



Strategic Plan 2023-26

MEETING THE MOMENT

As we embark on the journey of recovery from the pandemic, Cota is prepared to meet the moment. We will be doing so by focusing our 2023-26 strategic plan on the four strategic pillars below. We are also taking this opportunity to reinforce our commitment to inclusion, diversity, equity, and accessibility with the adoption of a new value statement: Equity. *We believe in the inherent worth of every person and will work vigorously to foster greater equity, fairness, dignity, accessibility and inclusion for all members of society.*



REVITALIZING OUR COLLECTIVE CAPACITY

- Stabilizing our workforce through improved recruitment and retention practices
- Improve the overall engagement of our workforce
- Advancing our commitment to diversity, equity and inclusion (DEI) across all levels of the organization



USING DATA INSIGHTS TO IMPROVE SERVICES

- Introduce a new Performance and Quality Improvement Team to our organizational structure
- Replace our electronic health record system
- Develop and implement an information management strategy
- Generate annual Quality Improvement Plans and make them publicly available online beginning April, 2024



COLLABORATING TO IMPROVE OUTCOMES

- Develop a senior leadership structure that enables our full participation at key system level planning tables
- Use our data to inform and influence actions/initiatives undertaken by these key system planning tables
- Seek opportunities to collaborate with partners to better support people while achieving operational efficiencies



COMBATTING THE HOUSING CRISIS

- Work creatively to optimize utilization of our existing rent supplements and secure housing for people in need
- Champion innovative housing solutions by guiding other organizations in their affordable/ supportive housing ventures
- Create no less than 16 net new Cota operated supportive housing units through innovative, cost-effective approaches