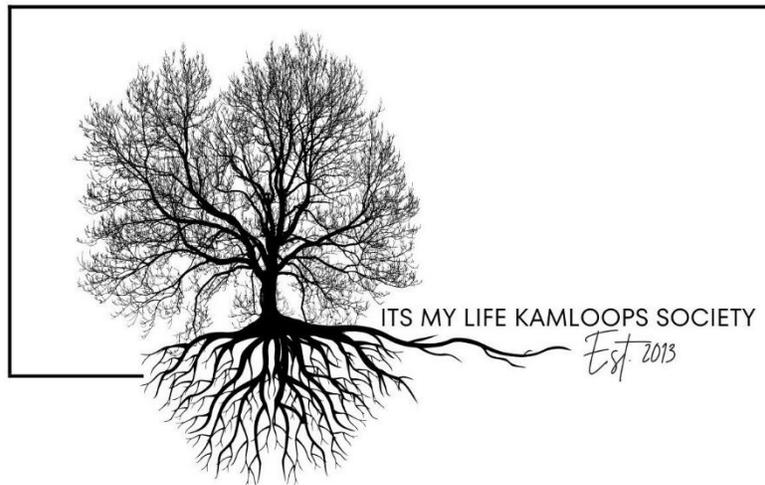


It's My Life Kamloops Society (IMLKS)



Strategic Plan 2022 – 2027

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Message from the IMLKS Executive Director:

At the heart of this Strategic Plan is the time, energy, and honesty of many people. In partnership with an external facilitator we spoke to supported individuals, families, employees, our leadership team, our Board of Directors, and partner organizations. These conversations were informative and revealing, and we are grateful to everyone who participated. Over the course of our outreach, we learned about It's My Life Kamloops Societies core strengths and opportunities for change and evolution. Across all of these conversations, there were several key themes that emerged, including:

1. IMLKS and the Community Living sector are facing unprecedented recruitment and retention challenges that must be addressed immediately.
2. Housing is at the top of the minds of our stakeholders – specifically how we create more independent housing solutions for individuals and ensure seniors can age comfortably in place.
3. We are three years into the Coronavirus pandemic, and supported individuals are eager to get back into the community and rebuild genuine connections.
4. IMLKS is a smaller organization, but with a broad reach. Its systems and processes have been updated, but could still use modernizing and streamlining so that we can continue to best support our individuals and their families.

This plan is designed to strengthen organizational foundations and renew outreach after three years of living through the Coronavirus pandemic. We are excited by our strategic priorities, and the opportunity to make positive and meaningful change for the individuals we support in the ways that matter most to them.

Sincerely,



Dawn Khadikin
Executive Director



Our Story

In 2013, discussions began through another organization about starting a smaller, very person-centered agency, so that supports could be customized to fit individual needs. Families and individuals receiving services would be given the opportunity to be involved in all areas of the process, including who was hired to work with them. To achieve this, families approached CLBC to discuss moving contracts over to It's My Life Kamloops Society; an organization dedicated to identifying, developing, and providing supports to help individuals with disabilities live full, empowered, self-determined, and inclusive lives within their communities.

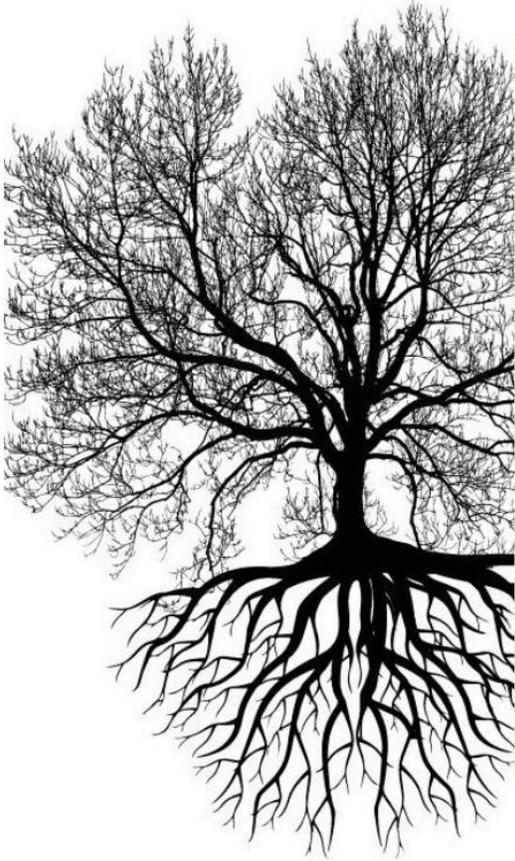


Today, thanks to the ongoing leadership of families and self-advocates, the guidance of our dedicated Board of Directors, and our team of skilled and passionate employees, It's My Life Kamloops Society (IMLKS) is a leader in the provision of unique and flexible support services for individuals with intellectual disabilities and complex care needs.



IMLKS provides support services to individuals over the age of 19 with intellectual disabilities, mental health challenges, and complex medical needs. IMLKS currently provides support to 12 individuals and their families through Supported Living, and to 3 individuals with Community Inclusion. We have a workforce of approximately 63 employees, which includes both key and casual workers. IMLKS is dedicated to connecting people with the unique services and individualized supports they need to live the full, happy, and empowered lives they deserve.

IMLKS offers a wide range of home and community-based supports; individual (or shared) supports to access the community, assistance in learning independence, life skills, and finding employment or volunteer opportunities.

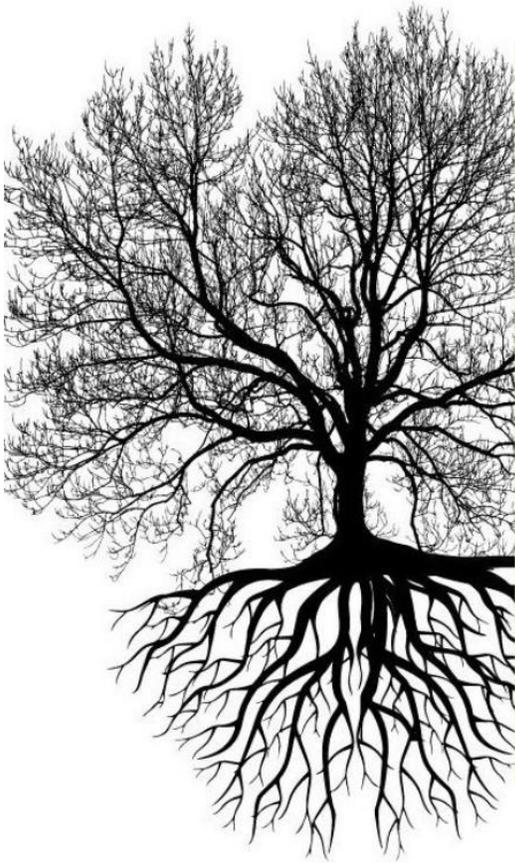


OUR MISSION

That the highest quality of support is provided to the members of IMLKS. By honouring each unique personality, we will create environments that ensure full involvement in all of their life choices and decisions.

Our Mission: This is how we will contribute to achieving our vision. A mission statement guides an organizations actions, spells out its overall goal, provides direction, and focuses decision-making at all levels. It provides the context within which an organizations strategy is formed and carried out.





OUR VALUES

*Integrity. Flexibility.
Community. Respect for
Individuals. Discovery.
Uniqueness. Determination.
Communication.
Resourcefulness. Freedom.
Optimism. Devotion.
Insightfulness.*

Our Values: The beliefs that will guide our actions. Values are the building blocks of our behaviour and provide a focus for how we approach our work. They can also inspire behaviour that creates a dynamic and performance-oriented organization. Accordingly, our values will guide our efforts in everything we do.

At IMLKS, we believe:

- Every person is a unique individual with strengths, abilities, & value.
- Making choices is a right, with support as necessary from friends, family, & trusted advisors.
- Every person is entitled to live with dignity & equality within a safe & secure environment.
- Community is where we are known as individuals & as citizens.
- Each community is strengthened by the inclusion of individuals from all walks of life.
- Best practices guide our efforts to provide flexible & responsive supports & services.
- Personal outcomes of the people we serve guide decision making.

At IMLKS, we practice:

- Supporting social change that contributes to stronger, healthier communities for everyone.
- Honesty & dependability in all of our interactions with others.
- Supporting staff through training and engagement to advance our Mission.
- Using feedback to learn, grow, & improve performance.

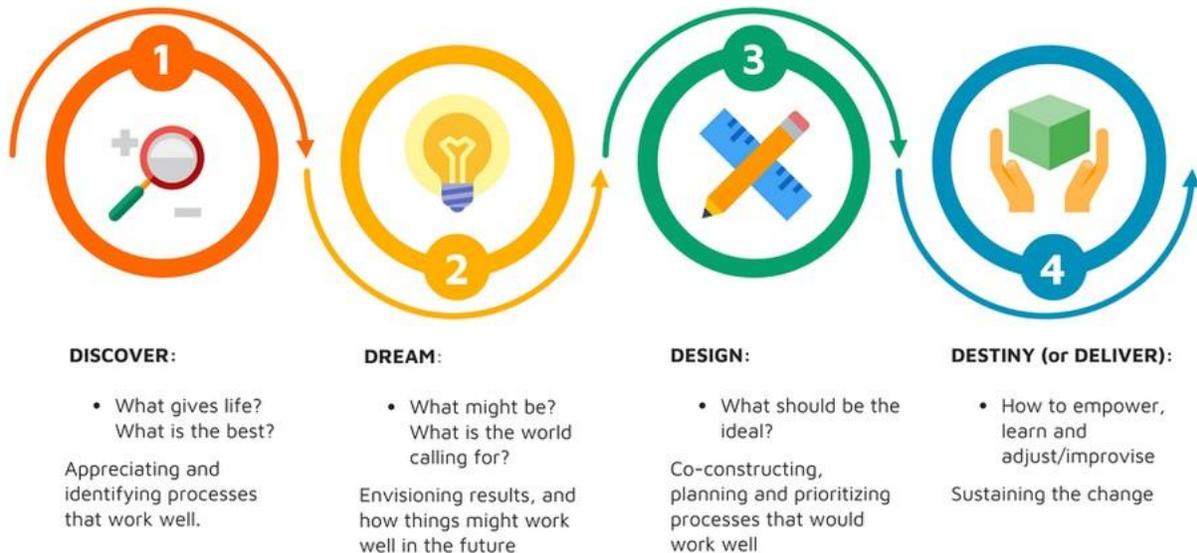
Development of this Strategic Plan

Using an Appreciative Inquiry Process, the Community Living Society (CLS) worked with an external facilitator to engage nearly 100 stakeholders in conversations about the upcoming development and progress of the organization over the next five years. In a series of interviews and focus groups, individuals were asked to share:

- Strengths of the organization – What does IMLKS do well?
- Opportunities – What opportunities exist for growth, change, and improvement?
- Aspirations – What are the greatest hopes and dreams for the individuals IMLKS supports, their families, and their networks?
- Results – How do we measure progress on our opportunities and aspirations?

Conversations and questions were customized for each audience, as was the form of engagement. For example, most conversations were held in a group setting, but for families we offered individual phone or Zoom calls to better suit busy work and life schedules.

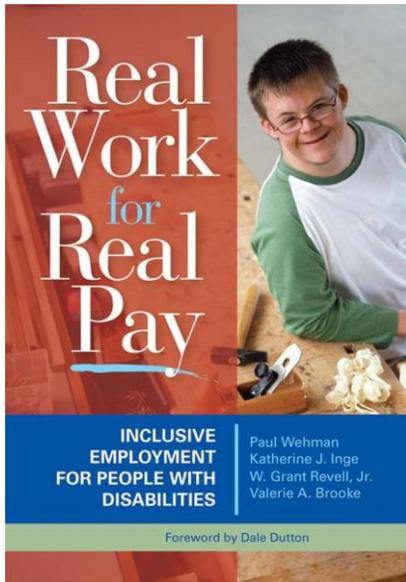
Appreciative Inquiry Process



Planning Context

The first step in creating this Strategic Plan was to review different factors that have the potential to impact our success in executing this plan. These factors, which capture the context in which we will work over the next five years, are presented below:

1) Changes in the Community Living Sector



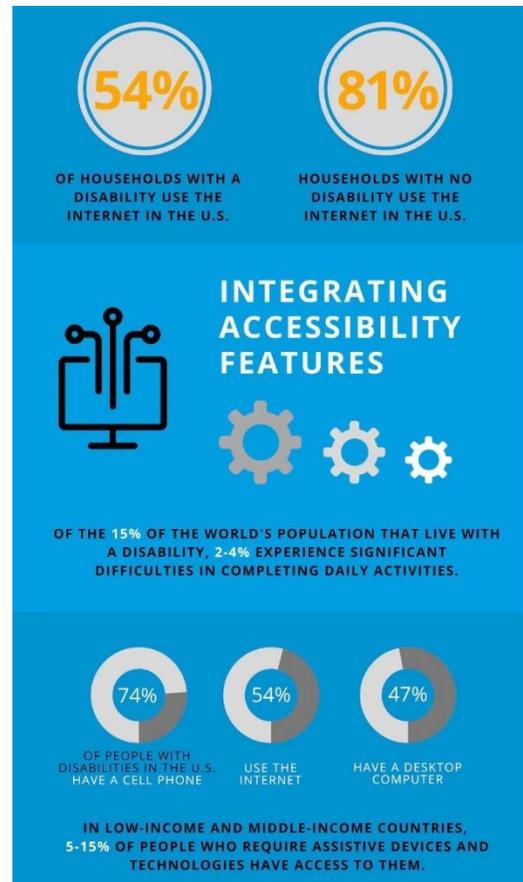
There is a growing recognition in Canada (and internationally) that our efforts and resources have not resulted in achieving full citizenship for many individuals with intellectual disabilities. Some changes in perspective are now occurring in the Community Living Sector:

- “*Real Work for Real Pay*” – This is the greatest access to meaningful involvement and inclusion. Significant efforts and resources have been committed over the last few years to advance employment opportunities for individuals with intellectual disabilities.

- The world pandemic has changed the way we work, live, and

provide support. Technology has become more integrated into our daily life and work. This has also created a “digital divide” for many people with an intellectual disability who may not have access to, or the ability to use, the technology.

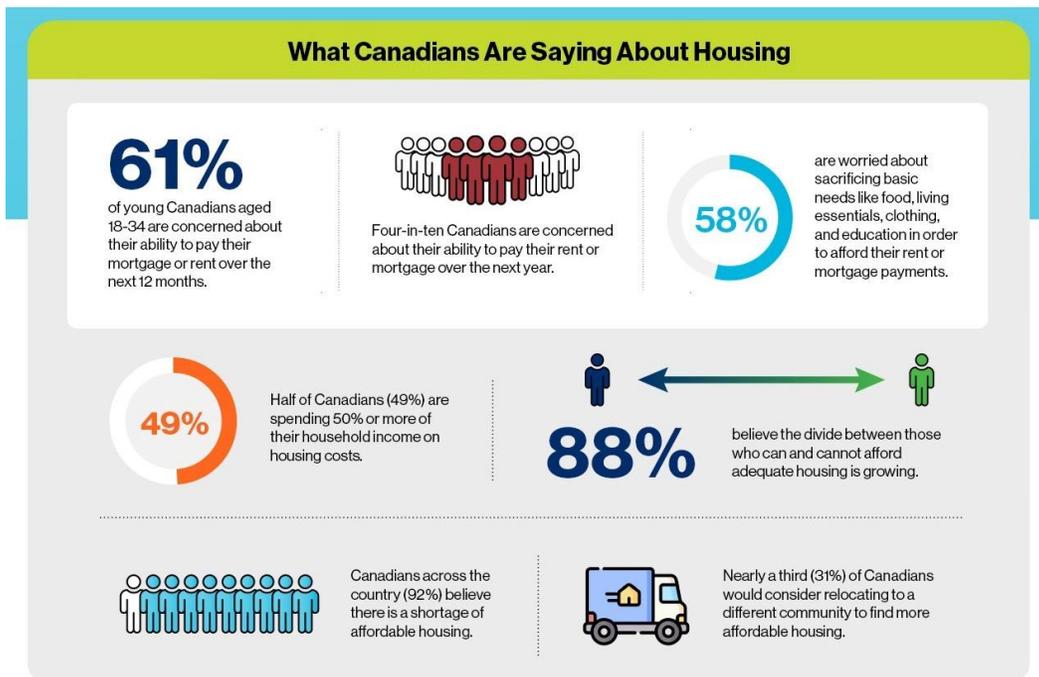
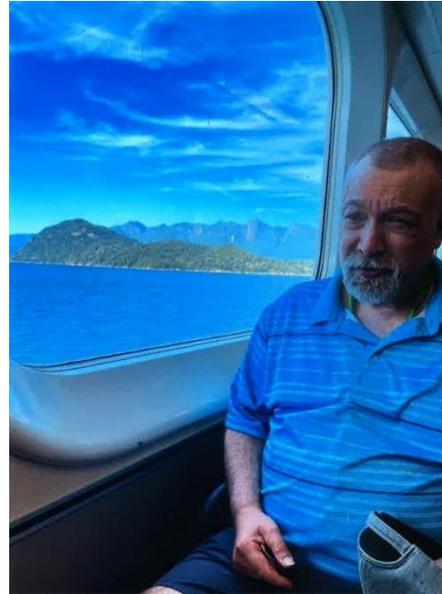
- The younger generation has had access to many more opportunities and support in their early years. Consequently, their expectations for services and support are different from previous generations. Supported Living is increasingly becoming the preferred model of support for younger people with an intellectual disability, but it is very challenging to receive funding for.



2) Changes in Government Policy, Legislation and Regulations

We do not anticipate any major changes in government policy, legislation, or regulation related to community living services or the provision of other social services at this time. However, we will continue to monitor the following issues:

- Public funding is likely to increase at a rate that is slower than the growing rate of individuals and families seeking funded services.
- The current provincial government, which has been in power since 2017, has made many changes and decisions to support a unionized workforce. Many of these decisions have benefited the unionized public sector, but have not been extended to the non-union sector that is also funded by the provincial government. These decisions have placed significant strain on the recruitment and retention efforts of non-union organizations providing the same social services as their unionized counterparts.
- All levels of government have recognized the need to increase support and funding for the development of affordable housing. These commitments are expected to benefit people with intellectual disabilities.



Re: Habitat for Humanity Canada Affordable Housing Survey 2023

3) Demographic and Societal Changes

Canada's Aging Workforce

68.2% of people aged 55 to 64 were working in October 2021. (StatsCan, 2021)

Older workers in Canada nearly tripled in number from 1996 to 2018, bringing the ratio of older (55 and over) to younger (25 to 34) workers near parity. (StatsCan, 2018)

Older workers tend to have:

- ✓ Depth of experience
- ✓ Less need for supervision
- ✓ Lower absenteeism
- ✓ Lower turnover
- ✓ Emotional maturity

A well-designed workplace benefits everyone. Workers of all ages are more likely to remain in workplaces that prioritize their safety and well-being.

A safe workplace benefits all workers

- Consider improvements such as mechanical assets, workstation design, handrails/grips, adequate lighting
- Offer flexible work options like part-time or hybrid arrangements
- Develop safe work procedures
- Promote active living, healthy eating, stress management, and work-life balance initiatives

Training tips

- Incorporate past experience
- Provide context for information
- Allow more practice and classroom training for new situations
- Use short, active, clearly written procedures
- Group equipment or tasks with similar functions

Did you know?

- Older workers tend to be loyal and are less likely to change jobs as frequently
- Age does not determine curiosity or capacity to learn
- Older workers suffer fewer job-related injuries, although injuries may be more severe
- Many workers, regardless of age, enjoy new technology

CCOHS.ca
Canadian Centre for Occupational Health and Safety

Several demographic trends are likely to shape our work in the coming years. While these are largely focused on the individuals we support, some will be reflected in our employees and external partners. A few of these trends include:

- The general population is aging, and so are the people we support. This will challenge us to modify our current services to accommodate peoples changing needs.
- The nature of nuclear families, along with their ability and interest in engaging with us, is changing. Engagement will need to be easier and less time-consuming for families, many of whom are already stretched thin with competing demands.
- Employees are aging, and for some, their jobs may become more physically challenging. We need to find ways to address this potential conflict.
- The families of older individuals we support are also aging. They need to be engaged with sensitivity as they may fear losing what they have fought to put in place for their loved ones.
- Increasingly, our agency is recognizing and learning about the tragic impact of colonization on the Indigenous Peoples of Canada. In the coming years, IMLKS will need to make a conscious commitment and take meaningful actions to move us towards Truth and Reconciliation.



- The community as a whole is becoming increasingly multicultural, as are the individuals we support. This will require us to provide services that are not only responsive, but also culturally accessible.

4) Economic Trends

In the past few years, the economy has experienced significant turbulence, both locally and globally. There is no sign of this changing in the next few years. Post-pandemic inflation has significantly impacted the individuals we support and staff alike. Because of this, IMLKS has had to make some operational changes to enhance our economic sustainability. While we are in a stable position to weather ongoing economic uncertainty, we recognize that:

- Resources will continue to be an issue, requiring us to focus on being cost-effective.
- The constantly rising cost of living in Kamloops and surrounding areas will increase financial pressures on our employees and the individuals that we support. Younger employees living in Kamloops find it too expensive, and they are moving to areas that are more cost-effective. This has created labour shortages in our community.

Cost of living	One person	Family of 4
Total with rent	\$1835	\$4062
Without rent	\$727	\$2214
Rent & Utilities	\$1109	\$1848
Food	\$558	\$1442
Transport	\$45.4	\$125
Monthly salary after tax	\$2416	
Quality of life	76	
Population	90.3K	

The average cost of living in Kamloops is \$1835, which is in the top 24% of [the most expensive cities in the world](#), ranked 2237th out of 9294 in our global list, 71st out of 153 in [Canada](#), and 16th out of 22 in [British Columbia](#).

5) Technological Trends

Technology presents both opportunities and challenges, and it is an increasingly important aspect of our work. Moving forward, we will have to balance a host of issues:

- Many of the work processes and reporting requirements are now fully reliant on technology. IMLKS must continue to update and remain current in this changing work environment.
- With the constant need to update and replace technology, we will need to address how this can be sustainably funded.
- Although technology is becoming more affordable and increasingly seen as a “must have”, many individuals we support have not had access to new technology.
- Training for employees and supported individuals to use technology appropriately is required to maximize its potential.
- Risks to supported individuals that will need to be mitigated include privacy, physical, and emotional safety.



Our Plan

Over the course of listening to dozens of conversations and reading hundreds of pages of session notes, the following core themes became clear:



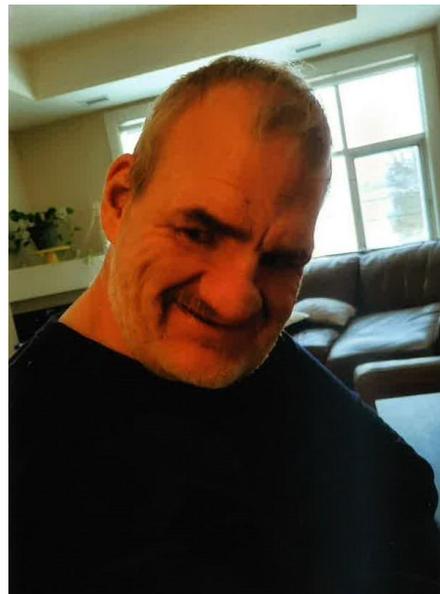
1. Sector challenges with recruitment and retention are impacting IMLKS. For the first time in our strategic planning history, supported individuals and families were almost unanimous in their feedback on the need for enhanced hiring efforts.

2. Housing is a critical issue for supported individuals and families. Both groups spoke of the need for more innovative housing solutions that will allow individuals to live more independently, accessible housing for new individuals seeking services, and for others to age comfortably in place.

3. After three years of the Coronavirus pandemic, supported individuals and employees are keen to reconnect with community, rebuild genuine friendships, and engage in a wider variety of activities than ever before.

4. IMLKS is a smaller organization, but it is inevitable that we will grow significantly over the next 5 years. For us to continue delivering supports and services at the highest quality, the organization must invest in modernizing, streamlining, and updating its systems, technologies, and processes.

Across all sessions and interviews, stakeholders also shared the need for enhanced communications at IMLKS; an organizational commitment to Equity, Diversity, Inclusion and Belonging, that should drive every priority and tactical decision over the next five years and beyond.



STRATEGIC DIRECTIONS

IT'S MY LIFE KAMLOOPS SOCIETY

RECRUITMENT & RETENTION



HOUSING

CONNECTION



OPERATIONAL RESPONSIVENESS

Strategic Direction #1: Recruitment &

Retention – At IMLKS, we recognize our recruitment and retention efforts directly impact our ability to support individuals and families. We are committed to enhancing recruitment and retention to ensure prospective candidates want to work with us and existing staff members want to stay with us.

Strategic Direction #2: Housing

– We believe every person deserves a safe, inclusive, welcoming, and dignified place to live. IMLKS wants to create innovative housing solutions that meet the specific and ongoing needs of the individuals and families we support. We understand that some individuals want more independent housing solutions, while others are looking to age comfortably in place.

Strategic Direction #3: Connection

– The individuals we support have been clear in their desire for greater connections and friendships. The last three years of the Coronavirus have made genuine connections much harder to maintain. IMLKS wants to recalibrate and rededicate ourselves to being collaborative, creative, and thoughtful as we develop programs and projects that nurture genuine friendships, connections, and a true sense of belonging for supported individuals.

Strategic Direction #4: Operational Responsiveness – IMLKS is a small organization that is beginning to grow. As we move forward, IMLKS wants to enhance operational responsiveness by streamlining and modernizing the systems and processes we use to deliver our services. By doing this work, we can best advocate for and support the individuals and families that make up our organization.

All of our strategic priorities signify our unwavering commitment to:

Equity, Diversity, Inclusion and Belonging

Meaningful action towards Indigenous Reconciliation and self-education

Strategic, accessible, and plain language communications

Next Steps

Actions that IMLKS will take to advance the strategic directions in this plan include:

- The Strategic Plan, including a plain language version, will be posted to the IMLKS website and actively communicated to supported individuals, families, employees, and stakeholders. Additionally, we will reach a broader community through IMLKS posters, and a video address from the Executive Director.
- Management will cross-reference the strategic directions with the current goals in the Business Improvement Plan. Additional operational goals will be developed following this process to address any gaps.
- Operational goals that relate to the Strategic Plan will be reviewed and approved by the Board of Directors.
- The Board of Directors will receive an annual update on the Strategic Plan, including the completion of operational goals, and any additional goals added to the Business Improvement Plan that relate to the Strategic Plan.
- The annual budget process will consider cost implications related to the implementation of operational goals related to the Strategic Plan.

