

Strategic Plan for 2017-2022

IT'S MY LIFE KAMLOOPS SOCIETY (IMLKS)

Including Action Plan

BRIEF SUMMARY

PROGRAMS AND SERVICES

It's My Life Kamloops Society (IMLKS) is committed to being a leader in the provision of accountable, family and persons centered, collaborative practices for those we serve. Our overall objective is to have improved service outcomes.

1. To have the agency recognized as a resource to support individuals and families.
2. To have stability in the provision of high quality programs and services that are delivered using the principles of family centered, individual focused and best practices.
3. To be an agency recognized for our commitment to interagency and collaborative team provision services.
4. To develop ongoing processes for determining service needs and demands
5. Implement best practices for individual planning and outcomes of services provided

WORK ENVIRONMENT

Providing high quality services is dependent on having high quality, dedicated staff and a positive work environment that promotes a healthy balance for our service providers.

1. To build an organization where there is internal and external trust of services being provided.
2. Continue our commitment to being fully staffed in all positions.
3. Enhance our ability to provide continuing education for all staff.
4. To improve our employee orientation and to enhance the opportunities for mentoring, cross training and job shadowing.

BOARD ADMINISTRATION

The quality of our services is dependent on our ability to provide effective, efficient leadership in both governance and administrative services. . The agency strives to be a leader in our community to be a welcoming, inclusive and healthy community.

1. To have our agency name known and the work we do understood by families, staff, individuals receiving support and community that accurately reflects what we do and our services.
2. Continue to provide Board education on who we are, what we do and the services we provide.

3. Support leadership for sustaining of and continual quality improvement of the services we provide.

COMMITMENT TO SUSTAINABLE SERVICES

IMLKS will operate in a fiscally responsible manner, utilizing balanced spending to help ensure the long-term stability for our services.

1. Identify funding needs to sustain and establish new contracts and establish revenue development strategies.
2. Develop and implement user-friendly technology for information management and for person served.
3. Strive for stability of contracts and services.
4. Continue to work with the Interior BC Co-op with the using and sharing administrative/HR functions with other agencies to cut costs.

PROGRAMS AND SERVICES

OBJECTIVE	ACTION	RESPONSIBILITY	TIMELINE	RESULTS/ UPDATES
1. To have IMLKS recognized as a resource to support individuals and families.	a. Develop and implement plans for community education. b. Revise our website and use other social media for communication. c. Publish of outcome report to a broader audience. d. Enhance our respect of cultural diversity by increased education	a. HR/ ED b. ED c. ED d. Management	a. 2018 b. 2018 c. 2017 d. 2017	a. In January 2018, IMLKS invited families and students at TRU to attend Michael Kendricks "Right Relationships" training. In March 2018, IMLKS spoke to Community and School Support Class about organization and values. b. Website domain purchased, website will be developed by Sept 2018. c. Outcomes report

				<p>uploaded to Sharevision, once website is up and running it will be available for a stakeholders through our website.</p> <p>d. Cultural diversity plan developed 2017.</p>
<p>2. To have stability in the provision of high quality programs and services that are delivered using principles of family centred, person focussed and best practices.</p>	<p>a. Continue to advocate for contracts that support individualized living/funding.</p> <p>b. Continue to implement individual goal oriented individual support plans for each person served.</p> <p>c. Strive to have services based on persons needs.</p> <p>d. Implement cross training and succession planning strategies.</p> <p>e. Increase existing “programs” and services capacity through any identified efficiencies. Take on 2-4 new contracts.</p>	<p>a. ED</p> <p>b. Service Coordinator/Staff</p> <p>c. Board/ ED</p> <p>d. ED/ Staff</p> <p>e. ED/Staff</p>	<p>a. Ongoing</p> <p>b. Ongoing</p> <p>c. Ongoing</p> <p>d. By 2018 (Priority)</p> <p>e. Ongoing</p>	<p>a. Contracts with CLBC are every 2 years. Contracts are up for renewal in May 2018. Meet with CLBC to discuss current contracts and new changes with funding and BC Housing.</p> <p>Budget reviews- Financials reflecting “FGT”</p> <p>Staffs cross training and succession plans are in place. ED plans to retire by the end of 2018.</p>

<p>3. To increase the effectiveness of working with community partners in the provision of services. To be recognized for our commitment to interagency and collaborative team provision of services.</p>	<p>a. Foster partnerships with a focus on working with community partners so those who need services know where to access services.</p> <p>b. Increase understanding of roles and responsibilities of partners.</p> <p>c. Work with families to spread the word to other families about individualized person centered work and what it means and looks like. Have families educated on options for their son/daughters moving out of their family's homes.</p>	<p>a. ED/ Management</p> <p>b. ED/ Board</p> <p>c. ED</p>	<p>a. Ongoing</p> <p>b. Ongoing</p> <p>c. Ongoing</p>	<p>a. Annually in April attend transition fair, local training opportunities and networking opportunities. Look at attending IDL and other networking events. Open communication with stakeholders</p> <p>b & c. Annual family meeting, satisfaction surveys. Although, IMLKS has discussed having annual family meetings nothing has taken place. In 2014 and 2018, Michael Kendrick provided families with training.</p>
<p>5. Implement best practices for individual service planning and outcomes of services provided.</p>	<p>a. Establish processes for being proactive and not crisis oriented.</p> <p>b. Establish processes where all served have effective individual service plans.</p> <p>c. Establish processes where quality team</p>	<p>ED, Management and Support staff</p>	<p>Ongoing and priorities to address.</p>	<p>Service plans are complete 100% on all served.</p> <p>Goals on ShareVision continue to be documented.</p> <p>IMLKS is working on writing measurable goals for all persons served.</p>

	<p>processes are utilized and practiced in all areas of agency services.</p> <p>d. Acknowledge and focus on the implementation of early intervention services.</p> <p>e. Increase family involvement in services.</p>			
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WORK ENVIRONMENT

OBJECTIVE	ACTION	RESPONSIBILITY	TIMELINE	RESULTS/ UPDATE
<p>1. 1. To build an organization where there is internal and external trust of the services being provided.</p>	<p>a. Provide training and learning opportunities for organization leadership skills.</p> <p>b. Review regularly our mission, vision and values.</p> <p>c. Continue the development and use of our ethical scenarios.</p> <p>d. Develop and implement strategies to enhance team relationships and team functioning including trust between systems of care and individual services.</p> <p>e. Review and enhance staff safety protocols and policies.</p>	<p>ED and Board</p>	<p>b. Is already started and reviewed annually.</p> <p>c. Is annually</p> <p>d. & e. & f. are in progress.</p>	<p>Succession plans in place and reviewed annually.</p> <p>Ethical scenarios are used by all staff for guiding decision making.</p> <p>Team trust is identified as strength on staff satisfaction feedback surveys. Staff satisfaction and review with staff that identified some change strategies is working.</p> <p>There is more work to do to keep our agency being a healthy work place.</p> <p>In 2018, IMLKS would like to provide annual</p>

				responses/ updates to person served, families, stakeholders and staff on the feedback we received.
2. Continue our commitment to being fully staffed in all positions.	<p>a. Build staffing capacity including the ability to offer and sustain employment.</p> <p>b. Develop a human resource strategy.</p> <p>c. Cross train casuals to work with a variety of different people. This will optimize the number of casuals we have for each home.</p>	ED/ HR	<p>A is a priority.</p> <p>B and C are ongoing.</p>	<p>As demonstrated in the 2016, 2017 and 2018 performance measurement reports, IMLKS measures turnover on an annual basis. In the past few years, IMLKS has implement the following in order to retain staff:</p> <ul style="list-style-type: none"> • Additional/ diverse compensation packages • Training/ development • Feedback opportunities
3. Enhance our ability to provide continuing education for all staff.	<p>a. Develop a reserve fund and policies for supporting continuing education.</p> <p>b. Support staff to participate in research and review of best/emerging best practice literature.</p>	Board/ ED	Ongoing	<p>This is something we continue to measure, research and implement.</p> <p>In 2017, IMLKS provided additional CTM training to Supervisors on how to engage their employees to utilize this education for themselves and persons served.</p>
4. Develop a quality culture that values a work/life balance, fosters professional development and workplace satisfaction	<p>a. Board will take an active role to ensuring governance policies enable an efficient and healthy workplace.</p>	Board/ ED/ Management	<p>a. Is priority</p> <p>b.& c.& d.& e. are ongoing.</p>	Measured annually on staff satisfaction survey and results have been analyzed for improvements.

	<ul style="list-style-type: none"> b. Continue to provide a work environment with adequate resources that are used efficiently. c. Implement a staff/board committee to collaboratively review and make recommendations on all personnel policies. d. Enhance relationships between employees through inclusion, activities and dialogue. e. Consider the development of an employee recognition program 			
5. To improve our employee orientation and to enhance the opportunities for mentoring, cross training and job shadowing.	a. Establish and mentoring and cross training human resources plan.	ED/ Service Coordinators	Priority for 2018.	Orientation package updated in 2017. Feedback from new staff indicates satisfaction with orientation process.

BOARD AND ADMINISTRATION

OBJECTIVE	ACTION	RESPONSIBILITY	TIMELINE	RESULTS/ UPDATE
1. Continue to provide Board education on the services we provide.	a. Develop a list of education topics including list of priority advocacy topics relevant to our mission and vision.	Board	Ongoing priority	Needs some focused attention.

<p>2. Support leadership for sustaining of and continual quality improvement of the services we provide.</p>	<p>a. Develop education plans that incorporate duties, time commitments and responsibilities. b. Develop an advocacy policy and advocacy strategies. c. Work towards being known as an agency of excellence. d. Provide cultural diversity training opportunities. e. Continue with commitment to continual quality improvement, CARF accreditation. f. Ensure all policies and procedures are reviewed regularly.</p>	<p>ED and Co-ordinators, Board support.</p>	<p>a. Priority And ongoing. 2018. b. 2018. c. 2019. d. 2019. e. 2018 f. Ongoing and annually</p>	<p>In 2016 IMLKS started offering Diversity training annually everyone from the organization. IMLKS will be going through it's first accreditation in 2018. IMLKS appreciates all the feedback and consultation we receive from our surveyors. Education plans in place. Cultural diversity plan completed and discussions during staff meetings are occurring.</p>
<p>3. Participate at all levels (community, provincially and nationally) to foster service delivery that is strength based; use a development approach and use evidence based practices.</p>	<p>A. Work with CLBC and others for the development of policies that guide integrated service delivery. B. Have a voice in community development - developing advocacy skills with family, staff and board members. C. Educate and provide support so all are accepted and included in our community.</p>	<p>ED and staff</p>	<p>Priority and ongoing</p>	<p>Measured by stakeholder feedback on being known for fostering integrated services. Continue to actively be involved on local and provincial committees.</p>

COMMITMENT TO SUSTAINABLE SERVICES

OBJECTIVE	ACTION	RESPONSIBILITY	TIMELINE	RESULTS/ UPDATE
1. Identify funding needs to sustain and establish new programs and establish revenue development strategies. Achieve a diverse mix of municipal, provincial, federal, corporate, and foundation funding.	a. Look to grants and projects to diversify funding sources. b. Track and monitor community changes.	ED and Board	Now for A. and B.	In 2018, IMLKS applied for a Summer administrative student through Canada Summer Grants.
2. Meet funding needs for capital development	a. Review our rental space and accessibility plan. b. Continue with our commitment to having a fully accessible building.	ED and Board	Ongoing	
3. Develop and implement user-friendly technology for information management and for persons served.	a. Implement a paperless system for persons served and management. b. Investigate and develop knowledge on the use of new technologies for persons served.	ED and staff	Now	Paperless. All records are electronic. This transition continues with ShareVision.
4. Strive for stability of programs and services.	a. Continue the use of sustainability analysis of each program. b. Look to combined or shared service delivery and implement any identified	ED/ Board and Management input	Priority and ongoing	

	efficiencies. c. Re-examine on an ongoing basis with our annual outcomes framework the design of services.			
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