



Strategic Plan

2022 - 2025

Strategic imperatives are the core values that will serve as major priorities defining the organization’s direction for 2022 – 2025. Three strategic imperatives relating to service, leadership and innovation emerged from the planning process.

1.0 SERVICE

Goal 1.1 – Continue to consolidate, improve and expand program/service availability for clients and families.

	Action	2022-23	2023-24	2024-25
1.1.1	Continue to pursue opportunities to compete for provision of new funded services, as made available by government to third party administrators (TPAs)/children’s treatment centres (CTCs) (service expansion – funded)	x	x	x
1.1.2	Identify further opportunities for and implement new fee for service (FFS) offerings based on client need and market opportunities (service expansion – cost recovery)	x	x	x
1.1.3	Continue a focus on identifying and implementing waitlist reduction strategies	x	x	x
1.1.4	Enhance and monitor clinical fidelity in current and newly implemented services and service streams	x	x	x
1.1.5	Leverage all appropriate forums to share, spread and build upon current innovative programming and practices – external focus	x	x	x

Goal 1.2 – Pursue opportunities to enhance family capacity, networking and inclusion.

	Action	2022-23	2023-24	2024-25
1.2.1	Develop a comprehensive, multi-pronged strategy for inclusive family engagement to a diverse, growing client/population base	x	x	
1.2.2	Identify and leverage opportunities to enhance parental partnership in the care continuum, supporting family participation, skill development, independence and self-reliance	x	x	
1.2.3	Build upon existing mechanisms to advance opportunities for family networking and support	x	x	x
1.2.4	Further implement strategies that assist families in understanding and navigating the children’s service system	x	x	x
1.2.5	Formally imbed diversity, equity and inclusion (DEI) in service delivery modalities/ practices (i.e., culturally appropriate, accessible, respectful, inclusive)	x	x	

Goal 1.3 – Leverage partnerships to maximize service and a fully supported client experience.

	Action	2022-23	2023-24	2024-25
1.3.1	Inventory/focus strategic partnerships to refine internal effort and optimize outcomes for clients	x		
1.3.2	Evolve the partnership model to promote a seamless service experience for client families	x	x	x
1.3.3	Identify opportunities to build on the continuum of services across client care environments to collaboratively address existing service gaps		x	x
1.3.4	Enhance the availability of services to families through ongoing collaboration with other agencies and community partners		x	x

Outcome: Execution of these goals will enhance client outcomes, build family capacity and independence, promote an inclusive environment for those of diverse backgrounds, and provide structures for family networking to optimize the client and family experience.

2.0 LEADERSHIP

Goal 2.1 – Continue to provide sector leadership and advocacy for our clients/sector.

	Action	2022-23	2023-24	2024-25
2.1.1	Establish positive, effective working relationships with new MPPs in our catchment area, introducing them to ErinoakKids and our value as a service provider in their local communities	x	x	
2.1.2	Continue to act as a resource to and advocate for our client population through Empowered Kids Ontario, Ministry of Children, Community and Social Services (MCCSS), local planning tables and with government, as appropriate	x	x	x
2.1.3	Develop and implement a plan to increase ErinoakKids' social media presence across relevant platforms	x	x	x
2.1.4	Continue to communicate the promotion of a DEI focus in organizational policies, procedures and practices both locally and across the sector	x	x	x
2.1.5	Actively pursue opportunities to present on areas of expertise and innovation at other organizations, conferences and seminars	x	x	x
2.1.6	Explore opportunities for enhanced strategic/ economic partnerships that create revenue and build system capacity (back office supports, shared corporate services)	x	x	x

Goal 2.2 – Continue investment in leadership capacity building at ErinoakKids.

	Action	2022-23	2023-24	2024-25
2.2.1	Continue refinement of the leadership principles and competencies required to support the successful achievement of ErinoakKids' mission, vision and strategic priorities at all levels of the organization	x		
2.2.2	Extend provision of the leadership development program and coaching opportunities to include all levels of management	x	x	
2.2.3	Further evolve processes, policies and programs that support ongoing succession planning efforts to meet the current and future needs of ErinoakKids		x	x
2.2.4	Create an onboarding program for all new leaders, including redesign of the organizational orientation process and content		x	x

Goal 2.3 – Enhance leadership practices in acquiring, retaining and developing people talent.

	Action	2022-23	2023-24	2024-25
2.3.1	Develop new strategies for identifying and recruiting talent in an evolving labour market	x		
2.3.2	Expand opportunities for knowledge acquisition and translation across disciplines, programs and departments	x	x	x
2.3.3	Investigate opportunities for alternative employment opportunities/arrangements for staff, where and as possible	x	x	x
2.3.4	Build staff knowledge and orientation to the business model and its imperatives	x	x	x
2.3.5	Enhance supports to build change resilience at all levels of the organization	x	x	x

Outcome: Execution of the goals will profile the critical role of the organization and the CTC sector, raise awareness, assist decision makers in identifying and meeting the needs of children and youth with disabilities, and build leadership capacity internally and within the sector.

Execution of these goals will further assist the organization in continuing to remain a preferred place of employment, enhance organizational intelligence and resilience, and provide staff with a work environment that promotes knowledge acquisition and development.

3.0 INNOVATION

Goal 3.1 – Develop and enhance supports for service delivery (funded and cost recovery).

	Action	2022-23	2023-24	2024-25
3.1.1	Fully develop the model for cost recovery/fee-based services (e.g., financial, staffing, margins and metrics), and achieve breakeven within established timeframes	X	X	X
3.1.2	Further develop capacity in competitive market assessment, advertising and associated public relations (PR) and communications	X	X	X
3.1.3	Implement structures and supports as required to enhance service delivery implementation, monitoring and evaluation (funded and/or fee for service)	X	X	X

Goal 3.2 – Pursue opportunities for service innovation and improvement

	Action	2022-23	2023-24	2024-25
3.2.1	Achieve a fully operational Regional Respite Centre		X	X
3.2.2	Provide leadership and implement MCCSS Smart Start Hubs Initiative for CTCs	X	X	
3.2.3	Embed virtual/hybrid delivery as part of the service model, as clinically appropriate and based on family preference	X	X	
3.2.4	Continue to act as a catalyst for development and delivery of innovative, effective and efficient modes of quality care	X	X	X

Outcome: Execution of these goals will add valuable services and service modalities to the sector, extend the capacity of the organization to serve its client base in a changing financial landscape, promote collaborative partnerships that optimize the client journey and meet MCCSS objectives.

ENABLERS

Enablers are key resources that underpin the organization's ability to address its strategic imperatives. In addition to a stable funding environment (which is beyond the ability of the organization to control), four categories of enablers were identified in the planning process.

- Information Systems/Information Technology/Decision Support (including development of a Digital Health Strategy)
- Fundraising
- Collaborative Partnerships
- Organizational Development

The potential exists for other major projects to be undertaken during this strategic planning cycle (2022 – 2025)