



2023-2026

Strategic Plan

Our Evolution

For over sixty years, Surrey Place has been a leader in providing clinical services to individuals and their families. Our services, which began with developmental disabilities, have now grown to meet the diverse needs of people of all ages. We pride ourselves on being recognized as a trusted partner and an expert in the sector, rooted in an approach that empowers both our client and their circle of care.

We are excited to share our new vision, mission and values that complement Surrey Place's evolving direction.

Our Vision

Everyone receives the specialized services they need to lead a healthy and happy life.

Our Mission

We deliver excellent clinical services and empower individuals and families at every stage of their lifelong journey.

Our Values

Accountability: We take responsibility for our actions, seek stakeholder feedback, and continuously improve our services through transparent, professional and ethical conduct.

Collaboration: We believe the best clinical care is co-designed through

collaborative efforts between individuals, families, healthcare providers, and other stakeholders.

Evidence-Informed: We continually evaluate and improve our services based on the latest research and strive to be innovative in designing clinical services that advance our sector.

Inclusion: We create a welcoming environment that celebrates diversity, eliminates barriers to accessing our services, and values the right to belong.

People-focused: We build meaningful relationships with individuals and families, respecting their values and beliefs and empowering them to make informed decisions about their care.

Our Framework

The Approach

Surrey Place will embark on a journey over the next three years with a clear goal of turning ideas into tangible impact.

Key Components for Success

1. An effective strategic plan sets the foundation for a clear, focused future, uniting the overarching goal and guiding principles.
2. Our strategic plan is shaped by our strategic directions, which provide a clear focus for our work while allowing us to respond and adapt as circumstances evolve over the coming years.
3. Each of our strategic directions includes a corresponding set of tangible commitments.

4. Together, our strategic directions and commitments provide a robust framework for developing annual operational plans with achievable objectives and measurable outcomes.

The Overarching goal

With a focus on service excellence and strong partnerships, Surrey Place will solidify its position over the next three years as a resilient and innovative organization that puts client experience at the forefront, even amidst an ever-changing landscape.

The Guiding Principles

Grounding our strategic plan are five guiding principles. These principles will be the common elements that interconnect our strategic directions. Together, they respond to the impacts of recent years and the ever-changing healthcare landscape

and reinforce the future of our organization. The principles inform and influence decision-making and have actionable and measurable inputs to achieving our strategic directions and upholding our commitments.

Collaboration and Partnership: rooted in relationships, we will approach all interactions through the lens of reciprocal connection, knowing we can accomplish more together.

Communications: rooted in a collaborative and co-created approach, we will continue to be intentional about our internal and external communications efforts, ensuring we offer clarity for our staff, our clients, their caregivers, and our valued partners.

Equity, Diversity, Inclusion & Accessibility (EDIA): rooted in respect and empathy, we are actively embedding EDIA in everything we do, ensuring welcoming and collaborative experiences for everyone.

Leading Change: rooted in communication and transparency, we will think critically

about the impacts of change in responding to and co-designing the implementation of new initiatives.

Quality: rooted in an ongoing commitment to organizational excellence, we will continue to hold ourselves to the highest standard, delivering quality services to our clients, caregivers and partners.

The Strategic Directions

Our new three-year strategic plan marks the beginning of an exciting new chapter in Surrey Place's history. The plan focuses on these three strategic directions:

- Sustainability Through Change
- Accessible and Exceptional Service
- Culture of Resilience

We are excited about the possibilities the future holds, and we are eager to embrace the opportunities presented by our new three-year strategic plan.

Overarching Goal & Guiding Principles

Strategic Directions

Three-year Commitments

Annual Operational Plan

Our 2023-2026 Strategic Plan

Sustainability Through Change

By March 31, 2026, Surrey Place will have solidified business models that effectively respond to the changes in service delivery and enhance our long-term sustainability and adaptability as an innovative organization.

At Surrey Place, we know that innovation, adaptability, and resiliency must be present to best serve our communities through the ever-changing landscape. Our foundation is strong, and we will leverage our experience to realize sustainable, healthy organizational growth.

As service models evolve, the needs of those we serve, the increase in complexity, and our team grows, we will prioritize creatively diversifying our sources of funds, exploring strategic partnerships, and building capacity across the sector.

Focusing on a strong, sustainable organization will ensure that people continue to receive the exceptional care and service they need.

OUR COMMITMENTS:

Leveraging Autism paid services models into sustainable not-for-profit revenue generation.

We will further our understanding of evolving funding models, enhancing our adaptability and ability to apply new revenue, increasing sustainable and accessible service delivery.

Expanding business-to-business (B2B) not-for-profit revenue opportunities to build capacity across the sector.

We will leverage our extensive knowledge and experience, partnering with fellow service providers to build service capacity through skills training and knowledge and resource sharing.

Building our capacity for fund development.

We will continue to explore opportunities to leverage Surrey Place's strong reputation to generate new revenue sources and funding support, from both the public and private sectors, such as accessing grants, raising funds, and engaging in corporate investments.

Investing in people, technology, systems upgrade, and creating infrastructure.

We will commit resources to ensure that, as an organization, we have the tools, technology, and workforce to deliver excellent services, building systems and efficiencies as we go.



Our 2023-2026 Strategic Plan

Accessible and Exceptional Service

By March 31, 2026, Surrey Place will have bolstered its reputation for delivering quality, evidence-informed and impactful services. We will have continued our commitment to co-design and client engagement, increasing the integration of lived experience into how we develop and deliver our services and support clients as they navigate their journey.

At our core, Surrey Place exists to partner with those who need us and to co-create a path that provides access to high-quality services to help improve their lives. It is where our conversations begin and is the cornerstone for measuring our impact and success.

We value the lived experiences and unique circumstances of the individuals who work

with us. We are committed to increasing engagement in program co-design while applying our expertise, skills, and leading research. Where we cannot deliver the services ourselves, we will leverage the expertise of fellow service providers.

We meet change and challenge with curiosity and interest and strive to learn and improve together.



OUR COMMITMENTS:

Continuously improving system and service navigation.

We will support people as they navigate services for their evolving needs, facilitating care journey's that are responsive and accommodating by collaboration with other service providers.

Increasing client and family engagement in program co-design.

We will further integrate lived experiences and unique perspectives in our approach to service by proactively engaging those we work with to inform and create future offerings.

Cultivating academic affiliations and continuing clinical research.

We will nurture academic and research partnerships that enable us to contribute to clinical best practices and methodologies that are the foundation of our excellent clinical care.

Fostering a stronger sector through leadership, partnership, and education.

We will support the sectors' collective ability to serve clients by developing partnerships and training relationships that create capacity, develop skills, and are rooted in transparency and collaboration.

Our 2023-2026 Strategic Plan

Culture of Resilience

By March 31, 2026, Surrey Place will have enabled a resilient and healthy workplace that can reliably staff and support excellent service delivery. Over the next three years, we will have continually empowered our staff to grow into leadership roles and expanded our succession planning efforts with an eye toward long-term sustainability.

We know that delivering responsive, effective, and coordinated service starts with equipping staff with the tools they need to succeed and offering an environment that enables them to do so. We also know these factors are critical in ensuring we can approach change, one of the few constants in our work with openness and curiosity.

We are committed to providing a

healthy and safe workplace culture that continues to nurture our staff's skills, commitment, and professional growth while finding new ways to attract qualified staff in an evolving labour market.

We will continue to improve processes and pathways for internal cohesion and knowledge transfer that forms the foundation of an agile organization.



OUR COMMITMENTS:

Advancing our commitment to EDIA, anti-racism, and reconciliation journey.

We will continue to evaluate our organizational practices, ensuring that our services are representative, welcoming and barrier-free. In relationship with Indigenous organizations, racialized communities and peoples, we will deepen our journey of reconciliation and anti-racism.

Developing pathways for growth and succession.

We will invest in our staff development while establishing growth pathways to encourage advancing their expertise and opportunities for leadership. We will prioritize effective internal knowledge transfer and ensure every department takes steps toward succession planning for all critical roles and leadership.

Enabling a resilient environment where change is well supported.

We will think critically about implementing new and different initiatives and their potential impacts, communicate consistently and equip management and staff with tools to feel secure and engage with change meaningfully and productively.

Exploring innovative ways to be competitive in the hiring market.

We will refine our profile as a desirable employer in line with the current labour market, compensation and hiring trends by engaging our presence in growing service areas, clinical specializations, and with academic and accreditation partners.