

YOUTH HABILITATION QUINTE INC.	
Strategic Plan Fiscal 2020-2021	Updated: February 2021

STRATEGIC PLAN 2020-2021

Mission

Youth Habilitation supports, connects and empowers individuals to obtain and maintain affordable housing, good mental health and employment, facilitating their transition to independence.

At Youth Habilitation, we believe in the following principles:

- All individuals have the right to be treated with compassion, dignity and respect
- All individuals deserve service of the highest quality to assist them to meet their needs
- All individuals have the right to self-determination: therefore, services should be voluntary and the client, not the service provider, must determine service needs
- We must be accountable at all times to the client, community and funder for the quality of service we provide
- We have the responsibility to advocate on behalf of our clients

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GOAL #1

Enhance the outcomes for the clients we serve within a culture of continuous improvement.

Strategic Objectives

- 1.1 Facilitate our clients' transition to independence.
- 1.2 Ensure clients get the service they need in a timely manner.

Initiatives

- i. Achieve deliverable outcomes/targets in all programs.
 - Address the length of stay at the Transition Home after the client has resided there for 1 week. Make sure the length of stay is aligned with the clients' needs and is reasonable so the clients are not staying longer than needed. This will allow more clients to access the program.
- ii. Review waitlists in Mental Health and Supportive Housing programs and find ways to reduce wait times.
 - To reduce or maintain the mental health wait list to 8 to 12 weeks.
 - When possible, reduce the mental health sessions to 4 to 6, and if necessary, cap the sessions at 10.
 - Continue to run groups such as Managing Powerful Emotions and when feasible to do so, delay or suspend individual sessions while the client is attending groups; exceptions will be made when necessary.
 - Prioritize high needs/high risk clients when appropriate.
- iii. Evaluate programs and incorporate client feedback into the service delivery models.
 - Use OPOC feedback to assess client satisfaction with wait times.
 - The Transition Home Survey and the Supportive Housing Survey will be completed twice a year. Client feedback of program satisfaction will be reviewed at the completion of each survey.

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GOAL #2

Nurture and strengthen community partnerships.

Strategic Objectives

- 2.1 Ensure our clients are served in a seamless and coordinated manner to improve client awareness and access to community supports.
- 2.2 Improve collaboration opportunities with community partners.

Initiatives

- i. Ensure achievement of service coordination targets (Employment).
 - Review Operational Plans for all programs.
 - Review performance commitments and business agreements.
 - Review monthly employment reports prepared by Data Analyst to ensure that appropriate referrals in and referrals out are made.
 - Review internal referral process to ensure clients are referred to all appropriate Youthab programs and services.
- ii. Connect and network with local municipalities and various levels of government and report actions and results on an ongoing basis and summarize annually.
 - Create a tracking sheet in SharePoint to record contacts made with local municipalities and government bodies.
 - When arranging a meeting who else from the agency should be there?
 - Routinely review the tracking sheet to identify gaps and areas of opportunity.
- iii. Collaborate and strengthen relationships with community partners/stakeholders to identify/bridge gaps in service to better meet the needs of our clients.
 - Meet with community partners on a regular basis to strengthen relationships, gain knowledge of each other's services, determine potential collaboration opportunities and determine any gaps in client services.

	<p>iv. At least annually at Supervisor Meetings, create an inventory of planning tables/external committees where staff are currently involved and determine what planning tables/external committees are most relevant to our clients and our business needs.</p> <ul style="list-style-type: none"> • Supervisors to bring to next Supervisors Meeting a list of all planning tables/external committees and regular meetings attended by themselves or their staff. A list will be compiled and saved in the Managers/Supervisors folder. Potential gaps will be identified. <p>v. Increase our community and media presence (news articles, etc).</p> <ul style="list-style-type: none"> • What connections do each of us have and who do we know that may have connections (community, media) to increase our visibility within the community? We need to share our connections and brainstorm opportunities to promote Youthab.
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GOAL #3

Maintain existing funding within Youthab's control and pursue new funding opportunities.

Strategic Objectives	<p>3.1 Financial sustainability and stability.</p> <p>3.2 Grow our agency in order to enhance services offered to clients.</p> <p>3.3 Position Youthab so that we are adaptable and resilient to change.</p>
Initiatives	<p>i. Continue to investigate and pursue government calls for proposals.</p> <ul style="list-style-type: none"> • Online research of funding grants (3-5). • Network with key contacts at government bodies, i.e. County of Hastings. • Maintain contact and communication with Trillium Foundation. <p>ii. Network with and advocate to municipal, provincial and federal governments.</p> <ul style="list-style-type: none"> • Attend community events, i.e. Housing Summit. • Be an active member of community groups, i.e. Poverty Roundtable. • Invite local dignitaries to agency events to showcase success of the programs, i.e. HEAT graduation. • Ensure accurate, complete and timely statistics are maintained to be able to speak to factually, i.e. E-track, POET. <p>iii. Work collaboratively with other organizations where possible to pursue funding opportunities to enhance services to clients.</p> <ul style="list-style-type: none"> • Identify the local community need and identify agency resources, expertise and knowledge, i.e. Home for Good, Pathways to Independence (Elmer Street), HEAT partnerships, Ontario Health Teams (OHTs), Service System Managers (SSMs).

	<p>iv. Continue to manage the organization's program budgets effectively.</p> <ul style="list-style-type: none"> • Monthly financial statements shared with Supervisors. • Distributing annual budgets to Program Supervisors. • Prioritize expense items, i.e. not purchasing items that take away from staffing.
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GOAL #4

Provide professional development, leadership and succession training opportunities for staff and the Board.

Strategic Objectives

- 4.1 To further the knowledge and skills of staff and the Board.
- 4.2 To better equip staff and the Board to fulfill their roles and the organization's business needs.

Initiatives

- i. Make revisions to the annual Staff Self-Evaluation Questionnaire to include professional development opportunities.
 - This was completed in May 2019.
- ii. Individual staff and Board will identify their development needs in order to fulfill their position. Staff will create a career development plan that will enhance their skills specific to their role. A form will be developed that will allow staff to create their career development plan. These forms will be completed by all Supervisors by September 2019.
 - A form has been developed and tested by some supervisors; revisions will be made and it will be tested by front line staff for further feedback.
- iii. Ensure that career development is a standing agenda item at the Supervisor Meetings.
 - This has been a standing agenda item at Supervisor Meetings since April 2019.