



November 2017

Strategic Plan Highlights

A 10-YEAR VISION

In Ten Years:

**Organizational
Leaders**

We are the most-respected private-sector service provider in Canada because we are innovative and nimble, open and transparent, accredited, and employee owned.

Dedicated Staff

We are exceptionally trained, equipped, supported, informed, involved and committed. Our employees are representative of the communities we serve, where we are the employer of choice.

Financial Health

We are on sound financial footing and finance our own growth while meeting and exceeding client expectations for the range and quality of services offered. We create lasting value for communities and shareholders.

**Individualized
Service**

We are responsive, evidence based and flexible and we believe in holistic services for all. Our service model is unparalleled. We have close relationships with our constituents and demonstrably show genuine compassion.

**Thriving
Communities**

We advocate for clients, families and communities. Our impact is felt nationally, and is deepened by our partnerships and collaborations in the communities we serve. We're recognized for effective collaborations with our funders, in support of our clients.

The Next 5 Years:

OUR PRIORITIES

The strategic plan outlines an ambitious program that will have a positive impact on your experience as an employee, how we deliver our services, our reputation, and how we manage future growth.



PEOPLE & PERFORMANCE

- Designated job descriptions to help escape additional work “off the side of your desk”.
- Support for your professional development through focus on succession planning, internal promotion and career pathing.

IT INFRASTRUCTURE & DEVELOPMENT

- Prioritizing the development of easy-to-use client and data management systems and essential staff training.
- Ensuring you have access to the technology you need, whether that be laptops, phones or tablets.

CLIENT CARE

- Improving our efficiency by taking advantage of shared resources.
- Creating a clear framework for service delivery nation-wide.
- Strategies to make on-call responsibilities less onerous.
- Exploring the best ways to “close the gaps” in care like support for those on waiting lists and transitions between youth and adult care.
- Opportunities to develop expertise and cultural competency to better serve complex cases and build relationships in diverse communities.

EXECUTIVE LEADERSHIP

- Changes to management structure and assigning clear leadership responsibility for seeing the plan through and meeting our goals.
- Determining ways to develop and diversify business so WJS continues to be successful.