LAKELAND CENTRE FOR FASD

STRATEGIC PLAN 2020 - 2023

20 Years
Lakeland Centre for
FASD
Fetal Alcohol Spectrum Disorder

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LAND ACKNOWLEDGEMENT

The Lakeland Centre for FASD acknowledges that we are located on Treaty 6 territory, a traditional meeting ground, gathering place, and travelling route to the Cree, Saulteaux, Blackfoot, Métis, Dene and Nakota Sioux.

EXECUTIVE SUMMARY

The Lakeland Centre for Fetal Alcohol Spectrum Disorder (LCFASD) has been providing diagnostic and prevention of FASD services since 2000. We are known across the province and nationwide for our novel, non-judgmental, support services.

This plan is developed with the feedback from the Board of Directors, Executive Director, staff and stakeholders. This document organizes the goals of the agency for the next three years and includes strategies to achieve these goals.

STATEMENT OF ACCOUNTABILITY

The Strategic Plan outlines activity for a three year period commencing April 2020 and ending March 2023. It was prepared under the direction of the Lakeland FASD Society, with input from families, partners, staff, community members and funders. Input was sought through feedback directly to our staff or management; evaluations conducted at various events; a focus group session with Provincial FASD Networks; and a focus group conducted by an independent consultant.

The elected Board of Directors, under the approved by-laws and governance, is, therefore, accountable to the General Membership of the Society, to the communities served and the funders.

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GOVERNANCE STRUCTURE

The Lakeland Centre for Fetal Alcohol Spectrum Disorder is a registered not-for-profit society with the province of Alberta and a recognized charity in Canada.

The Board of Directors of the Lakeland Fetal Alcohol Spectrum Disorder Society acknowledges the need to adopt a governing style for the Society that recognizes the current evolving structure of the organization.

The Board recognizes that the ultimate approach focuses on:

>>> Strategic leadership more than administrative detail <<<

>>> Clear distinction of Board and staff roles, future rather than present and proactivity rather than reactivity <<<

SOCIETY BOARD OF DIRECTORS

Stephanie Oleksyn	Chair
Coleen Manary	Vice-Chair
Joey Daniels	Treasurer
Roy Ripkens	Secretary
Michelle Dargis	Director
Bonnie Hankey	Director
Adrienne Peoples-Sprecker	Director
Victoria Sparklingeyes	Director

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PLANNING PROCESS

In the spring of 2019, the Lakeland FASD Society Board of Directors decided to engage LCFASD staff and stakeholders to support the renewal of its Strategic Plan for 2020-2023.

This Strategic Plan is a summary of information gathered through a series of planning sessions from October 2019 to February 2020.

The following groups engaged in strategic planning activities:

FOCUS GROUPS

Provincial FASD Network Coordinators
(October 22, 2019)

Lakeland FASD Society Board of Directors & LCFASD Staff
(February 10, 2020)

The LCFASD Board of Directors engaged the AB Community Development Unit to undertake the engagement process and facilitate the data analysis and Board working sessions. The information collected from the strategic planning sessions were analyzed and reviewed with the Board of Directors and a renewed LCFASD Strategic Plan was developed.

The LCFASD 2020-2023 Strategic Plan provides the framework for the achievement of seven main goals identified to support the LCFASD mission. These goals serve as the guidance and motivation to achieve the LCFASD vision of a region with no new FASD births, and where currently affected individuals are well supported.

OUR VISION

We envision a region with no new FASD births, and where currently affected individuals are well supported.

OUR MISSION

To establish and ensure that accurate information about FASD, and effective prevention, diagnosis and support services are available in the region.

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OPERATING PRINCIPLES

LAKELAND FASD SOCIETY IS:

Committed to maintaining the trust of partners and stakeholders by being accountable and transparent.

Dedicated to creating an atmosphere in which all stakeholders feel valued, respected, and engaged in our efforts.

Committed to treating individuals with FASD, their parents and families with respect and dignity.

Promoting the use of FASD best practices and accurate information with community service providers.

Dedicated to planning services based on identified needs and by promoting best practices as they emerge in the field.

Committed to achieving collective impact and quality service through collaboration with our community partners.

Providing evidence-based practice and when evidence is not available, will work with researchers to develop this evidence.

Providing leadership in the field of FASD by sharing our experiences, developing evidence-based practices and continually working to improve services.

Dedicated to our employees and their well-being.

COMMUNITY - DIGNITY - RESPECT

CORE BUSINESS

DIAGNOSIS AND ASSESSMENT FOR CHILDREN AND ADULTS

Coordination of mobile multidisciplinary teams to provide accurate diagnosis and assessment.

SUPPORTS TO INDIVIDUALS AND FAMILIES

Post-Diagnostic Outreach > Individuals, families and support agencies can access outreach supports to assist with establishing effective strategies and programs.

Transition Planning > Assisting youth with FASD to build a plan to move to adulthood.

Employment Coordination > Matching stable adult clients with employment or volunteer work.

Counselling Services > Providing trauma-informed, strength-based counselling services using an FASD-informed lens to individuals connected to the LCFASD.

Emergency Housing > Emergency and transitional housing for individuals diagnosed with FASD who are homeless or at imminent risk of becoming homeless.

CORE BUSINESS

PREVENTION & AWARENESS ACTIVITIES

Developing and delivering awareness campaigns and initiatives

Mothers-To-Be Mentorship Program > Supporting women who are pregnant and having difficulties with alcohol/drugs to develop healthy lifestyles.

2nd Floor Women's Recovery Centre > Live-in addiction recovery program for women who are using substances, with priority given to women who are pregnant.

Prevention Conversation > Delivering the provincial Prevention Conversation program to healthcare professionals working with women at risk of drinking alcohol during pregnancy.

INFORMATION & REFERRAL

Available and up-to-date information on FASD and related key issues are kept at the regional office for distribution or lending.

EDUCATION & TRAINING

Training presentations and workshops have been developed to meet the needs of any audience.

RESOURCE DEVELOPMENT

Meeting the gaps in service and resources with quality.

STRATEGIC PRIORITIES

2020-2023

1. Ensure LCFASD protects its core services.
2. Increase basic services to promote healthy lifestyles.
3. Government mandated FASD curriculum across all sectors, Canada-wide! (...and then the world!)
4. Develop and foster partnerships with culturally diverse communities for improved service delivery.

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CHALLENGES & OPPORTUNITIES

CHALLENGES WITH ACHIEVING OUR VISION

- Insufficient funding.
- Lack of political awareness on maintaining long term supports.
- Community support.
- Alcohol culture & growing opioid crisis.
- Intergenerational trauma.

OPPORTUNITIES TO CONSIDER

- Expand adult diagnostic services to a second team.
- Expanding the Mothers-To-Be Mentorship program to all First Nations communities in our region.
- Expanding post-diagnostic supports to all the First Nations communities in our region.
- Expand support services to include court support.
- Explore the development of offering an FASD institute of training for professionals during the summer that is accredited.
- Expanding camp to weekends during the winter.
- Develop an opportunity for community professionals to volunteer at camp.
- Find creative ways to provide alcohol/drug detox services in the region.
- Explore accreditation for services.
- Work toward an employee wellness account.
- Explore additional fundraising opportunities.
- Explore social enterprise opportunities.

GOALS

2020 - 2023

GOAL#1: ENSURE DIAGNSOTIC SERVICES FOR CHILDREN, YOUTH, AND ADULTS ARE AVAILABLE IN THE LAKELAND SERVICE AREA.

STRATEGIES

- Maintain and appreciate two children's mobile community-based multidisciplinary FASD diagnostic teams.
- Maintain and appreciate one adult mobile community-based multidisciplinary FASD diagnostic team.
- Maintain and appreciate one complex youth mobile community-based multidisciplinary FASD diagnostic team.
- Provide referral support to youth, adults and agencies in making diagnostic referrals and maintaining engagement until clinic.
- Seek out opportunities for diagnostic team members to be included in research or national forums.
- Post-diagnostic outreach services will continue to be a significant part of the diagnostic process.
- Strive to assess and diagnose 58 individuals each year.

PERFORMANCE INDICATORS

- Diagnostic services are available for children, youth and adults in the Lakeland service area and maintain low wait times for service.
- Number of assessments/diagnostics completed.
- Number of referrals is maintained or increased.
- Maintain high level of community participation on the multidisciplinary team.
- Number of research projects involved in.
- Positive feedback from individuals, families and services providers.
- Positive feedback from funders.

GOAL#2: WOMEN WILL BE INFORMED ABOUT ALCOHOL AND PREGNANCY RISKS, AND HAVE SUPPORT PROGRAMS THAT MEET THEIR NEEDS.

STRATEGIES

- Maintain the Mothers-To-Be Mentorship program to serve women at risk of having a child with FASD in the region.
- Maintain the 2nd Floor Women's Recovery Centre provincial long-term live-in addiction recovery centre for women, with priority given to women who are pregnant and support for women who are at risk of becoming pregnant.
- Continue to provide the provincial 'Prevention Conversation' training for professionals, women, and general public on the issues related to FASD.
- Participate in International FASD Awareness Day.
- Provide FASD awareness training to youth and community in the Lakeland area as requested.
- Provide the mocktail service to community groups and businesses to promote a healthy alternative to alcohol.
- Participate in National Addictions Awareness Week (NAAW) with community activities that bring awareness to women and addictions, and/or individuals with FASD with addictions issues.
- Celebrate National Recovery Day in the region with informative activities.

PERFORMANCE INDICATORS

- Mothers-To-Be Mentorship programs operate throughout the region.
- Mothers-To-Be Mentorship program will strive to serve 100 women each year.
- Empowering Women groups are held throughout the region and well attended.
- 2nd Floor Women's Recovery Centre will strive to serve 30 women each year.
- Number of referrals is maintained or increased at the 2nd Floor Women's Recovery Centre
- FASD Day activities are held in a majority of communities in the region.
- NAAW activities will be led by LCFASD.
- Positive feedback from families and service providers.
- A minimum of 10 training sessions to youth will be delivered about alcohol and pregnancy.
- The mocktail business operates at least 10 events each year.

GOAL #3: COMMUNITY MEMBERS, STAKEHOLDERS, AND PARTNERS WILL BE KNOWLEDGEABLE ABOUT FASD AND RELEVANT ISSUES.

STRATEGIES

- Provide training events to professionals and others on FASD.
- Maintain a current and relevant website.
- Maintain an active presence on various social media platforms (such as Facebook, Instagram, and Twitter).
- Continue to provide a quarterly newsletter (LINKS) to all diagnostic clinics and partners in the province.
- Publish articles in peer reviewed journals.
- Circulate our Annual Report to partners and stakeholders.
- Articles of interest will be published in local newspapers and magazines.
- Annually meet with local agencies, politicians, funders and potential new partners about LCFASD and relevant information about FASD.
- Develop practical resources for community agencies and partners.

PERFORMANCE INDICATORS

- 10 presentations will be made to professionals in the region on FASD strategies.
- Annual reports are mailed to community leaders, partners and key stakeholders.
- One open house will be held throughout the year at each LCFASD office.
- Number of articles printed locally.
- Number of journal articles published.
- Reports to board members regarding the number of agencies met with each year.
- Number of followers on Facebook is increasing.
- Number of visitors to the website each year.
- Positive feedback from funders.

GOAL #4: CHILDREN, YOUTH AND ADULTS DIAGNOSED WITH FASD WILL HAVE EFFECTIVE SUPPORT SERVICES.

STRATEGIES

- Post-diagnostic outreach supports will be available to families and adults with FASD.
- Transition services will be available for individuals with FASD at age 15.
- Employment services/supports will be available to adults with FASD.
- Summer camp will be available for children age 7 - 17.
- Emergency housing for LCFASD clients will be available on a short-term basis.
- Annual FASD conference will be held for families and supports.
- Host caregiver support groups in four communities.
- Provide counselling supports to caregivers or adults with FASD.
- Provide group therapy sessions for individuals with FASD utilizing alternative approaches such as drumming, art, Lego therapy and Equine Assisted Learning.
- Develop practical resources and training for families and individuals with FASD.

PERFORMANCE INDICATORS

- Strive to serve 100 individuals/families each year in Outreach services.
- Strive to complete 12 transition plans each year.
- Provide employment services to Cold Lake/Bonnyville/St. Paul/Lac La Biche.
- Strive to serve 25 individuals in Employment services each year.
- Strive to serve 50 kids each year at summer camp.
- Number of individuals accessing the emergency housing and length of stay.
- FASD conference hosted annually to replace provincial conference.
- 1:1 counselling supports provided to 20 individuals.
- Number of group sessions held each year, with a minimum of 30 individuals served.
- Number of new resources developed.
- Number of distributed resources.
- Positive feedback from funders.

GOAL #5: THE LCFASD TEAM WILL BE SUPPORTED BY STRONG LEADERSHIP.

STRATEGIES

- Governance policies and procedures will be in place and reviewed annually to guide Board of Directors work.
- Board of Directors will annually review the agency risk management plan.
- Board of Directors orientation package will be in place and reviewed annually.
- Board of Directors will review the health of the organization and strive to find ways to enhance LCFASD as the employer of choice.
- The Strategic Plan will guide the work of the agency.
- The management team will have a succession plan.
- The management team will have program work plans in place.
- The agency will be open to new opportunities.
- The agency will promote and maintain a learning culture.

PERFORMANCE INDICATORS

- Minimal turnover of Board of Directors.
- Minimal turnover of employees.
- Employees and contractors report that they are satisfied with LCFASD and the work they perform.
- Funding remains secure from all sources.
- All plans mentioned above are current and in place.
- Number of professional development events for employees will be documented and tracked.

GOAL #6: LCFASD WILL HAVE STRONG AND HEALTHY RELATIONSHIPS WITH OUR COMMUNITIES, STAKEHOLDERS, PARTNERS, AND FUNDERS.

STRATEGIES

- Funders will be kept informed and up-to-date on LCFASD activities.
- Funders will be engaged in the work of LCFASD through a variety of activities.
- Community partners will be invited to participate in a number of events such as International FASD Day, mocktail challenges, NAAW activities, training sessions and research opportunities.
- Employees will participate in local Interagency meetings regularly.
- Social media and website will be kept current with activities and news.
- Employees will meet with community agencies annually.
- Assist community agencies in developing FASD best practices, consistently.
- Provide free training to our community partners in the region.
- Make practical resources available to local agencies for free.
- Encourage an FASD certificate program through local colleges.
- Explore multiple avenues to generate donor income to supplement government contracts.

PERFORMANCE INDICATORS

- Budget grows at reasonable rate.
- Number of participants at community presentations each year.
- Tracking employee participation on community projects, interagencies and other groups/boards.
- Number of website visitors and social media followers.
- Tracking resource orders.
- Fundraising plan is in place and reviewed annually by board.
- Amount of dollars generated beyond the government contracts.

GOAL #7: LCFASD WILL DEMONSTRATE LEADERSHIP ON A LOCAL, PROVINCIAL, AND NATIONAL LEVEL.

STRATEGIES

- LCFASD will participate in meaningful research.
- To have articles of excellence published in provincial and national publications.
- To present work at national and international conferences.
- To provide mentorship to developing service providers in FASD.
- To participate on local, regional, provincial, national and international committees or boards.
- To encourage researchers to work with LCFASD to tell our story, and answer questions we have.
- To attract funding for new initiatives.
- To build evaluations into each program area to measure success.

PERFORMANCE INDICATORS

- Number of research requests and active projects.
- Engaged researches in LCFASD's agenda.
- Number of regional, provincial, national and international committees/boards.
- Number of conferences presented at.
- Budget increases for new projects.
- Evaluation results.