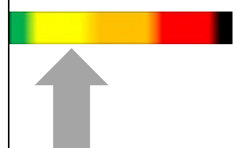
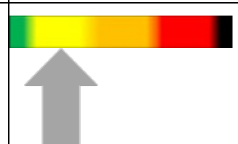
Strategy and Risk Report

2023-2026 Strategic Plan

Summary of Report presented to Finance & Risk Committee and Board of Directors: Feb/March 2025

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?*	**Objective Certainty*** *How confident are we that objective will be achieved?*	**Key Milestones** *What have we achieved that signals our success?*	**Key Risks** *What may accelerate or impede achieving our objective?*
SERVICES: BE THE PROVIDER OF CHOICE	Continue the evolution and growth of DeafBlind Ontario Services	2		• Growth Committee (implemented June 2022 - aligned with DBOF Accommodation & Housing Work Group) work is ongoing. • Certification ◦ Continue to promote the Certified Deafblind Intervenor Specialist (CDBIS) Certification process within the organization, externally, and internationally. ◦ Enriched Communication Support Specialist (ECSS) – internal certification launched January 2025. • Crowley St. (Oshawa) location (replacement for Chadburn location) purchased Sept 19, 2024.	• Funding • Labour market • Retention/recruitment improved due to retention & recruitment strategies • Working collaboratively with Intervenor Service sector partners to address concerns with IS needs-based funding model.
OUR EMPLOYEES: SUPPORT TO THRIVE	Continue to enhance our employee engagement	2		• Viva Engage (employee engagement & communication platform) launched Jan 2024. User activity tracked for future evaluation. • Values refresh project – 80% completion rate on the Sept 2024 "Culture by Design Survey". Renewed Values approved by DBOS board on Feb 4, 2025. • New Employee Experience/Training Working Group launched Sept 2024 to focus on quality of training – work to be finalized in April 2026.	• Turnover has improved due to retention/recruitment strategies – 0% turnover in some areas.

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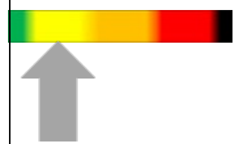
	Create and implement a succession planning strategy (this objective will continue into next strategic plan)	2		• 1st phase completed in April 2024 with plans developed for specific positions. • Succession planning roadmap & key leadership roles developed • Steering Committee meets bi-annually to update/maintain strategy and heat map.	• Knowledge & leadership loss • Turnover

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 Objective Centric 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. 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?

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.

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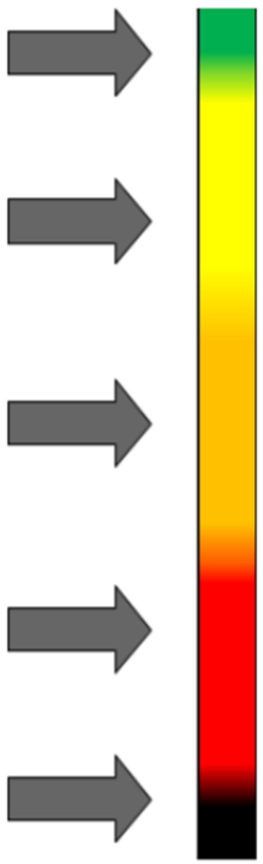
Objective Certainty Ratings

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.

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.

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