

BC Centre for Ability Strategic Plan

2020 – 2024* Revised

*Beyond Challenges -
The Sky's the Limit*



*BC Centre for Ability's 2022-2023 Strategic Priorities were amended and extended to include 2024 in response to learning and adaptation post-pandemic and the shifting service landscape in our sector.



Message from our Board President and Executive Director



Julian White
BCCFA President



Joshua Myers
Executive Director

Message from our President & Executive Director

I have had the honour and privilege of being the new Executive Director of the BC Centre for Ability (BCCFA) since January 2019. Julian and I look forward to working with staff, clients, stakeholders and the Board of Directors to advance the Centre's vision in the coming years, and ensure we sustain our reputation as leaders and innovators in our field. We would like to thank the Board, leadership team, clients and staff for their support during this transition.

Creating and strengthening partnerships

In the past year, we **expanded our partnership with MOSAIC** to deliver employment services for adults with disabilities. We now offer support in their Delta centres, in addition to their Commercial Drive location in Vancouver.

We were also fortunate to establish a **new partnership with Douglas College** to deliver disability-related employment services at their Maple Ridge and Langley offices. We look forward to growing our investment in adult services over the next few years to help meet the demand for support, as our children and youth transition to adulthood.

Innovation and technology

We renewed our commitment to innovation with steps to capitalize on the opportunities new technology can offer our staff and clients, such as improved efficiencies, data analytics, communication and access.

The BC Centre for Ability is now part of several innovative ecosystems including:

- Canada's Digital Technology Supercluster, which **facilitates ambitious, collaborative technology projects** and partnerships to improve services in health and social services.
- UBC's Knowledge Exchange, which works with partners to develop **new initiatives, strategies, technologies and partnerships** to expand best practices in a variety of fields including health care and social services.
- Other local, provincial and national groups dedicated to **advancing health and social services** through innovation, technology and strategic partnerships.

We are sending a strong signal to these networks that BCCFA is a progressive organization ready to partner with other leaders to help drive improvement and solve complex problems facing non-profit organizations and the people we serve.



years of serving our community

Quality services and strong outcomes

In November 2018, we went through our three-year accreditation with the Commission on the Accreditation of Rehabilitation Facilities (CARF). We hosted several surveyors from across North America and, following their analysis, the BC Centre for Ability was granted accreditation with no recommendations. We **attained one of the highest scores an organization can receive** and our best result ever as an organization. We are so proud of our staff and leadership team, who are responsible for ensuring we meet and exceed the standards for client and family-centredness and quality every day.

People and culture

While **providing excellent services to clients** is our primary focus, we must also ensure we are caring for our staff. These two concepts are inextricably linked. To deliver an outstanding client experience requires an atmosphere where staff can thrive.

Consequently, we conducted a staff engagement survey this year to hear from staff about areas where we are doing well and areas for improvement. We've created a staff engagement committee that meets regularly, and are investing in wellness and leadership development, and **engaging staff** in key decisions and strategic planning.

As we **celebrate the BC Centre for Ability's 50th anniversary**, we also recognize the exciting opportunities ahead for the organization with new leadership, a new strategic plan and priorities, and a bold, innovative vision for the future. We thank you for your support of the BC Centre for Ability and welcome you on this next phase of our journey in the coming years.

Our Approach to Strategic Planning

Over the last year, the Board and Operational Leadership Team have worked diligently to gather feedback from clients, staff, key external stakeholders, members and donors on areas that they identified as our strengths and opportunities for further improvement. We gathered this data through focus groups, surveys and interviews between January and April, 2019. The Board also reviewed the 2016- 2019 Strategic Plan to evaluate our progress on existing goals. In May, 2019 the Board met for an all-day strategic planning session where the 2020 - 2023 Strategic Priorities were selected and a Board task force was formed to review and revise our Mission, Vision and Values.

We would like to thank everyone who contributed their feedback, thoughts and ideas to this process and we look forward to working in close partnership with you over the next three years to ensure that we are achieving the goals we set for ourselves as an organization.



Vision, Mission & Values

Vision

Inclusive communities where every person thrives at all stages of life.

Mission

To lead in the design and delivery of community-based services for persons with diverse abilities.

Values

Hope: We help clients and families see hope for the future.

Kindness: Kindness and empathy form the basis of every interaction.

Collaboration: We work together as staff, clients, members and communities to build on our strengths and achieve the best possible outcomes.

Innovation: We are creative risk takers who relentlessly seek to improve and excel.

Family Centred: We honour and respect the unique needs and preferences of our clients, celebrate our diversity and ensure that clients, families and caregivers are at the centre of everything we do.



BC Centre for Ability

2020 - 2024*

Strategic Priorities



FUTURE

- Grow our leadership serving children and youth locally and provincially
- Expand adult services
- Strengthen governance and sustainability
- Committed to reconciliation and addressing the calls to action made by the Truth & Reconciliation Commission



CLIENT

- Provide trauma informed services that are centred on clients needs and preferences
Make it quick and easy for clients to access services
- Connect clients to other people to share experiences and knowledge



FINANCIAL

- Diversify funding sources– service delivery
- Diversify funding sources – fundraising & Infrastructure upgrades
- Optimize our resources and assets



INTERNAL PROCESSES

- | Innovate | Collaborate | Communicate | Excel |
|--|---|---|---|
| <ul style="list-style-type: none"> • Enhance use of technology • Continuous Improvement of services and systems • Strengthen data and information governance and security | <ul style="list-style-type: none"> • Increase collaboration and integration between teams • Integrate client voices into our mission and vision • Strengthen external partnerships with key organizations, institutions and all levels of government | <ul style="list-style-type: none"> • Increase public awareness • Be influencers and leaders in our sector | <p>Deliver high quality, evidence-based services</p> <p>Use data and input to drive improvement and accountability</p> <p>Develop and share best practices through research and education</p> |



PEOPLE AND ORGANIZATIONAL CAPACITY

- Create meaningful and flexible careers to recruit, retain and engage top talent
- Provide continuous learning and development opportunities for staff, leadership, and Board
- Build and nurture a diverse workforce committed to inclusion, equity and justice
- Develop a structure to allow workloads and client needs to be managed effectively
- Build and maintain a culture of psychological safety, trust, and shared accountability for performance

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Our Goals and Objectives



- Grow our leadership serving children and youth locally and provincially
- Expand adult services
- Strengthen governance and sustainability
- Committed to reconciliation and addressing the calls to action made by the Truth & Reconciliation Commission

Goal:

BC Centre for Ability will be strategically oriented to the future in order to influence change in the sector, improve services for people with disabilities, respond quickly to the changing environment around us and operate with an ongoing commitment to reconciliation.

Key Activities:

1. Serve on local and provincial boards, committees and working groups to provide input and feedback on service delivery in the areas we serve.
2. Work with government to influence service delivery models, improve access, quality and standardization of services.
3. Expand services for people 19 years of age and older through partnerships, innovative program development and local, provincial and national funding opportunities.
4. Explore opportunities for strengthening and streamlining organizational governance and oversight between the BC Centre for Ability Association and BC Centre for Ability Foundation Boards.
5. Identify and address 2-3 goals each year organizationally from the Truth and Reconciliation Commission of Canada's Calls to Action.

How will Success be Measured?

- Number of expanded or new programs for adults with disabilities.
- Identify operational efficiencies, cost savings and strengthen accountability and board member experience.
- Leadership presence at relevant local and provincial conferences, meetings and engagement sessions related to services for children and youth with support needs in our communities.
- Number of appointments to boards and advisory committees of relevant provincial member organizations representing organizations in our sector.
- BCCFA's annual operational plans will contain at least 2-3 goals and KPIs related to the TRC's Calls to Action and progress on these goals will be monitored regularly by the leadership team and Board.



- Provide trauma informed services that are centred on clients needs and preferences
- Make it quick and easy for clients to access services
- Connect clients to other people to share experiences and knowledge

Goal:

The BC Centre for Ability will provide high quality services that are evidence based, accessible and centred on the needs, wishes and preferences of our clients and families across their lifespan.

Key Activities:

1. Expand opportunities for clients and families to provide feedback for improvement.
2. Provide training to staff to strengthen our understanding and ability to provide culturally sensitive and inclusive services.
3. Implement new tools and processes for single entry point of service through the Centre.
4. Implement technology that allows clients to participate more meaningfully in their services in real-time.
5. Increase formal and informal opportunities for families to connect within and across programs.

How will Success be Measured?

- Number of surveys, focus groups, engagement sessions and other mediums offered to clients and families to increase our awareness and understanding of their experiences and priorities.
- Improvement in client experience survey scores related to diversity, cultural humility and inclusion.
- Number of clients engaging in their care through technology.
- Number of opportunities and modalities offered to families to connect with each other.



- Diversify funding sources – service delivery
- Diversify funding sources – fundraising & infrastructure upgrades
- Optimize our resources and assets

Goal:

The BC Centre for Ability will optimize existing resources, align human resources and organization investments with strategic direction and expand our sources of revenue to augment service delivery and improve infrastructure.

Key Activities:

1. Develop processes to efficiently and effectively target and pursue grants, bursaries and proposals that align with the strategic direction.
2. Strengthen our fundraising capabilities.
3. Invest in capital projects, innovation and infrastructure upgrades that will improve client and staff experience.
4. Increase opportunities to generate revenue and increase self-sustainability.
5. Invest in and organize our human resources to fulfill the strategic goals and direction.
6. Effectively manage our financial resources.

How will Success be Measured?

- Number of funding sources has increased.
- Establish a dedicated Fundraising and Communications Department whose primary goals will be to raise funds and increase donor base.
- Increase fund raising revenues with measurable KPIs.
- Number of projects funded by the BCCFA Foundation that have been completed and are making a meaningful difference to staff and clients.
- Number of opportunities and total revenue generated through social enterprise or fee-for-service programs.



Innovate

- Enhance use of technology
- Continuous improvement of services and systems
- Strengthen data and information governance and security



Collaborate

- Increase collaboration between teams
- Integrate client voices into our mission and vision
- Strengthen external partnerships with key organizations, institutions and all levels of government



Communicate

- Increase public awareness
- Be influencers and leaders in our sector



Excel

- Deliver high quality evidence-based services
- Use data and input to drive improvement and accountability
- Develop and share best practices through research and education

Goal:

The BC Centre for Ability will develop and implement innovative solutions to improve internal processes and client experience. We will collaborate within internal programs and with external partners, members, clients and families to gain valuable insight and share knowledge and resources to continuously improve. We will raise the profile of the Centre, broaden our membership and use our voice to inform research, education, policies, programs and practices within the system. We will continue delivering excellent services and use data and feedback to continue to improve.

Key Activities:

1. Develop a data stewardship and governance program with related policies and practices.
2. Do cyber security audit and implement robust cyber security program.
3. Build and strengthen relationships with local, provincial and federal government officials and key staff.

How will Success be Measured?

- Our investment in technology improved our efficiency, effectiveness and staff/client experience as per our accreditation and workload metrics.
- Number of quality improvement initiatives related to the strategic priorities that are led by staff. We will measure outcome, spread and sustainability of these initiatives.
- The number of internal opportunities to share information, problem solve, learn and communicate across programs.
- The number of interprofessional and/or interdepartmental initiatives.
- Number of formal opportunities offered to members, clients and families to have input into important issues.
- Number of posts and followers on social media, hits on the website and PR opportunities.
- Number of attendees at BC Centre for Ability public events.
- Number of members, donors and sponsors.
- Number of opportunities to highlight and present leading-edge work at the Centre.
- Accreditation results.
- Number of research publications, papers and partnerships with academic institutions, colleges and professional associations.



- Create meaningful and flexible careers to recruit, retain and engage top talent

- Provide continuous learning and development opportunities for staff, leadership, and Board

- Build and nurture a diverse workforce committed to inclusion, equity and justice

- Develop a structure to allow workloads and client needs to be managed effectively

- Build and maintain a culture of psychological safety, trust, and shared accountability for performance

Goal:

The BC Centre for Ability will be an exciting, rewarding and inspiring place to work. We will attract and retain motivated and talented staff and invest in their professional growth and development.

Key Activities:

1. Increase flexibility with work scheduling, mobility and focus on work-life balance.
2. Increase communication, opportunities for input and regular pulse checks on employee experience.
3. Provide staff with the tools, resources and processes to maximize their time and talents.
4. Invest in staff, leaders and Board professional development through external resources and develop internal structures and opportunities for career progression, leadership development, succession planning and career laddering.
5. Increase opportunities for staff to be recognized formally and informally for their valuable contributions to the Centre.
6. Increase opportunities for staff to weigh in on important decision of the Centre and drive our performance.

How will Success be Measured?

- Improved scores on the Employee Experience Survey.
- Employee Engagement Committee outputs.
- Staff have formal structures to pitch ideas and present solutions to leadership on issues critical to us fulfilling our mandate.
- Staff feel safe to be creative, take risks and be innovative in the name of service improvement.
- Clinical staff will spend more time on direct client work, as per their stats, and less time on unnecessary or redundant tasks that add little value.
- Administrative staff will have access to tools and technology to improve the speed and efficiency of their work.
- Number of internal opportunities for leadership development.
- Performance on Governance Standards during the 2021 CARF Accreditation.
- Develop formal recognition opportunities.
- Number of opportunities for staff to have input into key decisions, strategies and direction of the organization.
- The organizational structure contains the people and positions required to deliver on the strategic plan and there is alignment between leaders, portfolios and related business units.

Conclusion

On behalf of the BC Centre for Ability Association and Foundation Boards, the leadership team, staff and members we thank you for your ongoing commitment to the organization and the work we do every day to improve the lives of people across British Columbia. We look forward to continuing to work with you over the next three years and we are eager to see what our collective efforts will propel us to achieve.

Sincerely,

Joshua Myers MSW, RSW
Executive Director
BC Centre for Ability

Julian White
President
BC Centre for Ability Association

Desmond Ng
President
BC Centre for Ability Foundation

