

STRATEGIC PLAN

In March 2022, Ray of Hope’s Board of Directors and Senior Management Teams developed the **2022-2025** strategic plan. The plan identifies five goals to help Ray of Hope meet its Mission, Vision and Action statements. The goals are interrelated and not listed in any order or priority; all are equally important.



GOALS				
<p>GOAL 1 <i>Become faith-based employer of choice</i></p>	<p>GOAL 2 <i>Refocus and Refresh Youth Support Services</i></p>	<p>GOAL 3 <i>Refocus and Refresh Employment Services</i></p>	<p>GOAL 4 <i>Advocate and prepare for expanded Youth Justice programs</i></p>	<p>GOAL 5 <i>Improve access to health care in Community Centre</i></p>
<p>STRATEGIES</p> <p>ROH has a strategy & culture that encourages retention</p> <p>Review recruitment, onboarding and orientation strategies and practices to ensure all employees are prepared for their role</p> <p>Develop programs to ensure current and future leaders have the necessary tools and to recognize the growth potential in our employees</p> <p>Develop and implement a diversity plan that has a focus on inclusive excellence.</p>	<p>STRATEGIES</p> <p>Ensure there is a clear understanding of and commitment to Continuum of Services</p> <p>Ensure YSS has a Comprehensive Marketing Plan</p> <p>Expand YSS Residential Services to include no wait beds and pre and post treatment program</p> <p>Develop an enhanced trades program with potential social enterprise</p> <p>Advocate for enhanced funding from Ministry of Health</p>	<p>STRATEGIES</p> <p>Ensure there is a clear understanding of the ES program</p> <p>Secure funding to continue ES</p> <p>Develop marketing strategies to ensure Persons supported are aware of ES</p> <p>Ensure Donors are aware of services offered by ES</p> <p>Ensure that Employment services is able to offer quality education, placements for trainees</p>	<p>STRATEGIES</p> <p>Continue to advocate with MCCSS for expanded funding</p> <p>Continue to evaluate and enhance programs for youth in custody</p> <p>Ensure orientation and onboarding meet needs of programs</p>	<p>STRATEGIES</p> <p>Work with community partners to understand needs of people we support and how we can best serve them without duplicating services</p> <p>Ensure there is appropriate and adequate space for onsite health facilities</p>
<p>RAY OF HOPE ALL All governance and program areas of Ray of hope have comprehensive policy and procedures that meet accreditation standards</p> <p>Ensure all programs, communications and documents adopt People First, Strength Based and Trauma Informed Language and Practices</p>				