



2021-2026 Strategic Plan

Collaboration, Innovation & Investment



Renascent®

The road to recovery starts here.



Table of Contents

Message from the CEO & Board Chair of Renascent Fellowship and Foundation..... 3

Mission, Vision, and Values 4

Our Strengths 5

Roadmap: Strategic Initiatives

- 1. Program Development & Scope 6
- 2. Funding, Partnerships & Business Development 8
- 3. Diversity & Inclusion..... 10
- 4. People and Infrastructure 12

Stakeholder Engagement Groups 15

Environmental Scan: SWOT 16

Themes Heard from Surveys and Interviews..... 17

Special Thanks to KPMG LLP

Renascent acknowledges the outstanding work of KPMG LLP in leading the development of our 2021-2026 Strategic Plan: Collaboration, Innovation, and Investment. Their services were provided on a pro bono basis to Renascent, as part of KPMG LLP's commitment to supporting mental health and people living with addiction. Their support and guidance has been integral to the creation of this visionary five-year plan.



Collaboration, Innovation, and Investment

We are proud to introduce **Renascent's 2021-2026 Strategic Plan: Collaboration, Innovation, and Investment** – a roadmap that builds upon our organization's strengths and legacy to guide us steadfastly over the next five years. Our new strategic plan has been shaped by the input and experiences of Renascent's many clients, staff, donors, alumni, partners, and stakeholders within many marginalized populations to address health equity gaps within our current system. The new plan reflects our collective passion and commitment to creating healthier communities today, and into the future.

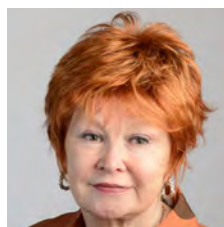
As a leader in the field of addiction and mental health treatment, we remain driven by our Mission, Vision and Values – which have been refreshed as a part of the strategic planning process. As we developed this new Mission, Vision, and Values along with our Strategic Plan, we carefully considered the changing needs of our communities and the many people and organizations who enable our high-quality addiction treatment.

Renascent has played a unique and pivotal role in supporting the recovery of tens of thousands of people for over 50 years. Looking ahead, our focus will be on advancing four strategic pillars: Program Development and Scope, Funding, Partnerships & Business Development, Diversity and Inclusion, and People and Infrastructure. Through these pillars, we commit to working in **collaboration** with others to lead change across our sector; driving **innovation** to support the best client outcomes; and ensuring sustained **investment** into our people, programs and services.

This is an aspirational and visionary plan – that will prepare us to meet the opportunities and challenges ahead. Thank you to its many contributors. We look forward to tracking our progress and celebrating our achievements over the next five years. We will remain responsive to our constantly changing environment and steadfast in our commitment to supporting clients on *the road to recovery*.



Laura Bhoi, CEO
Renascent Fellowship and Renascent Foundation



Sue Jaffe, Chair of the Board
Renascent Fellowship and Renascent Foundation



Mission, Vision, and Values

Mission

Renascent helps save lives through compassionate, transformative, evidence-based addiction and mental health programs.

Vision

All individuals, families and loved ones impacted by addiction will have timely access to comprehensive, person-centred and evidence-based treatment.

Values

At Renascent, values drive everything we do. They are our guiding principles. They keep us grounded, positive and hopeful.

Compassion

We are driven by gratitude and a passion to help individuals recover from addiction and mental health challenges. We work with compassion, respect, empathy and understanding.

Integrity

We lead by example, with integrity and honesty.

Community

We believe in the spiritual healing power of connection which we incorporate in our work with individuals, families and loved ones.

Diversity and Inclusion

We are committed to creating a physically, psychologically and culturally safe and inclusive environment for all. We strive to provide open and equitable access to individuals, families and loved ones, and to employees and individuals seeking employment.

Lived Experience

We value the lived experience of our team members, that contributes to therapeutic alliance and a deep understanding of addiction and related mental health challenges.



Our Strengths

Treatment Approach

- Strong integration of evidence-based psychosocial and addiction medicine treatment
- Person-centred, strengths-based approaches
- Abstinence-based approach for harmful addictive substances
- Strong facilitation of 12-step engagement and culture of service, honesty and empathy anchored through the 12-step model
- Staff with lived experience
- Strong adherence to our treatment program approach across the organization
- Funded and economically feasible treatment
- Gender supportive programs

Family & Loved Ones

- Commitment to the provision of focused services to support families, loved ones, including children
- Active outreach to family and loved ones

Culture & People

- Dedicated, mission-driven teams and culture created by staff's commitment to helping those with addiction
- Strongly held shared values
- Culture of support exists across teams and client communities in the treatment centres/programs

Alumni & Recovery Network

- Treatment team focuses on connecting clients with other alumni and 12-step/peer support following treatment
- Alumni gain the support that comes from being connected to the recovery community
- "You are an alumni for life" – Alumni are welcome back any time

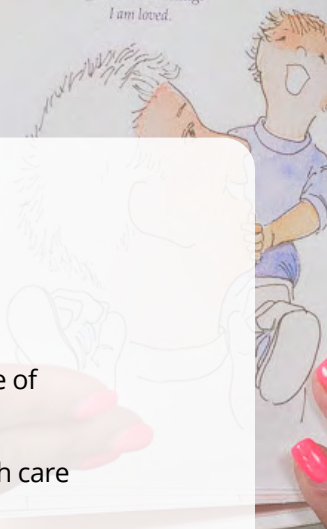


ROADMAP: STRATEGIC INITIATIVE 1

Program Development & Scope

- **Scope/Capacity:** Serve more people, decrease wait times and meet a broader range of needs through development of inpatient and outpatient programs
- **Better meet people's needs** through increased medical & concurrent mental health care in treatment
- **Improve access/reduce barriers** to treatment related to withdrawal, physical and mental health
- **Develop and integrate** Family, Continuing Care and Alumni Programs through the continuum of care
- **Strongly integrate** program evaluation

IT'S NOT ENOUGH
that I am loved,
I have to also feel it.
Show your love in ways I understand.
Working hard for me, all day,
means nothing to me now,
but hugs and words,
especially play
give me the feeling:
I am loved.





ROADMAP: STRATEGIC INITIATIVE 1

Program Development & Scope

Year 1: FY 2021-22

- Launch Publicly Funded Virtual Intensive Treatment Program (VITP) Model
- Launch program evaluation for VITP
- Build medical resource capacity
- Revision of Continuing Care & Alumni programs
- Begin to build evaluations for other programs and services, and data analytics

Year 2: FY 2022-23

- Program evaluation and continual development of new VITP
- VITP Expansion – Fee For Service option
- Launch of new Electronic Medical Records
- Continued development of medical resources (nursing/physicians/psychiatry)
- Case management embedded in inpatient treatment for all clients
- Implementation of redesigned Continuing Care and Alumni Programs
- Clinical supervision for clinical staff

Year 3: FY 2023-24

- Acquire and establish robust internal data systems
- Complete a formal evaluation of VITP
- Inpatient formal program evaluation in progress
- Family and Children's Program evaluation in progress
- Continuing Care Program evaluation in progress



Year 4: FY 2024-25

- Expansion of inpatient capacity
- Implementation of evidence-based programming for Concurrent Trauma, Bipolar Disorder, Attention Deficit Hyperactivity Disorder, Acquired Brain Injury, etc.

Year 5: FY 2025-26

- Published research on Renascent's Programs
- Ongoing quality improvements, program development based on continual stakeholder feedback



ROADMAP: STRATEGIC INITIATIVE 2

Funding, Partnerships & Business Development

- **Deepen system and government relations** to increase publicly funded treatment
- **Build relationships** with aligned Foundations/Organizations to raise funds to support addiction services
- **Grow Fee for Service Model** to meet the needs of more people, and create growing revenues for programs
- **Continually educate the public** and build relationships with donors and community in support of addiction services



ROADMAP: STRATEGIC INITIATIVE 2

Funding, Partnerships & Business Development

Year 1: FY 2021-22

- Define Strategic Partnership Framework
- Continued collaboration with existing system partners
- Define a phased approach to Client Mapping Journey and digital transformation to identify changing needs and perspectives of clients and families
- Brand-building through strategic marketing and communication initiatives
- Redevelop Fee for Service Program Offerings based on changing bed capacity levels
- Grow fundraising revenue by 20%

Year 2: FY 2022-23

- Identify key strategic partnerships
- Continued collaboration with existing system partners
- Execute Phase 1 of Client Mapping Journey and digital transformation
- Develop IT needs assessment
- Identify new funding/revenue opportunities for programs
- Brand-building through strategic marketing and communication initiatives
- Fundraising revenue goal: \$900,000

Year 3: FY 2023-24

- Advance strategic partnership initiatives
- Continued collaboration with existing partners
- Execute Phase 2 Client Mapping Journey and digital transformation
- Implement IT solutions
- Identify new funding/revenue opportunities for programs
- Brand-building through strategic marketing and communication initiatives as above
- Fundraising revenue: \$1 million



Year 4: FY 2024-25

- Advance strategic partnership Initiatives as previously identified
- Continued collaboration with existing system partners
- Execute Phase 3 Client Mapping Journey and digital transformation
- Identify new funding/revenue opportunities for programs
- Brand-building through strategic marketing and communication initiatives
- Fundraising revenue goal: \$1.25 million

Year 5: FY 2025-26

- Advance strategic partnerships Initiatives as previously identified
- Continued collaboration with existing system partners
- Evaluate Client Mapping Journey and digital transformation
- Identify new funding/revenue opportunities for programs
- Brand-building through strategic marketing and communication initiatives
- Fundraising revenue doubled, contributing \$1.5 million annually



ROADMAP: STRATEGIC INITIATIVE 3

Diversity and Inclusion

- **Ensure our teams/Boards** reflect our communities
- **Create spaces** that are safe for all identities and social economic realities
- **Deliver initiatives** that will be based on best available research and active engagement of stakeholders
- **Work with organizations** serving marginalized populations – to break the barriers for access to treatment



ROADMAP: STRATEGIC INITIATIVE 3

Diversity and Inclusion

Year 1: FY 2021-22

- Adopt a dimensional approach to diversity and inclusion formalized
- Vision statement for each dimension developed
- First action item in each dimension defined
- Diversity and Inclusion educational series planned and underway

Year 2: FY 2022-23

- Diversity and Inclusion Plan is understood and consistently messaged by all levels of leadership
- Diversity and Inclusion is a natural topic and consideration in all planning activities
- Review of physical spaces, program and materials to eliminate marginalizing components
- Recruitment priorities selected through best available population data, best practices and organizational alignment with population health needs

Year 3: FY 2023-24

- Comprehensive referral and consultation network of population specific partners
- Internally generated data robust enough to guide population specific quality improvement
- Intentional additions to physical space, programs and materials guided by subject matter expert stakeholders
- Establish specific Key Performance Indicators, including deliverables and timelines designed and actioned for all positions



Year 4: FY 2024-25

- Establish evidence-based program streams for targeted marginalized populations
- Recruitment network in active regular use for targeted diverse team building
- Renascent health equity advocacy and mentorship activities designed
- Internal measurement of diversity, inclusion quality improvement initiatives universally collected, analyzed and presented

Year 5: FY 2025-26

- Health equity advocacy and mentorship activities implemented in health system, education system, public and government
- All diversity and inclusion decisions, initiatives and planning supported by robust internal measures, organization experience, stakeholder input, subject matter expert involvement and research supported best practices



ROADMAP: STRATEGIC INITIATIVE 4

People and Infrastructure

- **People:** Create a supportive working environment and culture where employees have rewarding development opportunities and receive competitive compensation
- **Data Systems:** Implement effective IT infrastructure to support security, privacy & strong data analytics
- **Properties:** Develop or change properties/facilities to meet needs of clients, teams, break down accessibility barriers



ROADMAP: STRATEGIC INITIATIVE 4

People and Infrastructure



Year 1: FY 2021-22

People

- Prioritize employee support, foster environment of respect, trust and open communication
- Provide valuable, targeted professional development
- Recruit for expanded programs
- Launch leadership training and education development
- Implemented employee compensation increase in June 2021

Data Systems

- Information Systems: Needs Assessment; Telephony Renewal; New Payroll System
- Selection of new Electronic Health Record

Property

- Re-evaluation of facility needs given post-pandemic lens, potential of additional funded beds, and developing virtual and outpatient program models

Year 2: FY 2022-23

People

- Prioritize employee support, foster environment of respect, trust and open communication
- Provide valuable, targeted professional development
- Execute an Employee Benefit survey evaluation, evaluate and optimize benefit plan
- Address compensation needs within the scope of Bill 124
- Develop formalized recruitment and retention strategy, incorporating diversity and inclusion goals
- Continue leadership training and education development

Data Systems

- Electronic Health Record Implementation
- Upgrade Fundraising and Financial Management Tools
- Conduct needs assessment for Customer Relationship Management, Intranet and Human Resources Information System

Property

- Engage Senior Project Leader to lead Property Investment and Development Initiative
- Board to determine property investment and development plan to meet future needs





Year 3: FY 2023-24

People

- Prioritize employee support, foster environment of respect, trust and open communication
- Provide valuable, targeted professional development
- Optimize compensation increase within scope of Bill 124
- Implementation of recruitment and retention strategies
- Implement 360 Feedback Process for Leadership Positions

Data Systems

- Select Customer Relationship Management and Human Resource Information System
- Conduct needs assessment for IT programs/infrastructure

Property

- Implement property investment and development plan, to support capacity expansion and accessibility.
- Maintain current service levels

Year 4: FY 2024-25

People

- Prioritize employee support, foster environment of respect, trust and open communication
- Provide valuable, targeted professional development
- Address compensation needs within the scope of Bill 124
- Evaluation of employee recruitment and retention strategies, including progress in meeting diversity and inclusion goals

Data Systems

- Review optimization of IT framework
- Customer Relationship Management and Human Resources Information System implementation

Property

- Continued implementation of property investment and development plan, to support capacity expansion and accessibility
- Maintain current service levels

Year 5: FY 2025-26

People

- Prioritize employee support, foster environment of respect, trust and open communication
- Provide valuable, targeted professional development
- Conduct Compensation Benchmarking review and make competitive improvements, as is financially possible
- Develop, execute assess employee survey

Data Systems

- Exploration/ continued upgrade of technology needs

Property

- Operating in newly developed or re-developed facilities
- Continually evaluating needs of programs



Stakeholder Engagement Groups

- Health Equity Impact Groups
- Community Partners
- Correctional Institutes
- Clients and Families on Waitlist
- Alumni
- Donors
- Renascent Staff, Medical Directors, Board Members

Renascent thanks the many internal and external stakeholders whose input has been integral to creating our 2021-2026 Strategic Plan: Collaboration, Innovation, and Investment. Thank you for your ongoing support for our organization and the many clients and communities we serve.

The following community partners shared their insights through in-depth interviews: Centre for Addiction and Mental Health (CAMH), Pieces to Pathways (Breakaway Community Services), Good Shepherd Toronto, Toronto Bail Program, Native Child and Family Services of Toronto, TAIBU Community Health Centre, and Elizabeth Fry Toronto.



Environmental Scan: SWOT

Strengths

- Dedication to our clients and commitment to our Mission of facilitating recovery and helping to save lives
- Strong abstinence-based, person-centred programs
- Strong facilitation of 12-step engagement and culture of service, honesty and empathy anchored through the 12-step model
- Diversified revenue model compared to many in the sector
- Positive reputation in the communities we serve
- Counsellors have lived experience, often cited as a strength by clients
- Strong asset position due to ownership of properties

Weaknesses

- Technology and data systems are not integrated, and there is a lack of easily accessible data. Need to strengthen information systems for efficiency, effectiveness, and security, privacy
- Limited inpatient capacity due to COVID-19 pandemic
- Facilities need improvements or changes to meet changing environment, needs of clients and teams, and to improve accessibility
- Renascent still has significant work to do in development of policies, approaches and programs to address systemic discrimination, racism, and inequity

Opportunities

- Break down barriers in communities, addressing needs of racialized people, LGBTQ2S+ people, seniors, youth, and women
- Creativity in program design and delivery including enmeshment of virtual and in-person care
- Building partnerships: meet shared goals and build revenues
- Meet the growing needs of communities – both public and Fee For Service funded
- Invest in technology to measure our results and build strong metrics and program evaluation to demonstrate our impact
- Leverage assets: investment and/or property review

Threats

- Economic uncertainty impacts fund-raising and revenue generation challenging
- Risk of loss of government funding
- Ongoing and future pandemics
- Potential decline of property values
- Potential loss of health care focus on addictions through healthcare system restructuring and healthcare funding models
- Loss of focus on psycho-social treatment models, with medicalization of addiction and mental health treatment



Themes Heard from Surveys and Interviews

Staff Highlights

What are the top five pressing needs of our clients/families?

1. Timely Access to treatment/support
2. Integrated and ongoing mental health care
3. Safe housing or recovery home
4. Integrated and ongoing medical care
5. Ongoing Continuing Care

Top areas of opportunity for Renascent:

1. Increase in beds/facilities and improve accessibility in those facilities
2. More diverse hiring and staff representation, along with cultural competency training on Racialized People/Groups
3. Community engagement with marginalized groups, such as BIPOC, LGBTQ2S+ people, Transitional Aged Youth (age 16 to 29)
4. Increase mental health consults/counselling
5. Expanded alumni/continuing care supports

Alumni Highlights

What did you feel Renascent did well during your time in the program?

- Helped me to understand my addiction and underlying issues
- Support and understanding from staff who had once been there
- Interaction between fellow residents, and the understanding and support for one another

Challenges of the Program at Renascent:

- After graduation, the shock of returning to the real world - graduated reduction in programming might help
- The other residents – varying motivations/ circumstances that brought people there
- Being away from family, limited time to use devices to communicate with loved ones



Community Partners

How could we work better together to address issues and close gaps in support services being offered to the communities you serve?

- Formalized processes and partnering agreements across agencies to aid with seamless transition in treatment and recovery journey
- Lobby to increase residential treatment spaces – especially for women and indigenous people
- More drop-in services, evening groups, outreach/ community supports to assist with that stabilization prior to programs and post programs

Where do you see our journey towards system integration?

- **2 years:** Better coordination and collaboration with partners, formalized agreements, an online addictions residential treatment waitlist for partners to register clients
- **5 years:** Post-treatment support services outside of 12-step groups and increased diversity of evidence-based treatment offerings for more tailored and client-centered care
- **10 years:** Central intake for treatment and hub to find where beds are available, full integration across partners, advancements in the field of addiction medicine and psychosocial interventions leading to more effective treatments, allowing us to shift focus to prevention

Waitlist

Why choose Renascent?

- Heard it was a good program and highly recommended by friend, family, and word-of-mouth
- Website described exactly what was being sought
- To try again (recovery after relapse)

How did you first hear about Renascent?

1. Friend/Family
2. Other: CAMH, AA, physician, prison
3. 12-Step community member
4. Website
5. Withdrawal Management/Detox



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