



inclusion
powell river

inclusion Powell River

Strategic Plan, 2022 - 2027

March 14, 2023

inclusion Powell River Society has been serving the
qathet Regional District since 1954.

We provide services and supports for every age and ability, with a focus on:

- Child and youth development
- Adults with developmental disabilities
- Isolated and/or low-income seniors living independently
- Inclusive employment models, and opportunities for people with barriers to employment

Vision

A safe, inclusive community where everyone belongs.

Mission

Creating a community where everyone belongs, by supporting and engaging people of all ages and abilities.

Values

- **Inclusion:** Everyone feels valued and has a sense of belonging
- **People:** We have respectful, trusted relationships with community, with those we serve, and with each other.
- **Possibilities:** All possibilities are embraced that allow every individual to grow and learn together in a way that maximizes their potential.
- **Accountability:** We are answerable for outcomes and actions for ourselves and those who report to us.

Background to the Strategic Plan

About every three years, inclusion Powell River goes through a detailed planning process, resulting in a new Strategic Plan.

The purpose of strategic planning is to:

- Re-focus our priorities and allocate our resources (like time, staff, and money) to ensure we are achieving our goals
- Use feedback and input to guide our decision-making
- Identify our strengths and weakness as an organization in order to improve

Process

Our planning process took longer than expected, due to interruptions by the Covid-19 pandemic.

Working with an external facilitator, here are the steps we took to come up with our new strategic plan:

1. January 2021

We held focus groups and interviews with community partners, service users, families, staff, and the Board of Directors.

We sent out invitations to participate to 18 community partners, all families accessing or with a loved one accessing our services, all adult service users and self advocates, all staff, and our Board of Directors.

We heard back from and included the following perspectives in our strategic planning:

- 3 community partners
- 9 families
- 5 service-users (adult and youth)
- 26 staff (all levels and programs)
- 15 Board members

2. February - May 2021

We held a separate strategic planning session for qathet Inclusive Manufacturing, to help us incorporate that program's unique vision and purpose into our bigger strategic plan.

We had a two-evening session with the Board of Directors and management staff to revise our organizational vision, mission, and values.

3. September 2021

We held a weekend-long workshop with Board of Directors and management staff to identify our strategic priorities (focus areas) taking into consideration:

- Vision, mission, and values
- Feedback from the focus groups and interviews, and annual satisfaction surveys
- Information about our service delivery, from our [Performance Measurement Outcomes report](#)
- Priorities and goals from our previous strategic plan
- Our strengths and weaknesses as an organization
- Political, economic, sociological, technological, legal, and environmental factors that do or could affect our ability to operate
- Our financial status

4. November – December 2021

We reviewed and refined our strategic priorities, objectives, and goals.

The Board of Directors approved our strategic priorities and objectives.

Our leadership staff (CEO and Directors) finalized our operational goals.

Results

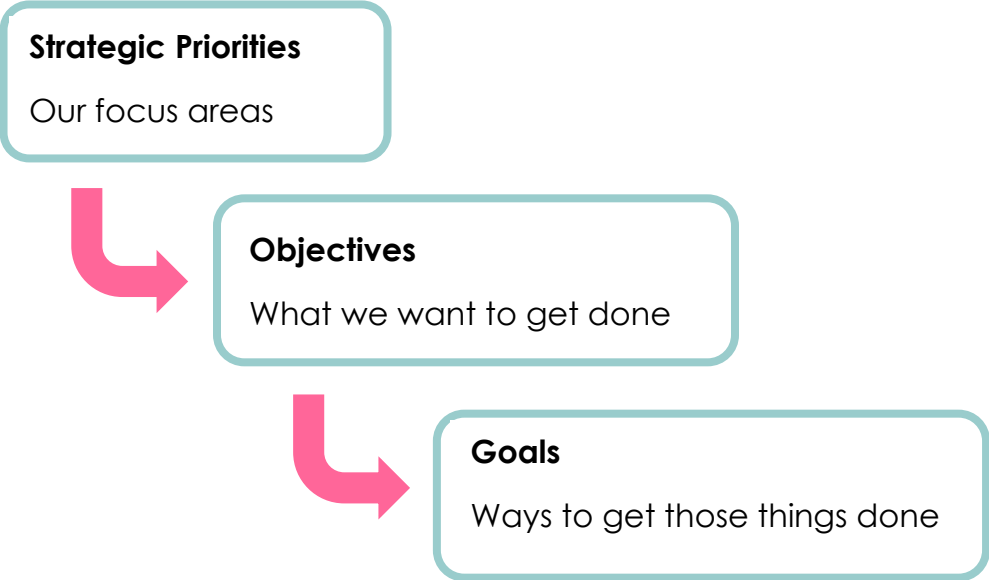


We have set a five-year cycle for our new strategic plan, from 2022 – 2027.

Our CEO will report on how we are meeting our goals and working toward our priorities to the Board every year.

In the last year of the plan (2026) we will start the strategic planning process again.

In the following section we detail our:



Strategic Plan: Priorities, Objectives, Goals

Strategic Priority

Attract and Keep Good People

Recruit and retain talented and tenured employees and contractors.

Objective A

iPR will develop and implement a comprehensive communication strategy that promotes and sustains a positive workplace culture.

1. Workforce Development Recruitment Strategy will be revised by 2024.
2. Through enhanced orientation, training, and performance reviews, the need for learning plans will drop by 10% over 3 years.
3. We will increase 1 point on staff satisfaction survey questions regarding inclusion Powell River as a welcoming and safe space.
4. The annual staff survey will indicate a satisfaction increase of 1.5 points over 3 years.

Objective B

iPR will provide a comprehensive professional development program to enhance capacity and competencies of all staff, and appropriate contractors, e.g. home share.

5. The annual staff survey will indicate an increase of 1.5 points over 3 years in questions related to opportunities for professional development.
6. Within 3 years, self-advocates will facilitate at least one Person Centred Care and/or valued-based training per year.

7. Annual specialized workshop on one of the following: indigenous rights and reconciliation; anti-racism; LGBTQ2+ rights.

Strategic Priority

Lead new projects that help everyone belong.

Sustained leadership in social justice, innovation, and community building to further belonging for everyone.

Objective C

iPR will maintain alliances and partnerships with other progressive initiatives, both locally and provincially, to advocate for our sector.

8. The partnership with Kinsight, BACI, and posAbilities formed to deliver the Community Connector program will continue and develop for at least the next 5 years.
9. Find at least two opportunities to promote the goals, plans and outcomes of the qIM and new economy research locally, provincially and/or nationally.
10. Stay engaged with community, funders and governmental initiatives to target key areas where inclusion Powell River representatives will maintain or initiate participation in at least 2 of the following local committees: Healthy Aging, Vital Signs, housing, community social justice, Childcare and Poverty Elimination.
11. Conduct annual Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) exercise to update and inform our understanding of the context in which inclusion Powell River is operating, and create action plan for implementing learnings from the exercise.

12. Research and develop social policy positions that are in alignment with inclusion BC and Canada on the following topics:

- employment as a human right,
- aging in the right place,
- end of life planning,
- MAID (Medically Assistance in Dying),
- Person-Centred Practice,
- and methods for promoting a green organization e.g. examining replacing vehicles, products and purchasing to support a demonstrable commitment to climate change and “green” policies.

Strategic Priority

Forward-thinking leadership

Visionary governance and leadership.

Objective D

iPR will continue to recruit and develop of Board members and senior management to support governance roles and the needs of the Society.

13. Develop process for regular educational and information development of Board members, by end of June.

14. Create a succession plan for Board members which will include recruitment strategies for identified targeted positions by June 2023

15. Review and refine decision-making framework for Board and leadership use for assessing new initiatives and/or retiring services to mitigate risks and support considerations of new initiatives, by September 30, 2022.

Strategic Priority

Improve our systems.

Stabilize and enhance infrastructure for organizational sustainability and effectiveness.

Objective E

iPR will implement systems and technological advances that assist in creating efficiencies, effectiveness, and enhance organizational performance.

16. Research and implement new finance software and provide robust training to support effective usage by 2025.
17. Research and implement new phone system by April 1, 2022.
18. Develop and implement ShareVision v.4 by September 2023.
19. Facilitate data transfer to UKG Human Resource Information System (HRIS) by June 2023.

Objective F

iPR will review and update policies, documentation, resources, and processes to create consistency and effectiveness in practices.

20. Review policy and update format to Sharevision list by July 2022.
21. Create process for identifying resource and documentation gaps and required standard operating procedures by September 2023.
22. Each program will have an electronic and physical copy of the new EMS binder by January 2023.
23. Develop and communicate clear processes for feedback and response by December 2022.

Strategic Priority

Provide ongoing, excellent service.

iPR is a leader in the provision of sustainable and innovative services.

Objective G

iPR will pursue innovative opportunities in inclusive employment via qathet Inclusive Manufacturing and New Inclusive Economy research projects.

24. inclusion will continue to seek funding and take steps to maintain and expand the OneLight social enterprise in order to continue providing inclusive employment opportunities in Powell River for the next five years.
25. Develop a communication strategy to distribute the learnings from the initial research to advance the conversation and advocacy to promote barrier-free employment for everyone over the next 5 years.


Objective H

iPR will review and respond to service gaps for the people we serve.

26. Apply for Request for Proposals to provide services for 6 – 12 year olds, by 2024.
27. Explore more inter-governmental partnerships and conversations between Ministries and other funding sources to expand access to resources for vital community programs and services.
28. Implement Late Life planning resources to support aging and wellbeing for individuals with intellectual disabilities.

Strategic Plan Update as of March 14, 2023

IN PROGRESS
ONHOLD
COMPLETE
ONGOING/CONTINUING TO UPDATE

Strategic Plan 2022-2023	Objective	Goal	Actions	Outcome
Visionary governance and leadership	Ipr will continue to recruit and develop board members and senior management to support governance roles and needs of the Society	Develop process for regular educational and information development of board members by end of June 2023	Creating a professional development portal for board members to access	Move completion date to June 2024
		Create Succession plan for board members which will include recruitment strategies for identified targeted positions by June 2023	in process of developing a tool to use.	In progress
		Review and refine decision making framework for board and leadership use in assessing new initiatives and or retiring services to mitigate risks and support considerations of new initiatives by Sept 2022	 DECISION MAKING FRAMEWORK.docx	In progress

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Strategic Plan 2022-2023	Objective	Goal	Actions	Outcome
Recruit and retain tenured employees and contractors.	ipr will improve communication to help make it a positive inclusive workplace.	Through enhanced job descriptions and performance review's, competency rating totals will increase on average of 20% over 3 years	Performance reviews formats are being redesigned 50% complete	In progress
		The annual staff survey will indicate a satisfaction increases of 1.5 points over 3 years	Satisfaction surveys are in the process of being completed should post on impact report in fall	In progress
		Increase 1 point on staff survey Likert scale question regarding iprs as a welcoming and safe space	Questions added to survey	Complete
	ipr will provide a comprehensive professional development program to enhance capacity and competencies.	The annual staff survey will indicate an increase of 1.5 points over 3 years in questions related to opportunities for professional development	Satisfaction surveys are in the process of being completed should post on impact report in fall	In progress
		Decrease # of complaints and investigations related to staff behavior harming clients through increased inclusion of self advocates in training and focus on values	Collecting data and continuing to track and trend. New learnings in process of development.	In progress
	ipr will develop and implement a comprehensive communication strategy that promotes and sustains a positive workplace culture.	Workforce Development Recruitment strategy will be revised by 2024	Recruiter designated to full onboarding process to support new employees at the start of their relationship working with inclusion Powell River	ongoing
	ipr will provide a comprehensive development program to enhance capacity and competencies for all staff	Annualized specialized workshops on one of the following indigenous rights and reconciliation, anti-racism, LGBTQ2+ rights	This will be built into the UKG learning platform	
Increase accessibility to information by making communications and documentation in plain language	We have 3 primary reports created as plain language within 2 years	Several documents and policies have been rewritten in plain language. All planning documents are complete	Continuing to update	

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Strategic Plan 2022-2023	Objective	Goal	Actions	Outcome
Ipr is a leader in the provision of sustainable and innovative services.	ipr will review and respond to service gaps for the people we serve	Apply for request of proposals to provide services for 6–12-year-olds (RFP) by 2024	Province has placed a hold on changes to MCFD programs. Only the 4 pilot sites are running on new structure in BC currently.	Waiting on Province to notify us when they proceed with restructure. ON HOLD
		Continue to explore more funding sources to access new resources for seniors' program at least annually through 2027	3 year TAP funding has been approved Better at home funding ongoing	Seeking grant for Gerry Gray place upgrades ongoing
	ipr will pursue innovative opportunities in inclusive employment via qATHET inclusive Manufacturing and New inclusive economy research projects	Inclusion will continue to seek funding and take steps to maintain and expand the Onelight social enterprise in order to continue providing inclusive employment opportunities in Powell River for the next five years	FCU- patient lending \$50,000 Forestry Grant \$80,000 Victoria foundation	ongoing
		Develop a communication strategy to distribute the learnings from the initial research to advance the conversation and advocacy to promote barrier free employment for everyone over the next 5 years	CASE conference June 2023 Provincial government Poverty reduction Inclusion BC May 2022	ongoing

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Strategic Plan 2022-2023	Objective	Goal	Actions	Outcome
Stabilize and enhance infrastructure for the organizational sustainability and effectiveness.	ipr will review and update policies, documentation, resources and processes to create consistency and effectiveness in practices	Develop and communicate clear processes for feedback and response by Dec 2022	feedback process available on website complaint policy updated	complete
		Create process for identifying resource and documentation gaps and required standard operating procedures by Sept 2023	All resources and have been renumbered in alignment with the policies they support	ongoing
		Review policy and update format to sharevision list by July 2022	All policies have been renumbered and reformatted in sharevision 4	ongoing
		Each program will have an electronic and physical copy of the EMS binder with 1 year	Plan for roll out in fall 2023 new EMS system will roll out with new learning platform in UKG	In progress
	ipr will implement systems and technological advances that assist in creating efficiencies, effectiveness and enhance organizational performance.	Facilitate data transfer to UKG system by June 2023	Planned launch slated for May/June 2023	In progress
		Research and implement new finance software and provide robust training to support effective usage by 2022	Planned launch April 1 2023	ongoing
		Research and implement new phone system 2022	Launched spring 2022	complete
		Develop and implement new Sharevision software by September 2023	Redesign in in progress 1/3 complete In house support person in training (will replace consultant) another to be cross trained	In progress

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Strategic Plan 2022-2023	Objective	Goal	Actions	Outcome
Sustained leadership in social justice, innovation and community building to further belonging for everyone	Ipr will maintain alliances and partnerships with other progressive initiatives both locally and provincially to advocate for our sector.	Ipr will maintain alliances with Kinsight, BACI, and posABilities formed to deliver the community connector program.	Working with these alliances but looking at other projects BCEN, BCCEO, Inclusion BC, Federation of children's Services, as the connector may dissolve.	ongoing
		Find at least 2 opportunities to promote the goals plans and outcomes of the qIM and new economy research locally, provincially and or nationally	Presented at BCCEO Presented at Inclusion BC Presented in Kelowna and Saskatchewan Presented in Victoria	ongoing
		Stay engaged with community funders and governmental initiatives to target key areas where ipr representatives will maintain or initiate participation in at least 2 of the following local committees: Healthy Aging, vital signs, housing, community society	Engaged with Vital Signs, housing committee, Community Society, Healthy Aging,	Ongoing
		Conduct annual Political, Economic, Sociological, Technological, Legal and Environmental (PESTLE) exercise to update and inform our understanding of the context in which ipr is operating and create action plans for implementing learnings from the exercise.	Use PESTLE	In Progress
		Research and develop 6 social policy positions by the end of June that are in alignment with inclusion BC and inclusion Canada	Housing Aging Diversity Environment Advanced Care planning Reconciliation	In Progress
	Attitudinal- advocate for our sector by highlighting accomplishments	4 blog posts highlighting success stories from persons served on our website and posted to social media each year.	Has been placed on hold while we work out process.	In planning On Hold