

BRAINTRUST CANADA

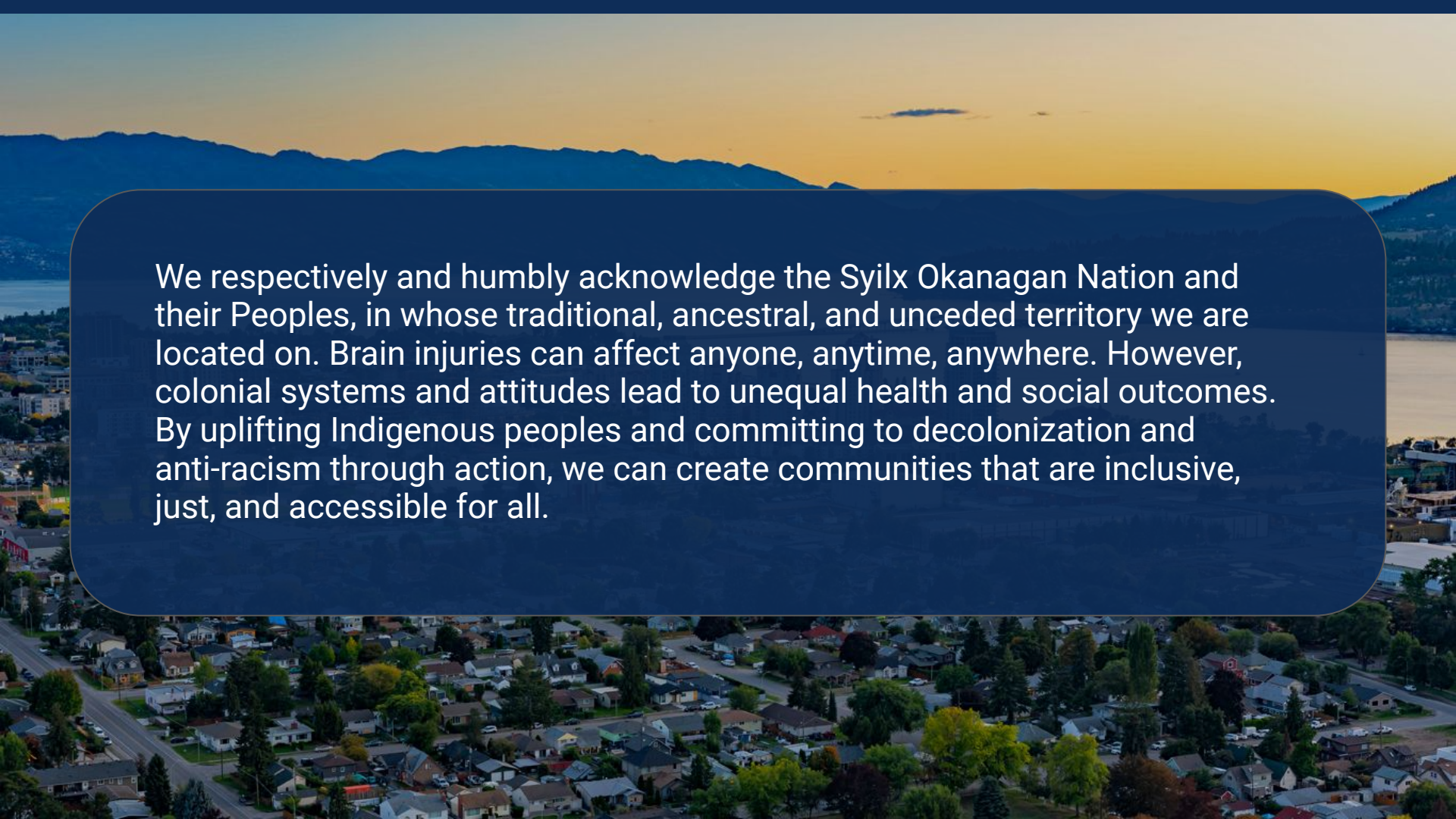
# 2024-2028 Strategic Plan

---


[www.braintrustcanada.com](http://www.braintrustcanada.com)

BRAINTRUST  
CANADA



An aerial photograph of a suburban residential neighborhood with numerous houses, streets, and trees. In the background, a range of mountains is silhouetted against a sunset sky with warm orange and yellow tones. A large, semi-transparent dark blue rounded rectangle is overlaid on the center of the image, containing white text.

We respectfully and humbly acknowledge the Syilx Okanagan Nation and their Peoples, in whose traditional, ancestral, and unceded territory we are located on. Brain injuries can affect anyone, anytime, anywhere. However, colonial systems and attitudes lead to unequal health and social outcomes. By uplifting Indigenous peoples and committing to decolonization and anti-racism through action, we can create communities that are inclusive, just, and accessible for all.



BrainTrust Canada aims to be a key leader and collaborative partner in our community, meeting the unique needs of individuals living with the effects of brain injury by **providing evidence based and innovative approaches to rehabilitation and recovery that leads to meaningful outcomes.**

# Impact Model: The Foundation

BrainTrust Canada's impact model, or theory of change, clarifies our intended impact and how we believe it will happen.

The Theory of Change is the foundation of good impact measurement. It is the anchor for our medium term strategic pillars with corresponding key activities.

We start with impact and build activities around the intended outcomes. Over the coming years BrainTrust Canada will optimize the revenue model and financial model to build ongoing stability, sustainability, and choice, in support of our operations and impact.

## Theory of Change

Our theory of change (ToC) describes and illustrates BrainTrust Canada's intended changes and how change is expected to happen. We invite you to join BrainTrust Canada in **maximizing the potential of those who have been affected by brain injury.**

## Impact Measurement

We're shifting from measuring outputs (like participation) to measuring outcomes (like quality of life). The ToC identifies our intended outcomes; our measurement approach names specific indicators for those intended outcomes.

## Strategic Priorities

BrainTrust Canada is focused on three strategic pillars to achieve our theory of change:

- **Organizational strength**
- **Client centred service**
- **Impactful community engagement**

Each of these pillars has near term key activities identified.

# Theory of Change

This is the change we intend to contribute to and how we expect it to happen.

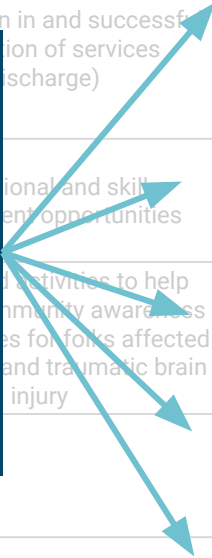
Inputs	Activities	Outputs	Outcomes	Impacts
A stable and strong BrainTrust team (staff, board, volunteers)	Evidence based, innovative services for those affected by acquired and traumatic brain injury; focus on prevention, education, rehabilitation programs and services	Participation in and successful completion of services (discharge)	A replicable, accessible, equitable model of care is available for people with brain injuries and their families, delivered by BrainTrust and community partners	Accessible, equitable national system of care for people with brain injury resulting in reduced pressure on families and healthcare services.
A healthy workplace and a safe space to heal	Assess needs, identify support, offer navigation and relevant services (no / low fee and fee-for-service)	Educational and skill development opportunities	Increased quality of life and independence for individuals with brain injuries	Folks with acquired and traumatic brain injury reach their maximum potential
A predictable, sustainable revenue model	Engage in advocacy, storytelling, education and outreach	Stories and activities to help improve community awareness and outcomes for folks affected by acquired and traumatic brain injury	Reduced barriers, stigmas, and negative outcomes for folks in BTC programs / services	Reduction in the incidence and severity of brain injuries in the community
Committed community partners and funders	Build respectful relationships with values aligned, trust based partners and funders		Increased skill development (communication and socialisation, self-awareness)	Increased community awareness, empathy, and understanding of (acquired?) brain injury
	Provide tools and training for brain injury caregivers		Incremental policy and practice shifts that support an improved system of care for people with brain injury	Safer, healthier sports

# Theory of Change

This is the change we intend to contribute to and how we expect it to happen.

Inputs	Activities	Outputs	Outcomes	Impacts
A stable and... team (staff, b...	Evidence based, innovative services for those affected by	Participation in and successful... of services... (discharge)	A replicable, accessible, equitable model of care is available for people with brain injuries and their families, delivered by BrainTrust and community partners	Accessible, equitable national system of care for people with brain injury resulting in reduced pressure on families and healthcare services.
A healthy wor... spac...		...ional and skill... ent opportunities	Increased quality of life and independence for individuals with brain injuries	Folks with acquired and traumatic brain injury reach their maximum potential
A predictab... reven...		...activities to help... munity awareness... es for folks affected... and traumatic brain injury	Reduced barriers, stigmas, and negative outcomes for folks in BTC programs / services	Reduction in the incidence and severity of brain injuries in the community
Committed co... and funders	with values aligned, trust-based partners and funders		Increased skill development (communication and socialisation, self-awareness)	Increased community awareness, empathy, and understanding of (acquired?) brain injury
	Provide tools and training for brain injury caregivers		Incremental policy and practice shifts that support an improved system of care for people with brain injury	Safer, healthier sports

We focus on Activities which contribute to our intended Outcomes. Our impact measurement prioritizes measuring outcomes, not outputs.





# Impact Measurement Framework

## Outcome:

A replicable, **accessible, equitable model of care** is available for people with brain injuries and their families, delivered by BrainTrust Canada and other community partners.

### Indicator 1

#### Accessible



Average time between service request and service start, measured quarterly.

Proportion of individuals who ask for service who did not receive service compared to the total number of clients who received the services.

### Indicator 2

#### Equitable



Percentage of clients served over a year who belong to historically underserved groups.

### Indicator 3

#### Model of Care



Percentage of clients in one year who participate in multiple services

10 REDUCED INEQUALITIES



Standardized Indicator of Reference: Canada SDGs 10.2.1

# Impact Measurement Framework

**Outcome:** Increased **quality of life** and **independence** for individuals with brain injuries.

## Indicator 1

### Quality of Life

The proportion of clients who self-rate their sense of wellbeing, purpose, connection, and self-esteem as moderately to significantly improved after a set duration of utilizing services (e.g. 12 months).

## Indicator 2

### Belonging

Percentage of clients who reported their sense of belonging to their local community as being very strong or somewhat strong

## Indicator 3

### Independence

The proportion of clients engaging with three or more forms of unassisted community support, such as employment, social events, and social services.

## Indicator 4

### Family Unit is Preserved

Need to identify an appropriate indicator.

**3** GOOD HEALTH AND WELL-BEING



**11** SUSTAINABLE CITIES AND COMMUNITIES



Standardized Indicators of Reference: Canada SDGs Indicators 3.6.1, 3.7.1, 11.7.1, and Canadian Index of Wellbeing for Personal Wellbeing and Mental Health Dimensions.



# Impact Measurement Framework

## Outcome:

Reduced barriers, stigmas, and negative outcomes for folks in BrainTrust Canada programs / services.

### Indicator 1

#### Housing Security

Percentage of clients paying 30% or less of average monthly household income on housing

### Indicator 2

#### Housing Security

Program participants report high satisfaction re: housing quality, security of tenure affordability and safety

### Indicator 3

#### Recidivism

Percentage of clients who stay out of the justice system while participating in BrainTrust programs and beyond.

Standardized Indicators of Reference: Canadian Index of Wellbeing (Living Standards), [Homeless Hub](#)

# Impact Measurement Framework

## Outcome:

Increased skill development (communication and socialisation, express yourself in alternative formats, greater self-awareness)

## Indicator 1

**The proportion of clients accessing BrainTrust Canada programs who self-rate their communication, socialization, and self-awareness as moderately to significantly improved after a set duration of utilizing services (comparable quarter on quarter).**

**3** GOOD HEALTH  
AND WELL-BEING



Standardized Indicators of Reference: Canada SDGs  
Indicators 3.6.1 and 3.7.1 and University of Waterloo  
Indicators for Personal Wellbeing and Mental Health

# Impact Measurement Framework

## Outcome:

Incremental policy and practice shifts that support an improved system of care for people with brain injury.

## Indicator 1

The percentage of active programs, policies, and strategies developed in partnership with clients and folks with lived experience.

3 GOOD HEALTH  
AND WELL-BEING



10 REDUCED  
INEQUALITIES



Standardized Indicator of  
Reference: Canada SDGs  
10.2.1 and Global SDGs

Target 10.2

# Strategic Priorities

We are focused on building a stronger organization, deepening our commitment to client centred service, and committing to impactful community engagement.

We share below, transparently and honestly, about our goals, focus areas, and expected activities for each of these priorities.

## Organizational Strength

Goal: Thriving people, strong leaders, and efficient systems.

## Client Centred Service

Goal: Consistent services that contribute to meaningful and measurable positive outcomes in clients' lives.

## Impactful Community Engagement

Goal: Increased visibility & engagement leads to more predictable revenue to do our work.

# Priority 1: Organizational Strength

Goal: Thriving people, strong leaders, and efficient systems.

Focus Areas	Why?	Near Term Activities
1. Strengthen management structures and team	<ul style="list-style-type: none"> <li>Expand capacity and impact, reduce risk, Improve communication, build efficiency, remove barriers.</li> </ul>	<ul style="list-style-type: none"> <li>Develop internal meetings structures and agendas. Align operational plan with strategy. Clarify KPIs.</li> </ul>
2. Regularly review roles, responsibilities, org chart	<ul style="list-style-type: none"> <li>Enable adjustments as organization and people develop. Get right people in the right roles.</li> </ul>	<ul style="list-style-type: none"> <li>Refine org chart, clarify gaps, roles, responsibilities, share with team</li> </ul>
3. Improve our recruitment and retention practices	<ul style="list-style-type: none"> <li>Enable deep skill development, improve client relationships, reduce cost of turnover / recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Identify, update practices, implement and monitor new practices</li> </ul>
4. Ensure professional development is a priority in our team	<ul style="list-style-type: none"> <li>Improve staff retention, develop needed skills, develop backup / vacation coverage for key roles</li> </ul>	<ul style="list-style-type: none"> <li>Identify priority skills, develop education and training plan,</li> </ul>
5. Strengthen human resources practices and infrastructure	<ul style="list-style-type: none"> <li>Stabilize the team, improve expectations, reduce inefficient communication</li> </ul>	<ul style="list-style-type: none"> <li>Add HR service to support policy development, job descriptions, performance management, etc.</li> </ul>
6. Refine board governance structure	<ul style="list-style-type: none"> <li>Better support mission and staff. Minimize unplanned turnover. Improve board accountability.</li> </ul>	<ul style="list-style-type: none"> <li>Identify &amp; fill skills gaps, create appropriate committee structure, expectations, and report templates.</li> </ul>
7. Expand capacity for core organizational functions	<ul style="list-style-type: none"> <li>Reduce inefficient operations, allow staff to focus more on client outcomes. Improve consistency and clarity. Improve financial and advocacy objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Develop senior staff capacity in operations, finance, client services</li> </ul>

# Priority 2: Client Centred Service

Goal: Consistent services that contribute to meaningful and measurable positive outcomes in clients' lives.

Focus Areas	Why?	Near Term Activities
<ol style="list-style-type: none"> <li>1. Regular client feedback mechanisms and improved impact measurement</li> <li>2. Improved recruitment and retention practices for program staff</li> <li>3. Professional development as a priority</li> <li>4. Regular &amp; ongoing assessment of services offered</li> <li>5. Shared client success stories</li> <li>6. An increasingly strong voice on emerging issues related to brain injury rehabilitation.</li> <li>7. Exploring Housing partnerships and other initiatives that address this critical need for clients</li> </ol>	<ul style="list-style-type: none"> <li>• Giving clients a clear voice in our work, sharing their personal stories of challenge and success, and sharing their ideas, builds a transparent and inclusive culture of ongoing learning towards excellence.</li> <li>• Stability of client relationships with their support worker(s) will lead to better client outcomes</li> <li>• Recognition for our high levels of expertise will lead to greater community and professional engagement with our work.</li> <li>• Identifying groups we can or can't consistently and successfully support, will focus our operations on services which contribute most to intended impact and financial / operational sustainability</li> <li>• Informing future research, program development and public policy will positively impact brain injury survivors, caregivers and service providers.</li> </ul>	<ul style="list-style-type: none"> <li>• Design surveys, distribute, analyze results, prioritize measuring ToC outcomes; consider adding measurement software</li> <li>• Identify, update professional best practices, implement and monitor new practices</li> <li>• Identify priority skills, and any gaps in knowledge, develop education and training plan</li> <li>• Analyze services against our intended outcomes (ToC) and financial model; decide to sunset, sustain, or expand</li> <li>• Identify research and conference activities</li> <li>• Clarify which issues need public advocacy activities</li> </ul>

# Priority 3: Impactful Community Engagement

Goal: Increased visibility & engagement leads to more predictable revenue to do our work

Focus Areas	Why?	Near Term Activities
<ol style="list-style-type: none"> <li>1. Elevate BrainTrust's visibility in communities served and on provincial / national stage.</li> <li>2. Become recognized as a charity of choice for an increasing number of corporate partners.</li> <li>3. Tell our clients' stories of success authentically and sensitively to increase public awareness and empathy for acquired/traumatic brain injury.</li> <li>4. Explore opportunities to build unrestricted customer revenue through fee for service programming</li> </ol>	<ul style="list-style-type: none"> <li>• If local communities know more about BrainTrust's work, it will positively contribute to our ToC outcome of reduced stigma, more empathy, and improved support in community for clients with ABI.</li> <li>• If our message reaches a wider audience and BrainTrust is known locally as the expert authority on the system of care for people with ABI; it increases our credibility and influence for ongoing advocacy for our clients.</li> <li>• Staff feel validated and purposeful when they are confident using an outward facing, public voice.</li> <li>• More intentional, results focused marketing and communications will underpin more predictable revenue.</li> <li>• Revenue diversification with predictable customer revenue balanced with grants &amp; donations increases the depth and breadth of services we can offer.</li> </ul>	<ul style="list-style-type: none"> <li>• Document marketing &amp; comms needs, build a comms plan, decide what to resource internally vs. externally</li> <li>• Clarify communications and community engagement responsibilities for staff and ED; set performance expectations</li> <li>• Embed fund development priorities in external messaging and fee for service opportunities.</li> <li>• Segment communications for different audiences; measure results</li> <li>• Set expectations for multiple strategies including social, video, PR, media, conferences, sponsorship, events etc.</li> </ul>





## Our vision for a client focused strategic direction:

Braintrust Canada is successful because we put our clients at the centre of what we do, and we place equal emphasis on prevention, supports, and advocacy; all supported by an integrated and collaborative approach based on real world evidence that comes from data.

Our success will translate into improved care for people we serve, new opportunities for staff and supporters, and place the Okanagan on the national stage for brain injury care.