



inclusion
POWELL RIVER

Strategic Plan 2017-2018

Updated June 2017



inclusion Powell River Society

2017-2018 Strategic Plan Overview

Vision Statement

inclusion Powell River is about everyone, the people we serve, the people that we employ, our volunteers and the people in the community of Powell River. It is about everyone being engaged and committed to the success of the clients and the organization. inclusion Powell River uses person and family centered practices and services are determined by the users. Children, youth, adults, seniors and their families have choices and are empowered to make decisions. Hospitality is a gift that we share with our community. Everyone has friends and are part of community. inclusion Powell River continues to be a leader in supporting everyone to have self-respect, dignity, and fully participate in the life of the community. Employment is accessible to everyone who chooses it. There are cooperative efforts in the community to reduce barriers to access for all. We are accredited and accountable to the people we serve, members, community, and employees. Our employees are well trained and professional. We are recognized for our high standards, both locally and nationally. Through entrepreneurial activity and by diversifying its sources of revenue inclusion Powell River has increased its sustainability and resilience.

Mission Statement

To foster a safe, inclusive community where everyone belongs and lives a good life.

inclusion Powell River VALUES

GENERAL VALUES

Mutual Trust & Confidence

Openness

Honesty

History

Integrity

Accountability

Partnership

Sustainability

Community Development

Good mental and physical health is nurtured and supported

Advocacy & Respect for the Dignity and Human Rights of all Individuals

SERVICE PRACTICE VALUES

SAFE

- Efficient and effective.
- Person and family centered. Understanding the customers' needs and satisfying them competitively with high quality services.
- As adults are entitled to take risks, we have a responsibility to inform and review the risks and the benefits of a choice and provide assistance to them and their families when making risky choices.
- We support people we serve to be in relationships as we know that networks of family and friends are an important safeguard to ensuring the highest level of safety possible for vulnerable adults and children.

BELONG

- We advocate for and respect the human rights of the people we serve. See the Declaration by the United Nations of Disability Rights.
- Life-long commitment to people with developmental disabilities as needed.
- We support the community to nurture the individual, we step aside.
- We support individuals to be in relationships with friends, neighbours and family.
- We model respectful behavior to individuals so that community can copy us.

GOOD LIFE

- Empowered individuals and families.
- Reduced poverty, hunger and improved living conditions.
- Employment options.
- Good mental and physical health.
- Personal satisfaction.
- Informed choices.
- Encourage growth and development.

VALUES WITH RESPECT TO EMPLOYEES

- It is expected that at work, only the values of the agency are exhibited, personal values are the individuals business.
- All union employees are treated in accordance with the collective agreement, including the wage grid; exempt employees in accordance with Labour standards or better.
- Clear accountability and authority.
- Opportunities for work in line with each individual's potential and growth.
- Opportunities to participate in work development and health of the workplace.
- Embrace best practices.
- Strive for excellence.

2017-18 Strategic Plan Overview – Everyone’s inclusion Powell River

2017

63 years of service provision and advocacy to children with a developmental delay or at risk of developmental delay and adults with diversabilities.

2017-18 FOCUS

Mutual Trust and Confidence

Values are clearly articulated. Roles are clear. Policies and practices support our work. We are held accountable. We work together in a culture of mutual trust and respect. There is greater confidence and a renewed spirit of collaboration.

Community Development

Community development is a priority and consideration when making decisions. Community Partnerships are valued and created whenever possible. We welcome collaboration and share our gift of hospitality.

Excellent Supports & Services

inclusion Powell River provides excellent supports & services that have a meaningful impact on the lives of the people we serve. People are empowered, respected and satisfied with services. Services are provided in an effective, efficient and accessible manner.

Diversification of Funding

inclusion Powell River diversifies its sources of revenue and as a result we are more financially sustainable. We have added new services. Our for profit company, PRISE is profitable and donating to IPRS.

2018

Employees tell us that they feel more respected and valued. Trust is mutual. They express increased satisfaction in their work.

We are involved in community partnerships. Practices have been influenced by our community development perspective. Service evaluations indicate that the people we serve feel that we are helping to improve their lives and that they are empowered and respected.

Increased revenue is available to meet our mission and vision. Resources are used effectively.

GOAL # 1 - MUTUAL TRUST AND CONFIDENCE

Goals or the Impact We Want to Have	Objective – What we are going to do to achieve our goal.	Measurement/What by when	Resources	Who to do Is it achieved?
<p>Mutual Trust and Confidence Values are clearly articulated. Roles are clear. Policies and practices support our work. We are held accountable. We work together in a culture of mutual trust and respect. There is greater confidence and a renewed spirit of collaboration.</p>	Job descriptions are revised and more clearly describe expectations and accountability requirements of employees. These have been communicated to employees.	All job descriptions are revised into the new accountability format by August 31/17	No additional resources required	COO
	Performance Review process is in alignment with the new job descriptions and accountability processes are in place.	Feedback and Performance Reviews are based on new accountability processes in keeping with the job descriptions by Dec.31/17	No additional resources required	COO
	CEO, COO and Directors have checked in on feedback being offered to employees and reviewed performance reviews done by direct reports to ensure their effectiveness and timeliness.	Set up tracking system to show that Directors have audited performance reviews for effectiveness, consistency and timeliness by October 31/17.	No additional resources required	COO
	Hiring and orientation processes have been revised to align with the agencies strategic goals and values. There are increased accountability expectations.	Managers, Senior Coordinator and Coordinators are engaged in hiring and orientation of all new employees by October 2017.	No additional resources required	COO, Directors, Managers, Coordinators
	Orientation and training is provided strategically to enhance skills of employees.	Feedback from orientation and training indicates 75% feel it was beneficial. System created to track feedback.	No additional resources required	COO
	Employees indicate they are satisfied with their work and feel that they work	Employee survey reflects at least a 5% improvement.in employee	No additional resources	COO

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<p>Mutual Trust and Confidence Values are clearly articulated. Roles are clear. Policies and practices support our work. We are held accountable. We work together in a culture of mutual trust and respect. There is greater confidence and a renewed spirit of collaboration.</p>	in a respectful environment.	satisfaction and respect.	required	
	Work with contractor Michael Timms to do succession Planning project. Training is provided to senior staff and new plan developed.	A revised succession plan is in place by March 31, 2018 that ensures the agency is able to replace senior employees with qualified, skilled employees equipped to lead the organization.	Grant application completed for additional \$18,000. \$12,000 allocated in Admin Budget	COO
	Improved documentation of supervision.	Child and Family Services continue recording all supervision meetings including staff meetings on new sharevision system. Adult Services using a similar system by Sept. 30, 2017.	No additional resources required	Director of Adult Services
	A specific strategy is in place that creates a culture that is more trusting and respectful.	<ul style="list-style-type: none"> • Strategy is in place by Sept. 30, 2017 • Strategies have been implemented by March 31, 2018. • Survey shows increased engagement of employees in 2018. 	No additional resources required	CEO, COO and All Directors

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<p>Mutual Trust and Confidence Values are clearly articulated. Roles are clear. Policies and practices support our work. We are held accountable. We work together in a culture of mutual trust and respect. There is greater confidence and a renewed spirit of collaboration.</p>	Reduce the number of worksafe claims and claims costs.	Reduce costs to average in the sector in 2 years. 5 years be in a discount position.	No additional resources required	COO
	Reduce absence due to sickness and special leave.	Target 10% reduction.	No additional resources required	COO
	Board of Directors takes the lead in Strategic Direction of the agency.	<ol style="list-style-type: none"> 1. Board of Directors continues to participate in the Strategic Planning process and oversees the implementation of the strategic plan. 2. Board review of governance policies, constitution and by-laws is done annually to ensure they are updated as needed. 3. Board receives information about social policy issues related to the people we serve. 4. Board is informed of changes to best practice in service provision and any operational changes we are making to respond. 	No additional resources required this year	<ol style="list-style-type: none"> 1. Board President 2. Board President 3. CEO 4. CEO

GOAL # 2 - COMMUNITY DEVELOPMENT

Goals or the Impact We Want to Have	Objective – What we are going to do to achieve our goal.	Measurement/What by when	Resources	Who to do Is it achieved?
<p>Community Development is a priority when making decisions. Community partnerships are valued and created whenever possible.</p>	<p>Continue existing partnership called Building Caring Communities (BCC). To further the work of the partnership we will:</p> <ol style="list-style-type: none"> 1. Continue to attend BCC partnership meetings. 2. Continue to attend connector meetings 3. Complete development of and maintain tracking system of connector 4. Share Learning between connectors as well as with other staff in inclusion Powell River 	<ol style="list-style-type: none"> 1. Attend 75% of partnership meetings. 2. Attend 75% of connector meetings 3. Dec. 31, 2017 a tracking system is in place 4. Learning opportunities are delivered by Dec. 31, 2017 	<p>Admin budget/Connect or budget allocation for travel costs Resources allocated in Admin Budget for our share of oversight costs.</p>	<ol style="list-style-type: none"> 1. CEO 2. Connectors 3. Program manager 4. Connectors
	<ol style="list-style-type: none"> 1. Create new opportunities for community, employers and neighbours to know the individuals we support, 2. Promote public transit as a transportation alternative for the individuals living in residences. 	<ol style="list-style-type: none"> 1. Every group home creates one event annually where they invite neighbours and community. 1. 75% of jobs found are in community. 1. Construct a play space at the Children’s Centre that can be utilized by our community partners for events needing fenced in play space. 1. Construct a community garden at the Children’s Centre. 2. Measure use of bus tickets. Buy a book of bus tickets for each 	<p>Budget for open houses & block parties in individual program costs.</p> <p>Purchase bus tickets and handiDart tickets from Group Home transportation budgets.</p>	<p>Program Directors</p>

		home and require them to use once per month. 2. Use handyDart services 1x per month at each residence.		
	Invite community to engage with us in learning how to connect the individuals we support to community.	Create a community event where families and community can engage in dialogue about how to build connections.	Allocate funds in Admin budget for meeting costs.	CEO

GOAL # 3 - EXCELLENT SUPPORTS & SERVICES

Goals or the Impact We Want to Have	Objective – What we are going to do to achieve our goal.	Measurement/What by when	Resources	Who to do Is it achieved?
inclusion Powell River provides excellent supports & services that have a meaningful impact on the lives of the people we serve. People are empowered, respected and	Meet accreditation standards and community care licensing standards	<ol style="list-style-type: none"> 1. Program Standards & Quality Assurance Committee is active in ensuring we are in compliance with the standards on an ongoing basis. <ol style="list-style-type: none"> a. Do an annual audit of every program to ensure we are meeting standards consistently between surveys. 2. Licensing reports show that we meet their requirements. 	<ol style="list-style-type: none"> 1. Allocate some resources in admin budget to support this work. 2. No resources required. 	<ol style="list-style-type: none"> 1. Directors of Children’s and Adult Services 2. Director of Children’s and Adult Services
	Survey of users show that individuals served are 85% satisfied with the services we provide	Annual surveys are completed on time and results are tabulated. Results meet targets.	Funds are available through programs to pay for external individual to do surveys to	Program Directors with Assistance from Admin Assistant

satisfied with services. Services are provided in an effective, efficient and accessible manner.			improve response rate.	
	Formal complaints from customers are low	Formal complaints are documented and there are no more than 20 formal complaints per year. <i>Definition of formal complaint is one that is formalized and comes to the CEO or other senior Director. Complaints that are resolved at a lower level are not expected to be formalized.</i>	No additional resources required.	CEO
Goals or the Impact We Want to Have	Objective – What we are going to do to achieve our goal.	Measurement/What by when	Resources	Who to do Is it achieved?
inclusion Powell River provides excellent supports & services that have a meaningful impact on the lives of the people we serve. People are empowered, respected and	Effectiveness, efficiency and accessibility targets are met.	Performance is measured in a timely, accurate manner and reported through the BIP to the Board of Directors on a quarterly basis.	No additional resources required.	Program Directors
	CARF mandated effectiveness, efficiency and accessibility targets have been reviewed to ensure the measures are meaningful to the people we serve and assist us to improve.	Annual review of measures has been completed prior to year-end in order that updates can be done at the beginning of the new fiscal year.	No additional resources required.	Program Directors.

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GOAL # 4 - DIVERSIFICATION OF FUNDING

Goals or the Impact We Want to Have	Objective – What we are going to do to achieve our goal.	Measurement/What by when	Resources	Who to do Is it achieved?
Diversification of Funding Inclusion Powell River diversifies its sources of revenue and as a result, we are more financially sustainable. We have added new services. Our for profit company,	Marketing and communication with all stakeholders is increasingly effective. Our brand is positively recognized by our community partners.	Increase in donations and fund raised revenue over the next 5 years.	Done by Board volunteer and front desk staff. No additional resources required at this time.	CEO
	Take on operations of affordable housing project when BC Housing has completed the development.	Revise operating budget to ensure there are low rentals for some clients within the mix of rentals in the complex.	No additional resources required.	Director responsible for innovations
	Continue to work with Tla A'min to develop housing for seniors in Tla A'min if they wish to.	1. Support Tla A'min to find the funding. 2. Secure a contract to provide the service	No additional resources required.	Director responsible for innovations
	Continue to advocate with government and consider possibility for developing a Child Care Centre at Cranberry Centre.	1. Implement the Child Care Centre as soon as financially possible	No additional resources required.	CEO & Director responsible for

<p>PRISE is profitable and donating to IPRS.</p>				innovations
	<p>Through PRISE continue to develop entrepreneurial activity to earn revenue.</p>	<p>Seniors Care home in Powell River is developed by Dec. 31, 2018 New opportunities are explored as they arise.</p>	<p>Cash Flow projections include PRISE cash needs. Loans are in place to finance our share of costs.</p>	<p>Director responsible for innovations</p>
	<p>Continue to explore opportunities to contract with government to deliver services to adults with developmental disabilities, all seniors and children with extra needs.</p>	<p>Respond to new opportunities that arise.</p>	<p>CEO to maintain contact with BCCEO Network, inclusion BC and other Executive Directors in order to be aware of new developments.</p>	<p>CEO</p>

