



Providing support to individuals living with the effects of Brain Injury



VISTA CENTRE

BRAIN INJURY SERVICES

Strategic Plan

2018-2021

(Approved: September 10, 2018)

Background

Strategic planning is an ongoing activity that has become ingrained into the operational and developmental fabric of Vista Centre Brain Injury Services (VCBIS). VCBIS considers the Strategic Plan as a 'Living Document', one which has to be adjusted, as needed, in order to remain responsive to changes and challenges that have a real or potential impact on VCBIS' current practices and future directions.

In 2017/18, the VCBIS' board decided that the time was right to undertake a current and comprehensive review of its operating environment in order to develop a renewed Strategic Plan for the next three (3) years.

The Planning Process

In February 2017, the VCBIS Board of Directors, with the guidance of an experienced facilitator, initiated its strategic planning journey with a one day retreat involving VCBIS' board and management. The facilitator followed this up with stakeholder meetings involving VCBIS' clients and families and members of VCBIS' staff. From these meetings, the outline of the draft strategic plan evolved.

In April 2018, a facilitated half day retreat was held to review and redraft VCBIS' Vision Statement, Mission Statement and Values and to generate draft Strategic Goals for the period 2018-21.

In May 2018, the Board finalized the wording for the Vision, Mission and Values. The draft Goals, Objectives, Actions and Measures of Success will be reviewed at the June 2018 meeting of VCBIS' Board. Once approved in principle by the Board, the draft Strategic Plan will be presented to VCBIS' stakeholder for their comments and input. Once these consultations have been completed, the draft Strategic Plan will be updated and presented to the Board for final approval.

Vision

To provide the highest quality services in the field of Acquired Brain Injury.

Mission:

We work collaboratively with persons whose lives have been affected by Acquired Brain Injury through community-based support, service, and education toward maximizing their life potential.

Values:

Values are operating philosophies or principles that guide an organization's internal conduct as well as its relationship with the external world. Values provide guidance for people on what is good or desirable and what is not. This means that values are more stable and are expected to have a more sustainable impact than 'just a priority'.

People First:

VCBIS values a mutually beneficial partnership with clients and family members in the planning, development and assessment of supports and services to ensure that they are the most appropriate for their needs. This involves putting clients and family members at the centre of all decisions and insuring that they are fully informed

Dignity:

VCBIS values dignity in care, which means the kind of care that supports and promotes and does not undermine a person's self-esteem.

Respect:

VCBIS values, acknowledges and respects differences in each other, and provides a safe, supportive environment in which all individuals are valued and encouraged to engage in open communication.

Integrity:

VCBIS values personal integrity within ourselves, our colleagues and in providing services. We strive to recognize the uniqueness, individuality and personal culture of those around us. We demonstrate personal responsibility and accountability through our actions and communications.

Health & Safety:

VCBIS is uncompromising in its commitment to health and safety as a value towards our employees, participants, significant others and community. VCBIS provides an environmental setting in which everyone feels responsible for health and safety



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Our Strategy, Our future

- *Increase Awareness*
- *Establish a Charitable Foundation*
- *Implement Person Family Centered Care*
- *Improve Service Delivery*



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Goal 1: Increase awareness in the community of Vista Centre Brain Injury Services.

Objective: To build a strong profile in the community.

Action

1. Develop Communication plan
2. Develop Social Media plan
3. Increase partnerships/relationships with partners
4. Strengthen existing partnerships/relationships
5. Provide educational workshops

Measures of Success

1. Board approval of Communication and Social Media plan
2. Number of partnerships/relationships with partners
3. Stronger partnerships/relationships with partners as seen in increased contact, joint projects, consultations
4. Further develop measures of effectiveness

Goal 2: Establish an operational charitable foundation.

Objective: To have funds available for projects or purpose to expand.

Action

1. Hold the inaugural meeting of the founding Board of Directors
2. Elect the Executive for the Foundation Board of Directors
3. Establish the administrative processes for the Foundation (banking, auditors, general administration, accounting, reporting, etc.)
4. Define roles and responsibilities for the foundation
5. Develop business plan and fund raising strategies

Measure of Success

1. Charitable Foundation is created and operational.

Goal 3: Establish a platform for the implementation of Person Family Centred Care (PFCC) throughout VCBIS.

Objective: To bring the perspective of clients and families directly into the planning, delivery and evaluation of VCBIS services.

Action

1. Develop Governance Policies to ensure that PFCC becomes one of the Guiding Principles of VCBIS
2. Approve VCBIS PFCC action Plan

Measures of success:

1. Formalized, written policy approval by Board.
2. Management provides updates to the board by way of a yearly report

Goal 4: Improve effective Service Delivery.

Objective: To meet the increasing demand of our services.

Action

1. To find a suitable location, within established budgets, at which to set up the VCBIS head office and day program
2. Develop alternative ways of delivering service
3. Ensure programs are reflective of our community

Measures of Success:

1. New location acquired and occupied
2. Feedback from client surveys on improved service levels.