

April to June 2019  
Adopted June 25<sup>th</sup>, 2019



Strategic Plan  
2019-2024

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# Introduction

Members of the Board of Directors and staff of North Okanagan Youth and Family Services Society (NOYFSS) participated in Strategic Planning events on May 23<sup>rd</sup> and June 3<sup>rd</sup>, 2019. The purpose of these sessions was to complete a comprehensive environmental scan in order to establish renewed strategic directions.

The planning events covered the following areas:

- Organizational Foundations: Mission, Vision, & Values
- Review of Demonstrated Achievements, Strengths & Competencies
- Review of Challenges Impacting on Capacity
- Review of External (Environmental) Challenges, Threats, & Trends
- Review of Opportunities & Risks
- Identifying New Strategic Directions (themes)

To support the planning events, an online survey designed to gather anonymous input from staff was administered. In addition, interviews were conducted with community stakeholders to solicit their input regarding NOYFSS's strengths, challenges, and opportunities. This input was utilized during the planning day and is also referenced in this document.

## The Organization

NOYFSS is an accredited, not-for-profit organization which has provided services in the North Okanagan since 1974. The society was originally founded by a group of concerned citizens and leaders from health, education, business, and government to meet the needs of the children, youth, and families.

NOYFSS is an acknowledged leader in the provision of residential services for youth in the province of British Columbia. The first service operated by NOYFSS was Mara House, which opened its doors in 1974. Mara House added an Intensive Support Program to assist foster parents and developed into Residential Services. In response to community needs, Community Based Services evolved to assist children, youth, and families with a variety of programs. Residential Services and Community Based Services continue to evolve to reflect the ongoing commitment of NOYFSS to the needs of the people of the North Okanagan.

The organization has a skilled leadership team and staff group, and an engaged and active Board of Directors. NOYFSS is well respected by their various funders and also enjoys successful collaborative partnerships with other community service providers and local government leaders. The organization has developed a continuum of services that continue to evolve in response to the changing needs of the community.

# Review of Mission, Vision & Values

NOYFSS's current Mission was affirmed and remains as follows:

“North Okanagan Youth and Family Services Society provides a broad range of social programs reflecting the dynamic needs of our community that strengthen, nurture, and protect the healthy development of our children, youth, and families. ”

NOYFSS's current Vision remains:

“North Okanagan Youth and Family Services Society is the leading community social agency that aspires to strengthen the family through healthy relationships. ”

NOYFSS's Core Values were discussed. The current set of Core Values were affirmed:

## ***COMMITMENT***

- NOYFSS is focused on the belief that every child deserves to be safe and is dedicated to each individual we serve.

## ***COMMUNITY***

- NOYFSS acts on the commitment to collaboration and community involvement.

## ***EMPATHY***

- NOYFSS strives to understand each individual's situation by listening to every story.

## ***GENUINENESS***

- NOYFSS behaves honestly, sincerely, and without judgement when working with individuals.

## ***RESPECT***

- NOYFSS holds respect as the single most important aspect of authentic communication and interaction.

## ***TRUST***

- NOYFSS believes that trust between individuals is the basic element of a meaningful interaction.

The discussion regarding core values yielded two suggested additions, recommended to reflect the responsibilities and cultural competency commitments of the organization. If accepted, clarifying statements will be added to further define each broad value area.

The additional core values proposed are:

***DIVERSITY*** (to be defined)

***RELATIONSHIP*** (to be defined)



The common themes identified included:

- **Strength of the Staff Team** – skilled, committed, flexible, knowledgeable, engaged professionals working collaboratively in a team-oriented culture
- **Strength of the Leadership** – supportive and informed management and Board providing engaged and committed, future focused direction for the organization
- **Strength of the Organizational Culture** – supportive culture which honours the needs of the team members, prioritizes collaborative partnerships with community stakeholders, and maintains a stable, accountable, financially responsible, and well-respected profile in the community
- **Strength of the Services and Facilities** – range of free services reflecting best practices, delivered in excellent facilities, and offering flexible responses to meet the needs of persons served

## Achievements

Achievements were focused in the following areas:

- **People and Culture** – providing leadership opportunities, excellent training, supportive and inclusive work environment, and successful transition to a new Executive Director
- **Facilities** – expansive and attractive renovations to various locations enhance service delivery
- **Finance, Operations and Infrastructure** – continuing accreditation status along with enhanced effectiveness and efficiencies in operations, systems, program utilization, and fundraising achievements
- **Community** – enhanced profile both locally and provincially, excellent reputation and strong collaborative partnerships within the service delivery network and among other stakeholders

## Core Competency

A culture grounded in trust-based relationships that:

- Is adaptive, flexible and agile
- Is maintained by a skilled, dedicated staff group that takes care of each other and goes above and beyond for those we serve
- Is transparent in how problems get solved

## Strategic Assets Balance Sheet

### Tangible assets

- Our building - head office & residential facilities
- 3 agency vehicles
- Technology infrastructure
- Financial reserves

### Intangible assets

- Strong relationships with MCFD, Interior Health, and the local School District
- Strong inter-agency relationships
- Depth of experience and knowledge amongst the staff group
- Strong Board of Directors with cross section of skills
- Staff engagement – feels like a family where belonging is emphasized and team is promoted
- Strong community profile
- Accredited

## Internal (Operational) Challenges

The perceived weaknesses of the organization were focused in broad themes:

- **Human Resources** – recruitment and retention issues, overextended team members, and the clear need for a dedicated HR position to support the maintenance of a healthy organizational culture, facilitate succession planning
- **Capacity Building within Services** – responding to the need for culturally responsive services, maintaining caliber of training and competencies among staff, accessing clinical consultation and supports as required, stabilizing and sustaining residential services
- **Finances and Funding** – maintaining assets, expanding the diversity of funding sources, resolving archaic funding models and contracts, effectively resourcing the organization (fiscal, personnel, sustainability)
- **Technology** – effective and efficient use of technology

## **External Challenges/Trends/Threats: PESTLE**

A review of current challenges, threats and trends of the external environment was completed utilizing a PESTLE framework which encompasses: Political, Economic, Social, Technological, Legal & Environmental factors impacting on the organization. The results of the PESTLE are provided in Appendix A.

## **Opportunities**

Input from a survey, external stakeholders, and through the facilitated sessions identified the following array of potential opportunities for NOYFSS:

### **Responsive community-based services**

- Expand programs that foster youth resiliency (e.g. Transitioning to Adulthood and dedicated youth mental health supports for mild to moderate issues)
- Expand programs that enhance family resiliency (e.g. Foster Parent Support, increase 'no referral' services including counselling and other options)
- Commitment to Truth and Reconciliation by providing leadership in supporting change for and services for Indigenous peoples
- Explore partnerships to meet the needs of LGBTQ2 community members
- Services for fathers

### **Infrastructure and Organizational Capacity Building**

- Establish a dedicated human resources position to support workforce development and management
- Engage in succession planning across the organization
- Create a Director of Residential Services position to support service stability
- Sustain and enhance training opportunities within the Society including mentoring, new hire orientation, and ongoing professional development
- Sustain focus on continuous quality improvement activities

### **Strategic Development**

- Sustain strong partnerships with stakeholders to stay "ahead of the curve" in service trends and community needs
- Maintain knowledge of community trends and opportunities
- Explore opportunities for land acquisition
- Promote and polish our "brand"
- Develop partnerships with post-secondary institutions for research and innovation opportunities
- Conduct intentional research on new opportunities that renews our agency

## Financial Resiliency

- Review and renew contracts to ensure they fully fund service and administrative components
- Explore the opportunities beyond traditional funding sources
- Explore more flexible options in allocating funding to meet needs and trends

## Risks

The planning process considered risks that should be managed in order to ensure that the strategic plan will be successful and can be maintained going forward. The risks identified were:

- Maintaining a skilled workforce
- Succession planning – we cannot lose the institutional memory (e.g. knowledge and skill sets of long-term staff) → ensuring retention/replacement of key staff
- Sustaining the organizational culture as we grow and change
- Managing the liabilities associated with certain services delivered by the Society (e.g. Residential Services)
- Ability to maintain relationships with key stakeholders
- Political influences: local, provincial, and federal governments and their associated policy and funding decisions
- Competition for contracts
- Economic recession
- Compensation that recognizes cost of living, equity, and fair labour practices
- Demographics of the community – population changes impact services
- Maintaining clarity and clear roles in service delivery (expectations for participants and funders)
- Environmental challenges associated with climate change (e.g. wildfires, flooding)

# Strategic Themes & Objectives

Through the discussions strategic themes emerged. They reflect thoughtful consideration of the various data sources that informed planning and the results of the environmental scan process. Most importantly, each is intended to support NOYFSS in achieving its Mission and Vision by leveraging its core competencies.

We will Achieve Our Mission & Vision by focusing on:

## **Strategic Theme One:**

### ***Grow our services in response to community need***

#### **Objectives (in priority order):**

- Pursue opportunities to deliver services and supports to youth with mild to moderate mental health issues
- Develop capacity to provide self-referral counselling and support services to families
- Expand supports for youth transitioning to adulthood
- Explore capacity for partnerships in delivering responsive services (e.g., for Indigenous peoples)

## **Strategic Theme Two:**

### ***Strengthen internal systems & capacity***

#### **Objectives (in priority order):**

- Establish a dedicated human resources position to enhance workforce development and sustain the family-focused culture of the Society
- Develop a comprehensive, organizational succession plan
- Explore the capacity to create a Director of Residential Services
- Review funding agreements to ensure they reflect current services and costs
- Enhance our training, supervision and mentoring capacity to reflect a learning culture

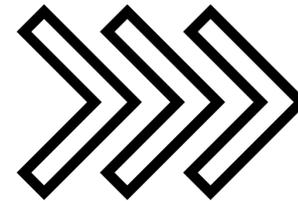
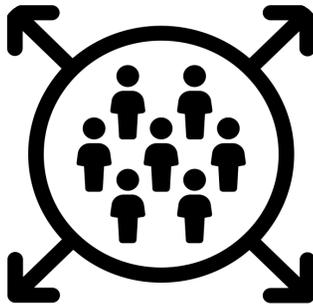
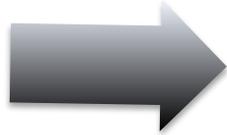
## **Strategic Theme Three:**

### ***Maintain a future-focused lens***

#### **Objectives (in priority order):**

- Sustain strong partnerships with stakeholders to stay “ahead of the curve” in service trends and community needs
- Continue work on improving Indigenous relations
- Continue to enhance our brand and community presence
- Explore opportunities for land acquisition that aligns with our long-term objectives
- Diversify our funding sources

# NOYFSS Strategic Plan Strategy Map



Grow our services in response to community need

- Mental Health Services for youth
- Self-referral services for families
- Supports for youth transitions
- Service delivery partnerships

Strengthen internal systems and capacity

- HR position
- Succession planning
- Director of Residential Services
- Learning Culture
- Review funding agreements

Maintain a future focused lens

- Sustain strong funder partnerships
- Improve Indigenous relations through Calls to Action in Truth and Reconciliation
- Enhance brand and community presence
- Explore land acquisition opportunities
- Diversify funding sources

# Appendix A: PESTLE

## Political

- Good, balanced city council
- Good relationship with school district trustees and with the schools
- School district turnover – need to maintain relationships. We help with their process of assigning codes with brings in finding for them
- Change in MCFD's Executive Director of Service
- Current Provincial Government
  - o Minority government which could be unstable
  - o Has facilitated wage increases
- Lack of political voice for those we serve
- Federal election in the fall

## Economic

- Relatively strong economy – challenges in recruitment for many positions
- No BSW program in Kelowna (reduces recruitment pool)
- Low vacancy rate, high cost of housing
- Challenges of housing independent youth and parents with kids
- Increasing costs – cleaning, utilities, wages, gas, insurance
- No champion for social housing in Vernon
- Serious competition for fundraising in Vernon
- Loss of dedicated fund development role
- Projects through the Local Advisory Team (LAT)

## Social

- Decision to transition Street Outreach
- Families being stretched – the need to work more, less time for parenting
- Impact of tech on relations, social interactions
- Homelessness
- Lack of effort to build inclusive community
- New shelter opened
- Drug use, opioid crisis
- Great RCMP superintendent – community leadership
- Mental health issue in the rise

## Technological

- Screens/screen time – impact on youth
- Impact of social media
- Constant issue of phones being used at work
- Opportunities for service delivery using technology

- Online technology
- Lack of Data plan on workphones

### Legal

- Providing care to children involves risk
- Ethical boundaries for staff
- Legalization of marijuana
- Paper trail and documentation – huge time and resources to maintain
- Data security
- Lack of understanding of legal system – impact on clients
- Amount of time waiting for court dates (court backlog)
- Screening process of Residential (Hub) – can cause delays
- Access to social media can cause anxiety among youth – instant information, fake news

### Environmental

- Climate change
  - o Emergency evacuations
  - o Air pollution
  - o Water advisories
- Transportation issues – lack of transit
- Changes in the neighborhood on 27<sup>th</sup> Street (around where our residential facilities are)
- Gentrification
- Safety issues of the physical environment around our buildings