

# AIMHI

## 2016 - 2019 Strategic Plan



*Give the world the  
Best you have, and  
It may never be enough;*

*Give the world the best  
You have anyway.*

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# Introduction

A Strategic Plan provides the high-level direction needed by an organization to successfully pursue its Vision and Mission. This Strategic Plan is the primary expression of the direction that AiMHi - Prince George Association of Community Living intends to establish, and provides guidance for employees in their day-to-day endeavours.

Building on our successes over the past 59 years, this Strategic Plan stands above and guides AiMHi's day-to-day management for the next three years. Things will change over this time frame and the plan will be reviewed and revised as necessary.

To be effective, a Strategic Plan needs to be reflected in an organization's other planning and monitoring documents including Operational Plans, Budgets, Risk Management Plans and Individual Performance Plans. AiMHi is committed to doing this.

Our Strategic Plan is divided into the following six sections:

## 1. AiMHi Summary

This section presents an overview of AiMHi including how and where it operates and who it serves.

## 2. The Planning Context

This section sets out a number of different factors that will affect AiMHi during this next three-year period. These include:

- ◆ The changing nature of the community living sector and government public policy.
- ◆ Population, economic, social and technological trends that were identified in the environmental scan undertaken as part of this planning process.

## 3. Vision, Mission, and Values Statements

AiMHi has a rich tradition of serving the Prince George community, and more recently the Mackenzie community, with innovative and responsive services that reflect our Vision, Mission and Values statements. These statements answer the following questions:

<b>VISION</b> - What do we intend to achieve?	<b>MISSION</b> - How will we achieve our vision?	<b>VALUES</b> - What will guide our actions?
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## 4. Framework For Our Strategic Direction

This section provides a short description and graphic illustration of the relationship between the primary components of our Strategic Plan:

- ◆ The key strategic directions identified for the next three-year planning cycle.
- ◆ The foundation of the plan which is made up of four elements: government direction, principles of good governance, partnerships and organizational capacity.

## **5. Key Strategic Directions for the Current Planning Cycle**

To ensure we focus our energy and resources on the most important issues, several key directions have been identified. An overview, and a number of specific goals and high-level actions, are provided for each direction.

## **6. Next Steps – Implementing the Strategic Plan**

This section outlines the steps that AiMHi will take to achieve the goals and actions set out in this plan.

# **1. AiMHi**

## ***1.1 Organizational Overview***

AiMHi - Prince George Association for Community Living, was formed by a group of concerned parents in 1957 who envisioned "Community Living" for their children. This vision included; a desire to have their children taught within a public school system, a facility that provided respite services for their children, having their family members returned from institutions to neighbourhoods in their family's community, daytime activities for their adult children to ensure they were valued and contributing members of society and finally, services that provide safe and knowledgeable care.

Over the past several decades, AiMHi has aspired to meet these visions. We have grown and developed into what we are today. AiMHi is a non-profit organization funded primarily by Community Living BC (CLBC) and the Ministry for Children and Family Development (MCFD). In addition to this, AiMHi engages in various fundraising activities to provide enhanced support and services to the communities we operate within.

AiMHi has a twelve person volunteer Board of Directors which oversees the governance activities associated with our organization. We currently have 450+ employees, with a Management Team of approximately 35 people.

AiMHi's Main Office on Kerry Street is a busy place to be on any given day of the week. Whether you have business with AiMHi or you are with one of the many organizations who utilize our meeting rooms and gymnasium for a wide range of community events - we want each of you to feel welcome here. We are really fortunate to have this building that serves our needs as an organization so well. More importantly, we acknowledge the importance of our role in community to be a good neighbour - to assist others - to share our resources - and to work in partnership with our community.

The diversity of our community here in Prince George is a significant strength. A community that values each of our citizens as contributing and important members will always be a great place to live. We appreciate the support that we receive every day from the communities of Prince George and Mackenzie.

## ***1.2 Individuals Served by AiMHi***

Across the Prince George and surrounding area, together with Mackenzie, BC AiMHi supports approximately 1000 people (including infants, children, youth, adults, and seniors) and their families. Please refer to our most recent Performance Improvement Report for a breakdown of the people we serve here at AiMHi. Over the past decade we have witnessed the following changes in the individuals we support:

- People referred to AiMHi today often have very complex needs; health and support needs appear to be increasing.
- People are aging here at AiMHi, along with the population across Canada.

AiMHi provides a wide range of services to children, youth, adults, and families. These services include:

### **COMMUNITY OPTIONS**

The Community Options program teaches skill development through participation in community oriented activities. Integration is a major focus of the Community Options program. This program assists people to develop skills that will enhance their independence and participation in a variety of activities.

- **Community Involvement:** The employees work with people to assist them in actively participating in community services and opportunities.
- **Relationship Building:** Friendship is a valuable element of a full and satisfying lifestyle for everyone. The employees at Community Options will provide support and assist people to build relationships with others.
- **Skills Development:** Community Options employees will assist people to enhance their skills through a variety of community settings.

### **FAMILY SUPPORT**

The Family Support Program is a community and home based service in which the parents are the chief decision makers. A sample of the supports provided include, but are not limited to: enhancing communication skills; promoting healthy lifestyles; accessing community resources; developing support networks; maintaining and increasing parenting skills; facilitating transitions and establishing routines; and advocating for their families.

### **INFANT DEVELOPMENT PROGRAM**

The Prince George Infant Development Program (IDP) has been in operation since 1979. The Infant Development Program serves children from birth to three years of age who are at risk for, or who may have a delay in development. The Infant Development Program includes:

- Support to Parents in planning activities that encourage child development;

- Assessment to identify specific areas of developmental delay;
- Consultants are professionals with special training in early child development, assessment and activities;
- Funding is provided by the Ministry for Children and Family Development (MCFD) with local sponsorship by non-profit societies in a number of communities throughout BC;
- Offered to families at no cost.

## **INFINITE EMPLOYMENT SERVICES**

Infinite Employment Solutions (IES) formerly known as Work Options is a program that supports people to find meaningful employment within the Prince George and Mackenzie communities. IES matches job seeker's skills, abilities, and capabilities to the employment needs of local businesses. We support people to find work by using the Discovery Process, Person Centered Plans, Employment Plans, Informational Interviews, Resume and Cover Letter development, and on-the job supports.

## **KITCHEN PROGRAM**

The Kitchen Program is specifically designed as a training program to teach people how to work in the food industry. This program gives firsthand experience learning the skills needed for a food service career. There is a series of training modules that people will work on weekly in a group setting. While in training, many people perform catering tasks within our building on Kerry Street.

## **LIFE SKILLS FOR CHILDREN AND ADULTS**

The Life Skills program offers training and support to children who have special needs, and adults who have a developmental disability. The program is focused on teaching people independence in daily living.

We provide training in a variety of areas including: home management; money management; nutrition; social skills; transportation; personal care; accessing community resources (i.e. library, swimming pool, obtaining BCID, tenants' rights, 911); leisure and recreational skills.

Adults are referred to AiMHi by CLBC, and children are referred to AiMHi by MCFD.

## **RESIDENTIAL SERVICES**

We believe that all people have the right to live, grow and find employment in their own community and we offer a variety of services to support people to find and live in homes consistent with their needs and desires.

*Semi-Independent Living* - many people can, and do live independently, with minimal support provided at various times through the week. The services provided are generally in areas of daily living skills, i.e.: cooking, budgeting, banking, shopping, etc. AiMHi also oversees a large number of Rent Subsidies through BC Housing that assists people in choosing safe and affordable housing in the neighbourhood of their choice.

*Supported Living* - for people who require modest to considerable support to live in the community who may elect to live alone, or with one or two other people in homes of their choice. Supported homes provide 24 hour support - 7 days each week. AiMHi owns most of these houses, which allows people to live in desirable homes and neighbourhoods within the limited Shelter Allowance funds they have available to them.

*Home Living Options* - group home accommodation for people who generally require considerable support to live in the community. Group homes are usually shared with three or four other people. Support is provided by staff 24 hours a day - 7 days each week.

*Cluster Housing Program* - a program developed to bridge the gap between supported living and life skills for up to six people living in their own apartments in close proximity to receive support from staff 12 - 16 hours each day.

*Home Sharing or Shared Living* - this service allows people who choose to live with a person / family to receive their support in the family's home environment. This service has gained popularity here in recent years here in Prince George.

## **SKILL BUILDING LIBRARY**

A community lending library of toys and other skill development resources for children of all ages is located at 950 Kerry Street. The Library is open to anyone who can use items from our collection. The collection includes items to help with specific skills; fine motor, social, discrimination, but mostly they are just fun to play with. Parenting resources are also available. The Library is fully funded through fundraising done by AiMHi; including Gaming Funds provided by the Provincial Government.

## **FAMILY ADVOCACY and FAMILY NETWORKING GROUP**

AiMHi coordinates information and networking opportunities for parents, guardians and caregivers. Presentations are organized approximately 2-3 times a year. These information sessions are advertised in the community and everyone is welcome to attend, whether you are receiving services from AiMHi or not.

## RESPITALITY PROGRAM

AiMHi’s “Respite Program” offers families / caregivers access to a *Free Overnight Stay* at one of our sponsoring Hotels to rejuvenate while their child accesses respite.

Our Respite Program would not be possible without the generous support of our sponsoring hotels.

- Coast Inn of the North
- Esther’s Inn
- Treasure Cove

## 2. PLANNING CONTEXT

This is the most recent Strategic Plan developed by AiMHi. It builds on our work and accomplishments to date. Since the development of our last Strategic Plan three years ago, some changes have occurred in the economic, social and governmental context in which AiMHi operates. These factors are reflected in this plan. The section below outlines the broad context in which the current Strategic Plan has been created.

### ***2.1 Changes in the Community Living Sector***

AiMHi was a major exponent of moving people with developmental disabilities out of institutions and into the community. We are proud of our contribution to the broad community living sector. However, supporting people to move from institutions was only a first step. Our Vision Statement underscores our commitment to there being only “One Community” and that the issue should not be a focus on promoting “inclusion” but rather a recognition that each community is comprised of many different and diverse citizens. Increasingly other parts of the community living sector, and in particular government agencies, are echoing this same commitment. Over the past decade, across the Province, adults with developmental disabilities are more commonly seen as valuable contributors to the well-being of our communities. The emphasis is shifting from simply providing programs and services to one of supporting people to build on their strengths and capacities within the fabric of the broader community.

AiMHi strongly supports these directions and believes that our focus needs to be on promoting communities that accept and more importantly - embrace, all of their citizens as integral members of each community.

Some of the more specific developments observed in the sector include:

- The primary funder, CLBC, continues to want a clear focus on employment and employment readiness;
- Growing focus on promoting a smooth transition from children focused to adult focused programs;
- Increasing multi-cultural dimension amongst the people supported;

- Increasing consolidation of agencies - smaller agencies are struggling to survive;
- Increasing number of families of children with special needs are requesting support/services;
- Increasing competition for available resources - within the sector and across sectors.

## ***2.2 Changes in Government Policy Perspective***

Since the creation of Community Living BC (CLBC) government policy and direction related to community living programs continues to evolve. At this point a number of directions appear evident:

- Government continues to promote “Home Sharing” to contain costs;
- Individualized funding continues to be promoted though there may be some question if this approach has the wide-spread support from families that some would argue exists;
- Government continues to demand greater accountability from CLBC and service delivery agencies;
- Budget projections highlight the money will continue to be tight;
- Growing desire to have people included in broader community services, not specialty services, i.e.: services specific to people who have a developmental disability;
- Increased focus on employment.

With a Provincial Election scheduled during Spring 2017 it is possible that there will be some changes in funding and policy following this next Election.

## ***2.3 Environmental Factors***

All Strategic Plans need to consider the world in which the organization operates. As part of building this plan we reviewed the current environment in a number of areas.

The factors listed below are seen as those that will most directly influence the direction that AiMHi takes:

### ***2.3.1 Demographic and Population Trends***

- ◆ The B.C. population as a whole is aging - stress on at-home caregivers is growing - people working in the Social Service sectors are also aging;
- ◆ Individuals with developmental disabilities now have greater life expectancy, but many also experience earlier onset of health issues than is the case of the general population;
- ◆ CLBC forecasts an annual growth rate of approximately 4-5% over the next three to five years in adults requesting support - this is consistent with forecasts from similar jurisdictions that range from 4-6%;
- ◆ Almost all youth with developmental disabilities who are eligible for CLBC funded services are requesting support as they become adults and waitlists continue to grow;

- ◆ Increased multicultural nature of the community is generating more situations where English is a second language for people supported, their families, and caregivers - this may also raise the need to review programs for cultural fit.

### ***2.3.2 Economic Trends***

- ◆ AiMHi is facing increased competition with other Employers for Employees; some Employees are working part-time with AiMHi in order to qualify for comprehensive benefits, yet hold second jobs that pay similar, or higher wages;
- ◆ There is increased competition for scarce economic resources; fewer discretionary dollars being chased by more agencies/sectors;
- ◆ Increasingly difficult for small agencies to find economies of scale; some small agencies may find themselves forced to close;
- ◆ World-wide there is an increased emphasis on demonstrating “value for money” in terms of cost and outcomes; government and communities expect a “return on investment”;
- ◆ No new major sources of public funding or increases in funding are anticipated at either the provincial or federal levels; the focus at the federal level is on creating economic stability and promoting economic independence through various savings incentives like the Registered Disability Savings Plan, and tax credits for individuals and families rather than funding direct services; the Province also has the BC Jobs Grant Program; this shift in focus may increase challenges to peoples access to existing programs and services.

### ***2.3.3 Societal and Technological Trends***

- ◆ Changes in technology may provide the opportunity to decrease costs in meeting certain assistive, mobility, safeguarding, and communication needs of individuals;
- ◆ The rapid expansion of social networking increases opportunities for collaboration and greater linkages in communities. For example, it is estimated that over 17 million Canadians use Facebook and visit YouTube every month. Over 3.5 million Canadians also regularly access Twitter accounts. These provide valuable tools in increasing community participation and involvement but also create potential risks in terms of privacy and appropriate use.

## 3. AiMHi Vision, Mission and Value Statements

### 3.1 Vision: What are we trying to achieve?

A Vision Statement creates a picture of the future the organization desires for itself and the people it serves - it is about hopes, dreams, and aspirations.

AiMHi's "Vision" is:

*"One Community - One Vision"*

### 3.2 Mission: How are we going to achieve our vision?

A Mission Statement guides an organization's actions, spells out its overall goal, provides direction, and focuses decision-making at all levels. It provides the context within which an organization's strategies are formulated.

AiMHi's Mission Statement is:

*"Strong communities recognize and celebrate the value of all citizens. AiMHi contributes to a strong community by providing advocacy, supports and services to people who have special needs and their families.*

*Our culture supports people to have good lives at work, at home and in the community."*

### 3.3 Values: What will guide our actions?

Values are the building blocks of human behaviour. They provide a focus for how we approach our work. They can inspire behaviour that creates a dynamic and performance oriented organization. We will strive to achieve the following in everything we do:

1. *At the heart of AiMHi is the fundamental belief that the organization's role is to help people achieve a good life.*
2. *The foundation of AiMHi is a culture of excellence, innovation and celebration.*
3. *The individual development of every person contributes to the success and future of AiMHi.*
4. *AiMHi supports people to feel confident, empowered and connected to others around them.*
5. *AiMHi builds community through the development of respectful, supportive relationships and partnerships.*
6. *AiMHi supports people to define opportunities, make choices and challenge limitations.*

*7. AiMHi believes that advocating for positive social change contributes to a stronger, healthier community for everyone.*

## 4. FRAMEWORK FOR OUR STRATEGIC DIRECTION

At the core of the strategic plan are several key strategic directions that have been chosen to best focus our energies over the next three years:

The graphic below illustrates how the various components of the Strategic Plan are linked.



### 4.1 Government Direction

Over the next three to five years we do not anticipate significant increases in funding from government but the focus on the accountability of spending public funds by service agencies will continue. We also anticipate that both CLBC and MCFD will continue to develop their own tracking and evaluation tools which may cause AiMHi to review its own business systems. In regard to programming we anticipate a continued focus, on the part of CLBC, MCFD, and government, on: the transition between child and youth programs to adult programs; the promotion of “home sharing” housing options over other forms of housing; and, employment opportunities for people we serve. MCFD has also promised new guidelines for residential care for children and the Health Authority is initiating a team-based primary care model. All of these directions may have significant effect on AiMHi programs and services and we will need to be responsive to these changes.

## **4.2 AiMHi Governance**

Governance refers broadly to the rules and processes which organizations are expected to follow in relations to the “big picture” in operating an organization like AiMHi to ensure our ongoing success. AiMHi is committed to a clear focus on all issues related to effective corporate governance and ensuring conformance with the governance principles and processes developed for the not-for-profit sector. Primary amongst these are accountability and fiscal responsibility.

AiMHi’s early adoption of the accreditation process is an example of our commitment to good governance. We are proud of our record of accreditation through CARF. This Strategic Plan is also part of our commitment to governance best practice. It establishes a clear and transparent Vision, Mission, and Values statement that shapes the work undertaken by AiMHi as well as setting a strategic direction.

For this planning cycle AiMHi does not anticipate any significant changes to its current governance processes but is committed to maintain the high standards already in place.

## **4.3 Partnerships**

AiMHi recognizes that our success is a result of strong partnerships and that these partnerships are based on trust. Partnerships allow for collaboration and the achievement of common goals and can help build greater capacity than one group acting alone. AiMHi works with many valued partners including:

- ◆ People and their families who sometimes need additional support to participate in community life;
- ◆ Local governments, businesses, and community organizations, including employers, clubs and recreational facilities that provide services which all citizens use;
- ◆ Other agencies across the Province that support people, advocacy organizations (i.e.: Inclusion BC), professional agencies that support the sector (i.e.: BC CEO Network, CSSEA, BC Housing) as well as research and academic organizations that generate knowledge and learning that the sector can use and benefit from;
- ◆ Government ministries and agencies, such as CLBC and the Ministries of Social Development and Children and Family Development.

AiMHi recognizes that it must maintain and strengthen our current partnerships with groups such as: School District 57; Good Food Boxes, St Vincent de Paul Society; and, the Sunny Day Daycare (as just some examples). We recognize that our Main Office building on Kerry Street is a significant asset for building and strengthening our partnerships with community.

AiMHi is committed to reaching out to social service agencies and businesses in communities surrounding Prince George to create new partnerships and relationships. We believe that by working together we may all benefit from economies of scale particularly associated with “back office” functions. We are also committed to exploring new and innovative ways of working with the Northern Health Authority to ensure the individuals we support have access to appropriate health care services.

## **4.4 Organizational Capacity**

AiMHi consistently sets ambitious goals ourselves and we are mindful of the potential increased demands on our employees and infrastructure that we need to address. We have identified a number of internal organizational, human resources, and management related issues that must be addressed over the next three years. By addressing these issues, we will demonstrate our commitment to AiMHi being a learning organization that identifies where it is, what it is missing, and how to close the gaps. The following are the most important organizational capacity issues that we will work to address over the next three years:

- ◆ Ensuring that the directions set out in the Strategic Plan are consistently reflected in all other planning documents used within AiMHi;
- ◆ Ensuring that our operational policy manuals are consistent, up-to-date and easily accessible;
- ◆ Aligning our recruitment and retention, employee development and training plans to ensure that we respond appropriately to the needs of our Succession Plan;
- ◆ Identifying strategies to ensure our salaries and working conditions remain competitive within the local labour market;
- ◆ Identifying and profiling the necessary skills required for our evolving programs and services;
- ◆ Ensuring that appropriate training strategies are incorporated in our operational plans;
- ◆ Continue defining and implementing fund raising and revenue development strategies that ensure our on-going financial viability, i.e.: review grants, sponsorships, social enterprise opportunities and planned giving tools that support analysis, decision making and accountability; and,
- ◆ Continue to streamline our operations and processes to gain ongoing efficiencies.

All of these will support our commitment to maintaining a culture of excellence.

## **STRATEGIC DIRECTIONS**

Successful development and implementation of this Strategic Plan requires the identification of specific goals and actions that can then be reflected in the Operational Plans of AiMHi; assessed over time, and modified as required. Below are the two key directions we have identified for this Strategic Plan. An overview is provided for each direction, along with the goals and actions that flow from each direction.

### **1. Key Direction #1 – Expanding and sharing our capacity for providing high-quality complex care services.**

AiMHi has a track record of providing innovative programs and services that are responsive to the changing nature and needs of the community. As the population of those we serve has

aged, AiMHi has deliberately developed a capacity to deliver high-quality complex care services.

These complex care services have been developed over time and are being expanded by a Registered Nurse (Director of Health Services) with extensive experience in this area who has been hired to guide this work. We have also retro-fitted some existing housing to better support individuals with complex physical care needs and we are planning to expand our stock of this type of housing.

With an aging population, increasingly people supported by AiMHi are less able to live independently and are seeking supported living accommodation.

We also recognize that the demand for housing and related services for people with complex physical care needs is growing in the broader population. This growing demand for complex care services, for people funded by CLBC and those not funded by CLBC, will challenge the community’s capacity to respond effectively.

To respond to this challenge AiMHi is committed to: 1) enhance and expand the services we provide to people wherever possible; and, 2) to work with other community agencies to share our collective expertise and develop effective methods of delivering required service across the broader community.

The table below sets out the key goals and actions for our first strategic direction.

**Key Direction #1 - Expanding and sharing our capacity for providing high-quality complex care services.**

Goal	Action
<p>Complete AiMHi’s long-term strategy for providing high-quality complex care services, including housing.</p>	<ul style="list-style-type: none"> <li>◆ Continue to develop better information on which to create strategies and measure success, including:                             <ul style="list-style-type: none"> <li>• Develop (and continually refine) methods to project demand for complex care and supported housing services;</li> <li>• Review existing stock of housing and develop strategies to continue the increase in accessible housing, including housing that will be suitable for complex physical care;</li> <li>• Establish guidelines for dementia friendly housing that can be used by AiMHi.</li> </ul> </li> </ul>
<p>Reinvigorate/refocus the cross-agency planning and coordination forum that ensures key partners are working in consort.</p>	<ul style="list-style-type: none"> <li>◆ Continue to maintain relationships with other agencies and to build partnerships around challenges and successes in supporting people as they age.</li> <li>◆ Seek out opportunities to share our capacity for high quality complex care services with other agencies, including the health authority, to identify potential areas where our services might fill a gap in services to the greater community.</li> </ul>

	<ul style="list-style-type: none"> <li>◆ Advocate for people who are in need of increased supports as they age to receive them.</li> <li>◆ Form a working group on reviewing the CARF Aging Standards and work toward meeting them.</li> </ul>
<p><b>Ensure that people have services and/or programs that respond to their needs as they age.</b></p>	<ul style="list-style-type: none"> <li>◆ Create guidelines to help staff assess/identify shifting needs of people as they age;</li> <li>◆ Review programs and services to identify potential gaps and ways to smooth transitions;</li> <li>◆ Create guidelines for developing individualized and person centered transition plans for those served by AiMHi.</li> </ul>

## **2. Key Direction #2 – Build on our success being recognized as a Preferred Employer.**

AiMHi’s success has been built on the quality and skill of our Employees. Maintaining and enhancing the quality of our Employees is central to our on-going success as is our ability to retain highly skilled and motivated Employees.

The changing mix of programs and expectations of the community we serve also places a premium on ensuring we maintain a highly motivated and skilled work force. We will have to purposefully build our capacity for Employee Development and Retention.

One area that continues to be challenging for AiMHi is the retention of Relief Employees. Too often these Relief Employees leave AiMHi in order to support themselves and their families because they are unable to generate the hours of employment they need.

At present, the turn over-rate amongst Relief Employees is about 85% while amongst Regular Employees it is 5-6%. This high level of turnover generates significant costs related to hiring, orientation, and training - not to mention the potential impact to AiMHi’s reputation as an Employer.

The table below sets out the key goals and actions for our second strategic direction.

<b><i>Key Direction #2 - Build on our success being recognized as a Preferred Employer.</i></b>	
<b>Goal</b>	<b>Action</b>
<p><b>Enhance our culture of inclusiveness and support.</b></p>	<ul style="list-style-type: none"> <li>◆ Conduct exit interviews to identify systemic problems or barriers to recruitment and retention of Relief Employees;</li> <li>◆ Identify strategies that encourage Relief Employees to feel part of the AiMHi community.</li> </ul>

<p><b>Creation of innovative scheduling and cross-training strategies that attracts and retains high quality Employees.</b></p>	<ul style="list-style-type: none"> <li>◆ Identify and address systemic barriers to scheduling that will enable Relief Employees to accumulate more hours of work;</li> <li>◆ Review induction and orientation process to enhance opportunities for Relief Employees to identify other programs in which they may want to work as opportunities arise;</li> <li>◆ Review and report training opportunities for Employees.</li> </ul>
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## 5. NEXT STEPS – IMPLEMENTING THE STRATEGIC PLAN

AiMHi is committed to the following steps to achieve the goals and actions contained in this plan.

We will:

1. Refresh our Strategic Plan annually to ensure its continued relevance and make any necessary changes.
2. Renew our Operational Plan, Budget, Risk Management Plans, and other planning documents annually to ensure they all reflect the two key directions set out in this Strategic Plan.
3. Undertake Performance Improvement Reviews annually.
4. Work with our partners to ensure this Strategic Plan is pursued in a meaningful and productive manner.
5. Communicate our Strategic Plan key directions widely, including issuing annual progress reports.