

saskatchewan  
**preventioninstitute**  
our goal is **healthy** children

# Strategic Plan

2022-2027



# Table of Contents

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<b>Acknowledgements</b>	<b>1</b>
<b>Shared Message</b>	<b>2</b>
<b>Key Terms</b>	<b>3</b>
<b>About Us</b>	<b>4</b>
<b>Strategic Planning Process (Methodology)</b>	<b>5</b>
<b>Strategic Planning Framework</b>	<b>6</b>
<b>Vision, Mandate, &amp; Strategic Pathways</b>	<b>6</b>
<b>Foundational Elements</b>	<b>7</b>
<b>Community Relationships, Engagement, &amp; Capacity</b>	<b>8</b>
<b>Respond to Emerging &amp; Persistent Trends</b>	<b>9</b>
<b>Promoting Evidence-Based Practices</b>	<b>10</b>
<b>Visibility &amp; Awareness</b>	<b>11</b>
<b>Sustainable Organization &amp; Adaptive Leadership</b>	<b>12</b>
<b>Moving Forward</b>	<b>13</b>



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The Saskatchewan Prevention Institute is a provincial organization.  
Saskatchewan is located on Treaty lands 2, 4, 5, 6, 8, and 10,  
and the traditional lands of the Métis.

We acknowledge that our work is carried out on  
and with people from these lands. We are committed  
to working towards reconciliation and strive to  
reaffirm our relationship with one another.

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# Acknowledgements

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**The Saskatchewan Prevention Institute would like to acknowledge and share a special thank you to everyone who contributed to this strategic plan.**

Board of Directors  
Leadership Team  
Staff  
The Strategic Plan Working Group  
Medical Advisory Committee  
Partners  
Funders  
Community Members  
Facilitative Planners of Prairie Wild Consulting Co.

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Prepared by



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# Shared Message

It is our pleasure to present the 2022-2027 Strategic Plan of the Saskatchewan Prevention Institute.

This plan is the outcome of a year-long collaborative and engaged process with funders, partners, community members, and the Prevention Institute's Board of Directors and staff. Thank you to everyone who participated; your contributions to the Prevention Institute and its work are invaluable. Thank you to Prairie Wild Consulting for facilitating this process.

The Saskatchewan Prevention Institute was founded in 1980 as a provincial, non-profit organization dedicated to primary prevention efforts to reduce the occurrence of disabling conditions in children. As an evidence-based organization, the Prevention Institute provides education, training, and capacity building across its program areas. Collaborations and partnerships help us to expand our programming and ensure our work is high quality and meeting identified needs in the province.

We are grateful for the vision of the Prevention Institute's founding members. With this strategic plan we renew our commitment to this vision with a mandate to help all children thrive through primary prevention and the promotion of well-being. Our goal is healthy children.

Saskatchewan Prevention Institute's team now looks toward operationalizing the strategic plan, leveraging their innovative thinking, strong team environment, and expertise in this work. It is the efforts and dedication of this team that will continue to ensure the Prevention Institute is a reputable organization, committed to continuous learning, collaboration, evidence, and excellence in the delivery of education and programming.

We are excited for the future of the Saskatchewan Prevention Institute. We invite you to explore the strategic plan and to reach out regarding opportunities to collaborate on improving the health and well-being of all children in Saskatchewan.

Sincerely,



**Jenny Hoffman**, *Chair of the Board*



**Joelle Schaefer**, *Executive Director*

The strategic plan identifies five strategic pathways and outcomes that are integral for achieving the Prevention Institute's vision and mandate.

- Community Relationships, Engagement, & Capacity
- Respond to Emerging & Persistent Trends
- Promoting Evidence-Based Practices
- Visibility & Awareness
- Sustainable Organization & Adaptive Leadership

# Key Terms

## Communities

The Prevention Institute works with communities with diverse identities, interests, and/or locations across Saskatchewan.

## Disability

“Persons with disabilities” includes “those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others” (World Health Organization [WHO], 2014).

“Disability is an umbrella term for impairments, activity limitations and participation restrictions. It denotes the negative aspects of the interaction between an individual (with a health condition) and that individual’s contextual factors (environmental and personal factors)” (WHO, 2021).

## Medical Advisory Committee

The Medical Advisory Committee (MAC) is comprised of a cross-section of health professionals within Saskatchewan who provide valuable knowledge, skills, and advice in achieving the objectives of the Prevention Institute. The MAC provides advice to the Prevention Institute and its Board on preventative strategies, policies, and activities that may lead to a reduction in the incidence or impact of disabling conditions in children.

## Primary Prevention

Primary prevention aims to prevent disease, injury, or other adverse health effects before they ever occur by eliminating or modifying associated factors.

## Prioritization Guidelines

The Prevention Institute appreciates and encourages the good work being done by other organizations and partners to promote child health and well-being while prioritizing its mandate and related service gaps.

## Program Advisory Committee

The Program Advisory Committee (PAC) supports the Prevention Institute’s work and provides community and stakeholder feedback on programming, particularly regarding new and emerging issues. Members are drawn from the Board of Directors.

## Secondary Prevention

Secondary prevention deals with early detection when this improves the chances for positive health outcomes (WHO, 2022). This allows for the impacts of a disease, disability, or injury that has already occurred to be reduced.

# About Us

The Saskatchewan Prevention Institute is a non-profit organization founded in 1980 to reduce the occurrence of disabling conditions in children using primary prevention methods. The Saskatchewan Prevention Institute believes that children of all abilities have the right to the best physical, social, and emotional health possible. Our goal is healthy children.

The Saskatchewan Prevention Institute (Prevention Institute) has established this five-year strategic plan to provide the organization with a pathway forward.



The Prevention Institute is an evidence-based organization that is committed to working collaboratively throughout the province to promote primary prevention efforts. Primary prevention efforts to prevent disabilities are addressed through legislation, health promotion, education, community-based programming, and other practices that enable individuals and families to get support and make decisions about their health. Primary prevention efforts are the responsibility of both society and individuals and are focused on eliminating or modifying risk factors that can occur before or during pregnancy or after birth and into childhood.

## Core Practices

**Evidence:** The Prevention Institute is committed to finding and using the best evidence to inform the content of its resources and provide direction for program development.

**Knowledge Exchange:** Recognizing the value of collaboration, the Prevention Institute shares with and learns from content experts, frontline service providers, other organizations, and communities to meet its mandate.

**Quality Assurance:** The Prevention Institute uses a rigorous quality assurance protocol to ensure, to the best of its ability, that the information shared is accurate, current, and of the highest quality possible. In addition, target audiences are included, when possible, in the development of resources, and program participants provide assessment.

**Innovation:** In cases where best practices in programming are unavailable, the Prevention Institute will adapt or develop innovative strategies and tools to meet a particular need.

**Evaluation:** The Prevention Institute is a learning organization that evaluates continuously to guide its decision-making and ensure accountability.

The Prevention Institute provides education, training, and capacity building across six main programming pillars:

- **Early Childhood Mental Health**
- **Perinatal and Infant Health**
- **Prevention of Child Abuse and Neglect**
- **Prevention of Child Injury**
- **Prevention of Fetal Alcohol Spectrum Disorder (FASD)**
- **Sexual and Reproductive Health**

## Governance

Members of the Corporation include Government of Saskatchewan, Kinsmen Foundation Inc., SaskAbilities, University of Saskatchewan, and the community-at-large.

Governance is provided by a Board of Directors with an Executive Committee, Medical Advisory Committee, and Program Advisory Committee providing guidance to the work of the organization.

# Strategic Planning Process

## (Methodology)

The Prevention Institute’s strategic planning process was grounded in an Appreciative Inquiry framework, drawing learnings around appreciating value from the best in the people around us, affirming successes, and increasing the value of what gives life to the organization. This was coupled with holding ethical space where disparate worldviews can come together to create shared understanding and dialogue between human communities (see Dr. Willie Ermine, the Space of Engagement, 2017).

These models are intended to encourage meaningful discussions that focus on identifying opportunities.

The Appreciative Inquiry model is based on the four D’s (Figure 1) and these were utilized through each of the four phases of the strategic planning process:

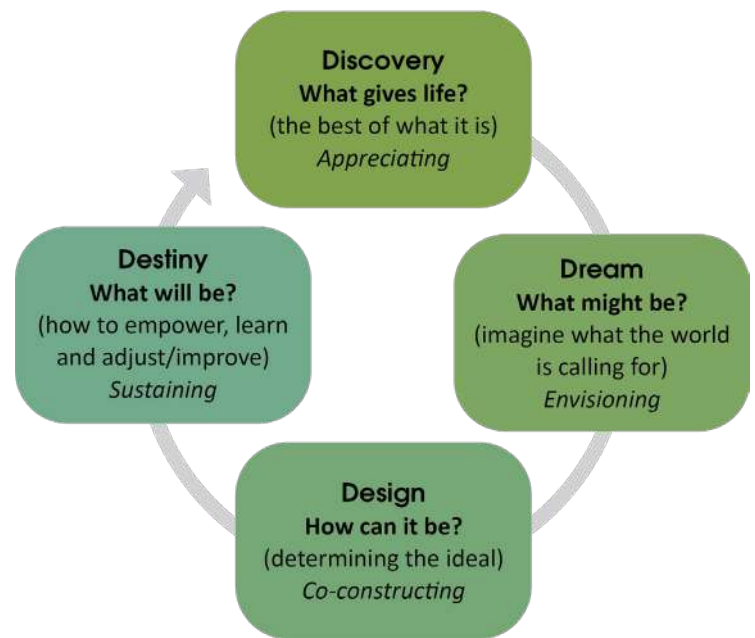
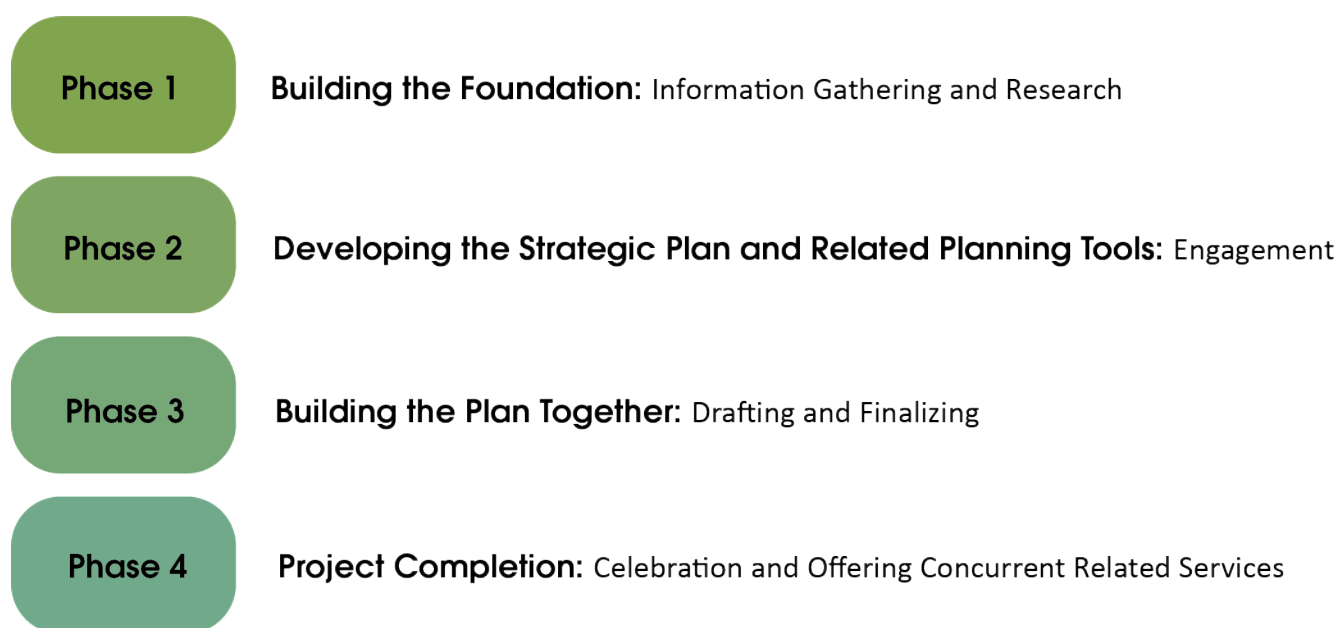


Figure 1: Four D's of the Appreciative Inquiry Model/Framework



## An Engaging and Reflective Strategic Plan

An important element of this strategic planning process was the engagement with the Board of Directors, staff, partners, and key stakeholders. In addition, a working group comprised of Board members and staff was established to provide input and guidance in the process.

We engaged with over 75 partners and key stakeholders who were invited to participate in the strategic planning process through an online survey and/or a virtual focus group. Several key themes were shared:

- Many **appreciate the resources and information** that the Prevention Institute provides. The resources are attractive, of high quality, user-friendly, accessible, evidence-based, reliable, relevant, trustworthy, and address real-time, diverse issues.
- They see the Prevention Institute **as the trusted leaders** and want this to continue.
- There is a recognition that the Prevention Institute has been **making efforts related to diversity and inclusion** in the make up of the organization, and the resources and services offered. Participants shared they would like to see this continue into the future.
- People want to see **ongoing and enhanced collaboration, partnerships, and engagement** with partners and communities; expanded reach and services.



# Strategic Planning Framework

The Prevention Institute has a history that is deep-rooted in community. In 1974, a Prevention Committee was created by members of the Saskatchewan Association of Community Living's Saskatoon Branch with the vision of an organization to work towards "reducing the incidence of handicapping conditions through the active promotion of programs designed to heighten awareness in all sectors of society about the incidence, causes, and possible prevention of handicapping conditions".

Celebrating 40 years, the Prevention Institute has successfully implemented programs, services, and resources in a number of focus areas. Through this work, the organization has nurtured and grown strong relationships with communities and partners across the province.

The Prevention Institute is looking to the future and aspiring to build on its legacy in the next five years and beyond.

This strategic plan provides a map for the organization that will guide the work for the Prevention Institute. The Prevention Institute's vision remains true to the organization's aspirations. The mandate for the Prevention Institute has been updated to reflect the positive changes and efforts that will continue to be built on through the implementation of this plan. There are five strategic pathways that are integral for achieving the organization's vision and mandate. Each pathway has an outcome highlighting the overarching goal for the pathway, and respective strategies, initiatives, and measurements.

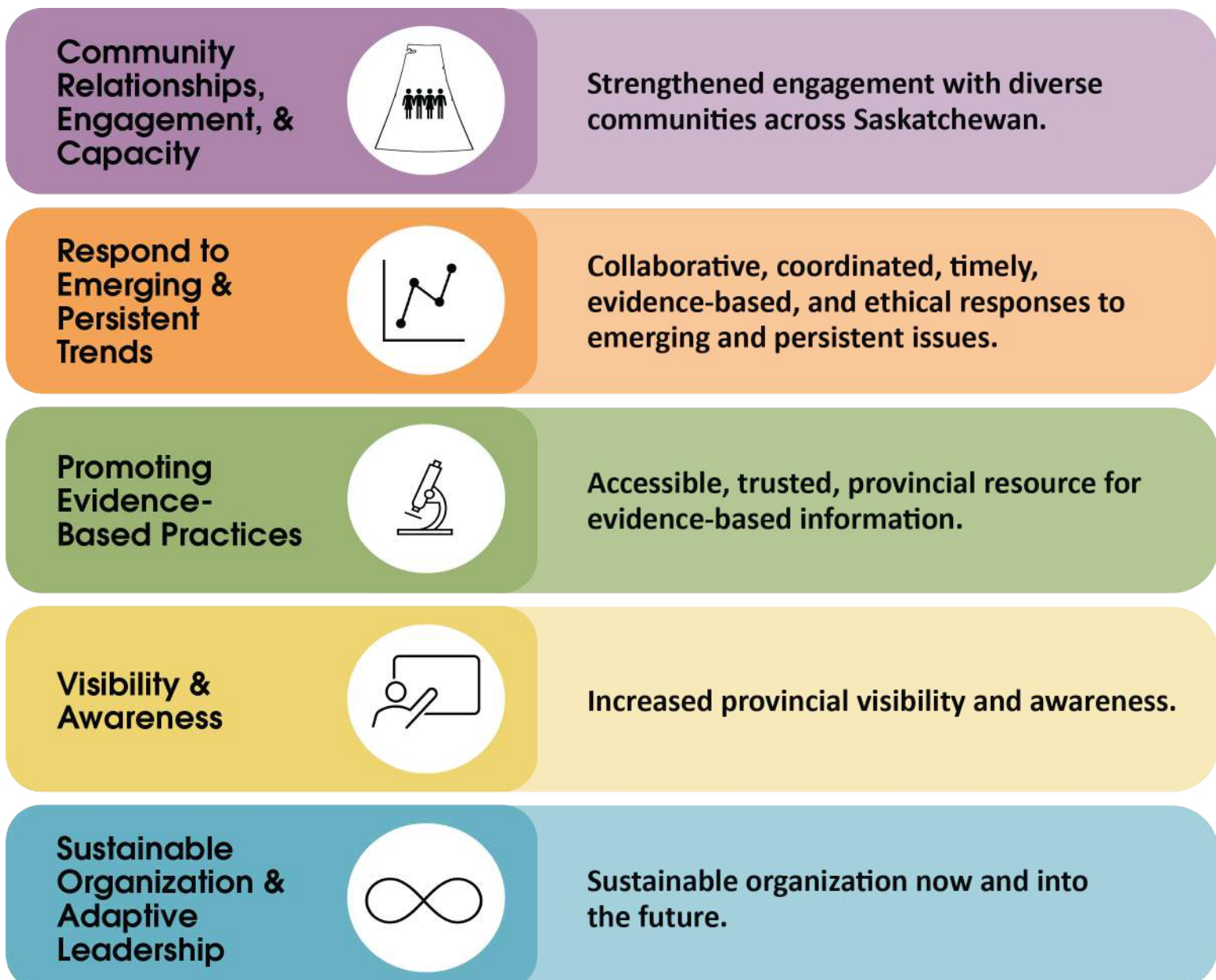
## VISION

Our Goal is  
Healthy Children

## MANDATE

To help all children thrive  
through primary prevention and  
the promotion of well-being.

## Strategic Pathways



## Foundational Elements

Eight foundational elements lead the Prevention Institute's priorities and actions in its work. They are woven throughout the five strategic pathways and guide how the pathways are interpreted and implemented. All the foundational elements are equally important. For further emphasis and to make the links to the foundational elements, those that relate most are highlighted in each pathway.

### **Child Well-Being**

Promoting child well-being through evidence-based approaches to primary and secondary prevention.

The Prevention Institute defines child well-being as the best possible physical, mental, emotional, cognitive, social, and spiritual development of children.

### **Community Engagement**

Engaging and working with communities to identify and leverage strengths, share evidence-based information, and address gaps aligned in its work.

### **Ethics**

Ethical conduct at a professional and organizational level is integrated into the work, partnerships, strategic direction, and accountability systems, promoting understanding of ethical practice among its staff and partner organizations.

### **Equity, Diversity, and Inclusion**

Recognizing the diverse nature of Saskatchewan communities and their needs, and striving to include them in its work and build towards equitable health and well-being. The Prevention Institute continues to acknowledge its place within Canada's Treaties and Métis homelands and actively contributes to the journey of reconciliation and defining its appropriate role along this path.

### **Evaluation**

Evaluating its work and programs to guide decision-making and ensure accountability.

### **Evidence-Based**

Programs, resources, and priorities are being driven by the best available evidence.

### **Knowledge Translation and Exchange**

Sharing with and learning from content experts, frontline service providers, people with lived experience, other organizations, and communities in its work. Knowledge translation includes translating and sharing research in accessible formats for use by communities, professionals, and partners, and seeking input and knowledge from these audiences.

### **Primary Prevention**

Employing a primary prevention lens to support child health and well-being. Primary prevention efforts aim to reduce the occurrence of childhood disabilities and are focused on eliminating or modifying risk factors that can occur before or during pregnancy, or after birth and into childhood. It is important to recognize that not all disabling conditions are preventable.



Strengthened engagement with diverse communities across Saskatchewan.

## OUTCOME

### Strategies

**A** Community engagement and collaboration are driven by the principles of equity and ethics.

#### Initiatives

- Develop a framework that includes standards for ethical and equitable engagement.

#### Measurements

- Framework developed.
- Report on ethical framework utilization in engagement.

**B** Develop a plan to actively implement reconciliation efforts.

#### Initiatives

- Develop a Reconciliation Plan.
- Engage in community, provincial, and national efforts.

#### Measurements

- Plan developed.
- Reconciliation Plan outcomes and associated measures.
- Adaptation of Plan, as appropriate, based on internal and external needs.
- Engagement efforts.

**C** Expand networks across communities and sectors to share knowledge and build partnerships and capacity.

#### Initiatives

- Develop strategic initiatives to actively engage with stakeholders.
- Strengthen current connections and build new ones.
- Facilitate networking and collaborative efforts between partner organizations and communities.
- Strengthen capacity of partners through training, information sharing, resources, and activities.

#### Measurements

- Number of community partners.
- Distribution of community partners geographically, by sector, and by organization type.
- Partner retention over time.
- Feedback from community, such as focus groups and surveys.
- Program participant feedback.

**D** Engage with national efforts that align with the work of the Prevention Institute.

#### Initiatives

- Engage with national efforts to improve child health and well-being in Saskatchewan and beyond.
- Represent Saskatchewan on national committees and groups.
- Foster connections between national prevention initiatives and potential beneficiaries or partners in Saskatchewan.

#### Measurements

- Number of national efforts engaged.
- Influence of the Prevention Institute on national efforts.
- Connections facilitated between national efforts and local partners.

**E** Recognize the diverse nature of Saskatchewan and the unique needs of each community.

#### Initiatives

- Assess existing services to identify gaps in relevant target audiences.
- Develop targeted community resources through engagement efforts.
- Adapt service delivery to identified needs.

#### Measurements

- Input and feedback from community, such as focus groups, needs assessments, surveys, and networking meetings.
- Program participant feedback.



Collaborative, coordinated, timely, evidence-based, and ethical responses to emerging and persistent issues.

## OUTCOME

### Strategies

**A**

Engage with communities, sectors, organizations, funders, governments, government agencies, the Board and committees, and available evidence to identify, prioritize, and respond to emerging and persistent trends.

#### Initiatives

- Utilize diverse approaches to engage with stakeholders and funders.
- Respond to identified issues and trends, as appropriate.
- Advocate for the necessary core and program funding to conduct research and evaluation activities.

#### Measurements

- Number of issues identified in literature and by partners.
- Responses to identified issues.
- Requests by partners, organizations, communities, and others for information, resources, and training.
- Funding to support research activities.

**B**

Sustain communication between and among partners to ensure coordinated actions in response to persistent and emerging issues.

#### Initiatives

- Build connections among partners on issues of mutual concern.
- Facilitate interaction between partners at events hosted by the Prevention Institute.
- Assist in the exchange of information and resources between partners.

#### Measurements

- Feedback from partners through formal evaluations of efforts, as well as informal discussions.
- Number of partners participating in coordinated approaches such as committees, advisory groups, and letters of support.
- Feedback from groups and events, including communities of practice.

**C**

Support and promote data collection and access in order to inform policies, practice, and programs.

#### Initiatives

- Identify available data and gaps in collaboration with the Medical Advisory Committee and other stakeholders.
- Continued dialogue and engagement with partners regarding data access.
- Support the Saskatchewan Healthy Authority's work to improve perinatal and child health data.
- Pursue initiatives to access pertinent data and research for timely and targeted responses to issues.

#### Measurements

- Increased awareness of current strengths and gaps in provincial data availability.
- New and sustained partnerships related to data and research.
- Arrangements or agreements to support access to research and access to provincial data, as needed.
- Letters of support for initiatives that improve data collection, management, and access related to the Prevention Institute's work.

**D**

Support opportunities for ethical research and data collection, sharing, and management.

#### Initiatives

- Develop an ethical framework that includes standards for data and research utilized and supported by the Prevention Institute.
- Promote ethical research and data management.

#### Measurements

- Report on ethical framework utilization in the work of the Prevention Institute, such as in research involvement and data access.
- Participation in and sharing of learning opportunities on ethical practices.
- Support of ethical research through involvement as an advisory member or partner.



Accessible, trusted, provincial resource for evidence-based information.

## OUTCOME

### Strategies

**A**

Assess, share, promote, and monitor research and evidence.

#### Initiatives

- Research activities, such as literature reviews, environmental scans, needs assessments, and evidence summaries.
- Share research and best-evidence in accessible formats.

#### Measurements

- Number of research activities completed.
- Dissemination of research reports to partners.
- Subsequent deliverables resulting from research activities, such as educational materials and events.
- Provision of existing educational materials, such as trainings and distribution of resources.

**B**

Engage in knowledge exchange activities and initiatives.

#### Initiatives

- Provide and participate in opportunities to connect with and learn from one another.
- Elicit feedback and input on work planning, projects, and resources from stakeholders.
- Evaluate initiatives and deliverables.

#### Measurements

- Number of hosted and attended opportunities to learn from one another, such as conferences, roundtables, and advisory committees.
- Number of opportunities provided for feedback and input from stakeholders, such as expert reviews and focus groups.
- Feedback, both formal and informal.

**C**

Identify, initiate, and participate in national and provincial strategies or partnerships that examine system and policy change.

#### Initiatives

- Pursue strategic opportunities to influence policy and practice with evidence-based information.
- Identify national and provincial strategies, working groups, and committees relevant to the Prevention Institute's mandate.

#### Measurements

- Number of opportunities pursued to influence change, such as letters of support and evidence briefs.
- Number of initiatives with active participation or membership out of relevant initiatives identified.

**D**

Promote best evidence and practice to identified audiences.

#### Initiatives

- Host education opportunities to professionals, such as webinars, conferences, and training sessions.
- Develop resources and trainings to influence policy, practice, behaviours, attitudes, and decision-making.

#### Measurements

- Best practice adoption among professionals as identified through relevant surveys.
- Best practices are promoted in other key organizations' policy documents and professional standards.
- Increase in knowledge.
- Number of learning opportunities hosted.
- Number of best practice resources disseminated.



Increased provincial visibility and awareness.

**OUTCOME**

**Strategies**

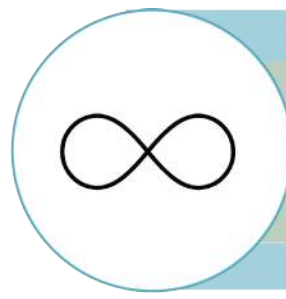
**A** Develop an organizational communication plan to increase awareness of the Prevention Institute throughout province.

**Initiatives**

- Identify gaps in awareness and target unreached communities and sectors, as appropriate.
- Provide appropriate communication for the identified and intended audiences.
- Utilize multiple approaches to bi-directional learning with community partners.
- Utilize different communication platforms effectively to increase visibility and awareness.
- Adapt programs and services to meet diverse community needs and interests.
- Pursue benchmarking opportunities to assess and improve communication approaches.

**Measurements**

- Communication plan developed.
- Evaluation results of communication approaches.
- Survey of awareness.
- Metrics based on communication platforms.
- Reporting on identified benchmarks and progress.
- Total number of and diversity of bi-directional learning opportunities with community partners.
- Number of adaptations to meet identified partner needs.



**OUTCOME**

Sustainable organization now and into the future.

**Strategies**

**A**

**Obtain diversified and sustainable funding.**

**Initiatives**

- Seek federal and provincial funding opportunities.
- Expand and sustain relationships with non-profit funding partners.
- Promote the effectiveness of the Prevention Institute’s programs and services.
- Increase funder and partner understanding of research and evaluation as essential activities.

**Measurements**

- Total ongoing funding arrangements.
- Percentage of total funding dependent on top funder.
- Successful funding proposals.
- Total number of funding partners pursued.

**B**

**Foster effective leadership, human resources capacity, and succession planning.**

**Initiatives**

- Develop Board member onboarding process.
- Develop diversity goals for Board representation.
- Provide professional development opportunities for leadership.
- Provide human resources training for leadership.
- Create transition or succession plans for staff.

**Measurements**

- Board diversity.
- Board recruitment and retention.
- Feedback from a 3-6 month interview with new Board members.
- Completion of leadership professional development and training.
- Transition or succession plans in place for all leadership positions.
- Leadership team retention.

**C**

**Build staff capacity and adaptability.**

**Initiatives**

- Provide professional development and ongoing learning opportunities for staff.
- Foster internal coaching and mentorship.

**Measurements**

- Tracking professional development and learning opportunities completed by staff.
- Recognition of staff development and expertise.
- Retention of staff.

**D**

**Build and nurture strategic partnerships with organizations, funders, governments, government agencies, and representatives from diverse sectors related to child health and well-being.**

**Initiatives**

- Identify strategic partners and the value they add to the Prevention Institute’s work.
- Assign resources to maintaining and strengthening existing strategic partnerships.
- Network to explore new opportunities for strategic partnerships.

**Measurements**

- Number of strategic partners across sectors.
- Distribution of partners among sectors and organization types.
- Partner retention over time.

**E**

**Monitor the progress of the strategic plan to ensure its ongoing relevance.**

**Initiatives**

- Develop a Board work plan.
- Implement an annual governance review cycle ensuring accountability and clear alignment to the organization's mandate and strategic plan.
- Provide regular progress updates at Board meetings.

**Measurements**

- Creation of a Board work plan.
- Annual governance review report.



# Moving Forward

**This strategic plan sets out the pathways forward for the Prevention Institute from 2022-2027 and beyond.**

The associated outcomes, strategies, and initiatives will move the Prevention Institute closer to its vision of healthy children.

The Prevention Institute will use the strategic plan to guide decisions and operations of the organization. The Executive Director and staff will create detailed work plans that align and complement the strategic plan; moving strategies and initiatives forward.

This is a living plan that is intended to be flexible as it is implemented. An important component of implementation is regular monitoring and evaluation. Measurements are included for each strategy in the pathways. As the plan is implemented, the Prevention Institute will confirm measurements and identify the best way to assess progress made and where adjustments may be required. Regular review and reporting will be part of the process.

At the five-year mark, the Prevention Institute will undertake a comprehensive review and develop a new strategic plan.

