



STRATEGIC PLAN 2023 - 2027

INVESTING IN PEOPLE, PREVENTION AND EXCELLENCE





MESSAGE FROM THE EXECUTIVE DIRECTOR

In 2022, Hull Services and the Board of Governors engaged in a review of our 2019 – 2022 Strategic Plan, *Building our Future on a Strong Foundation*, and began the planning process for our 2023 – 2027 Strategic Plan.

I am proud of the hard work and dedication of our staff and partners over the last three years in working towards the priorities we developed in 2019: *Participative Strategic Planning, Enhancing Our Profile, Enabling Healthy Workplace Culture, and Enhancing Service Delivery*. These priorities guided our work to effectively support young people and families who present with the most challenging and complex mental health, behavioural and developmental needs.

In our review of the 2019 – 2022 plan, it was determined our work in these areas is not yet complete and should remain priorities for the Agency over the next five years. The 2023 – 2027 Strategic Plan will continue to represent a major step in our development as we add to existing strengths and leverage our successes to date. Building on its strong foundation, we have added three new priorities that represent key areas of focus to ensure we continue to offer the best support possible to our community’s most vulnerable young people and families.

- » Indigenous Engagement
- » Preventing Developmental Trauma
- » Agency Sustainability

We have set out what success looks like for the Agency in five years from now. Although we have a clear plan for where we want to go and how we want to get there, we know our environment can change in many ways. Therefore, this document will be regularly reviewed and refreshed in an ongoing cycle as goals are achieved and emerging needs and challenges are identified. It will serve as a compass for our programs and services as they develop their detailed work plans.

I want to thank all those who provided their voices and perspectives to help shape and inform this plan. I am proud of how far we have come and empowered by the commitment I see from the Hull Services community to our important work.

— JON REEVES

EXECUTIVE DIRECTOR, HULL SERVICES



2266 Woodpark Avenue SW
Calgary, AB T2W 2Z8

[HullServices.ca](https://hullservices.ca)



ABOUT HULL SERVICES

Hull Services is a charitable, multi-service organization that offers a range of evidence-based treatments and evidence-informed practices that support children, youth, adults, and families to overcome challenges and build resilience.

Hull Services is a well-respected and sought-after resource for children, youth, and families in Alberta and beyond, with the ability to effectively serve young people and families who present with the most challenging and complex mental health, behavioural and developmental needs. Our funders and partners trust us to adhere to evidence-based treatments and practices, and they value our commitment to providing leading edge family support, social-emotional learning and trauma-informed interventions that have been developed by world class experts.

Research, evaluation, and innovation are integral to our organizational philosophy and values. We use applied research to enhance our programs, inform our choice of standardized performance and outcome evaluation measurements, develop monitoring and evaluation processes, learn from our practice and experience, test theories that relate to well-being and neurodevelopment, and innovate frameworks and models of care. We partner and collaborate with other experts in the field and these collaborations further our goal of becoming a knowledge leader, a service innovator, and a forerunner of applied research on traumatology, brain development, resilience, social and community learning, campus-based therapy, and community engagement.

We believe there is a complex interplay of personal and environmental factors that enhance development and the capacity of young people and families to recover from and cope with adversity. We call this **resilience**, and we have been working in partnership with young people and families to promote resilience for more than 60 years.

HULL'S PROGRAMS AND SERVICES

- » Prevention
- » Early intervention
- » Family-based treatment
- » Community group care
- » School-based services
- » Campus-based therapeutic care
- » Adult services
- » Education and training services



STRATEGIC VISION

Hull Services is committed to preventing, reducing, and eliminating developmental trauma.



We strive for a world where families are given the opportunity to heal and children need not be removed from their families, generational patterns of abuse, neglect, violence, and addiction are broken, and families are empowered to meet the developmental needs of their infants, children, and youth.

For over 60 years, Hull Services has been a recognized innovator and leader in its field. We are well known in the community for our practice and leadership in brain science and trauma-informed care to heal kids and support their families. At Hull Services, we aim to change the trajectory of a child's life. It is unimaginable what many of these kids have experienced before coming to us — repeated abuse, abandonment and neglect, poverty, and mental health struggles. Science shows us it has devastating impacts on their brain development.

At Hull, we use caring empathy, culturally appropriate practice, and the latest in neuroscience to heal kids' brains and break the cycle of intergenerational trauma. Hull can positively impact thousands of kids each year,

many who are struggling to beat addiction, to leave lives entangled in crime or human trafficking, and to heal from abuse or neglect.

Hull Services was an early adopter of the Neurosequential Model (NM), and we will continue to invest in education, training, research, and advocacy of the NM and its science-based approach, allowing us to increase the capacity of the community to intervene early to support at-risk children and their families. We continue to expand our prevention focused services to increase the mental health and resilience of future generations, while working diligently to be sustainable and fiscally responsible.

Our leading-edge practice and approach to addressing developmental trauma will continue to raise our profile locally and worldwide. Our reputation for excellence also comes from our people. We recognize our people as our strongest asset and provide ongoing professional development designed to increase their confidence, competence, and effectiveness.

OUR CORE VALUES

Hull’s core values describe how the organization is called to action. These values guide and motivate our actions and keep us focused on what is important to the organization.



Purpose:
We are clear about our purpose, intentional in our practice, and ethical in our conduct.



Inclusion:
We are better together, celebrating diversity and honouring the uniqueness of each person.



Connection:
We believe that well-being and healing happen through authentic, respectful, and nurturing relationships.



Knowledge:
We draw from multiple sources and ways of knowing to guide our planning and practices.



Space:
We create environments to promote relationship, healing, and safety.



STRATEGIC PRIORITIES

Hull’s Strategic priorities serve as the guiding principles and focal points for the Agency’s efforts to achieve our Strategic Vision. Each of the strategic priorities in this plan require dedicated resources and focus to ensure its successful implementation and achievement of objectives. However, these priorities are also interconnected, meaning that progress in one area can positively impact and support progress in others. By recognizing their interdependence, we can leverage their resources effectively and create synergies that enhance overall performance and success. Within each Strategic Priority, strategies are identified, prioritized and will be actioned.

STRATEGIC PRIORITY

ENHANCING SERVICE DELIVERY

Hull provides leading edge, evidenced-based treatments and practices which prevent or address the impact of developmental trauma. Hull programs will become increasingly unified by philosophy, practice, and measurement. A range of connected, coordinated services with a culturally informed focus on the impacts of developmental trauma, mental health and resilience will be in place.

Strategy A: An integrated model of service delivery will be developed and implemented based on Trauma-Informed Care (TIC), and Hull’s Philosophy of Service.

Strategy B: Trauma-Informed Care (TIC) and Neurosequential Model (NM) implementation guidelines will be updated and disseminated to staff within the Agency.

Strategy C: Improve our practice through research, evaluation, and enhanced performance management.

STRATEGIC PRIORITY

INDIGENOUS ENGAGEMENT

Hull Services has made a commitment to walk the path of Truth and Reconciliation. Hull works with many children, youth, and families who are Indigenous and therefore we need to ensure our practice engages Indigenous people and aligns with their worldview. In the spirit of reconciliation, Hull staff commit to modelling the way for each other and for those we support by fostering practice that includes Indigenous ways of being, knowing, and doing in parallel with other ways. We will continue to develop our Indigenous Strategy for the Agency in partnership with Indigenous communities as well as strengthen our relationships with them to ensure those we support are safe and connected to their communities and culture.

Strategy A: Continue to strengthen and improve our relationships with First Nations, Inuit and Métis children, youth and families.

Strategy B: Increase connections of the Indigenous children, youth and families we support to their community and culture.

Strategy C: Increase awareness and understanding of Hull’s Indigenous practice approaches both internally within the Agency and externally in the community.

Strategy D: Increase the capacity, resources, and infrastructure to deliver Indigenous services to those we support.

STRATEGIC PRIORITY

PREVENTING
DEVELOPMENTAL TRAUMA

Hull Services was an early adopter of the Neurosequential Model, a foundational lens that helps us increase the capacity of the community to intervene early to support children, families, and communities at risk of experiencing developmental trauma due to negative experiences such as abuse, neglect, and poverty. Hull’s Pathways to Prevention: A Centre for Childhood Trauma, an integrated arm of Hull Services, will continue to build on its four pillars that guide this work: education/training, service delivery, research, and advocacy.

Strategy A: Provide education and training opportunities to those who work with children to increase their capacity to support those at risk of experiencing or impacted by developmental trauma.

Strategy B: Provide direct trauma-informed service delivery in community settings to reduce the need for more intensive services.

Strategy C: Partner with research groups to gather, interpret, and disseminate new scientific findings that will inform best practice and enhance knowledge and service delivery.

Strategy D: Advocate for evidence-based trauma-informed services so systems are better equipped to prevent developmental trauma.

STRATEGIC PRIORITY

ENABLING HEALTHY
WORKPLACE CULTURE

Hull strives to be the employer of choice and build a resilient and safe working environment. Hull employees are well trained, understand their work and see Hull as an employer of choice. A continued and enhanced focus on safety, wellness and training will assist in creating a healthy workplace and workplace culture.

Strategy A: Implement enhanced strategies and share learnings to improve the psychological health, safety, and wellness of our employees.

Strategy B: Create training and development opportunities to build effective leaders within the organization now and in the future.

Strategy C: Enhance our communication with employees so it is transparent, timely and clear.

Strategy D: Continue to develop and implement inclusion and diversity initiatives within the Agency.

STRATEGIC PRIORITY

AGENCY SUSTAINABILITY

Hull Services has served the Calgary community for over 60 years. Hull will continue to provide excellent and efficient services that are safe for Hull clients and employees. Hull will continue to build on our foundation of philanthropic support and effective upkeep of Agency infrastructure.

Strategy A: Ensure Hull has sustainable long-term funding to ensure stability, resilience, and the ability to effectively pursue long-term goals and initiatives.

Strategy B: Be a leader in the sector by providing infrastructure that is resilient, efficient and adaptable.

Strategy C: Provide safe spaces that cater to the needs of the children, youth, and families we serve, and for Hull employees.

STRATEGIC PRIORITY

ENHANCING OUR PROFILE

Hull Services is recognized as the leader in providing evidenced-based services to address developmental trauma in children and youth. We will continue to build our reputation in the community through collaborative partnerships, strategically engaging with stakeholders, and enhanced internal communications practices that inspire employees to be brand ambassadors.

Strategy A: Increase our connection to the community by actively participating in local events and engaging in community-based initiatives.

Strategy B: Enhance external communications to stakeholders with concise and engaging messaging that effectively conveys our values, goals, and work.

Strategy C: Implement strategies and tools to enhance internal communications and engagement with our employees.



