


OSNS Strategic Plan

2024-2027



osns
Child & Youth Development Centre
**TOGETHER TOWARDS
TOMORROW**

ACKNOWLEDGEMENT

With humility, gratitude and respect, we acknowledge that we live, work and play on the traditional territory of the Okanagan Syilx People. We also acknowledge Metis and Inuit friends living in this beautiful valley. We seek to understand the diverse histories and cultures of the people on this land and pledge to provide a safe and welcoming place for all children and families through our work here



The OSNS respects the unique perspectives of all who we interact with and acknowledge each person's cultural context. As providers of care, we know that each of us needs to reflect on our own biases and consider how those biases may impact our delivery of support services.

To foster cultural humility and safety, our organization seeks to consistently strengthen our partnership with all Indigenous groups and communities who we interact with. We commit to building capacity to advance our knowledge and the appropriateness of our care to Indigenous children and families.

OUR COMMITMENT

Our OSNS team - staff and Board - are compelled to continually improve our services and relationship with the indigenous families and partners in our community.

- We seek to understand personal histories of the Indigenous families we talk to.
- We seek to be informed about how those histories shape daily experience.
- We seek to build trust and be humble about what we do not yet know.
- We are grateful to members of the Penticton Indian Band for their generosity in sharing stories and giving us guidance.

RECONCILIATION PLAN

As an organization dedicated to a future in which every young person gets the support they deserve. We aspire to show appreciation, respect, and concern for all peoples on this land, while recognizing the unique impacts of colonialism, systemic racism, and intergenerational trauma on the health of Indigenous children, youth and families.

We are committed to:

- Reconciliation
- Actively working towards acceptable care
- Partnering with Indigenous people and Indigenous organizations

Through ongoing efforts to engage and support Indigenous children, youth and families through culturally relevant programming, we endeavour to support the Truth and Reconciliation Commission's Calls to Action, such as actively reflecting on recognizing, respecting, and addressing the distinct differences in needs for Indigenous people when it comes to healthcare

siw̓k^w ḡiyátnx^w snəqsilx^w tm̓x^wúlaʔx^w tmix^w
water sun family land animals

A MESSAGE FROM OUR BOARD CHAIR AND OUR EXECUTIVE DIRECTOR

Board Chair and Executive Director - at a glance

As we move together towards tomorrow, we aim to provide efficient quality care and to advocate for resources to meet and compassionately respond to the vulnerabilities of our children and families.

We know that the experiences of children starting at birth affect lifelong outcomes. We increasingly understand the importance of social emotional learning and family support in the development architecture of the brain and the development of resiliency. We take our role seriously in the journey of each child that comes to us.

At the Okanagan Similkameen Neurological Society Child and Youth Development Centre we continue to develop and support the extended OSNS family; children, parents, caregivers, employees, board members, volunteers, community stakeholders and partners. OSNS reviews and updates goals to reflect best practices in child development, quality care and the changing needs of our communities. Our strategic plan guides OSNS in the review of 2020-2023 and supports the evolution and the momentum of going forward in 2024 - 2027.

Together Towards Tomorrow is the motto and is reflective of the OSNS Vision, Mission, and Values. We promise to be child and family centred in our practices which influence organizational culture.

2020 - 2023 OSNS strategic plan like many was interrupted by the global pandemic and created opportunity for innovation for connecting, staying connected, establishing relationships and service delivery adjustments. OSNS increased organizational resilience through this experience and opened up thinking regarding how services and supports can be delivered differently, providing options in a meaningful way.

As we acknowledge goals accomplished, goals in progress, and new initiatives, the OSNS extended family is excited about the 2024 -2027 updated Strategic Plan as we build a path to move Together Towards Tomorrow!

Stacey and Heather



Stacey Gagno
Board Chair



Heather Miller
Executive Director



THE BEST
WAY TO
predict
THE
future
IS TO
Create
IT



WHAT'S INSIDE

What We Do

Mission, Vision and Values

Fast Facts

Together Towards Tomorrow
Strategic Priorities

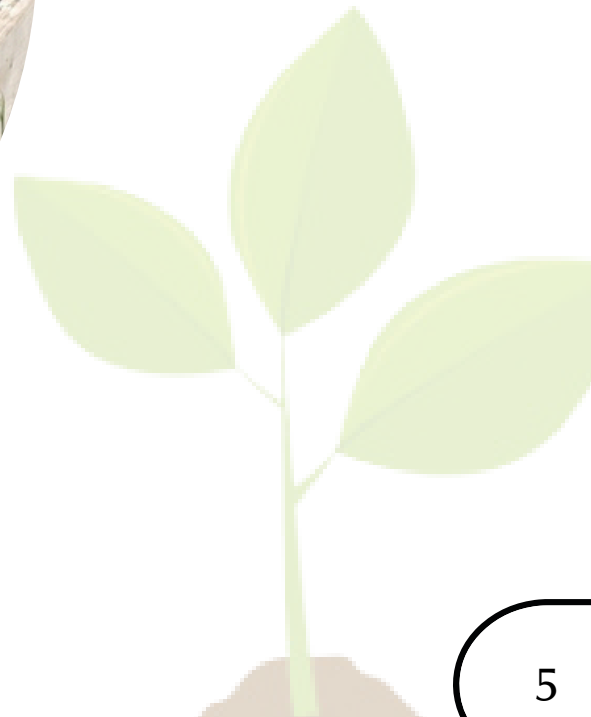
Together Towards Tomorrow
Strategic Enablers

Together Towards Tomorrow
Strategic Goals

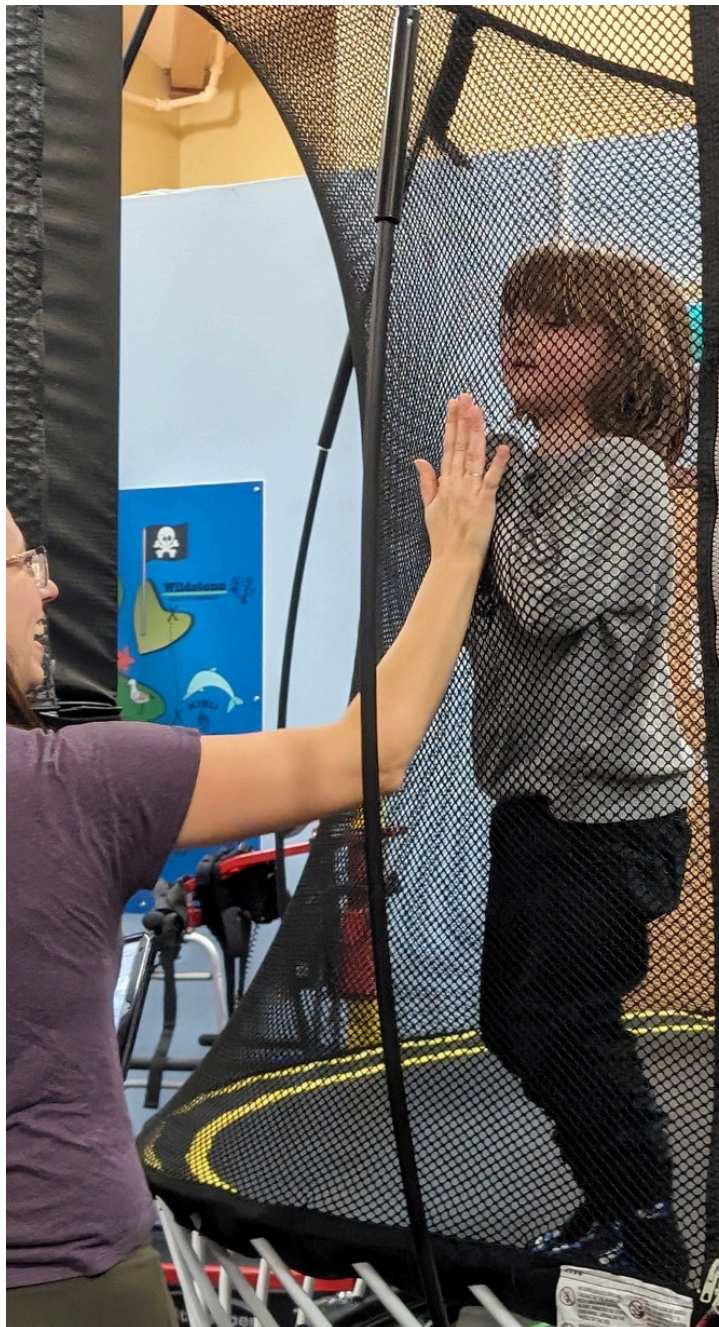
3 Years
The Big Picture



By providing early and effective treatment and support, OSNS Early Intervention programs can make a significant difference in a child's development, helping them grow and reach their full potential.



WHAT WE DO



START WITH SUPPORT

The OSNS Child & Youth Development Centre was established out of an understanding that children in need of support should have a local and welcoming space to “be”. That was over 45 years ago. The current facility of OSNS, built in 1996 for the children of the South Okanagan-Similkameen, has grown to become that welcoming space, providing treatment for children with development differences, their families and for innovative programming.

With thousands of program hours annually, the OSNS is recognized for our work in the field of pediatric health care, early-learning, autism/behaviour intervention and family support delivered with a social lens. Our staff and leadership are highly experienced in the field of child development with both governance and operational polices to guide our work.

OSNS is committed to quality improvement through accessibility, responsiveness and appropriateness of care. We believe in a best-practice, health-equity, a community-based service delivery model, continuously working toward building trusting connections, culturally safe, non-discriminatory, trauma informed services.

In collaboration with our families and community partners and in partnership with a variety of services, in addition to doctors, pediatricians and nursing staff, OSNS works to provide supportive comprehensive integrated clinical care

CREATING A SHARED FOUNDATION: MISSION, VISION AND GUIDING VALUES

TOGETHER TOWARDS TOMORROW

OUR VALUES

MISSION

To optimize the health and wellbeing of every child, youth and family we serve.

VISION

Compassionate communities where every child and youth gets what they need to thrive.

EXCELLENCE IN QUALITY CARE

Treating the developmental needs of children is an enormous responsibility. We will pay attention to research and be innovative in our approach - moving beyond the way it is, towards the way it can be.

INTEGRITY

Integrity is knowing and doing what is right. We will work every day with transparency, humility and organizational courage - holding ourselves accountable.

DIVERSITY

Every perspective strengthens us. We will stand against discrimination of any kind. We will embrace curiosity and be champions of change.

OPTIMISM

There is potential in every child, every youth and every parent. Our approach is positive and strength based. We will dream boldly in partnership with families.

RELATIONSHIPS

Trust is built through clear, compassionate and brave communications. We will listen to understand. We will do what matters.

KINDNESS

Children represent the future of humanity. Our team will model, teach, celebrate and advocate for kindness at every opportunity.

OUR COMMITMENT

To live by our values



Together Towards Tomorrow

STRATEGIC PRIORITIES

2023 - 2027

Build Capacity

Ensure Quality Excellence

Empower Children and Families



FAST FACTS

At OSNS, we will continually improve and work together toward better outcomes for children.

Supporting responsive relationships with children.

Strengthening core developmental life skills.

Reducing sources of stress in the lives of children and families.



55
team employees



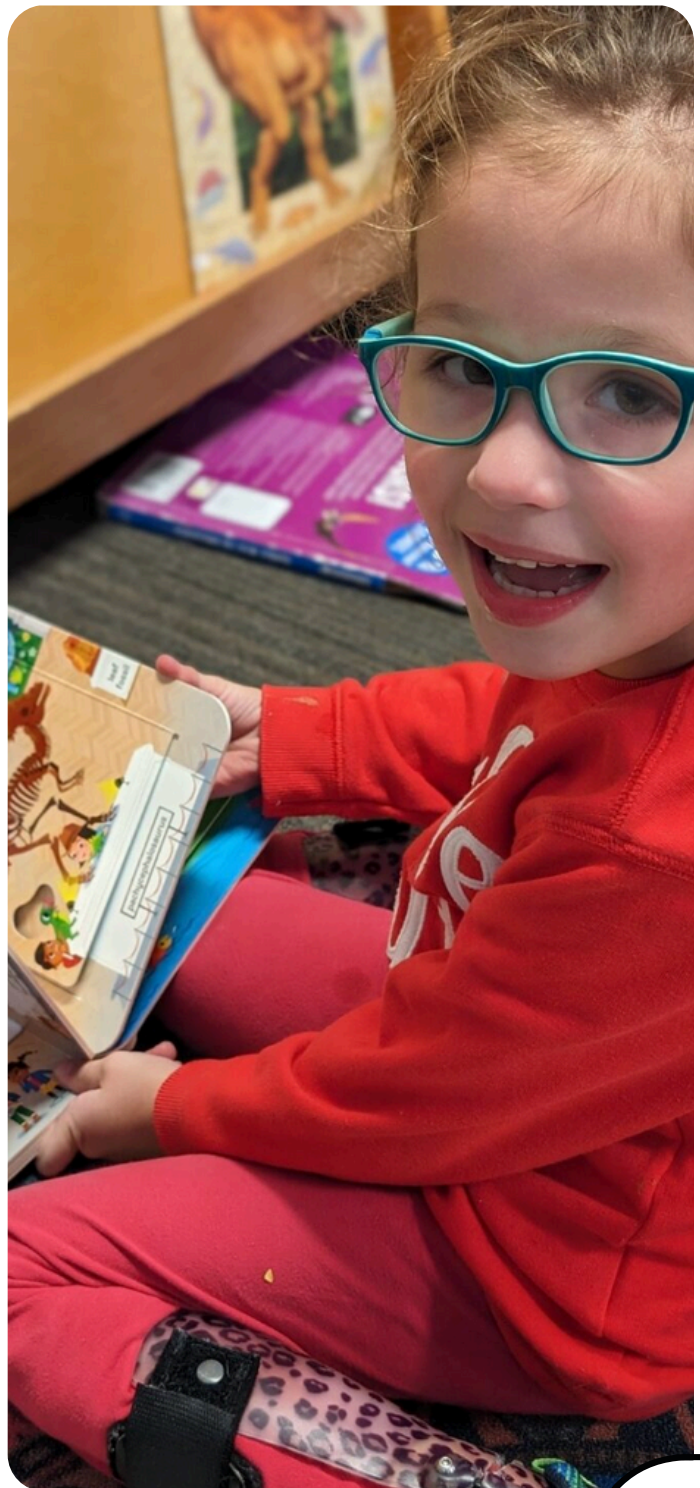
15,907
square footage
of space



100,000
program hours



4 million
dollar budget



TOOLS FOR SUCCESS

STRATEGIC ENABLERS



Improvement and Innovation

We will create a strong foundation of continuous improvement and deepen our culture of trust, transparency and innovation in family centred, child focused care

Strong Team

We will recruit, train and retain a collaborative team of clinicians, early childhood educators, administrative support specialists and frontline treatment individuals. Our investments in our human resources and organizational energy will keep us at the forefront of innovative care

Information and Data

We will improve our technology, infrastructure, ensure data efficiency and improve accessibility to information for parents, health partners, internal team and referral sources

Maximal Use of our Facility

Improvement, growth and innovation demand that we use our indoor and outdoor space to maximize excellence in care. Careful purpose built spaces will ensure the success of our mission and propel us towards increasingly proactive programming to meet the needs of children and families

BUILD CAPACITY

GOALS

People

- Recruit and retain a highly skilled team engaged in the mission and vision of OSNS
- Foster mentorship practices to continually grow skills and expertise
- Establish internal leadership capacity and ensure succession planning
- Increase efficiencies by having all team members work to the maximum of their licensure
- Grow community involvement

Sustainability

- Secure use of space
- Grow awareness and philanthropy
- Strengthen donor engagement
- Strengthen Board structures and policies

Infrastructure

- Optimize the use of indoor and outdoor spaces
- Leverage technology to improve efficiencies
- Ensure adequate support component in administrative structure
- Annualized plan for replacement and upgrade of technology and materials

Collaborations

- Champion a connected system
- Support cross disciplinary teams
- Advance current and future partnerships
- Build research collaborations
- Team collaboration for individual care and service plans
- Create role descriptions that focus on collaborative responsibilities

When we are successful in our commitment to BUILD CAPACITY, by 2027, OSNS will look different in the following ways:

- Renovation of space to maximize treatment and support programming
- Improve accessibility and inclusion of outdoor learning and play spaces
- Programs that leverage all spaces year round
- Strong orientation and team support plan
- Up to date technology, data security and safety protocols
- Continued support of OSNS Foundation fundraising and endowment initiatives
- Increase capacity across the organization
- Increased corporate and community engagement
- Enhanced connections with community partner agencies
- Diversity, Equity, Inclusion and Wellness Committee - enhanced inclusion and wellness strategies in workplace culture
- Increase capacity across the organization including youth services and program development

BUILD CAPACITY

through continued engagement with our fundraising events

FLAGSHIP EVENTS

March Match Month

Wildstone's Colours 4 Kids Run

Area27 - Cars For A Cause

Tee It Up for OSNS Charity Golf Tournament

Share A Smile Fall Fundraiser Campaign and Showcase Event



ENSURE QUALITY EXCELLENCE

GOALS

Improvement

- Evaluate all programs and client experiences against dimensions of Quality: acceptability, appropriateness, accessibility, safety and effectiveness
- Review Vision, Mission and Value statements
- Actively identify barriers to Quality Care
- Leverage strengths to drive organizational efficiencies
- Foster a culture of meaningful review and response
- Focus resources to high impact opportunities that offer improved developmental outcomes leveraging limited funds

Integration

- Increase information sharing and stability of data systems
- Champion transdisciplinary practice and role release for children with complex needs
- Strengthen integration of F Words best practice into clinical treatment and ECE programs
- Implement internal mentoring systems

Measurement

- Define metrics and establish baselines for each program
- Establish a measurement dashboard of ongoing near term goals
- Establish measurable outcome goals for each Board subcommittee
- Increase the scope of Parent Voice Feedback
- Increase the scope of Team Feedback

Cultural Humility

- Strengthen connections with Indigenous partners
- Train and implement trauma informed practices
- Increase diversity amongst teams and leadership
- Infuse cultural humility into our core values

When we are successful in our commitment to Ensuring Excellence in Quality, by 2027, OSNS will look different in the following ways:

- Annual review of each program against the dimensions of Quality and established short term objectives
- Mission Vision and Value evident in daily practice
- Consistent review and follow up of Parent Voice Feedback
- All staff trained in fundamentals of Trauma Informed Practice and Cultural Humility
- F Word for child development profiles and family priority goal sheets - and when needed, team created individual care and service plans for all children with support needs
- Strong Board compliment and subcommittee structure
- Supervisors oversee integrated practice throughout the Centre
- Annual organization energy target met or exceeded

EMPOWER CHILDREN AND FAMILIES

GOALS

Advocacy

- Programming for all children attending the centre
- Programming for siblings of children with developmental challenges
- Strengthen parent involvement in all programs through expansion of guided observations and parent education
- Strengthen school transition services
- Strengthen youth programming clearly focused on core life skills and social relationship skills

Accessibility

- Standardize the language level of public information
- Increase web and social media access to information
- Introduce Teletreatment to outreach areas
- Strengthen quality of initial contacts
- Reduce wait times for treatment
- Establish consistent newsletters that matter to our families
- Improved accessibility for outdoor play and learning spaces - Access For Success project

Education

- Create a dedicated space for team and family education
- Implement a consistent schedule of parent and family training
- Increase team training in resiliency and social emotional wellbeing
- Implement a strong suite of internal learning opportunities

Connections

- Champion connections between partner agencies toward seamless care for families
- Implement intergenerational practice programming
- Implement programming that focuses on children having dependable relationships
- Increase team building activities focused on improvement
- Taking the time to know and hear the priorities for the families for their child

When we are successful in our commitment to Empower Children and Families, by 2027, OSNS will look different in the following ways:

- Participation in research on the development of social emotional skills
- Infusion of resiliency goals into all programming
- Regular YouthLink Programming
- Guided observations available in AIP, EI and Childcare programs
- Enhanced family support
- All families entering OSNS programming participate in relevant Parent Resource Room training
- Intergenerational programming
- Full use of Outcome Module + TNAC data available to families and medical partners
- Partnership with local high schools to educate students about developmental issues through facility tours and volunteer placements



3 YEAR STRATEGIC DEPARTMENT GOALS

Autism Intervention Program

Early Childhood Education

Early Intervention

Administration

Board of Directors

By 2027

The **AUTISM INTERVENTION PROGRAM** will **WORK TOGETHER** to achieve the following **GOALS:**

- New treatment space featuring central clinician hub surrounded by individual and group session rooms, and a parent consultation room
- No waiting list for services
- Parent coaching for at risk children
- Sleep and toileting consultation*
- Effective and sustainable youth program for children up to 16 years of age
- Efficient orientation and scheduling process
- Balanced budget
- Continued incorporation of F-Words foundations and Cultural Awareness and Sensitivity trainings

By 2027

The **EARLY CHILDHOOD EDUCATION PROGRAM** will **WORK TOGETHER** to achieve the following **GOALS:**

- Highly proficient Early Childhood Education team with expertise in developmental early learning framework best practice and trauma informed care
- Early Childhood Education practicum rotation site and mentoring role in partnership with Okanagan College, UBCO and other training programs
- Well functioning casual coverage list
- Reconfigured childcare rooms to maximize space / function
- Electronic dashboard system for attendance, developmental portfolios, parent connections, tracking progress towards goals
- Consistent mentoring rotation – Early Childhood Education to clinical early intervention disciplines
- Research Involvement in social / emotional development
- Continued incorporation of F-Words foundations and Cultural Awareness and Sensitivity trainings

By 2027

The **EARLY INTERVENTION PROGRAM** will **WORK TOGETHER** to achieve the following **GOALS:**

- Clinical consultation model of service delivery with a well trained group of treatment aides
- Waitlist for services reduced to no more than six months
- Seamless transition of facilitation strategies and collaborative planning throughout the centre across programs
- 75% direct service time
- Increase awareness about the importance of early intervention in pediatric physiotherapy
- Continued incorporation of F-Words foundations and Cultural Awareness and Sensitivity trainings and online resources

By 2027

The **ADMINISTRATION DEPARTMENT**

will **WORK TOGETHER** to achieve the following

GOALS:

- Increase capacity to meet community needs
- Implement annual chart of monthly actions and assignments
- Updated operational policies and procedures including health and safety protocols, automated scheduling and leave requests with regular audits and timely follow up
- Provide cross training in all areas of administration ensuring capacity, quality standard of knowledge and skills required for coverage
- Standardized and streamline HR best practices including recruitment, performance reviews, on-boarding and off-boarding procedures
- Leadership capacity plan
- Efficient donor management system
- Strong information technology plan
- Effective organizational energy plan

By 2027

The **BOARD OF DIRECTORS**

will **WORK TOGETHER** to achieve the following

GOALS:

- Clear and consistent orientation process for new Board members
- Fully functioning subcommittees with goals
- Review Mission, Vision, Value statements
- Well-defined process for strategic and generative discussion/planning
- Engagement with local and provincial leadership
- Annual plan for increased awareness through corporate and service club engagement
- Yearly review of operating and improvement targets



In Support of the OSNS Legacy Foundation

Sustainability:

- Support the OSNS Legacy Foundation as it pursues its mission of securing long-term financial stability for the OSNS Child & Youth Development Centre
- Foster enhanced opportunities for donor engagement and philanthropy

Collaboration:

- Build financial security in partnership with the OSNS Legacy Foundation

Build Capacity:

- Support the OSNS Legacy Foundation in the achievement of its mission



In This Place

we are real
 we make mistakes
 we say "I'm sorry"
 we give second chances
and then we give third chances
 we smile
 we give hugs
 we forgive
 we do loud
and we do really loud
 But we listen too
 we hope - relentlessly
 we walk with you towards your fears
and your joys
 we welcome you here

we are OSNS

