

**BRAIN INJURY SERVICES OF HAMILTON,
HALFIMAND-NORFOLK, NIAGARA
Strategic Plan Update Session**

September 24, 2008

SESSION REPORT

Session Agenda
Reflections on the Past Two Years
SWOT Update
Revised SWOT
Revised Strategic Goals

Revised Implementation Plan
(submitted under separate cover)

October 3, 2008

BRAIN INJURY SERVICES OF HAMILTON, HALFIMAND-NORFOLK, NIAGARA
Strategic Plan Update Session
Wednesday, September 24, 2008

Purpose: To review and update the agency strategic plan for 2007 - 2010

Agenda:

4:00 p.m. Introduction

- Opening remarks
- Session overview and facilitation plan
- Recap of planning process

4:20 p.m. Environmental Scan Update

- Reflections on the past year
- CEO update on current initiatives - accreditation, relocation of homes, potential new home, needs assessment study, others
- Flip chart activity to identify changes to agency strengths, weaknesses, opportunities and threats

5:30 p.m. Review of Goals

- Progress reports
- Breakout groups review goals and suggest revisions and deletions based on updated environmental scan and progress achieved

6:00 p.m. Dinner - Concurrent with group activities

6:30 p.m. Group Reports

- Group presentations with discussion and consensus seeking

7:00 p.m. Implementation Planning

- Revisions to implementation plan to reflect revised goals

7:30 p.m. Closure

- Closing remarks

Session concludes by 8:00 p.m.

Facilitator: Dr. David Sheridan
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REFLECTIONS ON THE PAST TWO YEARS

Breakout group activity

- Office move
- Growth
- More partnerships
- Increased use of best practices
- Conferences
- Awards
- Increased staff
- HR initiatives
- Stronger reach - into Haldimand
- New Board members
- In-house research
- Niagara staff issues
- Death of three participants
- Increased fee for service
- Outcome measures
- Tightened policies and procedures
- Money spent on home upgrades
- Improved network security
- Improved financial reporting

Current Initiatives:

Accreditation
New house
Moves in Niagara
Needs assessment underway
ABI Network

SWOT UPDATE*Flip chart activity***Review of Strengths:**

Increased	Declined	Stable	STRENGTHS
10			Quality programming
10			Range of services
9			Board, staff and volunteers
10			Clinical expertise
3		6	Multidisciplinary
6		4	Focus on participant needs
9		1	Reputation as leader in ABI
3		6	Mix of funding and revenue
8		2	Flexible and adaptable
10			Willing to take on challenges
10			Active in LHINs
10			External connections

Additions:

- Space, programming, training, meetings
- Increased staff education
- Relationship/status with Ministry
- Best practice research and implementation under way
- Known for expertise in taking complex participants
- Staff training and skills improvement

Review of Weaknesses:

Increased	Declined	Stable	WEAKNESSES
	10		Long wait lists
7		4	Resource constraints
3	3	3	Internal communications
2	8	1	Low community profile
4	5	2	Community understanding
		10	Staff retention
	5	4	Limited discharge options

Additions:

- HRIS (HR data base) needs to be updated
- Board involvement and low attendance

Review of Opportunities:

Increased	Declined	Stable	OPPORTUNITIES
10			New program initiatives
10			Fee for service
10			Corporate partnerships
10			Innovative delivery models
10			Regional expansion
10			Partnering through LHINs
5		5	Research
5		5	Technological applications
4		6	Demographics - needs of baby boomers*

Additions:

- SSHA
- OHRSCSS - software - financial and HR
- Linking with community based programs for therapy groups
- Development of more therapy groups
- Link with colleges/universities
- Growth with seniors and adolescents

Review of Threats:

Increased	Declined	Stable	THREATS
		7	Gov't/legislative change
	9	1	Uncertainty re: LHINs
7		1	Growth outpacing resources
2		6	Workload and burnout
2		6	Safety and liability issues
9			Aging clients - higher needs
	9		Union dynamics

Additions:

- Issues associated with taking on complex behavioural participants/aging/youth
- Union filtering into other programs

REVISED SWOT ANALYSIS

Strengths:	<ul style="list-style-type: none"> High quality, well grounded and innovative programming Broad range and variety of services Expertise in working with complex participants Reputation as a leader in ABI Dedicated Board, staff and volunteers Well trained staff with clinical expertise Multidisciplinary approach Focus on participant needs Mix of Ministry funding and fee-for-service revenue Flexible and adaptable, willing to take on new challenges Positive relationship and active with LHIN
Weaknesses:	<ul style="list-style-type: none"> Funding and resource constraints Physical space limitations Internal communications Community understanding of ABI Retention/turnover of relief and contract staff Need for updated HR data base Board engagement
Opportunities:	<ul style="list-style-type: none"> New programming initiatives to address needs Increased fee for service activities Corporate partnerships Innovative delivery models Expansion in other regions Partnering through LHINs Research Technological applications Demographics and needs of “baby boomers” Serving adolescents Links with colleges and universities
Threats:	<ul style="list-style-type: none"> Government and legislative change Growth outpacing resources Workload and burnout issues Safety and liability issues Aging clients with higher levels of need Expansion of union involvement

REVISED STRATEGIC GOALS

Minor changes based on breakout group work

Program Development

- 1.1 Continually ensure that all programs are goal oriented, evidence based and guided by best practices.
- 1.2 Assess community needs for programming and expanded services for different age groups and in different regions.
- 1.3 Enhance access to addictions services for individuals with ABI and substance abuse issues.
- 1.4 Create vocational and avocational opportunities for participants.

Organizational Development

- 2.1 Establish an ongoing Board development program.
- 2.2 Expand and promote staff development opportunities.
- 2.3 Facilitate horizontal and vertical communication within the agency.
- 2.4 Promote participant and staff safety through enhanced policies and safety practices.

Leadership, Partnerships and System Development

- 3.1 Continue to participate in the development of the LHIN.
- 3.2 Provide leadership for the LHIN-wide ABI network
- 3.3 Foster capacity building of other agencies to serve individuals with ABI through marketing, information and training.

Profile

- 4.1 Increase visibility and public awareness of the organization.
- 4.2 Foster ABI education and awareness through partnering and involvement in community activities.
- 4.3 Advocate for improved ABI resources.

Resources

- 5.1 Seek opportunities for increased efficiencies and creative deployment of resources that enhance the agency's capacity to provide services.
- 5.2 Increase casual relief staff retention through incentives/staff recognition initiatives.
- 5.3 Promote and support research and development in ABI.
- 5.4 Relocate office space in Hamilton and residential homes in Niagara.
- 5.5 Increase revenue from fee for service initiatives.