



Canadian Paraplegic Association (Alberta)



Five Year Strategic Plan



2013 to 2018

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Section I: Context & History

Context

This strategic plan provides the policy context and broad directions for the Canadian Paraplegic Association (Alberta) for the coming five years, from April 1, 2013 through March 31, 2018. More detailed business and operational plans, budgets and staff work plans fit into the framework defined in this document.

Please note: Throughout this document, persons with SCI is implied to mean persons with a spinal cord injury or other physical disability. This reflects the mandate of CPA (Alberta) to serve all individuals with physical disabilities or mobility impairments, regardless of cause.

The content of this strategic plan is based on:

- A review of the 2008-2012 strategic plan
- Data collected via seven consultation sessions held with the Board of Directors and staff between June and November, 2012
- Data collected via an on-line survey sent to the Board of Directors, staff, and select clients
- The results of the CPA (Alberta) Services Evaluation Survey conducted in December, 2011
- Review and feedback from the Board of Directors in April, 2013
- Final approval by the Board of Directors on April 20, 2013

History of CPA (Alberta)

In 1945, the Canadian Paraplegic Association (Alberta) was legally incorporated as a national organization by paralyzed WWII veterans to provide services to spinal cord injured individuals. The charter of the national organization provided the structure by which the provincial association could easily be organized. Within the next three decades, the CPA would have an association in every province, with Alberta incorporating its own division in 1961. Over the years, persons with other types of major mobility challenges recognized that the CPA (Alberta) service model could meet their needs and thus the mission of the Association was broadened to include persons with all types of physical disabilities. CPA (Alberta) is the only consistent Canadian service provider addressing the entire continuum of services, from point of injury to transition back into the community, through to aging with a disability. CPA (Alberta) supports its clients through many difficult transitions, including relationships, sexuality, parenting, aging, recreation, education, employment and giving back to their communities. These services fall into one or more of CPA (Alberta)'s six core service areas:

- Rehabilitation Support and Service Coordination
- Aboriginal Program
- Peer Program
- Community Development and Systemic Change
- Information Services
- Active Living

Section II: Our Focus

Our Mission: what we do and for whom we do it

To empower persons with spinal cord injuries and other physical disabilities to achieve independence and full community participation.

Our Vision: the world as we'd like to see it

Albertans with spinal cord injury and other physical disabilities will enjoy optimal physical, spiritual, economic and emotional well-being within fully accessible and welcoming communities free of physical, attitudinal and systemic barriers.

Our Visionary Goals: the change we strive to make in people's lives and in their communities

- Albertans with SCI and their families are aware of and have access to CPA (Alberta) services and support
- Clients and their families will adjust more successfully to the personal effects of injury and disability
- Clients will achieve increased independence, self-reliance and community participation
- Barriers to independence and inclusion will be reduced for people with SCI and other physical disabilities in Alberta communities
- CPA (Alberta) will be a stable and sustainable organization

Our Clientele: who we serve

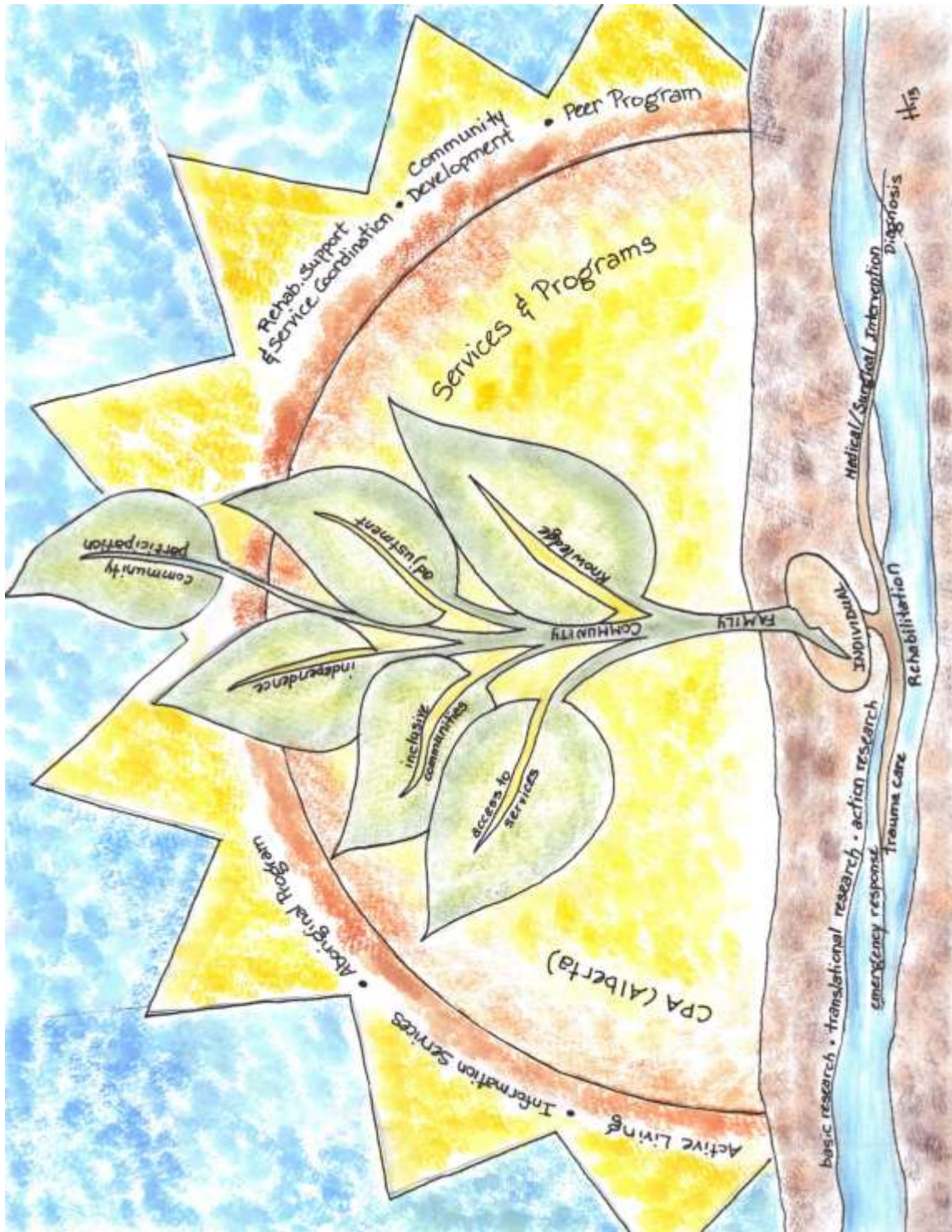
Our primary focus is to respond to the needs of persons with SCI, their families and the communities where they live. Wherever possible, we extend services to others with similar physical disabilities and mobility impairments. CPA (Alberta) will continue to explore partnerships with other disability organizations to achieve economic efficiencies and avoid duplication of services.

Our Principles: who we are and how we operate

We are:

- client-directed – taking our direction from, and responding to the unique needs of the people we serve
- culturally aware – serving Alberta's diverse population in all regions of the province
- a leader in service provision – demonstrating excellence and impact by achieving positive outcomes for individuals and communities
- a dynamic organization – integrating best practices in charitable and business governance models
- an influential and credible advocate – having a solid reputation among, and good relationships with, community leaders and decision-makers
- a trusted partner in the fields of disability, spinal cord injury, and rehabilitation

Section III: CPA (Alberta)'s Service Model



In order to achieve its mission and vision, CPA (Alberta) will focus its energies on six core service areas as depicted in CPA (Alberta)'s Service Model.

The model is a comprehensive, integrated approach to providing community services to individuals with SCI and other similar disabilities and their family members. In this model, the individual is represented by a seed, signifying growth and potential. Point of injury is represented by the crack in the seed, from which the seedling sprouts. This part of the diagram signifies a new beginning.

Individuals experiencing a trauma-related (accident-related) SCI will typically receive emergency response services followed by trauma care and then rehabilitation. Individuals with an illness-based SCI may experience a slower onset, starting at the time of diagnosis. They may or may not receive medical or surgical services, followed by rehabilitation. These elements are represented by the roots of the diagram as services received at this stage "feed" the early stages of recovery. Basic research, translational research and action research inform and sustain activity at all these levels.

Family and community represent the environment in which the individual lives. In an ideal situation, they provide a strong "stem" supporting recovery and growth.

Six key components of recovery and adjustment make up the leaves of the shoot. They are: knowledge (incl. access to information); access to services; inclusive communities; adjustment; independence; and community participation. These are represented in CPA's visionary outcomes and are recurring themes in their outcome statements.

The sprout is silhouetted against a rising sun which depicts the hope and support provided through CPA (Alberta)'s six service areas: Active Living, Information Services, Aboriginal Program, Rehabilitation Support and Service Coordination, Community Development and Peer Program. Each service area represents a ray of sunshine, working together to support optimal health, quality of life and independence of the individual. The service areas are described in detail below.

Rehabilitation Support and Service Coordination

The goal of Rehabilitation Support and Service Coordination is to ensure that individuals with spinal cord injury and similar physical disabilities and their families (consumers) receive the support they need after injury to transition effectively from hospital to the community, and that they are able to achieve their optimal level of integration in the community. This work is conducted by Client Services Coordinators (CSCs). They work directly with consumers and their families, beginning at the time of injury, to identify unmet needs, help access services, and set goals for the future. Their work is critical to ensuring that consumers avoid confusion, frustration, and hopelessness as they undertake the daunting task of adjusting to life with an SCI. They continue to be available to consumers as they age with a disability, helping them to adjust and access necessary services.

Community Development and Systemic Change

While CSCs prepare clients to return to the community, Community Development Coordinators (CDCs) prepare the community for the client. Accessible housing, accessible communities, and opportunities

for full involvement are critical to individuals' well-being upon returning home. CDCs perform accessibility audits on public spaces and buildings, and work to create positive relationships with community leaders. Their work raises awareness of the needs of people with disabilities, encourages changed attitudes, and offers tangible solutions to accessibility challenges.

Information Services

Communications is also a key part of Community Development and Systemic Change, and includes communications staff who coordinate the production of print and electronic media, including an on-line community resource guide and an on-line library of over 100 videos of peers designed to deliver inspiration and knowledge on topics such as home adaptations. More recently, they have been responsible for an enhanced website, the launch of an electronic newsletter and expansion of social media including Facebook and Twitter. Information services also includes the responses made to a multitude of calls received by CPA's head office and regional offices from people seeking information on a broad range of topics such as income supports, housing and transportation.

Peer Program

CPA (Alberta) was initially founded as an organization of peer volunteers who offered help to injured veterans. It was recognized very early on that access to the support of people who have personal experience living with a disability leads to improved emotional and physical well-being. Peers provide support, mentoring, coaching, and information that contributes to individuals' successful recovery and transition. Peers are also role models, offering hope to those who may need it. Peers are recognized as being central to adjustment in many spheres of community-based rehabilitation.

Active Living

Researchers are now proving what consumers have known for many years: that individuals with SCI and similar disabilities are not only capable of participating in physical activity, but that incorporating active living into daily life leads to better mental and physical health. The focus on active living at CPA (Alberta) has been fairly recent but has grown tremendously over the past two years with the introduction of the Adapted Adventures program in Edmonton and the launch of the CPA (Alberta) Fitness and Wellness Centre in Calgary. Research is showing that early involvement in adapted physical activity optimizes recovery and leads to better overall health.

Aboriginal Program

The Aboriginal Services program at CPA (Alberta) has been in existence for many years, and spans all six of the areas described above. It is integral to the successful delivery of supports to the Aboriginal and First Nations population (both on and off reserve) and Métis. Aboriginal Services Coordinators are sensitive to the unique cultural and political environment in which their clients live. They work closely with community leaders to make them aware of, and encourage their response to, important issues such as community accessibility, transportation, health services, and housing. Their function within the province is especially critical considering the high rate of disability in the Aboriginal population and they work with people having a broad range of disabilities.

While the Aboriginal program is funded almost entirely through a contract with First Nations Inuit Health, staff on the Aboriginal services team are fully integrated into the service delivery structures at CPA (Alberta). They participate in team meetings in the core service areas and contribute to planning and problem-solving processes.

Section IV: Current Service Summary

Summary of Outcomes and Activities

The following tables list the desired outcomes for CPA (Alberta)'s six core services, referred to here as "Strategic Priority Areas." Each Strategic Priority Area represents a broad strategy designed to help CPA (Alberta) carry out its mission and achieve its visionary goals (as outlined on page 5). Activities and outcomes are summarized in a single table on page 19.

"Desired Impact" is the broad goal for that service area, focused on the change that CPA (Alberta) hopes to facilitate in individuals, families, or communities through its work.

"Desired Outcomes" are also focused on change in individuals, families or communities, however they are more specific and usually more short-term than the desired impact. Desired outcomes link more directly with the activities that take place within the strategic priority area – they are the goals by which activities are defined.

Lastly, "Activities" are the actions that will be taken to achieve the desired outcomes.

In these tables, activities are prioritized in order of importance, with "1" being most important. Ranking was based on the results of a survey of staff, board members and select clients conducted in January, 2013. The items appearing in bold print are those that were ranked as most important by clients responding to the 2011 CPA (Alberta) service evaluation survey. Having both sets of survey results enables the reader to compare how staff and clients rated the various activities.

The purpose for prioritizing activities is to guide decision-making in situations where staff and financial resources are limited. In essence, the full list of activities represents something closer to the "ideal" in terms of service delivery. The ranking is, however, only intended as a guide. Other important criteria need to be taken into consideration when determining the viability of a particular activity. These include such things as the ability for an activity to be financially self-supporting (e.g. specialized grants or sponsorships for the CPA (Alberta) SCI Fitness and Wellness Centre in Calgary) and the interconnectedness of certain activities (e.g. working with clients to define personal goals requires that they first be made aware of CPA's services). Other factors to be taken into account are discussed in Section V.

Strategic Priority Area: Rehabilitation Support and Service Coordination

Desired Impact: people with SCI and other physical disabilities will have the support they need after injury to transition effectively from hospital to community, to home, to employment, to aging with a disability.

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Clients and their families are aware of and access CPA (Alberta) services - Clients identify rehabilitation and vocational goals and have the support and resources required to work towards goal attainment - Clients have increased knowledge of and access to a full range of key supports – personal, financial, spiritual, recreational, educational, employment - Clients achieve their rehabilitation and vocational goals - Persons in long term care have opportunities to participate in their communities - Persons have better access to well-trained attendants to support them in their home - The immediate needs of individuals with SCI will be met (e.g. housing, health, transportation) <p>Long-term:</p> <ul style="list-style-type: none"> - Clients and their families are better able to cope with the ongoing emotional and physical impact of their injury/illness - Clients successfully transition to appropriate housing in a community of their choice - Personal care needs of clients are met to the extent that they can feel safe and healthy at home - Clients are meaningfully involved in the community - Clients feel more empowered and achieve greater independence and self-reliance - Clients resume meaningful roles within the context of family - Family members recognize the importance of client self-reliance - Clients experience improved social support/networking - Clients return to and sustain employment - Clients living in long term care express better quality of life due to their participation in the CAPCC Program - Persons with paid attendants experience a higher quality of life, and greater independence as a result of the care they receive 	<ol style="list-style-type: none"> 1. Conduct hospital liaison visits regularly with unit managers, new families and patients in the acute care setting to provide support and information on CPA (Alberta) services 2. Work with clients to develop individualized service agreements, set goals, and provide direct and ongoing support to clients to help them achieve those goals 3. Help clients and their family members access community based resources (e.g. financial assistance, home care, recreation programs)* 4. Promote client participation in CPA (Alberta) programs (e.g. Peer Program, workshops, CPA (Alberta) SCI Fitness and Wellness Centre in Calgary, Adapted Adventures (Edmonton)) 5. Stay in touch with people with disabilities over the long term to see how they are doing 6. Have registered psychologists on staff to work with people with disabilities who have complicated emotional issues 7. Assist clients in long term care facilities to set and achieve goals related to community participation through coordination of companion supports, transportation and financial supports 8. Deliver CLAT in several communities where CPA (Alberta) has capacity (staff, volunteer, and financial) 9. Administer the Helping Way Fund (financed through private donations and the Harvey DeCock Society) 10. Manage CAPCC support funding

CAPCC: Community Access for Persons in Continuing Care

CLAT: Community Living Attendant Training Program

* Ranked #1 by clients in the 2011 CPA (Alberta) Service Evaluation Survey

Strategic Priority Area: Community Development and Systemic Change

Desired Impact: Albertans with disabilities will be able to live full, active lives in whatever community they choose, free of environmental or attitudinal barriers.

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - The general public is more aware of issues facing people with disabilities - Community leaders and decision-makers are more aware of policies and practices that improve access and provide critical supports for people with disabilities - Persons with disabilities have increased opportunities to participate in activities outside of their home <p>Long-term:</p> <ul style="list-style-type: none"> - The general public has a more positive attitude toward people with SCI and other physical disabilities - Community leaders and decision-makers are more supportive of policies and practices that improve access and provide critical supports for people with disabilities - The general public is more supportive of initiatives to improve access and independence for people with disabilities - Persons with disabilities have fewer unmet needs in priority areas such as housing, transportation, attendant care, etc. - Persons with SCI and other physical disabilities are able to participate in community activities to the level of their choice, in the community of their choice 	<ol style="list-style-type: none"> 1. Participate on local committees related to different issues (such as housing or employment) with a view to influencing decisions at the local, civic and provincial level 2. Conduct accessibility audits on buildings and public spaces (including parks, recreation centres, sidewalks) to identify barriers to people with physical disabilities and bring these to the attention of those in charge 3. In cooperation with the Alberta Disabilities Forum, build positive relationships with government and respond to government when there are changes to policies that affect people with disabilities.* 4. Organize CPA (Alberta) sponsored events to raise public awareness of disability issues (e.g. Chair Leaders) 5. Conduct community presentations on the topic of accessibility, visitability and other issues facing people with SCI and other physical disabilities 6. Participate in third-party events that raise public awareness of disability issues

* Ranked #1 by clients in the 2011 CPA (Alberta) Service Evaluation Survey

Strategic Priority Area: Peer Program

Desired Impact: people with SCI and other physical disabilities will have access to support, information, and guidance from someone “who’s been there” to help them and their families succeed in their communities.

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Individuals and family members feel supported and have an increased awareness of the available resources - Individuals experience a greater ability to share, explore and learn in a more intimate environment with their Peers - Individuals and family members possess enhanced health knowledge and are able to develop preliminary health strategies <p>Long-term:</p> <ul style="list-style-type: none"> - Individuals and family members experience increased confidence and ability to cope with a disability and are better equipped to deal with the emotional and physical impact of their injury/disability - Individuals and family members feel supported and empowered through social interactions with individuals in similar situations, as well as expanding their social support network - A strengthened and integrated community through exchanging information, resources and collaborating on community events 	<ol style="list-style-type: none"> 1. Match people with disabilities to a trained mentor – a person who has more experience living with a disability who can be a role model, supporter and guide* 2. Hold events where people with disabilities and family members can socialize and learn from one another (like barbeques, parties, events in rehab centres) 3. Conduct peer-led workshops designed to empower individuals (Discovering the Power in Me, Healthy Living and Healthy Choices) 4. Create and maintain a support group for family members 5. Hold an annual peer conference in the province 6. Develop and maintain peer vignette (videos) on CPA’s website and YouTube

*Ranked #1 by clients in the 2011 CPA (Alberta) Service Evaluation Survey

Strategic Priority Area: Information Services

Desired Impact: people living with SCI and other physical disabilities will have the information they need to make informed decisions and access appropriate services.

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Individuals receive the information they need in a timely fashion - Individuals are more aware of available community programs, services and resources - Individuals are more aware of issues related to SCI and other physical disabilities <p>Long-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) is the organization of choice for information about SCI and other physical disabilities, for individuals, community organizations and media - People with SCI and other physical disabilities are more capable of solving problems on their own 	<ol style="list-style-type: none"> 1. Maintain an interactive website with a variety of information and links (including the on-line Resource Guide and Housing Registry) 2. Train staff to respond to requests for information* 3. Publish Spinal Columns magazine quarterly 4. Distribute "Life After SCI" publication for free to each newly injured individual 5. Distribute Wheel-E e-newsletter monthly 6. Actively maintain social media platforms such as Facebook, Twitter and YouTube

Strategic Priority Area: Active Living

Desired Impact: people with SCI and other physical disabilities will have the support and opportunities they need to realize health benefits from engaging in regular physical activity.

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - People with a disability will have increased confidence in overcoming barriers to physical activity - People with a disability will be aware of and try new activities <p>Long-term:</p> <ul style="list-style-type: none"> - People of all ages with a disability increase their participation in regular physical activity - People with a disability will remain active year-round - People with disabilities will experience improved physical and mental health and quality of life 	<ol style="list-style-type: none"> 1. Work with communities across Alberta to expand Adapted Adventures programming. 2. Introduce the Living Fit Program (Medicine Hat model) into more Alberta communities 3. Maintain the CPA (Alberta) SCI Fitness and Wellness Centre in Calgary 4. Help create physical activity leaders who have a disability

Strategic Priority Area: Aboriginal Program

Desired Impact: Aboriginal, Metis and First Nations people living in Alberta will have access to the full range of CPA (Alberta) supports and services delivered in a manner that respects their cultural beliefs and the unique structure of their communities.

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Improved working relationships with Aboriginal leaders and service providers in all three Treaty and Metis Settlement Areas and in the urban Aboriginal community - Aboriginal clients and family members are more aware of, and access, CPA (Alberta) services - Aboriginal clients and family members are more aware of, and access, other community supports (both on and off reserve) - Aboriginal clients have access to the support of Aboriginal peers - Community leaders and members are more aware of issues facing Aboriginal people with disabilities <p>Long-term:</p> <ul style="list-style-type: none"> - Aboriginal clients transition more effectively back into their communities, maintaining a healthy lifestyle with support of Aboriginal program staff - Members of Aboriginal communities have improved attitudes toward individuals with SCI and other physical disabilities - Aboriginal community leaders are more supportive of making changes to improve the quality of life of Aboriginal people with disabilities - Aboriginal clients have fewer unmet needs in priority areas such as housing, transportation, attendant care, etc. - Aboriginal communities are more physically accessible - Aboriginal clients are able to participate in community activities to the level of their choice, in the community of their choice 	<ol style="list-style-type: none"> 1. Identify and engage in activities that promote positive relationships and collaboration with health centre staff, Chief and Council, and other service providers (community development and systemic change) 2. Work with clients to develop individualized service agreements, set goals, and provide direct and ongoing support to clients to help them achieve those goals (rehabilitation support and service coordination) 3. Help clients and their family members access resources both on and off reserve (e.g. financial assistance, home care, CPA (Alberta) workshops) (rehabilitation support and service coordination) 4. Coordinate Aboriginal peer events and facilitate contact between Aboriginal clients who live in isolation (peer support) 5. Participate in alliances and inter-agency initiatives that have the potential to improve the quality of life of Aboriginal clients with SCI and other physical disabilities (community development and systemic change) 6. Conduct accessibility audits in Aboriginal communities (community development and systemic change)

Summary of Desired Outcomes for Support Functions

The following tables identify desired outcomes and activities in the CPA (Alberta)'s nine management and support functions. Beside each function is an indicator to increase commitment or keep commitment the same as in the previous five years. These indicators are based on results of the 2012 Strategic Planning Survey of staff, board members and select clients.

Support Function: Volunteer Support and Development - **INCREASE COMMITMENT***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - More volunteers are attracted to CPA (Alberta) because of the value perceived in the opportunities, mission, vision and values of the organization - Volunteers enhance skill sets through participation in CPA (AB) activities - Volunteers enjoy experiences with CPA (Alberta) - Volunteers feel appropriately recognized and appreciated for contributions to CPA (Alberta) <p>Long-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) is enriched by the contribution of a diverse range of volunteers/skills sets 	<ol style="list-style-type: none"> 1. Provide a variety of activities and awards that recognize volunteer contributions. 2. Develop and maintain volunteer tracking system. 3. Increase volunteer recruitment in area of administrative support and the Peer Program. 4. Increase staff knowledge base around volunteer management

Support Function: Financial Planning and Asset Management – **KEEP COMMITMENT THE SAME***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) delivers a balanced annual budget <p>Long-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) is a sustainable organization 	<ol style="list-style-type: none"> 1. Engage in annual budget planning (led by Director of Finance and supported by Leadership Team) 2. Finance Committee endorse budget 3. Board of Directors approve budget 4. Ensure financial policies and procedures are in place 5. Issue monthly financial statements 6. Adjust expenses monthly based on revenues 7. Ensure funders' reporting requirements are met 8. Oversee annual external audit

*based on results of 2013 Strategic Planning Survey

Support Function: Internal Communications - **INCREASE COMMITMENT***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Improved internal communications through multiple channels (face-to-face; electronic) <p>Long-term:</p> <ul style="list-style-type: none"> - Stronger, more supportive and more cohesive teams and improved team-work and team-based problem solving 	<ol style="list-style-type: none"> 1. Leadership team meetings monthly 2. Office team meetings monthly 3. Task team meetings quarterly 4. Clearly defined guidelines for use of e-mail as method of communication 5. Obtain improved teleconference equipment 6. Explore opportunities for using webinar technology 7. Ensure all staff and management are familiar with processes for resolving conflict

Support Function: Marketing/Branding – **KEEP COMMITMENT THE SAME***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - consistent use of visual and messaging standards - consistent look to all communication materials - increased traffic to website - increased contact using social media (YouTube, Facebook, Twitter) <p>Long-Term:</p> <ul style="list-style-type: none"> - CPA (Alberta) brand recognition by all stakeholder groups 	<ol style="list-style-type: none"> 1. Ensure consistent application of branding standards to guide messaging and visual images 2. Ensure policies and procedures for communication tool use are followed consistently 3. Develop new policies for social media

* based on results of 2013 Strategic Planning Survey

Support Function: Fund Development – **INCREASE COMMITMENT***

Desired Outcomes	Activities to achieve these outcomes
<p>Short term:</p> <ul style="list-style-type: none"> - Fund development activities produce a return on investment of 3:1 and adhere to the guidelines for ethical fundraising - Increase special event revenue - Increase value of current corporate sponsorships - New corporate sponsorship secured - Sponsorship secured to allow for growth of Peer Program and CPA (Alberta) SCI Fitness and Wellness Centre in Calgary - Successful mail campaigns with increased net revenues, number of donors and average gift - Sustained gaming revenues - Increased Foundation support <p>Long term:</p> <ul style="list-style-type: none"> - CPA (Alberta) is a sustainable and relevant organization related to the growing contribution made by donors, sponsors and in-kind supporters 	<ol style="list-style-type: none"> 1. Cultivate relationships with corporate donors/sponsors 2. Coordinate special events (e.g. golf tournaments, Red Carpet Affair) 3. Secure sponsorship for specific programs (e.g. Peer Program, Discovering the Power in Me, CPA (Alberta) SCI Fitness and Wellness Centre in Calgary) 4. Research and develop new special events in Calgary 5. Explore and increase revenue generating business partnerships that reflect CPA (Alberta) values 6. Increase the number of appeals to foundations 7. Increase the number of appeals to service clubs 8. Develop and implement a planned giving program 9. Conduct mail appeals 10. Continue to look for a 3rd party sponsor for a special event that would direct proceeds to regional offices

Support Function: Human Resource Management – **INCREASE COMMITMENT***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Job postings attract diverse and qualified applicants - Limited turnover of staff within the first five years of employment <p>Long-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) is perceived as desirable organization to work for 	<ol style="list-style-type: none"> 1. Job descriptions for all staff positions 2. Transparent internal and external recruitment strategies for all positions 3. Supervisors following orientation checklist with all new hires regarding required reading, expanded job shadow, introduction to policies and procedures and reverse job shadow 4. Perform annual performance reviews and goal setting 5. Review benefits and compensation as requested by staff

*based on results of 2013 Strategic Planning Survey

Support Function: Performance Monitoring – **KEEP COMMITMENT THE SAME***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) utilizes quality management processes to monitor, evaluate and improved programs <p>Long-term:</p> <ul style="list-style-type: none"> - Funders perceive CPA (Alberta) as a relevant and sustainable organization 	<ol style="list-style-type: none"> 1. Adopt and implement related external best practices for quality improvement such as scorecard and satisfaction surveys 2. Participate with the CPA Federation to identify best practice principles and provision of data for national compilation

Support Function: Information Management and Support – **KEEP COMMITMENT THE SAME***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Accurate data is available to Board of Directors and funders, to validate narrative summaries which tell a compelling story of the relevance of the organization related to the delivery of programs and services <p>Long-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) is perceived as a relevant and sustainable organization to stakeholders 	<ol style="list-style-type: none"> 1. Train and monitor staff in use of Accpac, RAISIN, Donor-Perfect, CORE and other quality management processes 2. Ensure staff have proper hardware to track activities and outcomes

Support Function: Governance Support and Development – **KEEP COMMITMENT THE SAME***

Desired Outcomes	Activities to achieve these outcomes
<p>Short-term:</p> <ul style="list-style-type: none"> - Risk management strategy will be in place - Diplomacy and influence will be leveraged in the best interest of the organization - Strategic partnerships will be pursued - Relevance of program match to community need <p>Long-term:</p> <ul style="list-style-type: none"> - CPA (Alberta) will be governed with sound fiduciary oversight, diverse stakeholder perspective, and ethical reflection 	<ol style="list-style-type: none"> 1. Conduct risk management assessment and implement mitigating strategy 2. Conduct network scan of potential strategic partnerships 3. Conduct quarterly meetings of Board of Directors 4. Ensure governance development is a part of each meeting 5. Review and revise Board Governance Development work plan as needed 6. Review and revise bylaws as needed 7. Review and revised Board of Directors handbook as needed

*based on results of 2013 Strategic Planning Survey

Summary of Service Areas and Outcomes

	Client Solutions (Preparing the individual for the community)	Community Solutions (Preparing the community for the individual)
Rehab Support and Service Coordination <ul style="list-style-type: none"> - hospital liaison visits - help clients set and achieve goals - help clients access resources - promote participation in CPA programs - stay in touch over the long-term - have registered psychologists on staff - Community Access for Persons in Cont. Care - Community Living Attendant Training Program - Helping Way Fund 	<ul style="list-style-type: none"> - smooth transition back to community - increased awareness of services - goal achievement - increased community participation - increased independence - improved access to services - priority needs are met - improved quality of life 	<ul style="list-style-type: none"> - improved access to services and supports (e.g. health, housing, attendant care) - improved access to options for community participation (e.g. recreation, employment, volunteer opportunities) - improved social supports (e.g. family, friends)
Community Development <ul style="list-style-type: none"> - participate on local committees - accessibility audits - work with ADF to respond to policy changes - organize public awareness events - conduct community presentations - participate in third-party awareness events 	<ul style="list-style-type: none"> - fewer unmet needs (e.g. housing) - greater independence - increased community participation - improved quality of life 	<ul style="list-style-type: none"> - increased public awareness - increased awareness among community leaders/decision-makers - improved community accessibility - increased opportunities for community participation
Peer Program <ul style="list-style-type: none"> - match people with peer mentors - hold events where people can socialize - conduct peer-led workshops - create and maintain family support group - hold annual peer conference - develop and maintain peer videos - create physical activity leaders with disabilities 	<ul style="list-style-type: none"> - individuals feel supported - individuals able to share, explore and learn - enhanced health knowledge - increased independence - improved coping ability - individuals expand their social networks 	<ul style="list-style-type: none"> - increased opportunities for building social support networks - improved access to information - strengthened "disability community"
Information Services <ul style="list-style-type: none"> - maintain interactive website - train staff to respond to requests for information - publish Spinal Columns - distribute free copies of "Life After SCI" - distribute Wheel-E - maintain Facebook, Twitter and YouTube 	<ul style="list-style-type: none"> - increased awareness of services and resources - increased awareness of issues related to SCI and other physical disabilities - increased problem-solving skills - increased independence 	<ul style="list-style-type: none"> - improved access to information
Active Living <ul style="list-style-type: none"> - provincial expansion of Adapted Adventures - Introduce Living Fit Program (Medicine Hat model) into more AB communities - maintain the CPA (Alberta) SCI Fitness and Wellness Centre in Calgary 	<ul style="list-style-type: none"> - individuals have increased confidence in participating in physical activity - increased awareness off opportunities - increased participation - improved physical and mental health and quality of life 	<ul style="list-style-type: none"> - improved access to opportunities for adapted physical activities
Aboriginal Services <ul style="list-style-type: none"> - promote positive relationships with community leaders & service providers - help clients set and achieve goals - help clients access services - coordinate peer events and arrange peer mentoring - participate in alliances and inter-agency initiatives - conduct accessibility audits in Aboriginal communities 	<ul style="list-style-type: none"> - increased awareness of services - clients feel more supported (ie. by peers) - smooth transition back to community - fewer unmet needs - increased independence - improved quality of life 	<ul style="list-style-type: none"> - community leaders more aware of disability issues - community leaders and service providers more supportive of change - increased public awareness - improved public attitudes - communities more physically accessible - increased opportunities for community participation

Section V: Strategic Choices

For a strategic plan to be effective it must be an accurate reflection of the past and present and provide a reasonable estimation of the future. Thus far, the content of this plan largely depicts the present state of operations at CPA (Alberta), a state developed over the past five years in large measure due to a five-year, \$12 million contribution from the Government of Alberta. The expiration of this funding, and other changes in the political and economic landscape will greatly impact CPA (Alberta)'s ability to sustain its current level of service provision. These realities are discussed in this section. The objective is to provide reasonable guidelines upon which future decisions around service provision can be made, should government commitments not be renewed and alternative sources of equivalent funding are not found.

In 2007, the Government of Alberta contributed \$12 million to support a five-year initiative, known as the Alberta Spinal Cord Injury Initiative (Initiative). Of the \$12 million, \$3.95 million was utilized by CPA (Alberta) in the following areas: Client Services Coordination, Community Development, Peer Program, and management. CPA (Alberta) was also the beneficiary of several thousand dollars in project-related grants through the Solutions Fund, which was allocated \$2,000,000 through the Initiative.

Funding officially expired on March 30, 2012, but an extension was granted to enable Initiative-funded projects and research to be completed. Amounts earned through interest were also used during this period. As of March 30, 2013, no further spending will be allowed.

The Initiative owes its existence in large part to a strategic partnership between CPA (Alberta) and the Rick Hansen Foundation (RHF). The more recent decision by the RHF to focus on spinal cord injury research creates challenges for CPA (Alberta) in attempting to renew government funding for community supports. Other factors affecting renewal include a change in political leadership and volatility in the energy sector, resulting in deficit budgets and fiscal restraint.

Corporate donations have been similarly restrained due to the uncertain economy. Individual donations have declined, also in part due to economic instability and increasing competition among charities in the area of government, corporate, and individual fundraising.

Another reality which CPA (Alberta) has had to face is the rising cost of office space and rising operating costs in general. CPA (Alberta) will continue its work on various colocation projects and seek rent subsidies.

Government has recently expressed a concern with the abundance of charities serving specific disability types. Early indications are that they will be favouring organizations serving a larger segment of the disability population. This requires CPA (Alberta) to ensure that it is reaching not only those with spinal cord injury but with other physical disabilities as well. It will be important to pursue partnerships with other agencies in areas where mandates overlap.

Despite these challenges, CPA (Alberta) has a number of strengths. Several of these were noted in the focus groups held with staff and Board members. They include:

- Positive relationships with provincial and local civic leaders, including First Nations Band Councils
- Good communication and positive working relationships with other service agencies
- Improvements made to community accessibility
- Pursuing colocation arrangements with other not for profits in Lethbridge, Calgary, Red Deer, and Edmonton
- Positive inroads made into improving access to physical activity opportunities
- A core of skilled and dedicated staff throughout CPA (Alberta)'s regional offices
- Good teamwork within and between regional offices
- A new office and presence initiated in Fort McMurray
- Positive working relationships with trauma units, rehabilitation units/hospitals, and regional hospitals
- CPA (Alberta) is the only agency that provides a full spectrum of services for people with disabilities from point of injury through aging

These strengths are a good basis upon which to promote CPA (Alberta)'s services to future funders. The challenge is to find a good balance between investment and return.

The following sections discuss the kinds of changes that will need to take place at CPA (Alberta) in the absence of a substantial commitment of government funding to support the current level of service delivery.

Fund Development

Small number of corporate supporters; event-based sponsorship ----->----- present ----->----- numerous corporate supporters; program-based sponsorship

CPA (Alberta) will need to increase the number of corporate sponsors for its various programs. These include Discovering the Power in Me, Peer Program, Community Living Attendant Training Program, SCI Fitness and Wellness Centre, and Adapted Adventures. This can be accomplished through partnerships with the National Federation (e.g. Mary Brown's Chicken), pursuing a major provincial corporate sponsor, and increasing the number of foundation and corporate grants that are applied for. Partnerships with other not for profit service agencies in the delivery of specialized programming (e.g. DPM, Adapted Adventures) may increase funder interest.

Rehabilitation Support and Service Coordination

Focus on the needs of the newly injured (up to 5 years post-injury) and new referrals ----->←----- Focus on the needs of individuals throughout the lifespan

Presently, about 55% of CPA (Alberta)'s client database (those receiving services of any kind) consists of individuals injured 5 years or less. Focus on this sector of the population should remain the same, however Peer Volunteers could become more active in serving those with less complex needs, thus taking some of the pressure off Client Service Coordinators.

Coordinating CAPCC in few regions of the province ----->----- present ----->----- Coordinating CAPCC in several regions (or provincially)

The CAPCC (Community Access for Persons in Continuing Care) program is financially self-sustaining through a contract agreement with Human Services. The government has suggested that it would prefer to have fewer agencies coordinating and delivering services. Should this occur, CPA (Alberta) would be in a position to bid on this work.

CPA (Alberta) branded as service for people with SCI ----->----- present ----->----- CPA (Alberta) branded as service for people with physical disabilities

It has been over a decade since CPA (Alberta) expanded its mandate to include "individuals with other physical disabilities". Current funding from government sources is contingent on it continuing to serve a broad population. Recent communications from government suggest that it will continue to favour agencies serving a broad segment of the disability population. With this in mind, it may be necessary for CPA (Alberta) to brand itself more clearly and openly as a service provider for people with a wide range of physical disabilities. At present, CPA (Alberta) accepts client referrals from other disability organizations; this could increase with a more targeted marketing plan or deliberate pursue of partnering opportunities.

Peer Program

Peer volunteers are occasionally utilized to supplement the work of CSCs ----->----- present ----->----- Peer volunteers are consistently utilized as part of the rehabilitation/ service coordination process

In order to be able to respond to the ongoing needs of individuals with disabilities, CPA (Alberta) will need to increase the capacity of its Peer Program, elevating the importance of peers as a part of the

rehabilitation and service coordination team. This will require an increased investment in the Peer Program, with a focus on creating peer matches. This direction reflects the desires of clients expressed in the 2011 CPA service evaluation survey. Peer mentorship was rated as the most important service provided by the peer program. There needs to be a sustained and focused effort on encouraging the formation of peer networks that exist to assist those with ongoing needs and concerns.

Information Services

Clients access required information from staff ----- present ----- Clients access required information from electronic sources

A reduction in the number of staff available to serve clients, requires an increase in the provision of information via methods that are easily accessible to all. There are two key challenges that need to be overcome: 1. The lack of computers and internet access particularly in Aboriginal communities; 2. Individuals’ preference for human to human contact to serve their needs. For the transition from personal service to electronic information services to be successful will require an increased effort by CPA to increase internet access, and support clients in utilizing the internet to meet their information needs (including teaching them how to successfully search for information and promoting the use of electronic sources of information). *Spinal Columns* can be utilized to achieve this transition, as it is currently widely read by clients.

Community Development

CDCs and CSCs in place in the regions ----- present ----- CDC and CSC roles combined in the regions

Thanks to the Alberta SCI Initiative, CPA (Alberta) was able to expand its community development activities throughout the province, hiring dedicated staff in all of its offices to carry out this work. Without sustained investment, these positions cannot be supported. The role of community development in smaller urban, rural and Aboriginal communities will therefore need to be combined with that of Client Services Coordinators. A suggested blend would be for regional staff to spend 1/3 of their time on client services related activities and 2/3 on community development.

Aboriginal Program

Aboriginal Services enjoys a fairly stable source of funding. The latest contract reflected the outcomes in this report. Aboriginal Services should continue to pursue the activities and measure the outcomes outlined herein.

Active Living

CPA (Alberta) leads Initiatives in the area of Active Living present → CPA (Alberta) partners with other sport/rec agencies to deliver programming

Solutions funding and corporate support led to the creation of the Adapted Adventures program and the CPA (Alberta) SCI Fitness and Wellness Centre (Calgary). Continuation of these programs will require sustained corporate support. They may also benefit from partnerships with other local sport/rec agencies and not for profits in the field of disability and sport/rec.

Management and Support Functions

To be successful in securing more corporate funding, expanding the peer program, and expanding electronic sources of information will require an increased commitment in the areas of volunteer development, communications and fund development.

Summary

The following points capture the highlights of CPA (Alberta)'s Strategic Direction over the next five years, assuming it is unsuccessful at raising funds to maintain current service levels:

1. Pursue corporate sponsorship in all program areas.
2. Continue to focus on people most in need – those who are newly injured (up to 5 years post-injury) and new referrals.
3. If the opportunity presents itself, place a bid for the coordination of CAPCC in a larger number of regions.
4. Brand CPA (Alberta) as an organization serving people with all types of physical disabilities.
5. Broaden CPA (Alberta)'s Peer volunteer network – work toward utilizing peers on a regular basis to provide guidance and support to those living in the community
6. Support clients' transition from relying on individuals to provide information to seeking information through on-line sources
7. Transition away from designated community development and client services staff in the regions to blended positions.
8. Retain the same focus and level of service in the area of Aboriginal Services
9. Engage with partners to raise awareness of the importance of Active Living and to deliver Active Living programs
10. Strengthen management support functions in the following areas: volunteer development; communications; fund development.

Section VI: Monitoring and Evaluation

The key to follow-through on any strategic plan is a solid plan for monitoring and evaluation of results. The following are the key components of CPA (Alberta)'s monitoring and evaluation plan.

Strategic Plan (5 years)

Created with input from Staff, Clients, Leadership Team and Board of Directors

Approved by Board of Directors

Monitored by Executive Director and Board of Directors



Business Plan (1 year)

Created with input from Leadership Team and Board of Directors

Approved by Board of Directors

Monitored by Executive Director and Board of Directors



Work Plans (3 months – 1 year)

Created by Supervisors and Staff

Approved by Executive Director

Monitored by Supervisors and Executive Director

Monitoring Activity	When?	Who?
Review Strategic Plan	Annually	Leadership Team Board of Directors
Report Card to Board of Directors	Annually	Leadership Team
Fiscal Audit	Annually	Director of Finance External Auditor Executive Director
Report to Board on Activities and Outcomes	Quarterly	Leadership Team
File Audits	Quarterly	Leadership Team
Service Evaluation Survey	Every two years	Leadership Team External Consultant
CORE validation survey*	Annually	Leadership Team
Workplan review	Annually	Supervisors, Staff
Staff performance reviews	Annually	Supervisors, Staff

*survey of 3-5 clients per CSC to gauge the usefulness of services and to validate information on CORE