



# STRATEGIC PLAN 2022-2025



**centering  
client &  
community  
care** 



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# STRATEGIC PLANNING CONTEXT

The Central Toronto Youth Services (CTYS) undertook strategic planning at a time of increased need for responsive mental health services. As the health pandemic persists, the perceived mental health of Canadian youth has declined. Research shows over half, (57%) of participants aged 15 to 17 reported that their mental health was somewhat worse or much worse. This development corresponds to the increased engagement of mental health services among youth. In 2020, young Canadians engaged the Kids Help Phone about 4.6 million times, up from the 1.9 million connections in 2019.

These events are unfolding alongside a renewed anti-racism movement; raising questions on the racial and cultural disparity in the health care sector, including the delivery of mental health and wellness services.

This increased demand for mental health services is expected to remain as we enter and navigate post-pandemic recovery. In this context, CTYS is positioned to be a sector leader in delivering responsive and equitable mental health support to youth, young adults, and their families.

# MESSAGE FROM

**HEATHER SPROULE**  
**EXECUTIVE DIRECTOR**



**STEPHANIE WANG**  
**BOARD CHAIR**



**BATOOL NAWAB**  
**BOARD MEMBER**



We are proud to introduce our new strategic plan for the period 2022 – 2025. This plan is meant to represent a vision created to drive innovation, growth, sustainability, accountability, and impact. Above all, the plan renews and strengthens our responsibility to serve our young people and their families in ways that enable them to succeed and thrive.

The commitments we have identified build on the considerable success of our 2017/2021 plan which allowed us to build capacity through new revenue investments create culturally grounded programs for Black youth, substantial growth in partnerships and collaboration, and a more effective governance model affected by broader and more meaningful representation, a more dynamic staff and client engagement and a deeper, more resolute dedication to equity, inclusion anti-Black racism. This includes embedding EI & AR authentically, actively, and intentionally within our organizational culture: our clinical practice, ways of thinking, governing, managing, and relating to each other. And finally being vocal and constructive advocates for the removal of systemic barriers and better services for equity-seeking populations needing CHMH services.

We chose to title this new plan, “Centering Client and Community Care” which is meant to underscore our responsibility to be client focused and mindful of the context of the community and all who live within. We have sharpened the articulation of our mission and values so as to further highlight our dedication to equity, inclusion, and ABR and so that we can be held more publicly accountable for our efforts.

Other priorities include :

- More measurement-based care
- A continued focus on partnerships, collaboration, and opportunities for integration to expand the spectrum of services
- Determine informed, innovative ways of working in a post-pandemic future state
- Participate as vocal and influential participants around need changes within the broader child and youth mental health system
- Engaging greater influence of both clients and families in service design, the identification of gaps, and servings as partners in all that we do.

Finally, we are grateful to the many clients, staff, community partners, funders, and Board members for your strategic input, knowledge, advice, and support while we were developing this plan We also want to acknowledge and thank our Steering Committee members and our consultants ( name firm) who worked to ensure our plan was deliverable, relevant and infused with integrity.

We are excited to move forward.



## **VISION**

We envision an equitable society where mental wellbeing supports are accessible, responsive and meet the needs of youth, young adults and their families.

## **MISSION**

CTYS provide equitable evidence-informed mental health services to youth and young adults supporting them to strengthen their mental wellbeing to thrive in their families and communities.

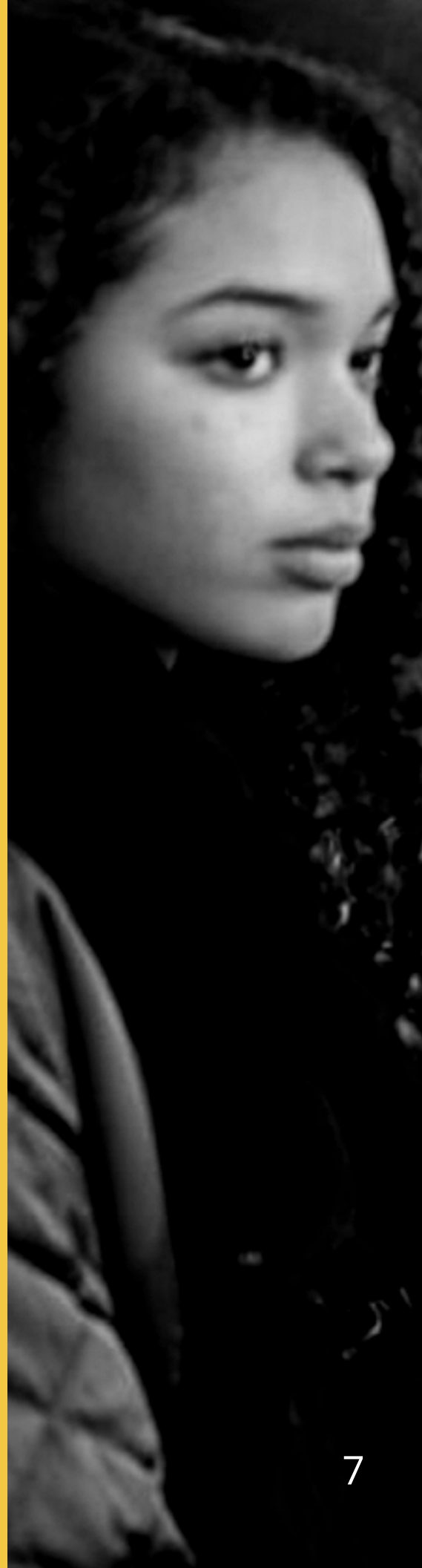
# VALUES

## SERVICE EXCELLENCE & SECTOR LEADERSHIP

- Engage and value diverse approaches, perspectives and contributions to advance service quality and outcomes.
- Sustain service excellence by cultivating collaborative and strategic partnerships
- Work collaboratively with clients, lead agencies and partners to create and improve the system of care for youth accessing mental health

## EQUITY SEEKING, PROMOTING AND DRIVEN

- Embed, practice, and promote strategies/services that are anti-racist, anti-oppressive, and anti-discriminatory to co-build an equitable society in which youth thrive.
- Honour and implement diversity and inclusion practices that are anti-discriminatory, anti-prejudice, and anti-racist.
- Respect for individual identity, beliefs, and lived experience and their contributions to CTYS agency success.
- Speak out against systemic discrimination that threatens our clients' mental health.
- Collaboratively advocate for the resources required to reach young people who have no/limited access to needed services.



# VALUES

## YOUTH, YOUNG ADULTS & FAMILY FOCUSED

- Responsive to mental health needs/goals of youth, young adults, and families.
- Implement evidence-based research and practices to deliver result-driven services.

## COLLABORATION & ACCOUNTABILITY

- Strive to enhance and sustain public trust in CTYS service delivery through our commitment to fostering transparent and accountable relationships with clients, funders, and community stakeholders.
- Strengthen and sustain opportunities, partnerships and an integrated service delivery through strategic fund development, accountability, and diversifying partnerships.
- Sustain service excellence by cultivating collaborative and strategic partnership.

## ADVOCACY TO SUPPORT YOUTH LEADERSHIP

- Create, support, and facilitate safer/braver spaces for youth/young adults to demonstrate peer leadership and advocacy to improve mental health support services.
- Work collaboratively with youth and young adult clients, valuing their feedback to support and improve the system of care accessing equitable mental health support.





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## SERVICE EXCELLENCE AND ADAPTABILITY

### OBJECTIVE

Expand CTYS service reach, strategic partnership, and remote clinical service delivery to strengthen the mental wellbeing of youth, young adults, and their families.

### ACTIVITIES

1. Advance technology and staff competency to deliver virtual/hybrid services.
2. Increase CTYS organizational visibility and service delivery for youth and their families in underserved communities.
3. Develop an evaluation framework with key performance indicators.
4. Increase cultural services and approaches to mental health and wellbeing.

2

## SUSTAINABILITY & COLLABORATION

### OBJECTIVE

CTYS aims to achieve sustainability and sector leadership through strategic fund development, diversified partnerships, and building cross-cultural collaboration.

### ACTIVITIES

1. Diversify and deepen community-based partnerships.
2. Establish strategic alliances to achieve sustainability.
3. Cultivate strategic leadership and front-line delivery partnerships.

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## EQUITY IN PRACTICE & SERVICE DELIVERY

### OBJECTIVE

CTYS strives to build an equitable society in which youth thrive by embedding, practicing, and promoting strategies that are anti-racist, anti-oppressive and anti-discriminatory.

### ACTIVITIES

1. Review procedures and processes using an equity lens to identify and address gaps.
2. Expand culturally relevant services that offer clients ancestral specific approaches to mental health and wellbeing.
3. Increase partnerships with BIPOC organizations that deliver culturally relevant health and social services
4. Increase capacity and commitment for consultation and needs assessment with marginalized populations to develop programming.

4

## COMMUNITY ENGAGEMENT & AWARENESS BUILDING

### OBJECTIVE

Increase awareness of CTYS as sector leaders in delivering equitable mental health and wellness support for youth, young adults, and their families.

### ACTIVITIES

1. Implement strategic outreach, collaborations, and media/technology to raise awareness.
2. Engage and build service alliances with underserved and BIPOC communities.

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## SUPPORT YOUTH LEADERSHIP IN MENTAL HEALTH ADVOCACY

### OBJECTIVE

Create, support and facilitate safer and braver spaces for youth/young adults to build and demonstrate peer leadership and advocacy to improve mental health support services, and to create and support community spaces.

### ACTIVITIES

Empower youth and young adults to influence service delivery by championing their ideas on youth mental wellbeing.

# centering client & community care





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**[WWW.CTYS.ORG](http://WWW.CTYS.ORG)**

Developed in partnership with

