

Fred Victor 2019-2024 Strategic Plan Results – April 2023

STRATEGIC PLAN DIRECTIONS AND ACTIONS		OPERATIONAL PLAN INITIATIVES	STATUS
1. Improve health for people experiencing poverty and homelessness	1.1 Develop additional activities for our service users to increase social capital - food security, income entitlement support, work.	<ul style="list-style-type: none"> Address Fred Victor-wide issues and opportunities related to food to improve Food Services. 	On target
	1.2 Strengthen mental health and addiction services at large Fred Victor sites, including more options for seniors with mental health and addiction issues.	<ul style="list-style-type: none"> Establish virtual care practices that position Fred Victor to offer and facilitate access to virtual care, including care that addresses health and social determinants of health. 	On target
		<ul style="list-style-type: none"> Evaluate, plan and initiate expansion of mental health and addiction and mental health and justice service integration at large Fred Victor sites. 	On target
		<ul style="list-style-type: none"> Assess needs of Fred Victor clients who are seniors and design and document a service delivery model for seniors. 	Slightly off target
		<ul style="list-style-type: none"> Determine and implement an expanded adoption plan of provincially validated assessment tools in all mental health programs and other Fred Victor programs. 	On target
	1.3 Be actively involved in the health system transformation to demonstrate our clinical leadership, to deepen health partnerships, and to create effective transitions and care pathways for our clients.	<ul style="list-style-type: none"> Participate as a leader in the Downtown East Toronto Ontario Health Team (DETOHT). 	On target
		<ul style="list-style-type: none"> Identify appropriate leadership roles and resources for Fred Victor within healthcare. 	On target
2. Improve income for people experiencing poverty and homelessness	2.1 Expand opportunities for training and employment through social purpose enterprise (SPE) and supported employment.	<ul style="list-style-type: none"> Explore development of a social purpose enterprise model to address staffing gaps and continue participation in shelter services project. 	On target
		<ul style="list-style-type: none"> Develop, implement and evaluate business and marketing plans for Friends Catering. 	On target
		<ul style="list-style-type: none"> Implement the re-design of the Women's Bakery. 	On target
	2.2 Provide supports that result in more people securing stable work and participating in career development opportunities.	<ul style="list-style-type: none"> Review Employment and Training services including the compilation of programs, management and staffing, capacity, targeted clients (within Fred Victor), and funding. 	On target
2.3 Embed foundational skills development into programming to improve employment prospects and income.	<ul style="list-style-type: none"> Explore opportunities to concurrently embed skills development for clients and address Fred Victor operational needs. 	On target	
3. Improve housing access and stability for people experiencing poverty and homelessness	3.1 Research and evaluate housing development and support models.	<ul style="list-style-type: none"> Establish a vision for Fred Victor's role in housing, against a chosen Housing Continuum model. 	Slightly off target
		<ul style="list-style-type: none"> Based on developing new affordable and supported housing and exploring innovative shelter models, identify potential re-design of a shelter or shelters. 	On target
	3.2 Focus on homelessness prevention activities for single adults, families, children and youth at Fred Victor.	<ul style="list-style-type: none"> Implement expansion of and evaluate Steps to Success programming. 	On target
		<ul style="list-style-type: none"> Analyze data on homelessness prevention activities across the organization and determine relevant indicators of success. 	Slightly off target
	3.3 Develop new affordable and supported housing options for people experiencing homelessness.	<ul style="list-style-type: none"> Implement Fred Victor's Affordable Housing Strategy. 	Slightly off target
	3.4 Explore innovative shelter models.	<ul style="list-style-type: none"> Continue to develop and monitor program design and services at the Edward Hotel. 	Off target
3.5 Strategize long-term vision and plans to stabilize existing housing as quality, affordable stock	<ul style="list-style-type: none"> Review the City's Affordable Housing plans, prepare a case for support, identify a role for key stakeholders, and initiate discussions with City staff and/or Councilors. 	Slightly off target	
4. Enhance the quality of our work and our capacity to do more	4.1 Implement a People Plan to enhance wellness, training, and mentorship opportunities for staff.	<ul style="list-style-type: none"> Design, launch and evaluate a staff wellness and support model. 	On target
		<ul style="list-style-type: none"> Establish a lead for organizational Diversity/Equity/Inclusion work. 	On target
		<ul style="list-style-type: none"> Standardize, launch and evaluate onboarding and standardized training for all staff. 	On target
		<ul style="list-style-type: none"> Design, launch and evaluate a standardized Programs and Services training program. 	Priority for 23/24
	4.2 Strengthen back-office infrastructure and processes.	<ul style="list-style-type: none"> Build an IT infrastructure that improves efficiency of Fred Victor administrative and service processes, facilitating optimal service delivery to clients. 	On target
		<ul style="list-style-type: none"> Complete and collate back-office program/process reviews using the Five Lenses framework to assess Fred Victor's general strengths, weaknesses, opportunities, and threats. 	On target
	4.3 Improve our service integration and coordination to ensure consistent service delivery standards and processes at Fred Victor.	<ul style="list-style-type: none"> Adopt Five Lenses Framework to evaluate new opportunities. 	On target
		<ul style="list-style-type: none"> Conduct an organization-wide review of structure and management, based on identified risks, integration, growth, program and back-office departmental review, and ability to deliver on strategic directions. 	On target
		<ul style="list-style-type: none"> Develop a Board Scorecard per the Quadruple Aim framework, driven by mandatory and Fred Victor global reporting requirements and setting related targets and evaluate the scorecard. 	On target
		<ul style="list-style-type: none"> Identify improvements for 24 Hour services and act. Develop a Quality Improvement Plan for 24 Hour services that improves performance against targets and/or mitigates risks and related processes to continually evolve it. 	On target
	4.4 Effectively communicate our mission and impact, grow our audience, and establish a network of support for our work.	<ul style="list-style-type: none"> Develop and implement a 3-year Communications Plan that raises awareness of and increases responses to solutions to homelessness and poverty establishing Fred Victor as the Thought Leader on Homelessness. 	On target
	4.5 Increase opportunities for service user input and voice.	<ul style="list-style-type: none"> Develop, implement and evaluate a planned approach to improve the person-centredness of programs and services. 	Priority for 23/24
	4.6 Create new opportunities for donors to help us end homelessness.	<ul style="list-style-type: none"> Develop and implement a 3-year Fundraising Plan that supports improved solutions to homelessness. 	On target
		<ul style="list-style-type: none"> Establish a process for all departments to present new programs, expansions or improvements that use fundraised revenue. 	Priority for 23/24
4.7 Achieve service accreditation for health services.	<ul style="list-style-type: none"> Develop an accreditation implementation plan and as possible, initiate process of accreditation. 	Slightly off target	