



STRATEGIC PLAN 2019: Healthy Connected Communities

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“Regen is open to asking their members what they would like to do.” - RCS client-member

“The people at Regen have been wonderful - feeling of no judgement from staff. Gives family a feeling of security and comfort.”

- Relative of RCS client-member

“If not for Regen, I would have run into traffic.”

- RCS client-member



PICTURED: John and Mohamed at the Spring Fling

STRATEGIC PLANNING CONTEXT & PROCESS

The Board of Directors recently approved a new 3-year Strategic Plan for Regeneration Community Services (RCS). The Plan and its priorities have been informed by input from RCS client-members, their families, staff and colleagues in the supportive housing sector.

Strategic Plan 2019 was also informed by the results of a broad environmental scan, which indicated several important realities in the external environment that create significant challenges going forward:

- Continuing constrained financial resources.
- Very low affordable housing stock.
- Increasing emphasis on integrating the sector.

Given the above challenges in the external environment, the overarching priority in RCS's Strategic Plan 2019 is to ensure that all current organizational resources are used as efficiently and effectively as possible to meet client-member needs.



Stakeholder Consultations

Client-members
Families
Staff
Colleagues in the supportive housing sector



Environmental Scan

Constrained financial resources
Low affordable housing stock
Increasing emphasis on integration



Review of Mission, Vision & Values



Strategic Plan 2019

VISION, MISSION & VALUES

RCS's Mission, Vision & Values provided the context for the development of Strategic Plan 2019. We reviewed our Mission and, informed by the input of our stakeholders, created a statement of our Vision for the future, and articulated the Values by which we will make decisions and interact with all stakeholders.



VISION:

Healthy connected communities in which people have the support to live the way they choose.



MISSION:

To provide quality affordable housing, support and community to persons with mental health and/or addiction issues.



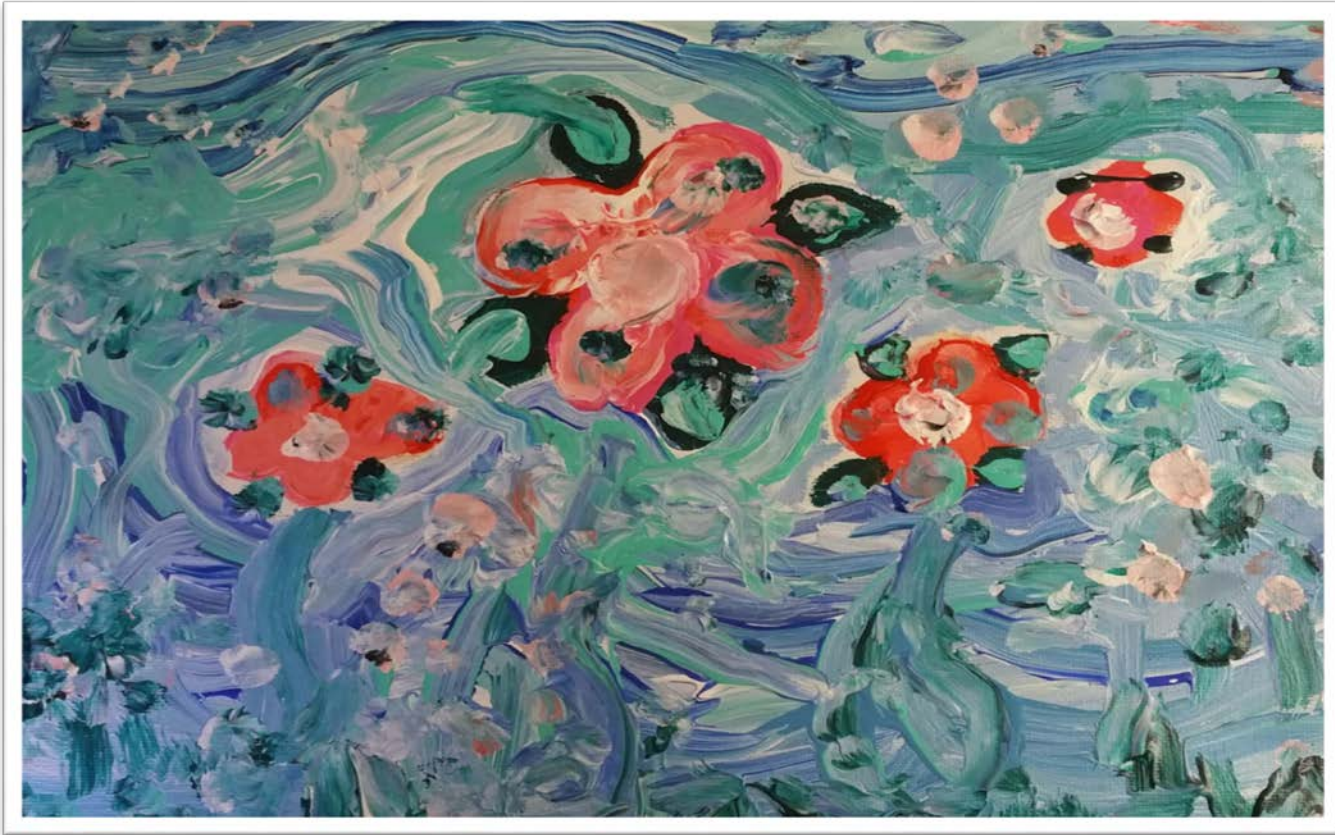
"I admire the work that Regen staff do and their dedication. I am kept in the loop in terms of everything that happens with my brother, and have never heard any staff say "that's not my job." I have never felt that staff are passing judgement on my brother. Regen is open to dialogue with our family."

- RCS client-member's family member

STRATEGIC PRIORITIES

“Good staffing, they are willing to talk and listen.”
- RCS client-member

Overarching Goals & Priorities



ARTIST: Amanda Bremner

Strategies

1. Enhance Supports & Services

RCS will improve and enhance client-member supports and services by:

- a) Identifying and implementing new partnerships to fill in gaps in service and streamline administrative support functions.
- b) Systematically evaluating and improving the quality of all programs.
- c) Incorporating best/better practices in each program.

2. Invest in Staff

RCS will invest in staff to ensure a healthy workplace and workforce by:

- a) Supporting staff in building capacity and developing their skill sets.
- b) Reconsidering staffing models and revising them as appropriate to meet program objectives.
- c) Building a sense of teamwork and support within the workplace.



PICTURED: Lee at the Spring Fling

3. Accountability & Transparency

RCS will ensure that it is accountable and transparent by:

- a) Evaluating the effectiveness of programs and services that we provide, considering performance indicators and incorporating the feedback of client-members and their families.
- b) Developing the capacity to continuously evaluate and monitor performance.
- c) Identifying and implementing better/best practices in non-profit governance.

4. Maximize Value-for-Money

RCS will ensure that we are spending where it matters the most to our client-members by conducting a detailed financial review and maximizing value-for-money.

5. Expand Effective Partnerships

RCS will expand effective partnerships to enhance integrated service delivery by:

- a) Reviewing all existing partnerships and making adjustments to agreements where they are not operating as intended.
- b) Increasing our presence in the supportive housing and community mental health and addictions sectors, as well as the broader community, to facilitate the development of new partnerships.

“Regen does a great job at creating vibrant communities. People are well-supported and identify as being a part of Regen.”

- Partner agency staff member

APPENDIX A: SUMMARY OF STAKEHOLDER FEEDBACK

Four stakeholder groups were consulted as part of the strategic planning process: client-members, family members, staff and key external informants. This was accomplished in a number of ways including focus groups, interviews and surveys. Stakeholders were asked to provide information on what they viewed as being RCS's strengths and weaknesses, as well as opportunities and threats that exist in the current external environment and over the next three (3) years. Based on an analysis of this input and other relevant sources of information, the following key themes were identified:

Strengths

- Client-member focused
- Recovery-oriented
- Provides safe and affordable housing
- Culture of caring and support
- Long history of being an effective collaborator and partner in the supportive housing sector

Areas for Improvement

- Resource constraints spanning the last decade and effects on:
 - Staffing
 - Social/recreational activities and outings available to client-members
 - Peer support capacity
 - Professional development opportunities and resources for compensation
 - HR and IT capacity
- Decreasing stock of safe and affordable housing
- Need for more frequent and effective engagement with staff, client-members and their families
- Limited capacity to evaluate client-member outcomes
- Client-member population is diverse and more challenging

Opportunities

- Partnerships within supportive housing and broader health and social services sectors to:
 - Expand array of client-member supports and services
 - Create efficiencies and improve key management/administrative functions

Threats

- Continued constrained resources
- Possible further funding decreases
- Uncertainty regarding provincial Government's intentions to "consolidate" transfer payment sector

APPENDIX B: OVERVIEW OF PRIORITIES & STRATEGIES

