

**REENA
2015 – 2020 Strategic Plan**

MISSION

A mission statement needs to be a clear description of the purpose, mandate and “business” of an organization. Reena’s existing mission statement was reviewed by various stakeholders during the planning process and the consensus was that it was still valid and should not be changed. It appears below:

Reena promotes dignity, individuality, independence, personal growth and community inclusion for people with developmental disabilities within a framework of Jewish culture and values.

STRATEGIC GOALS

Ten core goals relating to program/service development, leadership and engagement emerged from the planning process. An additional six enabling goals necessary to achieve the core priorities were identified.

Core Goals

Programs and Services

- 1.1 Expand services to support individuals with a broader range of disabilities across a larger geographical area.
- 1.2 Increase opportunities for training and competitive employment for individuals.
- 1.3 Increase and diversify housing options for individuals.

On successful completion of the service goals Reena will be able to offer enhanced services to more individuals over a larger geographical area.

Leadership and Profile

- 2.1 Raise the internal and external awareness of the Reena brand.
- 2.2 Model innovation, service quality and positive outcomes.
- 2.3 Maintain and grow positive government relations.

Achievement of the leadership goals will position Reena as a strong and collaborative leader in the developmental services sector.

Family and Community Engagement

- 3.1 Continually promote social inclusion of individuals served.
- 3.2 Increase family supports and involvement in programming and decision making.
- 3.3 Grow the volunteer framework
- 3.4 Pursue clearly defined Judaic values and practices.

On achievement of the family and community engagement goals Reena will be able to better address the expectations of families in a framework supported by Judaic values and practices.

Sustaining Goals

Organizational Development

- 4.1 Increase employee engagement
- 4.2 Align organizational structure, policies and procedures with strategic plan directions.
- 4.3 Leverage technology in communications, administration and program/service delivery.

Successful achievement of the organizational development goals will result in a rewarding work environment aligned with the organizational values and strategic directions.

Resources

- 5.1 Work collaboratively with the Reena Foundation.
- 5.2 Generate revenue by marketing areas of organizational strength.
- 5.3 Maintain positive funder relations and develop relationship with new funders.

On successful achievement of the resources goals, Reena will have a clear flow of stewardship that works collaboratively with the Reena Foundation, generates revenue and creates opportunities for strategic property acquisition.

Implementation Plan

A high-level preliminary implementation plan is attached as a sample illustrating the types of strategies necessary to achieve the goals.

Following Board approval a more detailed implementation plan with action items and staff accountabilities for each strategy will be developed and executed by Reena management and staff.

PRELIMINARY IMPLEMENTATION PLAN

CORE GOALS: Programs and Services

Goal 1.1 – Expand services to support individuals with a broader range of disabilities across a larger geographical area.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
1.1.1	Conduct a service needs assessment to identify new programming and service opportunities	x		
1.1.2	Identify strategic alliances and collaborative programming opportunities with organizations within and outside the dev. services sector	x	→	→
1.1.3	Expand staff training to cover a broader range of disabilities	x	→	→
1.1.4	Enhance services to include speech, occupational, physical and behavioural therapies		x	→
1.1.5	Offer services to aging and medically complex populations		x	→
1.1.6	Expand Reena's residential and services map to address identified geographic needs		x	→
<u>Year One Deliverables:</u> Needs assessment data; upgraded training curriculum			-	-

Goal 1.2 – Increase opportunities for training and competitive employment for individuals.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
1.2.1	Assess talents, interests and abilities of individuals served	x		
1.2.2	Establish person-centred ISP objectives	x	→	→
1.2.3	Offer pre-employment workshops	x	x	x
1.2.4	Increase internal employment opportunities such as recycling, gift shop, coffee, hospitality, newspaper delivery, etc.	x	→	→
1.2.5	Leverage partner and family connections to increase community employment opportunities with high schools, community centres, malls, restaurants, synagogues, etc.		x	→
1.2.6	Explore social enterprise opportunities		x	→
<u>Year One Deliverables:</u> Talent inventory; ISP objectives; additional internal employment			-	-

Goal 1.3 – Increase and diversify housing options for individuals.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
1.3.1	Seek approvals and acquire land for additional residential and supported independent living units within and outside the current Reena catchment area	→	→	→
1.3.2	Promote accessibility and cultural diversity in all housing	→	→	→
1.3.3	Review staffing ratios relative to needs of individuals served	x		
1.3.4	Increase maintenance and renovations to address aging infrastructure	x	→	→
<u>Year One Deliverables:</u> Information on needs/staffing			-	-

CORE GOALS: Leadership and Profile

Goal 2.1 – Raise the internal and external awareness of the Reena brand.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
2.1.1	Update corporate identity guide and establish a reporting process for use of the brand	x	→	→
2.1.2	Improve on-line presence of brand and brand engagement through social media, website, intranet and blogs	x	→	→
2.1.3	Establish relationships with conventional media and the community through advertisements, media releases and special events	x	→	→
2.1.4	Leverage partnerships for brand awareness	→	→	→
<u>Year One Deliverables:</u> Branding and promotion guide distributed to staff; expanded social media presence			-	-

Goal 2.2 – Model innovation, service quality and positive outcomes.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
2.2.1	Implement service evaluation tools and logic models for each program	x	→	→
2.2.2	Establish a research and development innovation fund	x	→	→
2.2.3	Publish materials and attend/host provincial and national conferences	x	→	→
2.2.4	Pursue FOCUS accreditation		x	x
2.2.5	Advocate for accreditation of support workers		x	→
<u>Year One Deliverables:</u> Evaluation tools; R & D fund; one or two publications				

Goal 2.3 – Maintain and grow positive government relations.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
2.3.1	Ensure Reena programs, projects and initiatives align with provincial priorities	x	→	→
2.3.2	Contribute to the sector through participation on committees, response to government requests and leadership on key initiatives such as OPADD	→	→	→
2.3.3	Partner re: shared resources at all levels of government		x	→
2.3.4	Attend events hosted by all political parties	→	→	→
<u>Year One Deliverables:</u> Alignment analysis re: provincial priorities				

CORE GOALS: Family and Community Engagement

Goal 3.1 – Continually promote social inclusion of individuals served.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
3.1.1	Undertake neighbourhood mapping of community resources, groups and natural supports for individuals with developmental disabilities	x		
3.1.2	Identify community challenges re: social inclusion and implement strategies to address	x	→	→
3.1.3	Expand staff training to cover concrete ways to increase community inclusion	x	→	→
3.1.4	Disseminate ongoing information and communication re: social inclusion activities	→	→	→
3.1.5	Ensure representation to include the voice of individuals on government initiatives such as housing and seniors' strategy		x	→
<u>Year One Deliverables:</u> Neighbourhood mapping template complete; upgraded training curriculum				

Goal 3.2 – Increase family supports and involvement in programming and decision making.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
3.2.1	Institute quarterly family sharing/information/ education sessions	x	→	→
	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
3.2.2	Establish a family portal on the Reena website	x		
3.2.3	Open Reena events to all families	x	→	→
3.2.4	Pursue opportunities for family-run programming		x	→
3.2.5	Leverage existing programs, facilities and resources to provide services to wait listed families		x	→
<u>Year One Deliverables:</u> Increased information to families				

Goal 3.3 – Grow the volunteer framework.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
3.3.1	Review and update the volunteer manual	x	→	→
3.3.2	Enrich volunteer training	x	→	→
3.3.3	Identify and implement new initiatives to recruit new volunteers and engage existing volunteers		x	→
<u>Year One Deliverables:</u> Updated volunteer manual				

Goal 3.4 – Pursue clearly defined Judaic values and practices.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
3.4.1	Reaffirm and communicate Reena’s Judaic values and commitment externally and internally	x	→	→
3.4.2	Strengthen and expand partnerships with other Judaic groups and organizations	→	→	→
3.4.3	Offer specialized and enhanced Judaic supports and programs		x	→
<u>Year One Deliverables:</u> Updated statement of Reena’s Judaic commitment				

ENABLING GOALS: Organizational Development

Goal 4.1 – Increase employee engagement

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
4.1.1	Institute an employee recognition program including staff events, individual recognition for accomplishments, service awards and citations	x	→	→
4.1.2	Receive ongoing input from employees through meetings, focus groups, a suggestion system and an annual staff survey	x	→	→
	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
4.1.3	Enhance staff development related to orientation, ongoing job skills, development of core competencies, succession and career mobility	x	→	→
4.1.4	Ensure ongoing performance feedback through consistent and regular supervision and performance appraisals	x	→	→
4.1.5	Foster staff wellness through educational awareness, ergonomics, accommodations and an EAP program	x	→	→
4.1.6	Exploring benefit options for part-time staff	x	→	→
<u>Year One Deliverables:</u> One major staff appreciation event; survey developed; new training curriculum; benefits review				

Goal 4.2 – Align organizational structure, policies and procedures with strategic plan directions.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
4.2.1	Review and revise the organizational structure to reflect interdependence and lateral connections	x		
4.2.2	Create clear functions, mandates and communication expectations for each department	x		
4.2.3	Review and update policies and procedures with staff and supervisory input	x	x	→
4.2.4	Establish strategic plan metrics and link to management performance appraisal		x	→
<u>Year One Deliverables:</u> New structure; mandate statements; policy revisions underway				

Goal 4.3 – Leverage technology in communications, administration and program/service delivery.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
4.3.1	Increase software training for staff	x		
4.3.2	Upgrade website to include staff and board log-in options and link to ShareVision	x		
4.3.3	Increase use of assistive and augmentative devices and other technology for supporting individuals	→	→	→
	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
4.3.4	Upgrade computer equipment at all locations	→	→	→
4.3.5	Implement video conferencing for team meetings		x	→
4.3.6	Develop a human resource information system to track employee progress, manage performance reviews, optimize communication and improve management systems		x	→
<u>Year One Deliverables:</u> Website enhancements; 25% of computers replaced				

ENABLING GOALS: Resources

Goal 5.1 – Work collaboratively with the Reena Foundation.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
5.1.1	Develop a cohesive joint marketing plan that complements both Reena and the Foundation	x	→	→
5.1.2	Increase donor recognition	x	→	→
5.1.3	Expand giving options to include non-financial contributions of goods and services	x	→	→
5.1.4	Collaborate with hospital and other foundations	→	→	→
5.1.5	Explore internet-based fundraising		x	→
<u>Year One Deliverables:</u> Joint marketing/communication plan				

Goal 5.2 – Generate revenue by marketing areas of organizational strength.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
5.2.1	Assess demand for fee-for-service initiatives	x		
5.2.2	Offer specialized training to other agencies in the field		x	→
5.2.3	Increase respite services		x	→
5.2.4	Institute a solar energy initiative on suitable Reena properties	→	→	→
5.2.5	Capitalize on other opportunities for creative property acquisition and utilization	→	→	→
<u>Year One Deliverables:</u> Demand/marketing research data				

Goal 5.3 – Maintain positive funder relations and develop relationship with new funders.

	<i>Strategy</i>	<i>2015</i>	<i>2017</i>	<i>2020</i>
5.3.1	Continue to respond to funder reporting guidelines and other requests	→	→	→
5.3.2	Keep funders apprised of Reena activities	→	→	→
5.3.3	Identify and pursue grants and other public and private funding sources	x	→	→
5.3.4	Raise funder profile by involving the community and local media		→	→
5.3.5	List funders on website	X	→	→
<u>Year One Deliverables:</u> Additional grant sources identified; funder open house				