



BUSINESS PLAN 2016 - 2017

Year III of Strategic Plan
for the Period 2013 - 2018

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Spinal Cord Injury Alberta Business Plan 2016-2017

Approved by the SCI Alberta Board of Directors
June 11, 2016



Background

The SCI Alberta annual business plan articulates the impact (organizational goals) we strive to achieve related to our programs and services. It is the link between the current Five Year Strategic Plan and the individual performance objectives of staff who work in our client services, community development, community access coordination (CAPCC), peer, and active living program areas. *Note that work has commenced on the next strategic plan. It details the specific outcomes (objectives), outputs (services), activities (staff actions), inputs (resources required to conduct our work), and suggested indicators for which we can report against. The development of the annual business plan is the primary responsibility of the Chief Executive Officer with input from the leadership team. This year it was also informed by the exercises conducted at the Staff Retreat held in April. The 2016-2017 business plan is presented in chart form as in the past three years, following a basic linear logic model. It is complimented by the detailed budget which was approved at the June 11, 2016 Board Meeting. More detailed program specific models have been developed for client services and peer program and the models expand on the detail of activity focus for staff. They break outcomes into short, medium and long term and include an evaluation framework.

The business plan serves two key communication functions:

- 1) To provide a succinct summary of the business conducted by the organization for the approval of the Board of Directors; and
- 2) To guide the work of staff members and volunteers who support our efforts

Program Name:
**Rehabilitation Support and
 Service Coordination**

Situation Assessment:

Persons with spinal cord injury (SCI) and other physical disabilities are at high risk of becoming socially isolated, inactive, depressed and overly reliant on the medical system for illness response. They find the system of government supports ever changing and difficult to navigate. They are often unsure and/or unaware of their capacity to pursue full economic and social participation in the community.

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Clients have the support and information they need after injury or re-hospitalization to transition effectively from hospital to community, to home to employment, to aging with a disability 	<ul style="list-style-type: none"> ▪ Clients with an individualized service plan achieve their self-identified goals related to housing, transportation, health, education, employment, and active living ▪ Client Service Coordinators (CSCs) will develop and demonstrate competency in utilizing CORE (client database) to track clients outcomes ▪ Clients will have access to supported opportunities to pursue their fitness and active living goals ▪ CSCs will be trained to utilize & implement the newly revised RHISCIR community survey ▪ Persons with SCI will be referred to expert resources if issues are identified during survey interviews 	<ul style="list-style-type: none"> ▪ SCI AB hospital liaison visits regularly with unit managers, new families and patients; ▪ CSCs develop individualized service agreements and work with the client to develop a rehabilitation plan ▪ CSCs coordinate access to other appropriate community based resources ▪ CSCs work in partnership with the Peer Program Coordinator and transition clients to a peer mentor for long term support ▪ Staff receive ongoing training, support and coaching by managers 	<ul style="list-style-type: none"> ▪ Managers to supervise max of 15 staff ▪ Minimum .4 FTE CSC per regional office ▪ 1 CSC per 30 active clients in Calgary and Edmonton ▪ Staff provided with: a work station, phone and computer; compensation for travel; access to a Ring Central App which allows for work calls to be forwarded to personal smart phone distinguishing work calls from personal ▪ Orientation and annual training opportunities 	<ul style="list-style-type: none"> ▪ CORE (client outcome reports) provided quarterly to funders and Board of Directors ▪ Performance management plan allows for annual goal setting and ▪ Performance review of core competencies; ▪ Manager to conduct case reviews quarterly with direct reports; ▪ Data from RHISCIR ▪ Feedback at quarterly meeting of registry team ▪ Annual program evaluation by Nichols Applied Management (Government of Alberta)

Program Name:
Community Development and Systemic Change

Situation Assessment:

Persons with SCI and other physical disabilities experience many physical and attitudinal and public policy barriers which interfere with their ability to fully participate in the social and economic opportunities in their community.

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Inform and influence the development of policies and program interventions to improve systemic response to priority needs and to reduce the systemic and physical barriers to community participation 	<ul style="list-style-type: none"> ▪ Clients experience smoother transition back to the community with fewer systemic barriers ▪ Clients find accessible and affordable housing, ▪ Clients are availed of human and technical supports necessary to overcome barriers to participation 	<ul style="list-style-type: none"> ▪ Community Development Coordinators (CDCs) will focus activities on: performing community accessibility assessments feedback to civic officials ▪ Community asset mapping and partnership building, ▪ Community engagement and awareness building ▪ Catalyze community action 	<ul style="list-style-type: none"> ▪ Minimum of .4 FTE per regional office, workstation and technology, travel reimbursement ▪ Staff training re: concepts and tools ▪ Data entry into CORE database 	<ul style="list-style-type: none"> ▪ Knowledgeable re Community Development Orientation Guide ▪ CORE reports, ▪ Community feedback ▪ Client/family feedback ▪ Policy changes ▪ Community service enhancements such as additional accessible and affordable housing, ramps and curb cuts, low floor bus or accessible taxi added to fleet

Program Name:
Indigenous Client Services

Situation Assessment:

Indigenous people who experience disabling injuries or medical conditions face extraordinary barriers and are at high risk of becoming socially isolated, inactive, depressed, and overly reliant on the medical system for illness response. They find the system of government supports ever changing and difficult to navigate. They are often unsure and or unaware of their capacity to pursue economic and social participation in the community. There is limited opportunity for economic and social participation by persons with a physical disability living on reserve.

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Indigenous people with disabilities look to SCI AB for support to overcome the complex barriers to return and participate in community ▪ SCI AB work within the Indigenous cultural, financial, political and community structure to achieve program goals recognizing that Indigenous clients must typically overcome larger systemic and environmental barriers 	<ul style="list-style-type: none"> ▪ Indigenous clients transition more effectively back into their community, maintaining a healthy lifestyle and managing the complications associated with SCI 	<ul style="list-style-type: none"> ▪ Relationship building and collaboration building with health center staff and Chief council ▪ Partnership building with other Indigenous serving organizations ▪ Outreach ▪ Creative problem solving 	<ul style="list-style-type: none"> ▪ Note: current funding allows for only 2 FTE, therefore all Client Service Coordinators are sharing in workload with support from the two expert colleagues ▪ Workspace, technology and travel reimbursement ▪ Cultural training ▪ Grants from First Nations and Inuit Health Branch, United Way Calgary 	<ul style="list-style-type: none"> ▪ Completion of Indigenous Services orientation workbook ▪ CORE database ▪ Client satisfaction surveys ▪ Referral rate ▪ Feedback from Band Health Center staff ▪ Indigenous client participation in peer events and fitness and wellness center

Program Name:
Peer

Situation Assessment:

Persons with physical disabilities often become socially isolated, inactive, depressed, and overly reliant on the medical system for illness response to physical and mental health challenges. They are often unaware of recreation, education, employment and volunteer opportunities in the community

Peer support and mentorship are valued strategies for propelling persons with complex challenges forward in their life journey.

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Persons with SCI/ families are informed, guided and inspired by trained peer mentors 	<ul style="list-style-type: none"> ▪ Clients have increased awareness of community resources, transition challenges, supports and strategies for positive living after SCI ▪ Clients experience peer facilitated education and mentorship 	<ul style="list-style-type: none"> ▪ Hospital based events to facilitate peer connection ▪ Community events to facilitate peer learning socialization ▪ 1:1 peer matches to facilitate peer mentorship ▪ Peer Program design manual to provide guidance for peer services & transition to peer volunteerism ▪ Workshops conducted by peer staff or client services staff and volunteers (Discovering the Power in Me, Healthy Living and Healthy Choices ▪ Self-Advocacy ▪ Online Peer mentor training launched ▪ Nutrition classes ▪ Note: workshops are contingent on sponsorship: to help with costs 	<ul style="list-style-type: none"> ▪ .4FTE for peer program coordination ▪ Expectation of Client Services & Community Development staff to support peer program ▪ Workstation, technology, travel expense reimbursement ▪ Support/ referral from other staff ▪ Participation in SCI CAN peer advisory team ▪ more staff/ volunteer facilitators trained 	<ul style="list-style-type: none"> ▪ CORE data ▪ Client satisfaction survey ▪ Client participation rates ▪ Locus of control survey and other workshop evaluation ▪ Evaluation of Peer Mentor training (research partnership)

Program Name:
**Community Access
 For Persons in Continuing
 Care (CAPCC)**

Situation Assessment:

The quality of life of persons in long term care under the age of 65 was reported as very low in the long term care survey conducted by AHS several years ago. SCI AB is contracted to provide the CAPCC program within five geographic areas in Alberta.

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Persons under the age of 65, who live in continuing care facilities, will experience an improvement in their quality of life as a result of having the opportunity to participate in community activities of their choice. 	<ul style="list-style-type: none"> ▪ Necessary external supports coordinated for persons in continuing care facilities allow them to leave the facility and participate in their community (funding and services include companions, transportation and access fees) 	<ul style="list-style-type: none"> ▪ Training & supervision of staff ▪ Relationship maintenance with facilities and companion agencies ▪ Meeting with client/guardian ▪ Creation of service agreement ▪ Case reviews with manager yearly ▪ Budget oversight ▪ Processing invoices/ payment to companion agencies, transportation providers & reimbursement of access fees ▪ 1 meeting per year with facility staff and companion agencies in region 	<ul style="list-style-type: none"> ▪ 7 CAPCC coordinators located in 5 offices ▪ Workspaces laptops and desk phone ▪ Ring Central phone apps for personal smart phones to segregate personal from work calls while out of office ▪ Travel allowance ▪ Full program funding is provided through contract with Gov. of AB and CS 	<ul style="list-style-type: none"> ▪ Quarterly impact reports from clients, facility staff, companions and or family ▪ Client/family/staff testimonials ▪ Annual program evaluation conducted by Nichols Applied Management on behalf of Gov't. of AB

Program Name:
Information Services

Situation Assessment:
Persons with SCI and other physical disabilities look to SCI Alberta for current information that can inform their decision making and access to appropriate services. They appreciate this information in a variety of formats including hard copy, electronic and web based and through social media tools.

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Persons with SCI and other physical disabilities have the information they need to make informed decisions and to access appropriate services 	<ul style="list-style-type: none"> ▪ Clients receive information on a timely basis ▪ Individuals are aware of available community programs, services, resources and inspired by peer stories and tips 	<ul style="list-style-type: none"> ▪ Wheel-E distributed monthly ▪ Website updated bi-monthly ▪ Spinal Columns published bi annually ▪ 1-800 info line available during business hours ▪ “Life After SCI” reference book provided to every new client 	<ul style="list-style-type: none"> ▪ Allocation of 2 FTE for Communications ▪ Special skill sets including writing, editing, publishing, Web site and social media administration ▪ Technology ▪ Printing, paper, and postage ▪ Volunteer contributions to workload ▪ Sponsorship and advertising ▪ Video/editing services to be accessed via post secondary 	<ul style="list-style-type: none"> ▪ # of hits to website ▪ # of information requests responded to ▪ # of persons on circulation list for Wheel-E and Spinal Columns ▪ # of SCI AB Facebook friends ▪ Letters to the editor, Satisfaction surveys

Program Name:
Active Living
SCI Fitness and Wellness Centre

Situation Assessment:
Traditional recreation programs are keen to become more inclusive of persons with disabilities but lack the expertise to accommodate. Persons with SCI have expressed their frustration at needing to travel outside the province to access customized assessment and training to improve their functional capacity, state of wellness and quality of life. They have called upon SCI Alberta to address this gap in service. Demand for functional electrical stimulation (FES) grows and daytime capacity of fitness and wellness is maxed.

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Persons with SCI and other physical disabilities live healthy active lives 	<ul style="list-style-type: none"> ▪ The SCI Fitness and Wellness Centre in Calgary will provide: customized affordable assessment and training support from fitness specialists ▪ Persons with disabilities experience and participate in specialized assessments, individualized programming of adapted fitness training, ▪ Fitness Centre graduates are able to transition to community based recreation opportunities as their functional capacity allows ▪ Fitness Centre participants are able to socialize with and access peer support while training ▪ Participants experience improved functional 	<ul style="list-style-type: none"> ▪ SCI Alberta - Calgary office will utilize 2 full time staff and practicum students from U of C, and community volunteers to address the fitness goals of clients who register with the center ▪ A detailed proposal will be developed to support sustainable funding acquisition including center expansion to accommodate the wait list ▪ Clients will be referred to adapted activity groups in the community, where they exist ▪ Expand Centre hours to 2 evenings per week 	<ul style="list-style-type: none"> ▪ Targeted grant applications, Sponsorship requests and special events planned to create sustainable funding for the SCI Fitness and Wellness Centre, 2 dedicated fitness coordinators - Space and equipment - Hourly contract part-time staff & students will be hired to meet demand from wait list in evenings and weekends as demand requires - OT hourly contract staff to provide Myndmove therapy 	<ul style="list-style-type: none"> ▪ Track impact of fitness training on functional capacity, wellness and quality of life ▪ Participant numbers ▪ Participant feedback via surveys once per year ▪ CORE data used to track for Fitness and Wellness center participants goals. ▪ RHISCIR Community Survey data.

capacity, respiratory
function, fewer post
secondary
complications and
general wellness and
quality of life

- Lower Limb FES
therapy via Bike
- Upper limb FES
therapy (Myndmove)

Management and Essential Support Functions

Volunteer Support and Development

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> SCI Alberta is enriched by the contribution of diverse range of volunteers/ skill sets 	<ul style="list-style-type: none"> Volunteers are attracted to SCI Alberta because of the value perceived in the opportunities, mission, vision and values of the organization 	<ul style="list-style-type: none"> Volunteer manual that prescribes recruitment, screening, training, retention and appreciation strategies 	<ul style="list-style-type: none"> Management of volunteers currently shared by Peer Coordinator, Fund Development Coordinator, and Admin Coordinator. Ongoing filming, editing and posting of peer vignettes on website and You Tube 	<ul style="list-style-type: none"> Growth of peer program and fund development activities. * Volunteers per event/activity

Financial Planning and Asset Management

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> SCI Alberta is a sustainable organization 	<ul style="list-style-type: none"> SCI Alberta delivers a balanced annual budget 	<ul style="list-style-type: none"> Budget planning led by Chief Finance Officer and supported by Finance Committee and approved by the Board Financial policy and procedures in place Monthly financial statements issued Expenses revenue strategies adjusted monthly based on revenues 	<ul style="list-style-type: none"> CFO/ CMA (1FTE) Bookkeeper/clerk (1FTE) .5-1 FTE as needed Record keeping Admin support (.5 -1 FTE as needed Workstations & technology AT EASE software/training 	<ul style="list-style-type: none"> Monthly financial statements & annual external audit and report

Communications and Marketing

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ SCI Alberta brand recognition by all stakeholder groups 	<ul style="list-style-type: none"> ▪ Consistent use of visual and messaging standards ▪ Consistent look to all communication materials ▪ Increased traffic to website ▪ Improved internal communications through multiple regular channels: monthly Edmonton, Calgary Regional team meetings ▪ Social media leverage ▪ Program task team meetings quarterly ▪ Leadership team meetings monthly ▪ Staff Planning retreat for 1 day twice per year 	<ul style="list-style-type: none"> ▪ Branding standards to guide messaging and visual images ▪ Policies and procedures for communication tool use ▪ Policies to guide social media management ▪ Communications Task Team to guide decision making and process improvements 	<ul style="list-style-type: none"> ▪ 2 FTEs protected for communication/ Fund Development activities ▪ Tools and training ▪ Budget for printed materials as needed. 	<ul style="list-style-type: none"> ▪ Stakeholder feedback re Spinal Columns, Wheel-E, website, Facebook, Tweets of special events ▪ Feedback from staff to Communications Task Team

Fund Development				
Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ SCI Alberta is a sustainable and relevant organization related to the growing contribution made by donors, sponsors and in kind supporters 	<ul style="list-style-type: none"> ▪ Fund development activities produce a return on investment of 3-1 & adhere to the guidelines for ethical fundraising 	<ul style="list-style-type: none"> ▪ Special events ▪ Mail appeal ▪ Sponsorship appeals ▪ Corporate donor/sponsor cultivation and appreciation ▪ Corporate and service club appeals ▪ Foundation appeals ▪ Planned gift recruitment 	<ul style="list-style-type: none"> ▪ 1-2 FTE's devoted to Fund Development ▪ Workstations, technology and travel allowance ▪ At Ease software ▪ At Ease training support 	<ul style="list-style-type: none"> ▪ Financial statements, 1/3 of budget revenues achieved

Human Resource Management

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ SCI Alberta is perceived as a desirable workplace. 	<ul style="list-style-type: none"> ▪ Job postings attract diverse and qualified applicants ▪ Limited turnover of staff within first 5 years of employment with SCI Alberta 	<ul style="list-style-type: none"> ▪ All staff members provided with job descriptions ▪ External transparent recruitment strategies used for permanent positions ▪ Manager follows orientation checklist with new hires regarding required reading, expanded job shadow, introduction to policies & procedures and reverse job shadow ▪ 6 month probation period ▪ Annual cycle of performance management ▪ Review of performance retrospectively and goal setting prospectively ▪ Benefits and compensation review as requested by staff 	<ul style="list-style-type: none"> ▪ Manager and team leaders have time and tools for human resource management ▪ Managers have opportunities for training related to human resource management ▪ Policies and procedures in place to guide staff behavior ▪ Policies and procedures updated as needed ▪ Staff satisfaction survey to be developed and administered 	<ul style="list-style-type: none"> ▪ Staff satisfaction survey ▪ Performance reviews ▪ Staff retention rates

Performance Monitoring

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ Stakeholders perceive that SCI Alberta is a relevant and sustainable organization 	<ul style="list-style-type: none"> ▪ SCI Alberta utilizes quality management process to monitor, evaluate and improve programs 	<ul style="list-style-type: none"> ▪ Adoption and implementation of related external best practices for quality improvements such as scorecard and 	<ul style="list-style-type: none"> ▪ Time and tools ▪ Cooperation with National Federation initiatives and national HI Initiatives 	<ul style="list-style-type: none"> ▪ Quarterly reports ▪ Annual report card ▪ Annual report for stakeholders ▪ Client/ community

satisfaction surveys

- SCI Alberta participates with rehab centers, SCI Canada federation and RHI in the identification of best practice principles and provision of data for national compilation

satisfaction survey

Audits of case files

- Audit of exit interview data

Information Management

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ SCI Alberta is perceived as a relevant and sustainable organization to stakeholders 	<ul style="list-style-type: none"> ▪ Accurate data is available to Board of Directors & funders, to validate narrative summaries which tell a compelling story of relevance of the organization related to the delivery of programs and services 	<ul style="list-style-type: none"> ▪ Monitoring and training related to staff use of RAISIN, At Ease, CORE and other quality management processes ▪ Ring Central ▪ Mentorship of new staff on technology use 	<ul style="list-style-type: none"> ▪ Protected budget for computer hardware, software & training costs mentorship of new staff on technology use ▪ Allocation of staff time for data entry 	<ul style="list-style-type: none"> ▪ Management audits of CORE & Donor Perfect ▪ Quarterly board reports ▪ Quarterly reports to contractors/ funders ▪ Satisfaction feedback from contractors / funders

Governance Support and Development

Impact	Outcomes	Outputs	Inputs	Indicators
<ul style="list-style-type: none"> ▪ SCI Alberta will be governed with sound fiduciary oversight, diverse stakeholder perspective and ethical reflection 	<ul style="list-style-type: none"> ▪ Risk Management assessment and mitigating strategy implemented ▪ Diplomacy and influence leveraged in the best interest of the organization ▪ Network scanning completed to ensure strategic partnerships are pursued ▪ Relevance of program match to community need 	<ul style="list-style-type: none"> ▪ Quarterly Board of Directors (BOD) meeting by video conference, with AGM rotating between Calgary, Red Deer and Edmonton ▪ Quarterly program reports provided to BOD ▪ Governance development opportunity provided annually ▪ Terms of reference for committees ▪ Board Handbook provided to all members ▪ Annual performance review conducted with CEO 	<ul style="list-style-type: none"> ▪ Budget protected for meetings, travel, teleconference and in person committee work ▪ Board recognition ▪ Advanced training for executive members of BOD 	<ul style="list-style-type: none"> ▪ Minutes of BOD meeting and committee meetings ▪ Board self-assessment summary annually ▪ Advance calendar of Board activities ▪ Emergency Succession plan ▪ Organizational leadership succession plan

Note: SCI Alberta is the secretariat to The Alberta Paraplegic Foundation. This requires time of the CEO and CFO, not detailed in this plan.