



The vision to inspire. The passion to care.



A Message From Our CEO



**PEOPLE
CENTRED**



SAFETY

**SERVICE
EXCELLENCE**



**FINANCIAL
HEALTH**



**PARTNERSHIPS &
COLLABORATION**

We are excited to introduce Banyan's Strategic Plan to 2026. This plan charts our direction through the next five years, enabling us to take bold and innovative steps to lead Banyan through the challenge of today and to build a safer community for tomorrow.

This plan was crafted in consultation with our Board of Directors after extensive input from staff, stakeholders, funders and community partners. It is built on the foundation of our mission, vision and values, and our traditions of excellence and commitment to community.

This plan sets a course for Banyan to guide how we will invest our time and resources, helping us deliver the best value to the communities we serve, now and for the years to come. This is our commitment to each other and to our clients and stakeholders for the next five years: We have The Vision to Inspire. The Passion to Care.

We will meet our commitment through five action oriented themes: People Centred. Safety. Service

Excellence. Financial Health. Partnerships and Collaboration. Through these themes, we will work with our stakeholders to improve access and pathways to complex and mental health needs of those we serve, discover new ways of working together to create a safer community, embrace and engage our talented and dedicated workforce, and partner with the clients and their families to provide quality care and support services with compassion, dignity and respect, every time.

We invite you to join us on this journey.

Kim Ciavarella

Chief Executive Officer

Mission Vision Values



OUR 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.

OUR VISION

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

OUR VALUES

Respect and Dignity

Integrity and Ethical Conduct

Equity and Inclusion

Advocacy and Social Justice

Accountability and Transparency



STRATEGIC DIRECTIONS

People Centred

OUR GOAL

Build Inspiring Places to Work & Learn

OUR TARGET

December 2023

OUR OBJECTIVES

Establish relationships with academic institutions to support targeted recruitment and professional development.

Conduct a gap analysis to determine the skills and training needed.

Implement a new talent management program that supports all employees to create skill development plans.

Develop an employee led engagement strategy.

Develop an equity, diversity and inclusion strategy that applies a generational lens.



STRATEGIC DIRECTIONS

Safety

OUR GOAL

Championing Safer Workplaces & Communities

OUR TARGET

December 2022

OUR OBJECTIVES

Assess the maturity level of Banyan's enterprise risk management program, and create a plan for improvement.

Create plan, do, study, act (PDSA) cycles to improve behavior scores and measure impacts on safety.

Establish a standardized, cross-sectional method of investigating severe/critical incidents.

Establish a working group of the Staff Quality & Risk Committee to create annual safety improvement plans.

Become significantly involved in an initiative supporting local safety priorities.



STRATEGIC DIRECTIONS

Service Excellence

OUR GOAL

Do Less
Exceptionally
Well, Instead
of Doing More
the Same Way

OUR TARGET

December 2024

OUR OBJECTIVES

Conduct a gap analysis in residential programs, focused on aligning to client needs and applying key frameworks.

Develop a strategy to enhance service delivery to clients with complex mental health needs.

Develop an engagement strategy for quality improvement.

Establish evidence informed outcomes in every program.

Develop a long-range vision and strategy for information technology.

Redesign the primary care model within youth justice programs.



STRATEGIC DIRECTIONS

Financial Health

OUR GOAL

Maintain Exceptional Stewardship & Pursue Funding Diversification

OUR TARGET

March 2026

OUR OBJECTIVES

Create policies and procedures to align with the Broader Public Sector Accountability Act.

Continuously scan for grant opportunities and submit at least two grant applications annually.

Create and implement sustainability plans for Grocer Ease and Self-Understanding and Regulating Emotions (SURE) programs.



STRATEGIC DIRECTIONS

Partnerships & Collaboration

OUR GOAL

Cultivate Strong Relationships that Drive Transformational Change

OUR TARGET

September 2025

OUR OBJECTIVES

Establish a partnership with an academic institution to explore evidence of the effectiveness of Banyan's emotional regulation programs.

Conduct a landscape analysis to determine partnerships and groups that could create the most value.

Seek out a leadership role in a key community table.

Expand upon partnerships and programs to improve food security for people of all ages with complex needs.



BANYAN

Better. Together.

banyancommunityservices.org

Charitable Business Number: 88735-5881-RR0001