

# **Strategy and Risk Report**

## 2023-2026 Strategic Plan

## Presented to the Finance & Risk Committee and Board of Directors: Feb/March 2023

Strategic Principle	Strategic Objective	Risk Assessment Rigour (RAR) On a scale of 0 – 3, how much time do we want to invest in assessing risks to the objective?	<b>Objective</b> <b>Certainty*</b> How confident are we that objective will be achieved?	<b>Key Milestones</b> What have we achieved that signals our success?	<b>Key Risks</b> What may accelerate or impede achieving our objective?
SERVICES: BE THE PROVIDER OF CHOICE	Continue the evolution and growth of DeafBlind Ontario Services	2		<ul> <li>Growth Committee implemented in June 2022 – aligned with Accommodation &amp; Housing Work Group.</li> <li>Certified Deafblind Intervenor Specialist (CDBIS) Certification process continues to move ahead.</li> </ul>	<ul> <li>Funding</li> <li>Labour market (retention, recruitment)</li> <li>Ongoing education to Ministry about Intervenor Services, and the uniqueness of Deaf, hard of hearing and non-verbal, and required resources</li> </ul>
OUR EMPLOYEES: SUPPORT TO THRIVE	Continue to enhance our employee engagement	2		<ul> <li>Investigating the implementation of an employee engagement &amp; communication platform to improve culture &amp; communication.</li> <li>Mental Health &amp; Wellness Workshops completed</li> <li>Coaching Based Leadership completed</li> </ul>	<ul> <li>Turnover</li> <li>Labour market challenges</li> <li>Financial limitations related to platform - digital transformation and resources limitations (financial + HR)</li> </ul>

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				<ul> <li>College leadership courses for ERCAs – ongoing</li> <li>EAP Communication</li> <li>Restructured HR and Communications Team to support employee engagement</li> </ul>	<ul> <li>Choosing the right tool to meet needs and integrate the organization – training strategy will be key.</li> </ul>
	Create and implement a succession planning strategy	2		<ul> <li>Succession planning strategy developed and in progress</li> </ul>	Knowledge & leadership loss

### Risk Assessment Rigour (RAR) Levels

How much time & effort do we want to invest in assessing risks to the objective?

LEVEL	DESCRIPTION
0	No assessment of risk or Objective Certainty is required at this time. This level is typically assigned to Objectives that have low importance and no regulatory requirements.
1	Assessment of significant risks and Objective Certainty is required because the Objective has some importance, or a regulatory requirement exists.
2	Level 1 Rigour plus further assessment of risks and Objective Certainty is required because the Objective is important, or a regulatory requirement exists. This level of Rigour includes an assessment of risk (Low/Medium/High) and further Risk Treatments may be required.
3	Level 2 Rigour plus in-depth assessment of risks and Objective Certainty is required because the Objective is critical, or a regulatory requirement exists. At this level, the Objective Owner/Sponsor typically engages a reviewer to perform quality assurance to validate their Rigour assessment.

#### **Objective Certainty Ratings**

How confident are we that objective will be achieved?

Objective has been achieved or there is a high level of certainty of achievement. Risks impacting the objective are being actively managed to an acceptable level and no further additional actions are required to address risks.

Some uncertainty of achievement. Risks impacting the objective require management attention and some effort to increase certainty of achievement.

Objective certainty is uncertain due to risks and/or high potential for unpredictability (as may be the case in early stages of execution). Risks impacting the objective require rigorous management attention and effort to increase certainty of achievement.

Achievement of the objective is unlikely. Significant risk analysis and aggressive corrective action by senior management are required to increase certainty of achievement.

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Achievement of the objective is highly improbable. Urgent risk analysis and monumental corrective action, including strategic pivots, are immediately required by senior management and the Board to increase certainty of achievement.