



STRATEGIC PLAN

2018-2021



**REDUCING HARM,
ENHANCING HEALTH**

LETTER FROM THE BOARD OF DIRECTORS

We are excited to introduce the new Breakaway Addiction Services strategic plan. This plan was informed by staff, management, and by the board of directors through a series of surveys and brainstorming sessions.

We are currently in a period of rapid changes in the fields of mental health, addictions, and substance use in Ontario. Additional attention, recognition, and funding have finally been committed to tackling these challenges. However, like many communities across Canada, we have been deeply impacted by the opioid crisis and other emerging challenges. For example, on the horizon, legalization of cannabis use and its related impact on the prevalence of substance use and addictions are yet unknown.

Through all of these changes to the environment in which we operate, we remain flexible and will continue to provide responsive harm-reduction based treatment and support to our clients.

We would like to thank staff and management for their ongoing commitment to the well-being of our clients. Our dedicated staff continue to show a depth of positivity, support, and compassion in their work. Being on the front lines is not without challenges, but we are fortunate to work with such committed, collaborative, and professional individuals.

This strategic plan reflects our collective dedication and will help guide everything we do for the next 3-4 years.

MISSION & VALUES

Harm-reduction
+
Trauma-informed

Strengths-based
+
Client-centred

Accessible
+
Inclusive
+
Flexible

Safe
+
Positive
+
Supportive

To provide comprehensive addictions treatment services designed to meet individual and community needs and enhance the health of our clients through a harm reduction and trauma-informed approach.

Team-based
+
Collaborative

Evidence based
+
Outcome measured

Authentic
+
Professional

Intersectional
+
Culturally-safe

OUR STRATEGIC PRIORITIES

While carrying out our mission, we will focus on the following strategic priorities over the next 3-4 years:

Strategic Priority #1

Providing accessible and innovative addictions treatment services that meet individual and community needs.

Breakaway Addictions Services was created to meet pressing individual and community needs. From the very beginning we have successfully mobilized to be active and present in delivering services for clients within the community, in schools, in community centres, coffee shops, and by opening our offices.

In the early 1990s, our outreach program was established as one of the first needle exchange services in western Toronto, to provide much needed harm reduction services and support to street involved individuals.

Since 1994, Breakaway has offered a comprehensive opiate addiction treatment clinic which encompasses an opiate replacement treatment program as well as medical, counseling, and psycho-social supports on an outpatient basis in the community. Our comprehensive care approach adheres to Health Canada's best practices and is regarded as one of the best and most comprehensive facilities in Ontario.

More recently, our opiate support team operates throughout Toronto performing essential outreach for people who are using opiates or replacement medications, and have little or no access to supportive services. Through this program Breakaway offers case management, counselling, and training, including mentorship to other service providers to increase awareness and capacity around opiate use and treatment, with a specific focus on older adults, women, and youth.

Going forward, we intend to continue to deliver on our promise to provide excellent and effective services through a client and community-centred approach. For example, the organization intends to review all its service offerings from a client and user-experience perspective to see where we might do better to meet community needs.



Strategic Priority # 2

Building a sustainable future for addictions services through a focus on partnerships, advocacy, knowledge sharing, communication, and outreach.

Our organization has a strong history of adapting to emerging challenges and forging strong partnerships across the mental health and addictions service sector.


In 1994, Breakaway, in partnership with the George Hull Centre and the Toronto District School Board established a day treatment program serving high school aged youth with concurrent disorders.

In 2000, Breakaway collaborated with the Parkdale Community Health Centre to transfer their methadone clinic to Breakaway. This move resulted in a doubling of the overall size of the organization and allowed Breakaway to improve access to services for all ages.

More recently, our Family and Youth Initiative works collaboratively with schools and social services to deliver accessible and responsive services to youth and their families. Our continued partnerships with the Toronto District School Board and the Toronto Catholic District School board remain key to our engagement with youth in communities. Our adult information night continues to be well attended as staff facilitate presentations for parents who want to learn more about substance use, adolescent development and best practices for parents in supporting their families navigate related challenges.

In 2008, Breakaway formed a partnership with Regeneration Community Services to develop an addiction supportive housing program. This successful partnership, guided by a housing first model, offers 40 units of supportive housing and specialized addiction case management services to people who have experienced chronic homelessness and problematic substance use.

Going forward, we are committed to building on these well established foundations. For example, through fostering partnerships and collaborations with other service organizations that support addictions clients, as well as a renewed communications and outreach strategy.





Strategic Priority # 3

Advancing our capacity for fundraising and funding development in order to sustain and expand addictions services for the community.

Breakaway has a history of establishing dedicated provincial, federal, municipal and private citizen support to sustain and expand addictions services.

In 1991, Breakaway received a donation of a vehicle and funding for two staff from the Alliance for a Drug Free Etobicoke to provide full street outreach services to youth and by 1992 this program received funding from the province as an all age's service.

In 2008, Breakaway secured provincial and federal funding to operate addictions supportive housing in partnership with Regeneration Community Services. This program continues to provide addiction supportive housing to people who experience chronic homelessness and problematic substance use, successfully reducing hospital emergency room services and rates of interaction with the criminal justice system.

More recently, Breakaway has established a program by and for members of the LGBTQ community who are seeking help with substance related issues. This peer-led initiative was Canada's first substance use support program for LGBTTQQ2SIA youth here in Toronto. The program was seeded and maintained with a combination of support from the province and a private sponsor.

Going forward, we intend to increase the organization's capacity for fundraising and funding development, not only by continuing to work with government to establish adequate core funding for services, but also by increasing our focus on fundraising from private and independent sources.



Strategic Priority # 4

Strengthening and fostering the capacity of our organization and our service teams to continuously deliver positive and measurable outcomes for clients.

As our organization has grown throughout the years, so to has the capacity of our service teams to better serve our clients. Our staff are supported to bring their best effort every day, and they show a depth of positivity, support, and compassion in their work.

Over the last few years we have undertaken a number of initiatives to create a fully integrated organization which operates effectively and efficiently. This is accomplished through initiatives from reorganizing the administrative and support teams to more effectively distributing the work across all team members, to developing an accessible and inviting facility for staff and clients, to holding all staff gatherings and events quarterly.

In 2018, with the latest renegotiation of our collective agreement we consolidated all of our unionized staff into one bargaining unit, which will allow us to even better organize around client needs. We also undertook early efforts to review our IT systems and hardware to ensure they support clinical programming and reporting of measurable outcomes.

Going forward, we intend to focus even more on increasing the organization's capacity to deliver demonstrably effective services. This will be accomplished for example by continuing efforts to maintain a healthy, safe, and inclusive workplace; by enhancing all staff training opportunities; by strengthening in-house clinical supervision to ensure a high quality of care; and by refining our data collection and outcome reporting practices and analyzing this critical information to enable the continuous improvement of our key performance indicators (KPI's).

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Our Strategic Priorities



1. Providing accessible and innovative addictions treatment services that meet individual and community needs.



2. Building a sustainable future for addictions services through a focus on partnerships, advocacy, knowledge sharing, communication, and outreach.



3. Advancing our capacity for fundraising and funding development in order to sustain and expand addictions services for the community.



4. Strengthening and fostering the capacity of our organization and our service teams to continuously deliver positive and measurable outcomes for clients.

Our mission is to provide comprehensive addictions treatment services designed to meet individual and community needs and enhance the health of our clients through a harm reduction and trauma-informed approach.

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