



2023 – 2027 Strategic Plan

Point in Time

Centre for Children, Youth and Parents

September 2023 – August 2027

CONTENTS

1.	EXECUTIVE SUMMARY	3
2.	STRATEGIC FOUNDATIONS	5
2.1.	Mission.....	5
2.2.	Vision.....	5
2.3.	Values.....	5
3.	OVERARCHING GOAL	7
4.	GUIDING PRINCIPLES	7
5.	STRATEGIC DIRECTIONS.....	8
5.1.	Reengaging our Community	9
5.2.	Expanding the Care Continuum	10
5.3.	Investing in Organizational Health.....	12
6.	APPENDIX: STAKEHOLDER ENGAGEMENT	14
6.1.	Why Engage?	14
6.2.	Engagement Process	15
6.3.	Common Themes	16

1. Executive Summary

At the heart of Point in Time (PinT) lies a commitment to serving children, youth, and families within Haliburton County. With a focus on family-centered approaches and a dedication to prevention, early intervention, and delivering services with respect and diversity, we aim to enable residents to reach their highest potential.

From May to June 2023, Point in Time engaged Laridae, a leading management consulting firm, to guide the Board of Directors and staff through a strategic planning process, leading to the adoption of a new strategic plan. Together, our approach to planning supported the Board of Directors throughout the process and provided oversight in developing the final strategy.

The process enabled the Board of Directors and senior leadership to reflect on the organization's current state and the environment in which it works. It also ensured that the voices of 113 individuals were engaged and heard through a comprehensive stakeholder engagement process that included staff, community partners, and those engaged in service.

In June 2023, the Board of Directors, leadership and full staff team came together to give shape to the strategic path ahead through a two-part planning retreat.

Overarching Goal

Knowing that the last few years have needed to focus primarily on clinical care, this process clarified that it is time to broaden attention on the range of supports needed for those we serve.

As such, **our overarching goal for the upcoming four years is to re-establish programs and to facilitate access to the continuum of services**

our community needs to receive the care, feel the connection, and empower their wellbeing.

Strategic Directions

To support our mission, achieve our goal, respond to what we heard from our community, and address the internal and external considerations that shaped the planning process, our strategy is focused on the following three strategic pillars:

- **Reengaging our Community**
- **Expanding the Care Continuum**
- **Investing in Organizational Health**

Point in Time is committing to a four-year strategic plan. As such, these directions are broad and oriented to the future—providing a clear focus and direction while allowing us to respond and adapt as circumstances evolve.

These directions will provide a strong framework for developing annual operational plans with measurable goals and realistic objectives for the organization to monitor our progress effectively.

2. Strategic Foundations

2.1. Mission

Point in Time Centre for Children, Youth and Parents identifies needs, provides supports and services enabling residents of Haliburton County to function to their highest potential.

2.2. Vision

All children and youth achieve their greatest potential within caring, responsive families and communities.

2.3. Values

It is our experience that people are generally best served in the context of **family**. At Point in Time, we believe that families in Haliburton County should have access to a full range of high-quality services, delivered effectively and efficiently, to promote the well-being of children, youth and families.

We believe in the practice of prevention, early intervention, and delivery of services in the least intrusive manner possible. Our services focus on the **building strengths within individuals** and/or the family, all while respecting confidentiality and embracing **diversity**.

In addition to this focus, our Youth Justice Program promotes rehabilitation and reintegration of a young person back into their community.

Point in Time is an organization that strives to be **free of discrimination** and any barrier to what is in the best interest of the client.

We also strive to build capacities and to promote **independence and empowerment**.

Community **partnerships and collaborations** are a cornerstone of our organization. Point in Time's service is provided in a proactive, respectful, and comprehensive planning process that is accountable to the local community, clients, program recipients and funders.

We value our **staff**, provide them with the necessary training and support, and promote open communication between staff and Leadership. Point in Time is committed to staff, children, youth, parents, and volunteer development to deliver high quality services.

3. Overarching Goal

Over the next four years, Point in Time will be guided by an overarching goal. This goal acknowledges that the last three years through COVID have impacted our community's ability to engage with each other and the services they need. To achieve this Point in Time will build on its strong foundation of leadership, inclusive service, and advocacy.

Our overarching focus for the upcoming four years is to re-establish and adapt programs and services, alongside our commitment to facilitate access to the continuum of services our community needs to receive the care, feel the connection, and empower their wellbeing.

Our strategic plan has been designed so that each strategic direction and action will contribute to our ability to achieve this goal.

4. Guiding Principles

Grounding our strategic plan, we will proceed with four guiding principles.

These principles will be the common elements that interconnect our strategic directions through action and help us to navigate our current landscape. Together, they respond to the impacts of recent years and the ever-changing service landscape. They will inform and influence decision-making, will drive action toward achieving our strategic directions and uphold our key commitments.

- **Diversity, Equity, and Inclusion (DEI):** we are actively embedding DEI in everything we do, leading with respect and empathy, and offering a welcoming and empowering experience for everyone.

- **Communications:** we will be intentional about our internal and external communications, offering clarity for our staff, our community, and our valued partners.
- **Wellness:** we will continue to prioritize a workplace culture where people feel heard, valued, and at their best, acknowledging that staff wellness is key to a healthy team and to meaningful service delivery.
- **Data Informed:** we will integrate data analytics and insights to make well-informed decisions that enhance the effectiveness of our organizations and its programs, ensuring that our strategies are based on evidence and geared towards achieving our mission with greater impact.

5. Strategic Directions

An effective strategic plan sets the foundation for a clear, focused future, uniting the organization under a common purpose and strategy.

Our strategic plan is shaped by our strategic directions, which provide clear focus and direction while allowing us to respond and adapt as circumstances evolve over the coming years.

Each of our strategic directions includes a corresponding set of tangible commitments.

Our strategic directions and commitments will provide a strong framework for developing annual operational plans with measurable goals and achievable objectives.

5.1. Reengaging our Community

We recognize that the last several years has impacted our ability to actively engage with our community. Rooted in our commitment to responding needs, we are determined to reinforce a strong and meaningful presence in our community.

By re-energizing the way we build relationships and by creating avenues of open communication, we aim to ensure that every individual, family, and group feels valued and heard.

Through intentional engagement, together we can create positive, sustainable change, overcome challenges and work towards a brighter future.

Impact Statement

By August of 2027, we will be recognized and have enhanced awareness about who we are, while influencing meaningful change through advocacy for the evolving needs in our community.

Key Commitments

*Over the next four years, we will focus on **reengaging our community** by ...*

- **Continuing to be strong advocates:** By understanding the needs of the people in our community, we will ensure their voices are heard by actively engaging in dialogue with decision-makers, influencing policy, while seeking funding and diversifying our resources to create meaningful change and help to address the complexities facing those in our community.

- **Actively raising our profile and communicating:** Through targeted outreach, we will ensure that our community is aware of the extensive support and resources we offer. Using a range of communication channels, including social media, local media, and partnerships with local businesses and agencies, we will amplify our message, reach a wider audience, and increase their understanding of our mission and services.
- **Reaching out, understanding needs, and reinforcing trust:** By conducting thorough research and collecting evidence-based data soliciting feedback, we can better understand the unique needs and challenges faced by our diverse population. Through this collaborative approach, we co-create solutions that promote inclusion and ensure our services meet their specific needs. By reengaging their perspectives and including them as valued partners in our mission, we build trust, strengthen relationships, and create a sense of ownership in the communities we serve.

5.2. Expanding the Care Continuum

Our recent focus has needed to be in the clinical support of those we serve, it is time to reset our attention to the continuum of care required for ongoing wellness.

To do this, we need to consider what we can do ourselves, leverage the strengths of others, and facilitate access in a meaningful way. We need to support focus on what matters most, engage our partners in addressing the limited services and care offered across Haliburton, and empower youth to give shape to their care. In addition to finding ways to access specialized service, we are well positioned to support prevention and early intervention.

Together, we aspire to create a positive trajectory, diverting individuals from more complex client needs and fostering a healthier, more inclusive community.

Impact Statement

By August of 2027, we will have successfully enabled access to more responsive, preventative, and specialized services for our community.

Key Commitments

*Over the next four years, we will commit to **expanding the care continuum** by...*

- **Enhancing access to services through effective collaboration:** Knowing that we cannot be all things to all people, we will continue to build a robust network of partners that share our vision and values. We will identify opportunities in and out of our community to leverage the expertise, capacity, resources, and complementary strengths to create synergistic solutions. Together, we will address complex social challenges, serving more kids and ensuring clear pathways to responsive, preventative, and specialized services.
- **Leveraging staff time and expertise towards impact and balance:** Clarifying individual roles required for the range of services we offer, we can help to direct staff focus, balance workloads, and support intentional impact with those we serve. Knowing we have a motivated and dedicated team, we will explore ways to streamline administrative tasks, encourage cross team collaboration, support internal communications, and encourage our team in knowing when to say ‘no’ or ‘not now’ to the things that draw attention away from their roles.
- **Empowering youth to become catalysts for positive change:** We are committed to equipping young people with the necessary tools, resources, and support to unlock their full potential. By fostering their personal growth, leadership abilities, and providing opportunities for

meaningful engagement, we strive to cultivate a generation of confident, resilient, and socially conscious individuals who will shape a brighter future for themselves and society as a whole.

- **Establishing pathways to proactive programs and services:**
Understanding the value of our roots in prevention, recreational, non-clinical programs, which have been instrumental in promoting well-being and reducing the escalation of complex client needs, we are determined to make such services available again. By strategically integrating prevention and non-clinical approaches to our service model, we aim to proactively address the underlying factors contributing to complex needs.

5.3. Investing in Organizational Health

To effectively serve our community and achieve our mission, we recognize the importance of maintaining a healthy, resilient, and thriving organization.

We understand that a strong foundation is crucial for sustained impact and success. Focusing on financial sustainability, staff wellbeing, and long-term continuity, we aim to strengthen our internal processes and culture, enabling us to adapt to evolving needs and challenges.

By fostering a culture of continuous learning, we will sustain our organizational health and ensure the ongoing success of Point in Time in serving our community.

Impact Statement

By August of 2027, our efforts to diversify our revenue streams will have strengthened our ability to channel investments into areas that matter most while still meeting day-to-day operational expenses.

Key Commitments

*Over the next four years, we will **invest in organizational health** by...*

- **Embracing diverse funding strategies:** Respecting the range of funding sources, we will continue to prioritize efforts that align with their expectations and shift our strategic focus towards a capital campaign. By prioritizing and intensifying our efforts in this area, we aspire to secure funding to support our future location and enhance programming. Through diverse funding strategies, strategic partnerships, and data-driven decision-making, we seek to achieve financial autonomy over our facilities.
- **Committing to the well-being of our staff:** We will prioritize staff wellness and fostering a supportive workplace culture. By investing in professional development, regular wellness programs, mental health support, and creating an inclusive and collaborative environment, we aim to empower our staff, ensuring they feel valued, motivated, and equipped to provide the highest quality of care and support to our clients.
- **Bolstering our continued impact through succession planning and knowledge transfer:** Rooted in our commitment to a thriving culture that values learning, growth, and development, we will build effective pathways for leadership transitions and ensure seamless transfer of knowledge and expertise. Through mentorship, professional development, and knowledge-sharing, we will empower our team to expand their skills and capabilities, while also capturing and preserving organizational knowledge.

6. Appendix: Stakeholder Engagement

6.1. Why Engage?

Leadership Through Genuine Engagement

Strategic plans that provide meaningful direction over their stated duration rely on an authentic engagement process that genuinely seeks input and allows those invested in an organization's success to provide ideas and feedback.

Properly conducted, stakeholder engagement is in no way an abdication or devolution of leadership.

It's the opposite.

Leaders who reach out to and seek the input of the people delivering or accessing services are far more likely to craft future strategic directions that will resonate with those they affect and those who must implement them.

The Multiple Purposes of Engagement



Listen

To listen to stakeholders by gathering input, ideas, and suggestions.



Include

To include stakeholders in the planning process, helping to generate buy-in.



Educate

To educate stakeholders about the great work you do.

6.2. Engagement Process

Engagement served as the foundation for the process, informing subsequent discussion, deliberation, and decision-making.

Laridae developed and facilitated the engagement process from April until May 2023. The process was designed to engage with and listen to Point in Time’s key stakeholders.

As a result of this engagement, our strategic plan is informed by experience, evidence, and the most broadly held perceptions of all those we serve.

Audiences

Primary stakeholders engaged through the process.

Youth accessing services	Family members & caregivers	Volunteers	Community partners
Staff	Funders	Board members	Interested community members

Stakeholder Participation

 <p>Online Survey 81 Participants</p>	 <p>4 Focus Groups 29 Participants</p>	 <p>3 Key person interviews</p>
---	--	---

6.3. Common Themes

The following themes capture some of the common sentiments we heard during the stakeholder engagement process.

Strong sense of partnerships and collaborations

Participants consistently recognized PinT's strong sense of partnerships and collaborations, rooted in their **shared values** and **commitment to the community**. There was appreciation for the organization's **positive reputation** and **strong presence**.

PinT's proactive efforts to foster a **collaborative approach** to address community needs have positioned them as a **trusted voice**, ensuring that everyone is aware of existing challenges and working collectively towards solutions. Overall, PinT's community partnerships and collaborations serve as a cornerstone of their success in making a positive impact within the region.

Stakeholders each spoke to the following:

- Recognized for receiving a high volume of referrals, even from outside the region.
- PinT can contract with other agencies and providers to address long wait lists and enhance its capacity to serve the community effectively.
- PinT actively seeks collaborations and establishes strong partnerships with other community organizations.
- The organization is praised for being a voice and advocating for the needs of the community.

Solutions-oriented and resourceful

Stakeholders praised PinT for its **resourcefulness, creativity, and solutions-oriented** approach in meeting clients' needs. The staff's ability to **recognize trends** and **actively provide solutions**, along with their strong collaboration

with agency partners, contributes to PinT's success in **filling service gaps and providing optimal care.**

Stakeholders each spoke to the following:

- Resourcefulness and solutions-oriented approach.
- Creative and adaptable in meeting clients' needs,
- Willingness to go beyond problem identification by actively providing solutions.
- Strong collaboration with agency partners to fill service gaps and provide optimal care.

Compassionate staff and volunteers

Many stakeholders recognized PinT's compassionate staff and volunteers as playing a crucial role in the organization's success. With their **diverse skills and expertise, they ensure tailored support to meet the unique needs of clients.** It was noted that the **strong leadership** at PinT, along with its valuable partnerships, contributes to the development of **inclusive and culturally safe programs and services.** This collaborative approach enables PinT to **advocate effectively for the community.** Stakeholders appreciate the **dedication, care, and passion** demonstrated by the staff and volunteers, which further enhances PinT's reputation as a trusted and impactful organization.

Stakeholders each spoke to the following:

- Strong leadership and partnerships with stakeholders and community partners
- Inclusive and culturally safe programs and services
- Recognition as a strong advocate for the community

Quality programs and services

PinT's reputation as a highly regarded organization stems from its quality programs and services. With a comprehensive range of support available for children, families, and youth, PinT has established itself as **a trusted resource in the community**. Clients appreciate the convenience of accessing a variety of programs and services in one place, considering PinT a **"one-stop-shop"** for their needs. The organization's commitment to offering a diverse array of offerings **ensures that individuals and families can find the assistance they require**, promoting access to the **barrier-free** support they need.

Stakeholders each spoke to the following:

- Highly regarded for diverse range of programs and services
- Comprehensive range of support for children, families, and youth
- "One-stop-shop" for clients
- Commitment to accessibility and convenience

Visibility in the community

Stakeholders spoke to the increased efforts made to improve PinT's visibility in the community. PinT is seen to be taking an **active approach to community outreach**, utilizing various channels such as schools, social media, and events to engage with the community. This proactive effort allows the organization to **establish a strong presence and form meaningful connections with individuals and families**. As a result, PinT is recognized as a valuable and supportive resource, known for its commitment to serving the community's needs.

Stakeholders each spoke to the following:

- Active community engagement through schools, social media, and community events
- Strong presence and meaningful connections with individuals and families

- Valuable and supportive resource in the community

Sector Pressures

Stakeholders acknowledged the sector challenges PinT faces in delivering effective services. The **lack of affordable housing and transportation was recognized as a barrier to staff recruitment and community members' access to support.**

Additionally, participants noted PinT's increasingly **severe and complex needs**, worsened by the COVID-19 pandemic, resulting in longer waitlists and limited capacity. Participants also expressed concern over the strain on resources due to the **staffing crisis in other agencies**, which further intensifies these challenges.

Notably, many stakeholders emphasized importance for PinT to **prioritize training and preparedness** to navigate the evolving client needs and lack of specialized services.

Stakeholders each spoke to the following:

- Lack of affordable housing and transportation in the community
- Increasingly severe and complex client needs and lack of specialized services
- Longer waitlists and limited capacity
- Limited access to necessary support in small towns and rural communities
- Strain on resources due to staffing crisis in other agencies
- Prioritizing training and preparedness

Outreach and Awareness

Stakeholders discussed the challenges in outreach and education as expressed the need for PinT to work to address **misconceptions about the scope of the**

organization's offerings. It was suggested that PinT actively **update family doctors, NPS and schools** about their services to ensure accurate information reaches potential clients.

Additionally, participants in focus groups brought to attention the stigma associated with the Youth Hub, stakeholders would like to see more emphasis on its **recreational activities** and **inclusive nature**.

Navigating relationships with community partners and **managing expectations regarding referral pathways** is another area of concern. Stakeholders would like to see a commitment to **rebuilding connections** and **establishing a shared understanding** with external partners.

Stakeholders each spoke to the following:

- Misconception about the scope of PinT's offerings
- Dispelling stigma associated with the Youth Hub
- Navigating and rebuilding relationships with community partners and managing expectations.

Staff Training and Retention

Overall, stakeholders identified challenges including **preventing burnout** and addressing **workload distribution**. Many participants also highlighted the importance of **supporting the well-being of staff and providing access to mental health support**. It was noted that as the organization expands, stakeholders would like to see PinT continue to **foster open communication and equitable representation**.

Succession planning is another area of concern for PinT, discussions emphasized the need to **prepare for potential changes in the future** and ensure continuity of services.

Despite these challenges, stakeholders acknowledged PinT's commitment to creating a positive work environment and supporting their staff in delivering high-quality services to the community.

Stakeholders each spoke to the following:

- Staff training and retention present challenges for PinT in maintaining a skilled and dedicated workforce.
- Facing difficulties in preventing staff burnout and ensuring access to adequate support systems.
- Need for succession planning.

Interagency Coordination

Stakeholders recognized interagency coordination as a challenge for PinT as they navigate relationships with community partners, requiring efforts to **re-energize collaboration**.

It was noted that PinT's relationships with stakeholders, such as doctors' offices and schools, have been strained due to the pandemic, emphasizing the importance of **managing referral pathways and promoting awareness of appropriate service connections beyond directing all clients to PinT**.

Participants also recognized the need to restore relationships with other agencies, but the **staffing crisis** faced by many agencies during the pandemic has hindered PinT's ability to rely on external support.

Despite this strain on their resources, PinT remains committed to providing essential programs and services by attracting and retaining qualified staff and taking on additional clients.

Stakeholders each spoke to the following:

- PinT's relationships with community partners have been strained during COVID-19.
- Managing expectations and best practices for referrals to ensure clients receive appropriate services.
- Staffing crisis in other agencies has resulted in PinT taking on additional clients, straining their resources.

- Rebuilding relationships with external partners, particularly for the Youth Hub, is a priority for enhancing interagency collaboration and meeting community needs effectively.

Cultural Responsiveness

Stakeholders acknowledged PinT’s significant efforts of cultural responsiveness and D.E.I in their approach to providing services and shaping their organization’s culture. However, conversations emphasized the challenge of **unintentionally overlooking certain genders and identities** when focusing on specific groups. The challenge lies in maintaining an inclusive culture that not only celebrates diversity but also **ensures equitable access to services for everyone**, promoting an environment where everyone feels valued and represented.

Stakeholders each spoke to the following:

- Balancing the support and excellent programs for certain groups with addressing the needs of other genders and identities.
- Proactively addressing any disparities or gaps in services and support.
- Maintaining an inclusive culture that celebrates diversity and ensures equitable access to services for everyone.

Collaborative community approach

Many stakeholders recognize the opportunity to engage in a collaborative community approach by partnering with other agencies and providers to **address long wait lists, bridge gaps in services, and improve access to specialized care**. By working together with child and youth serving agencies, **re-engaging relationships with external partners**, and **revitalizing pre-COVID momentum**, PinT can aim to provide comprehensive support to the community and ensure equitable access to resources. The organization’s proactive and collaborative reputation can contribute to successful collaborations with other community organizations.

Stakeholders each spoke to the following:

- Engaging in a collaborative community approach by partnering with other agencies and providers.
- Addressing long wait lists and leveraging collective strengths.
- Identifying and bridging gaps in services for equitable access to resources.
- Exploring partnerships with external healthcare providers and organizations.
- Re-engaging relationships with external partners, particularly for the Youth Hub.
- Navigating relationships, managing expectations, and revitalizing pre-COVID momentum.

Innovation and flexibility

Stakeholders highlight the importance of innovation and flexibility for PinT's success in **meeting trends and advocating for clients**. This includes **revitalizing services at the Youth Hub** and investing in staff well-being.

Stakeholders recognized PinT's **open-mindedness, responsiveness to community needs, and focus on removing barriers** contribute to maintaining a healthy organizational culture and enhancing service provision.

Stakeholders each spoke to the following:

- Revitalizing wellness services at the Youth Hub and actively engaging with youth to understand their evolving needs.
- Cultivating a resilient and adaptable team capable of responding to changing community needs.
- Thinking outside the box to secure funding and resources within the community.

- Rethinking the agency and removing barriers to enhance service provision.
- Meeting families where they are and addressing their immediate needs.
- Investing in professional development and staff training.

Staff support and development

Many stakeholders recognized the importance of supporting staff and promoting their development. This includes **recognizing and valuing their contributions, fostering a supportive work environment, and offering opportunities for professional growth and development**. By implementing these measures, PinT can enhance staff retention, job satisfaction, and overall well-being.

Participants also noted the need for greater **staff training** as the growing needs of clients become more complex.

Overall, these measures contribute to staff **well-being, job satisfaction, and retention**, ultimately enhancing the organization's ability to provide high-quality services to the community.

Stakeholders each spoke to the following:

- Offering opportunities for professional growth and development.
- Addressing workload distribution to prevent burnout.
- Striving for balanced responsibility allocation.
- Promoting staff well-being, job satisfaction, and retention

Advocacy and Influence

Participants discussed opportunities for PinT to engage in strategies such as **active lobbying, raising awareness, collaborating with stakeholders, and**

advocating for increased resources to effectively address the needs of the community.

By advocating for the rights and well-being of children, families, and youth, PinT can **influence policy changes, secure necessary resources, and ensure that their voices are heard.**

Stakeholders each spoke to the following:

- Active participation in lobbying efforts.
- Raising awareness about critical issues.
- Advocating for increased resources, funding, and specialized training.
- Engaging local government and fostering collaboration