

A Strategic Plan for Rapport

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PREPARED FOR

Rapport Youth & Family Services

PREPARED BY



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Introduction to Rapport

Rapport Youth & Family Services is an agency in Peel Region that is about to celebrate its 50th anniversary. Its mission is to strengthen the social and emotional well-being of youth and families through counselling and related support services. Rapport provides a variety of targeted prevention and treatment services for youth and their families.

- Rapport provides counseling services to children and youth up to 24 years of age and their families. Using a wide range of clinical strategies, Rapport works with a very diverse population of children, youth and families to address complex mental health challenges including (but not limited to) depression, anxiety, self-harm, abuse, poverty, racism, grief and trauma. Rapport provides individual and family counselling at its main location in Brampton, and at other community locations throughout the region. Referrals to the counseling program come through self-referral, family and caregivers, health care providers, schools, and other community agencies. The clinical team also offers group sessions and educational workshops for youth and for other service providers. Walk-in counselling is provided through Tangerine walk-in program. Rapport prides itself on providing a highly flexible, welcoming and individualized service to its counseling clients.
- Rapport runs two “ECLYPSE” youth drop in centres at different locations in Brampton. These centres provide a wide range of structured programs designed to build social skills and improve confidence. Many of these programs are designed by or with participating youth. Youth can also drop in to the centres informally to play games, relax, or speak 1:1 with ECLYPSE staff and volunteers. Staff from other local organizations frequently visit ECLYPSE locations to offer workshops or reach out to youth, and ECLYPSE staff likewise do outreach work at other locations in the community. Youth are sometimes referred to the drop-ins by school staff. ECLYPSE drop-ins rely on a strong team of volunteers and student interns, all of whom are also youth.
- Rapport runs after school programs for children aged 8-10 from three schools in the Malton area. These programs are focused on physical activity, health and wellness.
- Rapport runs a structured youth employment and skills enhancement program that includes 4 weeks of in-class training and a 12-week paid employment internship. The in-class portion of the program includes a lot of individualized support to youth on issues related to mental health, housing or education as well as employment readiness. This program frequently serves newcomer youth and has recently expanded to serve youth in care as well.
- Rapport also acts as the organization mentor to a number of third party agencies and youth programs, including World Changer Society’s Former Youth in Care Mentorship Program and the Peel Girls Empowerment Movement.

It is important to note that each of these primary programs is supported by a different funder. Consequently, each program works under different constraints in terms of how programs are delivered, how budgets are structured and how outcomes are reported. Rapport was recently accredited by the Canadian Centre for Accreditation.

Purpose of This Plan

Rapport works within a youth mental health system that is pressed for resources and evolving rapidly. Government and funder priorities are shifting, and the system of services for youth is adapting in response. Rapport has been part of this shift as well. It has grown larger and diversified its service offerings over the last few years. It has

become more actively involved in collaborative work, and has adapted a collective impact approach. At the same time, Rapport is a smaller organization within this system. While this status allows Rapport to maintain a high profile, adapt quickly and to experiment with new ideas, it can also leave the organization vulnerable to decisions made by larger players.

Rapport is looking for a strategic plan that will clearly articulate the core ideas that have driven the changes that the organization has already made, and develop those ideas into a frame of reference that can help Rapport continue to evolve. Given that Rapport's context is likely to continue to shift, the organization needs a plan that will help it make focused, strategic choices in a nimble and flexible way. It also needs a plan that ensures everyone in the organization shares a common understanding of where Rapport is going and why. This clear articulation will help to build understanding and buy-in among staff in all parts of the organization and help to identify any areas where Rapport's focus needs to be clarified or reconsidered. Finally, Rapport needs to develop habits and processes around its use of the plan so that it stays fresh and relevant over time.

How This Plan was Developed

The strategic planning process was facilitated by Andrew Taylor from Taylor Newberry Consulting. It included the following components.

- A planning meeting with the board, in order to finalize the goals of the planning process and to agree on other overall approach
- A review of key background documents, including information about Rapport's recent accreditation process, a community needs assessment from Caledon, and the Peel Child and Youth Mental Health Core Services Delivery Plan and Community Mental Health Plan, both developed for the Ministry of Children and Youth Services by Peel Children's Centre in collaboration with other youth mental health agencies in the region.
- Interviews with two of Rapport's key funders; The United Way and the Ministry of Children and Youth Services
- Interviews with two of Rapport's key partner agencies
- Focus group meetings with staff teams from the counselling program and from ECLYPSE
- Individual interviews with the Executive Director, the Director of Clinical Services and Operations, and the Manager of Youth Outreach and Engagement.
- A strategic planning retreat attended by both board and staff.
- A final review of the draft plan with staff will be completed before the plan is released.

Rapport's Context

Information reviewed for this plan identified a number of trends in Peel Region that help to set the context for Rapport's planning process.

The Changing Needs of Youth and Families

Increased demand for mental health services. Rapport staff and partners report that there are more youth and families seeking support over time. Population growth, improved awareness about the importance of mental health,

increases in substance use, youth homelessness¹ and other factors may all play a role in this increase. Wait times for children's mental health services in Ontario are long, ranging from 2 to 15 months in the Central region where Peel is located.²

More complex needs. Rapport staff and partners have also seen an increase in the complexity of the challenges faced by youth and families. In addition to mental health concerns like depression, anxiety, and suicide, many families are also facing challenges connected to substance use, poverty, racism, or recent immigration. Youth sometimes live in families where they experience violence or other forms of abuse. Youth from different cultural or religious backgrounds may need different kinds of support. The same is true for LGBTIQ youth.

The Changing System of Supports and Services for Youth in Peel

Over the last number of years, the system of supports for youth in Peel has changed dramatically.

Changing structure & integrated planning. Since 2014, the Ministry of Children and Youth Services (MCYS) has mandated that service delivery partners in each region work together to develop a Core Services Delivery Plan (CSDP) and a Community Mental Health Plan (CMHP) for the region. They have also designated a lead agency in each region of the province, with a mandate to convene local service delivery agencies for collaborative planning and service delivery. In Peel, Peel Children's Centre is the lead agency. Under this structure, the six core service providers, including Rapport, participate actively in shared planning and report annually on their progress against shared goals. They work to set priorities for the coming year.

This structure is especially relevant to Rapport's counseling service, since it is funded directly through the lead agency model. However, Rapport's other services are also affected, even though they are funded differently. The lead agency and the core service providers are currently working with leaders in the education, child welfare, faith and healthcare sectors in Peel to develop a comprehensive approach to community mental health planning for youth. Their first step includes the development of a Community Asset Inventory that captures all relevant services and supports that currently exist in Peel.³

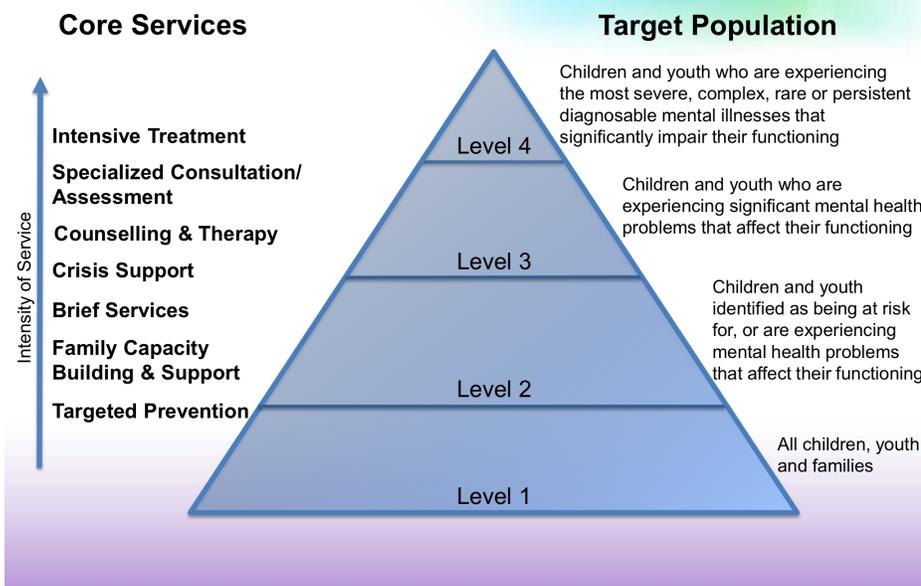
The planning framework that is being used in this work organizes services into a continuum, designed to meet the needs of all youth while directing more intensive supports to those who are experiencing significant mental health problems (level 3), and severe, complex mental illnesses (level 4). Taken together, Rapport's family of services could be seen as spanning a good portion of this continuum. Rapport's ECLYPSE drop in, after school, and employment readiness programs often serve youth who are not currently experiencing serious mental health problems, but may be at risk, and so they would be classified as "targeted prevention" in this model, serving "level 2" youth. However, these programs also provide individualized brief services to some "level 3" youth who are already experiencing mental health problems. Rapport's intensive counselling services provide support to Level 3 and Level 4 youth. Staff from various Rapport programs do educational presentations in the community and provide volunteer opportunities for youth. This work reaches "level 1" youth in various settings through the community.

¹ Taylor Newberry Consulting (2016). Youth Homelessness and Housing Services and Supports In Brampton: A Needs Assessment. Prepared for Our Place Peel.

² <https://cmho.org/blog/article2/6519717-ontario-s-children-waiting-up-to-1-5-years-for-urgently-needed-mental-healthcare-3>

³ Peel Children's Centre (2017). Community Planning Mechanism for Child & Youth Mental Health Services in Peel.

Integrated Continuum of Needs-based Services



Integrated data collection. The most recent progress report on the Core Services Delivery Plan and Community Mental Health Plan⁴ provides updates on efforts to create a more integrated system of services. Over the last year, youth mental health core service providers have made significant progress on implementing standardized intake, assessment and outcome measurement tools (interRAI Screener and interRAI ChYMH) across agencies, training service providers in their use, and networking with Psychiatrists, Psychologists, Child and Youth Workers who need to understand the information in these tools.

Innovations in program delivery. The services delivered by youth mental health agencies in Peel are changing, as are the modes of service delivery. The lead agency has recently initiated a review of how brief counseling services are provided, and it is planning a review of intensive treatment services as well. Key partners are developing plans for an integrated youth services hub. Rapport, as a partner in the Malton Community Building Partnership (MCYB) is actively participating in the development of plans for this hub.

Opportunities and Threats: The Call from the Community

On the strategic planning day, Rapport staff and board members reflected on Rapport's current context and on what they felt Rapport was being called by the community to do or become. Themes in that discussion included the following:

- Rapport is being called to offer more of the services it already provides, in more locations
- Rapport is being called on to maintain high quality with limited resources by directing those resources in a strategic, sustainable way
- Rapport is being called to fill gaps in the system, by

⁴ <http://www.peelcc.org/en/lead-agency>

- Serving clients outside its mandated age group
- Serving clients who are in crisis
- Serving youth with complex needs in a manner that shows they are valued
- Providing services (including ECLYPSE-style drop-ins and Tangerine-style mental health drop in clinics) in new locations
- Rapport is being called to share its knowledge and expertise at planning tables and on committees, especially around issues like diversity, equity and inclusion, youth voice, parent engagement, and complex needs.
- Rapport is being called to engage in collaborative planning.
 - It is being called to help address the “revolving door” problem in which youth engage and disengage with different kinds of supports, but don’t get the coordinated help they need.
 - It is being called to find more flexible ways to provide service and to coordinate different kinds of services.
- Rapport is being called to facilitate collaborative planning, by hosting meetings, and engaging with youth.

Rapport’s Strengths & Challenges

According to funders and other key partners, Rapport has a number of important strengths. In particular;

- Rapport has a strong reputation for delivering high quality mental health services to children and youth.
- Rapport is respected for its long history.
- Rapport is seen as an active participant in collaborative regional planning.
- Rapport is an organization that collaborates effectively with small grassroots groups as well as large regional organizations.
- Rapport is seen as a flexible organization, capable of developing innovative programming solutions.
- Rapport is a leader in youth drop-in programming in the region.
- Rapport is seen as employing a multi-service approach that includes basic needs, peer support, skills development, and various kinds of counseling.
- Rapport is seen as practicing principles of diversity, equity and inclusion in service delivery, staffing and governance.
- Although it provides services throughout the region, Rapport is seen as an important presence in Brampton, since its main office is there.
- Rapport has a strong, active and dedicated volunteer governance Board of Directors.
- Rapport has secure multi-year funding agreements that cover 97% of its budget.

Rapport staff and external partners also identified some internal challenges that Rapport faces in responding to the community’s call.

- The different program areas (counseling, ECLYPSE, after school & employment) function quite independently from one another.
 - Staff in each program area don’t communicate regularly and are not always informed about each other’s programming.

- Although some youth are referred from one program to another, this does not happen as often as it could and there is no formal protocol for doing so.
- Staff in each program function fairly independently with respect to partnerships with other organizations or participation in collaborative community events.
- Staff from one program aren't often called to provide guest presentations in another Rapport program.
- Staff rarely visit Rapport spaces other than the one where they work.
- Marketing and promotion of programs is insufficient, out of date, and not well integrated across programs.
- Rapport's systems-level planning work isn't well integrated with its front-line service delivery work. When Rapport develops new programs or joins new committees, staff aren't always aware.
- HR procedures for things like hiring or training are not applied consistently across the organization.
- Rapport is under-resourced, especially given that demand for service is growing.
- Rapport lacks a strong common vision that unites all programs.

Rapport's Impact

On its website, Rapport lists its objectives as

- To reflect the client diversity in Peel.
- To respond to the changing needs of youth and families.
- To promote our clients' well-being by providing strength based services.
- To provide accessible services that are effective and accountable.
- To enhance client services through community partnerships.

Rapport regularly measures its outcomes and reports to the community on the impact it has achieved. In 2017/2018, for example, Rapport served 3245 clients and reported that:

- 97% of counselling clients reported an improvement in abilities to address the challenges of daily living and challenges within school and family
- 87% of ECLYPSE Youth Centre clients self-reported increased goal setting, self-esteem and self confidence
- 87% of employment and skills enhancement students had graduated from high school.⁵

Each of Rapport's major programs is funded through a different source, and each requires different types of measurement and reporting. This situation leaves Rapport with a great deal of strong outcomes data, but limited ability to synthesize that data into a single coherent story about the overall impact of Rapport as an organization. During the strategic planning day, board and staff members discussed the outcomes that Rapport aims to achieve for youth. They focused in particular on identifying shared outcomes that were linked to all of Rapport's various services. They identified three big-picture **outcomes for youth** that were important to all programs.

- Improved Mental Health
- Increased Social inclusion

⁵ For details, see Rapport's 2017/2018 Annual Report, available by contacting the agency.

- Increased Youth Voice or Empowerment

These outcomes for youth are high level, and Rapport is not capable of achieving them alone. This is part of the reason why Rapport has adapted a collective impact approach, and strives to integrate its efforts closely with those of other key players in the Region. The five key principles of collective impact are described in the table below;

Elements of Collective Impact⁶

A common agenda or a shared community aspiration that clearly articulates the kind of change that collaborative partners want to achieve

A shared measurement system and/or an ongoing commitment to strategic learning that allows for partners to continually adapt their approaches.

Mutually reinforcing, high leverage activities that are undertaken by partners in a coordinated way.

Continuous communication among partners and inclusive engagement of community members.

Investment in backbone activities (such as planning, communication and measurement) that make collective impact possible.

Rapport employs a collective impact approach in a number of ongoing projects. It is a key partner in The Exchange, a Caledon-based multi-agency partnership that manages a hub in Bolton. Rapport is also an active member of the Malton Community Building Partnership and the Malton Youth Wellness Hub. It works closely with other youth mental health agencies on the development of shared intake and assessment systems.

On the planning day, Rapport identified a number of **systems outcomes** or statements about how the system of supports for youth and families should work in order to be able to achieve outcomes for youth.

It is significant that these systems outcomes align well with the priorities identified in the youth mental health Core Services Delivery Plan. Although this plan was generated by Peel Children's Centre in its capacity as the lead agency for youth mental health services, it drew on extensive input from health care, school boards, youth justice, child welfare, and other key subsectors. Consequently, the ideas in the plan reflect growing consensus in the region and in the province about how the broader system of supports for youth should function.

⁶ Cabaj, M. & Weaver, L. (2016). Collective Impact 3.0: An Evolving Framework for Community Change. <http://www.tamarackcommunity.ca/library/collective-impact-3.0-an-evolving-framework-for-community-change>

Systems outcomes identified by Rapport at Strategic Planning Session	Priorities identified in Moving on Mental Health: Lead Agency progress Report Spring 2017
<p>The system should provide youth and families with easy and seamless access to various kinds of support. It should be easy for youth to access support in many locations and through many organizations. It should be straightforward for youth to move from one program or organization to another. The system should provide crisis response support to youth that are falling through the cracks.</p>	<p>Core services priority #1: Implementation of the Peel Coordinated Intake Network model</p> <p>Core services priority #2: Implementation of a common assessment/outcome tool (the interRAI ChYMH) at all CSPs in the Peel service area</p> <p>Core services priority #3: Implementation of a common clinical database (EMHware) for Peel's four community-based CSPs</p> <p>Community mental health priority #1: Complete the summary of CYMH services/programs delivered in the Peel service area through system partners</p> <p>Community mental health priority #3: Identify and document access pathways between/across the MCYS-funded Core Services sector and the Healthcare and Education sectors</p>
<p>The various organizations serving youth should share a common vision and plan in an integrated way</p>	<p>Community mental health priority #2: Complete the development of a CYMH Community Planning Mechanism for the Peel service area</p>
<p>Youth and families should play an active role in integrated planning</p>	<p>Core services priorities #4 & #5: Development and implementation of a system-wide mechanism for Youth Engagement and Family Engagement (including a youth engagement advisory group, a youth engagement coordinator, and other strategies).</p>
<p>Services for youth should be high in quality and funded in a sustainable way. The system should be capable of meeting the demand for services</p>	<p>Core services priorities #6: Review of Brief Services in the Peel Service Area in order to optimize delivery and create a new, more effective model</p> <p>Emerging priority: Review of intensive treatment services.</p>

Taken together, these system outcomes and the three outcomes for youth presented in the previous section may help Rapport to tell a more consistent story about its overall impact as an organization and about the ways in which its various programs work together to achieve this impact.

Strategic Priorities

On the planning day, the group considered all of the information presented in the previous sections of this report. In summary, they agreed that Rapport needs strategic priorities that:

- **Address key internal challenges** (including lack of connections between various programs and functions, lack of a strong, shared common understanding of the outcomes that Rapport intends to achieve for youth and for the community, insufficient infrastructure, insufficient marketing and a need for more strategic participation in community wide planning)
- **and leverage organizational strengths** (including a multi-service approach, a reputation for quality, flexibility and innovation, and a commitment to collaboration with a strong and diverse network of connections)
- **in order to make an important and distinctive contribution to a system of services** that provides a variety of high quality, youth-driven services to diverse population in a seamless, coordinated and sustainable way
- **so that youth in Peel will experience** improved mental health, increased social inclusion, and increased voice in planning for issues that concern them.

Using these criteria, the group identified five strategic priorities that fall into two broad categories. The first category focuses on *building a stronger organization* by improving planning, communication, evaluation and learning.

Building a Stronger Organization

- Strategic Priority #1: Develop a revised and updated common vision, mission and set of shared organizational outcomes for youth. Ensure that there is strong buy-in to these core ideas from all key stakeholders.
- Strategic Priority #2: Improve Internal Collaboration and Communication
- Strategic Priority #3: Improve Evaluation and Learning

The remaining priorities focus on working more collaboratively with partners.

Working More Collectively

- Strategic Priority #4: Highlight Rapport's Unique Contribution by Strengthening Marketing and Promotion
- Strategic Priority #5: Continue our active participation in systems wide design and external collaboration. Contribute to the Creation of a More Seamless System of Services for Youth
- Strategic Priority #6: Strengthen meaningful youth and family engagement at Rapport and in the youth services system

The strategic plan is designed to inform Rapport's work for the next three years. However, some of the actions identified in the plan (such as the development of a theory of change or a staff satisfaction survey) are achievable within the first year of the plan. Others (such as annual staff meetings or more strategic use of social media) are intended to become regular, ongoing habits within the organization over time, and still others (such as reporting differently on impact) will be undertaken in years 2 and 3 of this planning cycle. Rapport hopes and expects that taking these actions in year 1 will equip them to undertake additional work related to these priorities in the years to come, but it is difficult to identify specific actions until the organization's internal processes are stronger.

Strategic Priority #1: Develop a revised and updated common vision, mission and set of shared organizational outcomes for youth. Ensure that there buy-in from all key stakeholders.

Rapport's mission is to strengthen the social and emotional well-being of youth and families through counselling and related support services. When they met to provide input into this planning process, Rapport's board and staff members generally agreed that this mission remains appropriate. In order to improve internal coordination, improve marketing, set the stage for continued evaluation, and collaborate with other organizations in a strategic, efficient way, Rapport should build on this clear mission to ensure that all staff and board understand and support a single strong vision and a set of shared organizational outcomes for youth. This vision and outcomes should be compelling, strongly aligned with larger regional priorities, and capable of highlighting the connections between Rapport's various services.

Recommended Actions

- Drawing on the work already completed during this strategic planning process, finalize an organizational theory of change that identifies a small number of outcomes for youth that are linked to the work of all core Rapport programs and highlight the ways in which the programs work together to offer a continuum of interconnected services that is capable of achieving the outcomes for youth and the systems outcomes identified in the last section. Link this theory of change to a clear vision statement that articulates the ideal state that the organization is striving towards.
- Using this theory of change as a point of reference, meet with each staff team to review the quantitative data, stories and examples that they already collect in order to identify key messages about the impact that programs have had and the ways in which the data suggest programs could be improved in the coming year.
- Hold annual planning retreats open to all staff that consider all programs in an integrated way.
- *Responsibility for all of these actions lies with the executive director, senior staff and managers.*

How will we evaluate progress?

If these actions are taken, Rapport staff in all programs should share a strong sense of ownership over a mission, vision, and set of shared organizational outcomes for youth within one year. Within three years, Rapport's renewed mission, vision and outcomes for youth should be well known by key external partners and seen as aligning strongly with shared regional priorities for youth and mental health. Recommended evaluation strategies include:

- An annual employee feedback questionnaire should include questions about
 - the perceived relevance, clarity and importance of the vision, mission and outcomes.
 - the degree to which the employee feels their own work aligns with the vision, mission and outcomes
 - the degree to which the employee feels that Rapport is making progress on the shared outcomes.
 - the degree to which the employee feels that they have had opportunity to contribute to discussion of the mission, vision, and outcomes, at all staff meetings and throughout the year informally.
 - The degree to which the employee feels that data has been used effectively by the organization.
- Facilitated discussion on the mission, vision and outcomes at the annual planning retreat. This discussion should seek feedback on the clarity of the vision and mission, and any updates needed to the theory of change or the organizational outcomes. Feedback should be documented and circulated to all staff.
- Ongoing tracking should gather data about

- Attendance rates for staff from each program at annual planning meetings and other all-staff events, in order to ensure that these events are accessible to all teams

Strategic Priority #2: Improve Internal Collaboration and Communication

Youth need many pathways to support, and they need different kinds of services to wrap around them in a coordinated way. In order to provide this coordinated approach, Rapport staff need to feel connected to one another in order to provide coordinated support to youth.

Recommended Actions

- Create more opportunities for staff to participate in high level planning discussions, including outside committees and working groups where appropriate.
- In addition to the annual planning meeting, hold a second all-staff meeting each year. Focus this meeting on discussion of shared vision and progress made on the strategic priorities.
- Provide workshops to staff about other Rapport programs and how they can be accessed.
- Hold more team building events and social events.
- Encourage all staff to make an effort to visit other Rapport spaces. Hold team meetings in the spaces of other Rapport programs.
- Ensure that internal communication is timely.
- *Responsibility for all of these actions lies with the executive director, senior staff and managers.*
- Expand current opportunities for staff to present to the Rapport board on their program and attend events with board members *Responsibility: Rapport Board*

How will we evaluate progress?

- An annual employee feedback questionnaire should include questions about
 - Employee's perceived level of knowledge about other Rapport programs
 - Employee's perceptions of the quality of cross-program communication
- Ongoing tracking should gather data about
 - The frequency of referrals between Rapport programs
 - The frequency of staff visits to other teams, and to board meetings

Strategic Priority #3: Learn More from Measurement and Evaluation

Rapport already measures its impact on youth using a variety of strategies. It reports evaluation findings to funders, and summarizes key outcomes messages in its annual report. It also gathers stories and examples in the natural course of its work. However, these measurement strategies vary by program, and they have not been updated in recent years. Findings from each program are not always considered in an integrated way. Staff who provided input into this plan reported that these findings aren't always leveraged fully to improve programs, address challenges, or communicate with outside audiences in a compelling, focused and strategic way. In order to direct resources where they can make the greatest difference for youth, and in order to promote the organization as a key player in the system of services for youth, Rapport needs to review and update its measurement strategies, and review how it uses information from these strategies to learn, plan, and communicate.

Recommended Actions:

- Form a research and evaluation working group to discuss learning from evaluation in an ongoing way
- Review alignment between existing evaluation tools, Rapport's updated set of organizational outcomes, and the evaluation requirements of Rapport funders and potential funders. Discuss the potential value of additional evaluation methods, such as long-term follow up with former clients, focus groups, story-based methods
- Develop outcome evaluation tools for programs that do not yet have them.
- Develop a strategy for evaluating the progress of this strategic plan over time. In particular, develop an annual employee engagement survey.
- Ensure that evaluation and data is gathered across programs for the purpose of improving service to clients.
- *Responsibility for all of these actions lies with the executive director, senior staff and managers.*

How will we evaluate progress?

The key indicator of success in achieving this priority will be the degree to which Rapport is able to make strategic use of the evaluation data it collects. If Rapport is successful in achieving this outcome, it will generate compelling evidence of impact that engages funders and planning partners. Consequently, the creation of compelling evaluation messages and reports will be one index of progress.

Strategic Priority #4: Promote a Seamless, Integrated Service System by Strengthening Marketing and Promotion

Rapport has a waiting list for services, which suggests that many children, youth and families in the region are already aware of Rapport's services. However, through this planning process Rapport has identified key systems level outcomes that it hopes to address, including the development of a more seamless and straightforward process for children, youth and families in need of support, and a common vision across organizations serving youth in the region. In order to contribute to these outcomes, and in order to invite closer collaboration from other partners, Rapport needs to explain its unique contribution to the system of services in a compelling way.

Of course, marketing and promotion is also an important part of planning for sustainability. Rapport has successfully decreased its partial dependence on precarious self-generated fundraising (reduced from 9% to just 3% in 7 years), and is fortunate to now have 97% of its revenues from secure and generous multi-year funding agreements. The remaining self-generated income comes from mostly third party generated corporate and service club sources, where someone else takes the business risk (e.g. Home Depot and various Rotary Clubs).

Recommended Actions:

- Review the ways in which all staff teams communicate with external partners and other audiences in order to ensure that this communication is consistent, strategic, and aligned with Rapport's mission, vision, and set of shared organizational outcomes. Include in this discussion a review of Rapport's use of social media.
- Revamp the website and use of social media in order to align with the updated mission, vision and outcomes, accurately describe all programs, and highlight the connections between programs.
- Rapport should continue on this path of reducing its reliance on self-generated event and one-off yearly grants.
- *Responsibility for all of these actions lies with the executive director, senior staff and managers.*

How will we evaluate progress?

Tracking progress on this priority will involve ongoing monitoring of Rapport's communication efforts. Key metrics may include increased web hits or social media mentions, or new partnerships formed. An annual set of check-in interviews with key funders and partners (similar to those conducted for this planning process) would also be helpful.

Strategic Priority #5: Take a more strategic approach to systems design and other external collaboration work

Youth in Peel need a system of services that is more effectively integrated. Rapport is very active in the community as a member of various committees, and a partner in the development of new programs. It is frequently invited to take on more of this kind of work.

Recommended Actions:

- Review Rapport's involvement in external collaborations in order to ensure that the criteria and decision making process for choosing to collaborate are clear and commonly understood.
- Review the external partnerships and informal working connections currently held by each front-line program team in order to coordinate efforts more strategically (e.g., prioritizing collaboration with school boards).
- Create increased opportunities for more Rapport staff to represent the organization on external committees.
- Use semi-annual all-staff meetings to highlight connections between the work of front-line staff and systems-level work.
- *Responsibility for all of these actions lies with the executive director and senior staff.*

How will we evaluate progress?

Developing an inventory of Rapport's collaborative efforts will set a helpful baseline against which progress can be measured over time. In addition, the employee feedback survey should include questions about

- Employee perceptions of the quality of their working relationships with external partners
- Employee knowledge of Rapport's collective impact and other collaborative work
- Employee perceptions of the degree of integration between front line and systems level work

Strategic Priority #6: Strengthen meaningful youth and family engagement at Rapport and in the youth services system

As mentioned earlier in this plan, Peel's Moving on Mental Health Strategy includes a number of steps designed to promote meaningful voice for both youth and families in the sector. Rapport has been actively involved in these efforts. However, there are currently no formal mechanisms in place to provide youth and families with a direct voice in the planning process for Rapport.

Recommended Actions:

- Consider adopting some of the moving on mental health family and youth engagement practices (such as a youth advisory panel) within Rapport.
- Create strategies to give youth and families a more active voice in planning for the organization.

- *Responsibility for all of these actions lies with the executive director, senior staff and the board.*

How will we evaluate progress?

Simple tracking of plans and meetings will give a good indication of progress in this area.

Draft Employee Feedback Survey

I feel I have a clear understanding of Rapport's mission and vision	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Rapport's work as an organization helps to improve mental health for youth and their families	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
In my role as an employee at Rapport, I personally help to improve mental health for youth and their families	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Rapport's work as an organization helps to increase social inclusion for youth and their families	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
In my role as an employee at Rapport, I personally help to increase social inclusion for youth and their families	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Rapport's work as an organization helps to empower youth	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
In my role as an employee at Rapport, I personally help to empower youth	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I have opportunities to share with Rapport's leaders my ideas about how Rapport is making a difference.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I would feel comfortable sharing my ideas about how Rapport can improve with Rapport's leaders	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I feel a strong sense of connection to the specific program where I work. I am proud to work for that program.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I feel a strong sense of connection to Rapport as an organization. I am proud to work at Rapport.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I have a good understanding about the work of Rapport staff who work in other programs.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I communicate regularly with Rapport staff who work in other programs.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I communicate with Rapport's senior managers in a way that enables me to do my job well.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
I feel that Rapport's programs work together well.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Our program regularly gathers data about the difference we are making for youth and families	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree
Our program uses data to identify challenges and make improvements.	Strongly Agree	Agree	Unsure	Disagree	Strongly Disagree

When I think about Rapport's work over the last year;

- one thing I am proud about is: _____
- one thing I think we have learned is: _____
- one thing we need to keep in mind going forward is: _____