

## Strategic Plan 2016 - 2019

### **Strategic Direction No. 1:**

#### **Pursue excellence in all areas of specialized services and supports.**

CWSDS has a unique resource in its clinical knowledge and practitioners; demand for service for those with complex needs is high, along with the expectation that specialized services will be informed by leading edge practices. Our objective is for CWSDS to be seen as the “go to” or lead agency in the area of specialized clinical services. We will be recognized and sought out for our high level of clinical expertise in providing services and supports to people with the most complex needs.

### **Strategic Direction No. 2:**

#### **Explore opportunities to align our resources, capacity and expertise with new service possibilities.**

To strengthen the sustainability of CWSDS, we need to consider sound options for growth, while recognizing funder-imposed constraints. To that end, we will look for opportunities to expand services by program type, population and / or geography, where there is a need to be filled, a clear benefit to the organization and a strong alignment with our areas of strength.

### **Strategic Direction No. 3:**

#### **Explore new funding possibilities.**

Historically CWSDS has been dependent on one funding source. To strengthen the integrity and sustainability of our organization, we need to diversify our financial base. To that end, we will consider seeking additional resources (public / private) that let us enrich our current services. We will consider other governmental and private funding opportunities, as well as different mechanisms for providing service such as subcontracting.

### **Strategic Direction No. 4:**

#### **Establish strategic relationships in the broader community.**

Relationship building strengthens the position of CWSDS in the community, including the perception of funders and enhances CWSDS capacity to provide the best possible services. Using the resources of the senior leadership and the Board we will look at opportunities to build our profile in the sector and beyond, strengthen our relationship with government and align ourselves with academic institutions and other organizations that can have a positive impact on our service capacity.

### **Strategic Direction No. 5:**

#### **Optimize organizational infrastructure and business processes.**

Key business processes are functional but not operationally optimal, likely using more resources than necessary in the process. A more integrated and forward thinking strategy is needed across IT, Finance, Human Resources, Communications and Administration. We need to implement practices and purchase supports / tools that will optimize the processes that support the business of the organization and help us get to where we are going, by anticipating and being ready for change rather than reacting.