

## The Vitanova Foundation: STRATEGIC PLAN 2014 - 2017

**Mission:** "...helping put lives back together again"

**Vision:** A healthy community, one made up of individuals and families of every background, empowered to live, work, and enjoy life to the fullest, with esteem for themselves and respect for others.

**Values:** collaboration, innovation, accessibility, diversity, inclusion, equity, accountability, professionalism, and service excellence

*Approved by the board of directors on March 26, 2014, on the understanding that this plan will build on and reflect the strategic directions embodied in and achieved through preceding plans.*

Strategic Direction	Goals and Objectives	Stakeholders
Organizational Development	<p><b>BECOME AN ACCREDITED AGENCY</b></p> <ul style="list-style-type: none"> <li>- Retain an accreditation consultant</li> <li>- Designate a staff/volunteer working group to review standards in preparation for accreditation</li> <li>- Continue board review of governance policies in light of Canadian Centre for Accreditation (CCA) standards</li> <li>- Report twice yearly to the board on preparations for accreditation</li> </ul>	<ul style="list-style-type: none"> <li>-CCA</li> <li>-Board, staff, volunteers, clients</li> <li>-Current and prospective funders and partners</li> </ul>
Executive Renewal	<p><b>EFFECT A STAGED EXECUTIVE SUCCESSION PLAN</b></p> <ul style="list-style-type: none"> <li>- Retain an executive management consultant</li> <li>- Appoint current program director (PD) as deputy executive director (DED)</li> <li>- Gradual transfer of ED's administrative responsibilities to DED</li> <li>- Name DED as ED and ED as ED Emerita</li> </ul>	<ul style="list-style-type: none"> <li>-Board, staff, volunteers, clients</li> <li>-Current and prospective funders and partners</li> </ul>
Financial Sustainability	<p><b>IMPROVE OUR FUNDING BASE</b></p> <ul style="list-style-type: none"> <li>-Retain an executive management consultant</li> <li>-Given the mission, vision and values of the agency, create a job description and personality profile of an appropriate candidate for a new fundraising coordinator position</li> <li>-Recruit and hire a suitable candidate</li> <li>-Set specific targets for 2015-16, 2016-17</li> </ul>	<ul style="list-style-type: none"> <li>-Board, staff</li> <li>-Current and prospective funders</li> </ul>
Community Engagement	<p><b>CONDUCT COMMUNITY ENGAGEMENT INITIATIVES</b></p> <ul style="list-style-type: none"> <li>-Employ International Association for Public Participation (iap2) model to create and sustain an on-going conversation between Vitanova and the community it serves (i.e., tell what Vitanova provides to the community, see what the community needs/wants from Vitanova)</li> <li>-Refresh website; broadcast OTF-funded documentary; conduct surveys; hold open houses, community meetings, etc.</li> <li>-Build consensus, encourage participatory decision-making</li> </ul>	<ul style="list-style-type: none"> <li>-Board, staff, volunteers, clients, documentary team</li> <li>-Current and prospective funders and partners</li> <li>-General public</li> <li>-Other addiction agencies</li> <li>-Ontario Trillium Foundation</li> </ul>
Quality Improvement	<p><b>IMPROVE PROGRAM QUALITY USING ADDICTION/MENTAL HEALTH ONTARIO'S INDICATORS</b></p> <ul style="list-style-type: none"> <li>-Benchmark current performance with regard to six quality dimensions (safe, accessible, client-centred, integrated, effective, appropriately resourced), with 17 subsidiary objectives and 28 indicators</li> <li>-Set targets and refine goals in light of benchmark data</li> <li>-Achieve goals on all indicators</li> </ul>	<ul style="list-style-type: none"> <li>-Board, staff, volunteers, clients</li> <li>-Current and prospective funders and partners</li> </ul>

VNF Strategic Plan 2014 – 2017 as approved by the board on March 26, 2014