

PHARA

**Independence and Housing
Autonomie et logement**

Strategic Plan 2023-2027

PHARA Today

PHARA Tomorrow

PHARA Forever

PHARA Today, PHARA Tomorrow,



“I couldn’t live my own life without PHARA.”

- PHARA Client

PHARA Forever

The Board of Directors is pleased to present the organization’s 2023-2027 Strategic Plan. The organization has chosen the title for this plan “PHARA Today, PHARA Tomorrow, PHARA Forever,” after careful consideration. It represents the importance that the organization holds in our local area, the importance of the organization to its clients/tenants, and the value of the Independent Living Philosophy that we maintain for all those served by PHARA.

Mission Statement

PHARA provides services in both official languages to people with disabilities, as well as housing opportunities for those with low or moderate incomes.

Introduction

PHARA is the adopted common name representing the registered non-profit charitable organizations of the Physically Handicapped Adults’ Rehabilitation Association Nipissing-Parry Sound and the Physically Handicapped Adults’ Rehabilitation Association Westwinds Heights. PHARA provides community support services in the North Bay, West Nipissing and surrounding areas. The services include Supportive Housing,



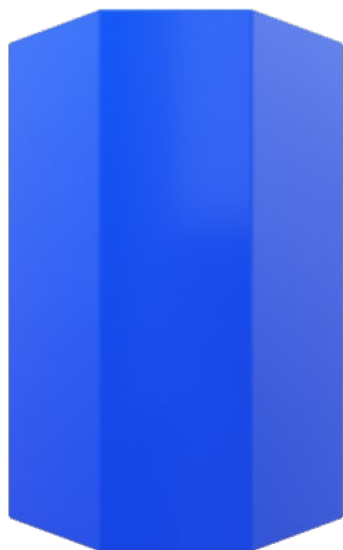
Outreach Attendant Care, Assisted Living, Assistive Devices, Respite, and Stroke Rehabilitation. PHARA also provides Housing at three campuses in North Bay.



This Strategic Plan was formulated using multi-tiered feedback and analysis. PHARA's Board of Directors Governance Committee, a committee of the Board, utilized client feedback from the Annual Survey and Operational Input, while reviewing socioeconomic and industry trends. In addition, Operations, in support of the Governance Committee, completed a SWOT Analysis (Strengths, Weaknesses, Opportunities and Threats) to aid in the creation of this Plan. The Strategic Plan provides guidance and direction for the organization for a five-year period. The Plan outlines the strategic direction for customer-focused service delivery, enhanced community presence, a staff-dedicated organization, and enhanced services and housing.



The Strategic Plan is based on four Pillars: Excellent Service, An Employer of Choice, A Local Leader, and Enhanced Sustainability.



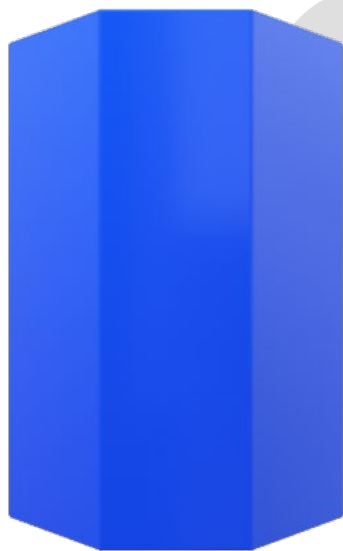
Pillar 1: Excellent Service

Aim: To be seen by clients, tenants, and the community as a provider of excellent service.

Actions:

- 1 - To pursue accreditation to improve and to demonstrate our dedication to excellent service.
- 2-To enhance the quality and integrity of our services, by focusing on the importance of doing the little things well.
- 3- To extend our collaboration with community providers, to enhance services and housing opportunities.

Outcomes: PHARA will maintain excellent Annual Survey results. PHARA will become an accredited organization. PHARA will further develop our collaborative bonds with community organizations.



Pillar 2: An Employer of Choice

Aim: To foster a culture and workplace where individuals choose PHARA as their long-term employer.

Actions:

- 1- To achieve the living wage for all employees of PHARA.
- 2- To comprise a comprehensive human resources strategy, to ensure we attract and retain excellent people.
- 3- To maintain a safe workplace that prizes inclusivity, diversity, education, succession, and wellness.

Outcomes: PHARA will advocate to move forward with the living wage for employees. PHARA will lower turnover rates and enhance retention as evidence of becoming an employer of choice. PHARA will enhance succession and training programs. PHARA will champion inclusivity, diversity, and wellness.



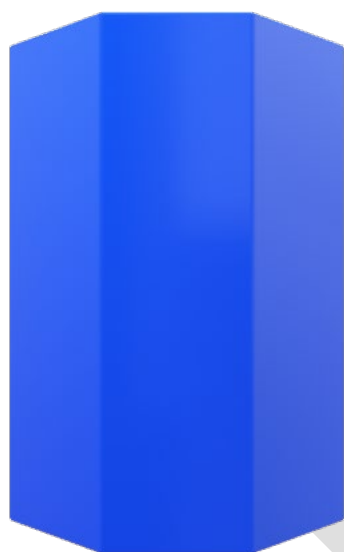
Pillar 3: A Local Leader

Aim: To enhance our partner's and the public's awareness of PHARA in the community and as a community leader.

Actions:

- 1-To work collaboratively with our partners, to influence health system transformation and enhance non-profit housing opportunities.
- 2- To enhance public awareness of PHARA.
- 3- To expand services levels, while working to expand housing opportunities.

Outcomes: PHARA will expand client services within the community. PHARA will increase the public's awareness of the organization. PHARA will contribute to positively impacting services, while advancing opportunities for housing.



Pillar 4: Enhanced Stability

Aim: To enhance the long-term sustainability of the organization.

Actions:

- 1-To advance our mandate, by responding quickly to funding opportunities.
- 2- To explore becoming a training centre for independence and life skills training.
- 3- To enhance succession, education, and team building opportunities for the Board of Directors.

Outcomes: PHARA will respond to funding opportunities as a means to build existing and new services. PHARA will expand life skills training with or without a training centre. PHARA will strengthen the Board of Directors around succession and team building.