

2016 Business Improvement Plan (BIP)

The 2016 Business Improvement Plan is the overall operational plan for BACI. In other words, it's the plan we use to track and monitor our achievements as an organization. There are key processes built into the BIP – the findings of *2015 Outcomes Management Report*, the *Leadership Accountability Schedule*, and the *2016-2020 Strategic Plan*.

The BIP is broken down into the seven themes of the 2016-2020 Strategic Plan – **(1) Person-Centred Planning (2) Child & Family-Centred Planning (3) Healthy, Appreciated, & Well-Connected Workforce (4) Prosperity (5) Diversity (6) Inclusion (7) Partnerships**.

Some of the goals listed are broader in scope because they will be implemented throughout the Association. Specific and measureable action plans will be developed for each key goal. Other goals are more program or department specific. Where applicable, these plans will be developed, implemented, and monitored by either programs/services and/or the support services team. The Management Team will review the BIP and action plans on a quarterly basis.

1. Person-Centred Planning

BACI is committed to developing and delivering services that are relevant and meaningful to each adult we serve. People being at the centre of their own planning and decision-making is at the heart of true person-centred thinking, planning, and doing. A deep understanding of an individual's personal expectations for services – and ultimately, a good life – is fundamental to the start of good service provision. Beyond planning, BACI must be as flexible as possible in order to respond to the diverse and ever changing support needs of the individuals it serves. Thus, once support needs, choices, and expectations are identified in the various planning processes, the Association shall be prepared and required to adjust or reorganize services, to the extent that it is capable, in order to best accommodate them.

- A. BACI will continue to support individuals and teams with Person Centred Planning via the Coaches Team.
- B. BACI will continue to use the Impact Evaluation model throughout its services. This will include hosting more in-person meetings and feedback sessions with all of BACI's stakeholders and supporting different conversations at all levels to achieve a deeper understanding and work towards 'getting to what matters' (i.e. through planning meetings, with families, at team meetings, etc.).
- C. The Adult Service Department will work collaboratively to provide support and resources as individuals and their families navigate the aging process.
- D. BACI will implement the recommendations from the 2015 Residential Service Evaluation.
- E. BACI will listen closely and endeavour to honour the choices (explicit and implied) of the people we serve and when appropriate their families, including choosing where and with whom they live.
- F. BACI will ensure the support we offer individuals honours and celebrates their growth (skills, knowledge, and self awareness), helps them continue to grow and helps them to embrace their new and evolving roles.

- G. We will develop a service strategy for ‘growing up and growing old’ to better our supports around those we serve transitioning through various stages of their life.
- H. BACI will ensure that personal planning approaches and processes are designed to capture the true wishes, expectations, curiosities and needs of each person and then set a service response accordingly.
- I. BACI will continue to support people to experience community in ways that are meaningful to them – and at the same time raise staff’s understanding that supporting people to be in community, is a ‘community building strategy’, one that should be intentionally honed.

2. Child & Family Centered Planning

Family-centred values and practices are at the heart of our work. BACI honours and responds to the unique gifts and needs of each child as well as the rights and wisdom of their families. BACI strives to support and strengthen families’ abilities to nurture and enhance their child’s development and overall well-being. Services will be developed, offered, and measured consistent with this practice.

- A. The Infant Development Program (IDP) will continue to use the Impact Evaluation model to determine program effectiveness and impact.
- B. BACI will invite IDP service providers to a discussion and action plan to ‘re-ignite’ the provincial work and practices (i.e. clinical support, training, collaboration, etc).
- C. All child care programs will complete a service evaluation using the Harms & Clifford Tool.
- D. We will develop a service strategy for ‘growing up and growing old’ to better our supports around those we serve transitioning through various stages of their life.
- E. BACI will explore an array of service options to fill the gap of ages 3-19.

3. Healthy, Well-Connected Workforce

BACI’s employees play a valuable and critical role in the success of BACI’s services, goals, mission, and vision. We will seek to foster an environment of mutual respect, appreciation, and collaboration. Employees have opportunities to connect, learn, and grow and strive to perform to the best of their capabilities. Our practices around human resource management and particularly our dedication and expertise in the areas of staff training and professional development continue to be a key commitment.

- A. BACI will implement the 2016 Leadership Succession Plan.
- B. BACI will complete a Wellness/Workplace Employee Satisfaction Survey in 2016.
- C. BACI will develop and implement a leadership development plan for the supervisors and coordinators based on organizational values, performance expectations, and self-reflective practices.

- D. BACI will enhance and implement a training calendar to make training and employee development more accessible and responsive to employees' needs and developmental paths
- E. We recognize that the staff role is evolving beyond quality care giving. BACI will work to strengthen the evolving roles of staff by providing access to appropriate training and supervision.
- F. BACI will dedicate itself to develop an Aging Strategy that addresses the dilemma of an aging workforce.
- G. BACI believes staff can (and do) work in evolved roles as community builders and community connectors, as well as providers of quality care. We will focus on staff capacity building in this area.

4. Prosperity

Prosperity is about being strong, abundant, and thriving – moving beyond the status quo. Typically, prosperity is thought of as economic status and wealth. Instead, BACI's agenda of prosperity wants to build financial strength but also generate 'wealth' in areas like: collaboration, assets (both tangible and intangible), partnerships, investments, presence, technology, communication, housing, and community development.

- A. Implement the strategies and indicators outlined in the Theory of Change.
- A. Explore and develop innovative and alternative housing initiatives through a joint working group from the BACI and SOFF Boards.
- B. SOFF will create and implement a Corporate Membership Plan for resource development and strategic partnerships.
- C. BACI will continue to use the Learning Loop model to bring the 'best ideas' forward and share learning throughout the organization.
- D. BACI's 60th Anniversary will be celebrated in a variety of ways.
- E. BACI will implement the actions and recommendations of the 2016 Risk Management Plan.
- F. BACI will implement the actions and recommendations of the 2016 Technology Plan.
- G. We will advocate with a spirit of abundance; we won't just identify problems, we will work to find solutions.
- H. BACI will endeavour to ensure that where people live and who they live with provides a solid foundation for the delivery of other supports.
- I. BACI will evolve its supports to meet the evolving needs and interests of the individuals served (e.g. broadening their horizons through travel and experiencing new cultures, deepening interest in the arts and sport and literature, expressions of citizenship, deepen their spirituality, etc).
- J. BACI is a 'learning organization' and as such we are in constant pursuit of continual improvement.

5. Diversity

BACI believes disability is a part of diversity. BACI is committed to practices that respect and advance diversity both within our own organization and throughout our community. Our ability to serve a diverse population well is linked directly to the diversity of our Staff, Leadership Team, and Board of Directors. Our vision of a community where everyone belongs includes a focus and celebration of the uniqueness of each citizen.

- A. BACI will implement the actions and recommendations from the 2016 Accessibility & Diversity Plan.
- B. BACI will hold ourselves and others in the community accountable regarding inclusion and diversity. Where and when BACI needs to improve, we will put plans in place to improve. When others also need to improve, we will help them to improve. When BACI and others come up shining, we will celebrate!
- C. While seeking inclusion, and calling for diversity BACI will *be* inclusive and diverse in all practices and endeavours in community - where we buy, where we live, where we play, how we brand ourselves etc.
- D. BACI will seek out and celebrate bright spots of diversity and inclusion in our community.

6. Inclusion

BACI's vision is, "A Society That Includes All People." Therefore, BACI is committed to building a community where everyone feels and is included. We will do so by working with our partners, advocating for the rights of people with disabilities, community development, and providing services that support those we serve to enjoy their rights and meet their responsibilities as full citizens.

- A. BACI will take an active role in promoting the social and economic inclusion of people with disabilities in Metro Vancouver.
- B. BACI will continue to move forward with its 'Employment-First' agenda.
- C. BACI will continue to grow and develop individuals' networks and community connections via the Community Connectors.
- D. BACI will infuse the methodology from Kudoz and Fifth Space deeper into the organization.
- E. All programs will complete the operational requirements/processes listed in the accountability schedules for their respective Department. Each department will develop an action plan to meet their program specific recommendations from the 2015 Outcomes Report data (see attached). This will be reported quarterly via the Quality Assurance Committee.
- F. The leadership team will develop and implement an action plan for the 2017 CARF Survey preparations.

7. Partnerships

Relationships are a definite strength and asset for BACI. Our most important partners are the families of the people we serve. They are our allies in advocacy, service provision and community development. They help us to know and honour the children and adults we serve. The Association also prides itself on working with professionals, groups, and community friends in a collaborative and reciprocated manner. BACI will work with current and new partners in innovative ways to achieve shared goals, ventures and, learning. The Association must enroll its community partners to the Association's goals, mission, and vision.

- A.** Establish regular family involvement in all programs/services (Adult Services).
- B.** Rather than using surveys, BACI will engage our community partners in a discussion about the Association's overall practices regarding access, effectiveness, efficiencies, and service satisfaction.
- C.** BACI will continue to develop its internal/external work and leadership as a Disability Confident organization.
- D.** BACI will participate in various working-groups and local committees (e.g. Burnaby Interagency Council, Burnaby Child Care Committee, etc).
- E.** BACI will continue to work with and develop relationships with advocacy partners that share our commitment to not only identify problems, but to always seek solutions.
- F.** BACI will continue to look to families as our primary advocacy partners.
- G.** BACI's increased focus on building partnerships should continue and reinforce the importance of collaboration vs. competition as well as the importance of sharing wisdom, experience and resource. Partnerships, with both 'the usual and unusual suspects' will help to sustain and grow BACI's service delivery options.
- H.** We will ensure that the families of the adults BACI serves will have the opportunity to collaborate on the design, delivery and evaluation of services with their family member and BACI.
- I.** The families of the adults and children served through BACI are our valued partners in building inclusive community. We will strategically engage and leverage these partnerships to propel all our community building efforts.