
Envision 2020

Strategic Action Plan



Background

The Organization

BrainTrust Canada Association is an Okanagan-based non-profit organization that incorporated in 1986 when a small group of committed people - those with brain injury, their caregivers, and other stakeholders - recognized a need for greater support and resources for those affected by brain injury. These advocates were the driving force that brought funding and services for people with acquired brain injury to the Okanagan.

From its earliest inception as the North and South Okanagan Head Injury Society to its evolution into today's BrainTrust Canada our organization has expanded in scope, now offering an array of programs and services in brain injury prevention, education and support. The association is made up of a volunteer board of directors and a staff of ten employees.

The Issue

Over the past 30 years, the incidence and reporting rates of brain injury in Canada have continued to rise. Approximately 1.5 million people in Canada are living with a brain injury, and in BC there are approximately 60 new cases of brain injury every day. These injuries come at a huge financial cost to the economy and a lifelong personal cost to those with injury and their loved ones. Youth in particular are affected with brain injury being the greatest killer and cause of disability under the age of 44. However, brain injury remains an under-recognized and under-funded social issue causing those in the field to refer to it as a 'silent epidemic'.

The Process

The strategic action plan was developed in January 2017 using a collaborative approach that began with identifying and analyzing the current state of our organization. Input was gathered from both staff members and the board of directors of BrainTrust Canada who were avid participants in strategic planning sessions led by Dr. Kyleen Myrah, professor at the Okanagan School of Business, Okanagan College.

Both groups communicated their desired vision for BrainTrust Canada in the next 3-5 years; through these passionate conversations the values that guide our work were also expressed. This was followed by a thorough analysis of our organization that identified strengths, challenges, opportunities, and threats. The work of the staff and the board, completed in separate sessions, showed strong alignment in significant areas. Three key directions were identified that are considered critical in guiding and sustaining our organization in the immediate future.

This strategic plan provides a framework for operations and identifies strategic priorities, corresponding key initiatives, and evidence-based indicators of success that lay the foundation for our work for the next three years. It focuses on raising the profile of our organization and increasing its financial sustainability while also expanding our reach.

Vision

To be established in our community as a key collaborative partner in meeting the unique needs of youth and adults affected by acquired brain injury, and in providing successful, evidence-based approaches to brain injury prevention and education.

Mission

To bring the issue of brain injury to the forefront, maximize the potential of those who have been affected by brain injury, and reduce preventable brain injuries, especially among youth.

Mandate

To provide brain injury prevention, education, and support programs and services in the Okanagan region from Armstrong to Peachland.

Values

Collaboration

We are committed to collaborating with other agencies for greater social impact. We seek opportunities for key partnerships with the health, education, nonprofit, and corporate sectors.

Innovation

We constantly seek new ideas and approaches that support best practices in the field of brain injury. We bring creativity to the service of our mission.

Professionalism

We bring specialized knowledge and skill sets to our work with clients and community. We treat our clients with dignity, compassion, and respect. We seek ongoing opportunities for professional development.

Resilience

We adapt to changes in the political, social, economic, and financial environment. We've been doing it for over 30 years.

Responsible Stewardship

We carefully manage both our human and financial resources. We effectively use the time and strengths of our staff and board members, and we wisely spend the funds invested in our cause.

Service

We focus on service excellence in all program areas. We provide services tailored to the unique needs of our clients. We respond to all requests for assistance; if we can't help, we connect individuals with a key partner who can.

Strategic Priorities 2017-2020

Increasing Community Presence

Establish BrainTrust Canada as a key community partner - the 'go-to' organization - in the field of brain injury.

Key Initiatives

- Create and implement innovative marketing and promotions strategies that profile BrainTrust Canada and the issue of brain injury, and increase education, awareness and understanding.
 - Target groups may include but are not limited to those with recent brain injury, medical professionals, other service providers, personal injury lawyers, insurance agencies, RCMP, and the general public.
- Identify and build collaborative, mutually beneficial, strategic partnerships that establish BrainTrust Canada as a key expert and participant in relevant discussions related to policy, funding, and increased social impact.
 - Target groups may include government, community, business, experts, media - who can assist in raising the profile of both our organization and the issue of brain injury.
- Develop professional educational tools (ie. marketing collateral, presentations, videos, e-learning) to increase impact for learning in the community.
 - Target groups may include education institutions, other service providers, clients and caregivers, brain injury service providers and the general public.

Key Performance Indicators

- Increased knowledge of resources provided by BrainTrust Canada among other organizations and service providers demonstrated by increased referrals/inquiries.
- Increased number of active, engaged strategic partnerships demonstrated by a higher number of collaborative opportunities to increase our impact.
- Increased public awareness and support demonstrated by an increased number of donations, greater attendance at public events hosted by BrainTrust Canada, and/or an increased number of people interested in connecting with and supporting our organization (i.e. as volunteers/group instructors/social mentors, etc.).
- Increased brand recognition among the general public; when people hear our name or see the logo they know what we represent with success demonstrated by a 50% increase in poll results.
- E-learning portal will have been created on our website
- Increased public engagement measured by analytics on website, Facebook, Twitter
- Increased number of newsletter subscribers

Creating Financial Sustainability

Build ongoing streams of income that will increase capacity and consistency of service within our organization.

Key Initiatives

- Fully explore and investigate the opportunity to create a strong social enterprise based on youth concussion management.
 - Apply for grant funding enabling us to do the foundational work critical to determining whether or not we consider this a viable option.

- Determine the possibility of hosting a new annual fundraising event that aligns with our organization.
- Explore the possibility of hosting an annual fundraising event in Vernon.
- Nurture existing and build new corporate sponsorships that have an ongoing component to them either through sponsorship of an annual event or of a specific program.
- Create a targeted fundraising campaign focused on monthly giving, serving a dual purpose of creating ongoing income and increasing our profile.

Key Performance Indicators

- A balanced annual budget.
- Increased ongoing donations from individuals who support our mandate.
- Increased number of ongoing corporate sponsorships.
- Increased range of sources of income.
- Programs and services offered by our organization are maintained or expanded.
- Staff component at BrainTrust Canada is maintained or expanded.
- Increased opportunities for staff to engage in professional development and networking.
- Donor database developed for the purpose of developing a monthly giving program and an annual giving campaign
- Pursue the Imagine Canada “Trustmark” Standards Certification for charities to build trust, credibility within corporate and funding communities.

Filling Critical Gaps

Expand our organizational and service delivery models to ensure that we fill critical service gaps that meet essential needs in the community.

Key Initiatives

- Place a Youth Prevention/Early Intervention Navigator at Foundry Kelowna - June 2017.
 - Apply for grant funding to secure this position for the first two years while we create more sustainable funding sources that will maintain the position.
 - In collaboration with Foundry partners the youth navigator will be tasked with creating programs and services focused on prevention of brain injuries in youth, and early intervention for youth with a brain injury and concurrent issues.
- Create and deliver innovative prevention and education programming focused on youth concussion.
- Expand prevention programs and strategies to fill gaps including:
 - Prevention programs promoting 'safe active living' to high schools in Kelowna and Vernon
 - Prevention programs for school-age children to include a component for parents about managing risks and creating safe environments for their children.
 - Prevention programs for seniors to focus on safety messaging and reducing accidents relating to falls.
- Identify and implement sustainable options for increasing service in Vernon and surrounding area with respect to the provision of support services as well as prevention/education.
- Identify strategic partners and innovative approaches that could increase our capacity to meet economic and housing needs of clients.

- Develop a comprehensive Volunteer Management Program (using the Canadian Code for Volunteer Involvement) that includes volunteers to:
 - Increase administrative, communications and fundraising capacity
 - Provide community mentoring for clients in the community
 - Provide valuable volunteer experiences for clients to transition clients to employment

Key Performance Indicators

- Youth Prevention/Early Intervention Navigator will be in place at Foundry Kelowna.
- Brain injury prevention/early intervention programs and services will be provided by our organization (in collaboration with other service providers) for all age demographics and throughout our geographical service area.
- We will have sourced or developed and implemented a youth concussion program focused on prevention, education, and concussion management.
- Brain injury prevention will be provided by BrainTrust Canada for parents of school-age children (possibly in collaboration with other agencies who have safe living messages for the same population).
- An increased number of individuals/groups in Vernon and surrounding area will be receiving brain injury prevention, education, and/or support services.
- Our Community Support Staff will have greater access to resources that will help them meet the needs of BrainTrust Canada clients with concurrent issues.
- A comprehensive volunteer program managed by a designated coordinator will be in place.

Moving Forward

This strategic action plan sets the course of our operations for the next three years. Our decisions and choices will be informed by the direction it provides.

It is built with flexibility in mind, knowing that the landscape within and around our organization and its cause is constantly shifting. As we work to achieve our strategic priorities the initiatives we undertake may change or evolve to better suit our current state. It is a 'living, breathing' plan that will grow with us.

We know that we cannot do this work alone. It is vital that we create strong, strategic partnerships with individuals and organizations both within and outside the social service sector who know who we are and what we do and value our expertise.

We are confident that we are moving in the right direction toward creating significant social change for those with brain injury, and for the profile of the cause itself.