



STRATEGIC PLAN

Strategic Plan for 2024 - 2027

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About Traverse Independence

Traverse Independence assists adults with [acquired brain injuries \(ABI\)](#) and [physical disabilities](#) traverse the distance between where they are today and where they dream of being - independent and self-sufficient. The organization's programs maximize our clients' abilities to live independently and support them on their growth journey. Traverse Independence was founded in 1975 as an agency dedicated to developing housing with support services for people with physical disabilities.

Traverse Independence communicates how we work with our clients on their journey to independence, supporting them to succeed. Traverse Independence has many dedicated staff throughout the Region of Waterloo and Wellington County.¹

Our Mission

We maximize our client's ability to live independently by providing support services for adults with physical disability or brain injuries.²

Our Values

CARES³

- *Compassion is the cornerstone of our interactions, fostering empathy and understanding in every engagement.*
- *Accountability drives our actions, ensuring transparency and responsibility in all our commitments.*
- *Respect forms the foundation of our relationships, honouring the dignity and value of every individual.*
- *Excellence propels us to consistently deliver outstanding results, striving for the highest standards in all we do.*
- *Support is our pledge to uplift and assist, providing unwavering encouragement and aid to those in need.*

Building on Our Vision

The vision that guides Traverse Independence is “**Supporting people to traverse the distance to independence,**” In 2023, the Board of Directors identified the following seven practical vision pillars⁴ to guide the organization over the next three years.

¹ Traverse Website – “About Us”

² Traverse Website – “Mission, Vision, and Values

³ I've added a sentence after each of the value statements. I suspect there is an office set of statements on file. I'll update the values to have the statement and sentence based on what information is on file.

⁴ Technology of Participation Practical Vision Session.

The Six Pillars of Practical Vision

Funding Stability	Efficient & Effective	Employee Experience	Diverse & Inclusive	Integraton & Relationships	Teaching & Telling the Story
<ul style="list-style-type: none"> • Ontario Health • Private • Donations 	<ul style="list-style-type: none"> • Client & Staff Safety • Integrated • Partnerships 	<ul style="list-style-type: none"> • Retention • Engagement • Collaborative • Healthy 	<ul style="list-style-type: none"> • EDI 	<ul style="list-style-type: none"> • Strategic • Collaborative • Locally and provincially 	<ul style="list-style-type: none"> • Brain injury is widely recognized • ABI is infused into all systems

- **Funding Stability** - The organization ensures financial stability and resiliency through positive and respectful relationships with funders, partners and the community.
- **Efficient & Effective Services** - A continuum of integrated services is provided in partnership with other organizations that support wrap around, integrated services with a focus on client and staff safety.
- **Employee Experience** - High staff retention and increased employee engagement enable a supportive, collaborative, and healthy work environment.
- **Diverse & Inclusive Culture** - Equity, diversity, and inclusion are woven throughout the organization's fabric.
- **Integration⁵ & Relationships** - Strategic integration and collaboration with funders and system partners enables partnerships locally and across the province.
- **Teaching and Telling the Traverse Story** - Brain injury is recognized as a factor across all health care sectors and the organization provides training on screening, program models, and brain injury to infuse the health care sector with ABI knowledge.

Strategic Priorities

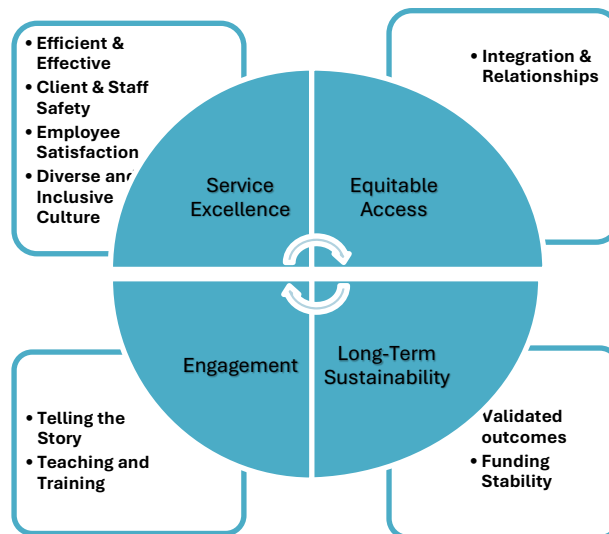


Figure 2

⁵ Shift from Collaborate to exploring integration in the strategic partnership space.

Strategic Priorities create a framework to support Traverse Independence's achievement of the six strategic pillars over the next three years. **Figure 2** captures the four strategic priorities and their link to the six vision pillars.

Strategic Priority - Service Excellence

Our work will focus on efficient and effective services, client and staff safety, superior employee experience, and supporting a diverse and inclusive culture.

Strategic Priority - Equitable Access

Our priority will be equitable access to brain injury services across Waterloo and Wellington. Our work will focus on our vision of integration and external relationships through strategic partnerships and organizational integration both locally and provincially.

Strategic Priority – Engagement

Our priority will be to engage and educate others on the Traverse story. Our work will infuse ABI into all systems and create space for everyone to learn about the Traverse Way.

Strategic Priority – Long-Term Sustainability

Our priority will be long-term sustainability to support client outcomes and innovation. Our work will support our vision of securing and maintaining funding to support clients' service needs and validating our success and positive outcomes through data collection.

Considerations for Strategic Success

The following considerations were identified to support the annual review and implementation of the four strategic long-term strategy development.

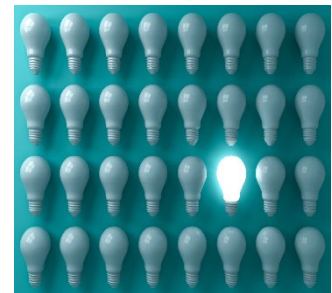
Accreditation Canada Standards - The organization will continue to work with Accreditation Canada Standards to support our work in service excellence.

Trend Analysis - The organization will continue to work on trend analysis, identifying external and internal elements to ensure its ability to navigate the implementation of strategies. Understanding Global Strategy Considerations, PESTLE analysis trends, and SWOT analysis will support our work.

Engagement Dialogue - The organization will continue to share and listen to feedback from employees, clients, strategic partners, and community members on the impact of services in the community and emerging service needs.

Alignment with Health Sector Planning -The organization will integrate and develop work to support a diverse and inclusive culture in alignment with other organizations and funders.

Implementation of Internal Health Data System - Collection of meaningful health data to determine is efficiency and effectiveness within organization.



Three-Year Strategy Road Map

Vision Alignment	Year 1	Year 2	Year 3	End Point Metrics
Strategic Priority - Service Excellence				
<ul style="list-style-type: none"> Efficient & Effective Services Client & Staff Safety Superior Employee experience Diverse and Inclusive Culture 	Develop an internal health data initiative. Conform to Accreditation Canada Standards . Develop an employee satisfaction plan and system. Establish a plan to support the emerging organizational diversity including indigenous peoples	Implement health data to determine efficiencies and effectiveness. Conform with Accreditation Canada Standards . Analyze data collected relating to employee satisfaction. Enhance diversity plan throughout the organization.	Monitor and enhance health data system. Complete on-site Survey by Accreditation Canada. Ongoing employee satisfaction measurements Evaluate and update diversity plan.	Robust data supports quality improvements, efficiency, and effectiveness. AC survey demonstrates compliance with all standards. Turnover rate is within the +/- 10% range of sector norm. Diversity plan in place, all OH reports indicate compliance
Strategic Priority – Equitable Access				
<ul style="list-style-type: none"> Integration & Relationships 	Increase our strategic partnerships to implement further integration. Monitor and participate in Ontario Health Team development. Participate in emerging opportunities to support clients in the community.	Share outcomes-based data with strategic partners. Complete annual review of outcomes related to OHT involvement. Explore academic partnerships .	Monitor external partnerships Publish health data outcomes to partners . Implement academic partnerships	Robust, productive, supportive, validated partnerships Validated outcomes produced and shared. Partnership with Co-op programs established, and students hosted
Strategic Priority – Long-Term Sustainability				
<ul style="list-style-type: none"> Funding Sustainability 	Develop a health data strategy Update communication strategy Identify and define expected client outcomes ^{6 7} Maintain planning for capital improvements to properties along with annual property	Health data as a validation tool for outcomes becomes the norm	Continued data collection to define client outcomes and funding requirements . Develop systems for diversified funding as it relates to capital projects .	Sustainable funding levels maintained that match program need. Properties are maintained using preventative maintenance.

⁶ Consider supportive housing and the use of Maple Scores.

⁷ Look at the Social Determinants of Health to build a model.

Vision Alignment	Year 1	Year 2	Year 3	End Point Metrics
	inspections.			
Strategic Priority – Engagement				
<ul style="list-style-type: none"> Telling the Traverse Story Teaching and Training 	Update our communication strategy . Promote ABI training including HELPS Screener, referral, intake, and admission.	Evaluate the impact of the communication strategy. Evaluate the impact of ABI training.	Evaluate the impact of the communication strategy. Evaluate the impact of ABI training.	Strategic partners understand ABI, our services, and our need for integration to support clients

Next Steps

Our team will be working on the following activities in preparation for starting the plan effective April 1, 2025. The following is the list of the planned activities.

- **Communication** of our plan to staff, clients, and strategic partners.
- **Continued adherence** to Accreditation Canada standards
- **Collaboration** with external partners on health data initiative

Thank you to everyone who participated in the development of this strategic plan.

Board of Directors, Employees, Consumer Advisory Committee, Community partners

Inspiration, innovation, and ideas come in many different shapes, sizes and colours



But... "Real change, enduring change, happens one step at a time."
 - Ruth Bader Ginsburg