



## Strategic Plan 2024-2027

### Internally

- 1) Talent Management / Succession Planning:** Includes all the ways that VCBIS evaluates its employees, bring them on board, keep them happy and productive and help them continue to develop their skills overtime.

Key Objectives/Milestones:

#### Strategies for talent Development / Succession Planning

Interest in talent development opportunities will be identified by senior management, team leads and staff. The performance review process provides an excellent opportunity for this. Staff who identify advancement as a personal goal will be offered opportunities to develop the skills necessary for the position to which they aspire.

- A- Development/Revamping of Talent Management / Succession Plan - 2024/25
- B- Specific Talent Management Plan for All of VCBIS positions - 2025.
- C- An analysis of the performance review form and process will take place in 2025 and should include the following.
  - Researching what are the use and implementation of key performance indicators within the performance review.
  - Implementation of these indicators in the performance evaluations.
  - Share and implement the process with all employees.

- 2) Program Evaluation Process:** To assess how our programs are being implemented, including factors such as participation rates, the quality of delivery and the degree to which the programs are being implemented as intended.

Key Objectives/Milestones:

#### Strategies for evaluation of programs and services

- Working within Accreditation Canada guidelines, developing an evaluation framework and protocols for programs/services - 2024
- Seek partnership towards that end - 2025
  - Educational system
  - Sister agencies
  - Outside consultant
  - Accreditation Canada
- Implementation of evaluations for all services/programs - 2025/27
- All programs/services evaluated within 3 years,
- Sharing results with clients, staff, community partners and funders.



## Externally

- 1) **increase VCBIS Funding:** To have funds available to expand the delivery of services to the ABI population who otherwise can't afford them, by seeking different streams of income.

Key Objectives/Milestones:

### Strategies for increasing the funding envelope of VCBIS

- Creating links and funding proposals to various Ministries such as the Solicitor General, Ministry of Community Services, Veteran's Affairs (federal), Francophone Affairs (federal), insurance companies, municipality of Ottawa, and others (ongoing).

- 2) **Increasing service delivery** – To meet the increasing demand of our services to an increasingly diverse population. I.e. Francophones, veterans, LGBTQIA2S+ and indigenous populations.

Key Objectives/Milestones:

### Strategies for increasing service delivery to different populations and community outreach.

- Increases VCBIS Funding (see under externally #1 above) – Ongoing,
- Seek and contact new potential partnership i.e. Veteran & Francophone Affairs (federal), Wabano Centre, LGBTQIA2S+ league etc. – Winter/Spring 2025.
- With the support of new partnerships develop an “Increase service delivery plan of action” – Summer/Fall 2025.
- Implement Plan ASAP upon completion – date to be determined.
- Quarterly reporting to the board of governors and as needed (yearly) to Health Ontario on the progress achieved,