

2021 Business Improvement Plan (BIP)

The 2021 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 and recommendations *Outcomes Management Report, Leadership Accountability Schedule, Technology Plan, Financial Plan, Risk Management Plan, Accessibility & Diversity Plan, and the 2016-2020 Strategic Actions Plan.*

****Note – due to the pandemic, 2016-2020 Strategic Plan was extended, via a Board motion, until the end 2021.**

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

NOTE: Due to COVID-19 and the Global Pandemic and the resulting, significant impacts on all areas of the BIP and the corresponding processes (as noted above), many of the action items have either been modified or deferred to 2021. These changes are noted in red throughout the document.

1. Person-Centred Practice

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.

Program Managers and Senior Managers will continue to report bi-monthly on actions, achievements, and plans regarding the 2016-2020 Strategic Plan as well as overall operational plans, including the *2020 Business Improvement Plan.*

- A.** BACI will implement the recommendations from the 2021 Outcomes Management Report. – Many of the actions from the 2021 Outcomes Management were rolled over

from the previous year, again due to the impact of the pandemic; **actions continue to reviewed by the Management Team and prioritized and updated in their bi-monthly reports.**

- B.** BACI will implement recommendations from the 2021 Risk Management Plan – **actions modified or deferred due to the Pandemic are noted in the Plan.**
- C.** BACI will implement the actions and recommendations from the 2021 Accessibility & Diversity Plan –**actions modified or deferred due to the Pandemic are noted in the Plan.**
- D.** BACI will implement the recommendations from the annual Service Evaluations – **deferred to 2022 due to the Pandemic. Risk assessment completed for all the people we serve.**
- E. Advocacy** - 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 (*planning meetings documentation, ISP development, on-going service evaluation, Community Inclusion Action Plan, Home & Community Action Plan, rights training, network building, relationship strengthening, greater collaboration of BACI teams through Stitched Services*) - **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- F. Advocacy** - The people we serve grow and change as they get older and so do the roles they hold in community, at work, with their families and friends. We will make sure that the support we offer honours and celebrates their growth (skills, knowledge, and self awareness), helps them continue to grow (*personal planning meetings, ISP development, transition plans, service evaluation, Community Inclusion Action Plan, Home & Community Support Action Plan, on-going annual efficiencies, effectiveness and satisfaction surveys*) – **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- G. Service Delivery** - 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 (*annual planning meetings – including future planning around housing, health supports and retirement for people experiencing the impact of aging, ISP development, service and impact evaluation, introduction of technology for personal planning and data collection*) – **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the Board.**
- H. Service Delivery** – At BACI, we believe we can always do better. Through collaborative Social Research and Development initiatives, we will focus on research, new ideas and innovations. We will find and test solutions that will bring about the changes we most want to see (*continue work with BACI’s Design Team, Real Talk, Stitched Services, BCC, Kudoz/Curiko, HR&QA Action Plan, Community Inclusion Action Plan*) – **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the Board.**
- I. Community Development** - 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 (*staff meeting minutes, staff training, performance expectations, performance appraisals, on-going evaluation*) – **actions**

modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the Board.

- J. Pandemic Planning** – BACI continues to revise and implement a Pandemic Plan with the necessary COVID related protocols and safety practices to ensure persons served are safe and well-supported in the areas of personal and physical safety.

2. Child & Family Centered Practice

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.** BACI will implement recommendations included in the 2021 Outcomes Management Report - actions will be reviewed by the Management Team and prioritized and updated in their bi-monthly reports.
- B.** BACI will implement recommendations from the 2021 Risk Management Plan – actions modified or deferred due to the Pandemic are noted in the Plan.
- C.** BACI will implement the actions and recommendations from the 2021 Accessibility & Diversity Plan – actions modified or deferred due to the Pandemic are noted in the Plan.
- D.** BACI will implement the recommendations from the annual Service Evaluations - deferred to 2022 due to the Pandemic.
- E.** **Advocacy** - We will listen closely and endeavour to honour the choices (explicit and implied) of the children and families served. We will strive to enhance families' abilities to support and nurture their child's overall development and well-being (*service evaluation, impact evaluation, Children Services' Accountability Schedule, IDP Accountability Schedule, Children and Family Centered plans, on-going review*) – actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.
- F.** **Service Delivery** - BACI does not currently offer a wide array of support options to children and youth between the ages of 3 and 19. This is seen as gap that once filled will serve people well. BACI will endeavour to develop an array of support options for this segment of people (*Children's Services Action Plan, IDP Action Plan, Youth Supports Action Plan*) – actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.

- K. Pandemic Planning** – BACI continues to revise and implement a Pandemic Plan with the necessary COVID related protocols and safety practices to ensure persons served are safe and well-supported in the areas of personal and physical safety.

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 2021 Leadership Succession Plan recommendations – **confirmed with the Board in May 2021.**
- B. BACI will implement the recommendations from the 2021 Outcomes Management Report - **actions will be reviewed by the Management Team and prioritized and updated in their bi-monthly reports.**
- C. BACI will implement recommendations from the 2021 Risk Management Plan – **actions modified or deferred due to the Pandemic are noted in the Plan.**
- D. BACI will implement the actions and recommendations from the 2021 Accessibility & Diversity Plan – **actions modified or deferred due to the Pandemic are noted in the Plan.**
- E. **Advocacy** – 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 (*HR/QA Action plan, Wellness Plan*) – **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- F. **Advocacy** – As the health and safety of our employees is of utmost importance, BACI will continue to promote a culture of safety in the workplace (*OSH Program, training, health and safety assessments, review of overall violence prevention strategies in the agency*) - – **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- G. **Service Delivery** - An aging work force creates a dilemma. How can we honour both the changing needs of our staff, and the changing needs of those we serve – when the needs don't necessarily line up? BACI will dedicate itself to develop an Aging Strategy that addresses this dilemma (*HR&QA Action plan, staff training on aging-related issues*) - – **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- H. **Community Development** - BACI believes staff can (and do) work in evolved roles as community builders, community connectors and facilitators, as well as providers of quality care. We will focus on staff capacity building in this area (*staff training, Social R&D Journey Map, Building Caring Community Journey Map, Service Stitching Journey Map, service evaluation, wellness survey*) - – **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- I. **Pandemic Planning** – **BACI continues to revise and implement a Pandemic Plan with the necessary COVID related protocols and safety practices to ensure persons served are safe and well-supported in the areas of personal and physical safety.**

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 Recommendations included in the 2021 Outcomes Management Report - **actions will be reviewed by the Management Team and prioritized and updated in their bi-monthly reports.**
- B. BACI will implement recommendations from the 2021 Risk Management Plan – **actions modified or deferred due to the Pandemic are noted in the Plan.**
- C. BACI will implement the actions and recommendations from the 2021 Accessibility & Diversity Plan – **actions modified or deferred due to the Pandemic are noted in the Plan.**
- D. BACI will implement recommendations from the 2021 Technology Plan – **actions modified or deferred due to the Pandemic are noted in the Plan.**
- E. **Advocacy** - We will advocate with a spirit of abundance; we won’t just identify problems, we will work to find solutions (*Advocacy Committee meeting minutes, actions plan*).
- L. **Advocacy** - We will continue to design system to ensure the operation of BACI continue to strive, improve and meet desired outcomes (*Financial Plan, Communication Plan, Technology Plan, Risk Management Plan, Accountability Schedules, Social R& D Journey map*) - **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- F. **Service Delivery** - Providing good service to people at home has a lot to do with the home itself. Factors like affordability, location, room-mates, all influence the likelihood of support being successful. BACI will endeavour to ensure that where people live and who they live with provides a solid foundation for the delivery of other supports (*personal planning meetings, housing development initiatives*).- **see bi-monthly reports.**
- G. **Service Delivery** – Providing accessible inclusive child care benefits the entire community. BACI will continue to be a leading provider in this area (*opening of new Variety Banff Centre in 2021, ensuring full enrollment at all centres, Fairhaven Universal Child Care Prototype, Provincial Child Care Initiatives for families and early childhood educators*). - **new centre to open May 2022, Fairhaven now a confirmed \$10 day BC Child Care Program; see bi-monthly reports.**
- H. BACI recognizes the need for developing services for children and youth ages 3 to 19. - **see bi-monthly reports.**
- G. **Service Delivery** – BACI is a ‘learning organization’ and as such we are in constant pursuit of improvement. BACI will incorporate a developmental evaluation approach into our service delivery practices (*developmental evaluation frameworks, Community Inclusion Action Plan & Deep Dive with Families, Home & Community Support Action*

Plan, HR & QA Action Plan, service evaluations) – see bi-monthly reports; plan for 2022 Strategic Plan process.

- H. Community Development** - BACI believes that a community is stronger, richer, and more dynamic when it is inclusive, not just when we talk about. We will build this community by supporting the people we serve to - actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board:
- Create homes that are sanctuary.
 - Excel and feel valued and fulfilled at work
 - Contribute through volunteering
- I. Still Creek Needs Assessment** – BACI will participate in a Needs Assessment process with a group of stakeholders to determine a future plan and possible re-location for the Still Creek building. – completed; relocated to new space in October 2021.

5&6. Diversity & Inclusion

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 2021 Accessibility & Diversity Plan - – actions modified or deferred due to the Pandemic are noted in the Plan.
- B.** BACI will implement the recommendations from the 2021 Outcomes Management report - actions will be reviewed by the Management Team and prioritized and updated in their bi-monthly reports.
- C.** BACI will implement recommendations from the 2021 Risk Management Report - – actions modified or deferred due to the Pandemic are noted in the Plan.
- D.** SOFF will grow and develop the impact of being “partners in BACI’s prosperity.” – see the SOFF SWOT analysis and meeting minutes.
- E. Advocacy** - We will hold ourselves and others in the community to account around inclusion and diversity. When we come up lacking we will put plans in place to improve. When others come up lacking we will help them to improve. When we and others come up shining we will celebrate! (*Accessibility & Diversity Plan Communication Plan, advocacy, community partnerships*) – actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.
- F. Service Delivery** - BACI’s services will continue to support the people we serve to be socially and economically included in their community through providing employment and community connection supports (*Social R&D Journey Map, stitch services initiative journey map, service evaluation framework, personal planning meetings, performance expectations, performance appraisals*) - actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.

- G. Community Development** - 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. (*Accessibility & Diversity Report, CRM, Financial Action Plan*). **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- H. Community Development** - BACI will seek out and celebrate bright spots of diversity and inclusion in our community (*Communication Plan*) - **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**

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.** BACI will implement the recommendations from the 2021 Outcomes management Report -**actions will be reviewed by the Management Team and prioritized and updated in their bi-monthly reports.**
- B.** BACI will implement recommendations from the 2021 Risk Management Plan - **actions modified or deferred due to the Pandemic are noted in the Plan.**
- C.** BACI will implement the actions and recommendations from the 2021 Accessibility & Diversity Plan – **actions modified or deferred due to the Pandemic are noted in the Plan.**
- I.** BACI will continue to partner with SOFF on resource development initiatives - **see the SOFF SWOT analysis and meeting minutes.**
- D. Advocacy** - Our advocacy partners will share our commitment to not only identify problems, but to always seek solutions (*Degrees of Changes, Degrees of Change Design*) - **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- E. Advocacy** - BACI will continue to look to families as our primary advocacy partners (*Family Support Action Plan*) - **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board; monthly Zoom meetings with families during the pandemic.**
- F. Service Delivery** - BACI's services will continue to support the people we serve to be socially and economically included in their community through developing and providing employment, volunteering, recreation, education and community connection supports (*BEST Action Plan, Service Evaluation, Gateway to Employment Program*) - **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**

- G. Service Delivery** – BACI will develop a legal entity with Degrees of Design Change to confirm the partnership and shared investment into Social R&D (*Degrees of Change, Social R&D initiatives*) – **completed October 2019.**
- H. Community Development** - 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 (*Community & Resource Development Plan, Community Inclusion Action Plan, Home & Community Support Action Plan, BEST Action Plan, BCC Evaluation & learnings, Children’s Services – UCC Prototype, Provincial Initiatives*) - **actions modified or deferred due to the Pandemic are noted in the bi-monthly reports submitted to the BACI Board.**
- I. Pandemic Plan** – BACI continues to work with all stakeholders – persons served, families, employees, other organizations, community groups, business, health, and government - to plan, access, and implement the necessary COVID-related actions, training, communication, resources, advocacy, and coordination.