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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 63 years, this Strategic Plan stands above and guides AiMHi’s day-to-day management for the next five 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 five 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 in more recent years, 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 five-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 nine person volunteer Board of Directors which oversees the governance activities associated with our organization. We currently have 470+ employees, with a Management Team of approximately 40 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, AiMHi supports approximately 800 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; medical health, mental 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) 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 diverse abilities. 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 people living in their own apartments in close proximity to receive support from staff 16 hours each day.

*Home Sharing or Shared Living* - this service allows people who choose to live with a person / family (independent contractors) to receive their support in the family's home environment.

*Davie Street Housing* - in 2020, five stand-alone houses (2 bedroom homes with 1 bedroom attached and separate suites) were built on Davie Street to provide accessible housing for people who live on limited incomes, and/or seniors. These houses provide independent living for up to 15 people.

## **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 borrow 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.

**Special Note: Some of the services listed above are not currently available during the COVID-19 pandemic, i.e.: Skill Building Library, or the services may be offered with variations in how they are actually being delivered.**

## 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 served and employed;
- Increasing number of families of children with special needs are requesting support/services;
- Increasing competition for available resources - within the sector and across sectors.
- An aging population with varying needs;
- People accessing services have increasing complex needs, i.e.: Medical Health, Mental Health, Addictions, and issues with Criminal Justice.

## ***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 whether this approach has the wide-spread support from families that some would argue exists;
- Government continues to demand greater accountability from CLBC, MCFD 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 diverse abilities;
- Increased focus on employment, mental health and aging.

## ***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.
- ◆ The COVID-19 world-wide pandemic has had a profound impact across the world, and AiMHi is not immune to this impact.

### ***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 and employs - 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:

*"AiMHi provides opportunities and supports to people who have special needs and their families. Our culture empowers all people, both those we support and those we employ to live their best lives at work, at home and in the community. Strong communities recognize and celebrate the value of all citizens."*

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

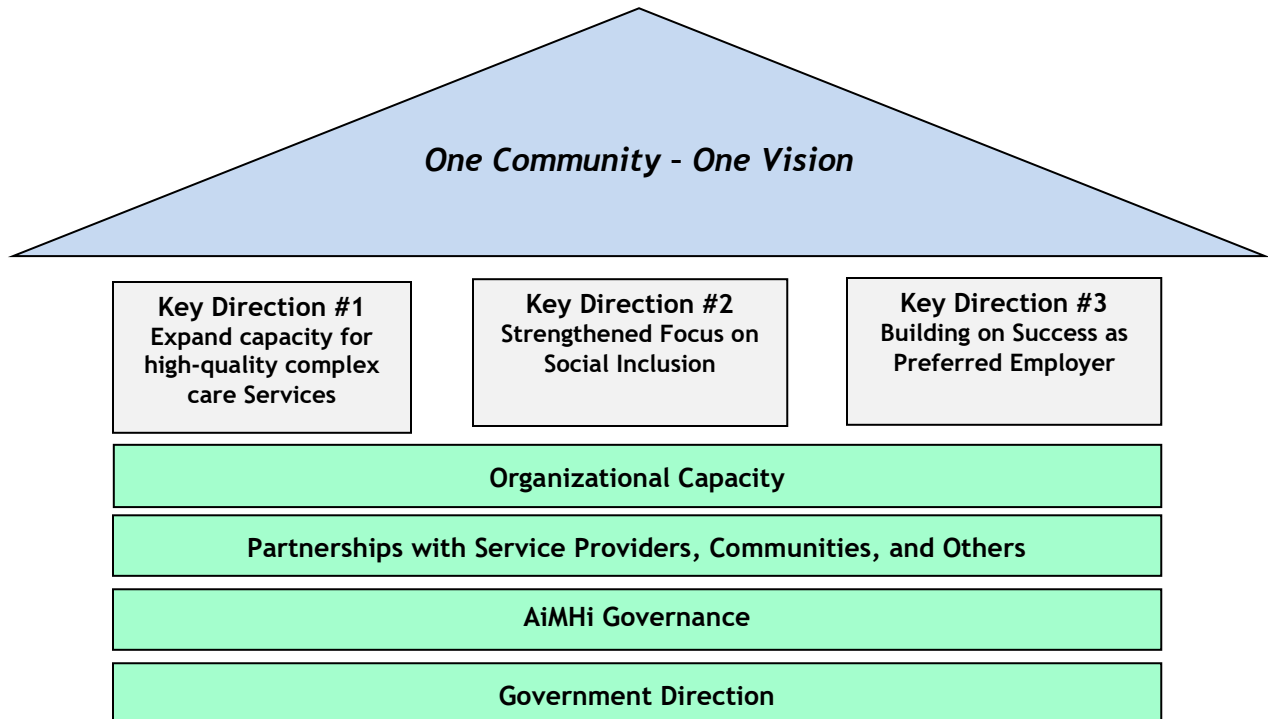
Values are the building blocks of human behaviour. They provide a focus for how we approach our work. They can inspire behaviour that creates a dynamic and performance oriented organization. We will strive to achieve the following in everything we do:

1. *At the heart of AiMHi is the fundamental belief that the organization's role is to help people achieve their best 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. The Health Authority has initiated 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 clear and transparent Vision, Mission, and Values statements that shape 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 various community groups. 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 for 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 five 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 five 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.

## 5. 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 three 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 need to continue to expand to address increasing needs in the areas of Medical Health, Mental Health, Addictions and issues with Criminal Justice. We have retro-fitted some existing housing to better support individuals with complex physical care needs and have built five stand-alone accessible homes.



With an aging population, increasingly people supported by AiMHi are finding it challenging 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>Expand AiMHi’s long-term strategy for providing high-quality complex care services, including housing, for people referred by CLBC.</p>	<ul style="list-style-type: none"> <li>◆ Continue to develop better information on which to create strategies and measure success.</li> <li>◆ Establish “in-house” capacity for responding to Mental Health and Addiction needs of the people supported including:                             <ul style="list-style-type: none"> <li>• Recruiting a mental health and addictions professional to work either full-time or part-time as appropriate;</li> <li>• Establish guidelines for mental health and addiction services that can be used across AiMHi’s programs and services;</li> <li>• Establish training programs/modules that support all AiMHi employees to respond to mental health and addiction issues.</li> </ul> </li> </ul>
<p>Maintain and develop housing stock and other facilities required for the future.</p>	<ul style="list-style-type: none"> <li>◆ Develop plan for routine review of all buildings to ensure regular updating and possible repurposing to address emerging needs/requirements;</li> <li>◆ Explore the need for transition housing for short-term accommodation across the programs offered by AiMHi and address as appropriate;</li> <li>◆ Explore opportunities of partnering with or supporting other community services/agencies to expand housing opportunities in the community.</li> <li>◆</li> </ul>
<p>Expand services and/or programs that respond to peoples’ needs as they age.</p>	<ul style="list-style-type: none"> <li>◆ Implement and regularly review guidelines that help employees assess/identify shifting needs of people as they age;</li> </ul>

- ◆ Review programs and services to identify potential gaps and ways to smooth transitions;
- ◆ Continue to review and implement the use of guidelines for developing individualized transition plans for those served by AiMHi.

## 2. Key Direction #2 – Strengthening our focus on social inclusion.

Social inclusion occurs most successfully through participation in community activities and events. Active involvement in our communities will assist people in developing skills that enhance their independence and participation by being actively engaged in community services, opportunities, and events. AiMHi employees will actively provide support and assist people to build relationships with others outside of the service sector.

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

<b>Key Direction #2 - Strengthening our focus on social inclusion</b>	
<b>Goal</b>	<b>Action</b>
Support and strengthen the interpersonal skills of the people we support.	◆ Continue to focus on modeling and teaching positive interpersonal and relationship skills to support people we serve to connect with others in a meaningful way.
Expand sports and recreation opportunities for the people we support.	◆ Support people to engage in already established sports and recreation opportunities which are hosted by the community, rather than hosted by AiMHi.
Expand social inclusion opportunities for the people we support across the community.	◆ Continue to focus on community inclusion services being offered in the community rather than within homes or within the Main Office where the opportunities to meet new people are limited.

## 3. Key Direction #3 – Continue building on our success of being recognized as a Preferred Employer.

AiMHi’s success has been built on the quality and skills 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 communities 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 third strategic direction.

**Key Direction #3 - Continue building on our success of being recognized as a Preferred Employer.**

Goal	Action
Celebrate the diversity of our workforce.	<ul style="list-style-type: none"> <li>◆ Develop a strategy that highlights and communicates the diversity of our employees;</li> <li>◆ Complete/update and implement our Cultural Diversity Plan;</li> <li>◆ Connect with other community agencies to explore ways we can both support and strengthen the diversity of our employee group.</li> </ul>
Expand and enhance employee engagement while reinforcing our reputation as a preferred employer.	<ul style="list-style-type: none"> <li>◆ Develop a strategy to regularly measure employee engagement and use the findings to enhance employee engagement as appropriate;</li> <li>◆ Review recruitment, induction/orientation process with a view to attracting/retaining employees - with a focus on attracting younger people;</li> <li>◆ Maintain regular virtual employee meetings to facilitate communication, sharing of information and opportunities for employee/manager interaction.</li> <li>◆ Identify strategies that encourage Relief Employees to feel part of the AiMHi community.</li> </ul>
Enhance and expand our training plan to ensure we continue to attract and develop employees.	<ul style="list-style-type: none"> <li>◆ Review existing training programs to ensure relevance and to expand opportunities for online delivery;</li> <li>◆ Create communication plan that regularly identifies training opportunities for employees;</li> <li>◆ Create lead-hand/mentorship opportunities that support knowledge transfer and employee development;</li> <li>◆ Create training programs to ensure employees have access to specialized training opportunities;</li> <li>◆ Review performance evaluation processes to include discussion of training opportunities.</li> </ul>

## **6. 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 three 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.