



2021 - 2025 STRATEGIC PLAN

REBOUND CHILD & YOUTH SERVICES INC.

CONTENTS

Message from the Board President and Executive Director.....	3
Our Foundation.....	4
A. Executive Summary	5
A.1. Planning Process	5
B. Our Strategic Directions	6
1. Leveraging Our Collective Impact	7
2. Strengthening Our Culture, Diversity, and Succession	8
3. Extending Our Communications Reach	9
4. Elevating Our Decision Making Through Effective Use of Data ..	9
C. Next Steps	10
D. Conclusion	11

MESSAGE FROM THE BOARD PRESIDENT AND EXECUTIVE DIRECTOR

Strategic planning provides an opportunity to reflect on the past, celebrate successes, and look ahead to the future. In 2021, after a period of organizational growth and change, including navigation of the COVID-19 pandemic, Rebound Child & Youth Services (Rebound's) Board of Directors began the exciting process of developing a new strategic plan.

Rebound's Board consists of a passionate, community-driven group of volunteers, with a diverse set of talents and abilities. It is our responsibility to ensure strong governance and stewardship of the organization. As we, alongside our community, recover from the pandemic and approach an exciting and hopeful future, this is more important than ever.

In planning our approach, we wanted to ensure that our new strategic plan responded directly to the current environment and reflected the needs of our clients and community. As such, our Board prioritized stakeholder engagement. We engaged clients, family members and caregivers of clients, staff, management, and community partners from across the region to gain a comprehensive understanding of our stakeholders' views. From the outset to the culmination of our Board discussions, we asked difficult questions and listened deeply. Our goal was to develop a three-year strategic plan based on meaningful engagement, setting the vision for a strong and sustainable future.

As part of the process, we undertook an analysis of the environment in which we operate. We assessed Rebound's current capacities, opportunities, and aspirations for growth. From this base of engagement and analysis, we developed four new strategic directions that will guide us over the next three years.

We are deeply proud of our organization's successes and look forward to a future full of potential—where Rebound Child & Youth Services continues to support children and youth in achieving lasting success in their home, school, community, and beyond.

We extend our gratitude to everyone who took the time to share their ideas with us. We look forward to continuing in our mission to serve children, youth, and families with programs and services that encourage mental wellness and positive growth, enabling them to reach their fullest potential.

Sincerely,

Stefanie Rudd, Board President

Carol Beauchamp, Executive Director

OUR FOUNDATION

Mission

To ensure children and youth throughout Northumberland County have the opportunity to develop a positive social and emotional foundation through accessible mental health, youth justice, and prosocial programs and services.

Vision

All children and youth have the opportunity to reach their fullest potential.

Values

- **Respect:** We honour the diversity and dignity of children, youth, families, and the community.
- **Resilience:** We mobilize the strengths, skills, and resources of our clients and community.
- **Responsibility:** We demonstrate our commitment to the community through innovation, creativity, and collaboration.
- **Ripple-Effect:** We believe that positive growth in individuals fosters community well-being.

A. EXECUTIVE SUMMARY

As providers of a range of high-quality, community-based programs and supportive services for children, youth, and their families since 1997, Rebound Child & Youth Services (Rebound) is continuing to focus on supporting the mental wellness and positive growth of children and youth.

In keeping with our commitment to provide responsive and accessible services, Rebound's programming has been shaped to meet the needs of families, caregivers, youth, and the broader community. With the support of creative partnerships and a team of knowledgeable and passionate staff and volunteers, our unique programs and services positively influence and empower children and youth. With significant growth in our organizational capacity, increased client volumes, and a stronger reputation within Northumberland County, Rebound's future is bright and full of exciting potential.

From March 2021 to July 2021, Rebound engaged Laridae, a leading non-profit management consulting firm, to guide the Board of Directors through a strategic planning process, resulting in the development of a three-year strategic plan.

The strategic planning approach, based on best practice for the non-profit sector, supported the Board of Directors as they championed the planning and provided oversight for the development of the final strategy.

A.1. Planning Process

The planning process involved a thoughtful and thorough approach to stakeholder engagement. Before making any decisions, the Board of Directors created a plan to ensure Rebound's community of stakeholders would be heard. In doing so, we ensured that Rebound's strategic plan had a strong foundation, informed by experience, evidence, and the broadest-held perceptions of the individuals who interact with the organization on a regular basis—as clients, family members and caregivers, staff, partners, and members of the communities that Rebound serves.

Engagement strategies to solicit input included focus groups, key informant interviews, and an online survey. Throughout the engagement phase, from Apr. 20 – May 21, 2021, feedback was gathered from **210 stakeholders**, including:

- **177** respondents to the online survey
- **30** focus group participants
- **3** key informant interview participants

The purpose of the online survey, focus groups, and key informant interviews was to not only engage with internal and external stakeholders and listen to their ideas and suggestions about Rebound’s strategic direction, but to educate them about Rebound and generally promote the work of the organization. This meaningful stakeholder engagement will serve as a positive legacy of the planning process.

The themes that emerged throughout the process helped guide the Board of Directors’ thinking leading up to and during the strategic planning retreat on June 22 and 23, 2021.

From the perspective of Rebound’s most valued stakeholders, several themes emerged as areas where the organization excels, or where they could grow and develop with a newly created strategic plan. They were:

- Community and Sector Needs
- Engagement and Philanthropy
- External Communications and Awareness
- Partnership and Collaboration
- Programs and Services
- Systems and Processes
- System Navigation
- Virtual Service Delivery
- Waitlists
- Workplace Culture

“Rebound is a wonderful resource to Northumberland. We are very lucky to have you. As a child, I would have been one of your clients. I support you now so you can help people like me.”

– Survey Respondent

Rebound identified and considered the strategic issues, data, financial picture, and overall external environmental landscape through a series of facilitated discussions. The Board mapped key issues, opportunities, and challenges. The retreat culminated in unanimous agreement on four strategic directions.

B. OUR STRATEGIC DIRECTIONS

Rebound is focused on maintaining a positive client experience through high-quality, professional services and programs as the organization continues to grow over the next several

years. At the core of these strategic directions is our commitment to prioritize children and youth above all else.

Rebound is committing to a three-year strategic plan. As such, the directions are broad and oriented to the future. This allows the organization to respond and adapt as circumstances change over the years. The directions offer a framework for the development of internal, annual operational plans with measurable goals and objectives. These operational plans, developed by Rebound on an annual basis, will action the strategic directions.

In direct response to what we heard from our community of stakeholders, in addition to the internal and external considerations that shaped the planning process, the following are our four directions:

- 1. Leveraging Our Collective Impact**
- 2. Strengthening Our Culture, Diversity, and Succession**
- 3. Extending Our Communications Reach**
- 4. Elevating Our Decision Making Through Effective Use of Data**

1. Leveraging Our Collective Impact

Rebound's strong reputation and community profile have been shaped by many successful collaborations and joint initiatives. Together with our partners, we have had a meaningful impact on our clients over the years. To strengthen our work, we see an opportunity to develop a deeper understanding of our referral patterns, supported by intentional partnership development. This will enable us to adopt a more consistent and focused approach to relationship building in the future.

We commit to better understanding our current partnerships and exploring how they interconnect within our various programs and services. As we consider new partnerships, we will focus on how best to address programming gaps, using internal and external data and strategic scenario planning to support our decision-making. Our intention is to uncover the most promising opportunities for collective impact and capacity building by leveraging partnerships across the broader children's mental health and social service sector.

Over the next three years, we commit to *Leveraging Our Collective Impact* through:

- **Partnership Matrixes:** Creating a partnership matrix to map out Rebound's relationships along a continuum of influence, considering factors such as necessary financial investments, the investment in vs. impact of the relationship, and overall alignment with Rebound's mission, vision, and values.
- **Evaluating Referrals:** Developing a process to track and monitor the organization's incoming client referrals to identify gaps and opportunities for clearer partner communication. Leveraging these findings to enhance our ability to guide clients and families in navigating the complex service system.
- **Advocacy:** Continuing to ensure that the voices of the children, youth, and families we serve are represented in partner discussions and at community tables—especially during planning

with the region's lead agency and the Ontario Health Team Northumberland (OHT-N).

- **Strategic Partnerships:** Growing our current partnerships and seeking new opportunities for collaborative relationships that align Rebound's Mission and Mandate, as well as local priorities identified through the many community tables in which Rebound participates. With the goal of improving service pathways to Rebound, increasing referrals and improving the overall client experience.
- **Scenario Planning:** Remaining attentive to the continuously shifting sector landscape, external pressures, and their impacts, while considering potential opportunities for integrated service delivery and administrative efficiencies.
- **Strategic Funding Opportunities:** Identifying both private and public funding partnerships and opportunities that will assist Rebound to further expand and enhance services.

2. Strengthening Our Culture, Diversity, and Succession

A healthy, inclusive, diverse, and safe workplace culture is an essential part of a thriving organization. To maintain the highest quality of care and to better serve our community, we recognize the importance of investing in our deeply-committed team of staff and volunteers. We strive to provide a positive work environment, where qualified professionals *want* to work, and where our current staff *choose* to stay and grow. By providing staff with the necessary supports, resources, and training, we will ensure they feel supported and appreciated as they go about their work each day.

In the coming years, we will continue to focus on reflecting those we serve through our staff, volunteers, and organizational leadership by actively prioritizing diversity. Furthermore, we commit to ensuring that the organization is equipped to manage change and gradual staff turnover by establishing clear succession plans for key positions, while developing processes that will support long-term sustainability.

Over the next three years, we commit to *Strengthening Our Culture, Diversity, and Succession* through:

- **Workplace Culture:** Continuing to build an open, responsive, caring, inclusive, and safe workplace culture that is grounded in open communication, and by providing a professional work environment where staff feel valued and appreciated.
- **Training:** Investing in, and prioritizing training and professional development opportunities that align with the needs of children and youth in our community. We will focus on evidence-based best practices for mental health and youth justice practitioners; keeping trauma, diversity, equity and inclusion front of mind in the training approaches we embrace.
- **Systems and Processes:** Reviewing our organizational practices, systems, policies, and procedures through the lens of inclusivity and accessibility. Updating any practices that may unintentionally create barriers to our programs and services.
- **Succession Planning:** Recognizing the strength and influence of our current leadership, devoting the necessary time and resources to the development of a comprehensive succession plan for key positions, in support of Rebound's long-term growth and overall risk

mitigation.

- **Recruitment:** Evaluating and adjusting our Board and staff recruitment systems and hiring practices to further the extent to which our staff, volunteers, and leadership reflect the people and communities we serve.

3. Extending Our Communications Reach

The past several years have been transformational for Rebound's presence and visibility within the community. Although we have come a long way, we know we can extend our reach even further. We are committed to building on the momentum we've achieved to date and will continue to promote the voices of our clients, parents, caregivers, and community stakeholders.

Understanding the significant changes our sector and community have undergone as a result of COVID-19, we see an opportunity to re-imagine and re-define our approach to external communications and philanthropy. By improving how we tell the story of our work, investing time and resources in our brand, and strengthening our fundraising systems and processes, we will be able to expand our reach and increase awareness and understanding of our impact as an organization. We aspire to be the service provider that families choose to contact first, and that partners want to refer to.

Over the next three years, we commit to *Extending Our Communications Reach Through:*

- **Branding:** Investing time and resources into a re-branding process that defines promotional messaging and ensures we are clear in how we describe ourselves and the positive impact we have on children, youth, and families.
- **Communication Planning:** Developing an external communication strategy with tangible goals and objectives that will support clear messaging, communicate our impact, and improve awareness of our programming.
- **Philanthropy:** Establishing programs for monthly and annual giving, while enhancing donor stewardship to ensure a strong philanthropic foundation. This includes securing corporate sponsors and retaining committed, individual donors to support a more dependable revenue stream.
- **Referrals:** Increasing awareness of Rebound's programs and services among community partners to enhance client referrals. Exploring strategies to leverage Northumberland's youth population to support the organization's community presence and broader referral process.

4. Elevating Our Decision Making Through Effective Use of Data

We are proud to deliver an extensive range of unique, high-quality, individualized services. With programs targeting key components of children's wellbeing—including mental health, skills building, youth justice diversion, parenting support, emotional self-regulation and self-esteem and literacy — Rebound aims to provide children and their families with the tools needed to thrive in their home, school, community, and beyond.

As we move forward, we intend to not only maintain but also enhance our service delivery, with a focus on being proactive and making data-driven decisions to ensure our programs are responsive to the needs of children and youth in our community. We commit to developing new processes to track and monitor relevant trends and using data to inform our work and elevate our service offerings. By leveraging new information and insightful data, we hope to reach even more clients and create an even deeper impact.

Over the next three years, we commit to *Elevating Our Decision Making Through Effective Use of Data* through:

- **Evaluating Impact:** Understanding the quality and impact of Rebound’s current services and programs to ensure that they continue to meet the needs of children, youth, and their families, as well as supporting the case for funding to support increased program and client service growth.
- **Processes and Systems:** Creating clear outcomes, systems, and processes for consistent tracking and monitoring of relevant organizational, client, and community data and trends that will help address gaps and inform important program decisions.
- **Program Iteration:** Using data to drive decisions for program changes, program development or refinement, including the case for funding to support program development.
- **Data-Driven Decision-Making:** Regularly exploring and collecting the appropriate information and data to rationalize decisions, measure progress and efficiency, and build cases for support that impact Rebound’s programs and services. Understanding the complexities of the organization’s internal and external landscape before devoting capacity and resources towards developing new, or modifying existing opportunities.
- **Service Delivery:** Building on the momentum of our growing client volumes, seeking ways to further enhance our impact, increase the number of clients we serve, and maintain high-quality, impactful programming supported by evidence-based approaches and training.
- **Funding Growth:** Leveraging data to drive the funding growth necessary to continue program expansion and increase the number of clients we serve. Using data to analyze our future need for program and office space, as well as determining the locations where clients are being served.

C. NEXT STEPS

Our newly developed strategic directions provide Rebound with clear focus to guide the organization over the coming years. Together, as a Board of Directors, we’ve jointly committed to the future success of the organization and to our mission and vision. Having come to the end of our strategic planning journey, we are now prepared to implement the strategic directions and

champion change and progress. As we take the first steps to drive the strategy forward, the Board has committed to the following action items:

1. Communicating the strategic plan, both internally and externally;
2. Developing annual organizational goals and objectives to align and further each strategic priority;
3. Providing year-end progress updates for stakeholders; and,
4. Seeking regular feedback as the directions are implemented.

D. CONCLUSION

The Board of Directors is proud of all that Rebound has accomplished to date. Through our strategic plan, we will ensure our clients remain our top priority. Our new strategic directions have been designed to provide a stable framework that will anchor us as new challenges arise and our landscape shifts in the coming years. We are committed to operating in a sustainable manner and maintaining accountability through all our initiatives.

We thank all those who took the time to contribute thoughts and feedback through our virtual engagement activities, particularly during this tumultuous year with many competing priorities. We've listened carefully, and your voices have been instrumental in helping us shape a shared, exciting new future.

As we progress in fulfilling our strategic directions, the Board of Directors looks forward to sharing our accomplishments and performance with our community. We invite you to join us on this new stage of Rebound's journey.