



**2024
2027**

**Strategic
Plan**

Table of Contents

1.

Overview

2.

Vision and Mission

3.

Values

4.

Strategic

5.

Strategic Focus #1

6.

Strategic Focus #2

7.

Strategic Focus #3

8.

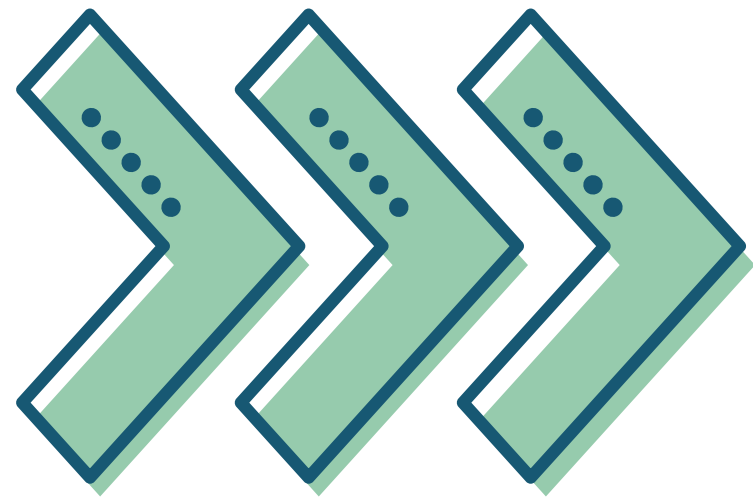
Goals



Overview

From February through April 2024, the York Hills strategic planning group met for a series of seven virtual strategic planning sessions.

The team worked through a current state analysis that included a discussion of their successes, a SWOT analysis and PESTLE trend analysis. Following this, the team worked through several critical conversations around developing a clear 3-year vision, defining their core partners, collaborators and clients as a part of mission, refining their organizational values and behaviors, prioritizing their areas of focus, and developing goals to move their strategy forward.



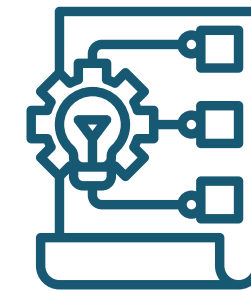
Strategic Planning Process



**Current State
Analysis**



Visioning



**Strategic
Alignment**

Gathering feedback, SWOT and
PESTLE analysis

Developing vision, mission,
values

Identifying strategic areas of
focus, goals and identifying
key collaborators



Mission 2027

We help infants, children, youth and families live fulfilled and balanced lives by supporting their access to mental health support services and by improving mental health outcomes.



Vision 2027

In 2027 we are providing equitable, high-quality, responsive services, supported by a high functioning workforce.

Strategic Values



Integrity



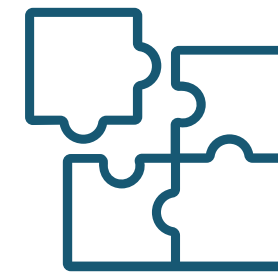
Service
excellence



Relational



Embrace
change



Equitable



Accountable



Strategic Focus #1

High performance and quality

To have clear performance and quality expectations and apply them to provide equitable, high-quality, responsive services to clients and our community.

Strategic Focus #2

Staff engagement

To have a fully engaged and aligned team. Engaged, motivated, skilled staff members who are proud of their work play a critical role in our agency's success.



Strategic Focus #3

Equity, Diversity and Inclusion



To ensure EDI drives everything we do at all levels of the organization, for each other and for our clients. All aspects of our organization reflect a welcoming and safe space where people can expect to be treated fairly, equitably and in culturally responsive ways.

Strategic Goals

High Performance & Quality	Staff Engagement	Equity, Diversity, Inclusion
Performance and quality framework and system implemented by April, 2025	HR function established and effectively supporting organization by December 14, 2025	100% of staff have EDI literacy by December 13, 2024
Program performance + quality framework and system implemented by April, 2025	100% of managers trained on effective supervision skills and expectations by July 25, 2025	Establish policies and procedures in 3 EDI organizational foundational practices by January 31, 2025
Agency performance quality framework and system implemented by December, 2024	360-degree feedback mechanism in place for managers and directors by April 25, 2026	100% leadership and ambassadors are effective in EDI practices by April 25, 2025
Establish overall Performance Management System and cadence by January, 2026	Go from 6.8 to 8 Employee Satisfaction Index by March 31st 2026	75% of clients report that York Hills staff are able to support them effectively around issues related to EDI by April 1, 2027
		8 commitments aligned to the 8 quality standards for family engagement by April 2025

York Hills Strategic Plan 2024 -2027

High Performance and Quality

Staff Engagement

Equity, Inclusivity and Diversity

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