



RIDEAUWOOD ADDICTION AND FAMILY SERVICES

STRATEGIC PLAN

VISION

Healthy Connected Community

MISSION

To provide person-centred treatment, prevention, and education to those affected by substance use, addiction and mental health issues in Ottawa and the surrounding region

VALUES

Quality · Respect · Compassion
Accountability · Equity and Diversity

STRATEGIC DIRECTIONS

Increase Accessibility · Relationship Building
Strengthen Existing Services

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Preface

This strategic plan has been developed with a compilation of input from key stakeholders namely the Leadership Team on February 8th, the staff input on March 5th, client input, partner input and the Board input and discussion as the decisive step in the process March 24th.

Context for this Strategic Plan

This is a two-year strategic plan will run from April 1st, 2018 to March 31st, 2020.

The following (four) external reports set the stage for the environment that Rideauwood Addictions and Family Services is part of:

Champlain LHIN Strategic Directions 2016 to 2019

Integration – *Improve the patient and family experience across the continuum of care*

Access - *Ensure health services are timely and equitable*

Sustainability - *Increase the value of our health system for the people it serves*

The focus on Mental Health & Addictions Services for deliverables by year 2019

1. *People will receive mental health and addictions services from providers that work together to better coordinate care for patients across the region.*
2. *People will be able to find the services they need through centralized points of access for mental health and addictions services.*
3. *All providers will use common screening and assessment tools.*
4. *Youth will be able to easily transition to the adult mental health and addictions system.*
5. *Partnerships will be established with primary care to meet the needs of patients with mental conditions health and addictions.*

Open Minds, Healthy Minds - Ontario's Comprehensive Mental Health and Addictions Strategy - 2011

Vision

An Ontario where every person enjoys good mental health and well-being throughout their lifetime, and where all Ontarians with mental illness or addictions can recover and participate in welcoming, supportive communities.

Mission

To reduce the burden of mental illness and addictions by ensuring that all Ontarians have timely access to an integrated system of excellent, coordinated and efficient promotion, prevention, early intervention, community support and treatment programs.

Goals and Expected Results

1. *Improve mental health and well-being for all Ontarians*
2. *Create healthy, resilient, inclusive communities*
3. *Identify mental health and addictions problems early and intervene*
4. *Provide timely, high quality, integrated, person-directed health and other human services*

Patient's First Act 2017

Providing faster access to mental health and addictions services by investing in:

1. *1,150 additional supportive housing units to reduce the risk of homelessness.*
2. *Structured psychotherapy that will help thousands of people learn strategies to improve their mental health and be more successful in their daily lives.*
3. *Up to nine youth service hubs where young people aged 12 to 25 can receive walk-in, one-stop access to services.*

Addictions & Mental Health Ontario 2018

Four priorities to improve Ontario's community mental health and addiction sector, and make change happen.

1. *Improve access to services by keeping good people.*
2. *Plan better services by collecting better data.*
3. *Help more people by hiring more people.*
4. *Enable more recovery by building more safe places.*

Vision				
Healthy Connected Community				
Mission				
To provide person-centred treatment, prevention, and education to those affected by substance use and mental health in Ottawa and the surrounding area				
We Value				
Quality		Respect	Compassion	Accountability
				Equity and Diversity
Strategic Directions	INCREASE ACCESSIBILITY		RELATIONSHIP BUILDING: Both internally and externally	STRENGTHEN EXISTING SERVICES
	Strategic Priority			
	Decrease wait time for service Expand the geographic footprint Marketing Rideauwood to the broader community Electronic clinical record Physical access to services during construction		Be employer of Choice - <i>Human resource practices</i> - <i>Diversity & equity</i> - Labour Relations - <i>Training</i>	Increase client through put Meet targets Resource sharing - <i>Staffing, real estate, co-working, Training, Back office, knowledge</i> Collaboration with other organizations
Board Focus	Dashboard - KPI's that measure performance and movement toward the Vision on the three strategic priorities		Identify Sphere of influence of each Board member	Accreditation
			Leverage the strength of each board member Advocacy role with Champlain LHIN, School Boards, other Boards, Justice System Public Relations - marketing	Develop conflict of interest guidelines Rideauwood Branding

Value Descriptors

We value:	Evidenced by:
Quality	<ul style="list-style-type: none"> • Spending time with the client • Demonstrating consistency of treatment • Maximize the persons interest • Client satisfaction • Utilizing evidenced informed practices • Professional development • Client/family goals • Holistic approach
Respect	<ul style="list-style-type: none"> • Clients/families, staff, community • Clients and families have the right to choose the path that will work for them • Each person's uniqueness and human dignity • Community and partners • Knowledge sharing • Transparent communication • Client/Family Empowerment
Compassion	<ul style="list-style-type: none"> • Staff holding the space, walking along side working with the agenda that best serves the client/family • Client/family focused • Free of judgement • Free of physical, emotional, beliefs or spiritual obstacles • Barrier free access
Equity and Diversity	<ul style="list-style-type: none"> • We embrace client diversity, cultural sensitivity • We treat all persons equally
Accountability	<ul style="list-style-type: none"> • We are accountable to the clients/families, community and funders to provide consistent quality service • We will work jointly or together with other individuals or organizations to meet the needs of the clients. • We conduct our activities with complete and open transparency. • We communicate with clear transparent facts on the context with clients, staff and other agencies.

Appendix A

Each participant was asked what they value. The following list of values was brainstormed. Each participant was asked to identify six values that they liked. The number of likes is recorded in the righthand column which generated six values. The participants decided that quality should be added as a value although it didn't receive any likes in the first round.

Value	# Likes
Equity	2
People Informed	0
Respect	6
Community Focus	0
Accessible	4
Fairness	2
Honesty	2
Communication	0
Compassion	6
Safety	1
Partnership	0
Cooperative	1
Responsive	0
Openness	0
Dignity	7
Client Centred	0
Privacy	1
Inclusive	3
Timely	0
Accountable	0
Commitment	0
Transparent	7
Evidence Based	1
Informed	0
Outward Looking	3
Quality	0
Innovative	1
Collaborative	4

Appendix B

SWOT Analysis *(General Staff additions to the SWOT are in Italics)*

Strengths
<ul style="list-style-type: none"> - Well known reputation - Long lasting relationships - Dedicated staff – passionate about their work - Good relationships e.g. schools - Consultancy contracts - Community wide training strengths - Number of addiction counsellors - Client perception is high - Groups are successful - Skill and knowledge in substance use - Respond to needs - Stable finances - Flexible - Co-located across the city - Composition of funding - Practice students - Volunteers - <i>Size</i> - <i>Number of programs and scope</i>
Weaknesses
<ul style="list-style-type: none"> - Fundraising - Communication - Out dated Information technology systems - Building repairs - Administrative Structure - Low access to services - Lack of cross training of staff - Inefficiency in client services - Lack of live tracking - Abstinence based reputation - Training of new hires in group and addictions - Use internal knowledge to train - Lack presence on social media - Space in current building is at its maximum capacity - No defined KPI's (Key Performance Indicators) - Staff diversity - Indigenous population - Co-location could be stronger more distribution in the city - Core programming at one site - Website not user friendly - High (long) waitlist - Change fatigue - <i>Turnover</i> - <i>Physical space at a max</i>

Appendix B SWOT continued	
Opportunities	
	<ul style="list-style-type: none"> - Becoming accredited through Accreditation Canada - Offer drop in service - Hire a Fundraiser - Communication person - Volunteer manager and recruitment - New building - Use internal knowledge to train - Create sustainable training in groups and addictions - Expand geographically – more partners - Integration of services (seamless to the client) - System wide education e.g. gaming, involved with earlier grades in schools – enhanced prevention - Increase harm reduction services - <i>Identify and reach new client demographics</i> - <i>Recruiting staff from diverse groups</i> - <i>Enhance partnerships to reach diverse groups</i> - <i>Integration of MH and Addiction services</i> - <i>Greater community integration</i> - <i>Integrated client record management</i> - <i>Stronger media presence, media outreach and social media presence</i> - <i>Engagement of past clients- client advisory committee</i>
Threats	
	<ul style="list-style-type: none"> - Funding - Lose knowledgeable skilled experienced staff - Increased demand for services - Increased expectations - <i>Reputation</i> - <i>Fragmented systems in Ottawa/ Champlain</i> - <i>Political Climate</i>

Appendix C

Rideauwood Leadership Strategic Planning Session February 8th, 2018

To Participants:

Context of Strategic Planning

This facilitated session will focus on defining strategies for the next two years ending March 31st, 2020. You have had an opportunity to review the following documents which will be a reference point for discussion:

- Evaluation of Coordinated Access Mechanisms in Ontario - September 17, 2017
- Open Minds, Healthy Minds - Ontario's Comprehensive Mental Health and Addictions Strategy
- Patients First
- Champlain LHIN Integrated Health Service Plan 2016 – 19

Champlain LHIN Strategic Directions

Integration – *Improve the patient and family experience across the continuum of care*

Access - *Ensure health services are timely and equitable*

Sustainability - *Increase the value of our health system for the people it serves*

And the focus on Mental Health & Addictions Services

2016 ...

- ❑ *There are currently many agencies providing mental health and addictions services in Champlain, often with their own assessments, practices and approaches to care.*
- ❑ *Centralized access has been established for addictions services, but not for mental health services.*
- ❑ *There is little linkage with primary care.*
- ❑ *Clients and families find it hard to locate the right service.*
- ❑ *There are long waits for certain services. As a result, clients often access the emergency department for services that should be provided in the community.*

... 2019

- ❑ *People will receive mental health and addictions services from providers that work together to better coordinate care for patients across the region.*
- ❑ *People will be able to find the services they need through centralized points of access for mental health and addictions services.*
- ❑ *All providers will use common screening and assessment tools.*
- ❑ *Youth will be able to easily transition to the adult mental health and addictions system.*
- ❑ *Partnerships will be established with primary care to meet the needs of patients with mental conditions health and addictions.*

This strategic plan will build on the strategies in the current strategic plan namely:

1. BUILDING FOUNDATIONS: STAYING THE COURSE
2. PREPARING THE WAY FOR GROWTH: Intentional fostering of partnerships and collaborations (seeking service efficiencies in terms of what is offered and how RW serves clients)

Participant Preparatory work for February 8th

There are questions in each section of this document that we will answer at the session. In preparation for the session we would appreciate you giving some thought to how you would answer each question.

Vision - (Where we are Going) – reflects our hopes for the future.

Our goal is to inspire and facilitate an addiction free community.

1. What key words in the vision statement speak to Rideauwoods passion desire and future?
2. What words would you add if any?
3. What words would you take away if any?

Mission - (Who we are; What we stand for)

Rideauwood is a community partner dedicated to transforming the lives of those affected by addictions and to easing the burden and cost on families and our community.

1. What key words in the current Mission Statement speak to the work of Rideauwood moving forward?
2. Based on the current work what if anything would you discontinue offering?
3. What if anything would you begin doing?

Values - (Guideposts for how we do our work)

Commitment, Courage, Compassion, Accountability, Respect, Excellence

1. When you read through the values, what if anything would you add?
2. What if anything would you change?

SWOT - Strengths, Weaknesses, Opportunities and Threats

Moving forward given the current environment and what you understand to be the future for providing Rideauwood services,

- What strengths does Rideauwood offer?
- What weaknesses do you see that might inhibit moving forward?
- What opportunities do you see for Rideauwood moving forward?
- What threats do you see that could impact Rideauwood?

Strategic Directions

The strategic directions are the roadmap for Rideauwood moving forward over the next two years.

Given Rideauwoods Vision, Mission, and the Champlain LHIN strategic Directions and the Ontario Comprehensive Mental Health and Addictions Strategy what are your answers to the following questions:

When you think of the Champlain LHIN's vision for Mental Health and Addictions by 2019

- *People will receive mental health and addictions services from providers that work together to better coordinate care for patients across the region.*
- *People will be able to find the services they need through centralized points of access for mental health and addictions services.*
- *All providers will use common screening and assessment tools.*
- *Youth will be able to easily transition to the adult mental health and addictions system.*
- *Partnerships will be established with primary care to meet the needs of patients with mental conditions health and addictions.*

AND

Building on Rideauwoods current strategic directions:

1. BUILDING FOUNDATIONS: STAYING THE COURSE
2. PREPARING THE WAY FOR GROWTH: Intentional fostering of partnerships and collaborations (seeking service efficiencies in terms of what is offered and how RW serves clients)

What key strategies would you see that would enhance the current plan and move toward the 2019 vision for Mental Health and Addictions set out by the Champlain LHIN?

Appendix D

Interview Questions with the Staff at Rideauwood March 5th, 2018.

Input into the strategic planning process.

Vision:

Vision is far reaching and lays out the destination or end Rideauwood wants to reach.

Rideauwood Draft Vision - Healthy Connected Community

1. What in the Vision statement resonates with you?
2. What if anything is missing?

Mission:

Mission is the work that Rideauwood is doing to reach the vision. Mission does not speak to how the work will be done.

Rideauwood Draft Mission - Inspired by those we work with Rideauwood provides Addiction and Mental Health services focused on counselling, prevention and education.

1. When you read the mission statement what resonates with you?
2. What would you take away if anything?
3. What would you add if anything?

Values:

Values structure how we make our decisions and how we interact with each other and our community.

Respect	<i>We treat others the way we want to be treated. We value the uniqueness and dignity of each person. We show consideration for each other while recognizing each other's differences. We respect that each individual has the right to make their own choices. We aim to operate at all times in a spirit of cooperation and value human dignity for all involved at Rideauwood.</i>
Accessible	<i>We are always client-focused. We value and strive to continually understand and proactively respond to the increasing and changing needs of the people we serve. This is our first priority, to know our clients and always prioritize their interests.</i>
Compassion	<i>We see others through their strengths and use our commitment to energize, engage and inspire.</i>
Quality	<i>We meet or exceed our client's expectations with evidence-based services and practices. We will strive for and value excellence. We have a strong commitment to quality and to innovation, measured by optimal outcomes for the people we serve.</i>
Collaborative	<i>We will work jointly or together with other individuals or organizations to provide quality service to meet the needs of the clients we serve. We conduct our activities with complete and open transparency. We strive to be accountable and open in all our business practices.</i>

When you read through the values – what would you change if anything? What would you add? What would you take away?

Appendix E - Staff Responses VISION

What in the Vision statement resonates with you?

Team 1

- Coming more connected – counsellors in schools
- Healthy for counsellor, client and community
- Connected (inside and outside) Rideauwood, best practices, research, more team – e.g. with youth/parent programs
- Know what each department within Rideauwood does
- Use technology to be connected – e.g. text messages
- Community – create, more visibility – e.g. face book
- Easy bridge to access Rideauwood for service
- Progress practice – connected to social determinants, social change issues – e.g. justice, advocacy – e.g. umbrella project
- Reflection of diversity
- Safety for staff – quality of service
- Option for supervision – cross functional
- Consultation with staff on needs and how the work is to be done – influence decision making

Team 2

- Working easily with collateral agencies
- Healthy – focused on client's and whole community
- Movement/networking with organizations for clients
- Connected/healthy – demands least of client (don't have to tell their story over and over
- Fits more outside Rideauwood
- Internally not healthy not connected
- Connected – foster connections among clients
- Shift in focus to numbers and more through put – not with holistic approach – high quality services suffer

Team 3

- Collaboration
- Transparency
- Informed
- Accessible
- Funded
- Ethical
- Problem Solving
- Responsive
- Always following best practices
- Flexibility
- Continuum of Care Options

Appendix E continued

Team 4

- External relationships e.g. probation
- Respectful, inclusive – number of needs, views, goals
- Integration
- Inclusion
- Trust
- Caring
- Diversity, family centred care

Team 5

- Vision statement is vague
- Team building with structured down time
- Connected in the community have a face
- feel part of community there is a presence
- Need to be connected internally to be connected externally
- Now unhealthy disconnected communities – (staff stress leaves)
- Build wellness
- Increase communication and connections on teams – learn from each other
- Preserve community

What if anything is missing?

Holistic

Address turnover and stability

Appendix F - Staff response to the MISSION

When you read the mission statement what resonates with you?

Team 1

- Substance use health promotion
- Social work services
- Counselling

Team 2

- Intervention, prevention, education, counselling treatment
- Education program in demand connects Rideauwood to the community.

Team 3

- Wellness – ethics
- Inspired by the community – those we work with (questionable)

Appendix F Continued

Team 4

- Collaborative
- Sounds contained – expanding and evolving
- Client centred
- Community partnerships

Team 5

- Missing the “why”
- To facilitate compassionate connection in community well being through comprehensive family service in addictions and mental health prevention, education and counselling.

What would you take away if anything?

Inspired

What would you add if anything?

- Identify core competencies at the job level
- To support individual, family and community well being
- Intervention
- Treatment
- Family oriented
- Family systems approach – implies greater community
- Provide addiction, mental health services to families
- Articulate the “why” with compassion

Suggested Mission Statements from staff session

1. Inspired by those we work with Rideauwood provides Addictions and Mental Health Services to support individual, family and community well being.
2. Rideauwood provides addiction and mental health services to families focused on prevention, education and counselling.
3. Inspired by diversity of those we work with Rideauwood takes a collaborative approach to client centred care in the field of addictions and mental health treatment, prevention and education.
4. To facilitate compassionate connection in community well being through comprehensive family service in addictions and mental health prevention, education and counselling.

Appendix G – Staff input into the VALUES

The following information is a compilation of the information obtained from the staff focus groups on March 5th based on the Values document that was presented to them.

Respect	<i>We treat others the way they want to be treated. We value the uniqueness and dignity of each person. We show consideration for each other while recognizing each other's differences. We respect that each individual has the right to make their own choices. We aim to operate at all times in a spirit of cooperation and value human dignity for all involved at Rideauwood.</i>
Respect	<i>We treat others the way we want to be treated. We value the uniqueness and dignity of each person. We show consideration for each other while recognizing each other's differences. We respect that each individual has the right to make their own choices. We aim to operate at all times in a spirit of cooperation and value human dignity for all involved at Rideauwood.</i>
Respect	<i>We aim to operate at all times in a spirit of cooperation value uniqueness and human dignity for all involved at Rideauwood.</i>
Respect	<i>We value the uniqueness and dignity of each person. We show consideration for each other while recognizing each other's differences. We respect that each individual has the right to make their own choices.</i>
Client Focused	<i>We value and strive to continually understand and proactively respond to the increasing and changing needs of the people we serve. This is our first priority, to know our clients and always prioritize their interests.</i>
Accessible	<i>We strive to continually understand and proactively respond to the increasing and changing needs of the people we serve.</i>
Accessible	<i>We promote a barrier free environment for our clients We embrace client diversity, cultural sensitivity</i>
Compassion	<i>We walk alongside building a relationship for care.</i>
Compassion	<i>We show empathy and help clients get there</i>
Compassion	<i>The ability to be with someone with no agenda.</i>
Compassion	<i>We embrace client diversity, cultural sensitivity,</i>
Quality	<i>We meet or exceed our client's expectations with evidence informed services and practices. We will strive for and value excellence. We have a strong commitment to quality and to innovation, measured by optimal outcomes for the people we serve.</i>
Quality	<i>With evidence informed services and practices we strive to provide a valuable experience for the client.</i>
Collaborative	<i>We will work together with other individuals and organizations to provide inclusive service to meet the diverse needs of clients. We strive to be accountable and open. To foster productive partnerships by practicing with complete and open transparency.</i>
Collaborative	<i>We will work together in the agency and with other individuals or organizations to provide quality service to meet the needs of clients. We strive to be accountable and open in all our practices.</i>
Empowerment	<i>We walk alongside the client working with them on their journey to reach their goals.</i>
Transparency	<i>We communicate with clear transparent facts on the context with clients,</i>

Comments from the staff focus groups March 5th, 2018:

- Should be commitment statements
- Client focused – accessible removing barriers
- Value Inclusion – gender, age, socio economic, culture, race, religion, language, sexual orientation in our programming.
- Collaborative – staff feel safe enough to communicate inside and outside the organization – preserve client confidentiality – accountable, openness.
- Quality –
 - client satisfaction
 - Evidence informed
 - Relationship – individual and community
 - Time with the client
 - Maximize persons interest
 - Professional development
 - Consistency of treatment

Appendix H

Values

Based on some of the feedback in the staff sessions it was felt one word values didn't capture the essence of what the staff value being unique about Rideauwood. The following is a compilation of the thoughts captured.

We value:	Evidenced by:
Quality of care and service for our clients, staff and community	<ul style="list-style-type: none">• Spending time with the client• Demonstrating consistency of treatment• Maximize the persons interest• Client satisfaction• Utilizing evidenced informed practices• Professional development
Respect for relationships	<ul style="list-style-type: none">• Clients and families have the right to choose the path that will work for them• Each person's uniqueness and human dignity• Diversity, cultural sensitivities,• Staff who we work with• Community and partners• Knowledge sharing• Transparent communication – clients/families, staff, community
Compassion and empathy	<ul style="list-style-type: none">• Staff holding the space, walking along side working with the agenda that best serves the client/family• Client focused
Barrier free access	<ul style="list-style-type: none">• Free of judgement• Free of physical, emotional, beliefs or spiritual obstacles
Client/Family Empowerment	<ul style="list-style-type: none">• Client/family goals• Holistic approach

Appendix I



Client and Family Feedback Survey

Rideauwood is looking at our services and planning improvements. We very much value the insight and feedback of clients and family members and would like to invite you to let us know what you think. This survey is entirely voluntary and anonymous. We will not ask you any identifying information about yourself or your loved ones. All the feedback we receive will be combined to help us improve our services. The survey takes about 2-5 minutes and you may end the survey at any point. You may also access the survey online at: www.rideauwood.org . If you have any concerns or questions, please contact Marion Wright at 613-724-4881 or mwright@rideauwood.org .

1. Rideauwood has identified the following **priorities**, please let us know which of these you believe should be our **top 3**:

<input type="checkbox"/>	Access (e.g. shortening wait times to intake and programs, providing walk-in services, providing call-in services etc.)
<input type="checkbox"/>	Connection (e.g. increased coordination with other agencies and services, increased referrals to services or social support and activities etc.)
<input type="checkbox"/>	Variety and choice (e.g. more options for length of service, individual goals, appointment times etc.)
<input type="checkbox"/>	Social media presence (e.g. Facebook, Twitter or other social media accounts etc.)
<input type="checkbox"/>	Prevention (e.g. increase community based prevention and education sessions)
<input type="checkbox"/>	Location (e.g. providing services at locations throughout the Ottawa region)
<input type="checkbox"/>	Increased client engagement (e.g. setting up a client advisory panel, increasing the role of peer support etc.)
<input type="checkbox"/>	Other (please specify):



2. We are committed to **reducing** barriers, please let us know if you believe any of the following **may be preventing people from accessing our services**:

<input type="checkbox"/>	Wait times
<input type="checkbox"/>	Location
<input type="checkbox"/>	Language of service
<input type="checkbox"/>	Cultural safety or knowledge
<input type="checkbox"/>	LGBTQ2 safety or knowledge
<input type="checkbox"/>	Choice and self-direction in treatment
<input type="checkbox"/>	Services are too long
<input type="checkbox"/>	Services are too short
<input type="checkbox"/>	Lack of awareness in the community
<input type="checkbox"/>	Lack of awareness among other service providers or health care professionals
<input type="checkbox"/>	Not enough choice in treatment
<input type="checkbox"/>	Other (please specify):

3. If you could **change one thing** about your experience with Rideauwood what would it be?

4. If you could identify **one strength you believe we should build upon**, what would that be?

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5. Are you:

<input type="checkbox"/>	a current or former client of Rideauwood?
<input type="checkbox"/>	a family member of a current or former client of Rideauwood?
<input type="checkbox"/>	Other (please specify):

6. What age are you?

<input type="checkbox"/>	under 18	<input type="checkbox"/>	35-54
<input type="checkbox"/>	18-24	<input type="checkbox"/>	over 55
<input type="checkbox"/>	25-34	<input type="checkbox"/>	Prefer not to answer

Thank you very much for your time and your feedback!

Please leave us with any additional thoughts you may have:

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Appendix J

March 16th Client Survey Results Summary

The top priority clients and family identified for Rideauwood was 'access' by over 90% of respondents. Fifty percent of respondents felt that connection with other services and variety and choice in programming were also high priorities. Prevention, location and increased client engagement were identified by 20-30% of respondents but as of March 16th, only one respondent felt that social media presence was a priority. However, when asked about barriers to service over 65% of respondents felt that lack of awareness in the community was significant and one approach to increase awareness would be via social media. The most commonly reported barrier identified by respondents was wait-times by over 75%; this result is consistent with the identified priority of access. Lack of awareness among other service and health care professionals was also identified as a barrier by over 40% of respondents. Other barriers were identified at lower rates.

When asked what they would change about their experience with Rideauwood, multiple respondents asked for shorter wait times. Some respondents articulated that they understood why wait times were long but suggested 'bridging services' and cautioned that "it takes all energy and courage to call, so they lose hope" when clients experience a delay in service. More than one respondent also requested that programs be offered for longer or that aftercare or additional services be offered in addition to current programs "so people don't feel lost" after current services end. Other responses included: starting group at 6:30pm; more one on one counselling; Stabilization being less repetitive; more predictable annual program scheduling; smaller group sizes; more connection with people who are in successful recovery; and, additional evidence based programming. Lastly, many clients said that they would not change anything and were thankful for the services provided.

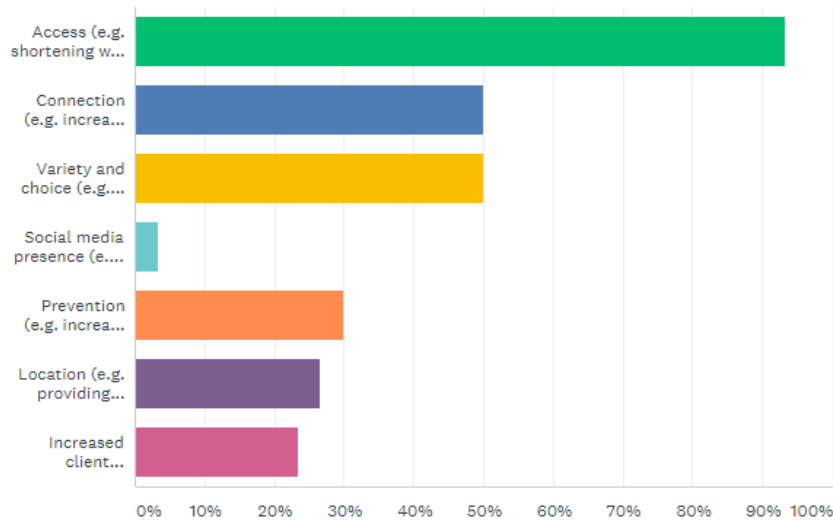
When asked about strengths the agency can build upon, respondents most often referenced the compassionate and high quality staff; "Keep bringing in people like this and take care of your employees". Additionally, respondents mentioned: building on partnerships in the community; the Family of Origin program; working with peer groups; evidence based programming; meditation and spirituality; and inclusiveness and flexibility. Lastly, one respondent simply stated "We are worth something" this may refer to client strengths or a combined perspective by counsellors and clients.

To date (March 16th, 2018) 30 respondents have completed the client and family survey. Ninety-six percent of respondents identified themselves as a current or former client of Rideauwood and 23% identified themselves as a family member (respondents could identify themselves as both a client and family member of a client). The largest percentage of respondents were between 35-54 years of age (50%); 27% were over 55; 13% were 25-34; and, 10% were 18-24 years old. Comments and ages indicate that all programs were represented except for the school based program.

When asked about any final thoughts, most clients took the opportunity to express an appreciation for the services they received. Additional specific comments included: a perception that awareness among their previous health care providers about the program seemed to be non-existent; desire for additional services and locations; better explanation of 'cross talk' and some content confusion; and, maintenance after initial program completion.

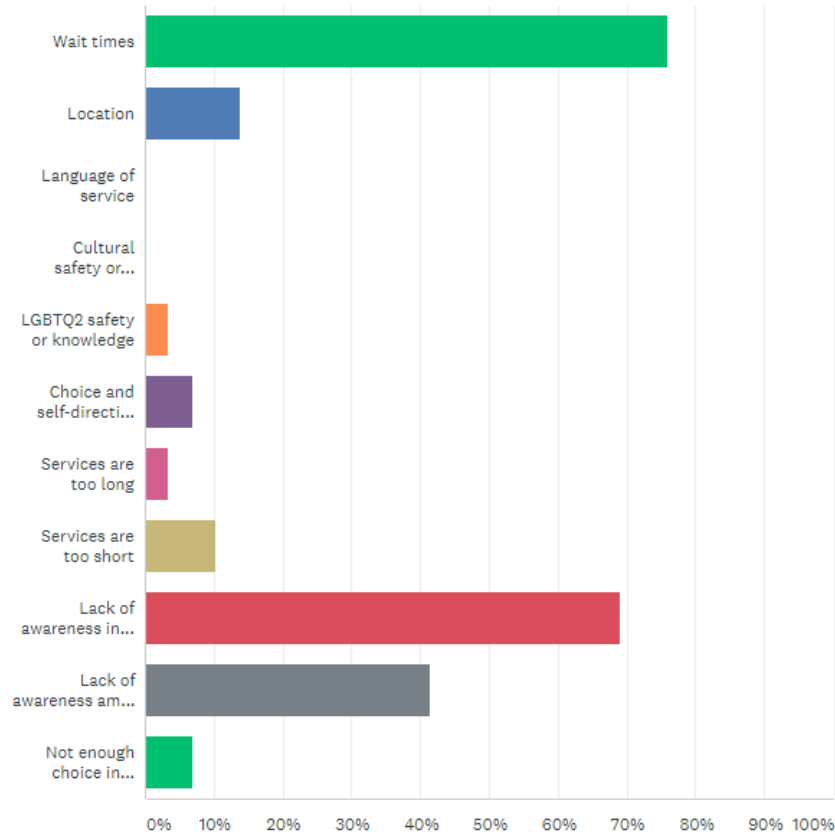
Rideauwood has identified the following priorities, please let us know which of these you believe should be our top 3:

Answered: 30 Skipped: 0



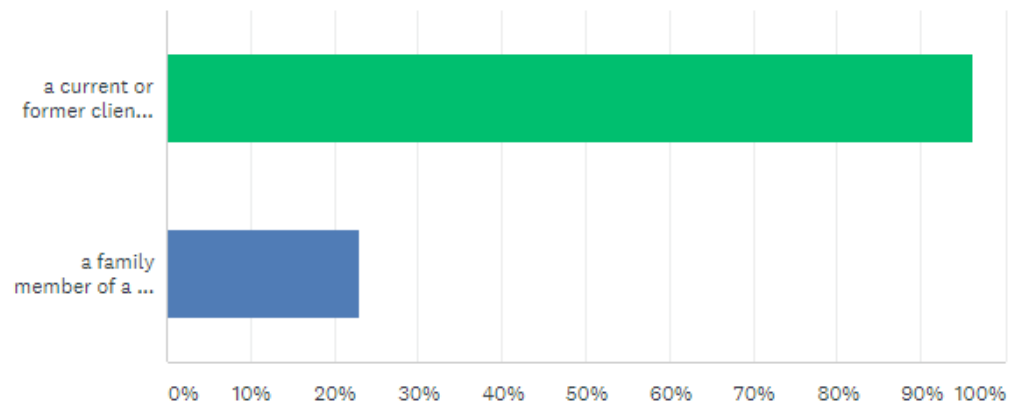
We are committed to reducing barriers, please let us know if you believe any of the following may be preventing people from accessing our services:

Answered: 29 Skipped: 1



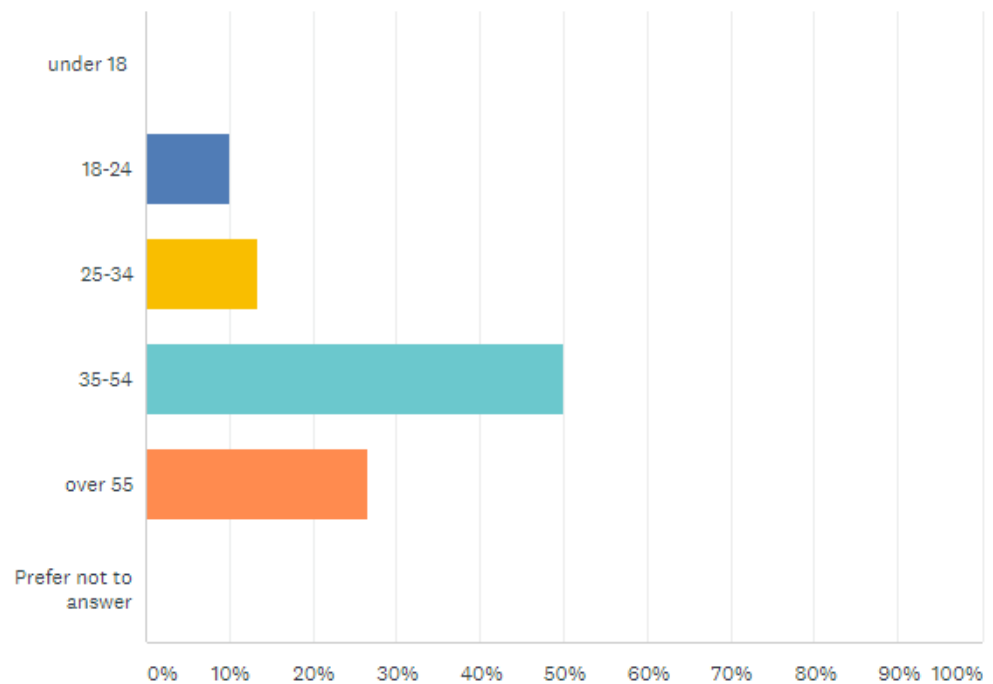
Are you:

Answered: 26 Skipped: 4



What age are you?

Answered: 30 Skipped: 0



Appendix J

March 21st Client Survey Results Summary

The top priority clients and family identified for Rideauwood was 'access' by over 90% of respondents. Respondents felt that connection with other services (48%) and variety and choice in programming (42%) were also high priorities. Prevention, location and increased client engagement were identified by 20-30% of respondents but only 7% felt that social media presence was a priority. However, when asked about barriers to service over 60% of respondents felt that lack of awareness in the community was significant and one approach to increase awareness would be via social media. The most commonly reported barrier identified by respondents was wait-times by 70%; this result is consistent with the identified priority of access. Lack of awareness among other service and health care professionals was also identified as a barrier by over 60% of respondents. Other barriers were identified at lower rates.

When asked what they would change about their experience with Rideauwood, multiple respondents asked for shorter wait times. Some respondents articulated that they understood why wait times were long but suggested 'bridging services' and cautioned that "it takes all energy and courage to call, so they lose hope" when clients experience a delay in service. More than one respondent also requested that programs be offered for longer or that aftercare or additional services be offered in addition to current programs "so people don't feel lost" after current services end. More than one respondent asked for more one-on-one counselling. A few respondents specifically voiced an appreciation for the former Family of Origin program and regret that family and parent programs had been changed. Other unique responses included: starting group at 6:30pm; stabilization being less repetitive; more predictable annual program scheduling; smaller group sizes; more connection with people who are in successful recovery; a desire to have known about the services earlier; and, additional evidence based programming. Lastly, many clients said that they would not change anything and were thankful for the services provided.

When asked about strengths the agency can build upon, respondents most often referenced the compassionate and high quality staff, "Keep bringing in people like this and take care of your employees", and programs. Other answers were more unique, respondents mentioned: building on partnerships in the community; the Family of Origin program; working with peer groups; evidence based programming; meditation and spirituality; group therapy; family programs; commitment to client care; and, inclusiveness and flexibility. Lastly, one respondent simply stated "We are worth something" this may refer to client strengths or a combined perspective by counsellors and clients.

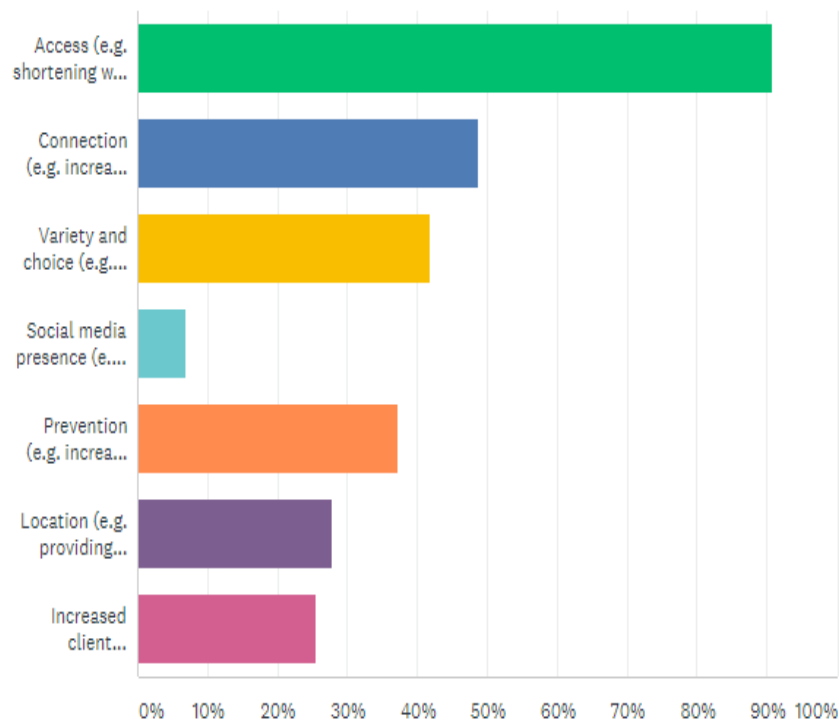
To date (March 21st, 2018) 44 respondents have completed the client and family survey. Ninety-eight percent of respondents identified themselves as a current or former client of Rideauwood and 18% identified themselves as a family member (respondents could identify themselves as both a client and family member of a client). The largest percentage of respondents were between 35-54 years of age (43%); 39% were over 55; 9% were 25-34; and, 7% were 18-24 years old. Comments and ages indicate that all programs were represented except for the school based and youth under 18 programs.

When asked about any final thoughts, most clients took the opportunity to express an appreciation for the services they received. Additional specific comments included: a perception that awareness among their previous health care providers about the program seemed to be non-existent;

desire for additional services and locations; a concern that Rideauwood had changed leading the respondent to stop recommending the services; a desire for additional services and workshops: “keep growing”; better explanation of ‘cross talk’ and some content confusion; and, maintenance after initial program completion.

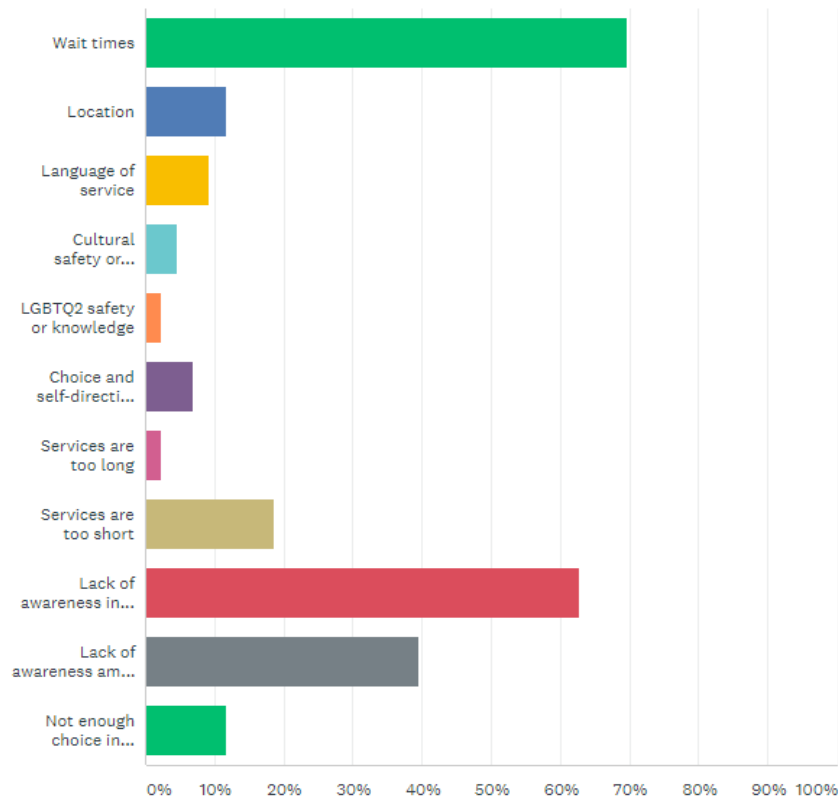
Rideauwood has identified the following priorities, please let us know which of these you believe should be our top 3:

Answered: 43 Skipped: 1



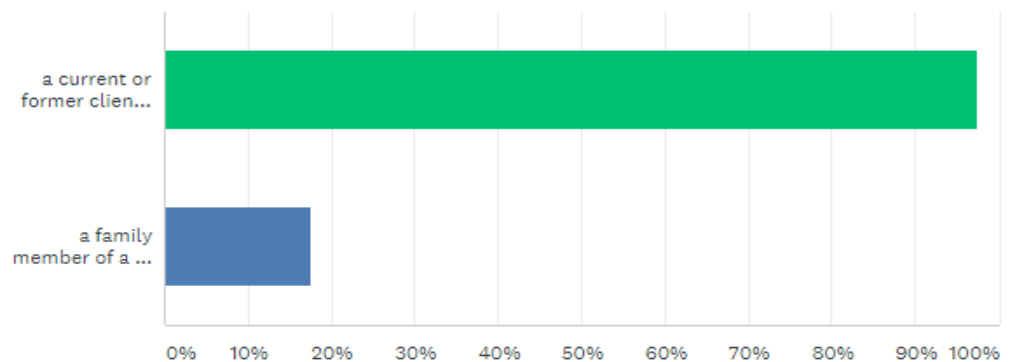
We are committed to reducing barriers, please let us know if you believe any of the following may be preventing people from accessing our services:

Answered: 43 Skipped: 1



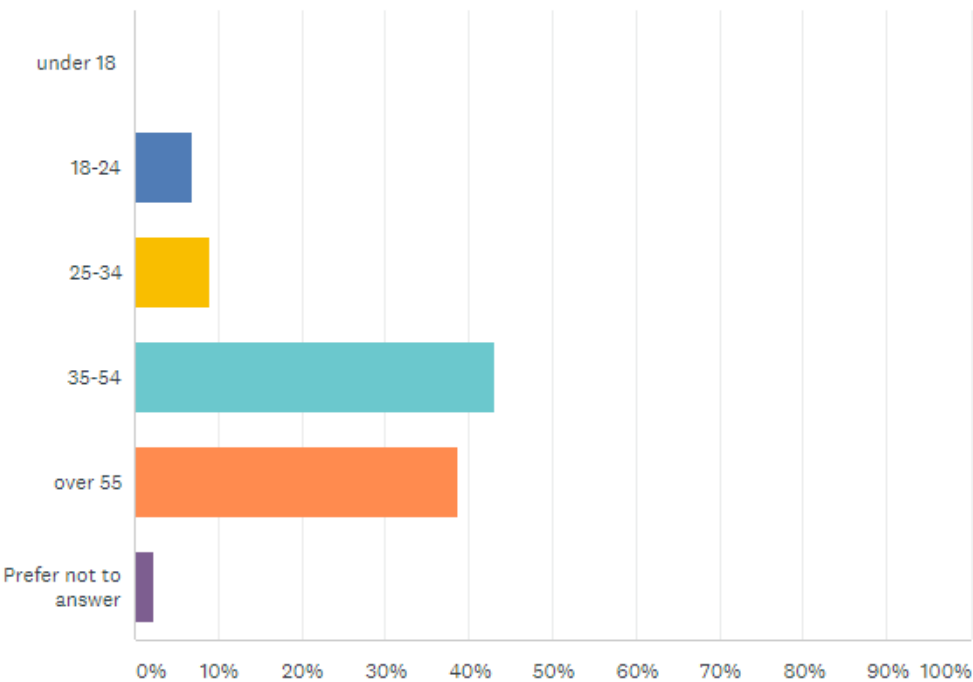
Are you:

Answered: 40 Skipped: 4



What age are you?

Answered: 44 Skipped: 0



Appendix K

Rideauwood Addictions and Family Services
Board – Strategic Planning Session March 24th, 2018
Biagio's Italian Kitchen, 1394 Richmond Rd, Ottawa,
8:30 a.m. to 3:00 p.m.

March 16, 2018

To Participants:

The information in the attached Draft 2 Strategic Plan Report will be used as a launch pad for discussion at the March 24th session. Please review pages 2, 3 and 4 of the Draft 2 Report. In preparation for our time together please give some thought to the following questions through the governor lens:

VISION

Vision means you have an inner calling, something within that needs to be intentionally identified and stated. It defines how we continue our strengths, our needs and our intentions with enjoyable and fulfilling pursuits. *(Taken from the Legacy Leadership Institute Learning Journal Page 87).* **Vision lays out the destination or end you want to reach.**

Vision
Healthy Connected Community

Referencing the definition above for Vision and with your understanding of the work of Rideauwood

1. What resonates with you?
2. How does this Vision fit?
3. What words would you change if any?
4. What words would you add if any?

MISSION

The Mission is the work that Rideauwood will do to reach its Vision.

Mission
Inspired by those we work with Rideauwood provides Addictions and Mental Health Services to support individual, family and community well being.

When you review the above mission statement:

1. What do you like?
2. What would you change if anything?

STRATEGIC DIRECTIONS

The strategic directions are the directions the Board gives to the Executive Director to fulfill the Mission and move Rideauwood towards its Vision. In essence the Strategic Directions become the job description of the Executive Director. The Strategic Priorities are the elements the leadership identified that address the strategic directions based on the current internal and external environments. The Strategic Priorities provide direction to the leadership team who in turn will develop operational plans that will inform the day to day work of Rideauwood.

Strategic Directions	Increase Accessibility	Relationship Building	Strengthen Existing Services
Strategic Priority	<ul style="list-style-type: none"> • Decrease wait time for service • Expand the geographic footprint • Marketing Rideauwood to the broader community • Electronic clinical record • Physical access to services during construction 	<ul style="list-style-type: none"> • Be employer of Choice <i>Human resource practices</i> • Labour Relations <i>Training</i> 	<ul style="list-style-type: none"> • Increase client through put • Meet targets • Resource sharing <i>Staffing, real estate, co-working</i> • <i>Training</i> • <i>Back office</i> • <i>Knowledge</i> • Collaboration with other organizations

Based on what you understand to be the context explained in draft 2 on pages 2 and 3 and the Client Family Feedback in Appendix J, **what are your thoughts on the three strategic directions: Increase Accessibility, Relationship Building and Strengthen Existing Services?**

Moving Forward

When the Vision, Mission and Strategic Directions are finalized:

1. What would you like to see in the form of information?
2. What would tell you that Rideauwood is fulfilling its Mission?

Appendix L

Rideauwood Addictions and Family Services
Board – Strategic Planning Session March 24th, 2018
Biagio's Italian Kitchen, 1394 Richmond Rd, Ottawa
8:30 a.m. to 3:00 p.m.

AGENDA

8:30 – 8:45 Board Discussion on ICP – lead by Steve and Bruno

8:45 – 9:30 Contextual Presentation – Marion Wright and Bruce Swan

9:30 – 10:00 Vision facilitated discussion and decision

10:00 – 10:15 Break

10:15 – 10:45 Mission facilitated discussion and decision

10:45 – 12:00 Strategic Directions facilitated discussion and decision

12:00 – 12:30 Lunch

12:30 – 2:00 Moving forward – facilitated discussion

When the Vision, Mission and Strategic Directions are finalized,

1. What would you like to see in the form of information?
2. What would tell you that Rideauwood is fulfilling its Mission?
3. What movement would you like to see toward the Vision? What would tell you that movement is happening?
4. What do you see being the role of the Board?

2:00 – 2:15 Break

2:15 – 2:45 Moving forward completion

2:45 – 3:00 What are you walking away with from spending this time together?

Appendix M – Board Input into the Strategic Planning Process

Vision – Healthy Connected Community

The Board liked the Vision – it causes one to think – the following are some of their thoughts:

- Connected internally for staff
- Healthy culture
- Aspirational
- Easy to set up a dashboard
- Internal/external connection
- Focus groups – inclusiveness
- Integration – communication backing it up with action
- The sense of community among the staff internally and externally to Rideauwood
- The staff want to be a community

Mission - Inspired by those we work with Rideauwood provides Addictions and Mental Health Services to support individual, family and community well being.

The Mission is the work Rideauwood will do. The following are thoughts from the board

- Mission is too long and too wordy
- Needs to be more measurable
- There was conversation about the use of the words Addictions and Mental Health as they are already in the title of Rideauwood.
- Maybe the words continuous support to a better or well being community
- Youth don't engage with the word Addictions

The Board don't want to re-work the Mission as they feel the leadership and staff can come up with a statement that fits.

Values

The Board are responsible for establishing the values that they will embrace moving forward. The following are thoughts expressed on values:

Lack of diversity – respecting of knowledge that comes from diverse community

Separate value on Equity, diversity and inclusion

Client family empowerment is not a value under respectful relationship

Where does integration fit

Values don't seem to line up with the Vision

Don't see accountability or transparency

Like to see one-word values i.e. quality, respect, compassion, respectful, accountable, diverse, equity, integrity (rather than respect), equity, diversity, inclusion, transparent

In the value descriptors use transparent with accountable.

Values defined by the board are:

Quality, Compassion, Respect, Equity/Diversity and Accountable

Appendix M continued

Strategic Directions – What is the role of the Board?
<ul style="list-style-type: none"> • To create organizational stability • Accreditation needs to be part of this strategic plan • Monitor indicators • Give clear direction and clear focus • Relationship align with measuring vision • Gate keeping function • Executive Director Search – with clear parameters that the focus is on recruiting someone who will build on the strategic plan not change direction • Working on the business not in the business – the ED is there to lead the organization internally and externally in the community • Strategic directions are the foundation for a Balance Score Card
Increase Accessibility – Boards Role
<ul style="list-style-type: none"> • Metrics – inform the Board on what is happening • Key Performance Indicators – dash board – access wait time • What are the services to focus on dashboard metrics • Develop a straw dog operational plans for the new Executive Director • Separate operational plan for the balance score card • Need to develop operational KPI's
Relationship Building – Boards Role
<ul style="list-style-type: none"> • Employer of choice – where is diversity and equity • Advocacy role with the Champlain LHIN, school boards, other boards, justice system etc. • Public relations, marketing, communication • Champlain LHIN has 5 sub-regions and Rideauwood serves 3 – look at referral networks with the sub-regions • Leverage the strengths of each Board member • Identify sphere of influence • Develop conflict of interest guidelines for the Board and the organization
Strengthen Existing Services
<ul style="list-style-type: none"> • Accreditation • Quality • Health Quality Ontario metrics
Parking Lot for further consideration by the Board
<ul style="list-style-type: none"> • Rideauwood Branding