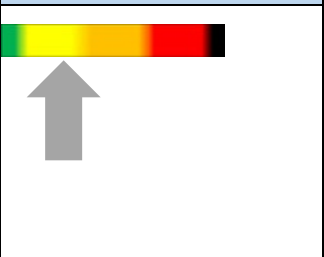
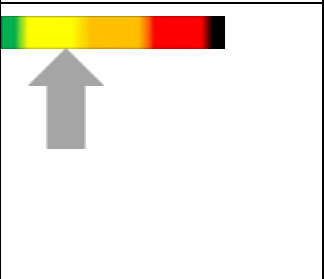
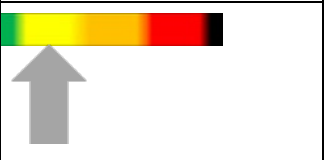




# Strategy and Risk Report

## 2023-2026 Strategic Plan

Summary of Report presented to the Finance & Risk Committee and Board of Directors: June 2024

Strategic Principle	Strategic Objective	Risk Assessment Rigour (RAR)* <i>On a scale of 0 – 3, how much time do we want to invest in assessing risks to the objective?</i>	Objective Certainty* <i>How confident are we that objective will be achieved?</i>	Key Milestones <i>What have we achieved that signals our success?</i>	Key Risks <i>What may accelerate or impede achieving our objective?</i>
<b>SERVICES: BE THE PROVIDER OF CHOICE</b>	Continue the evolution and growth of DeafBlind Ontario Services	2		<ul style="list-style-type: none"> <li>• Growth Committee (implemented June 2022 - aligned with DBOF Accommodation &amp; Housing Work Group) work is ongoing.</li> <li>• Certification:               <ul style="list-style-type: none"> <li>◦ Continue to promote the Certified Deafblind Intervenor Specialist (CDBIS) Certification process within the organization and externally, as well as internationally.</li> <li>◦ Development of Deaf certification in progress</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Funding</li> <li>• Labour market</li> <li>• Retention/recruitment</li> <li>• Working collaboratively with Intervenor Service sector partners to address concerns with MCCSS' Intervenor Services needs-based funding model</li> </ul>
<b>OUR EMPLOYEES: SUPPORT TO THRIVE</b>	Continue to enhance our employee engagement	2		<ul style="list-style-type: none"> <li>• Viva Engage (employee engagement &amp; communication platform to improve culture and communication) launched Jan 2024.</li> <li>• Values refresh project - work planned to begin in Fall 2024</li> </ul>	<ul style="list-style-type: none"> <li>• Turnover has improved due to retention/recruitment strategies</li> </ul>
	Create and implement a succession planning strategy	2		<ul style="list-style-type: none"> <li>• 1st Phase completed in April 2024 with plan developed for specific positions.</li> <li>• Succession planning roadmap &amp; key leadership roles to be finalized in spring 2025.</li> </ul>	<ul style="list-style-type: none"> <li>• Knowledge &amp; leadership loss</li> <li>• Turnover</li> </ul>

Updated by Internal Risk Management Committee: May 7, 2024  
 Approved by the Finance & Risk Committee: June 6, 2024  
 Approved by the Board: June 18, 2024

<b>Strategic Principle</b>	<b>Strategic Objective</b>	<b>Risk Assessment Rigour (RAR)*</b> <i>On a scale of 0 – 3, how much time do we want to invest in assessing risks to the objective?</i>	<b>Objective Certainty*</b> <i>How confident are we that objective will be achieved?</i>	<b>Key Milestones</b> <i>What have we achieved that signals our success?</i>	<b>Key Risks</b> <i>What may accelerate or impede achieving our objective?</i>

### Quality Assurance Review Update

The purpose of quality assurance testing is to assess the effectiveness of risk treatments in addressing the risks to the achievement of the objective. A Quality Assurance Testing Team (QATT) was formed in May 2023. The internal Risk Management committee identifies areas where the organization could be doing more to mitigate risks and develops the QA testing tool. Any recommendations and related work resulting from the QA reviews are monitored by the objective owner and the Risk Management Committee.

An Annual Assurance Plan is in place and guides the work of the QATT. A pilot QA review was completed in September 2023 and focussed on assessing the effectiveness of two risk treatments in addressing risks to the achievement of the strategic objective “Continue the growth and evolution of DBOS”.

Focus areas for the 2023-2025 QA reviews include Health and Safety, Human Resources, and Information Assets.

## Risk Assessment Rigour (RAR) Levels

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

<b>LEVEL</b>	<b>DESCRIPTION</b>
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?*

