

Canadian Hearing Services

STRATEGIC PLAN 2020-2025



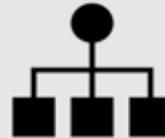
Strategic Plan 2020-2025

Extensive qualitative and quantitative research was conducted to ensure a highly fact-based strategy has been developed.



External Primary Research (BrandMap™)

Survey conducted across three audiences: clients, donors and employees



Executive Interviews

Interviewed Executives, Senior Management & board members (past & present)



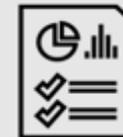
Secondary Environment Research

Conducted extensive research across numerous dimensions: Environmental industry trends, partners, comparators, customer and organization



Competitive Communications Audit

Conducted thorough secondary research to understand the following against all comparators: positioning, value proposition, brand architecture, key messaging

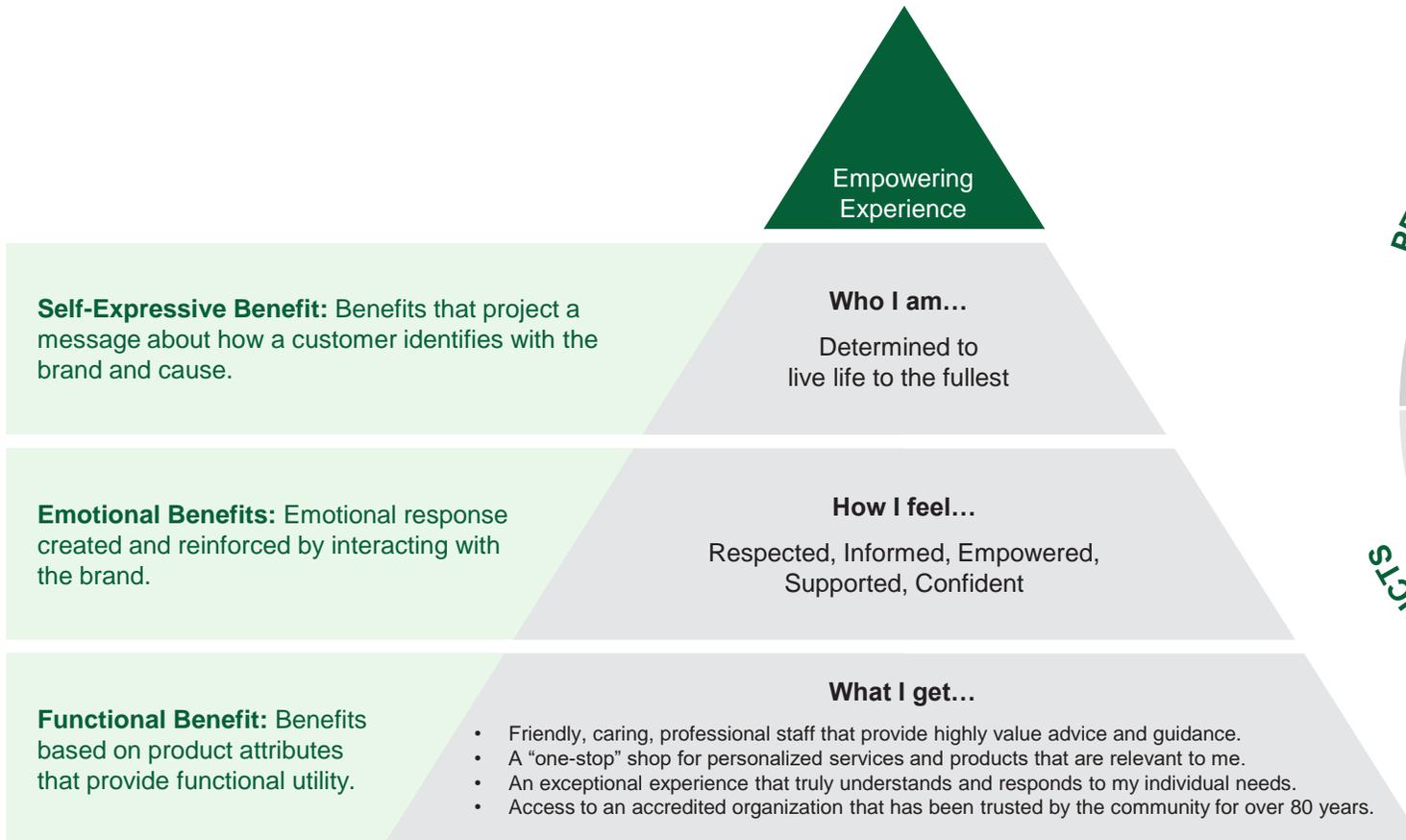


Input from Existing CHS Data & Research

Leveraged existing CHS content & research as inputs for our analysis, including: Employee work pulse studies, Client focus group verbatims, client satisfaction studies & strategic/operational plans

Strategic Plan 2020-2025

Canadian Hearing Services Client Value Proposition & Brand DNA



Strategic Map 2020-2025

Brand & Expand

VISION	A barrier-free society for Deaf and hard of hearing Canadians.			
MISSION	To be the leading organization delivering professional services and products that empower Deaf and hard of hearing Canadians to overcome barriers to participation.			
VALUES: Caring, Accountable, Respectful, Ethical (C.A.R.E)				
CHS PROMISE: Empowering Lives				
PILLARS	Performance Excellence	Exceptional Client & Donor Journey	Innovative Service Provider	Continuous Learning Organization
Goal	To have fully embraced a culture of quality, performance and accountability	To have accomplished unparalleled client service	To have demonstrated our industry leadership through relevant and impactful services	To be recognized as a thought leader through the creation, collection and dissemination of information and expertise
Objectives	Commitment to Quality and Safety	Continuum of care service delivery model	Expand Core services	Professional Practice Investments
	Commitment to Performance and Accountability			
	Commitment to Privacy	Effective Marketing of CHS CCS Services	Develop Strategic Partnerships	Establish a CHS Knowledge Enterprise
ENABLERS	Financial Resources • Workplace Strategies • Technology • Marketing			

Summary of Strategic Map

The 2020-2025 strategic plan has been created in order to support the Canadian Hearing Services bold vision of a barrier-free society for Deaf and hard of hearing Canadians. Through broad consultation with the many communities that we serve, as well as partners that help us deliver, we have developed a plan that will allow us to achieve this future state.

Fundamentally, we believe that CHS plays an integral role in delivering professional services and products that empower the Deaf and hard of hearing to overcome barriers to participation; therefore, this sits at the core of our mission.

The plan's strategic focus is to better engage and serve our diverse groups by evolving and enhancing our professional services and care offerings to become the most comprehensive full-service, innovative hearing health care provider in Canada. We recognize that this represents a profound evolution of the organization today. In order to bring this to life, Canadian Hearing Services is committed to four overarching strategic priorities.



CHS Promise: Empowering Lives

Our promise is to help our clients lead rich and full lives. We deliver trusted and personalized services, allowing every individual to rise above their unique challenges and achieve independence. Through our friendly, caring and professional staff, we ensure that we consistently deliver exceptional client outcomes.

CHS Values

Our values are what guide every decision and action that we make as an organization. They are the foundation of our culture and they've been built through 80 years of high-quality service delivery. At the end of the day, we care. We care about empowering the lives of our clients, we care about meaningful partnerships, we care about every client interaction, and we care about driving innovation within the space of hearing health. This is who we are and we believe it drives everything we do.

Values: Caring, Accountable, Respectful, Ethical (C.A.R.E)

- **Caring:** We provide a seamless client journey with empathy and compassion
- **Accountable:** We make decisions that our clients and their families can trust
- **Respectful:** We treat everyone with respect, supporting the diversity of our communities
- **Ethical:** We adhere to the highest standards of integrity and professional responsibility

Strategic Pillars & Goals

Performance Excellence

Canadian Hearing Services is committed to enhancing the quality of services and products delivered to all key clients. This means that we must understand what “quality” means to each of our client groups and consistently deliver upon this. CHS will apply performance measures to ensure continuous alignment to key drivers of stakeholder impact and align this with an outcome-based mindset and culture.

Exceptional Client Journey

For over 80 years, Canadian Hearing Services has been an organization that puts people first. We listen to and serve individual needs. As a result of this, we commit to continuously listening to our customers and enhancing our service delivery, based on evolving needs. No matter what type of client you are or what part of our organization that you touch, we strive to deliver a consistent experience, based on a consistent set of values.

Strategic Pillars & Goals (continued)

Innovative Service Provider

Canadian Hearing Services recognizes that the space of hearing health is constantly evolving, and we strive to stay ahead of the curve. We will expand our core service offerings and develop meaningful partnerships in order to effectively serve the needs of our clients and lead the industry. We recognize that innovation is meaningless unless it drives demonstrable, positive impact for our clients, and that's why we're committed to put this innovation to action.

Continuous Learning Organization

In order to be our best, we must make continuous efforts to not only enhance our own expertise, but also move the industry forward as a whole. We strive to be recognized as a thought leader within the space of hearing health through the creation, collection, and dissemination of information and expertise. We will embrace an ethos of continuous learning that advances our mission and drives forward all areas of our organization.



Enablers of Success

Enablers are the critical underlying and foundational elements of the strategic plan. They represent areas of our organization that are recognized priorities and that enable the achievement of our vision, mission, goals and overarching strategic plan.

Conclusion

Collectively, the elements of the strategic plan describe an ambitious roadmap for growth and impact. Though the five year evolution is substantial, Canadian Hearing Services has committed to a series of tactical, action-oriented goals and objectives that will allow us to realistically move towards our desired future state, measure our success along the way, and communicate our impact more broadly than ever before.

We understand the importance of our services in empowering lives and removing barriers; this is not something that we take lightly. As such, we commit to listening to our clients, we commit to innovating our services around their needs, we commit to delivering at the highest levels of quality and safety, and we commit to being at the leading edge of hearing healthcare knowledge.

Together, we can achieve a barrier-free society for all Deaf and hard of hearing Canadians.