



STRATEGIC PLAN

2019 - 2024

Changes made from 2022 version

- General language updates (ie. coworker=Coworker, families=family/representatives, removed significant others, etc.)
- General formatting changes (bullet points, line breaks, etc.)
- Updated that IWA may be referred to as any of the following: "IWA, Glenora Farm or Glenora Farm community"
- Removed the term volunteers when referring to Coworkers
- Changed accomplishments to include 2021 and 2022
- Changed external and internal considerations to reflect each specific CARF standard in 1.C.1
- Changed template of the goals and priorities
- Changed priority level of the diversifying funding status from priority one to priority two

Remaining priorities from last year

- Any remaining priorities from last year have been incorporated into the January 2023 review and revision of the IWA Strategic Plan.

The Ita Wegman Association leadership is committed to developing and supporting a strategic plan that ensures operational, financial and service delivery viability, credibility and soundness. Considerations include regulatory expectations and adherence to CARF international quality assurance standards associated with strategic planning.

1.C.1 – The ongoing strategic planning of the organization considers:

- a) Expectations of persons served
- b) Expectations of stakeholders
- c) The competitive environment
- d) Financial opportunities
- e) Financial threats
- f) The organization's capabilities
- g) Social determinants of health
- h) Demographics' of the service area
- i) The organization's relationships with external stakeholders
- j) Regulatory environment
- k) Legislative environment

- l) The use of technology to support
 - 1) efficient operations
 - 2) effective service delivery
 - 3) performance improvement
- m) Information from analysis of performance

1.C.2. – The organization implements a strategic plan that:

- a) Is developed with input from
 - 1) person served
 - 2) staff
 - 3) stakeholders
- b) Reflects the organization's financial position:
 - 1) at the point in time plan is being written
 - 2) at projected points in the future
 - 3) with respect to allocating resources necessary to support accomplishment of the plan in the following areas:
 - a) financially
 - b) via with workforce
- c) Sets
 - 1) goals
 - 2) priorities
- d) Reviewed at least annually
- e) Is updated as needed

Summary of Accomplishments

- Worked with CLBC to successfully re-negotiate contracts to more accurately represent support provided.
- Transitioned CLBC contracts from per diem to C.I. program to leverage annual wage increase provided by CLBC.
- Contingency plan has been identified and implemented. 20% of all general donations to the IWA will be directed towards the contingency fund.
- Paid \$600,000 towards one of our licensed care home mortgages



- In 2022, Glenora Farm brought in \$990,525 in donations, grants and fundraising. This is an increase of \$555,842 from 2021.
- The organization has created ECP25 and training Cohorts document to simplify training engagements and tracking.
- Organizational mandates for all roles and groups have been defined and are reviewed annually (February).
- Reviewed and updated all CARF required plans and reports.
- Created a new template for Performance Measurement & Management Plan.
- Created a performance analysis and action plan that is based on the Performance Measurement and Management Plan.
- All residential Companions and Coworkers have access to a local Primary Health Care Provider (Medical Doctor)
- Confirmed possibility of globally funded programs to support young adults transitioning from high school to Community Integration day programs
- Engage in annual CSSEA survey to support information gathering and sharing
- The IWA has successfully worked with an experienced contract fundraiser/grant writer to identify grant opportunities, submit grant applications, and provide associated grant reporting.
- The IWA has secured a legacy gift, this gift represents an annual donation of \$25,000.00 for ten years.
- The IWA has secured two legacy donations, a one-time donation of \$185,000.00 and a one-time donation of \$819,053.00
- A Case for Support has been created and is being used to support fundraising activities.
- Updated website / promotional material
- Communication Tree has been created
- Succession Plan created for senior leadership positions
- Engaged with healthy succession of Coworkers in various direct support and leadership roles

ORGANIZATIONAL MANDATES	SOLIDIFICATION OF ORGANIZATIONAL MISSIONS & VALUES
<ul style="list-style-type: none"> • Be fiscally responsible and accountable. 	<ul style="list-style-type: none"> • Maintain a system for effective financial management and resource allocation.
<ul style="list-style-type: none"> • Respect the unique differences in ability, culture, ethnicity, spiritual beliefs, and sexual orientation of all people. 	<ul style="list-style-type: none"> • Be respectful in all of our communication with Companions, Coworkers, Stakeholders, Community Partners, and contractors.

<ul style="list-style-type: none"> • Base our programs and support delivery on anthroposophical ideals, sound research, and best practice standards. • Ensure comprehensive training of Coworkers, contractors, and Board Members. 	<ul style="list-style-type: none"> • Offer flexible, responsive, and informed support delivery. • Provide supports that strengthen Companions quality of life through engaging activities, ongoing learning, sharing of information, person-centred residential and day programs, and advocacy support.
<ul style="list-style-type: none"> • Place Companions at the centre of our work and centrally include Companions in our work together. 	<ul style="list-style-type: none"> • Create an environment that is conducive to inclusion, fulfilment, purpose and meaningful engagement to promote wellbeing and a sense of connection.
<ul style="list-style-type: none"> • Adhere to our Mission Statement, Organizational Philosophy, Values, and Code of Ethics. 	<ul style="list-style-type: none"> • Create and develop supports that promote the health of Companions and safeguard their rights.
<p>ASSESSMENT & REVIEW OF STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (S.W.O.T) This review is achieved by considering the following:</p>	
<p>Support Delivery & Feedback Surveys</p> <ul style="list-style-type: none"> • Companions, their family / representatives, and stakeholders are given the opportunity to review and provide feedback on the residential and day program support received through satisfaction surveys, one on one meetings, Companion goal tracking surveys, annual ISPs, ongoing house and Companion meetings, and ongoing direct feedback. • While receiving support, Companions are given the opportunity to provide feedback on how supports are delivered and if they wish to see any changes or explore alternatives. <p>Planning</p> <ul style="list-style-type: none"> • The Accreditation Task Force continually provides input into the creation and development of the IWA Strategic Plan. • The IWA collects information from Companions, Companion families/representatives, Coworkers, and stakeholders on an ongoing basis to support strategic planning efforts. Planning is communicated through the following channels: social media, website, newsletter, annual report, leadership groups to stakeholders and wider community members, and Coworkers to Companions and Companion families/representatives. 	

CONSIDERATION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
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Expectations of persons served	Support is based on individual support needs, preferences, and incorporates feedback. Support provided to Companions is delivered in a safe, secure, and inviting environment.	Obtaining consistent, accurate and timely feedback from Companions and Companion family / representatives.	Continue to work on diversifying and expanding programs incorporating feedback of persons supported and their representative(s) .	Reduced Coworker capacity impacting consistent, accurate and timely feedback from Companions and their representative(s) regarding their program expectations. Insufficient engagement in the feedback cycle.
Expectations of stakeholders	Stakeholders feedback is collected on a regular basis by way of satisfaction surveys, one on one meetings, external inspections and reviews, and ongoing direct feedback. This information is used to support organizational and program improvements.	Not fully utilizing feedback across all planning efforts. Gaps in communicating organizational and program changes made as a result of feedback.	Increase stakeholder involvement and participation opportunities through proactive engagement. Continue to work on incorporating feedback from stakeholders and communicating changes made.	Irregular collection of feedback. Insufficient engagement in the feedback cycle. Miscommunication between IWA and stakeholders as a result of insufficient information being shared by the IWA regarding changes made as a result of stakeholder feedback.
The competitive environment	The IWA is an engaged and responsive service provider. The IWA maintains healthy communication with persons supported, governing agencies and all stakeholders. The IWA participates in regular service provider meetings and has strong ties in the wider	As a result of the unique nature of IWA programs and supports, the populations we support can be limited by location, accessibility, funding available, and both Coworker and Companion capacity.	The IWA has identified the opportunity for additional globally funded placements in the day program. The IWA works with national and international placement agencies and funders to increase Coworker capacity.	Reduced capacity impacting support delivery. Lack of Companion placements impacts IWA funding and program budgets.

	community and social service sector.			
CONSIDERATION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Financial opportunities	<p>The IWA's financial position is comparable to the previous year's budget.</p> <p>Financial projections include creating and maintaining a fiscally responsible and balanced operational and capital budget. Operational budgets are created for the period of one fiscal year, and capital budgets are created for longer cycle projects.</p> <p>Both operational and capital budgets are reviewed bi-monthly at finance committee meetings and monthly at Board meetings.</p> <p>The IWA allocates 20% of all general donations to a contingency fund.</p> <p>The IWA has negotiated contracts that more accurately reflect the program expenses.</p>	<p>Developing a budget that is representative of operational needs without running a deficit.</p>	<p>Expanding programs and service areas to support increased revenue.</p> <p>Increase the number of day program spaces available.</p> <p>Develop globally funded placements in the day program.</p> <p>Increase private contracts to reflect the new provincial contracts baselines.</p> <p>Increase grant and fundraising opportunities with support from a contract grant writer and Admin. & Dev. Coord.</p>	<p>Financial security and organizational stability is dependent on the number of contracts confirmed.</p>

	<p>The IWA is working towards expanding our day program contract with our main provincial funder.</p> <p>The IWA engages with grant writing and fundraising as a means to enhance operational and capital budgets.</p> <p>The IWA engages with a third party accounting office to prepare and complete year end financial reporting.</p>			
Financial threats	<p>The IWA is aware, proactive and responsive to financial threats. A strong operating reserve is in place and a contingency plan has been identified and implemented.</p> <p>The IWA creates and maintains a capital project budget that is separate from the main operating budget.</p>	<p>The IWA program revenues do not meet IWA program expenses. Wage increases for Coworkers do not match wage funding amounts outlined in program budgets.</p>	<p>The presence of financial threats has required the IWA to review and maintain all program and project budgets on an ongoing basis (bi-monthly finance committee meetings, monthly Board meetings).</p> <p>Financial threats have encouraged the IWA to develop new programs and explore social enterprise opportunities.</p>	<p>Ensuring the budget is followed while meeting increasing operational needs. Increase in program associated expenses (wages, food, gas, materials, mortgage debt) is a threat to the organization.</p>
The organization's capabilities	<p>The IWA has created a Human Resources Plan, and Succession Plan which are reviewed annually. The IWA holds a contract for an online training database thus</p>	<p>Service delivery can be impacted by location, accessibility, funding available, and both Coworker and Companion capacity.</p>	<p>The IWA has developed processes and timeframes to review policies, Coworker training, define/refine organizational groups and mandates, and</p>	<p>Required actions/engagement regarding plans, training, and feedback can exceed Coworker capacity.</p>

	<p>streamlining and simplifying training for all Coworkers. The organization has created ECP25 and training Cohorts document to simplify training engagements and tracking. Organizational mandates for all roles and groups have been defined and are reviewed annually (February).</p>	<p>Sharing organizational changes and information with all Coworkers in a timely manner.</p>	<p>adapt and incorporate Companion, Coworker, and stakeholder feedback.</p>	
<p>Social determinants of health</p>	<p>The IWA creates and reviews an Accessibility and Cultural Diversity, Inclusion and Competency Plan. Using the Quality of Life Framework as a guideline, the IWA provides and advocates for accessible transportation options, affordable and safe housing, nutritious food, clean water, and a toxin-free environment. The IWA ensures all Companions have access to healthcare services, social support, community programs</p>	<p>Programs, services, supplies, and supports can be impacted by location, funding available, and Coworker capacity. Access to economic and job opportunities can be limited due to ability, as well as participation in the full-time day program.</p>	<p>IWA has the opportunity to create a recreation program for persons supported. The IWA is exploring new transportation alternatives. The IWA is exploring program opportunities that incorporate sustainability, food security, intergenerational connections, and wider community partnerships.</p>	<p>The lack of public transportation available for persons supported has a negative impact on IWA, and wider-community program engagement.</p>

CONSIDERATION	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Demographics of the service area	The IWA is informed and aware of the demographics in our service area. There has been very little change to the local demographic area over the 30 years that the IWA has operated Glenora Farm at 4766 Waters Rd. There has been an increase in population in the regional demographic area.	An increase in need for social service supports has resulted in an increase in local service providers. This can adversely impact the placement rates at Glenora Farm, which may result in a competitive environment and put a strain on the financial resources available.	Development of a globally funded program would make Glenora Farm more accessible to persons supported and competitive in the regional social services sector.	There has been an increase in emergent needs in the social service sectors which can reduce funds allocated to disabilities programming.
The organization's relationships with external stakeholders	The IWA builds and maintains positive, collaborative, and mutually beneficial relationships with external stakeholders. These positive relationships directly impact funding, resource allocation, referrals, and timely review and resolution of services and requests.	Contract negotiations with the main provincial funder can be time consuming, delay Companion placement, and not accurately reflect the true cost of support delivery.	Create programs and partnership opportunities with post-secondary institutions. Pursue globally funded programs to expand contracted services and day program capacity. Expand external stakeholder composition by creating a new recreation program.	Insufficient funding available from the governing bodies. Non-compliance to various external regulations due to Coworker capacity. New programs may not be awarded ongoing contracted funding.

<p>The regulatory environment</p>	<p>The IWA is aware of and endeavours to meet all municipal, provincial, and federal regulatory expectations. The IWA works to stay current of any changes to local, regional, provincial, and federal regulations .</p>	<p>Awareness of, and ability to meet diverse and ever-changing regulations.</p>	<p>View changes to regulations with an eye to adaptations that support organizational growth. Positive relationships with external stakeholders facilitate timely updates and opportunities to adapt to changing regulations. This can result in collaborative responses to changing regulations.</p>	<p>Stay abreast of changing regulations, ensure a timely response, and implement changes.</p>
<p>The legislative environment</p>	<p>The IWA is aware of and endeavours to meet all municipal, provincial, and federal legislative expectations. The IWA works to stay current of any changes to local, regional, provincial, and federal legislation.</p>	<p>Awareness of, and ability to meet diverse and ever-changing legislation.</p>	<p>View changes to legislation with an eye to adaptations that support organizational growth. Positive relationships with external stakeholders facilitate timely updates and opportunities to adapt to changing regulations. This can result in collaborative responses to changing legislation.</p>	<p>Stay abreast of changing legislation, ensure a timely response, and implement changes.</p>
<p>The use of technology to support efficient operations, effective service delivery and performance improvement</p>	<p>The IWA creates, reviews, and adheres to a Technology Plan and Status Report (annually January). The IWA ensures Coworkers have access to the proper hardware</p>	<p>Some IWA Coworkers need additional training to efficiently engage with the provided hardware and software. Difficulty or reluctance to engage with provided</p>	<p>Provide ongoing training for Coworkers on appropriate technology use and maintenance. In-coming technology allows for increased productivity and</p>	<p>Financial resources to maintain hardware and software can be limited.</p>

	and software to accomplish their tasks and training. All IWA technology needs are monitored on a regular basis. Training on appropriate use of technology is provided to all IWA Coworkers.	software may impact service delivery.	enhanced support delivery.	
Information from analysis of performance	The IWA engages with the Performance Measurement and Management Plan and the Performance Analysis to review organization, business function and support delivery goals. The IWA engages with a quality assurance evaluation cycle to collect data from multiple stakeholders and sources in a variety of ways at daily, weekly, monthly, quarterly and annual frequencies.	Obtaining consistent, accurate and timely feedback from all stakeholders. Not fully utilizing feedback across all planning efforts. Gaps in communicating organizational and program changes made as a result of feedback.	Identify areas of improvement across the organization and respond with improved performance. Create new programs that are responsive to feedback obtained.	Required actions/engagement regarding performance management, measurement, and analysis can exceed Coworker capacity. Financial resources to engage with performance improvement may not be available.

ACTIONS TO BE TAKEN AND PRIORITY

(Priority 1 = immediate within the next two years, Priority 2 = significant within two to three years, Priority 3 = important within three to five years)

PRIORITY: FINANCIAL STABILITY AND SELF SUSTAINABILITY

GOAL 1: Ensuring Ita Wegman Association is finance stable and sustainable				
AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Current and Future Funding Status</i>	<p>Priority 1 Goal: Identify current fiscal position, review previous fiscal year position, and plan for upcoming fiscal year budget. Determine and coordinate ongoing reviews of financial positions. Incorporate any known changes to funding.</p>	<p>Action: Ongoing review of current, previous and upcoming financial position. Highlight any required action to ensure budget objectives are met. Complete regular reviews at bi-monthly finance committee meetings and monthly Board meetings to ensure a financially stable position. Engage with all funders (provincial, private, grantors, and donors) on a regular basis to determine current and future funding allocations and ensure the IWAs contractual and reporting obligations are being met. Resources Required: Labour hours for Business Administrator, Contract</p>	<p>Provincially funded contracts are reported upon annually, or as contracts are amended. Private contracts are reviewed and renewed annually, or as amended. Grant funding and reporting is reviewed and completed in-line with specific grant requirements. Development calendars are created by March 31 annually and reviewed as-needed, or in-line with grant</p>	<p>The IWA has stable funding sources and accurate financial reporting. The IWA is in a financially viable position with projected needs and funding sources identified to ensure continuity of business functions and support delivery.</p>

		<p>Bookkeeper, Finance Committee and Admin & Dev. Coord. Software subscription to QuickBooks Online, procured services of a third party contract Account for preparing and completing year end financial statements, procured services of a contract grant writer</p> <p>Who: Finance Committee, Executive Group, Board Of Directors. Business Administrator, and Contract Bookkeeper.</p>	<p>opportunities arising. Fiscal year budgets are completed by March 31 annually. All budgets are reviewed bi-monthly (Finance Committee) and monthly (Board).</p>	
<i>Diversify Funding Sources</i>	<p>Priority 1 Goal: Engage with globally funded contracts (CLBC). Expand day program opportunities while exploring social enterprise possibilities. Expand services provided to include older adult populations. Expand services provided to include youth transitioning from school to community inclusion programming.</p>	<p>Action: Maintain communication with CLBC contract manager to explore globally funded programs at Glenora Farm. Conduct a feasibility study and acquire legal services for transition to social enterprise and expansion of program population to include older adults.</p> <p>Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc)., grant funding for a social enterprise feasibility study and legal fees.</p> <p>Who: Business Administrator, Admin. & Dev. Coord., Facility</p>	<p>Review options for globally funded programs by March 31, 2024. Funding for legal fees and feasibility study solidified by March 31, 2024.</p>	<p>Funding for legal fees and feasibility study is obtained. Process to engage with globally funded programs is identified and underway.</p>

		Manager, Contract grant writer, Finance Committee, Executive Group, Board		
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AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Diversify Funding Sources</i>	<p>Priority 2 Goal: Increase community engagement and develop economic partnership opportunities with local community groups.</p>	<p>Action: Identify IWA programs that are suitable for community engagement and economic partnership. Develop a list of potential community partners. Engage with identified groups to explore partnership opportunities. Resources Required: Coworker labour hours, completed feasibility study and legal opinion, annual software fees (zoom, M365, QuickBooks, etc). Who: Business Administrator, Admin. & Dev. Coord., Contract grant writer, Facility Manager, Finance Committee, Executive Group, Board</p>	<p>Feasibility and legal study funding in hand March 2024. Identify IWA programs September 2024. List of potential community engagement and economic partners created by January 2025.</p>	<p>The feasibility and legal study funding is in hand and contracted services have been coordinated. Potential IWA program sites identified. Initial review of potential community engagement and economic partners December. 2024.</p>
	<p>Priority 2 Goal: Create an advocacy group to engage and lobby with all levels of government, ministries, and crown corporations.</p>	<p>Action: Establish a lobby group with the Board of Directors. Identify other agency stakeholders and build connections / relationships. Identify relevant government agencies, ministries, and</p>	<p>Request the Board of Directors form an advocacy group (September 2023). Determine the composition and mandate of the</p>	<p>Advocacy group has been formed. Composition and mandate of the group is confirmed. Advocacy group has connected</p>

		<p>crown corps to lobby/engage with.</p> <p>Resources Required: Coworker labour hours, Board of Directors donated time, annual software fees (zoom, M365, QuickBooks, etc).</p> <p>Who: Executive Group, Finance Committee, Board, and local service providers network.</p>	<p>Group (January 2024). Connect the advocacy group with other local service providers, Boards, and Executive Directors (May 2024). Determine the main areas of advocacy for engagement (November 2024). Begin lobbying efforts (January 2025).</p>	<p>with other local service providers, Boards and Executive Directors. Main areas of advocacy have been identified and a lobbying plan is being developed.</p>
	<p>Priority 1 Goal: Connect with CSSEA (Community Social Services Employers' Association of BC) to support information gathering and sharing.</p>	<p>Action: Participate in CSSEA information collection and outcome review</p> <p>Resources Required: Coworker labour hours, contractor labour hours (Bookkeeper), annual software fees (zoom, M365, QuickBooks, etc).</p> <p>Who: Business Administrator, Facility Manager, contracted Bookkeeper</p>	<p>CSSEA information is collected, reviewed and submitted (July 2023).</p>	<p>CSSEA information for 2023 has been submitted accurately and in a timely manner. CSSEA will provide IWA notice of their report findings via email. Review CSSEA survey outcomes including annual wage increases, and sector analytics.</p>
AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME

<p><i>Fundraising Activities</i></p>	<p>Priority 1 Goal: Expand IWA donor base.</p>	<p>Action: The Admin & Dev. Coord. will engage with the quarterly Camphill Regional Development meetings to identify strategies and approaches for fundraising and donor engagement. The Admin & Dev. Coord. will apply for grant funding to expand the existing IWA donor base. Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc). Who: Admin & Dev. Coord., contract grant writer, Business Administrator, Fundraising Committee, Board</p>	<p>The Admin & Dev. Coord. will participate in all Regional Development Meetings and create a plan to expand the donor base by January 2024. Grant application submitted by April 1, 2023.</p>	<p>Strategy for expanding the IWA donor base is decided upon.</p>
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AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<p><i>Fundraising Activities Con't</i></p>	<p>Priority 1 Goal: Explore and legacy gift and planned giving opportunities. Identify one legacy gift, or planned giving opportunity annually.</p>	<p>Action: Continue to engage with potential legacy gift donors. Create and share a planned giving initiative. Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc), contract grant writer labour hours, print materials, website development hours.</p>	<p>Planned giving and legacy gift initiative created by September 2023. Planned giving and legacy gift initiative to begin December 2023.</p>	<p>Planned giving and legacy gift initiative has begun and is being engaged with. A minimum of one legacy gift has been secured (a legacy gift is an annually recurring gift over \$10,000.00, or a</p>

		Who: Admin and Development Coordinator, Business Admin. Finance Committee, Board.		gift totaling over \$100,000.00)
	Priority 1 Goal: Identify and develop minimally two fundraising events in the calendar year.	Action: Identify and implement two fundraising events for the calendar year. Identify and engage with 4 off-Farm events to raise awareness of Glenora Farm and our programs. Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc), physical space for fundraising event, fundraising event expenses, volunteer donated time. Who: Admin and Development Coordinator, Business Admin., Finance Committee, Board	Identify two fundraising events for the 2023 calendar year. Events will be identified by April 2023 and a planning group will be assigned at that time. Identify four off-Farm events and engage with planning efforts (April 2023).	Two events were developed and held in 2023, each netting \$5,000.00. Four off-Farm events were held to raise awareness of Glenora Farm and our programs.

AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Fundraising Activities Con't</i>	Priority 1 Goal: Annual review and revision of fundraising policies conducted.	Action: Policies reviewed and updated annually (February) Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc), Who: Admin and Development Coordinator, Bus. Admin. Accreditation	Fundraising policies reviewed and updated February 2023, and as-needed.	The fundraising policies have been reviewed in February 2023 and February 2024. Fundraising policies are adhered to.

		Task Force, Executive Group, Board		
<i>Recruit Board Members (who can assist with philanthropy)</i>	Priority 2 Goal: Recruit and secure additional Board Members that have experience in philanthropy.	Action: Review and determine organizational needs, develop a list of potential candidates. Develop Board of Directors orientation package. Resources Required: Board of Directors donated time. Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc), Who: Bus. Admin., Parent Group, Board	Identification of organizational needs (September 2023). List of possible candidates determined (January 2024). Develop Board of Directors orientation package.	Review of organizational needs is completed. List of possible candidates is completed. Board of Directors orientation package is developed and used.

GOAL 2: Ita Wegman Association to support future sustainability				
AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Recruit and Retention of Coworkers</i>	Priority 1 Goal: Review recruitment strategies, review and update job descriptions and performance evaluation templates, update exit interview templates. Streamline orientation and training process. Examine Coworker feedback and incorporate retention action items into performance measurement, management,	Action: The Human Resource and Relations Group (HRR Group) will organize reviews and updates of job descriptions, performance evaluations, and exit interviews. The Admin & Dev. Coord. will share feedback surveys with Coworkers. The Accreditation Task Force (ATF) will review feedback and incorporate it into any performance	The Human Resource Plan and Status update is reviewed annually (January). All Human Resource policies are reviewed annually at minimum (February). The HRR Group has reviewed all job descriptions and	Retention of Coworkers has increased. There is a more efficient and robust onboarding process for all incoming Coworkers. All job descriptions are reviewed as needed. performance

	and improvement analysis, reporting, and action planning.	measurement and management analysis and planning. The ATF has reviewed, streamlined and standardized the orientation and training process and schedule for incoming Coworkers. Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc), Who: Human Resource and Relations Group, Care Group, Executive Group, Accreditation Task Force, Admin. & Dev. Coord.,	performance evaluations (Januray 2023). Exit interview templates have been drafted (January 2023). Coworker feedback has been incorporated in the performance improvement plan, analysis and report (January 2023). The ATF has streamlined the orientation and training process (January 2023).	evaluations will be engaged annually and the option to engage with exit interviews will be provided to all departing Coworkers. Feedback from Coworkers is regularly implemented in performance improvement efforts. IWA Coworkers enjoy working at Glenora Farm, they feel valued, safe, and connected to the work they engage with.
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PRIORITY: ACCREDITATION

GOAL 3: Ensuring The Ita Wegman Association successfully completes initial accreditation site survey				
AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Accreditation Preparation</i>	Priority 1 Goal: The IWA will demonstrate conformance to CARF standards and	Action: The ATF has reviewed all CARF standards and	IWA Plans and Reports reviewed annually (January). Conformance to	The IWA demonstrates conformance to CARF standards and will engage with a

	<p>successfully prepare, and engage with the CARF site survey.</p>	<p>incorporated the standards into IWA plans & reports and policies & procedures. The ATF has weekly meetings to ensure compliance and successful preparation for the CARF site survey. The IWA has engaged with an external consultant to provide feedback on IWA documents and procedures. The IWA has engaged with an onsite mock survey (June 2022). Resources Required: Coworker/consultant labour hours, annual software fees (zoom, M365, QuickBooks, etc), CARF manual and materials, CARF training expenses Who: Business Admin, Facility Manager, Admin. & Dev. Coord., ATF, Executive Group, Board</p>	<p>CARF standards is engaged with on an ongoing basis. Compliance is demonstrated in a number of ways - see accreditation task calendars and all accreditation-related topics in meeting minutes, quarterly and annual reviews and status updates. The accreditation process is ongoing and preparation for subsequent site surveys is continual.</p>	<p>successful site survey in 2023 (March/April). After the site survey and formal accreditation award, CARF standards will continue to be met. The IWA will continue to work with a contracted consultant as long as the Association sees value in this service.</p>
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PRIORITY: EFFECTIVE & INTEGRATED CONTINUUM OF SUPPORT

GOAL 4: Ensuring The Ita Wegman Association is strategic and responsive in providing support and programming				
AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Provide strategic and responsive support and programming.</i>	<p>Priority 1 Goal: The IWA provides strategic and responsive supports and programming that is based on feedback that is collected and analyzed. Collected data is used to identify trends and influence future support and programming decisions. The IWA will review and identify the best approach to sharing outcomes from data analyzed.</p>	<p>Action: The IWA will continue to gather data at regular frequencies from a number of sources. This data includes but is not limited to bi-annual satisfaction surveys (Companions, family/representative, Coworkers, Stakeholders), annual ISP meetings, quarterly Companion goal tracking surveys, house meetings, Companion meetings, Coworker meetings, one on one meetings, and meetings as-needed/requested. The IWA has a</p>	<p>These actions are part of the quality assurance cycle, this cycle is on-going, with feedback obtained at a number of intervals (weekly, monthly, quarterly, bi-annually, annually, and as-needed. Satisfaction and goal tracking feedback is reviewed bi-annually and reported on annually. Any critical action items are addressed immediately. The ATF reviews the Performance Measurement & Improvement plan</p>	<p>A formal process to collect and analyze feedback has been identified and is engaged with at the aforementioned intervals. This feedback and analysis is used to inform support and program planning efforts. The IWA will have identified clear mechanisms to relay information on a regular basis to Companions, Companion family/representatives, Coworkers, Stakeholders, and the wider community.</p>

		<p>complaints, issues and grievances policy and a formal complaint form for Companions, family/representatives and Coworkers to engage with. Feedback is analyzed, reviewed, reported on and shared on an ongoing/as-needed basis, at a minimum bi-annually in conjunction with satisfaction and goal tracking surveys. All analyzed data is incorporated into ongoing quality improvement efforts</p> <p>Resources Required: Coworker labour hours, Companion participation, Companion representative participation, stakeholder participation, annual software fees (zoom, M365, QuickBooks, etc),</p> <p>Who: ATF, Admin & Dev. Coord., Facility Manager, Bus.</p>	<p>annually and prepares the subsequent 1N 1&2 Performance Analysis which includes a report and action items.</p>	
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		Admin. H/R/R Group, Executive Group Board		
<i>Review and Evaluate Program Equipment Needs</i>	<p>Priority 1</p> <p>Goal: The IWA has safe, effective and appropriate equipment and supplies to deliver support and programming. Program equipment and supplies are reviewed to determine the existing and emergent needs and resources required. The IWA has sufficient funds allocated to ensure equipment and supplies are in good repair and procured as needed.</p>	<p>Action: Conduct minimally annual, or as-needed reviews to evaluate need and determine resources required. Annual fiscal year budget is created with appropriate internal stakeholders. Contingency funds are allocated for unanticipated expenses.</p> <p>Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc), expenses for any equipment, repairs, or procurement necessary.</p> <p>Who: Workshop Leaders, House Coordinators, Care Group, Maintenance Manager, Facility Manager, Business Administrator, Finance Committee,</p>	Program equipment needs are reviewed and approved annually with the creation of the fiscal year budget (February), or as-needed with unanticipated program, supplies, or equipment needs.	The IWA regularly reviews and budgets for program, supply, and equipment needs.

		Executive Group, Board		
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PRIORITY: FACILITY AND MAINTENANCE

GOAL 5: Ensuring The Ita Wegman Association is able to meet all facility, equipment and maintenance needs.				
AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Review and Evaluate Facility Needs</i>	<p>Priority 1 Goal: The IWA reviews facility, equipment and maintenance needs. Needs are identified in a timely manner, including resources required, and associated costs. The IWA will have a comprehensive awareness of the facilities structural, equipment, and maintenance needs.</p>	<p>Action: The IWA Joint Health and Safety Committee meets monthly to review and evaluate facility, equipment, and maintenance needs and determine any action required. The Maintenance Manager will prepare a comprehensive maintenance systems map for Glenora farm. An accompanying maintenance schedule will be created. Resources Required: Coworker labour hours, annual software fees (zoom, M365, QuickBooks, etc), expenses for any repairs,</p>	<p>Joint Health and Safety meetings are held on the first Friday of every month. Safety issues are also reviewed in weekly Care Group and weekly Executive Group meetings. Any emergent, or urgent issues are reviewed and engaged immediately. The Maintenance Manager will prepare the systems map and associated maintenance plan by December 2024.</p>	<p>The IWA has a comprehensive maintenance systems map and maintenance schedule which will be utilized regularly. The IWA is aware of the structural, equipment and maintenance needs of the program facilities and all equipment.</p>

		<p>equipment or maintenance required.</p> <p>Who: Joint Health and Safety Committee, Care Group, Maintenance Manager, Facility Manager, Business Administrator, Finance Committee, Board</p>		
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PRIORITY: FUTURE PLANNING

GOAL 6: Ensuring Ita Wegman Association is thinking forward / future to communication, growth, and stability				
AREAS OF REVIEW	GOAL AND DESIRED OUTCOME	ACTION TO TAKE - WHO WILL BE RESPONSIBLE	COMPLETION DATE	2024 EXPECTED OUTCOME
<i>Review, adapt and solidify mission, vision and strategic goals</i>	<p>Priority 1</p> <p>Goal: The IWA will review, adapt and solidify the mission statement, vision and strategic goals of the Association. This project will involve feedback from all stakeholders and will place accessibility, inclusivity, and communication at the forefront of the process.</p>	<p>Action: The ATF has identified the need to review and re-evaluate the organizational pillars, including mission, values, vision and goals. The IWA will engage with a feedback process, involving all stakeholders in town-hall style discussion and meeting processes. Stakeholders that are not available to</p>	<p>The project will be completed and presented to stakeholders by January 2025.</p>	<p>The IWA has engaged with all internal and external stakeholder groups. A draft of the updated mission statement, vision and strategic goals of the Association will be presented to all stakeholders and groups for review and revision.</p>

		<p>participate in person will have the opportunity to provide alternate methods of feedback. Feedback received will be incorporated into the ongoing planning and review process. An updated mission, vision, and strategy for the Association will be presented to all stakeholders.</p> <p>Resources Required: Coworker labour hours, stakeholder participation time, contractor hours, materials expenses, annual software fees (zoom, M365, QuickBooks, etc),</p> <p>Who: ATF, Companions, Coworkers, family/representatives, stakeholders, Executive Group, Core Group, Board</p>		
<p><i>Review, adapt and enact updated Bylaws</i></p>	<p>Priority 2 Goal: The IWA will review, adapt and solidify the governing Bylaws of The Ita Wegman Association.</p>	<p>Action: The Executive Group has identified the need to review and re-evaluate the</p>	<p>The project will be completed and presented at the AGM in the Summer of 2025 and filed</p>	<p>The IWA identified the need to update the Association Bylaws. A working group (Executive Group) has</p>

	<p>The updated Bylaws will be reviewed for legal compliance, and enacted in accordance with Societies BC regulations. .</p>	<p>organizational Bylaws. The IWA will engage with a feedback process, involving the Core Group, the Executive Group, and the Board of Directors. Feedback received will be incorporated into the drafting process. Once the Bylaws are updated, they will be submitted for legal review. Upon positive legal review, the updated Bylaws will be presented and voted upon at an IWA AGM, upon adopting the updated Bylaws at the AGM, they will be submitted for filing with Societies BC.</p> <p>Resources Required: Coworker labour hours, lawyer fees, BC Societies filing fees, associated AGM expenses, associated administrative material expenses, annual software fees</p>	<p>with Societies BC immediately thereafter.</p>	<p>been established and begun the review and revision process.</p>
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		(zoom, M365, QuickBooks, etc), Who: Executive Group, Core Group and the Board of Directors		
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