

LEADING THE WAY TO STRONGER YOUTH & FAMILIES

PARENT ACTION on DRUGS
Strategic Plan
2015-2019



Introduction

PAD was begun in 1983 by a group of parents concerned about the use of alcohol and other drugs by their teenage children. Through the years, PAD has developed a substantial portfolio of services. PAD develops and provides innovative and relevant resources and services, based on current research and best practices aimed at parents, professionals and youth.

PAD is an independent, charitable, non-profit organization governed by a Board of Directors and operated by professional staff. Though our office is located in Toronto, PAD is an Ontario-wide organization whose programs and resources are used in communities across Canada.

About this Plan

In 2013, the Board and staff of PAD committed to developing a strategic plan to guide PAD's work over the 2015-2019 period. The plan outlines the vision, mission and values of our organization, our long-term strategy as an organization, and the key goals, success measures, and strategic directions that will focus our efforts over the next five years.

The plan does not attempt to outline everything we will do. It concentrates on areas where we want to realize new opportunities or sustain and build on current strengths.

The plan has been developed by members of the Board and staff of PAD and builds on a review of national and provincial strategies and priorities, as well as consultations with key partners and stakeholders. We thank everyone who contributed to the plan's development.

Nancy Bardecki
Chair, Board of Directors

Diane Buhler
Executive Director

Our Overall Aim

Our vision, mission and values define our overall strategic aim.

Our vision represents the overall outcome that we are trying to realize along with other contributing organizations. Our mission defines our unique contribution as an organization to that vision. Our values represent the core beliefs and principles that govern our thinking and actions as an organization.



Our Strategic Environment

Our long-term strategy as an organization and the specific goals, outcomes and strategic directions we will pursue for the next five years have been shaped by our assessment of the strategic environment.

We assessed the strategic environment by reviewing documents outlining national and provincial priorities and strategies related to mental health and addictions, public health, youth resiliency, prevention and family-based programming, and specific/vulnerable populations. We also consulted our board and staff members and key external partners and stakeholders to benefit from their insights on the strategic environment.

A summary of the strengths, challenges, opportunities and threats we face as an organization is shown in the two tables below. These are the situational drivers of our strategy.

Summary of PAD's Strategic Environment

Strengths	Challenges
<ul style="list-style-type: none"> • Clear, focused mission • Expertise in youth, family milieu and substance use • Reputation for effective, evidence-based programming • Strong knowledge transfer capabilities • Nimble and responsive organization • Skilled at working in partnerships • Broadened capabilities through HC Link affiliation • Improved financial position • Strengthening governance • Respected, knowledgeable, capable staff 	<ul style="list-style-type: none"> • Size of organization limits capacity, profile and reach • Uncertainty associated with program-based funding • Growing accountability demands from multiple funders and programs • Ongoing need to support volunteer board development • Board and staff succession needs and risks in a small organization • Constraints and uncertainty of current facility arrangements • HC Link/PAD affiliation beneficial but has potential to create identity confusion

Summary of PAD's Strategic Environment

Opportunities	Threats
<ul style="list-style-type: none"> • Government policy focus on health promotion, chronic disease prevention, public and population health and healthy communities • Government policy focus on needs of specific and vulnerable populations • Recognition of link between mental health and substance use and importance of early mental health • Recognition of alcohol, marijuana and prescription drugs as key substances • Recognition of importance of building a culture of moderation in alcohol consumption • Recognition of the need for programming that addresses the unique needs of different genders • Recognition of disproportionate harm of substance use by youth • Government policy focus on helping children and youth succeed and reach their full potential • Increased opportunity and impact of technology 	<ul style="list-style-type: none"> • Substance use not a high overall priority of government relative to other issues • Provincial focus on system transformation may change agency roles and structures • Government focus on aging population vs. youth with aging population • Review of Provincial resource centres supporting health promotion may create system change • Potential and upcoming elections at all levels • Continued government focus on doing more with less

Our Strategy

In response to our assessment of PAD's strategic environment, we have developed an overall strategy for the organization, as well as a series of specific goals, outcomes and directions for the next five years

Overall Strategy

Our overall strategy for the organization is to continue to focus on our current mission, build on our strengths in the areas of substance use, youth and families, and pursue staged growth to have more reach and impact. We will continue to be an independent organization and will build and expand on our current partnerships to order to deepen and broaden our reach.

To support these overall directions we will invest in our organizational infrastructure to ensure that we have the capacity to meet our service related goals and continue to attract and retain effective volunteers and staff. The overall strategy is summarized below:

Our Overall Strategy	
Element	Rationale
Build on our strengths	<ul style="list-style-type: none"> Continue to focus on our current mission, vision and values Leverage our core capabilities in substance use and the family milieu Deepen and broaden our impact Raise our profile Ensure quality, evidence-based programs and services Always be improving and changing, which is rewarding
Staged growth	<p>Growth in order to:</p> <ul style="list-style-type: none"> Reach more people to have greater impact within our mission Be at more tables and exert more influence Have the surge capacity to respond to opportunities <p>Staged in order to:</p> <ul style="list-style-type: none"> Be prudent Remain nimble Minimize risk

Our Overall Strategy	
Element	Rationale
Remain independent, but connected	<p>Independent in order to:</p> <ul style="list-style-type: none"> • Leverage and build on PAD's brand and reputation • Remain nimble and focused <p>Connected in order to:</p> <ul style="list-style-type: none"> • Leverage the benefits of and sustain current partnerships • Expand into new partnerships that will help us to reach priority and diverse populations
Invest in Our Organizational Infrastructure	<ul style="list-style-type: none"> • Sustain and support the growth of our programs and services • Attract, retain and develop effective volunteers and staff

Goal Areas, Goals, and Strategic Directions

The specific goals and strategic directions that we will pursue over the next five years are presented below. As well, we have noted the key success measures that we will use to assess our progress.

Goal Area: Quality Assurance and Innovation

Goal 1: Continuously improving programs and services	
Strategic Directions	Key Success Measures
1.1 Develop an outreach strategy to engage the input of youth and families on an ongoing basis	Establishment of new, effective mechanisms for youth and family engagement

Goal 1: Continuously improving programs and services	
Strategic Directions	Key Success Measures
1.2 Re-assess and revitalize current programs and expand expertise in core areas (e.g. resiliency)	Revitalization and expansion of one existing core program Increased knowledge base in core areas Increase in knowledge transfer service activity levels
1.3 Increase recognition of our evidence-based programs	Number of PAD programs formally recognized as best practice by other organizations or partnerships
1.4 Monitor current evidence and trends and assess possible opportunities for new or expanded services	Environmental scan framework updated annually

Goal Area: Partnerships and Promotion

Goal 2: Enhancing, productive partnerships	
Strategic Directions	Key Success Measures
2.1 Leverage relationships developed in one program to another (e.g. SFPY to Peer Education)	Two program relationship transfers completed per year
2.2 Evaluate and develop new partnership opportunities	Potential new partnerships identified and assessed for fit against defined criteria
2.3 Maintain and enhance our partnership with HC Link	Increased subject matter expertise from PAD on HC Link landscape Increased ability to build on expertise of PAD's HC Link staff within PAD

Goal 3: Enhancing promotion and engagement	
Strategic Directions	Key Success Measures
3.1 Develop a plan to make ourselves better known to more parents and families	Increased uptake of resources/information by families Increased number of social media followers
3.2 Strengthen and expand our promotion and engagement with current intermediary audiences	Plan for expansion developed
3.3 Increase the uptake of our programs and services by new intermediary audiences (e.g. police, recreation sectors)	Higher proportion of intermediary service users are non-public health agencies

Goal Area: Organizational Effectiveness

Goal 4: Increasing learning and development	
Strategic Directions	Key Success Measures
4.1 Develop and implement an ongoing and robust Board orientation process	High levels of Board satisfaction with orientation process
4.2 Develop and invest in a regular professional development/education program for Board and staff	High levels of Board and staff satisfaction with education program Mentoring plan in place for Board and staff
4.3 Create opportunities for Board and staff to engage with each other and discuss PAD's work	High levels of confidence among Board and staff in Board directions and decisions

Goal 5: Strengthening Governance	
Strategic Directions	Key Success Measures
5.1 Develop and implement a plan for organizational succession	Plan for organizational succession developed and implemented
5.2 Develop a needs/skills matrix for Board positions and conduct an annual survey to assess needs and gaps	Needs and skills matrix developed for Board Board positions filled with desired skills
5.3 Review by-laws regarding Board member terms of office	By-law review completed and recommendations brought to Board
5.4 Evaluate our governance effectiveness	Overall board performance criteria defined and regular evaluations of governance effectiveness completed

Goal: Financial Sustainability

Goal 6: Enhancing Funding and Facility Arrangements	
Strategic Directions	Key Success Measures
6.1 Develop and implement a plan to access new funding sources and partners, including exploring corporate sponsorships	Increased proportion of unrestricted funding (% to be determined) Increased number of funding sources accessed Increased overall level of funding available
6.2 Develop a contingency plan for alternative facility arrangements	Contingency plan for alternative facility arrangements in place

Implementing the Plan

The Board and staff will work together to develop an overall timetable for implementation of the strategic plan over the next five years. Detailed implementation plans will also be developed that will include the actions, responsibilities, and timeframes for implementing each strategic direction. An implementation plan template has been developed to guide this work.

The Board and staff will monitor and report on progress made in implementing the plan. The monitoring plan will focus on what actions have been taken and what results have been achieved relative to each desired outcome.

Progress in implementing the strategic plan will be considered as part of board and staff performance evaluation.

The strategic plan will be reviewed and updated annually to ensure that the goals, key success measures and strategic directions are still relevant. A new strategic plan will be developed no later than 2018 to guide work in 2020 and beyond.

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