
MAINSTREAM ASSOCIATION FOR PROACTIVE COMMUNITY LIVING

Strategic Planning Report

June 1, 2008

Prepared for:

MAPCL Board and Senior Management,
Team Leaders and Staff

Prepared by:

Bobbi S. Noble Consulting Inc.
967 Paconla Place, Brentwood Bay, BC V8M 1E1
Phone: (250) 652-6607 Fax: (250) 652-6697
Email: bsnoble@telus.net



Introduction

In December 2007, MAPCL Board and management identified the need and committed to the development of a three-year strategic plan. Over the next few months, the organization embarked on an extensive consultation process involving the Board, management, team leaders, staff, funders and family members. The consultation helped to identify the values and principles to guide the organization over the next three years, the vision for the future, clarity regarding the mission of the organization and the goals for the next three years.

The results of the consultation process and a review of demographic and utilization data were summarized in two background documents and made available to all participants in the strategic planning workshop:

- MAPCL Strategic Planning Background Report, March 31, 2008
- MAPCL Strategic Planning Background Report Companion Document, March 31, 2008.

Senior management, Board representatives, team leaders and staff representatives met in April 2008 and participated in a two-day planning workshop. The result of the process is an ambitious strategic plan that positions the organization to increase the excellence of service to individuals, families and communities and to take a leadership role in the advancement of community living.

The development of the three-year strategic plan was followed by the development of year-one operational plans at the senior management team and team leader levels. Operational planning will continue in subsequent years, keeping the organization on track to meet its three-year agenda.

The MAPCL strategic plan is described below. While the words on paper describe the plan, it is the commitment, energy and passion of the Board, senior management and staff team that will bring the plan alive and ensure its success.



MAPCL Values Statements

MAPCL has developed values statements to guide their work over the next three years. These values embrace traditional community living values and set the stage for the organization to actualize their new vision and achieve their goals.

MAPCL has identified five values clusters: person-centred, inclusion, diversity, learning, and excellence and innovation. These values describe how MAPCL will work with persons-served, the families who support them, community partners and each other as staff members.

These values will be taught to all new staff in the orientation program and integrated in all aspects of the organization's work. These values will guide new program and service development, ensuring the organization continues to evolve practice with changing needs of persons-served.

Finally, these values serve as a reminder of the heart involved in the work.

Person-Centred

1. We are person-centred in our thinking and our actions.
2. We are teachers and coaches, fostering learning, growth, independence.

Inclusion

1. We believe communities are richer when everyone is included and given a chance to make a contribution.
2. We believe a full life includes exercising rights, fulfilling responsibilities, making choices and experiencing mistakes and successes.

Diversity

1. We celebrate the diversity of people and cultures and encourage greater cultural connections.

Learning

1. We have the courage to question beliefs, to speak up, take risks and challenge the status quo.
2. We believe in continuous learning, sharing and collaboration.

Excellence and Innovation

1. We expect the best from ourselves and celebrate the best in others.
2. We act ethically and with integrity in all that we do.
3. We see possibilities, not limitations.



MAPCL Vision

Make no small plans.

They have no magic to stir humanity's blood and probably themselves will not be realized.

Make big plans:

Aim high in hope and work, remembering that a noble, logical plan, once recorded, will never die; long after we are gone, it will be a living thing, asserting itself with ever-growing insistency¹.

Visions are big, compelling and realistic descriptions of the future. Visions are challenging and motivating. MAPCL is committed to creating a world for persons-served that opens doors to possibilities beyond traditional thinking and limitations. Through this vision statement, MAPCL is challenging both itself and others to continuously ask the question: How can people be supported to have a more full, satisfying and meaningful quality of life and what can we do, as organizations, individuals and communities to open doors to make this happen?



MAPCL: Opening doors to a world of possibilities.

- *Believe*
- *Empower*
- *Inspire*

MAPCL Mission

The mission statement for an organization describes the business the organization is in. The use of the term 'disabilities' in the mission statement is deliberate. MAPCL is proud to work with people with disabilities and the families who care for them and believe this should be clearly stated in the mission. The organization is dedicated to providing a comprehensive range of person-centred services according to their values and inspired by their vision.

MAPCL: We assist persons (with disabilities) to lead meaningful and healthy lives by partnering with the community to provide a comprehensive range of person-centred services for individuals and the families who care for them.

¹ Daniel Burnham

MAPCL Key Directions and Goals

“Values set the stage for action. Goals release the energy.”²

Key Directions are short statements that describe the broad strategic direction the organization intends to pursue to achieve its vision and its mission. Under each key direction are the goals to be achieved over the next three years. The specifics of how the organization will achieve each of these goals is described in the senior team and team leader annual operational plans.

MAPCL will endeavour over the next three years to improve its ‘fiscal fitness’ as a platform for achieving the other goals, especially the service delivery goals. While government is expected to continue to fund core services, financial health of the organization will allow it to pursue other projects that fall within the organization’s vision and goals.

The development of this strategic plan signals a new era for MAPCL. The organization believes by increasing the *profile of their work and the agency* that they can promote positive social change and further community inclusion and full citizenship for people with disabilities. In addition, the organization believes increasing awareness through outreach to cultural groups is a critical aspect of their work in connecting more people to supports and services.



A *vibrant and health workforce* is required if the organization is to achieve its vision and goals. The organization will continue to make an investment in their staff and is committed to making MAPCL a workplace of which to be proud.

MAPCL recognizes the changes in the community living sector and has developed service delivery goals to support the sector and persons-served. These goals represent the service delivery priorities as identified through the consultation process. MAPCL has long been known as a flexible, person-centred organization and these goals signal the commitment of the organization to continue to provide a broad range of services to meet needs and support persons-served to reach their personal goals.

MAPCL has made *engaging families* a priority for the next three years. These goals recognize the role and the dedication of family members in the care and support of children, youth, adults and seniors and demonstrates commitment of the part of the organization to strengthen its relationships with families and to strengthen the supports provided to them.

² *Encouraging the Heart: A Leader's Guide to Rewarding and Recognizing Others.* Kouzes and Posner. 1999

Key Directions

1. Increasing fiscal fitness

- 1.1. Diversify funding base.
- 1.2. Maintain or increase levels of funding for core services through increased collaboration with funders.
- 1.3. Initiate fundraising to augment services.
- 1.4. Reduce staff turnover.

2. Profiling our work and our agency

- 2.1. Change the name, re-brand and update agency information to reflect the direction of the organization.
- 2.2. Increase organization profile through media exposure and participation in community events.
- 2.3. Increase relationship building activities with cultural groups representative of the lower mainland.
- 2.4. Increase our community, professional and educational affiliations, locally and globally.
- 2.5. Take leadership to influence social policy.

3. Developing a vibrant workforce

- 3.1. Increase staff morale and retention through training, professional development and workplace initiatives that promote well-being.
- 3.2. Improve communication at all levels of the organization.
- 3.3. Increase staff initiative in problem solving and decision making.
- 3.4. Celebrate successes.

4. Delivering a dynamic service

- 4.1. Expand and enhance host family and respite services.
- 4.2. Expand and enhance supported living and life skills programs.
- 4.3. Increase and enhance quality of early intervention services for children.
- 4.4. Build capacity and expertise of the behavioural supports program to serve other populations.
- 4.5. Develop and implement an employment program based on best practices.
- 4.6. Develop specialized programs for aging populations.
- 4.7. Implement and evaluate pilot project to un-bundle funds.
- 4.8. Formalize and make transparent the process for transitioning in and out of services based on needs and goals.
- 4.9. Increase capacity of the organization to support people with a dual diagnosis (developmental disability/mental illness/addictions).
- 4.10. Review and revitalize day programs to increase efficiency and effectiveness of the service.

5. Engaging families

- 5.1. Create self-support networks for families.
- 5.2. Provide increased information and education to facilitate life planning for the family unit.
- 5.3. Develop a parent advisory group.
- 5.4. Mobilize families as a resource to improve services and the overall serving system.
- 5.5. Assess and implement improved respite services for families.

