



Skylark 2019 - 2022 Strategic Plan

Greetings!

I'm pleased to share Skylark's new Strategic Plan for the next 3 years 2019 -2022. It supports Skylark to continue to provide accessible and effective mental health and complex special needs services for young people and families now and into the future.

Lydia Sai-Chew, M.S.W., R.S.W.

Chief Executive Officer
(she/her pronouns)

A message from our Board Chair and Chief Executive Officer

We are very pleased to present Skylark's new strategic plan. This plan maps out the path we will be taking over the next three years to ensure that young people with mental health and complex special needs and their families get the service that they need when they need it. It gives us the mandate to act on opportunities that present in our rapidly changing world to ensure that the organization is strong and sustainable.

We began the process to create Skylark's first new strategic plan in August 2018. When Skylark was created in October 2016 through the merger of Delisle Youth Services and Oolagen Youth Mental Health we merged the existing strategic plans of the two organizations. This guided us well through the past two years of post-merger integration. Skylark is now fully integrated and ready to move confidently into the future.

We want to thank the many people who took the time to contribute their experience, knowledge, and expertise to the development of this plan: our staff, our board, our donors, funders, and other important stakeholders including the young people and families that we serve. With these strategic priorities and objectives we are well positioned to continue to provide high quality, effective, efficient, and accessible services for the people who need them.



Lydia Sai-Chew
CEO



Jeff Goldfarb
Board Chair



Young people and their families live well, thrive and grow in the face of mental health and developmental challenges.



We help young people overcome mental health and developmental challenges by finding, developing and delivering the support services that are right for them and their families.



*We demonstrate our **values** when we provide service to children, youth and families and when we work within our organization, with our partners and with our stakeholders*

Integrity We are ethical, do the right thing, use our best judgement and live our values in all circumstances at all times.

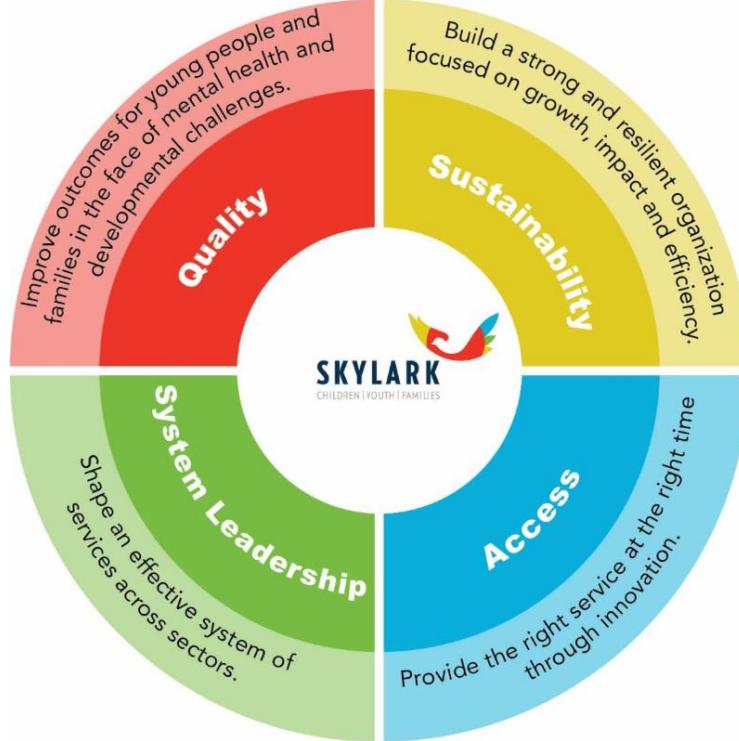
Youth and Family Engagement We put children, youth, and families at the centre of what we do.

Collaboration and Partnerships We bring together children, youth, families and community partners to create positive change

Evidence Informed We strive to provide responsive, innovative, and personalized services that have been proven to achieve good results

Diversity and Inclusion We value different perspectives and ideas and strive to create an environment that rights the inequities that exist in society.

Strategic Domains



System Leadership



Strategic Objective	Strategies	Outcomes
<p>Shape an effective system of services across sectors.</p> <p>Goal:</p> <ul style="list-style-type: none"> Use our knowledge and data in collaboration with our stakeholders to transform the service system. Be a partner of choice for government, funders and other service providers. 	<ul style="list-style-type: none"> Explore and decide on strategic merger or integration to improve services and outcomes. Initiate and contribute to service system collaboration. Build an organizational culture of innovation. 	<ul style="list-style-type: none"> Increased number of strategic opportunities for mergers/integrations with sector benefit Contributed to initiatives with partners. Provided valuable and timely information to key system actors/collaborators for informed decision making. Development of innovative approaches that drive system-level collaboration

Access



Strategic Objective	Strategies	Outcomes
<p>Provide the right service at the right time through innovation.</p> <p>Goal:</p> <ul style="list-style-type: none"> Increase and improve access to services through innovation. Ensure seamless pathways to services internal and external to Skylark Provide equitable access to services for diverse client populations. 	<ul style="list-style-type: none"> Provide more walk-in services. Provide accessible and inclusive community-based service sites and space. Expand outreach to diverse client populations. Enable more service options for clients with complex special needs (e.g. housing). 	<ul style="list-style-type: none"> Reduced wait times Increased number of children, youth and families served Increased client satisfaction with overall service experience Accessible, welcoming, functional space and locations.

Quality



Strategic Objective	Strategies	Outcomes
<p>Improve outcomes for young people and families in the face of mental health and developmental challenges.</p> <p>Goal:</p> <ul style="list-style-type: none"> Make services more effective. Make operations more efficient. Create more impact for dollars spent. 	<ul style="list-style-type: none"> Employ evidence-based decision-making and data-based strategic management. Define measures of efficiency and effectiveness at the program/service and agency levels. Define impact and estimate cost for service delivery Provide youth and families meaningful opportunities to engage in service planning 	<ul style="list-style-type: none"> Determined measures of success, targets and benchmarks (at the service and agency level) Increased data- and evidence-informed management decisions. Increased effectiveness of services and efficiency of service delivery. Increased number of youth and families engaged in our services

Sustainability



Strategic Objective	Strategies	Outcomes
<p>Build a strong and resilient organization focused on growth, impact and efficiency.</p>	<ul style="list-style-type: none">• Develop a multipronged approach to address shifts or opportunities in government or granting organizations.• Identify and address unmet needs to make the organization more relevant.• Grow a diversified revenue portfolio supported by earned income and fund development.• Implement creative and innovative approaches to grow and strengthen organizational capacity.• Clarify and define Skylark's core service offerings.	<ul style="list-style-type: none">• Strengthened relationships with government and granting organizations• Increased annual revenue• Increased diversity of funding• Deepened staff talent and leadership (supporting succession for leadership)• Strengthened organizational capacity• Investment in staff development in key areas.• Digital/technology embedded in processes to increase capacity and/or efficiency
<p>Goal:</p>		
<ul style="list-style-type: none">• Strong government relations to build credibility and to support growth.• Grow and expand the organization to meet needs of the community.• Develop staff capacity and foster organizational leadership for growth.• Strengthen organizational and financial structures, processes, systems and communication.		

For more information about Skylark, click the options below.
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