



# **STRATEGIC PLAN**

## **2016-2018**

## **Executive Summary**

In late 2014, The Teresa Group embarked on a strategic planning process. A consultant was secured through the OODP (Ontario Organizational Development Program) and the process was led by a joint board/staff Strategic Planning Committee. A comprehensive SWOT (strengths, weaknesses, opportunities, threats) analysis was completed and included input from a range of internal and external stakeholders including clients, staff, board members, volunteers, funders and community partners. The data was synthesized into a document that formed the basis for a joint board/staff planning day on September 26<sup>th</sup> 2015. The result of that planning day was the identification of the following three strategic directions that will guide the organization over the next three years.

- 1. Position The Teresa Group as a leader on issues related to children and families affected by HIV**
- 2. Provide targeted unique and quality programming to clients**
- 3. Enhance and strengthen everything we do through strategic partnerships**

## **Process**

In late 2014 a consultant was secured through the OODP (Ontario Organizational Development Program). Several months later, a joint staff/board Strategic Planning Committee was created as an ad hoc committee of the Board of Directors. The committee consisted of the Board President, a board member, the Executive Director and a frontline staff member. In its initial meetings, the committee agreed on a framework to guide the planning process and the details of the consultations that would ensure the collection of feedback and information about The Teresa Group from a diverse group of stakeholders.

Using a SWOT analysis framework, the consultations were designed to gather information about The Teresa Group's internal strengths and weaknesses as well as the external threats and opportunities. Stakeholders were engaged in a number of different ways including online and paper surveys, focus groups and individual key informant interviews.

Table 1 (below) lists the various stakeholder groups who gave input and how many people participated in each of three methods of data collection (surveys, interviews and focus groups).

**Table 1**

<b>Stakeholder Group</b>	<b>Online/paper survey</b>	<b>Individual Interview</b>	<b>Focus Group</b>
Board members	1		6
Management team			2
Staff team			6
Volunteers	5		6
Community partners	6	8	
Clients	5		7
Funders	2	3	
<b>TOTAL</b>	<b>19</b>	<b>11</b>	<b>27</b>

The consultant conducted the interviews, led the focus groups, collated the survey responses and compiled a comprehensive SWOT analysis report which included draft strategic directions for consideration. This report formed the basis of a full staff/board planning day at the end of September 2015. By the end of this day, three strategic directions had been identified and agreed upon and some initial indicators of success had also been identified.

### **The Teresa Group's Strategic Directions 2016-2018**

**1. Position The Teresa Group as a leader on issues related to children and families affected by HIV**

The Teresa Group remains one of a handful of organisations in North America specifically focused on children and families affected by HIV and AIDS. As the nature of the epidemic changes, the time is ripe for The Teresa Group to provide strong leadership across Ontario and in Canada through policy engagement, raising our profile, developing resources, sharing lessons learned and embarking on new collaborations.

**2. Provide targeted, unique and quality programming to clients**

Building on 25 years of successful service provision, The Teresa Group moves into this next phase of its development with a firm commitment to providing high quality programming that is focused and targeted to the unique needs of our clients. Our service delivery models will be vigorously evaluated and refined. We are committed to engaging our community of clients as key players in our program development and delivery.

**3. Enhance and strengthen everything we do through strategic partnerships**

Partnerships are key to achieving results, offering broad benefits for both the organization and its clients. Strategically selecting partners both within and outside of the AIDS service organisation sector will offer us opportunities to expand our reach as well as explore alternative models of program delivery.

## How will we know we're successful?

The board and staff team identified a range of success indicators for each strategic direction to help guide us as we continually monitor our progress.

### **1. Position The Teresa Group as a leader regarding HIV affected children and families**

- ✓ Investigate and utilize opportunities for national and international profile – social media, policy makers, donors, volunteers
- ✓ Expanding the summer camp to include campers from other regions of Ontario
- ✓ Expand the diversity of the organization to be more reflective of the community we serve
- ✓ We have a strong organizational foundation and infrastructure
- ✓ Maintain and further develop the strong clinical components in our work
- ✓ Receive more and earlier referrals to The Teresa Group
- ✓ We are sought out as experts and key informants
- ✓ Our program models are cited in research and practice
- ✓ Measurable rise in awareness in the community about what we do and why our work is important

### **2. Provide high quality, unique and targeted programming**

- ✓ Our clients are engaged and they recognize and feel the values of the organization
- ✓ We offer a targeted, cohesive range of programs to meet diverse needs
- ✓ Our program development is demonstrably client-driven
- ✓ We support clients to engage with partner agencies for additional supports and services
- ✓ Our programming includes or is targeted to fathers
- ✓ We have increased staffing to meet program and service demands
- ✓ We can provide evidence of success through enhanced program evaluations
- ✓ We share our learnings through knowledge translation and exchange (KTE)
- ✓ Our work and models of care are cited in research and practice
- ✓ Other organizations adopt and replicate our models
- ✓ We have an increased number of engaged and committed volunteers, including from our client base
- ✓ There is a sense of community ownership of the organization

### **3. Enhance and strengthen everything we do through strategic partnerships**

- ✓ Complete a gap analysis regarding partnerships
- ✓ Ensure there is no duplication of services and strengthen our niche
- ✓ Infrastructure is in place for partnerships and collaborations to be sustainable and meaningful
- ✓ We engage in cross-sectoral collaboration and partnership in everything we do
- ✓ Ability to demonstrate reciprocating relationships with partners
- ✓ Increased visibility with our partner agencies – being invited to share our models (KTE)
- ✓ Secure a constant stream of funding
- ✓ Attract corporate partnerships that offset programming costs and enhance program offerings

## **Implementation**

The Executive Director, in partnership with the staff team, is responsible for the implementation of the strategic plan. An all-staff meeting following the finalization of the plan led to the development of an internal implementation plan. Activities outlined in the implementation plan are incorporated into individual and team staff work plans and monitored throughout the duration of the plan.

## **Evaluation**

The plan will be monitored throughout the three-year period and revised if necessary, as information and data that could impact on the strategic directions becomes available (e.g. clearer information about changes to key funding programs). Newsletters, website updates and social media activity will be used to communicate the work of the organization to all stakeholders.

The Executive Director will report to the board at every meeting in a format that reflects progress made in relation to the strategic directions.

At an annual retreat, the board will assess the organization's progress towards implementing the plan and will report to the membership at each Annual General Meeting.