



Stonehenge

Therapeutic Community

Support. Hope. Thrive.

OUR STRATEGIC PLAN **2021-2023**



Prepared By

DO/ABLE

consulting | learning | coaching

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INTRODUCTION

Stonehenge Therapeutic Community’s (STC’s) strategic priorities for 2021–2023 were determined through a comprehensive planning process that engaged a cross-section of board members, staff, and senior leaders between September 2020 and March 2021. We consulted stakeholders, assessed our environment, refreshed our Vision, Mission, and Values, analyzed our strengths and opportunities, and defined the strategic issues before our organization.

At this time, we have identified that:

- › the needs of our clients – individuals, families, and communities – are becoming increasingly complex and there are service gaps that need to be addressed
- › the funding landscape is changing and promoting integrated service networks and multi-agency collaborations
- › staff retention and strong internal culture are integral to our ability to deliver on our mission
- › partners, funders, and clients hold STC in high regard, viewing it as a caring organization with expertise as a holistic substance use services provider

With these strategic issues in mind, we will work to close service gaps to meet client needs, fund critical service, ensure staff thrive in their work, and demonstrate our expertise, while maximizing our mission impact for people living with substance use.

OUR PROCESS

VISION, MISSION, VALUES

We updated our Vision, Mission, and Values to provide a guiding framework for our strategic planning process and everything we do moving forward in pursuit of our mission.

KEY INFORMANT INTERVIEWS

We engaged a cross section of stakeholders to obtain their insights on current and future service provision; STC’s strengths, challenges, and highest purpose; and our community, policy, and operating environment.

SOAR ANALYSIS

The Strategic Planning Team conducted a SOAR analysis to take stock of STC’s current and future state through the organization’s strengths, opportunities, highest aspirations, and top potential results.

STRATEGIC FRAMEWORK

We defined and considered the strategic issues before the organization (trends, opportunities, challenges), prioritized the results that we will pursue, and set the goals, strategies, and milestones that we will use to do so.



OUR VISION, MISSION, & VALUES

We envision communities where people living with substance use are welcomed, supported, and thriving.

With a commitment to partnership, support, and advocacy, STC delivers expert services to individuals, families, and communities experiencing harm related to substance use.

Inclusion	Accountability	Person-
Advocacy	Collaboration	centred
	Innovation	

Vision

Mission

Values

OUR GOALS & WHY THEY MATTER

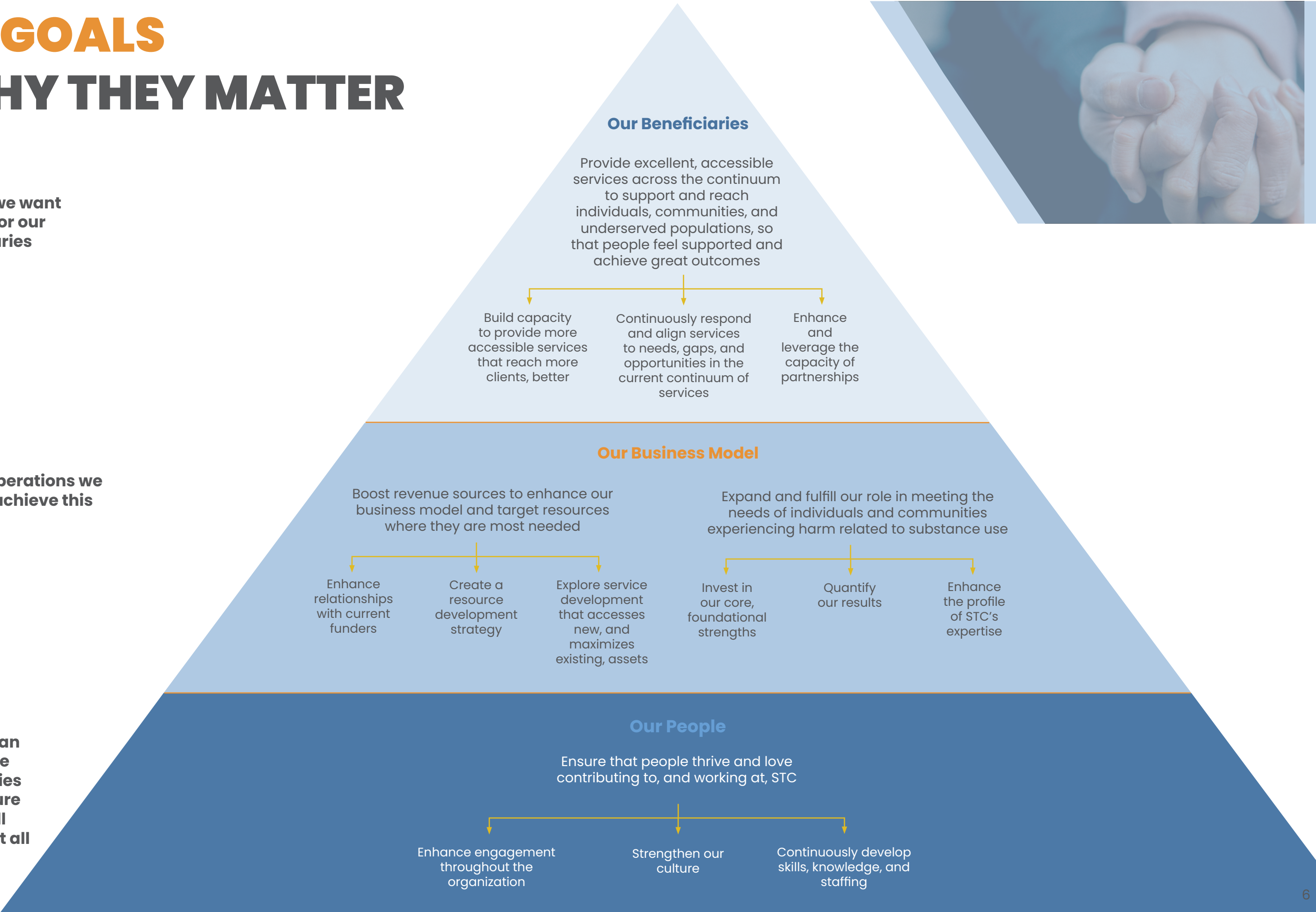
The impact we want
to deliver for our
beneficiaries



The finance and operations we
need in place to achieve this

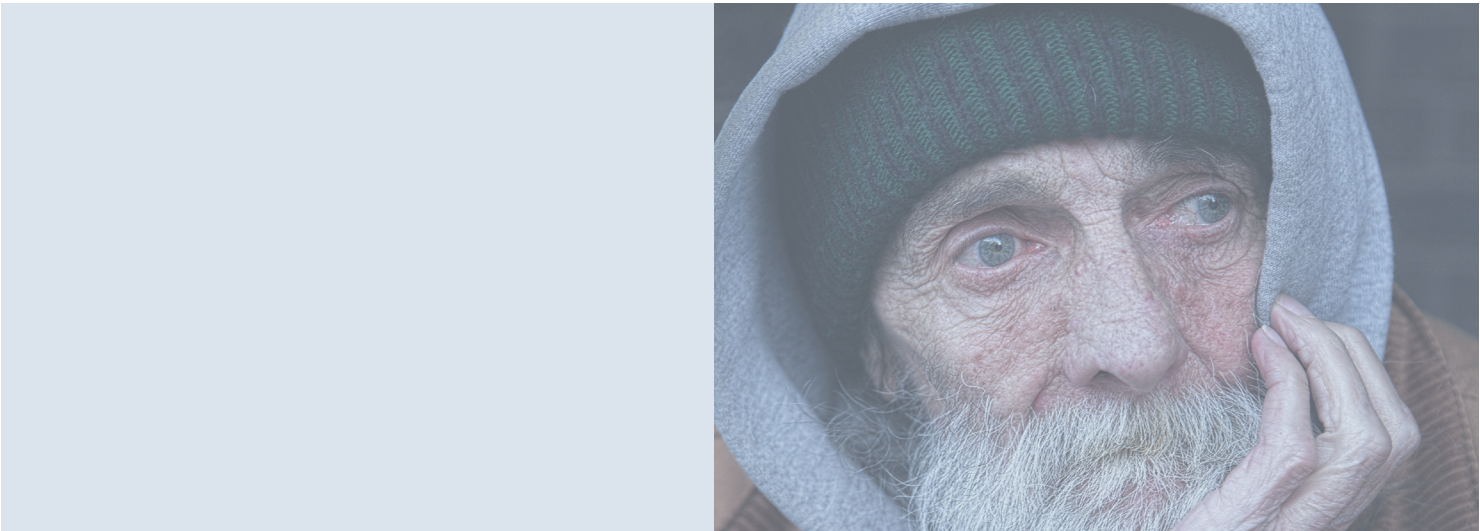


The human
resource
capabilities
and culture
that will
underpin it all



GOAL 1

Provide excellent, accessible services across the continuum to support and reach individuals, communities, and underserved populations, so that people feel supported and achieve great outcomes



Objective	Result	Progress Milestones				
		Present–October 2021	October 2021–March 2022	March 2022–October 2022	October 2022–March 2023	March 2023–October 2023
Build capacity to provide more accessible services that reach more clients, better	So that we increase favourable outcomes for new clients and underserved populations	Explore and integrate internal measures to build staff capacity for Diversity, Equity and Inclusion	Assess needs, informed in part by our experiential knowledge, to identify underserved populations and uncover barriers to our services	Identify and implement best practices to respond to identified needs	Integrate the collection of race-based data to enable evaluation to inform accessible service provision	Assess and learn from the past year of service adaptations to identify which practices have worked and improved accessibility and outcomes for clients
Continuously respond and align services to needs, gaps, and opportunities in the current continuum of services	So that services are broadly and highly available to clients and communities	Review current services to identify opportunities to maximize capacity and impact across a continuum of service	Assess needs, informed in part by our experiential knowledge, to identify gaps that could be addressed by our services Quantify needs for funding and other resources to address identified needs	Start adaptations of existing services to respond to identified needs	Continue adaptations of existing services to respond to identified needs Introduce new services, as appropriate, to address gaps and needs	Assess and learn from efforts to address gaps in the service continuum to identify what has worked and improved availability of service for clients
Enhance and leverage the capacity of partnerships	So that we maximize the impact of sustainable and effective partnerships	Participate actively in OHTs across Waterloo–Wellington Participate at key system tables to contribute to collaborative processes and leadership opportunities		Actively seek advocacy opportunities		Continuously assess and collaborate with partners to maximize our contributions to the continuum of services

GOAL 2

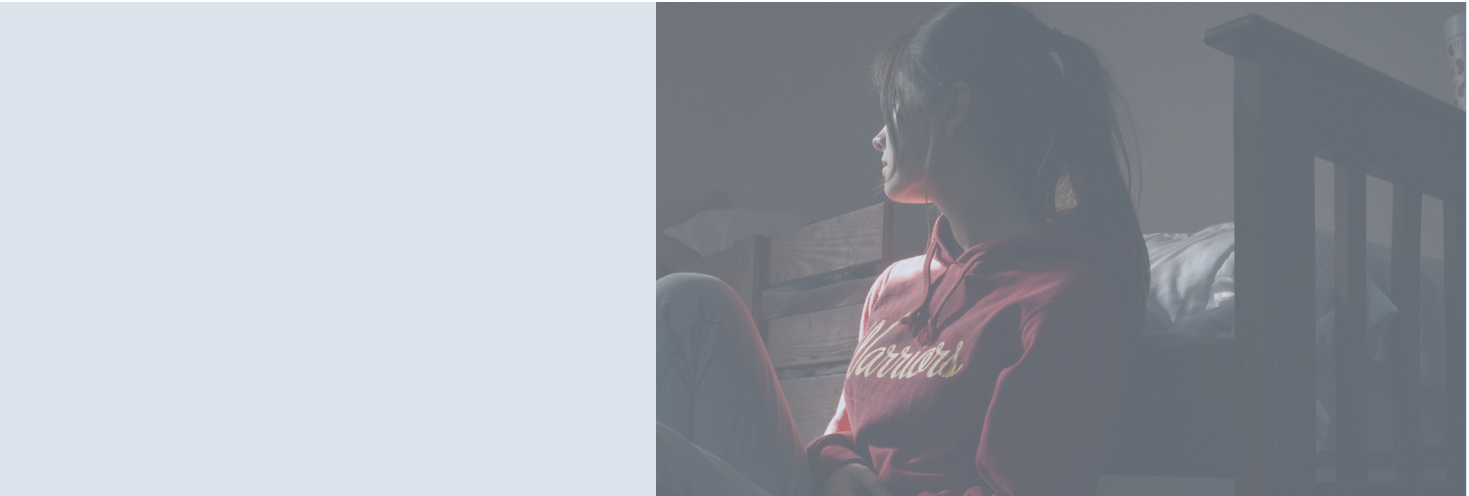
Boost revenue sources to enhance our business model and target resources where they are most needed



Objective	Result	Progress Milestones				
		Present–October 2021	October 2021–March 2022	March 2022–October 2022	October 2022–March 2023	March 2023–October 2023
Enhance relationships with current funders	To maximize the use of current resources to best resource STC services	Assess the strength of relationship with each current funder Engage with AMHO for provincial advocacy Scan and learn from how other agencies are funded and utilizing funding	Customize and begin targeted communications to each funder (e.g. wait times, outcomes, service gaps, general marketing)	Re-assess funder relationships and prioritize relationships for further development Learn and track funder priorities and directions, in relation to identified service gaps, needs, and opportunities	Pursue resource sources related to prioritized STC gaps and opportunities as aligned to funder mandates and priorities	Assess the strength of funder relationships
Create a resource development strategy	To seek and diversify funding	Investigate program resourcing of other agencies Explore resource development (RD) capacity at other agencies	Identify and prioritize STC resource gaps Draft and assess feasibility of a RD strategy for STC Assess cost/benefit to implement a RD role	Pilot and assess resource development strategy Determine resource development support (role or other support)	Monitor percentage of restricted versus unrestricted funds	Assess the implementation and results of resource development strategy
Explore service development that accesses new, and maximizes existing, assets	So that STC can flexibly resource priority needs and respond to community	Scan and assess potential resource generation opportunities regarding STC service gaps, needs, and opportunities	Increase promotion and awareness of private beds Explore the feasibility of a fee for service (FFS) framework and strategy Examine potential for fee for service programming	Increase broad community awareness of services Increase existing & potential partner awareness of services Pursue resource sources related to prioritized gaps and opportunities Draft FFS strategy	Track and assess sources of referrals and intakes Monitor resources from all sources and determine cause of changes Pilot fee for service options	Assess increases in service provision and increases in resources

GOAL 3

Expand and fulfill our role in meeting the needs of individuals and communities experiencing harm related to substance use



		Progress Milestones				
Objective	Result	Present–October 2021	October 2021–March 2022	March 2022–October 2022	October 2022–March 2023	March 2023–October 2023
Invest in our core, foundational strengths	So that we are able to sustain and grow our contributions	Assess existing infrastructure and set priorities for growth & development Create an infrastructure development plan	Explore and develop effective workspaces & resources for staff Assess baseline Therapeutic Community expertise across the agency	Develop opportunities to invest in priority infrastructure Enhance IT to facilitate collaboration and enhanced virtual care Build upon and integrate Therapeutic Community expertise across the agency	Ensure all staff have effective, essential workspaces, resources, & IT Assess the means needed to share Therapeutic Community expertise, externally	Assess Therapeutic Community expertise across the agency
Quantify our results	So that we demonstrate the quality of our services	Explore and frame strategies to consolidate and enhance outcome measurement Integrate and sustain existing data collection measures, as appropriate	Develop and implement sustainable outcome measurement strategy		Implement an inclusive staff/STC learning strategy to assess outcome results and set opportunities for improvement	Develop and implement an inclusive, continuous service quality improvement process
Enhance the profile of STC’s expertise	So that we are known as experts in our field	Develop and implement a comprehensive communications strategy	Share outcome measures with stakeholders	Ensure staff have training and resources for external communication, and ambassadorship Actively seek advocacy opportunities	Identify and engage in opportunities to share and profile our expertise in our specialized field, in our communities, and our communities’ service systems	Continuously assess and develop our profile with stakeholders

GOAL 4

Ensure that people thrive and love contributing to, and working at, STC



Objective	Result	Progress Milestones				
		Present–October 2021	October 2021–March 2022	March 2022–October 2022	October 2022–March 2023	March 2023–October 2023
Enhance engagement throughout the organization	So that employees experience a high level of engagement and feel connected to their team and agency	Assess program and service structures to identify necessary adjustments Explore opportunities to improve staff benefits Update & utilize exit feedback process	Develop and implement responsive staff engagement and recognition strategies Develop & integrate internal communication systems (i.e. service & outcome updates)	Prioritize and implement opportunities to improve compensation and benefits Develop a leadership communication strategy Assess communication technology needs	Implement leadership communication strategy Implement communication technology solutions as appropriate	Monitor and ensure compensation remains adequate on an ongoing basis Monitor staff engagement & adapt & respond to engagement priorities
Strengthen our culture	So that employees report a high level of satisfaction and organizational contribution	Formalize and communicate organizational values Communicate organizational strategic plan	Create a staff culture strategy and committee Assess and establish culture baseline data	Foster the development of an STC and Therapeutic Community culture across the organization Formalize a team-building strategy	Review and update staff culture strategy	Monitor STC & Therapeutic Community culture and adapt strategy to respond to culture priorities
Continuously develop skills, knowledge, and staffing	So that STC staff and leadership demonstrate excellence in their work	Develop clarity on roles, responsibilities, and aligned competencies Develop & implement a fulsome onboarding process	Update performance management strategy Develop & implement leadership & staff development strategies	Develop a succession planning strategy Identify and develop skills for working in partnerships and integrated services	Monitor and support essential Therapeutic Community and service integration/partnering skills	Achieve a healthy turnover rate for staffing, team, and service stability Maintain an adequate succession plan



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