



Breton
Ability
Centre

**STRATEGIC PLAN
2020-2023**

Inclusion, independence, support
and acceptance of all persons with
varying abilities



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Message from the Board Chair and CEO

Inclusion.

One word has so much power. This year, in particular, a global spotlight has been shone on the need for inclusion, for equality, and for not just the acceptance, but the celebration of diversity - whether in relation to race, gender, and in our case, intellectual abilities. This movement towards building inclusive communities is something we, at Breton Ability Centre, have been striving for over recent years. And it's our guiding light as we move forward with this new strategic plan.

At Breton Ability Centre, our residents come from a mix of cultural and ethnic backgrounds, and they also live with unique and, often complex, intellectual disabilities. Sadly, throughout their lives, many of our residents have faced stigmatization. We need to advocate and build acceptance because, evidence shows, that community involvement and, ultimately, inclusion, is one of the greatest and most effective ways for our residents to reach their maximum potential.

In the following pages of this plan, you'll see our commitment to a continuous shift in the way we lead our programs and support our residents. We promise to celebrate their diversities and create custom plans to help them thrive, gain independence and develop meaningful connections within our greater community.

Thank you for following our journey.

Sincerely,

Harman Singh
Chief Executive Officer

Norman Connors
Board Chair



Our Approach

Building on the many achievements over the past five years, our Senior Team has engaged with the Department of Community Services, the Board of Directors, our residents and their families, our employees, and our partners to assess what went well over the past five years, what has changed in our environment during that time, and what would best serve our primary stakeholders for the next three years!

In all cases, the focus remains on serving the needs of our residents as we meet our strategic goals.

We strive to support and provide services to individuals with varying abilities to help them achieve a life that is meaningful to them.



Plan Summary

Over the next three years, we will focus on four key improvement areas, achieving better outcomes, for the people we support. These strategic directions are: Community Inclusion; People Development; Social Enterprise and Funding Development; and Finance and Operations. We will create more opportunities for community inclusion, including providing housing support, and expansion of our Social Enterprises. We will continue to invest in our people and improve our procedures to reflect best practices.

In keeping with our strategic plan (2020–2023), this plan outlines our Goals by Direction. SMART (Specific, Measurable, Attainable, Relevant and Time-bound) objectives to achieve our Directions and related Goals will be included in our implementation plan.

COMMUNITY INCLUSION

- Provide living, learning and development opportunities for all residents to prepare them for inclusive community living
- Advocate for and support the day to day living needs of our residents
- Develop opportunities for community inclusion and sense of belonging
- Generate solutions with DCS and others for increased access to the community
- Provide outreach and education to the community

PEOPLE DEVELOPMENT

- Provide educational opportunities to develop the skills to more fully promote and support independence and engagement
- Ensure we have the right people to deliver the right services at the right time
- Support a culture of wellness and safety
- Build effective relations with unions

SOCIAL ENTERPRISE AND FUNDING DEVELOPMENT

- Grow our suite of Social Enterprises to offer more training and employment opportunities for people with disabilities
- Create awareness and education in the community
- Identify financial grant opportunities

FINANCE AND OPERATIONS

- Ensure financial sustainability of the organization
- Keep up with licensing standards
- Synchronize our processes with best practices

While the timeframe remains at 3 years the implementation plan will be weighted more heavily on year one and be subject to adjustment for years 2 and 3. The plan will be reviewed annually, with progress reported and adjustments made to ensure all goals are achieved by the end of the strategic planning cycle.

BAC: An Overview

BAC recognizes it is part of a greater social system weaving together services for people with disabilities, those with mental health challenges, aging persons in our long-term care system, children in crisis, adults in need of protection, along with families seeking respite services.

The following changes and opportunities have influenced our strategic direction for this Plan:

The UN Convention on the Rights of Persons with Disabilities To promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities and to promote respect for their inherent dignity.

Research on the benefits of community living and independence -

There is evidence that individuals moving from institutional to community settings consistently develop their daily living skills (adaptive behavior). Increasing independence and opportunities to independence leads to improved quality of life.

Changing needs of families and individuals with varying abilities -

We are seeing an increase in the number of individuals with multiple issues and complex needs, requiring flexible, client directed, multi-disciplinary support approaches, across multiple sectors (from Mental Health/Health, Justice, Education, to Breton Ability Centre). The related training for our employees also needs to shift to provide services that are relationship-based, and evidence-based while keeping everyone safe.

We will continue to work with the Department of Community Services to realize their vision for the Province of Nova Scotia.

Transformations of services for persons with Disabilities:

“The Department of Community Services is committed to a sustainable social service system that promotes the independence, self-reliance, and security of the people we serve. This will be achieved through excellence in service delivery, leadership and collaboration with our partners...”

(DCS website May 2020)



Our Culture Statement

We believe in creating an innovative environment which promotes teamwork, learning, wellness and safety as we enrich the lives of the people that we support.

Breton Ability Centre supports individuals of all ages and on the spectrum of developmental disabilities to live good, meaningful lives and enable their inclusion and contributions within their community.

Working in collaboration with our partners and stakeholders, Breton Ability Centre follows a model that creates a customized plan for each resident based on their needs and their abilities, whether that is person centered or person directed.

We offer a range of programs and training support options to the individuals we serve. The options include behaviour support, therapeutic recreation and leisure opportunities, and learning and skill development to assist our residents.

We offer customized training and education to other service providers to promote positive support planning, dignity, and respect for individuals with varying abilities.

OUR KEY STAKEHOLDERS ARE:

ELIGIBLE INDIVIDUALS	We provide planning, access and delivery of disability-related services and supports for eligible individuals. As well, we identify resources and opportunities available in the community.
FAMILIES	We collaborate with families so that they can continue to provide effective support to the individuals they care about.
COMMUNITIES	We support communities in their efforts to provide inclusive employment, housing, and services for eligible individuals.
SERVICE	We provide qualified people that deliver services to individuals and we monitor service quality.
NOVA SCOTIA GOVERNMENT	We collaborate with related government ministries, e.g. Department of Community Services, and agencies that provide services and supports.



Board Members



Norman Connors



Adrian White



Colleen Tobin



Jane Burke



Ron Williams



Gary Landry



Sharon Murchison



Heather Grant



Hilary Fitzgerald

Our Vision

Inclusion, independence, support and acceptance of all persons with varying abilities.

Inclusion applies to all parts of life and means that all people, regardless of their abilities, disabilities, or health care needs, have the right to:

- Be respected and appreciated as valuable members of their communities
- Participate in recreational activities in neighborhood settings
- Work at jobs in the community that pay a competitive wage and have careers that use their capacities to the fullest
- Attend general education classes with peers from preschool through college and continuing education

We strive to support and provide services to individuals with varying abilities to help them achieve a life that is meaningful to them.

We strive to create awareness in the community about inclusive living. An inclusive community is welcoming and enables participation of everyone without focusing on the disability, and it appreciates the uniqueness of all.

| Our Values

At Breton Ability Centre we hold certain values as basic to the way we interact with each other, with the people we serve and for all who seek our assistance. These values include:

Accountability: We are responsible for our actions and behaviours, our decisions, and related consequences. We are honest with each other, and trust that we will support each other and all those we serve. We treat each other and those we serve fairly and are genuine in our interactions with all.

Communication: We are responsible for effectively communicating with each other. We will communicate in a way that demonstrates respect and compassion for all residents, their families and each other. We recognize the good in all we interact with — our colleagues and those we serve. We are caring individuals who strive to understand others and treat them as we would want to be treated.

Inclusion: We value every resident, residents' family members, and each other. We ensure that everyone is included or represented when decisions are made that impact them, and that everyone is treated fairly. All have equal opportunity to participate in available programs based on their abilities and desire.

Innovation & Learning: We are committed to a culture of innovation through ongoing learning from formal education, personal experience, and/or learning from each other. We especially encourage learning for the benefit of those we serve.

Safety & Wellness: The safety and wellness (both physical and psychological) of residents and employees is highly valued. We ensure that residents and employees have access to resources and effective action should they feel unsafe at any time.

Teamwork: We are committed to working with others to achieve our goals. We value enabling others to reach their goals, work as part of a team, and to support each other.





Priorities

Continue to align with the Transformation Roadmap: We will prepare residents to transition to smaller, community-based options, and developing more opportunities for community access and inclusion. We will continue to generate solutions with the Department of Community Services to move the transformation vision forward.

Better serve individuals with multiple complex needs: We will expand our capacity to meet the needs of individuals facing multiple complex challenges. Our staff will be better equipped to provide the services and supports that enhance the life experiences and outcomes for individuals in this situation.

Strengthen Relationships: By defining what we do, why we do it, and how we do it, BAC will build strong relationships through open and meaningful communications, and we will strengthen the trust and confidence of our stakeholders. We will support a culture of safety and wellness in the workplace.

Streamline processes: We will improve efficiency, timeliness, and consistency of our internal processes used to create, deliver and measure our supports. We will rely on best practices to inform our process.

Increase strategic alignment and focus: We will channel our efforts towards the priorities described in this plan. We will ensure our pace for change is feasible and our workload manageable to ensure success.



Moving Forward

We are excited about the possibilities that are presented in this plan. It will be supported by a Strategic Implementation Plan that will define the projects and schedule to operationalize the plan. Both the Strategic Plan and the Strategic Implementation Plan will be refreshed on an annual basis to ensure we continue to stay relevant and focused on the changing needs of our stakeholders.



Children's Home Rendering



Appendix – Plan Details



STRATEGIC DIRECTION 1: COMMUNITY INCLUSION

Our priority is to focus on collaborating with and assisting the Department of Community Services to achieve the vision of transformation in the short and long-term.

GOALS AND OBJECTIVES:

<p>BAC will provide living, learning & development opportunities for all residents to prepare them for inclusive community living</p>	<ul style="list-style-type: none"> • Advocate for and support the day-to-day living needs of our residents • Improve life skills development programs that promote independence for everyone depending on their abilities (e.g. banking, hygiene, personal safety) • Enable and support person-directed planning for all eligible residents
<p>We will advocate and develop opportunities for community inclusion and increasing a sense of belonging</p>	<ul style="list-style-type: none"> • Improve access and participation in community recreational programs • Advocate for improved access to and utilization of generic community resources, programs and services (i.e., public transit) • Partner and collaborate with Diverse Abilities Nova Scotia to advocate for the improvement of the quality of life for persons with disabilities and promote community inclusion throughout the province of Nova Scotia
<p>We will work on solutions with our partners and communities including the Department of Community Services and Department of Health and Wellness to offer specialized services, and community living options, and to best inform support needs for individuals with Intellectual and Developmental disabilities</p>	<ul style="list-style-type: none"> • Share our knowledge and expertise with the broader sectors of Health and Community Services as well as the community • Identify housing options in order to support and accommodate individuals with varying abilities
<p>We will provide outreach and education opportunities to the broader community to further inclusion throughout our community and the province of Nova Scotia</p>	<ul style="list-style-type: none"> • Create awareness in the community using an updated webpage and regular social media posts • Build relationships in the community and across the sectors to promote and create opportunities for community inclusion, specifically: <ul style="list-style-type: none"> » Employers for supported employment opportunities » Dept. of Health & Wellness, Education, Labour and Advanced Education » Host community and education events to promote awareness



STRATEGIC DIRECTION 2: PEOPLE DEVELOPMENT

Our priority is to cultivate a work environment that supports our Vision, Mission and Culture Statement. We will invest in our staff to support a culture of wellness, life-long learning and best practices in service delivery.

GOALS AND OBJECTIVES:

<p>Staff will be provided the educational opportunities to develop the skills required to fully support the independence and abilities of people with varying abilities, to help our residents engage in our communities</p>	<ul style="list-style-type: none"> • Develop a plan that identifies required needs and establishes a schedule to meet them • Report on progress quarterly to ensure all identified training is delivered on time • Continually promote evidence-based best practices to support persons with varying abilities through educational opportunities for our employees
<p>We will develop and implement a comprehensive Human Resources Plan to ensure we have the right people to deliver the right services at the right time</p>	<ul style="list-style-type: none"> • Provide a focus on workforce planning in keeping with the changing models of support and the demographic shifts of our workforce • Build a leadership succession plan
<p>We will develop and implement a wellness strategy to support wellness, physical, and psychological safety of employees</p>	<ul style="list-style-type: none"> • We will lead initiatives to support a culture of wellness of our employees • Develop and fully implement a wellness strategy
<p>We will continue to build effective relationships with our key stakeholders, including our unions, government agencies, and schools</p>	<ul style="list-style-type: none"> • Identify all key stakeholders, both internal and external to BAC, and build improved relationships as measured by stakeholder feedback from each stakeholder • We will work with sector partners to address concerns around recruitment and retention of employees



STRATEGIC DIRECTION 3: SOCIAL ENTERPRISE AND FUNDING DEVELOPMENT

Social Enterprise and Funding Development (SEFD) will focus on creating meaningful work opportunities for individual with varying abilities. There will be a focus on charitable fund-raising and other funding opportunities to support our work.

GOALS AND OBJECTIVES:

<p>BAC will continue to grow its suite of social enterprise businesses through the implementation of an effective social enterprise strategy</p>	<ul style="list-style-type: none"> • Expand and grow the Best of Cape Breton through its new location in Sydney River, its online store, and custom orders portfolio • Expand and grow The Print Shop to become the local printer of choice in Cape Breton • Partner and align with the Learning and Employment Centre (LEC) to actively promote and market the services and products offered through Abilitea’s Café and all other existing and new enterprises and programs at the LEC
<p>We will raise the public profile and awareness level of BAC’s Charitable Foundation within the organization, as well as the community to become known as a deserving charity of choice in Cape Breton</p>	<ul style="list-style-type: none"> • Collaborate with the BAC Connectors to plan and execute activities and events which lead to enriching the lives of all BAC residents • Strategically partner with entities such as the Cape Breton Regional Chamber of Commerce, Cape Breton Partnership, Cape Breton Social Enterprise Sector Team and the Social Enterprise Network of Nova Scotia in order to create opportunities for individuals supported by BAC
<p>We will identify financial grant opportunities through all levels of government, business and community foundations, and sources of pertinent funding to align with the mission and strategic directions of the organization</p>	<ul style="list-style-type: none"> • Work in partnership with members of the senior leadership and management team to assist in writing proposals in order to secure funding for the organization • Liaise with elected government officials at all levels of government



STRATEGIC DIRECTION 4: FINANCE AND OPERATIONS

Our priority is to provide appropriate housing support and sufficient resources for our residents and programs, through well-defined policies and procedures and prudent fiscal management.

GOALS AND OBJECTIVES:

<p>We will focus on ensuring the financial sustainability of the organization</p>	<ul style="list-style-type: none"> • Develop annual organizational budget for approval by the Board • Coordinate an external audit to ensure compliance with generally accepted accounting principles, and CRA and other regulatory guidelines • Provide regular financial reporting to the Board
<p>We will continually review and audit our operational policies and procedures ensuring that they are synchronized and in keeping with best practice and licensing requirements</p>	<ul style="list-style-type: none"> • Continue to review and update existing policies and procedures as well as other key documents, i.e. Electronic Medical Records, safe work practices • Establish an on-line master control set of documents • Ensure systematic cascade of information through to front line
<p>We will continually review and audit our physical infrastructure and related processes and procedures</p>	<ul style="list-style-type: none"> • Ensure compliance with all licensing and other regulatory requirements, e.g. Fire Marshall's office, as well as safety issues • Continue to implement the preventative maintenance program • Review the physical environment through regular audits and implement approved corrective actions to the extent possible.





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