

ADAPT STRATEGIC PLAN

2023 - 2026



MESSAGE FROM OUR BOARD CHAIR AND CHIEF EXECUTIVE OFFICER

We are pleased to present the ADAPT (Halton Alcohol Drug and Gambling, Assessment, Prevention and Treatment Services) 2023-2026 Strategic Plan.

Our plan is supported by environmental scans, surveys, and meaningful stakeholder engagements. We would like to acknowledge all of those who provided their valued time and input.

The Strategic Plan has defined the priorities towards which resource allocation, innovative approaches, and continuous quality evaluation and improvement measures will be applied. We are also committed to adjusting and adapting our strategic priorities in response to emerging challenges and opportunities.

Consistent through the entire term of our Strategic Plan, however, will be our unwavering commitment to the priorities of client-centered service excellence, an organizational culture and standard of care built on the principles of dignity, respect, equity, diversity and inclusion, adaptability to changing community and health system needs, and best practice governance standards. We will strive to achieve each through innovative, inclusive, integrated, and informed practice.

As we launch our Strategic Plan we will continue to build on our strengths and our efforts in providing accessible, equitable and effective addictions assessment, prevention, and treatment services to all we serve. Successfully achieving our strategic priorities will require the collective efforts of our board, staff, colleagues, volunteers, students, service recipients, and the community. We thank all our stakeholders for their anticipated support and commitment.

Respectfully,

Deborah Moor

Deborah Moor
Board Chair

Glen Ricketts

Glen Ricketts
Chief Executive Officer

OUR MISSION

ADAPT is dedicated to empowering persons with alcohol, drug, gambling, or behavioural addictions, and their families, to manage these concerns and to lead more fulfilling lives through the provision of comprehensive, evidence-based services, corresponding to their individual needs.

OUR VISION

ADAPT envisions an addiction prevention and treatment system which is increasingly accessible, flexible, and comprehensive. We envision a system built on collaboration between health care providers, which supports coordinated and integrated care across all sectors. We envision health care that evolves through the voice of the consumer, and continuously reduces barriers, service gaps and inequities.

OUR VALUES

ADAPT values and believes in:

- Treating every individual with dignity and respect
- Providing a welcoming, inclusive environment, which supports anti-racism and diversity
- Delivering services in a manner that is emotionally and physically safe
- Designing our services with input from our clients and their families, people with lived experience, community health partners, and other stakeholders
- Providing services that are accessible, flexible, confidential, voluntary, and client centred
- Being responsive to the unique needs of our clients, their families, and the communities we serve
- Evaluating and adjusting our services through continuous quality improvement and feedback
- Being accountable to those we serve

Our work is guided by and in compliance with the following legislation and any legislation that succeeds or replaces that legislation:

- *Accessibility for Ontarians with Disabilities Act, 2005*
- *Children, Youth and Family Services Act, 2017*
- *Employment Standards Act, 2000*
- *Connecting Care Act, 2019*
- *Excellent Care for All Act, 2010*
- *Mental Health and Addictions Centre of Excellence Act, 2019*
- *Ontario Human Rights Code*
- *Personal Health Information Protection Act, 2004*



OUR STRATEGIC GOALS

ADAPT's strategic planning and direction is determined under several assumptions.

- 1. Become a sector leader in the delivery of client-centered service excellence through data driven and evidence-based practices, programs and services.**
- 2. Build an organizational culture, and standards of care, on the principles of dignity, respect, equity, diversity and inclusion.**
- 3. Strengthen the organization's ability to effectively and efficiently adjust in response to changing community needs, the evolving provincial and local health systems, funding environments and health human resource challenges.**
- 4. Establish and embed governance principles and practices that are aligned to current best practice standards for not-for-profit organizations.**

OUR STRATEGIC ENABLERS

- 1. Innovation:** Advancement of an innovative model of service delivery which supports increased efficiencies. Enhancement of web-based and virtual access and offerings. Innovation and advancement of technology that supports integrated care with health service partners and provides access through centralized intake models. Ensuring our health human resources are continuously advancing their knowledge of, and the advancement of, innovative solutions supporting service excellence.
- 2. Inclusion:** Inclusion across all stakeholder groups, supporting effective and meaningful interactions that inform strategic and operational priorities. Inclusionary practices developed and delivered through a lens of equity and diversity, and which assure safety, reduce stigma and confront prejudice. Inclusion that is both inward and outward facing.
- 3. Integration:** Integration with a wide variety of health partners to coordinate care across all sectors. Integration of health record sharing platforms and practices. Integration with allied community service providers to more effectively advocate for the needs of community health providers, and those we serve. Integration of services development and delivery to align with the priorities of Ontario Health and our local Ontario Health teams.
- 4. Information:** Advancement in the defining, collecting and application of key performance data that will inform resource usage, advise best practices, and optimize efficiencies.

OUR STRATEGIC GOALS & OBJECTIVES

1. **Become a sector leader in the delivery of client-centered service excellence through data driven and evidence-based practices, programs and services.**

Objectives:

- a) Develop and effectively integrate key performance indicators and data collection and analysis into service delivery and resource allocations
- b) Permanently transition to hybrid and tiered service models to improve accessibility, enhance capacities and optimize resource allocations.
- c) Develop and deliver strategies and resources that lower or reduce service access barriers for those on waitlists and non-registered service recipients, and which provide immediate access to community education, awareness and prevention resources.
- d) Work collectively with health system partners to improve the sharing of health information and to support the advancement of coordinated care planning, as per the Ontario Health priorities.
- e) Ensure that programs and services reflect the most recent innovations and practices in the field of community addictions and mental health treatment.

2. **Build an organizational culture, and standards of care, on the principles of dignity, respect, equity, diversity and inclusion.**

Objectives:

- a) Review and amend all policies, procedures, and environments, to ensure best practices in cultural safety and in welcoming and serving diverse populations.
- b) Review and amend recruitment policies and procedures to enhance opportunities for diversity representation across staff, volunteers and board positions.
- c) Develop and deliver health human resource policies, procedures and training that promotes and embodies the desired culture and values for all employees, volunteers and students.
- d) Invest in ongoing professional development and staff initiatives to support culturally aware and diversity informed service delivery.

3. **Strengthen the organization's ability to effectively and efficiently adjust in response to changing community needs, the evolving provincial and local health systems, funding environments, and health human resource challenges.**

Objectives:

- a) Collaborate with an alliance of community health partners to collectively advocate for the resources required for meeting capacities and optimizing outcomes in community health services, and which meet Ontario Health's objectives of reducing addictions and mental health related hospital admissions and emergency room visits.
- b) Develop & deliver meaningful engagements with consumers and stakeholders to assess service user satisfaction, improve clinical outcomes and to accordingly amend and develop programs and services
- c) Track and respond to a range of key performance indicators and incentives aimed at ensuring the protection, retention and optimal health and job satisfaction of our health human resources.

- d) Assess the potential to leverage the corporation's charitable status to secure non-traditional funding sources, and the uses to which additional funding could be applied
- e) Develop or enhance relationships with the Halton business community, the Region of Halton, and other community services, to broaden their awareness of ADAPT, and to identify and develop opportunities for partnerships, service integration and/or funding.

4. Establish and embed governance principles and practices that are aligned to current best practice standards for not-for-profit organizations.

Objectives:

- a) Bring bylaws and board policies in line with the Ontario Not-for-Profit Corporations Act.
- b) Expand capabilities and diversity of board membership through strategic recruiting and proactive board orientation and training.
- c) Complete board infrastructure to support the board's ability to meet its fiduciary and governance responsibilities, including completion of a board policy framework and establishment of new board committees to support the chosen board governance model.
- d) Complete successful accreditation by Canadian Centre for Accreditation.