

BACI Day Support Services

Strategic Action Plan



BACI

Day Services: Employment - Community Options

What is our current **plan** to improve our Community Options Day Services as well as employment outcomes for the people we serve?

Our Strategic Plan contains an increased focus on employment for the people we serve and an increased focus on good person-centred practices for our Community Options programs.

The Employment and the Quality of Services focus in the plan have been endorsed by a Position Statement produced by BACI's Board of Directors.

The commitment of the Board of Directors is actioned through:

1. The Review and Re-focus of Community-Based Day Services
2. Staff Professional Development and Re-training
3. Social Enterprise Development
4. Strategic Family Involvement
5. Supply Chain Influence Through Purchasing
6. Revision of Internal Human Resource Practices
7. Marketplace Engagement
8. Municipal Government Engagement
9. Partnership Development

What are we currently **doing?**

1. The Review and Re-focus of Community- Based Day Services

- *The programs have been, or are in the process of being, assessed against agency mission, program mandate, inclusion advancement, personal satisfaction, and personal service expectation congruence (does the service the person gets support them to move closer to meeting their goals and expectations?).*
- *Personal planning, with a focused discussion on employment, occurred and documented people's employment-related experiences and expectations.*
- *Two new positions - Community Development Worker - have been created.*
- *One new Supervisor position for Community Options has been created.*

What are we currently doing?

- A new partnership with Triumph Employment Services has been established and formalized.
- Changes to program configurations and priorities are being made to ensure a good support match to people's service expectations.
- On-going planning meetings are taking place.
- A plan to evaluate the Quality of Services is in place.
- Social Networks are being developed through the implementation of "Tyze".

2. Staff Professional Development and Re-training

- *Staff training relating to Employment includes three courses – Supported Employment, Supported Self-Employment and Customized Employment. Each course will be available for our employees yearly.*
- *A short version of the Supported Employment training has been offered to several staff.*
- *Person-Centred Planning/Thinking training has been offered to the Leadership Team (Supervisors, Coordinators, Managers, Executive Directors)*
- *A plan to train all staff with respect to Person Centred Planning/Thinking is in place.*

3. Social Enterprise Development

- *The BC Centre of Social Enterprise was commissioned to conduct three feasibility studies around the development of social enterprise at BACI.*
- *Three social enterprises are underway, currently employing 15 people on a part-time basis.*
- *A fourth social enterprise is in development and is expected to employ 15 people part-time within the next few months.*
- *BACI will continue to contract with Cleaning Solution for janitorial services at Still Creek.*

4. Strategic Family Involvement

- *familyWORKS is a collaborative initiative governed and directed by families, hosted by BACI, supported through the Professional Advisory Services of accessWORKS, and funded in part through an innovation grant from CLBC.*
- *Families explore their own social capital and develop strategies that will lead to their family members' inclusion (employment and enterprise development) in the economic community.*
- *familyWORKS knows that families understand the gifts and skills of their sons and*

What are we currently doing?

daughters better than anyone. Families also know what supports work best.

- *familyWORKS* believes that exploring and then strengthening the existing assets and connections of families in relation to employment and enterprise development is an innovative and sustainable evolution of person-focused service delivery.
- Through the first phase of the project, Burnaby families (and then families from around the province) will be invited to engage in and benefit from the learning gained through the research component of this project.
- In the second phase of the project, small groups of families will implement the economic inclusion strategies identified through the research.

5. Supply Chain Influence Through Purchasing

- *As a member of the Purposeful Purchasing Steering Committee and as a participant in the Purposeful Purchasing pilot project, BACI believes that every dollar we spend, if spent with purpose, will advance the economic inclusion of people with disabilities.*
- *Purposeful Purchasing has been adopted in policy by BACI, and a review of our spending has revealed our top suppliers – who we believe, with some dedicated support, will become our top partners in advancing the economic inclusion of people with disabilities.*

6. Revision of Internal Human Resource Practices

- *We have taken steps to ensure that our own policies and practices are not only inclusive, but in fact actively promote the recruitment and employment of people with disabilities. We think that doing what we are asking others to do not only legitimizes our efforts, but helps us provide practical advice and support to the employers and potential employers of the people we serve. But mostly, hiring and partnering with skilled and dedicated people who have disabilities just makes good business sense for us.*

7. Marketplace Engagement

- *Through membership and active participation in the Burnaby Board of Trade, BACI has come to the table playing three important and connected roles:*
 - *We are one of the oldest and largest employers in Burnaby and, as such, we have contributed millions of dollars over the last five decades into the city's economy.*
 - *As an organization, we are social entrepreneurs with products to sell and partnerships to make.*
 - *As an organization, we have the ability to connect talented candidates to employment opportunities – thereby helping all business in Burnaby to prosper.*

What are we currently doing?

8. Municipal and Provincial Government Level Engagement

- BACI is working to promote accessibility and “Measuring Up” in Burnaby.
- BACI is playing an integral role in the provincial agenda that is looking at re-inventing day services for people with disabilities.

9. Partnership Development

- BACI has developed several key partnerships in our efforts to refocus our services to promote economic inclusion.
- As one of the founding partners and on-going consortium members of accessWORKS, we have championed Purposeful Purchasing and familyWORKS. Our partnership with accessWORKS also provides us with a point of connection to economic opportunities flowing from the 2010 Olympic and Paralympic Winter Games.
- BACI is involved in Employ-Net – a group of service providers from across the province looking at promoting employment for people with disabilities.

What are we **learning**?
What opportunities have we discovered and what dilemmas are we facing?

- We faced a major dilemma when we realized that the current strategies we use to advance community inclusion are not entirely effective as strategies to advance economic inclusion.
- We are learning that neighbourhoods and businesses are very different places.
- We’re learning that if we want the people we support to be included in the economic community – we had better figure out how it works and we had better become part of it. We need to know what is important to business, what is valued, what they need from partners and employees.
- We’re learning that while businesses will donate to charity in order to help people with disabilities, they don’t see how hiring and partnering with people with disabilities could make good business sense. We’re learning that the charity approach we use perpetuates and reinforces businesses’ perception that people with disabilities are objects of charity. We’re learning that we can’t expect businesses to see people with disabilities as valued customers, potential employees and viable business partners if we continue to present them as a group in need of donations – just to get along in life.
- We’re learning that we need to change the way we interact with businesses; to change the way we present the people we serve to them; and to change the way they think about us as a service provider. As our credibility within the economic community grows, so will the inclusion of people with disabilities – we think. We know now that as a service provider, we have to be a vigilant and respected leader in the community in order to ensure inclusion. The same, we think, is true in the economic community. If we want people with disabilities to be included in the economic community, we had better become included ourselves.

*What are we **learning**?
What opportunities
have we discovered
and what dilemmas are
we facing?*

- We have learned that, to make the call for ‘real work for real pay’ heard, a multi-level strategic approach is required. Strategies include everything from policy level endorsement from our Board of Directors, to government-funded service changes, to full scale programmatic and policy review, to enhanced personal planning, to staff training, to family engagement, to influencing the disability confidence of the supply chain through our purchasing power, to taking our place as a major player in the economic health of our community.
- We’re learning that thinking and acting in new ways is very different from applying old thinking and actions to new situations.
- We’re learning that when we actually think in new ways, then new strategies become plentiful and opportunity is everywhere.
- We’re continuing to learn by listening to the people we serve and their families.
- Re-invention provides us with the opportunity to re-invest in our commitments to person-centred, family- driven supports and services.