

Strategic Goals and Objectives 2014-2018

Approved by the Board of Directors, March 26, 2014

<p>Goal 1 – Human Resources – (Tagline: “To Be An Employer of Choice”) To attract, retain, educate and support suitably qualified staff for all positions and to foster leadership development to support internal succession planning</p>
<p>Objective 1.1 To develop and maintain a safe and healthy workplace</p>
<p>Objective 1.2 To recruit and retain suitably qualified staff</p>
<p>Objective 1.3 To maintain high levels of staff satisfaction</p>
<p>Objective 1.4 To identify core competencies for all positions and equip staff to attain them</p>
<p>Objective 1.5 To foster leadership within programs and support and mentor staff</p>
<p>Objective 1.6 To develop a succession plan for senior management</p>
<p>Goal 2 – Financial Sustainability To maximize our resources, meet our accountability requirements and, where possible, increase the level of financial resources acquired by the organization to fulfill its mission</p>
<p>Objective 2.1 To meet accountability requirements of all funders and other stakeholders</p>
<p>Objective 2.2 To develop written criteria to guide decisions about applying for new funding or taking on new initiatives</p>
<p>Objective 2.3 To identify and capitalize on opportunities to obtain increased and/or new funding that meets our criteria</p>
<p>Objective 2.4 To demonstrate good financial oversight and principled decision-making in the allocation and use of resources</p>
<p>Objective 2.5 To determine program and service priorities (core vs. non-core) and revisit resource allocations as required</p>

Goal 3 – Organizational Quality and Effectiveness

To maintain high levels of organizational quality and effectiveness by managing and governing with excellence

Objective 3.1

To develop a strategic plan every 3-4 years that is reviewed annually

Objective 3.2

To develop a corporate quality improvement plan that is supported by an evaluation framework and measurable goals and objectives for all programs

Objective 3.3

To elevate and standardize practice through the provision of staff education, supervision, and performance management

Objective 3.4

To obtain accreditation as a provider of safe, high quality services

Objective 3.5

To develop and implement a set of revised board governance policies using a policy governance model

Objective 3.6

To foster governance effectiveness and provide opportunities for board education

Objective 3.7

To complete a review of the organization by-laws

Objective 3.8

To strengthen the capacity of our information/communication technology infrastructure to support the achievement of our strategic goals and objectives

Goal 4 – Partnerships and System Development

To develop and strengthen partnerships that support the organization’s mission, build system capacity, and promote collaboration and continuity of care at the client, program, and system level

Objective 4.1

To identify and pursue partnership opportunities with other agencies that enhance services to clients, build system capacity, and maximize resources

Objective 4.2

To provide leadership in identifying and addressing system gaps and capacity issues

Objective 4.3

To identify and pursue joint ventures and voluntary integration opportunities that will improve the local health system

Objective 4.4

To demonstrate leadership and innovation in improving the quality of mental health and addiction services

Goal 5 – Education, Awareness and Communication

To promote awareness and understanding of our mission, our services and the needs of those we serve

Objective 5.1

To capitalize on current and emerging information technologies to enhance our communications and educational activities

Objective 5.2

To dedicate resources for education and awareness related to mental illness and addiction

Objective 5.3

To equip all Board and staff members to be effective ambassadors of the organization

Goal 6 – Responsive, Accessible and High Quality Services and Supports

To ensure our services and supports are of high quality, meet the needs of the community and are consistent with best practice

Objective 6.1

To monitor service demands, gaps and capacity issues and to allocate resources accordingly

Objective 6.2

To demonstrate innovation in increasing the accessibility, acceptability and effectiveness of our services.

Objective 6.3

To participate in research and pilot projects that allow us to build capacity and/or enhance our services

Objective 6.4

To ensure all programs reflect emerging best practice or evidence-based practice

Objective 6.5

To maximize resources and opportunities for the attainment of specialized knowledge and skills to expand and improve the quality of services

Objective 6.6

To promote and facilitate collaboration among programs and staff in support of improved service and cost-effective service delivery

Safety as a Strategic Priority

When HopeGreyBruce refreshed its strategic priorities for 2014-2017, it did not identify safety as a separate priority, although safety is reflected in its strategic goals and is central to its values, policies and procedures. Safety was not introduced in the Qmentum ROPs until January, 2015. Rather than embark on a hasty strategic planning process, the Board elected to defer amendment of its strategic plan until 2016-2017, when safety will be featured as a separate priority. In the interim, this document highlights the ways in which HopeGreyBruce is currently addressing safety as a strategic priority.

Priority Area	Supporting Documents and Activities
A. Safety of Our Clients	Comprehensive Client Safety Plan , which addresses 6 domains: <ol style="list-style-type: none"> 1. Contribute to a culture of client safety 2. Work in teams for client safety 3. Communicate effectively for client safety 4. Manage safety risks 5. Optimize human and environmental factors
	Program Policies and Procedures <ol style="list-style-type: none"> 1. Focus on quality, safety, risk assessment and risk management 2. Investigation and resolution of safety incidents 3. Safety-related clinical protocols, tools and templates 4. Monitoring and evaluation, including client and family feedback
	Health and Safety Policies <ol style="list-style-type: none"> 1. Regular site inspections and fire drills at offices , residential properties 2. Violence risk assessments, renovations 3. Joint Health and Safety Committee: exceeds Ministry of Labour requirements re: size, composition and certification training 4. Infection prevention and control policies, resources
	Staff Education and Resources: CPI, First Aid, WHMIS, clinical tools, knowledge and skill building (including risk assessment)
	Monitoring and Evaluation of Quality: staff supervision and appraisal, file audits; surveys of clients, family members, referrals sources,
B. Safety of Our Staff	Comprehensive Health and Safety Policies and Resources: Health and Safety Manual, Program Policy Manual and Human Resources Manual)
	Staff Orientation and Training: extensive training to build knowledge and skill and promote safety (over 1.0 FTE of staff time invested in training per year)
C. Safety of Our premises	<ul style="list-style-type: none"> • Health and Safety Policies, including Infection Prevention and Control • Site Inspections; Workplace Risk Assessment Renovations • Joint Health & Safety Committee (membership, meetings, training)
D. Safety as a Governance Priority	<ul style="list-style-type: none"> • Safety as a strategic priority for 2014-17 (goals include: to develop and maintain a safe and healthy workplace; develop a QIP, obtain accreditation) • Monitoring of safety: Safety is a key dimension in the Quality Improvement Plan and is addressed in Risk Assessment and Management Report • Safety as a priority in financial planning and resource allocation (is one of the criteria used in prioritizing discretionary use of funds)