



Serenity House Inc.

Strategic Plan 2026–2031

A roadmap for modernizing men's addiction treatment and transitional housing in Ottawa.

Land Acknowledgement

Serenity House acknowledges that its work takes place on the traditional, unceded territory of the Algonquin Anishinaabe Nation. We recognize the enduring presence, knowledge, and stewardship of Indigenous Peoples and acknowledge the historical and ongoing impacts of colonization that contribute to health inequities, including substance use and intergenerational trauma. Serenity House is committed to learning, partnership, and culturally respectful practices that support reconciliation and healing.



A Message from Our Leadership

As we look ahead to 2031, Serenity House stands at an important moment in its evolution. This strategic plan reflects a shared commitment by the Board of Directors and leadership team to strengthen our programs, support our staff, and respond to the evolving needs of the men and communities we serve.

Over the next five years, Serenity House will focus on modernizing recovery programming, strengthening organizational capacity, deepening partnerships, and ensuring long-term sustainability. Grounded in compassion, accountability, and evidence-informed practice, this plan positions the organization to continue delivering high-quality care while adapting to a changing health and social service environment.

As a Board and leadership team, we recognize our shared responsibility to provide strong governance, effective oversight, and meaningful impact for the individuals who rely on our services. We are committed to ensuring that Serenity House remains responsive, accountable, and aligned with the needs of the community.

At the heart of this plan is a belief in recovery, dignity, and possibility. We are grateful to the staff, partners, clients, and community members who contributed to this work and continue to support Serenity House's mission each day.

Together, we are shaping a stronger and more compassionate future for Serenity House and for the men we serve.

Shawn Kelly
Chair, Board of Directors
Serenity House

Sophie-Claire Valiquette-Tessier, PhD
Executive Director
Serenity House

Our Foundation & Journey

Established in 1969, Serenity House Inc. is a long-standing provider of men's residential addiction treatment and transitional housing, serving Ottawa and surrounding communities. We offer a structured 10-week residential treatment program alongside transitional housing that supports men as they move toward stability, recovery, and reintegration.

Ottawa's increasingly toxic drug supply, rising mental health pressures, and ongoing housing crises have contributed to greater complexity among individuals seeking treatment. Clients are entering care with higher acuity, greater trauma histories, and increased vulnerability during transitions from treatment to community living.

1969
Founded

Over 55 years serving
Ottawa

10

Week Program
Structured residential
treatment

24

**Beds - Transitional
Program**

14

**Beds - Residential
Treatment
Program**



Mission, Vision & Values



Mission

We are a client-centered organization helping people address their harmful substance use so they can live a fulfilled life.



Vision

Inspired People Creating Possibility in Recovery.

Our Core Values



Honest

Bringing truthfulness into all our interactions.



Ethical

Going above and beyond our professional and ethical guidelines.



Inclusive

Treating everyone as an individual, supporting them in the removal of barriers.



Empathetic

Building our understanding of the experiences of others from their perspectives.



Present

Removing any distractions so we can "BE" with each other fully.



Respectful

Showing consideration for each other in all situations.

Strategic Planning Process

The 2026–2031 Strategic Plan was developed through an inclusive, evidence-informed planning process designed to reflect lived experience, operational realities, and system-level trends.



Gather

Input collected through Board, staff, client, and stakeholder surveys, leadership discussions, and review of internal operational data.



Review & Analyze

Findings examined alongside population health data, social determinants of health, system pressures, and organizational assessments.



Engage & Validate

Themes and priorities refined through leadership and Board engagement to ensure alignment with mission and capacity.



Implement & Monitor

Strategic priorities translated into operational plans, monitored through defined indicators, and adapted through continuous learning.



STRATEGIC THEME 1

Renew: Modern, Responsive Recovery Programming

Theme: *We strengthen what we do best while evolving our programs to meet today's realities.*

Focus: *Program Modernization & Clinical Enhancement*

Serenity House will modernize its residential and transitional programming to reflect trauma-informed, recovery-oriented, and mental-health-aligned best practices that respond to increasing client complexity.

Goals

- Update and modernize treatment programming to incorporate trauma-informed and harm reduction approaches, where appropriate
- Expand trauma-informed and emotional-regulation supports tailored to men
- Strengthen integration with mental health services and clinical partners

Key Performance Indicators

- Residential program completion rates
- Client satisfaction and engagement scores
- Percentage of clients connected to mental health supports
- Reduction in critical incidents and early program exits
- Updated treatment curriculum implemented

STRATEGIC THEME 2

Sustain: Workforce Strength & Stability

Theme: *We care for the people who care for others.*

Focus: *Workforce Wellness, Training & Organizational Capacity*

Serenity House will invest in workforce sustainability through training, supervision, wellness, and clear organizational structures.

1 Standardize Training

Standardize onboarding, training, and role clarity across programs to ensure consistency and excellence.

2 Expand Expertise

Expand training in trauma-informed care, cultural safety, and crisis response for all staff members.

3 Support Wellness

Strengthen supervision, wellness, and retention strategies to build a sustainable workforce.

Key Performance Indicators

- Staff retention and turnover rates
- Training participation and completion rates
- Staff engagement and satisfaction survey results
- Sick time and burnout indicators



STRATEGIC THEME 3

Align: Effective Governance & Strategic Oversight

Theme: *We lead with clarity, accountability, and shared purpose.*

Focus: *Governance Renewal & Strategic Alignment*

Serenity House will strengthen governance structures and ensure alignment between Board oversight, leadership, and organizational priorities.

Goals

- Clarify Board roles, committee structures, and governance responsibilities
- Strengthen reporting, dashboards, and decision-making tools
- Align governance practices with strategic priorities, risk management and fiduciary responsibilities.

Key Performance Indicators

- Timely Board reporting and decision-making
- Board engagement and attendance
- Completion of governance training and orientation
- Progress against strategic priorities
- Completion of annual governance and fiduciary requirements



STRATEGIC THEME 4

Measure: Evidence-Informed Practice & Accountability

Theme: *We learn, improve, and demonstrate impact.*

Focus: *Data, Evaluation & Quality Improvement*

Serenity House will build a culture of continuous improvement using meaningful data to guide decisions and demonstrate outcomes.



Goals

- Define and implement organizational KPIs aligned with strategic priorities
- Strengthen data collection related to client outcomes and social determinants of health (SDOH)
- Establish regular quality improvement cycles across programs

Key Performance Indicators

- Completion and quality of data reporting
- Treatment and housing outcome indicators
- Number of quality improvement initiatives implemented
- Use of data in funding and planning decisions

STRATEGIC THEME 5

Connect: Integrated Systems & Partnerships

***Theme:** We are stronger together.*

***Focus:** System Integration & Community Partnerships*

Serenity House will deepen its role within Ottawa's mental health and addiction housing through collaboration and coordinated care pathways.

Goals

- Strengthen partnerships with health, housing, and detox services
- Improve coordinated intake, referral, and discharge pathways
- Increase participation in system planning and collaborative initiatives

Key Performance Indicators

- Number of active formal partnerships
- Successful coordinated referrals and discharges
- Partner feedback and collaboration satisfaction
- Participation in system-level initiatives



STRATEGIC THEME 6

Sustain & Grow: Sustainable Fundraising and Resource Development

Theme: *We invest in the financial strength that makes our mission possible.*

Focus: *Fundraising, Revenue Diversification & Financial Sustainability*

Serenity House will strengthen and diversify its fundraising approach to ensure long-term financial sustainability and support program growth.

Goals

- Develop and implement a multi-year fundraising strategy
- Strengthen major donor and community giving relationships
- Expand corporate and foundation funding opportunities
- Enhance Board engagement in fundraising activities

Key Performance Indicators

- Annual fundraising revenue growth
- Diversification of funding sources
- Number of active major donor relationships
- Board participation in fundraising activities



STRATEGIC ENABLERS

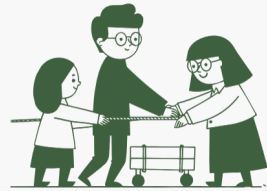
Supporting Our Work

These enablers will power the successful implementation of the Strategic Plan and ensure sustainable progress toward our goals.



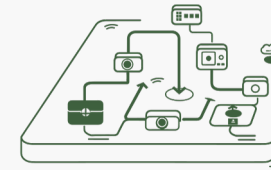
People & Culture

A supported, skilled, and engaged workforce



Leadership & Governance

Clear roles, accountability, and oversight



Data & Technology

Systems that support learning, evaluation, and improvement



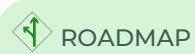
Sustainability & Resource Development

Financial sustainability, fundraising capacity, and operational practices aligned with strategic priorities



Partnerships

Strong relationships across mental health and addiction housing sectors



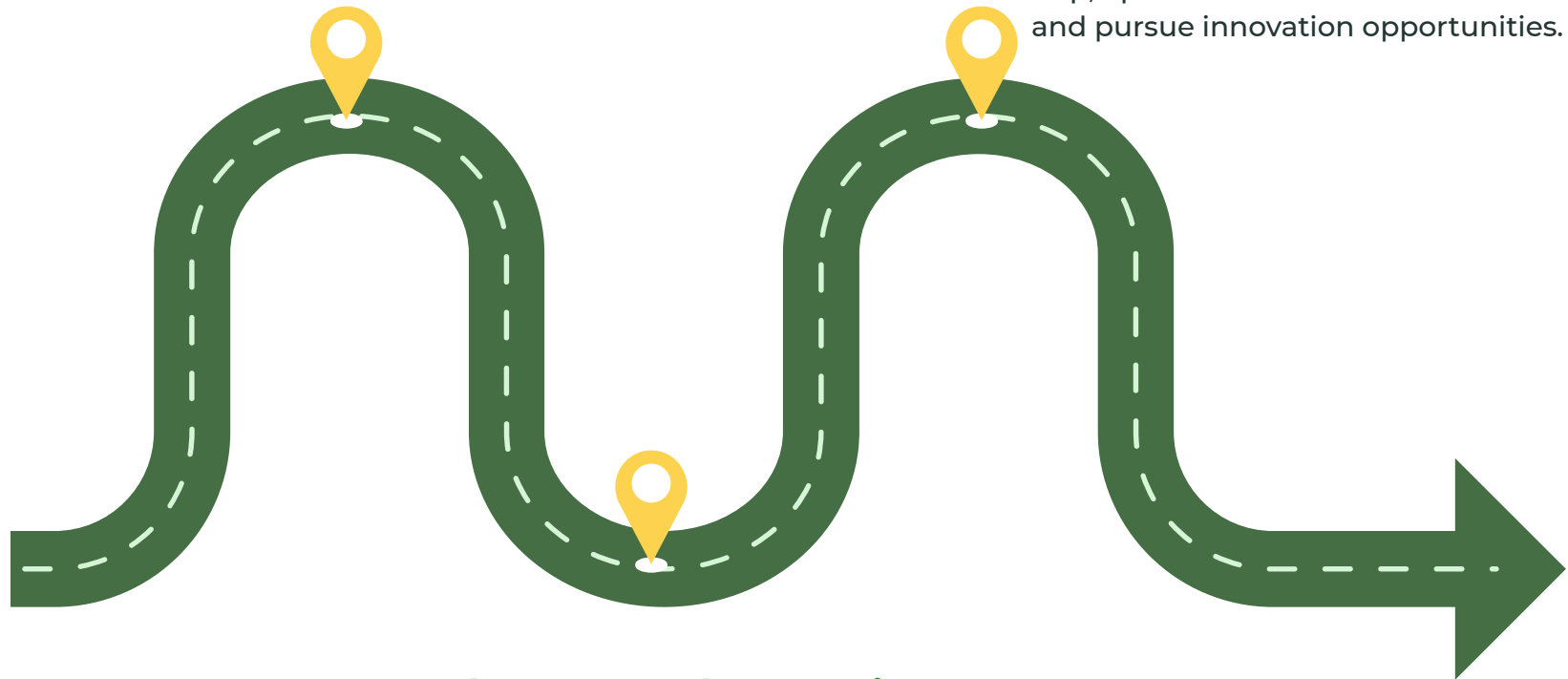
Strategic Roadmap 2026–2031

Phase 1 – Foundation (2026–2028)

Build core structures, modernize priority programs, standardize workforce practices, and strengthen foundational data systems.

Phase 3 – Optimization & Leadership (2030–2031)

Demonstrate measurable outcomes, advance sector leadership, optimize data-driven decision-making, and pursue innovation opportunities.



Phase 2 – Implementation & Expansion (2028–2030)

Scale program enhancements, deepen clinical and workforce capacity, formalize partnerships, and embed regular quality improvement cycles.

VISION 2031

What Serenity House Will Be by 2031



Modern & Trauma-Informed

A modern, trauma-informed recovery organization responding to complex client needs



Trusted Leader

A trusted leader in men's addiction treatment and transitional housing in Ottawa



Valued Workplace

A workplace that values wellness, growth, and professional development



Data-Informed

A data-informed organization demonstrating impact and accountability



Key System Partner

A key system partner within Ottawa's mental health, addictions, and housing continuum



Community of Hope

A community where men are supported with dignity, safety, and hope



CONTACT US:

Serenity House Inc.

536 Brunel Street

Ottawa, Ontario K1K2G6

<http://www.serenityhouseottawa.com/>

Inspired people creating possibilities in recovery

We recognize that many Indigenous Nations have longstanding relationships with the territories upon which Serenity House is located that precede the establishment of it. Serenity House Ottawa acknowledges its presence on the traditional territory of many Indigenous Nations. We acknowledge that we are on the traditional, unceded territory of the Algonquin Anishinaabe Nation. We honor their enduring presence and stewardship of this land.