



Values

We Genuinely Care by respecting every client as a unique individual, with an untapped potential, and not simply as a number.

We Expand Possibilities through believing that everyone can contribute to society.

We are a Selfless Entrepreneur seeking to always improve, always evolve in our engagement with the community and our stakeholders.

We are Principled by managing with integrity and honesty, and through fairness and transparency.

We are Results-Focused by measuring up to our target results without being result-driven. We are accountable.

We Break Down Barriers by striving to be accessible and available – to be inclusive in our program design and service areas.

We are a Cohesive Team in which our strength lies in working together to achieve our collective goals.

Open Door Group Strategic Plan 2012-2017

1. Customer & Consumer Perspective: First-class Service

- 1.1. To develop a model of superior customer service to ODG Stakeholders by July 2014.
- 1.2. To develop standards and quality measures for all programs and services by September 2014.
- 1.3. To develop and implement a community development model, focused on employment, in all ODG catchment areas by September 2014.
- 1.4. To achieve an overall rating of 85% in customer/consumer satisfaction surveys by 2017.
- 1.5. To develop and implement an “Employer Engagement” plan designed to achieve >10% job placements over and above government performance targets. Plan to be developed in 2014-2015, resulting in improvements in 2015-2016.

2. Finance Perspective: Economic Sustainability and Prosperity

- 2.1. To develop an economically sustainable financial model for ODG’s “Employment Program of BC” contracts that considers the viability of our partner organizations by April 2014.
- 2.2. To double ODG reserves from \$1.2 million to \$2.4 million by 2017 in order to support the renewal of core employment contracts and/or development of ODG businesses.
- 2.3. To explore, create, and develop profit-focused social enterprises that will become 10% of ODG’s overall operational revenue by 2017 and will bring in an annual rate of return of 8% net profit.

3. Internal Perspective: Excellence in Achieving Quality Outcomes and Inspiring Innovation

- 3.1. To develop and implement an outcome oriented culture for all our programs, utilizing the logic model approach, resulting in superior results starting in April 2015.
- 3.2. To develop new Finance, IT, HR, Governance, and Quality Assurance systems and processes to support the new Employment Program of BC programs/services and to support ODG’s growth by April 2013.
- 3.3. To implement timely, consistent, and accurate financial, program, and service reporting by April 2014.
- 3.4. To develop and implement “procurement” plans to achieve the referral targets identified in the performance based financial model are achieved by April 2014.
- 3.5. To develop, implement, and track CQI and Research/Development initiatives for all programs and services, resulting in improved products and services. Product improvements to be documented and reported on starting April 2015.

- 3.6. To develop and implement a Social Corporate Responsibility (SCR) model, integrating a "triple-bottom line" methodology (economic, social, and environment) to measure SCR success by 2015. To implement a system of "purposeful purchasing" and work with our partners to encourage similar practices.
- 3.7. To successfully retain CARF Accreditation in 2014 and 2017.

4. Innovation and Learning Perspective: An Engaged Workforce

- 4.1. To increase employee engagement by ODG staff by 20% by 2017.
- 4.2. To achieve >80% employee satisfaction rating by 2017.
- 4.3. To be lower than industry standard re: employee sick time and employee turnover by April 2015.
- 4.4. To develop service level agreements between ODG functional areas and its programs areas, and to report out on performance results beginning September 2014.
- 4.5. To be a leader in the implementation of innovative technology in delivering ODG programs and services.
- 4.6. To develop and implement an internal communication plan that allows for feedback from all staff into what is working well and areas for improvement and that connects all ODG staff to the strategic direction of the organization.
- 4.7. To become recognized as one of the Top Employers, or Employer of Choice, by 2015.