

# 2026 Strategic Plan Report

Presented to the  
Board of Directors  
November 30, 2023

**Mission:**

Providing client-centered, quality care to individuals and families with complex needs. Supporting people to build independence, resilience, life skills and connection to community through a multidisciplinary approach.

**Vision:**

A transformational partner in the journey to build safe, inclusive and barrier free communities.

**Values:**

- Respect & Dignity
- Integrity & Ethical Conduct
- Equity & Inclusion
- Advocacy & Social Justice
- Accountability & Transparency

# Strategic Dashboard Update

On April 21, 2021 the Board of Directors approved Banyan's Strategic Plan | 2026 which came into effect June 1, 2021. The last Strategic Update was provided on April 28, 2022. Since that time, here are the progress and plans to date to achieve the goals set out on the dashboard enclosed.

PILLAR	<b>SAFETY (TARGET DATE: JUNE 2023)</b>
GOAL	<b><i>Champion safer workplaces &amp; communities.</i></b>
OBJECTIVE	<i>1. Assess the maturity level of Banyan's Enterprise Risk Management program, &amp; create a plan for improvement.</i>
STATUS	<b>Completed</b>
<b>Update:</b> The consultant has completed the pre and post maturity level assessments of Banyan's Enterprise Risk Management. Results show there was a significant improvement from 45% to 83%. The Board Quality and Risk Committee presented the consultant's report at the November Board meeting.	

PILLAR	<b>SAFETY (TARGET DATE: JUNE 2023)</b>
GOAL	<b><i>Champion safer workplaces &amp; communities.</i></b>
OBJECTIVE	<i>2. Create Plan-Do-Study-Act (PDSA) cycles to improve behavior scores &amp; measure impacts on safety.</i>
STATUS	<b>Task Behind Target</b>
<b>Update:</b> This goal is being met through the completion of a Residential Quality Improvement Plan (QIP).  The QIP aims to do the following within our residential programs: <ul style="list-style-type: none"> <li>• Formalize, standardize &amp; digitize the level system.</li> <li>• Stabilize the behavior of low-functioning youth.</li> <li>• Ensure the programming offered in residential facilities meets the needs of youth.</li> <li>• Prevent incidents of aggression with effective mitigating measures.</li> <li>• Ensure residential youth experience surveys provide meaningful data.</li> <li>• Establish compliance with the MCCSS quality standards framework.</li> </ul> Since the last update was provided on the Residential QIP, we have: <ul style="list-style-type: none"> <li>• Created a webform in Caseworks to capture data from daily behavioural marking sheets in youth custody/detention programs. This will enable staff to complete the form directly on tablets, eliminating the need for hard copy processes.</li> <li>• The Spark Centre for Social Innovation from McMaster University has nearly completed phase one of their evaluation of programming in our youth custody/detention programs. In addition to conducting literature reviews and analysis of our client demographic and satisfaction data, they have visited AYC and PYC to conduct in-depth interviews with Youth and Staff.</li> <li>• The Residential Youth Experience Survey has been redesigned and we have also updated the way it is administered. It now includes a few less rating questions and a few new open-ended questions.</li> </ul>	

PILLAR	<b>SAFETY (TARGET DATE: JUNE 2023)</b>
GOAL	<b><i>Champion safer workplaces &amp; communities.</i></b>
OBJECTIVE	<b><i>2. Create Plan-Do-Study-Act (PDSA) cycles to improve behavior scores &amp; measure impacts on safety.</i></b>
<p>And instead of being administered monthly it is administered in alignment with case management plan timelines (at 30 days, 60 days, 180 days, and every 180 days after that). It is believed that this will improve the quality of data.</p> <ul style="list-style-type: none"> <li>Several policies, procedures, and forms were updated in our youth custody/detention programs in order to comply with new regulations that came into effect as a result of the MCCSS Quality Standards Framework. PYC recently underwent licensing and we were found to be in good standing, with only a few minimal items to follow up on in relation to the new regulations.</li> </ul> <p><b>Next steps:</b>  Create a plan to pilot using the behavioural marking sheet webform on tablets at PYC.  We expect to receive a report from Spark about their initial evaluation findings in December 2023. This will also include their recommendations for next steps in improving our programming.  Explore the possibility of developing the Residential Youth Experience Survey into a webform too, so that it can be completed by Youth on tablets.  Managers of youth custody/detention programs will be reviewing the Residential QIP and making recommendations for the next version of it to be implemented in the 2024/25 fiscal year.</p>	

PILLAR	<b>SAFETY (TARGET DATE: JUNE 2023)</b>
GOAL	<b><i>Champion safer workplaces &amp; communities.</i></b>
OBJECTIVE	<b><i>3. Establish a standardized, cross-sectional method of investigating severe/critical incidents.</i></b>
STATUS	<b>Task on Target and in Progress</b>
<p><b>Update:</b>  The Standing Investigation Team (SIT) was established in mid-2021 to lead effective, consistent, and objective investigations of serious incidents. Since then, the Team has conducted three investigations of moderate level incidents that took place in youth custody/detention programs.</p> <p>In early 2023, the Quality and Risk department audited the effectiveness of the SIT. As a result of the audit, procedures were revised to include more specific instructions on when and how to initiate SIT (continued)</p> <p>investigations. Since then, the SIT has been operating with more clarity.</p> <p><b>Next steps:</b>  We are in the process of onboarding a Director of Corporate Services who will provide oversight to the Human Resources department. The successful applicant will need to receive special training on investigation techniques. They will then take a lead role in determining when SIT investigations are required, as per the procedure.</p>	

PILLAR	<b>SAFETY (TARGET DATE: JUNE 2023)</b>
GOAL	<b><i>Champion safer workplaces &amp; communities.</i></b>
OBJECTIVE	<i>4. Establish a working group of the Staff Quality &amp; Risk Committee to create annual safety improvement plans.</i>
STATUS	<b>Task Behind Target</b>
<p><b>Update:</b> This goal is being met through the completion of a Joint Occupational Health and Safety Work Plan.</p> <p>As part of this work plan, Banyan has formed a new Health and Safety Oversight Committee. This Committee will:</p> <ul style="list-style-type: none"> <li>• Review and analyze information from HR reports including KPIs, significant incidents/injuries, and identified health and safety challenges.</li> <li>• Expand existing KPI's to better manage and measure safety performance.</li> <li>• Identify opportunities for improvement.</li> <li>• Develop annual safety improvement plans.</li> </ul> <p><b>Next Steps:</b> A consultant has been hired to work with the Manager of Human Resources who will take on the responsibility for guiding and overseeing this Committee.</p>	

PILLAR	<b>SAFETY (TARGET DATE: JUNE 2023)</b>
GOAL	<b><i>Champion safer workplaces &amp; communities.</i></b>
OBJECTIVE	<i>5. Become significantly involved in an initiative supporting local safety priorities.</i>
STATUS	<b>Task Completed</b>
<p><b>Update:</b> Banyan is actively involved in the following local planning tables:</p> <ul style="list-style-type: none"> <li>• City of Hamilton's Community Safety and Wellbeing Plan (multiple working groups)</li> <li>• City of Hamilton's Youth Guns, Gangs, and Violence Action Table</li> <li>• Niagara Region's Building Safer Communities Action Table</li> <li>• Women's Abuse Working Group (WAWG)</li> </ul> <p>Banyan also recently led a project on behalf of the City of Hamilton to consult community partners about the strengths, gaps, and barriers in providing trauma informed care to Youth. In March 2023, we produced a comprehensive report for the City outlining the finding of our community consultation process, research into best practices from other communities, and a proposed implementation plan for building a trauma informed service system in Hamilton.</p> <p><b>Next Steps:</b> Banyan will continue to participate in local planning tables that support community safety.</p> <p>We are also waiting to hear back from the City about next steps for their trauma-informed care project. They are receiving \$4 million over the period of April 2022 to March 2026 to develop and implement a plan for improving trauma-informed care in Hamilton, and we hope to be involved in the next steps.</p>	

PILLAR	<b>SERVICE EXCELLENCE (TARGET DATE: DECEMBER 2023)</b>
GOAL	<b><i>Do less exceptionally well, instead of doing more the same way.</i></b>
OBJECTIVE	<b><i>1. Conduct a gap analysis in residential programs, focused on aligning to client needs &amp; applying key frameworks.</i></b>
STATUS	<b><i>Task on Target and in Progress</i></b>
<p><b>Update:</b>  Mc Master Spark program has been on site in the Out of Home programs and has met with staff and youth to discuss the current program and possible future options.  On August 31<sup>st</sup>, the following statistics were sent to McMaster to support the review of the Out of Home programs: Residential Survey result for last 2 years, Summary of Age, race and education of youth and # of days in service.  Youth Profile has been built in CaseWORKS to enable Banyan to pull and analysis information about youth in the Out of Home and Community Clinical programs  .</p> <p><b>Next steps:</b>  SPARK to report of review with next step option to Banyan by December 31<sup>st</sup>, 2023  SPARK's report to be discussed at January SMT to decide next steps.  Report need to be built in CaseWORKS to pull the information about the Youth.</p>	

PILLAR	<b>SERVICE EXCELLENCE (TARGET DATE: DECEMBER 2023)</b>
GOAL	<b><i>Do less exceptionally well, instead of doing more the same way.</i></b>
OBJECTIVE	<b><i>2. Develop a strategy to enhance service delivery to clients with complex mental health needs.</i></b>
STATUS	<b><i>Completed</i></b>
<p><b>Update:</b>  The Integrated Family Support Model (IFSM) has now an internal process for all community programs to review a family member they believe could use clinical expertise. United Way funding has allowed Banyan to hire an additional clinician to support this process. Families have reacted positively to this option.</p> <p><b>Next Step:</b>  Apply to New United Way grant in November 2023 to continue to support this process.</p>	

PILLAR	<b>SERVICE EXCELLENCE (TARGET DATE: DECEMBER 2023)</b>
GOAL	<b><i>Do less exceptionally well, instead of doing more the same way.</i></b>
OBJECTIVE	<b><i>3. Develop an engagement strategy for quality improvement.</i></b>
STATUS	<b><i>Task on Target and in Progress</i></b>
<p><b>Update:</b>  Two Management staff are in the final stage of completing the Lean 6 Sigma, green belt training. They will present their finished project to SMT.  An operation plan has be designed to create implement procedures to train and track quality improvement projects occurring at the program level.</p>	

PILLAR	<b>SERVICE EXCELLENCE (TARGET DATE: DECEMBER 2023)</b>
GOAL	<b><i>Do less exceptionally well, instead of doing more the same way.</i></b>
OBJECTIVE	<b><i>3. Develop an engagement strategy for quality improvement.</i></b>
<b>Continued...</b>  <b>Next steps:</b> Anil Gupta will be presenting to the Management team “Change Management” with the focus on engaging staff in change/quality ideals Green Belt project will be presented to SMT in November White belt training material for new hires to review work will start in January 2024.	

PILLAR	<b>SERVICE EXCELLENCE (TARGET DATE: DECEMBER 2023)</b>
GOAL	<b><i>Do less exceptionally well, instead of doing more the same way.</i></b>
OBJECTIVE	<b><i>4. Establish evidence informed outcomes in every program.</i></b>
STATUS	<b><i>Completed</i></b>
<b>Update:</b> SURE completed the Ontario Trillium grant on September 30, 2023. The final report was submitted on October 6 <sup>th</sup> , 2023. The program achieved all the outcome set for this grant. Banyan received communication from MCCSS that they will support funding for SURE until March 31, 2024. New Outcome and definitions for Balances Scorecards reporting completed for PAC, Bridge, Reintegration, SURE and Clinical. First and Second quarter information was reported for these programs. <b>Next steps:</b> Banyan is awaiting the decision of MCCSS if based funding will be received the SURE program as of April 1, 2024.	

PILLAR	<b>SERVICE EXCELLENCE (TARGET DATE: DECEMBER 2023)</b>
GOAL	<b><i>Do less exceptionally well, instead of doing more the same way.</i></b>
OBJECTIVE	<b><i>5. Develop a long-range vision &amp; strategy for information technology.</i></b>
STATUS	<b><i>In Progress behind Target</i></b>
<b>Update:</b> A meeting has been set up to discuss Banyans long-range vision and strategy for information technology. The meeting will focus on the options available for a virtual platform and next steps to investigate cost and implementation of various options discussed.  <b>Next step:</b> IT to review options for decisions on long-range strategy for SMT to discuss by May 2024.	

PILLAR	<b>SERVICE EXCELLENCE (TARGET DATE: DECEMBER 2023)</b>
GOAL	<b><i>Do less exceptionally well, instead of doing more the same way.</i></b>
OBJECTIVE	<i>6. Redesign the primary care model within youth justice programs</i>
STATUS	<i>Completed</i>
<b>Update:</b> A Primary Care Model has been working well. Clinical and Medical staff along with physicians are now working together to support youth in house. Youth since November 2022 have not accessed local hospital emergency for support. Plan have been designed in house. Youth have received care on a more timely basis without the risk of needing to go into the community  <b>Next steps:</b> Continue to use and monitor the Primary Care Model.	

PILLAR	<b>PEOPLE CENTERED WORKPLACE (TARGET DATE: DECEMBER 2024)</b>
GOAL	<b><i>Build inspiring places to work &amp; learn.</i></b>
OBJECTIVE	<i>1. Establish relationships with academic institutions to support targeted recruitment &amp; professional development.</i>
STATUS	<b>Completed</b>
<b>Update:</b> Increased networking with the above local academic institutions has established new relationships with suitable contacts at other academic organizations such as Sheridan and Conestoga College.	

PILLAR	<b>PEOPLE CENTERED WORKPLACE (TARGET DATE: DECEMBER 2024)</b>
GOAL	<b><i>Build inspiring places to work &amp; learn.</i></b>
OBJECTIVE	<i>2. Conduct a gap analysis to determine the skills &amp; training needed.</i>
STATUS	<b>Not Started</b>

PILLAR	<b>PEOPLE CENTERED WORKPLACE (TARGET DATE: DECEMBER 2024)</b>
GOAL	<b><i>Build inspiring places to work &amp; learn.</i></b>
OBJECTIVE	<i>3. Implement a new talent management program that supports all employees to create skill development plans.</i>
STATUS	<b>Not Started</b>

PILLAR	<b>PEOPLE CENTERED WORKPLACE (TARGET DATE: DECEMBER 2024)</b>
GOAL	<b><i>Build inspiring places to work &amp; learn.</i></b>
OBJECTIVE	<i>4. Develop an employee led engagement strategy.</i>
STATUS	<b>Not Started</b>

PILLAR	<b>PEOPLE CENTERED WORKPLACE (TARGET DATE: DECEMBER 2024)</b>
GOAL	<b><i>Build inspiring places to work &amp; learn.</i></b>
OBJECTIVE	<i>5. Develop an Equity Diversity Inclusion strategy that applies a generational lens.</i>
STATUS	<b>Behind Target</b>

PILLAR	<b>PARTNERSHIPS &amp; COLLABORATION (TARGET DATE: SEPTEMBER 2025)</b>
GOAL	<b><i>Cultivate strong relationships that drive transformational change.</i></b>
OBJECTIVE	<i>1. Establish a partnership with an academic institution to explore evidence of the effectiveness of Banyan's emotional regulation programs.</i>
STATUS	<b>Completed</b>
<p><b>Update:</b> Contract signed with McMaster (SPARK) in the Fall of 2021 for review of core programs at Banyan's residential sites, as well SPARK was contracted to exam the modality SURE program.</p> <p><b>Next steps</b> This contract work is anticipated to take several years to evaluate and implement recommended changes. Initial scope of work was to complete SURE evaluation, this was completed in March 2022. SPARK completed their 2<sup>nd</sup> evaluation of the SURE program in January 2023.</p>	

PILLAR	<b>PARTNERSHIPS &amp; COLLABORATION (TARGET DATE: SEPTEMBER 2025)</b>
GOAL	<b><i>Cultivate strong relationships that drive transformational change.</i></b>
OBJECTIVE	<i>2. Conduct a landscape analysis to determine partnerships &amp; groups that could create the most value.</i>
STATUS	<b>Task on target and in Progress</b>
<p><b>Update:</b> With the guidance and support of Banyan's Board of Directors, the Senior Management Team has been successful in expanding Banyan's service portfolio by 22% validated by signing base funding contracts for new programs and services with the following funders:</p> <ul style="list-style-type: none"> <li>• MCCSS</li> <li>• Ministry of the Attorney General</li> <li>• City of Hamilton</li> <li>• United Way</li> </ul> <p>The Purchase and Sale agreement for St. Martin's Manor was finalised. A focus group with key community stakeholders to develop a business model to meet community needs was held on September 26<sup>th</sup>.</p> <p><b>Next Steps:</b> To submit proposal to the Ministry with the stakeholder feedback obtained during the September 26<sup>th</sup> community consultation day for utilizing the young parent program funding. At the 2024 Board Retreat, the Board of Directors to provide future vision and strategic direction related to St. Martin's Manor.</p>	



PILLAR	<b>PARTNERSHIPS &amp; COLLABORATION (TARGET DATE: SEPTEMBER 2025)</b>
GOAL	<b><i>Cultivate strong relationships that drive transformational change.</i></b>
OBJECTIVE	<i>3. Seek out a leadership role in a key community table.</i>
STATUS	<b>Completed</b>
<b>Update:</b> Staff representation at key community tables has been expanded to include Banyan's new programs and services. Banyan is involved with the Community Safety Well-Being Plan (CSWBP) table working towards consolidating and streamlining community tables so that they can operate and collaborate more effectively across the City of Hamilton.	

PILLAR	<b>PARTNERSHIPS &amp; COLLABORATION (TARGET DATE: SEPTEMBER 2025)</b>
GOAL	<b><i>Cultivate strong relationships that drive transformational change.</i></b>
OBJECTIVE	<i>4. Expand upon partnerships &amp; programs to improve transition through continuum for people of all ages with complex needs.</i>
STATUS	<b>Task on target and in Progress</b>
<b>Update:</b> Ontario Health has advised they are not looking to expand their health service providers (HSP). As a result, Banyan's focus will be on families, youth, and children rather than people of all ages with complex needs. Working with the Ministry and Hamilton Children's Aid Societies to provide beds for youth in crisis, which will include licensing protocols.	

PILLAR	<b>FINANCIAL HEALTH (TARGET DATE: MARCH 2026)</b>
GOAL	<b><i>Maintain exceptional stewardship &amp; pursue funding diversification.</i></b>
OBJECTIVE	<i>1. Create policies &amp; procedures to align with the Broader Public Sector Accountability Act.</i>
STATUS	<b>Task on target and in Progress</b>
<b>Update:</b> On September 28 <sup>th</sup> , the Board approved sign-off on Banyan's 2022-23 BPSSA Attestation. Banyan will be in full compliance with the act as of April 1, 2024. During the interim, Banyan is updating policy, procedures, and practices to align with the plans outlined in the attestation.	

PILLAR	<b>FINANCIAL HEALTH (TARGET DATE: MARCH 2026)</b>
GOAL	<b><i>Maintain exceptional stewardship &amp; pursue funding diversification.</i></b>
OBJECTIVE	<i>2. Continuously scan for grant opportunities &amp; submit at least two grant applications annually.</i>
STATUS	<b>Completed</b>
<b>Update:</b> For 2022-2023 two grant applications have been submitted to date: City of Hamilton – City Enrichment Fund for the Grocer-Ease Program. City of Hamilton – Building Safer Communities Fund – Trauma-Informed Care Lead	

PILLAR	<b>FINANCIAL HEALTH (TARGET DATE: MARCH 2026)</b>
GOAL	<b><i>Maintain exceptional stewardship &amp; pursue funding diversification.</i></b>
OBJECTIVE	<i>3. &amp; 4. Create &amp; implement sustainability plans for Grocer Ease &amp; SURE programs.</i>
STATUS	<b>Task on Target and in Progress</b>
<b>Update:</b> Through the expansion of service exercise, Banyan was able to assess the service environment for the at-risk population which the Grocer-Ease serves. This exercise validated Banyan's ability to sustain the Grocer-Ease program while providing quality service delivery. Funding from the Ontario Trillium Foundation finished October 2023. Banyan met with MCCSS representatives on February 13 <sup>th</sup> , 2023 to advocate for base funding and expansion. As a result, for 2023-24 the Ministry has provided one-time funding is to have the SURE program be a recognized MCCSS service type.	