

MSA Society Strategic Plan May 2008

Priority	Strategic Initiatives	Benefits	Action Plans	Who's Responsible	Timeline
1 – Most urgent					
1	Increase current number of people served.	Meet current and future expected needs of the community. More choice/flexibility for individuals and families. Expansion/diversification of available funding sources. Increase community awareness, presence and partnering. Utilization of existing physical premises. Strengthen relationships with CLBC.	Will be open and responsive to requests for service, where possible.	LaVerne	Ongoing
1	Increase current levels and opportunities for "Home Sharing".	Increase funding. Diversify MSA Society service offerings to align with future community demands & CLBC funding directions. Enhance an individual's interaction with families and communities.	Compile potential home sharing providers. Complete home sharing studies with potential applicants.	LaVerne LaVerne	Ongoing Ongoing
1	Assess current and required staffing levels/matching for: <ul style="list-style-type: none"> ➤ Day Services ➤ Residential ➤ Administration 	Reduced stress on the staff and MSA Society systems. Move to a more proactive staffing environment from that of reactive/crisis mode. Improved service capabilities. Provide adequate backup & contingency plans for staffing Needs	Train a compliment of staff for specific tasks. Fill vacant positions. Augment casual pool. Twice a year hiring blitz.	Shelly/Melissa Shelly/Melissa Shelly/Melissa Shelly/Melissa	Ongoing June 30, 2008 Ongoing Ongoing

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1	Review and assess recruitment and retention plans for staff. <ul style="list-style-type: none"> ➤ What changes are/will be required? ➤ Contingency plans. 	Continuity in service levels and staffing.	Formalize recruitment package for academic institution instructors.	Melissa/Shelly	Sept. 30, 2008
		Development of hiring policies continued.	Itemize an electronic list for postings.	Melissa/Shelly	Sept. 30, 2008
		Identify required staff skill set needs to meet current/future demands of MSA Society.	Continue to cultivate a positive relationship and interaction between high schools and CLBC to identify future support needs.	Melissa/Shelly	Ongoing
2	Planning for future staffing to support growth and service offerings going forward.	Increased technical skill of the MSA Society workforce.	Identify and prioritize specific staffing needs.	Shelly/Melissa/LaVerne/Richard	Ongoing
		Will encourage development of more formalized staff recruitment and retention plans.	Review identifications and developments of staff qualifications requirements.	Shelly/Melissa/LaVerne/Richard	Ongoing
		Stability and better management of available resources of qualified staff.	Promote a more structured training and development environment for staff.	Shelly/Melissa/LaVerne/Richard	Nov. 30, 2008
		Improved staff skill sets in house will lead to improved responsiveness to community and individual needs.			
2	Transition and succession planning for key staff and board positions.	Organized approach to succession.	Focus on systemization to reduce significance of transition actions when people leave MSA Society. (Key employees & board members)	LaVerne/Richard	June 30, 2008
			Establish timelines and plans for transition/succession.	LaVerne/Richard	June 30, 2008
			Develop best practices for transfer of information/knowledge.	LaVerne/Richard	June 30, 2008

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2	Development of a managed growth plan with reasonable and achievable targets.	Reduced stress on people and system.	Evaluate how MSA Society services can evolve.	Melissa/LaVerne	Feb 28, 2009
		More effective utilization of our resources. Will allow us to set and establish service parameters. Benchmarking and budgeting is planned and documented. Improved responsiveness and resolution of crisis management situations.	Create a plan to offer skill development programs for people wanting such a service.	Melissa/LaVerne	Feb 28, 2009
3	Increase current level of respite services.	Meet increasing demand for respite services in the community.	Document and respond to respite requests (by referring, coaching and taking action, if possible.)	Melissa/LaVerne/Richard	Ongoing
		Improved expertise and efficiency of MSA Society staff. Increase community connections. (Individuals/families/caregivers.) Improved responsiveness to individuals/families.	Explore other options to combine living models with respite services.	Melissa/LaVerne/Richard	Ongoing
4	Families become more empowered and self sufficient.	Strengthen family networks and circles of influence/knowledge.	Promote MSA Society family support services and interaction amongst families.	Arlene/Richard	Ongoing
		Connecting families with sharing opportunities to deal with their needs amongst themselves. Enhances advocacy by families.	Enhance base of information and network of available service providers outside of MSA Society.		
5	Increase level of non "CLBC" funding.	Less reliance on one source of funding. More money available to fund our other strategic initiatives. Reduce dependency/reliance CLBC funding. Improve financial risk management over funding sources.	Search out alternative funding sources or structures.	Arlene/Richard	Ongoing

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5	Increase community usage of MSA Society buildings.	Awareness. Education. Participation/partnership with other organizations. Potential for new MSA Society Members.	Identify possible groups using buildings. Address insurance concerns. Identify possible and probable damage risks to buildings and determine a budget category for potential expenses	Arlene/LaVerne/Richard Richard LaVerne/Richard	May 31, 2008 May 31, 2008 June 30, 2009
On-going	Increase unity and interaction of people within the MSA Society.	Better understanding of the MSA Society (who, what, where). Improved morale. Improved networking of people, ideas and connections.	Inter-service training. Empower and enhance employees towards leadership within MSA Society services.	Shelly/Melissa Staff team	June 30, 2009 Ongoing