



HOWE SOUND

REHABILITATION SERVICES SOCIETY

Strategic Planning 2007 – 2010

March 24th, 2007

2006/2007 Strategic Objectives

1. Creative Restructuring of Organization and Service Delivery
2. Expansion
3. Human Resources Department Development
4. Professional Development
5. Communications
6. Payroll
7. Day Program
8. Policy and Procedure
9. Fundraising
10. Address and Improve Low Staff Morale
11. Self Advocacy Development

2007-2010 Strategic Objectives

Service Delivery

Objective:

Continue to support and maintain programs and develop new programs to meet needs of current client base.

(We take this to mean both present clients and similar adult populations)

Goal	Restructure Footprints Program	Timeline	Responsibility
Task	Hire a Footprints coordinator to run the Program	Summer 2007	Operations Manager
Task	Determine if better Distinguished boundaries between footprints and residential programs are necessary	Ongoing	Footprints Coordinator

Goal	Establish Employment Program for clients.	Timeline	Responsibility
Task	Develop the program	2008	Clubhouse Coordinator
Task	Secure Funding for the Program	Fall 2007	Clubhouse Coordinator

Goal	Provide More Residential Options for individuals with ABI (Respite Services. etc.)	Timeline	Responsibility
Task	Explore and Develop network of respite services	Ongoing	AIL Manager
Task	Explore Shared Care Model of service for AIL (through WorkSafe or other funders)	Summer 2007 and Ongoing	AIL Manager / Operations Manager
Goal	Provide More Residential Options for individuals with Developmental Disabilities	Timeline	Responsibility
Task	Research, Network, and implement residential options more suited to younger clients (those who presently receive children and youth services)	Ongoing	Executive Director / Operations Manager

Goal	Provide services to Younger Clients	Timeline	Responsibility
Task	Network with Agencies providing service to children and youth. Provide transition services.	Ongoing	Operations Manager

Goal	Provide Senior's housing options for individuals with DD such as our present residential clients.	Timeline	Responsibility
Task	Actively Network and Discuss with VCH or FH to make clear the need for this kind of service and ensure funding will be in place when needed. If proposal requests are issues respond.	Fall 2008	Executive Director / Operations Manager

Goal	Create more Day Program Options for individuals with ABI	Timeline	Responsibility
Task	Explore and Develop Day Program options both internally and Externally	Ongoing	AIL Manager (Lucy)

Goal	Launch Assisted Living Program	Timeline	Responsibility
Task	Develop Policy and Procedures Manual	October 2007	AL Manager
Task	Develop a comprehensive Tenancy Agreement	October 2007	AL Manager
Task	Work cooperatively with HR Manager to develop hiring and training criteria (focus on LPN)	August 2007	AL Manager
Task	Coordinate BCAL setup and Training	September 2007	AL Manager
Task	Confirm Hiring and Training budgets with Shamir	August 2007	AL Manager
Task	Continue working with Erika regarding construction issues (including ARJO)	Ongoing until completion	AL Manager
Task	Familiarize and set up accounts with Complete Purchasing Group	Ongoing	AL Manager
Task	Meet with Keith McBain regarding client population	June 2007	AL Manager
Task	Other tasks as needed	Ongoing	AL Manager
Task	Repeat tasks for Surrey facility	Ongoing	AL Manager

Goal	Provide Recreational Program for individuals accessing the AL program.	Timeline	Responsibility
Task	Research other AL Facilities and work within given budget – coordinate efforts with HR Manager	October 2007	AL Manager

Goals: aging population, funding etc.

- Aging population

- How do we serve current? Training (HR Tasks, equipment, senior's day program)
- Do we reach out to younger base? How do we adapt? Need to look at service delivery model?
- Combination of models.
- Where they live?
- Funding
- Pilot programs

Objective:

Identify long-term in-house professional support opportunities

Goal	Make Professional services available to all programs.	Timeline	Responsibility
Task	Provide contracted Occupational Therapist, Physical Therapist and Nursing Services.	2008	Financial Officer

Human Resources

Objective:

Improve the quality of personnel and retention through recruitment, communications, training and development.

Goal	Allow staff to be hired/upgraded to higher step on the wage grid.	Timeline	Responsibility
Task	Develop Criteria/Competencies for staff to standardize steps. (Must be in line with collective agreement)	Immediate	HR & LR Manager
Goal	Improve retention of casual staff	Timeline	Responsibility
Task	Research Methods to improve retention	Ongoing	HR & LR Manager

Goal	Provide Annual standardized Training opportunities for staff both internal and external.	Timeline	Responsibility
Task	Set a training Budget for annual standardized training	Summer 2007	Executive Director / Financial Officer
Task	Research training needs and desires of the staff. Find the most cost effective means to meet these ends through either internal or external training.	Fall 2007	HR & LR Manager

Task	Implement and Advertise Program	January 2008	HR & LR Manager
-------------	---------------------------------	---------------------	----------------------------

Objective:
Address and improve staff morale.

Goal	Improve Management / Frontline Communication	Timeline	Responsibility
Task	Publish Internal Newsletter monthly, circulate to Board Members	Immediate	Program and Communications Manager

Goal	Expand Wellness Program	Timeline	Responsibility
Task	Find a new OSH Chair	December 2007	OSH Chair
Task	Implement CSSEIP, Improve methods to quickly identify staff who qualify.	Immediate	HR & LR Manager
Task	Provide regular social opportunities for staff	Ongoing	OSH Committee

Goal	Expand use of Recognition Policy 4.29	Timeline	Responsibility
Task	Improve recognition focused communication within management and staff	Ongoing	Communications & Project Manager

Goal	Implement a standard system of recognition as part of Evaluations	Timeline	Responsibility
Task	Develop and Implement an equitable and economical system	January 2008	HR & LR Manager

Goal	Improve Working Relationships	Timeline	Responsibility
Task	Provide training to Managers to create better work environments	November 2007	HR & LR Manager

Stakeholder/Community Relations

Objective:

Develop and implement a marketing plan for internal and external use.

Goal	Create an Effective Marketing Plan for Younger Clients	Timeline	Responsibility
Task	Develop a marketing plan to foster partnerships with agencies providing services to children in order to stream line transition into adult services with HSRSS	January 2008	Operations Manager

Goal	Increased Participation in Partnership Programs	Timeline	Responsibility
Task	Research and identify promising partnership programs to launch.	Winter 2008 and Ongoing	Communications and Project Manager
Task	Network with other agencies to Develop Partnerships	Ongoing	Executive Director
Task	Coordinate development of partnership programs	Spring 2008 and Ongoing	Executive Director

Goal	Provide more information to Membership and Board	Timeline	Responsibility
Task	Managers will provide Monthly administrative reports to Board	Summer 2007	Executive Director

Goal	Issue advertisements in Local newspapers	Timeline	Responsibility
Task	Research newspapers which would best represent our agency in the communities we serve.	Summer 2007	Communications & Project Manager
Task	Set Budget	Fall 2007	Executive Director / Financial Officer
Task	Produce and publish advertisement.	Fall 2007 and Ongoing	Communications & Project Manager

Goal	Conduct Two Community Events per year	Timeline	Responsibility
-------------	---------------------------------------	-----------------	-----------------------

Task	Organize ABI Awareness Month Event	Spring 2007	ABI Event Committee
Task	Organize Stakeholder Business Breakfast	January 2008	Project and Communication Manager

Goal	Create New marketing materials (board, Pamphlets, merchandise.)	Timeline	Responsibility
Task	Approve Budgets for new marketing materials	Ongoing	Executive Director
Task	Develop new Pamphlets	Fall 2007	Operations Manager
Task	Identify most appropriate new merchandise, develop, and produce.	Ongoing	Communications and Project Manager
Task	Develop new Conference Booth Board	Fall 2007	Operations Manager

Goal	Increase Society Membership	Timeline	Responsibility
Task	Solicit Clients as Members	Immediate and Ongoing	Communications & Project Manager
Task	Revise Membership Policies regarding duration of membership and types of membership.	Fall 2007	Board of Directors / Communications & Project Manager
Task	Ensure Society Membership procedures are in Line with the Society Act and other legal requirements	Summer 2007	Communications & Project Manager

Financial

Objective:

Direct deposit will be implemented with a financial institution that can provide the service.

Goal	Initiate Direct Deposit System	Timeline	Responsibility
Task	Analyze whether its more cost effective to contract the service or purchase new accounting system with	January 2008	Financial Officer

	direct deposit capacity.		
--	--------------------------	--	--

Goal	Distribute Program Budgets	Timeline	Responsibility
Task	Develop and Distribute Program Budgets to Managers	January 2008	Financial Officer

Objective:
 Develop a fundraising plan to purchase equipment

Goal	Develop Case for Support	Timeline	Responsibility
Task	Research equipment needed and develop a case for support.	Summer 2007	Project and Communications Manager

Goal	Write Grants (Leader Campaign)	Timeline	Responsibility
Task	Write grants using case for support	Fall 2007	Project and Communications Manager

Goal	Send out Direct Mail Appeal	Timeline	Responsibility
Task	Expand Society Membership and Contacts	Ongoing	Executive Director
Task	Develop Annual Appeal campaign materials and proceed with mail-out, processing, and recognition.	Ongoing	Project and Communications Manager

Goal	Organize Special Events	Timeline	Responsibility
Task	Develop Volunteer Pool to help with Events	2008	HR & LR Manager
Task	Organize Garage Sales, Golf Tournaments, or other Special Events as appropriate and feasible	Ongoing	Project and Communications Manager