



# Strategic Plan

2023-2028

Made Possible thanks to the generous support of the Centennial Bermuda Foundation



## 2023-2028 Strategic Plan

### Vision

To be a model organisation where every person's diverse support needs are met

### Mission

WindReach exists to enrich the quality of life for individuals with diverse support needs

### Values

- Accessibility
- Diversity, Equity and Inclusion
- Empathy
- Environmental stewardship
- Fulfilment
- Integrity

## 5-Year Strategic Goals



Respond to changing programme needs so that WindReach's programmes are best practice, person-centered, and meeting the needs of participants



Implement a Capital Asset Management Plan so that WindReach's facilities and property are proactively managed and responsively maintained



Expand Revenue Stream so that WindReach has the resources needed to meet all of its strategic objectives over the next 5 years, while building long term self sustainability



Implement an Integrated Human Resource Plan so that WindReach has a satisfied, high performing team capable of meeting all of its strategic objectives over the next 5 years



Remove Transportation Barriers so that community-based accessible transportation is available to all

# Table of Contents

|   |       |
|---|-------|
| OFFICIAL AUTHORISATION OF WINDREACH STRATEGIC PLAN            | 4     |
| REVISION  | 4     |
| ASSOCIATED DOCUMENTS  | 4     |
| WINDREACH OVERVIEW  | 5     |
| Brief History of the Organisation                             | 5     |
| Key Business of WindReach                                     | 5     |
| WindReach Core Competences                                    | 5     |
| STRATEGIC PLANNING PHASES                                     | 6     |
| Overview of Phases and Phase 1                                | 6     |
| Phase 2: Internal Assessment                                  | 6     |
| Phase 3: External Stakeholder Consultation                    | 7     |
| Phase 4: Strategy Retreat on Purpose and Strategic Priorities | 7     |
| Mission   | 7     |
| Vision  | 7     |
| Values  | 7     |
| Key Strengths and Opportunities                               | 7     |
| Phase 5: Strategic Priorities                                 | 8     |
| Phase 6: Action and Financial Plan                            | 9     |
| Phase 7: Final Plan Adoption, Monitoring and Evaluation       | 9     |
| Appendix A: ARCHIVAL REVIEW                                   | 10-16 |

## Full Report

# OFFICIAL AUTHORISATION OF WINDREACH STRATEGIC PLAN

We, the undersigned, hereby confirm that we have reviewed the WindReach Strategic Plan 2023-2028 and will support it as the official and current Plan for WindReach for the period 2023-2028.

WindReach Board Chair:  Date: 31 May 2023

WindReach Executive Director:  Date: 31 May 2023

## REVISION

Each revision to the WindReach Strategic Plan 2023-2028 document will have a unique revision date in the new version. This section documents each of those revisions including the date and the brief reason for the change.

## ASSOCIATED DOCUMENTS

There are many important documents related to the WindReach Strategic Plan 2023-2028 which are not included in this document but are available upon request. These include the most recent WindReach Organisational Chart, Operational and Programme Plan, Board Committee Workplans, Marketing Plan and Fund Development Plan.

# WINDREACH OVERVIEW

## BRIEF HISTORY OF THE ORGANISATION

In 1985, WindReach founder, Mr. Alexander (Sandy) J. Mitchell MBE, acquired the land for WindReach Farm in Ontario, Canada and developed the property into a fully accessible working farm which was officially opened in 1989. Building on the success of the Canadian facility, WindReach Recreational Village officially opened on October 1, 1999. To facilitate a merger with Bermuda Riding for the Disabled, a new WindReach entity was incorporated under the Companies Act 1981 on November 26, 2008 and was registered as a Company Limited by Guarantee. In September 2009, WindReach was amalgamated with The Bermuda Riding for the Disabled and received the assets and liabilities of WindReach Recreational Village to form one Nonprofit: WindReach.

WindReach is governed by a Board of Directors comprising of 12 individuals of the community. Operationally, it has an Executive Director who oversees seven full-time and three part-time staff. WindReach is located on four-acres in Warwick, Bermuda and is home to the following programmes and physical facilities:

- **Facilities:** The Stables, the ADP Centre, the Activity Centre, the Animal Zone, and the Boundless PlayGround
- **Programmes:** Therapeutic Riding, Environmental Education and Therapeutic Horticulture, Adult Day Programme, Life Skills Programme, and Community Engagement Programme

## KEY BUSINESS OF WINDREACH

People with diverse support needs are often underinsured, have less access to community health care facilities and services, and therefore experience unmet health care needs and a subsequent decrease in quality of life and overall wellness.

WindReach offers a wide range of Therapeutic and Educational Programmes specifically designed to help support individuals living with diverse, often complex, support needs to achieve their optimum functional independence and strive for their unique goals. Through our vision to celebrate all abilities, WindReach delivers opportunities for individuals of all ages and abilities, to learn about themselves, build skills that are relevant to their needs and interests, and engage in what is meaningful to them.

Over a billion people, or 15% of the world's population, have some form of disability. Bermuda's last census did not record any data regarding persons living with disabilities. However, the 2010 census recorded 3,176 people having self-identified as having some form of physical or intellectual disability (12% increase from 2000 census). Global rates of disability are increasing due to ageing populations and an increase in chronic health conditions, among other causes.

The programmes at WindReach help to enrich the quality of life of individuals living with diverse support needs. Supporting quality of life through Adult Day Services, Environmental Education, Life Skills and Therapeutic Riding allows our participants, as well as their family, to thrive. An inclusive community that celebrates all abilities reduces family stress, reduces strain on often limited care resources and can lead to a stronger, more resilient community where all members of society experience improved overall wellness throughout the life cycle.

## WINDREACH CORE COMPETENCES

WindReach has four core competencies that make it unique and exceptional to participants and stakeholders.

These include:

- 1) **Inclusive, Supportive, and Engaging Staff** that make participants, as well as their families and carers, have a profound sense of joy, gratitude and satisfaction for the services being provided.
- 2) **Safe and Healthy Environment** that assures families and carers of individuals with diverse support needs that their loved ones will be cared for in a facility adhering to the fullest health and safety standards.
- 3) **Fully Accessible Physical Space** with one-of-a-kind facilities that allow individuals with diverse support needs to experience fun and engaging activities.
- 4) **Commitment to Collaboration** that creates pathways for greater impact through partnerships.



# STRATEGIC PLANNING PHASES

## OVERVIEW OF PHASES AND PHASE 1

To guide its strategic planning process, WindReach participated in a seven phased approach. This included the following phases:

**Phase 1:** Process Design

**Phase 2:** Internal Assessment

**Phase 3:** External Stakeholder Consultation

**Phase 4:** Strategy Retreat on Purpose  
and Strategic Priorities

**Phase 5:** Strategic Priorities

**Phase 6:** Action and Financial Plan

**Phase 7:** Final Plan Adoption and Monitoring Plan

## PHASE 2: INTERNAL ASSESSMENT

WindReach participated in an extensive internal assessment which included completion of the Core Capacity Assessment Tool (CCAT), an internal process checklist and a document review. The following high-level recommendations were provided in the Archival Review Report (included in Attachment A). Overall, the assessment demonstrated that WindReach has strong capacity across all core competencies needed for nonprofit effectiveness, with healthy capacity around core programmes, infrastructure and strategic partnerships and alliances. Key gaps identified at the start of the planning process, and highlighted to WindReach included:

### 1. A Need for Documented Evidence of a Cohesive Strategy or Inclusive Strategic Planning

Annual Audited Financial Statements indicate that WindReach has remained in a stable financial position for the last three fiscal years (2019-2021), despite Covid-19 pandemic conditions. However, outside of annual audited statements, there is a lack of cohesive documentation regarding WindReach's current organisational strategy. Historically, planning documents are extremely brief (less than three pages) and generally have not reflected a clear distinction between "strategic" plans versus "operational" plans and did not include detailed implementation plans or monitoring and evaluation plans to assess if progress was made towards strategic goals.

### 2. A Need for Documentation Regarding Board Ownership/Engagement in Strategic Direction

There was no documentation provided on the extent to which the WindReach Board of Directors drives and takes ownership of the Strategic Planning Process, the strategy itself or how it monitors and evaluates outputs and outcomes to ensure the organisation is making a strategic impact.

### 3. A Need for Documented Evidence that Activities are Linked to a Specific Overarching Strategy

There is a plethora of documentation that includes dynamic and vivid pictures of current activities within various types of plans and programme reports. However, no centralised and cohesive documentation was available on how programmes, communications and marketing activities are intentionally and strategically linked to a specific overarching strategy. There was also no documentation available on overarching theory of change (also referred to as logic model, strategy map or programme logic).

### 4. A Need for Documented Participant Data Provided

Absent from this report are the primary needs and current issues facing the target participant population of WindReach. For example, how big or small is the target population in comparison to the total population of disabled and ageing adults, etc.? In addition, limited information or speculation on the target population's current or future needs was available, although some programmes are described in reports as being "therapeutic" and as being "interventions".



### PHASE 3: EXTERNAL STAKEHOLDER CONSULTATION

The WindReach Board and Staff also actively supported an extensive stakeholder consultation process. This included interviews and focus groups with eight different stakeholder groups. These groups included:

- o Adult Day Programme Participants
- o Other Participants
- o Parents of Participants that are Minors
- o Parents of Participants that are over 18
- o Volunteers
- o Collaborators
- o Current Donors
- o Past Donors

All data collection used preformulated questions, and WindReach facilitators were provided with a brief data collection training. A mixture of quantitative and qualitative feedback was obtained. Data was analysed using excel spreadsheets and a six-step analysis process:

- o Step 1 - Familiarisation with the data
- o Step 2 - Assigning preliminary data codes
- o Step 3 - Identifying patterns in the codes among interviews
- o Step 4 - Generate and review themes
- o Step 5 - Define and name themes
- o Step 6 - Analysis report

There were over 400 resulting data points which were grouped into ten categories. Categories included:

1. Programme and/or facility expansion needs
2. Inclusive client experiences and life enrichment at WindReach
3. Supportive services of WindReach
4. Connection to animals and the environment at WindReach
5. Community engagement, outreach and awareness opportunities for WindReach
6. Connection to complementary and supportive services opportunities for WindReach
7. Local service gaps in Bermuda
8. Affordable and/or alternative payer costs of participant families
9. Safe and healthy environment of WindReach
10. Importance of leveraging professional training opportunities at WindReach

An in-depth presentation of findings from the stakeholder consultation was provided to WindReach which informed its SWOT analysis and identification of strategic priorities.

### PHASE 4: STRATEGY RETREAT ON PURPOSE AND STRATEGIC PRIORITIES

During its two-day Strategic Planning Retreat in February 2023, WindReach identified its key strengths, weaknesses, opportunities and threats which informed their identification of strategic priorities over the next five years. WindReach also amended its Mission, Vision and Values.

**Mission:** The mission was changed from “WindReach exists to enrich the quality of life for individuals with special needs” to “WindReach exists to enrich the quality of life for individuals with diverse support needs.” This was based on stakeholder consultation and feedback that WindReach’s primary beneficiary group does not wish to be described as “individuals with special needs.”

**Vision:** The vision was adjusted from “An environment in Bermuda where all members of the community can participate in, and enjoy, the activities of society” to “A model organisation where every person’s diverse support needs are met.” This resulted from recognition that WindReach not only wants to see a society where all individuals with diverse support needs have those needs met, but that it wishes to be a leader in the field in pursuing that vision.

**Values:** WindReach engaged in an activity to refine the core values that guide it. WindReach maintained four existing values: Accessibility, Empathy, Integrity and Fulfilment. WindReach adjusted its value of Inclusion to now include Diversity, Equity and Inclusion. WindReach also added a value of Environmental Stewardship and removed three values: Inspirational Leadership, Enjoyment, and Respect. While these are values that WindReach adheres to, WindReach felt it important to select five values as core values.

**SWOT Analysis:** A SWOT Analysis is a tool that can help guide analysis around what an organisation does best now, and to devise a successful strategy for the future. WindReach engaged in a SWOT analysis in the process of developing its strategic priorities as a way to ensure it was leveraging its strengths and opportunities while mitigating and managing dominant weaknesses and threats.



## STRATEGIC PLANNING PHASES (Continued)

WindReach prioritised its key strengths and opportunities in to the following top seven categories. These were collectively identified as the most important aspects to leverage over the next five years:

- Continuing to Develop Financial Sustainability
- Property Management Use and Development
- Programme Development
- Professional Development and Retention
- Manage the Care, Training and Use of the Animals
- Community Engagement and Outreach
- Confirm and Advocate Transportation Solutions

WindReach also prioritised its key weaknesses and threats in to the following top six categories. These were collectively identified as the most important areas to manage and mitigate over the next five years:

- Human Resource Constraints
- Vulnerability in Uses and Sources of Funding
- Risk of Mission Creep
- Lack of Capital Management Plan
- Limitations of Location
- Government and Governance

WindReach considered these prioritised areas as it developed its strategic priorities.

### PHASE 5: STRATEGIC PRIORITIES

During its Strategic Planning Retreat, WindReach engaged in a consensus building exercise to collectively agree on the substantial actions required to leverage strengths and opportunities while mitigating threats and weaknesses over the next five years. WindReach identified five strategic priority areas which they translated into five goals with 28 supporting objectives.



**GOAL 1:** Respond to changing programme needs so that WindReach's programmes are best practice, person-centered, and meeting the needs of participants

To support this goal, seven supporting objectives were established:

- 1) Refresh and develop programme design for each core programme
- 2) Conduct a programme needs assessment of current and potential participants
- 3) Determine necessary resources and feasibility for programme expansion
- 4) Determine revised programme plan and associated fund development implications (include partnerships and collaborations to meet needs)
- 5) Enhance programme evaluation process and incorporate regular participant feedback into programme decisions
- 6) Advocate for central database on local demographics of people with diverse support needs
- 7) Provide resources for ongoing professional development so staff remain current with global trends in working with individuals with diverse support needs

**GOAL 2:** Implement a Capital Asset Management Plan so that WindReach's facilities and property are proactively managed and responsively maintained

To support this goal, five supporting objectives were established:

- 1) Establish a comprehensive list of all WindReach capital assets, including current programme use, potential programme use, and rental opportunities
- 2) Conduct an audit of WindReach assets, determining depreciation as well as ten-year maintenance requirements for each asset
- 3) Finalise a ten-year Capital Asset Management Plan to include acquisitions, maintenance, upgrades, and replacements timeline for assets
- 4) Establish Policy and Procedures for Animals (care, management, training, use, acquisition)
- 5) Establish Policy and Procedures for Facility Management and Maintenance (including an annual review of the Capital Asset Management Plan)



**GOAL 3:** Expand Revenue Streams so that WindReach has the resources needed to meet all of its strategic objectives over the next five years, while building long term self-sustainability.

To support this goal, seven supporting objectives were established:

- 1) Conduct a review of current costs, fees, insurance coverage/gaps, and determine needed changes
- 2) Identify and determine feasibility for alternative sources of income from WindReach assets (aligns with 1.3)
- 3) Create / expand WindReach rental plan that establishes what facilities can be rented for external programming/events (aligns with 1.5)
- 4) Establish marketing plan to increase rentals, targeting different audiences
- 5) Create advocacy plan to increase insurance coverage
- 6) Work with WindReach Bermuda Trust to grow Endowment Fund
- 7) Research overseas funding opportunities and foundations

**GOAL 4:** Implement an Integrated Human Resources Plan so that WindReach has a satisfied, high performing team capable of meeting all of its strategic objectives over the next five years.

To support this goal, five supporting objectives were established:

- 1) Conduct a comprehensive audit of current human resources and capabilities, including assessment of staff satisfaction and retention
- 2) Establish Human Resources plan to include all needed roles and timeline for implementation
- 3) Review job descriptions including responsibilities, capabilities and qualification needed for all roles
- 4) Establish key performance metrics, professional development, retention and succession plans for each role
- 5) Formalise the Volunteer Programme to include processes for recruitment, management, training, retention, and recognition



**GOAL 5:** Remove Transportation Barriers so that Community based accessible transportation is available to all.

To support this goal, four supporting objectives were established:

- 1) Conduct a transportation needs assessment of participants (aligns with 1.1)
- 2) Assess transportation options, services and costs, including public, private and nonprofit sector partnerships
- 3) Advocate for accessible public transportation and bus routes
- 4) Confirm a transportation plan

## PHASE 6: STRATEGY DASHBOARD

In order to tackle its Strategic Priorities, WindReach established a Strategy Dashboard which included milestone activities for each objective supporting the Strategic Goals. This included additional financial resources required, as well as allocation of responsibilities and success metrics. This dashboard will be monitored by the WindReach Board of Directors.

## PHASE 7: FINAL PLAN ADOPTION, MONITORING AND EVALUATION

The WindReach Board approved the final WindReach Strategic Plan 2023 – 2028 following its April 24, 2023 Board of Directors Meeting.

The main tool that will be used to monitor and evaluate progress will be the WindReach Strategy Dashboard. This includes a timeline, assignment of responsibilities and success metrics for each major milestone. The Board will review progress on a Quarterly basis.

## CHANGES TO THE WINDREACH STRATEGIC PLAN 2023-2028

Given the nature at which change is occurring, it is likely that aspects of the Strategic Plan may require adjustments over the course of the next four years. Any proposed changes to the Strategic Goals and Objectives must be presented to the Board during the quarterly review process. A justification for the change must be provided, and the Board of Directors will vote to authorise the changes. Upon approval of subsequent changes, a new version of the Strategic Plan document will be issued and signed by the Board Chair and Executive Director. Staff will be notified of the changes.

# APPENDIX A: ARCHIVAL REVIEW

## PURPOSE OF THE ARCHIVAL REVIEW

The following Archival Review was conducted in October 2022 and represents a snapshot of the organisation for the period 2021-2022. The purpose of the review is to provide a broad overview of the state of the organisation's current positioning, operational functionality and impact as the organisation enters the initial phases of a strategic planning process. The review has been divided into four main components, influenced by the Balance Scorecard© :

- Finances
- Participants and stakeholders
- Internal systems and processes
- Continuous learning and growth
- Conclusion and recommendations

The review includes reference to the Core Capacity Assessment Tool (CCAT) organisational assessment results. The Archival Review therefore provides an opportunity to identify existing gaps and to make recommendations of key areas of consideration as the organisation enters Strategic Planning for the years 2023-2028.

## PREVIOUS ORGANISATIONAL PLANS

Numerous one-to-three page planning documents exist from as far back as 2003, varying in name from action plan (2009/2010 and 2018), strategic plan (2011-2015 and 2016) and operational plan (2015). The latest of such reports is entitled "Action Plan and Goals 2018". This plan includes "long" and "short" term goals and "action plan examples", which are a combination of goals, action items and observations. Missing from most planning documents are Participant data and demographics; intended outputs, performance benchmarks, quality indicators and final outputs and outcomes. Due to the lack of completeness and inconsistency, it is not possible to ascertain WindReach's previous success in performance and outcomes. This is also reinforced with the CCAT Report showing that WindReach rated Organisational Learning (which includes strategic planning and follow through) as a challenge area and priority area for focus.

The last three-year strategic plan that WindReach has on record is dated January 2016-December 2018. This one-page document outlines the organisation's strategic direction, goals and long-term objectives in the form of a single chart. No further information has been provided as to who was involved in the strategic planning process nor how the areas of the strategic plan were identified. Also, no outputs, outcomes, timelines or persons responsible for implementation were provided.

**The 2016-2018 plan outlines long and short-term goals as follows:**

| STRATEGIC DIRECTION                                 | GOAL  |
|---|---|
| EFFECTIVE, QUALITY PROGRAMME                        | Develop programmes and facilities that serve to continuously anticipate and meet the unique needs and abilities of our target audience; programmes that improve their quality of life, and offer a variety of opportunities for enrichment and volunteers to support them |
| CONSISTENT AND ENHANCED MARKETING AND COMMUNICATION | Coordinate and integrate all marketing communication tools, avenues and sources to inform, reinforce and persuade in a consistent manner with maximum impact  |
| LONG TERM FINANCIAL SUSTAINABILITY                  | Ensure adequate operational and capital funding through a broad donor base and diverse revenue streams  |
| GOOD CORPORATE GOVERNANCE & BEST PRACTICE           | Realise consistent leadership & oversight, cohesive policies, guidance, processes and authorities for each area of responsibility   |

No documentation was available that WindReach successfully achieved the goals of the 2016-2018 Strategic Plan. It is important for WindReach to develop both implementation and monitoring plans for this current Strategic Plan.



## PARTICIPANTS AND STAKEHOLDER REVIEW

### Participant Target Audience

WindReach programme participants span across age levels from preschool to old age. Programme target audiences include: the general public of varying ages and abilities: preschool, primary, middle and secondary school students, persons with diverse support needs; adults with Alzheimer's and dementia.

### Participant Demographics

The WindReach programme participants are primarily children and youth under 20 years of age. 80% are between 5-19 years, 5% are between 20-29 years and 30-44 years each, 6% are 45-64 years and 4% are 65 years and older. 40% of participants are female and 60% are male. 90% of participants are Black, 8% are White, and 2% are Mixed.

### Participant Referral Sources

There are a number of sources through which WindReach receives Participant referrals. These include: Allied Health Department at KEMH, Local Physicians, Mid Atlantic Wellness Institute, Primary/Middle and Secondary Schools, Parents, Guardians and/or Caregivers.

### Key External Stakeholders

There are also a number of key external stakeholders. These include: K. Margaret Carter Centre, Dame Marjorie Bean Hope Academy, Mid Atlantic Wellness Institute, Harbour Lights, Pawsitive Puppies, St. David's Primary, West Pembroke Primary, Summerhaven, Chatmore Preparatory, Paget Primary ASD Class, Somerset Primary, Purvis Primary, Mount St. Agnes, Dellwood Middle School, Somersfield Academy, Warwick Preschool, Tomorrow's Voices, Gilbert Institute, East End Primary, Stepping Stones Nursery, Heron Bay Primary, Port Royal Primary, Bermuda Centre for Creative Learning, Bermuda Autism Support and Education and Action on Alzheimer's and Dementia.

## Documented Evidence of Participant Need

Limited information on the target population's current or future needs was clear in the archival review. Furthermore, the CCAT findings indicate that WindReach rated "Programmatic Learning", which includes assessing the needs of clients, as a challenge area. This also includes the extent to which programme evaluations measure if programmes are meeting the identified needs of participants.

## FINANCIAL REVIEW

### Current Financial Performance

Over the past three years – 2019, 2020 and 2021, WindReach has generated on average revenue of \$1,132,462 and incurred on average expenditures of \$1,095,067 netting an average excess revenue over expenditures of \$37,395.

During the fiscal year ending 2021, WindReach earned revenues of \$1,182,039 and incurred expenditures of \$1,053,999 resulting in \$128,040 of excess revenue over expenditures. For the same year WindReach had total assets of \$895,501 with cash in hand of \$426,492. Based on this amount, WindReach had sufficient cash available to cover five months of the average monthly operating expenditures of \$87,833.

The CCAT report showed that WindReach rated itself as strong with Managing Finances and Internal Financial Management Skills.

### Primary Sources of Revenue

Over the last three years, WindReach has had five primary revenue streams: donations, programme revenue, activities and events, rental income and other income. Donations are the most significant revenue stream. Total revenues remain relatively the same year over year. There has been some fluctuation in revenue earned within specific revenue categories. For example, since 2019 there has been a 67% and 42% decrease in rental income and activities and events revenue respectively. These decreases are due to the meeting and gathering restrictions associated with the Covid 19 pandemic. Donations increased by 24%, which is positive and promising.

### Primary Budget Investments/Expenditures

The use of the term Budget Investment/Expenditures is intentional to this document to demonstrate the primary areas where the organisation chooses to prioritise and allocate its financial resources. Employees and contracted workers make the delivery of the organisation's mission and programmes possible. It is not surprising therefore, that WindReach's primary budgeted investment/expenditure over the last three years has been salaries and benefits. On average, total salaries and benefits recorded were \$533,909.

# APPENDIX A: ARCHIVAL REVIEW (Continued)

Specifically, in the fiscal year 2021, total salaries and benefits recorded were \$441,263, a notable 33% decrease, since 2019 when salaries and benefit expenditures were \$675,950. This decrease was entirely attributable to reduced activity as a result of restrictions associated with the Covid-19 pandemic. Professional Fees represent the second largest expenditure for WindReach, averaging \$132,753 per annum. This comprises of fund development, contracted workers and the audit.

## INTERNAL PROCESSES REVIEW

### LEADERSHIP

#### Board of Directors

**Chair:** WindReach's 12-member Board is chaired by Mr. Stewart Ritchie, CA. Mr. Ritchie is the Chief Operating Officer of Fortitude International Reinsurance Ltd. and the Chief Financial Officer of Fortitude Reinsurance Company Ltd. He previously served as the CEO at R&Q Re (Bermuda) Ltd. for a period of three years. Prior to joining R&Q Re (Bermuda) Ltd., he worked for almost 15 years at PwC Bermuda, most recently as a Director in the Assurance and Business Advisory Services Group.

**Deputy Chair:** WindReach's Deputy Chair is Mr. Ross Webber. Mr. Webber is an experienced management executive with strategy, business development, project management, marketing, communications, culture change and corporate governance expertise. He is the founder and Lead Consultant of BDS Bermuda and provides tailored management consulting and project delivery .

**Treasurer:** Mr. James Dockeray is a Partner at EY Bermuda. He joined EY in 1999 and spent a decade with the accounting firm before moving to Colorado in 2009 with Madison Capital Management. James returned to Bermuda in 2010 with Deloitte and re-joined EY in late 2022.

**Secretary:** Mrs. Michelle Cardwell is currently WindReach's Secretary. Mrs. Cardwell is an experienced Consultant with a demonstrated history of working in the investment management industry. Skilled in Operations Management, Compliance Specialist, Risk Management, Management, Asset Management, and Change Management. She's a strong consulting professional who graduated from Leicester University.

**Compliance Officer:** Ms. Theresa Hall serves as Compliance Officer for WindReach. She has been volunteering and working in the nonprofit sector in Bermuda for 22 years with a focus on compliance, governance, fundraising, and charity management. Since 2015 she has been running her own consultancy business providing services to a variety

of registered charities and currently donates her time to six additional nonprofit organisations.

**CCAT Board Leadership Results:** The CCAT Report showed that WindReach rated the level of Board Leadership as satisfactory. Based on WindReach's lifecycle placement of Impact Expansion, CCAT does recommend priority focus on strengthening Board Leadership, even though this was not rated as a challenge area.

### Operational Leader

**Executive Director:** The organisation is led operationally by Mrs. Tina Nash, Executive Director, who was hired in June 2020. Mrs. Nash is the former Executive Director of Raleigh Bermuda and a former National Director of The Duke of Edinburgh's Award. She holds a Certificate in Nonprofit Leadership from Duke University, a Master's in Education and A.B.Q Special Education and Teaching from Ottawa University .

**CCAT Leadership and Management Results:** The CCAT Report showed that WindReach rated the level of Internal Leadership and Leader Vision as strong. Many of the management competencies were also rated as strong. Leadership sustainability was rated as a challenge, a common challenge area for nonprofits. This is primarily a function of succession planning.

### Programme Management and Coordination

WindReach has two programme managers for its Adult Day Programme and Therapeutic Riding Programme, three Coordinators for its Environmental Education Programme, Community Engagement Programme and Life Skills Programme. In addition to the programme staff, WindReach has a Fund Development Manager and an Officer Manager to support operations.

### Current Facilities and Programmes

WindReach has five programmes that are administered at its Warwick facilities. Most programmes are intervention-based or therapeutic in nature and use the grounds and/or facilities as a central programme component. Current facilities and programmes are as follows:





**Activity Centre (facility):** WindReach's Activity Centre is a fully accessible 5,000 square foot multi-purpose building which contains large open-space areas on the upper and lower floors. Both levels have fully equipped kitchens and accessible bathrooms. WindReach staff use the Activity Centre to provide their programming. It can also be rented out to the community and is used for rental income.

**Boundless Playground (facility):** The Boundless Playground offers inclusive, accessible play for all abilities with picnic benches under a pergola, bathrooms and open space. It is primarily used for four programmes, but is also rented out for rental income.

**Therapeutic Riding Programme:** WindReach's Therapeutic Riding Programme strives to provide a high-quality programme that promotes challenge, achievement, empowerment and independence for individuals with diverse support needs. Lessons, whether individual or group, follow an individualised lesson structure; including warm-up exercises, and a progression of skills and games designed to further those skills. Accompanying the participant and instructor in each lesson are trained volunteers, always ensuring safety. Lessons are designed around the participant's unique needs to maximize the outcomes and therapeutic benefits.

**Environmental Education Programme:** The Environmental Education Programme's overall objective is to grow participants' understanding, exploration, use and enjoyment of the Natural Environment. Activities, events and experiences take place exclusively in the WindReach Natural Landscape, using this setting as a living classroom and therapeutic environment.

**Adult Day Programme:** The Adult Day Programme provides purposeful and meaningful activities to enrich the lives of Bermuda's ageing population. The four-acre WindReach facility provides the unique advantage of providing a variety of diverse activities for seniors which are both indoors and outdoors. Activities include arts and crafts, gardening, seated exercise, animal interaction, adaptive sports, cognitive activities, social gatherings, and occasional community visits.



**Life Skills Programme:** The Life Skills Programme is designed for individuals of any age and ability who are able to work at various levels of independence on site at WindReach. The Life Skills Coordinator works closely with the participant's support staff (special education teachers, paraprofessionals, aides, social workers, OTs, etc.) to ensure that individuals continue to achieve personal goals and develop their levels of independence as outlined in their Individual Education Plans (IEPs) or Care/Discharge Plans.

**Community Engagement and Volunteer Programme:** Volunteers are essential to helping WindReach thrive. There are a wide variety of ways volunteers make a difference: by helping us care for the horses and Animal Zone animals, garden maintenance and of course, working with our diverse support needs participants. Our dedicated volunteers are instrumental in allowing WindReach to achieve our mission and therapeutic goal.

**Facilities Management:** It is worth noting that in the CCAT report, WindReach rated Facilities Management as a challenge area. WindReach currently contracts a part time Facility Manager who assists with facility maintenance ten hours per week.

## Current Programme Outputs

With respect to programme outputs in 2021, WindReach's June 2021 Programme Report provided the following information regarding outputs and outcomes. 136 individuals per week attended 6,947 sessions at WindReach. There was a 13% increase in skills in all areas: physical, social, cognitive and emotional. 104 respondents stated their quality of life had been enriched by participating in WindReach programmes. Given WindReach runs 5 programmes, there is the opportunity to report the outputs and outcomes in a more detailed manner for each programme. The CCAT report further reflects this area as a challenge, with both Programmatic Learning and Organisational Learning being rated by WindReach as a challenge area. These areas include programme evaluation and using assessment results to plan strategically.

# APPENDIX A: ARCHIVAL REVIEW (Continued)

## Internal Systems and Processes

The Executive Director completed a 100+ checklist of existing internal systems and processes that were documented as of October 11, 2022 (see 2021/22 Internal Processes Checklist in the Appendices). Approximately 60% of checklist items were documented at that time. Most notably recorded as not documented are:

### BOARD OF DIRECTORS

- Board development and training strategies
- Board member orientation system
- Board attendance policies
- Chair and officer job descriptions
- Committee charters (except for the Nominations Committee)
- Executive Director performance review process
- Board self-evaluation process
- Board and committee work plans (with objectives and timelines)
- Yearly operations plan, including staff work plans

### PROGRAMME EVALUATION AND OUTCOMES

- Established service outcomes to match participant needs
- Established target indicators for each outcome
- Data collection methods for each target indicator

The gap in programme evaluation was previously noted in the CCAT report, with Programmatic Learning being rated as a challenge area by WindReach. Also previously noted was the CCAT recommended area of focus around Board Leadership, which reinforces some of the Board gaps captured in the checklist.

### CONTINUOUS LEARNING AND GROWTH REVIEW

WindReach's Therapeutic Riding Programme is accredited by The Canadian Therapeutic Riding Association (CanTRA) and instructors are also CanTRA certified. CanTRA offers therapeutic riding services through a network of over 80 Accredited Centres in Canada and Bermuda. The objective of the CanTRA certification programme is to produce instructors capable of giving knowledgeable, safe and enjoyable riding instruction to people with disabilities.

According to CanTRA's website, the criterion for an accredited center is as follows:

- All safety standards are in place
- Instructors are CanTRA certified
- Lessons are observed

WindReach's Adult Day Programme is an International Member of the National Adult Day Services Association. Additionally, WindReach is an Accredited Health Care Provider by The Bermuda Health Council. WindReach is also a Member in Good Standing of the Bermuda Chamber of Commerce/NonProfit Division, the Employee Assistance Programme, the Inter-Agency Committee for Children and Families (IAC), and the Bermuda Equestrian Federation.

### Annual Professional Development Budget

Over the last three fiscal years, WindReach's professional development budget has averaged \$4,775 per annum. In the fiscal year 2021, \$4,532 was spent on professional development, representing 0.42% of WindReach's overall expenditures (\$1,053,999).

In the past year, the Team at WindReach has engaged in the following Professional Development Trainings:

- 100% of Team are SCARS certified - advanced level Beyond Stewards of Children
- 100% of Team are First Aid/CPER/AED certified
- WindReach's Life Skills Coordinator completed training and certification in Animal Therapy
- WindReach's Environmental Education Coordinator completed 2 courses on Donkey Health and Care
- WindReach's Adult Day Programme Manager completed several training sessions with NADSA
- Several members of the WindReach Team have engaged in trainings and workshops with IAC
- WindReach's Therapeutic Riding Manager completed her training/certification in Equine Assisted Learning
- 100% of Team are Mental Health First Aid Certified by Mental Health First Aid International (Wales) via Dignity House

The CCAT Report further shows that WindReach rated Staff Development as strong, a sign that the team feels they are receiving the coaching, mentoring and training needed to grow and develop their skills.



## Findings and Conclusions

This Archival Review is intended to provide a broad overview of the state of the organisation's current positioning, operational functionality and impact. The review also provides an opportunity to identify existing gaps and to make recommendations of key focus areas as the organisation enters Strategic Planning for the years 2023-2028.

### Celebrating Decades of Inspirational Sustenance

"We know all too well that what we are doing is nothing more than a drop in the ocean. But if the drop were not there, the ocean would be missing something." Mother Teresa

Twenty-three years ago, WindReach in Bermuda was established through the resolve and inspiration of its Founder, Sandy Mitchell. Sandy would be extremely proud of the organisation's longevity, its financial and programme growth, and stability.

Today, as an established and reputable local nonprofit, the current WindReach Board and operational team continue to fuel the flames of inspiration through the use of its operational team, programmes, resources and facilities.



### Areas for Improvement in Future Strategic Thinking and Planning Exercises

There are just two questions to ask to attain success in business:

First, "What business am I in?" Second,  
"How's business?" - Peter Drucker

The CCAT findings indicate that overall WindReach has strong capacity across all core competencies needed for nonprofit effectiveness, with healthy capacity around core programmes, infrastructure and strategic partnerships and alliances.

As is the case for all businesses and nonprofits, there is always room for improvement and the Strategic Planning process is the perfect time to take stock of the current state of affairs and consider these opportunities as strategic priorities are being established. The below list represents some limitations that hinder the opportunity to clearly identify whether WindReach is achieving the organisational success intended. It will be important to keep these areas in mind while entering into the strategic planning process.

### Lack of Documented Evidence of a Cohesive Strategy or Inclusive Strategic Planning

**GAP:** Annual Audited Financial Statements indicate that WindReach has remained in a stable financial position for the last three fiscal years (2019-2021), despite Covid-19 pandemic conditions. However, outside of annual audited statements, there is a lack of cohesive documentation regarding WindReach's current organisational strategy.

Historically, planning documents are extremely brief (fewer than three pages) and do not indicate who was involved in the planning process and under what conditions the strategic documents were formulated. These documents generally have not reflected a clear distinction between "strategic" plans versus "operational" plans and did not include detailed implementation plans or monitoring and evaluation plans to assess if progress was made towards strategic goals.

**RECOMMENDATION:** It is clear that WindReach is committed to developing a cohesive strategy by engaging in a robust strategic planning process with IAC. The Planning Committee should embark on this planning process with a commitment to thinking and planning "strategically." IAC is confident that if the planning process is executed as designed this will help address this area for improvement. Additionally, leadership should consider the use of an evidenced based strategic tool such as the Balanced ScoreCard®, to help align key functions and targets of the organisation to an overarching strategy.

### Lack of Documentation Regarding Board Ownership/Engagement in Strategic Direction

**GAP:** There was no documentation provided on the extent to which the WindReach Board of Directors drives and takes ownership of the Strategic Planning Process, the strategy itself or how it monitors and evaluates outputs and outcomes to ensure the organisation is making a strategic impact.

**RECOMMENDATION:** It is clear that the WindReach Board leadership is committed to engaging in this strategic planning process with members of the Board participating on the Planning Committee. This is vital. It will be important for the Board to consider the process around monitoring strategic plan implementation as well as overall organisational outputs and outcomes that can help to evaluate the effectiveness of WindReach's impact.

## APPENDIX A: ARCHIVAL REVIEW (Continued)

### Lack of Documented Evidence that Activities are Linked to a Specific Overarching Strategy

**GAP:** There is a plethora of documentation that includes dynamic and vivid pictures of current activities within various types of plans and programme reports. However, no centralised and cohesive documentation was available on how programmes, communications and marketing activities are intentionally and strategically linked to a specific overarching strategy. There was also no documentation available on overarching theory of change (also referred to as logic model, strategy map or programme logic). In like manner, no documentation was available on specific outcomes or impact as they relate to the governance, operations or programme impact of the organisation. Further, in a checklist completed on October 11, 2022, the Executive Director confirmed that recent documentation does not exist for the following: established service outcomes to match participant needs, established target indicators for each outcome, nor established data collection methods for each target indicator.

**RECOMMENDATION:** WindReach should consider establishing or synthesising a cohesive theory of change that clearly maps out how each of WindReach's five programmes meets the needs of participants and helps to achieve the organisational mission. This should include the key activities for each programme and operational function as well as target outputs, evidenced-based outcomes and key performance indicators (KPIs) for each outcome. As these are developed, it is important to also consider benchmarks for identified KPIs. Furthermore, IAC recommends altering the current proposal for Phase 4 which included a review of WindReach indicators. A review assumes that the outcomes and indicators exist, are clearly mapped out, and are linked to strategy. We suggest removing this phase of the planning process and instead to consider this as a strategic goal. IAC also suggests that the Executive Director and Programme Managers consider IAC's Certificate in Programme Design training, which is focused on developing a theory of change, or alternative training on logic models, theory of change and KPIs.

### Lack of Documented Participant Data Provided

**GAP:** Absent from this report are the primary needs and current issues facing the target Participant population of WindReach. For example, how big or small is the target population in comparison to the total population of disabled and ageing adults, etc.? In addition, limited information or speculation on the target population's current or future needs was provided, although some programmes are described in reports as being "therapeutic" and as being "interventions".

**RECOMMENDATION:** Ensure participant engagement is a core part of the Situational Analysis to learn directly from participants about their needs. Additionally, it would be useful to establish the total population of potential participants if this is possible using Bermuda data.

