timing into careful consideration.

4. Does the opportunity fill gaps not adequately addressed by others and reflect the voice and priorities of service recipients?

We will consider future opportunities as they relate to filling gaps and addressing service recipients needs that are not adequately addressed by others.

5. Will the opportunity lead to an expansion or innovation that we want to be part of?

We will evaluate future opportunities based on the potential to enhance our service delivery, to engage boldly where needed, and to introduce innovative programming.

6. Does the opportunity demonstrate or represent values of decolonization and reconciliation?

We will consider future opportunities based on their potential for elevating and advancing our values of decolonization and reconciliation.





Part 3
**WHAT WE
ARE DOING**

PRIORITIZE THE QUALITY OF OUR CARE.

1

1.1 PURSUE RESPONSIVE, INCLUSIVE AND CULTURALLY SAFE CARE

We will provide effective, responsive, inclusive, culturally safe and relevant care. We will deliver individualized and evidenced informed care that meets or exceeds established standards of excellence. We will promote autonomy, self-efficacy, and self-determination by empowering service recipients to actively participate in decision-making regarding their care.

WHAT WE WILL DO

- Ensure service recipient driven care approaches
- Seek and incorporate service recipient feedback to enhance service delivery
- Engage with diverse community groups to ensure culturally sensitive programming
- Collaborate with Indigenous communities to co-design services
- Analyze trends in demographics, health data, and community needs to identify emerging patterns, areas for improvement, and gaps in service delivery

Service Delivery and Competency Standards

- Develop clear service delivery standards and competency standards

Community Engagement

- Enhance community engagement and adapt services based on community insights and trends to ensure responsiveness and relevance

WHAT WE WILL ACHIEVE

- Improved service recipient outcomes and empowerment
- Increased innovation and adaptation in the delivery of care
- Improved responsiveness to evolving care needs
- Reduced barriers to accessing services



1

1.2 DEVELOP, ADAPT, AND INNOVATE MODELS OF CARE

We will enhance and innovate our service approach to ensure optimal outcomes, delivering culturally appropriate, high-quality, and effective care. We will embrace advanced models of care to drive excellence in service delivery and meet the evolving needs of service recipients and communities.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Evidence-Informed Practices and Program Development</p> <ul style="list-style-type: none"> • Conduct jurisdictional scans and comprehensive reviews of evidence informed practices, guidelines and research • Regularly review and enhance program models of care to ensure practices align with trends, evidence and service evolutions <p>Partnerships and Tools</p> <ul style="list-style-type: none"> • Engage in research and partnerships with academic institutions to inform innovative initiatives and evidence-informed care strategies and services • Partner with learning institutions to host practicums to support bidirectional learning • Employ accessible, high-quality, standardized practice tools 	<ul style="list-style-type: none"> • Improved service recipient outcomes • Enhanced employee competencies and confidence • Increased participation in research



1

1.3 CONDUCT DATA DRIVEN QUALITY ASSURANCE AND PERFORMANCE MEASUREMENT

We will measure and report on program effectiveness, ensuring consistent, high-quality services that meet or exceed expectations of service recipients, communities, and funders. We will advance a performance measurement framework to assess impact, improve care quality, promote person-centered practices, ensure accountability and transparency and drive continuous quality improvement.

WHAT WE WILL DO

Quality Improvement

- Establish key performance indicators and benchmarks
- Implement an enhanced quality improvement framework

Data Collection, Management and Analysis

- Establish robust data collection strategies and tools
- Implement data collection and analysis training and standards
- Communicate findings clearly and effectively to key parties
- Incorporate findings into programs and services

WHAT WE WILL ACHIEVE

- Improved service recipient outcomes
- Increased transparency
- Informed decision-making and resource allocation
- Enhanced organizational reputation and impact



DEVELOP OUR PEOPLE AND CULTURE

2

2.1 INVEST IN EMPLOYEE DEVELOPMENT AND TRAINING

We will provide effective, responsive, inclusive, culturally safe and relevant care. We will deliver individualized We will invest in employee training to enhance the knowledge, skills, and competencies, required to deliver high quality, culturally sensitive and effective services and supports. We will foster a culture of continuous learning, evidence informed practice, professional development, employee wellness and service excellence.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Competency Framework and Training Development</p> <ul style="list-style-type: none"> • Develop a competency framework to ensure employees are equipped with the necessary competencies to perform their roles effectively • Develop competency-based learning paths and a learning catalogue including evidence-informed practice, and decolonization, diversity, equity and inclusion principles <p>Knowledge Sharing and Professional Development</p> <ul style="list-style-type: none"> • Establish Communities of Practice and other knowledge exchange forums and processes • Invest in employee professional development through continuous learning support • Innovative Learning Initiatives • Explore and develop innovative learning tools • Develop and implement mentorship programs to foster professional growth <p>Employee Wellness</p> <ul style="list-style-type: none"> • Prioritize employee wellness by integrating wellness approaches and initiatives, and ensuring a balanced and supportive work environment that promotes well-being 	<ul style="list-style-type: none"> • Improved service experience for service recipients • Enhanced employee performance & standardized practices • Enhanced compliance with policy, guidelines and standards • Implementation of evidence informed practices 

2

2.2 NURTURE EMPLOYEE ENGAGEMENT

We will cultivate a positive work environment where employees are motivated, committed, enthusiastic, and empowered to innovate and drive continuous improvement. We will foster strong teamwork, a positive atmosphere, and enhance employee satisfaction and retention.

WHAT WE WILL DO

Communication and Transparency

- Ensure open, clear and transparent communication
- Provide access to and influence on decision making

Employee Engagement and Feedback

- Conduct annual employee engagement surveys and create employee-driven action plans from survey insights
- Establish formal feedback channels for ongoing improvement

Recognition and Work Environment

- Establish employee recognition programs and awards
- Design manageable workloads, enhance systems for improved efficiency, and provide the necessary tools and resources

Teamwork and Empowerment

- Support cross-organizational teamwork and collaboration opportunities
- Empower employees with autonomy and authority to make decisions and take ownership of their work

Culture of Innovation and Learning

- Foster a culture that encourages curiosity, creativity, innovation, and risk-taking
- Promote a safe environment that values continuous learning and learning through trial and error

WHAT WE WILL ACHIEVE

- Improved employee satisfaction and retention
- Improved employee engagement, productivity and performance
- Positive organizational culture



2

2.3 ENHANCE LEADERSHIP SKILLS AND COMPETENCIES

We will develop the leadership skills and capabilities of our employees. We will foster a culture of team collaboration, open communication, continuous learning, and constructive feedback, with clear expectations of roles and responsibilities and scope of authority to support independence and accountability.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Leadership Development</p> <ul style="list-style-type: none"> Enhance leadership training opportunities Develop employees to promote succession <p>Knowledge Sharing and Collaboration</p> <ul style="list-style-type: none"> Establish knowledge exchange forums to develop and share information and skills Establish regular leadership retreats for informal and formal learning opportunities Design cross-functional projects to facilitate the exchange of ideas, knowledge, and skill sets <p>Feedback and Mentorship</p> <ul style="list-style-type: none"> Implement meaningful and engaging feedback processes to promote employee development Develop and launch a mentorship program for developing leaders, providing guidance and support from experienced leaders 	<ul style="list-style-type: none"> Strong, confident, capable, people-focused, knowledgeable leaders Stronger leadership bench and succession planning Increased organizational agility Improved employee engagement and retention



IMPROVE TECHNOLOGY, SYSTEMS AND INFRASTRUCTURE

3

3.1 IMPROVE OPERATIONAL SYSTEMS TO ENHANCE TECHNOLOGICAL EFFICIENCIES

We will create effective, evaluated systems to improve efficiency, advance best practices, and support effective and strategic decision-making. We will advance technology that upholds standards for privacy and security.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>System Evaluation and Development</p> <ul style="list-style-type: none"> • Conduct comprehensive assessments of organizational systems to identify inefficiencies and gaps • Upgrade and/or develop and implement systems designed to address identified needs and gaps, ensuring they align with best practices <p>Technology Utilization</p> <ul style="list-style-type: none"> • Upgrade and/or identify and implement appropriate technology solutions to support system improvements • Ensure all technology solutions uphold the highest standards for privacy and security to protect sensitive information <p>Continuous Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Implement regular monitoring and evaluation processes to assess system performance and impact • Enhance the quality and integrity of data collection and use data and feedback to continuously refine and improve systems 	<ul style="list-style-type: none"> • Increased effectiveness and efficiency of systems and technology • Enhanced employee competencies and capacity • Improved informed decision making



3

3.2 STANDARDIZE PROCESSES AND PRACTICES ORGANIZATION WIDE

We will update our policies and practices to reflect current culture, context, needs, standards and principles of decolonization. We will standardize our approach to ensure consistency in the quality of our service delivery and recipient experience.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Standardization</p> <ul style="list-style-type: none"> Standardize policies, practices, procedures, and protocols for employees and service delivery, incorporating relevant standards to ensure consistency and high-quality outcomes Establish standardized workflows across the organization to ensure consistency and efficiency <p>Knowledge Exchange</p> <ul style="list-style-type: none"> Implement knowledge sharing systems to enhance information exchange and information continuity <p>Integrate Indigenous Perspectives</p> <ul style="list-style-type: none"> Consult with Indigenous thought leaders to ensure processes reflect an informed decolonized approach 	<ul style="list-style-type: none"> Improved consistency and quality service delivery Improved operational and human resource efficiency Improved knowledge sharing and mobilization Improved compliance with standards





CLARIFY AND COMMUNICATE OUR IDENTITY, VALUE, AND BRAND

4

4.1 UPDATE OUR MESSAGING AND INTEGRATE OUR UNIQUE VALUE AND APPROACH INTERNALLY

We will clearly define and communicate our identity, mission, services, and values, ensuring that our language, evidence, and approach are current. Our unique value proposition will be well-defined, integrated, and embedded throughout the organization, guiding service delivery decisions and aligning efforts with partners.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<ul style="list-style-type: none"> • Develop comprehensive, consistent communication strategies for internal key parties that are aligned with our mission, vision and value • Ensure brand integrity, alignment and recognition • Align fund development efforts with Phoenix Society’s priorities and values. 	<ul style="list-style-type: none"> • Improved public awareness of Phoenix Society and brand recognition • Increased alignment with Phoenix Society’s identity, mission, services and values • Stronger partner alignment with Phoenix’s identity, mission, services and values

4

4.2 Enhanced external communication and engagement

We will enhance visibility, credibility and positive influence within the community and amongst key partners and interested parties. We will effectively communicate our mission, vision and values to strengthen partnerships and amplify impact.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<ul style="list-style-type: none"> • Develop and implement a comprehensive communication plan targeting external key parties and the broader community • Engage in community outreach events, forums, and partnerships to increase visibility and strengthen relationships • Foster transparent and open communication channels with key parties to cultivate trust and collaboration 	<ul style="list-style-type: none"> • Improved capacity and ability to meet the needs of diverse communities • Increased impact both internally and externally • Increased awareness of Phoenix Society and enhanced community engagement • Increase in the number of people we connect and serve





ENGAGE COMMUNITY MEMBERS AND PARTNERS TO AMPLIFY OUR IMPACT

5

5.1 DEEPEN COMMUNITY ENGAGEMENT AND PARTNERSHIPS

We will deepen collaborative relationships with external key parties, Indigenous communities, and community organizations to incorporate Indigenous knowledge and perspectives and enhance the effectiveness, reach and sustainability of programs and services.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Strategic Partnerships:</p> <ul style="list-style-type: none"> Identify organizations with aligned or complementary visions and missions Strengthen strategic relationships and develop formal partnership agreements <p>Advocacy and Capacity Building:</p> <ul style="list-style-type: none"> Collaborate on joint advocacy and policy engagement efforts Share resources to build capacity and strengthen service offerings <p>Relationships with Indigenous Communities:</p> <ul style="list-style-type: none"> Deepen relationships with Indigenous communities and organizations 	<ul style="list-style-type: none"> Enhanced impact and effectiveness of programs and services through collaborations and knowledge exchange Expanded reach and impact Decolonization principles embedded into programs and services Leveraged resources and expertise

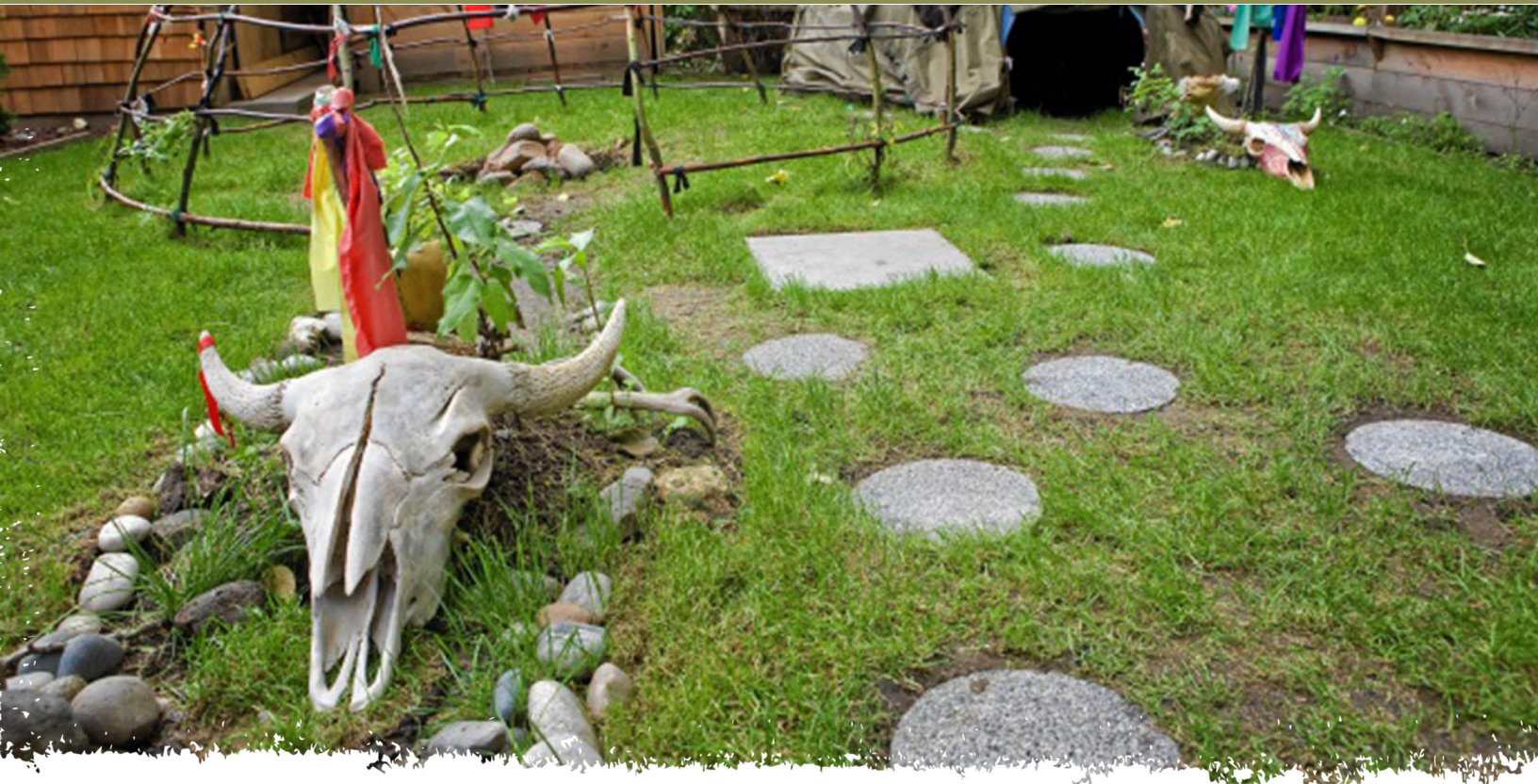
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5.2 MEANINGFULLY ENGAGE THE VOICE OF SERVICE RECIPIENTS

We will foster a culture of inclusivity, empowerment and co-creation by meaningfully engaging service recipients and their families or supports on their perspectives and experiences to inform service delivery and decision making.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Engagement Framework and Advisory Group</p> <ul style="list-style-type: none"> Establish a framework and advisory group focused on engaging people with lived and living experience (PWLLE) to inform program development, service delivery, employee education, and the development policies and procedures <p>Participation and Employment</p> <ul style="list-style-type: none"> Provide participation and enhanced employment opportunities for people with lived and living experience Sustain and increase alumni opportunities and programs for former service recipients <p>Impact Sharing</p> <ul style="list-style-type: none"> Develop of strengths-based methods for sharing impact stories from service recipients 	<ul style="list-style-type: none"> Improved effectiveness and outcomes of programs and service delivery Increased and sustained alumni participation Better informed development of programs and services, and policy enhancement Improved people with lived and living experience engagement and inclusion





5

5.3 ADDRESS GAPS IN OUR SPECTRUM OF CARE FOR VULNERABLE AND PRIORITY POPULATIONS

We will strive to provide equitable access to comprehensive, culturally appropriate and person-centered services across our spectrum of care. We will identify and address gaps in services to reduce disparities, expand equitable access to care, improve health outcomes, and promote social inclusion, equity, and well-being.

WHAT WE WILL DO

Program Analysis and Community Engagement

- Implement jurisdictional scans and gap analysis of current programs and community needs

Stakeholder Engagement

- Engage with other care providers, key parties, neighborhoods, and municipalities

Knowledge Sharing and Collaboration

- Share knowledge and expertise to facilitate the collaborative exchange of information and expertise

Advocacy for Underserved Populations

- Advocate for increased services for underserved populations

WHAT WE WILL ACHIEVE

- Better access for underserved populations
- Greater responsiveness of programs and services to community input
- Elevated voice of service recipients
- Strengthened relationships and allyship with community partners

TAKE BOLD AND INNOVATIVE ACTION TO EXPAND OUR REACH AND AMPLIFY OUR IMPACT

6

6.1 DEVELOP INNOVATIVE APPROACHES TO INCREASING EFFECTIVENESS OF PROGRAMS AND SERVICES

We will foster innovation and creativity to develop new approaches and strategies that enhance the effectiveness and impact of programs and services. We will identify opportunities for improvement of programs and services by leveraging technology and incorporating Indigenous perspectives and best practices, to optimize effectiveness and outcomes for service recipients.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Facilitate Collaborative Engagement:</p> <ul style="list-style-type: none"> Facilitate cross-sector and cross-organizational collaboration to leverage diverse perspectives and expertise <p>Evidence-Based Practices:</p> <ul style="list-style-type: none"> Identify emerging trends, evidence-informed approaches and best practices Participate in research, knowledge translation and mobilization <p>Decolonization:</p> <ul style="list-style-type: none"> Act on our responsibility to decolonize our practices 	<ul style="list-style-type: none"> Improved effectiveness and service recipient outcomes Improved service recipient satisfaction Improved collaboration and knowledge sharing Enhanced innovation in the delivery of programs and services





6

6.2 EXERCISE LEADERSHIP TO IMPROVE THE EFFECTIVENESS OF THE AGENCIES AND INSTITUTIONS

We will leverage organizational leadership and reputation to advocate for and implement initiatives that enhance the overall effectiveness of agencies and institutions to improve the care for the populations of persons served. We will demonstrate proactive leadership, foster collaboration, and address systemic barriers to improve access, quality, and outcomes for service recipients.

WHAT WE WILL DO

Assessment for System Improvements

- Conduct needs assessments and gap analyses to address critical challenges

Utilize Research to Inform Practices

- Use research and outcome measures to inform the system of care and best practices
- Leverage learnings to positively influence the system of care

Promote Knowledge Sharing

- Participate in knowledge exchange events

WHAT WE WILL ACHIEVE

- Improved service recipient experience
- Increased information sharing among partnerships
- Increased influence in provincial systems of care

6

6.3 EXPAND OUR REACH AND ADDITIONAL SERVICES TO SUPPORT UNDERSERVED POPULATIONS

We will strategically identify and bridge gaps in systems of care and service provision to reduce barriers, ease transitions and increase access to evidence based, quality care.

WHAT WE WILL DO	WHAT WE WILL ACHIEVE
<p>Evaluate Internal Resources</p> <ul style="list-style-type: none"> Review internal capacity and expertise to identify resources that could be applied to addressing gaps in systems of care <p>Strategic Partnerships</p> <ul style="list-style-type: none"> Develop strategic partnerships and business cases to drive systemic changes <p>Identify Gaps and Expand Efforts</p> <ul style="list-style-type: none"> Utilize a data driven approach to identify service delivery gaps and inform improvement initiatives Expand thoughtfully and intentionally to bolster existing efforts and address identified system gaps 	<ul style="list-style-type: none"> Strategic and sustainable growth and impact Increased and improved service delivery & access New services created New populations served

