

Strategic Plan

2020 - 2023

STRIVE TOWARDS THE FUTURE



A message from our Board Chair and our Executive Director

At The Okanagan Similkameen Neurological Society Child and Youth Development Centre (OSNS) we are continually pushing ourselves to be better. Setting new goals to meet the science of child development, the dimensions of quality care and the changing needs of our region is a key part of our commitment. STRIVE, our strategic plan for 2023 defines our path and creates accountabilities to guide our progress.

This plan is built upon our Vision and Mission and also upon our values, culture and promise to do what matters for the children and families we serve.

OSNS is committed to a relentless spirit of inquiry and improvement. We strive to provide efficient quality care and to advocate for resources to meet and compassionately respond to the vulnerabilities of our children and families. With this plan, we pledge to be champions of collaboration within and beyond our organization.

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 of brain architecture and development of resiliency. And we take seriously our role in that journey for each child who comes to us.

Our operational imperatives: Our People, Our Communication, and Our Continuous Learning stand as the foundation of this plan. We approach the future with optimism and an innovative spirit. This is not solely the plan of a Board or a leadership group. This plan belongs to our whole team and to everyone who cares about OSNS and its programs for children and families. Join us with your interest and engagement. The need is great. The potential goodness of the work is incalculable. Together we will create a force to propel children – individually and collectively – towards a bright and fulfilling future.

Ryu + Manisha



Ryu Okayama
Board Chair



Manisha Willms
Executive Director



WHAT'S INSIDE

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Mission,
Vision
and
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Our Story

Child Development Centres – across the province of British Columbia - grew out of an understanding that children in need of support should have a local welcoming space to be. That was over 40 years ago. The current facility of OSNS, built in 1996 for the children of the South Okanagan, has grown to become a welcoming space for over 1600 children annually with treatment for children in need of help, their families and for innovative programming for children who are typically developing.

Broad scope – it's about being able to walk, talk, understand new concepts and learn to make friends. But on a day by day basis – it's about smaller victories. Being able to take a bite of something on their own, making a speech sound they couldn't make before or pointing at something like a plane in the sky – that gives joy. It's those little victories that build confidence. And it's confidence that helps you go to the first day of soccer or dance – or put up your hand in class. Or ask a friend to play. And it's those activities – those braveries – that in turn - little by little pave the way to happiness, a feeling of belonging – rippling out to our community.

When we think of OSNS as a business, the product – our product – is confidence.

Our official mission is to maximize the capacity of each child. But really – it's more than that. We want OSNS to be a place of goodness for all those who enter. We want involvement in our centre – for our team, our donors, our volunteers and most of all – our children and families – we want that involvement be part of becoming the highest and truest expression of who we are.

At the end of the day, quality of care – making sure that children and their families get what they need – is about love. And then it's about using that love to consistently stay curious and become better at what we do.



Territorial Acknowledgment

OSNS respects that the land on which we practice and connect with our families is the traditional unceded territory of the Syilx Okanagan People



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sn̓p̓int̓k̓t̓n
welcome

This land where we meet, learn and connect with each other has always been the land of the indigenous people of this region with their own vibrant culture and spirituality.

OSNS is grateful to be providing services on the traditional unceded territory of the Syilx Okanagan People.





Our Mission

Maximize the developmental growth, emotional health and creative capacity of children and youth in the South Okanagan / Similkameen through early intervention and family centered care.

Our Vision

A community in which all children and youth reach their full potential

Our Key Stakeholders

- Children and Families of the South Okanagan / Similkameen
- Our Team
- Health and Community Agency Partners
- Government
- Business Community / Donors

Our Values

Excellence

We believe that excellence is achieved by evidence driven decision-making and a passionate pursuit to understand the overall needs of our families

Respect

We understand that we achieve more when we value our differences and individual contributions. We will strive to develop trust and treat every person - small or grown with dignity

Collaboration

We will foster an environment that encourages and celebrates sharing ideas and integrated clinical practice - both internally and with our partners - towards reaching the full potential of service efficacy for our families

Integrity

We will represent the highest level of organizational integrity. We will honour our commitments, be truthful, make ethical choices, and have the courage to acknowledge and rectify our mistakes

Advocacy

We will try new ideas and we will learn from them. We will challenge traditional practices and push ourselves to embrace new approaches to achieve better incomes for our families.

Innovation

We will be thoughtful advocates of positive change. We will help parents to be strong supporters for their children. We will work to be the voice of children and families who need a voice.

Transparency

We will build a culture of openness and accountability at all levels

Fast Facts

At OSNS we will continually improve and work together to be a force toward better outcomes for children

- Supporting responsive relationships for children
- Strengthening core developmental life skills
- Reducing sources of stress in the lives of children and families

55
Team Members

15,907
Square
Footage of
Space

1600 Children
Supported
Annually

3.1 Million
Annual
Operating
Budget



Our
Foundations

=

Our
People

Our
Communication

Our
Continuous
Learning

STRIVE STRATEGIC PRIORITIES 2020 - 2023

1

BUILD CAPACITY

2

**ENSURE QUALITY
EXCELLENCE**

3

**EMPOWER CHILDREN
AND FAMILIES**



STRIVE

Strategic Enablers

These are the tools we will use to achieve our
3 Priorities



Improvement & 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



- Attract and support 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
- Support an OSNS Foundation and 6 month reserve
- 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
- Increase integrated care plans
- Create role descriptions that focus on collaborative responsibilities

When we are successful in our commitment to **BUILD CAPACITY**, by 2023 OSNS will look different in the following ways:






- Renovation of space to maximize treatment and support programming
- Programs that leverage all spaces year round
- Strong orientation and team support plan
- Up to date technology, data security and safety protocols
- Established Foundation / Endowment Fund
- 6 month reserve funding
- Manageable workloads/caseloads across the organization
- Increased corporate engagement
- Enhanced connections with community partner agencies



BUILD CAPACITY

through continued engagement with our fundraising events

FLAGSHIP EVENTS

-  EASTER FUN DAY
-  WILDSTONE COLORS 4 KIDS
-  HARLEY DAVIDSON
MOTORCYCLE RAFFLE
-  AREA27 CARS FOR A CAUSE
-  SHARE A SMILE TELETHON



ENSURE QUALITY EXCELLENCE

GOALS

Improvement



- Evaluate all programs and client experiences against dimensions of Quality: acceptability, appropriateness, accessibility, safety and effectiveness
- Review and update 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 family systems practice into clinical treatment
- 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 **Ensure Quality Excellence**, by 2023 OSNS will look different in the following ways:

- Annual review of each program against the dimensions of Quality and established short term objectives
- Updated Mission Vision and Value statements
- Consistent review and follow up of Parent Voice Feedback
- All staff trained in fundamentals of Trauma Informed Practice and Cultural Humility
- Integrated, measurable plans for all children with support needs
- Strong Board compliment and subcommittee structure
- Quality lead role oversees integrated practice throughout the Centre
- Annual organization energy target met or exceeded



EMPOWER CHILDREN AND FAMILIES

GOALS

Advocacy



- Programming for typically developing children
- 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

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

When we are successful in our commitment to **Empower Children and Families**, by 2023 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 all programs
- Enhanced family support and family systems assessment and counselling
- 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



By Department

3 YEAR STRATEGIC GOALS

Each of our teams have created their own goals aligned with our Strategic Priorities



Autism
Intervention
Program

Early
Childhood
Education

Early
Intervention

Board of
Directors

Administration



By 2023

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

- New treatment space featuring central clinician hub surrounded by individual and group session rooms, and a parent consultation room
- Fully electronic data keeping system
- 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



By 2023

EARLY CHILDHOOD EDUCATION

will **STRIVE** to achieve the following
GOALS:

- Highly proficient Early Childhood Education team with expertise in developmental best practice and trauma informed care
- Early Childhood Education practicum rotation site and teaching role in partnership with Okanagan College
- 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 disciplines
- Research Involvement in social / emotional development



By 2023

EARLY INTERVENTION

will **STRIVE** to achieve the following
GOALS:

- Clinical consultation model of service delivery with a well trained group of treatment aides
- Fully electronic data keeping system for session data and goal setting
- Waitlist for services reduced to no more than six months
- Contract funded social worker
- Full complement of regularly running parent education sessions
- Seamless transition of facilitation strategies and collaborative planning throughout the centre across programs
- Fully developed early mental health programming
- Consistent mentoring rotation
- 75% direct service time



By 2023

THE BOARD OF DIRECTORS

will **STRIVE** to achieve the following
GOALS:

- Support the establishment of a Foundation / Legacy Organization
- Clear and consistent orientation process for new Board members
- Fully functioning subcommittees with goals
- Updated 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
- Diversify the Board by geographical representation

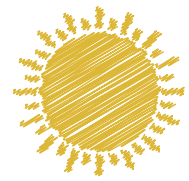


By 2023

ADMINISTRATION

will **STRIVE** to achieve the following
GOALS:

- Manageable workloads throughout the Centre*
- 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 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



In This Place

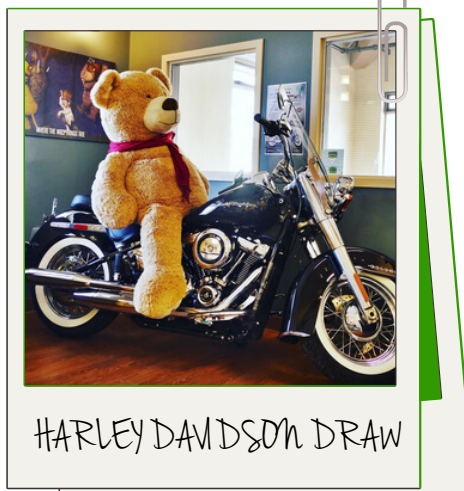
we are real
we make mistakes
we say "I'm sorry"
we give second chances
.....and then we give third chances
we smile
we give hugs
we forgive
we do loud
.....and we do really loud
But we listen too
we hope - relentlessly
we walk with you towards your fears
.....and your joys
we welcome you here

we are OSNS





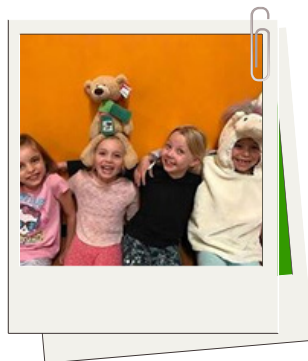
EASTER FUN DAY



HARLEY DAVIDSON DRAW



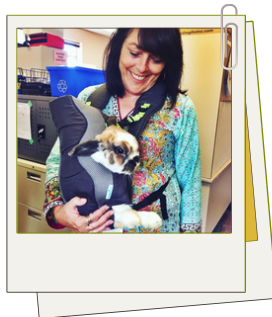
COLORS 4 KIDS RUN



OUR LOVELY BOARD OF DIRECTORS



SUMMER CAMP



KEITH RELIEF & OSNS

