



STRATEGIC PLAN

2024 - 2028

A Roadmap to Supporting Trauma Recovery





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August 23, 2024

Dear Members of our Community,

We hope this message finds you well. As the President of the Board of Directors and the Executive Director, we are honored to introduce our new strategic plan for the coming years. This plan stands as a testament to our unwavering commitment to serve our community better and our dedication to our mission.

The strategic plan that we are presenting is not just a roadmap for our future, but also a reflection of our collective aspirations and values. It is the result of careful deliberation, inclusive discussions, and meticulous planning involving our Board members, dedicated staff, and key stakeholders within the community.

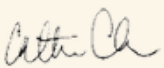
In this strategic plan, you will find clearly defined goals and objectives, designed to guide our efforts in creating a greater positive impact. Each goal is matched with specific strategies and measurable outcomes that will help us monitor our progress and continually improve.

Our team at PTR recognizes that the journey ahead may not be without challenges. Yet, we are confident that with this plan as our guiding light, the dedication of our team, and the continued support and understanding from our community, we will navigate through these challenges successfully.

We invite you to review this strategic plan and hope that it provides a clear picture of our dedication to serving our community effectively. We look forward to your feedback and continued partnership as we strive to bring these plans to fruition.

Thank you for your continued trust in PTR. Together, we can build a stronger, more resilient community.

Warm regards,



Cathy Chen
President, Board of Directors



Gianina Pellegrini, Ph.D.
Executive Director



EXECUTIVE SUMMARY

Partnerships for Trauma Recovery's five-year strategic plan stands as a testament to our unwavering commitment to serve our community better and our dedication to our mission. The strategic plan is not just a roadmap for our future but also a reflection of our collective aspirations and values. It is the result of careful deliberation, inclusive discussions, and meticulous planning involving our Board members, dedicated staff, and key stakeholders within the community. The collective process resulted in refining our organization mission and vision, solidifying our values, and articulating our strategic impact and organizational goals to guide our next five years.

MISSION

To address the psychosocial impacts of trauma among international survivors of human rights abuses through culturally aware, trauma-informed, and linguistically accessible mental health care and case management, community outreach, training, and policy advocacy.

VISION

A world in which mental health and freedom from violence are central components of policy and program priorities.

VALUES



Empowering Self-Sufficiency:

Our mission is to instill empowerment and self-reliance among our clients. We aim to equip them with the essential skills and confidence to attain their goals and enrich their lives.



Pursuing Justice & Advocacy:

Our commitment to justice is unwavering. We acknowledge and address the systemic failures that affect our clients. We take proactive measures to fill these gaps, advocating for changes that promise enduring impact.



Promoting Belonging & Inclusion:

We aim to establish a sanctuary where everyone feels valued and included. We respect and appreciate diverse life experiences, creating a safe, respectful space where everyone feels seen, heard, and acknowledged.



Cultivating Community & Service: Our ethos is grounded in a collaborative community spirit. We endeavor to learn from and amplify the resources within the communities we serve, fostering a sense of service and shared growth.



Nurturing Compassion & Support:

Our approach to service is rooted in empathy and kindness. We strive to alleviate suffering by offering a supportive, caring atmosphere that promotes recovery and well-being.

FOCUS AREAS & STRATEGIC GOALS



Community Wisdom

- Amplify PTR's services by tapping into the rich vein of knowledge and experience inherent within the community, thereby ensuring services are efficient and inclusive.
- Intensify cooperative endeavors and synchronization with the community. Diligently deconstruct colonial biases within our services to strengthen their impact and extend their reach.

Organization Culture

- Dedicated to fostering a wholesome, productive, and inclusive organizational environment that stimulates continuous learning and development.
- Advance staff camaraderie and morale.
- Amplify learning opportunities for staff and Board members and foster a culture of continuous learning.



Organizational Capacity & Sustainability



- Committed to fortifying the organization's infrastructure and ensuring long-term sustainability.
- Enhance employee retention and mitigate burnout.
- Establish formal Human Resources processes.
- Maintain and secure consistent and sustainable financial resources.
- Develop evaluation frameworks to enhance service effectiveness.

Programming Excellence

- Dedicated to amplifying PTR's scope and prominence through strengthening collaborations, advocating for policy changes, and optimizing our programming to meet community needs.
- Promote greater exposure and engagement with community partners.
- Broaden outreach and influence through advocacy efforts.
- Optimize programming and activities to precisely meet community needs and align with the organization's mission.



OUR STRATEGIC PLANNING & IMPLEMENTATION PROCESS

1. Pre-Planning Stage:

- A strategic planning team of 7 members was formed, which included representatives from the board, leadership, staff, and an external consultant.
- A detailed planning process timeline was created, spanning over 6 months, from February to August.

2. Assessment Stage:

- An environmental scan was conducted, analyzing key external factors and an internal document synthesis included gathering and reviewing PTR documents to assess infrastructure, programs, and services.
- A series of analyses, including a PEST analysis, SWOT analysis, and the Core Capacity Assessment Tool (CCAT), were completed. The CCAT measures four core capacities: adaptive, leadership, management, and technical.
- In-depth interviews with seven PTR Board members and staff members were conducted.
- A stakeholder analysis was performed, involving one-on-one interviews with six key stakeholders including clients, partners, and funders.

3. Strategy Formulation Stage:

- The mission, vision, and values were revisited and refined during an in-person all-staff retreat.
- After reviewing assessment findings, retreat report, and all stakeholder interview data, draft strategic focus areas were identified.
- Workshops with the strategic planning team and the Board of Directors to review and outline the strategic action plan culminated in four strategic focus areas and 11 goals.
- Detailed action plans were developed for each goal, outlining objectives and measurements.

4. Implementation Stage:

- After the finalization of the below Strategic Action Plan, the strategic planning team – inclusive of members of the staff, leadership team, and Board of Directors – will develop an implementation plan and strategy to accomplish the goals and objectives described in the plan.
- The implementation strategy will include more details on how objectives are going to be met, including SMART goals to achieve individual objectives and a phased approach to accomplishing the goals of the strategic plan over the next three years.
- The strategic planning team will meet quarterly to review activities, track progress, and adjust the strategy as needed.

STRATEGIC ACTION PLAN

FOCUS AREA

Community Wisdom: Amplify PTR's services by tapping into the rich vein of knowledge and experience inherent within the community, thereby ensuring services are efficient and inclusive.

GOAL : Intensify cooperative endeavors and synchronization with the community.

Objectives

- Establish one Community Advisory Board: This will act as a critical bridge between PTR and the community, encouraging shared decision-making and closer alignment with community needs.
- Leverage local community wisdom and create community-oriented social events (at PTR and culturally diverse and community-defined spaces) for clients and team members: Through active outreach and open dialogue, we will seek and apply valuable insights gleaned from the community. Gatherings will serve to deepen connections, foster camaraderie, and promote shared understanding.
- Actively seek engagement opportunities for volunteers within PTR: We'll create meaningful roles to tap into the potential of volunteers, further strengthening our bonds with the community.
- Create a clear trajectory for former clients to volunteer with PTR as group facilitators and mentors to current clients. This initiative will provide clients with empowering opportunities while enriching our team with diverse firsthand experiences.

Measurement

- Number of Community Advisory Board members, meetings held during the year, and attendance rates at each meeting.
- Number of and attendance rate at community-oriented social events held annually.
- Number of volunteers engaged per year.
- Number of clients transitioning into volunteer positions per year.

GOAL: Diligently deconstruct colonial biases within our services to strengthen their impact and extend their reach.

Objectives

- Implement diverse non-Western healing methodologies, acknowledging the value of various cultural approaches and consciously moving away from exclusively Western models.
- Continue to consider language diversity in hiring and service provision, increasing the number of bilingual and multilingual staff members and interpreters, reflecting the importance of language diversity and continuing to challenge the dominance of English-only communication.

- Maintain a client-centered delivery model and prioritize direct, in-person engagements fostering a more equitable and less hierarchical exchange of information and support.
- Integrate services holistically, ensuring that the dismantling of colonial biases is a cross-cutting objective in all aspects of service provision.

Measurement

- Number of annual activities/events, including support groups, that center non-western healing methodologies.
- Number of bilingual and multilingual staff and number of active interpreters measured annually.
- Proportion of languages spoken by staff compared to the languages spoken by clients measured annually.
- Number of clients participating in more than one program.
- Client satisfaction rate of in-person and virtual service delivery methods.
- Number of in-person and virtual sessions in proportion to preferred engagement method identified through surveys with clients.

FOCUS AREA

Organization Culture: Dedicated to fostering a wholesome, productive, and inclusive organizational environment that stimulates continuous learning and development.

GOAL: Advance staff camaraderie and morale.

Objectives

- Reduce divisions between clinical and non-clinical staff by fostering opportunities – including regular celebratory events and intentional team-building activities – for all-staff involvement.
- Encourage spaces for idea exchange where each team member can contribute their thoughts equally.
- Improve onboarding processes and provide mentorship and guidance for staff to increase overall professional development.

Measurement

- Number of annual team-building activities.
- Conduct surveys after specific activities to assess staff satisfaction.
- Number of quarterly meetings provided for staff to exchange ideas and contribute to program development.
- Conduct surveys on onboarding and supervision support to rate effectiveness and provide feedback.

GOAL: Amplify learning opportunities for staff and Board members, and foster a culture of continuous learning.

Objectives

- Facilitate participation of staff and Board members in relevant internal meetings, external trainings, workshops, and conferences.
- Establish system where performance development plans clearly define specific training and development objectives; and develop an internal comprehensive training and development program to foster organization-wide learning.
- Develop opportunities for cross-training, lunch-and-learn sessions, and internal mentorship within PTR to identify blind spots and mitigate compartmentalization.

Measurement

- Number and relevance of internal meetings, external trainings, workshops, and conferences attended by staff and Board members annually.
- Number of staff who complete the internal training and development program.
- Achievement of outlined objectives in performance development plans and satisfaction ratings of trainings by staff.
- Number and effectiveness – as measured by staff surveys – of cross-training sessions, lunch-and-learn sessions, and internal mentorships.

FOCUS AREA

Organizational Capacity & Sustainability: Committed to fortifying the organization's infrastructure and ensuring long-term sustainability.

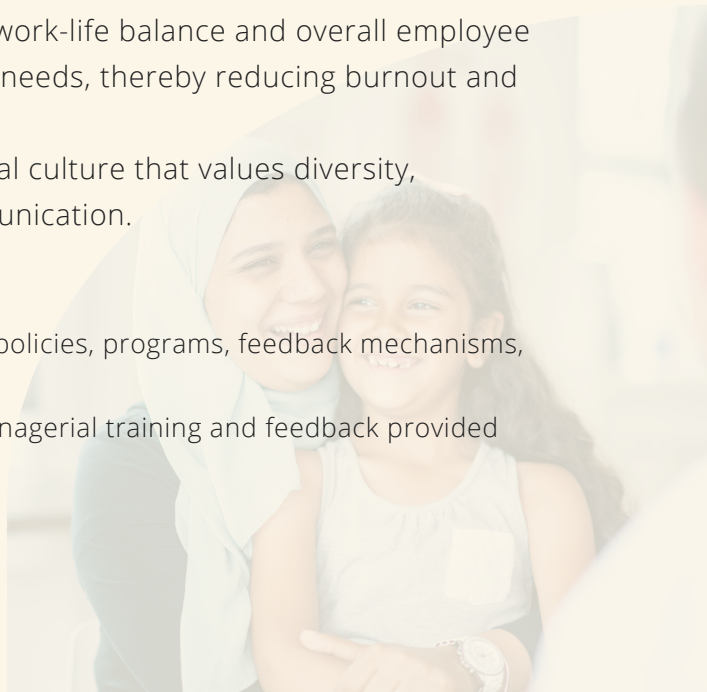
GOAL: Enhance employee retention and mitigate burnout.

Objectives

- Prioritize enhancing leadership transparency by facilitating consistent communication with staff and including them in organizational decision-making processes.
- Provide comprehensive internally-led managerial training and construct a mechanism for efficient feedback exchange and integrate procedures for evaluating supervisory positions.
- Implement policies and programs that promote work-life balance and overall employee wellbeing to address mental and physical health needs, thereby reducing burnout and enhancing overall staff satisfaction.
- Cultivate a supportive and inclusive organizational culture that values diversity, promotes collaboration, and fosters open communication.

Measurement

- Implement staff surveys that measure satisfaction of policies, programs, feedback mechanisms, and leadership communication.
- Number of managers who complete internally-led managerial training and feedback provided during and after training.



- Number of staff who participate in wellbeing activities and feedback provided by staff after participating in activities.
 - Number of DEI workshops/trainings offered to staff annually.
 - Number of opportunities created for staff to provide feedback to leadership and Board.
 - Annual number of collaboration activities conducted between programs.
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GOAL: Establish formal Human Resources processes.

Objectives

- Appoint a dedicated Human Resources Position.
- Formulate extensive HR policies & procedures, encompassing areas such as conflict resolution, performance evaluations, salary assessments, benefits, and employment best practices.
- Implement a robust employee onboarding and development program to ensure employees are well-oriented and continuously learning.

Measurement

- Success in filling the Human Resources position.
 - Completion of the development and implementation of comprehensive HR policies & procedures.
 - Positive feedback from staff on the effectiveness of new HR policies & procedures, as measured through surveys.
 - Successful implementation and feedback on the employee onboarding and development program.
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GOAL: Maintain and secure consistent and sustainable financial resources.

Objectives

- Ensure diversified financial support by actively researching, exploring, applying for, and securing various sources of funding – including public and private sectors – that align with our mission and can enhance our programs and services.
- Cultivate strategic partnerships with like-minded entities for co-funding initiatives, thus leveraging shared resources and amplifying impact.
- Plan and execute a range of fundraising events, from small community gatherings to larger-scale functions, to engage supporters and generate essential funding.

Measurement

- Amount and diversity of funding secured from various public and private sources per year.
- Number of relevant grants identified, applied for, and successfully obtained per year.
- Number of strategic partnerships established for co-funding and the amount of funds raised through these partnerships per year.
- Number of fundraising events held per year and the amount of funds raised from these events..



GOAL: Develop evaluation frameworks to enhance service effectiveness.

Objectives

- Establish and utilize formative evaluation tools – with clear quantitative and qualitative metrics of success – to evaluate program effectiveness.
- Incorporate client feedback and evaluations as vital tools for service enhancement.
- Continually update and refine success measurement systems to align with evolving program goals and client needs.
- Leverage the data analysis tools developed in Salesforce to effectively interpret success metrics and guide strategic decisions regarding client services; and then communicate within the organization and to external audiences.

Measurement

- Number of qualitative and quantitative program evaluation exercises conducted annually.
- Rate at which programs are meeting stated grant deliverables during any given grant reporting period.
- Client satisfaction rating of services.
- Degree to which data analysis informs strategic decision-making, as evidenced by the correlation between analysis insights and implemented changes.
- Frequency and reach of internal and external communications sharing service success metrics and narratives.

FOCUS AREA

Programming Excellence: Dedicated to amplifying PTR's scope and prominence through strengthening collaborations, advocating for policy changes, and optimizing our programming to meet community needs.

GOAL: Promote greater exposure and engagement with community partners..

Objectives

- Deepen cooperative efforts with partners.
- Offer and facilitate training sessions for partners on trauma-informed practices and vicarious trauma.
- Enhance partner communication regarding PTR's capabilities and service capacity.
- Foster long-term relationships with partners through mutual projects and initiatives.
- Monitor and respond to partner feedback to continually improve the quality and effectiveness of PTR's services.
- Amplify PTR's presence in the community via events, social media, etc.
- Assess the potential for rebranding, including a review of PTR's organizational name.

Measurement

- Depth and effectiveness of partner collaborations, measured through partner feedback.
- Number of training sessions provided per year and their effectiveness as reported by partners.
- Frequency and clarity of communication to partners regarding PTR's capacity and service availability.
- Completion of a comprehensive review and potential implementation of a rebranding strategy.

GOAL: Broaden outreach and influence through advocacy efforts.

Objectives

- Create a dedicated role and recruitment of an individual to spearhead advocacy initiatives.
- Develop and implement a comprehensive advocacy strategy to guide all advocacy efforts.
- Bolster advocacy drives for policy enhancements and best practices concerning mental health for immigrants, refugees, and asylum seekers.
- Investigate potential partnerships with other organizations for combined advocacy initiatives.

Measurement

- Successful recruitment and onboarding of a dedicated advocacy position.
 - Number of statements distributed, and time dedicated to advocacy efforts.
 - Number of advocacy drives participated in annually and a review of the outcomes.
 - Number of strategic partnerships formed specifically for advocacy work.
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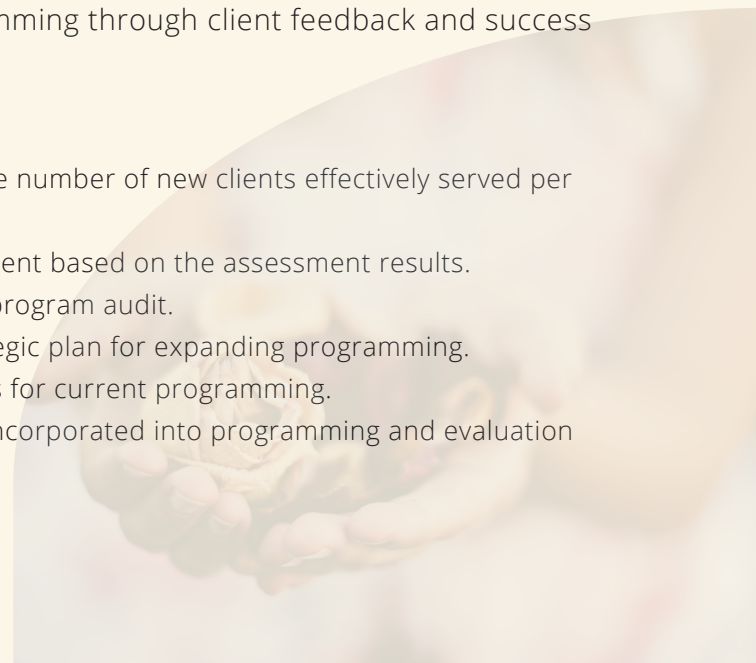
GOAL: Optimize programming and activities to precisely meet community needs and align with the organization's mission.

Objectives

- Assess our current resource allocation to identify areas where additional resources are available to handle a larger client base.
- Perform a service mapping program audit to identify and analyze the current state of services internally and in our community.
- Develop a strategic plan for expanding programming to meet identified community needs.
- Enhance the quality of service and user experience, resulting in heightened client satisfaction and loyalty.
- Refine operational processes and systems to drive greater efficiency and create more value with the available resources.
- Evaluate the effectiveness of current programming through client feedback and success metrics

Measurement

- Increase in client capacity as demonstrated by the number of new clients effectively served per year.
- Identified areas for resource allocation improvement based on the assessment results.
- Completion and findings of the service mapping program audit.
- Completion and implementation rate of the strategic plan for expanding programming.
- Client feedback scores and success metric results for current programming.
- Number of documented ways client feedback is incorporated into programming and evaluation metric.



PARTNERSHIPS FOR TRAUMA RECOVERY

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