

**Intersect Youth and Family Services**



***Intersect***  
*Youth & Family Services*

# **Strategic Plan**

**2020-2023**

**Board Approval: November 12, 2019.**

A large, 3D ribbon graphic that spans the width of the page. It is rendered in a light blue color with a subtle gradient and a soft shadow, giving it a sense of depth. The ribbon is folded and draped across the bottom of the page, with the text '2020-2023' centered on its surface.

**2020-2023**

## Executive Summary

Intersect Youth and Family Services has provided services to improve the lives of families in Prince George for over 35 years. Over the last three decades they have weathered changes in political climates, witnessed the changing needs of the people of Prince George and provided service to thousands of children, youth and their families.

The strategic planning process is a powerful approach to help organizations determine what is important to them and the people they serve. It results in the development of action items to move the organization forward on those initiatives.

The planning process for this strategic plan is ongoing. This plan is considered a living document. Although it has been designated for the next three years, our hope is to have the action items outlined within this document completed sooner. Updates on the strategic plan will be provided annually at our agency's Annual General Meeting.

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## About Intersect:

Intersect Youth & Family Services is located in Prince George, BC and is a CARF accredited, non-profit society governed by a Board of Directors. The Society was incorporated in 1983; its mission is to develop, coordinate and deliver a comprehensive range of services to youth, children and families in Northern British Columbia. Intersect Youth & Family Services provides voluntary counselling for children and youth under the age of 19, offering a wide variety of programs to clients and their families at no cost.

Primarily funded by the Ministry of Children and Family Development, Intersect has a surplus of experiences, education and therapeutic styles aimed to suit children and youth's specific needs. The Intersect multidisciplinary team represents a wide variety of experiences, education and therapeutic interventions. Services will be provided according to evidence-based resources as defined in the standards of Child and Youth Mental Health and core clinical competencies.

A school program for youth whose mental health challenges limit their ability to access traditional education services has operated at Intersect, in partnership with School District #57, for over 20 years. Intersect is a United Way member agency and receives annual grants from local and provincial charities and organizations. Intersect is also a member of the Federation for Families and Children.

**Mission Statement: The mission of Intersect Youth & Family Services is to develop, coordinate and deliver a comprehensive range of services to youth, children and families in Northern British Columbia.**

## Values

**Meeting the Need:** We will develop innovative and accessible programs offering timely, responsive services. We will provide an individualized, versatile and efficient response to client needs relying on an integrated, professional services base. We will provide leadership in the development of cooperative and supportive relationships with other service organizations.

**Modeling the Way:** We will develop comprehensive standards with respect to program development, personnel management and service provision. We will be a model for the collaborative development of children's mental health services.

**Building on Partnership:** We will be a strong, unifying force in the community, recognized for our unique achievements and excellence in service. We will enjoy a positive, collaborative relationship with the government and be indispensable because of service value. We will facilitate the successful development of programs in cooperation with the Indigenous community. We will serve as a child and youth mental health educational resource to the region.

**Sustaining our Development:** We will create a learning organization that is constantly improving and open to change. We will build an inventive, exciting work environment, which promotes individual growth and development. We will value our staff, promoting fairness and respect in a supportive and caring environment.

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## Strategic Goals and Objectives

**Moving forward from 2020 till 2023, Intersect Youth and Family Services has three primary strategic priorities that will serve as the foundation for further goal setting, detailed action planning and annual reporting:**

- Invest in our most valuable resource, our team, through the development of recruitment, retention, succession and professional development strategies.
- Ensure our agency has the technological systems, hardware and resources required to optimize service delivery and minimize wasted time spent on tasks that do not provide direct care to our clients.
- Make our client and staff's safety paramount through the identification of risks, development of policy and procedures to mitigate risks and the training and education to identify, respond to and get support for addressing risk.

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**The following goals have been identified to implement the strategic priorities:**

### **GOAL 1: The development and implementation of a professional development education and training strategy.**

1. Identifying and assessing core training requirements for each job classification.
2. Develop and implement recurring Performance Reviews and development plans that include professional goal setting and identification of education/training needs.
3. Identify personnel's professional strengths and specialties and explore and pursue opportunities for them to share their expertise with others on the team.

## **GOAL 2: Develop recruitment, retention and succession strategies.**

1. Research and identify emerging labor market and industry trends to inform the development of effective recruitment and retention strategies.
2. Develop innovative strategies relating to marketing, outreach, education, recognition and reward programs.
3. Engage with and invest in Intersects team by providing training and development, mentorship and leadership opportunities, recognition and incentives.
4. Enhance systems to prepare for transitions, including succession planning, welcoming and orientation.

## **GOAL 3: Use technology to enhance client services, improve efficiency of personnel, improve productivity of personnel and systems to communicate with all stakeholders.**

1. Assess current ITS hardware and software operating systems to determine if they meet current standards and what their capacity is to support future agency needs and/or expansion of services.
2. Identify opportunities where ITS supports can maximize the time efficiency of personnel and minimize inefficiencies. Create and implement plans and procedures to support personnel efficiency.
3. Provide the agency with current IT resources and support to minimize the amount of time personnel waste due to technological interruptions, down times and inefficiencies.
4. Train all personnel in technological abilities of the agency.

## **GOAL 4: Ensure the physical and psychological safety of our team and clients.**

1. Through feedback of personnel and clients and testing of current procedures, assess our current policies and procedures to for potential risks to staff and clients.
2. Ensure OH&S policies and procedures are an integral part of new hire orientation and ongoing education of existing personnel.
3. Make and implement plans to mitigate any risks identified.
4. Identify resources external to Intersect to support assessment and planning.

## **Plan Implementation**

Intersect Youth and Family Services is committed to working toward the goals and objectives outlined in this plan and will develop systems for the implementation of the strategic plan. This plan is intended to be a “living” document, and mechanisms will be developed to check in and report annually on what we have done towards achieving our goals and objectives. This will be an opportunity for our team to see what has been accomplished, as well as what remains to be done. If Intersect Youth and Family Services encounters challenges in achieving the desired results, interim planning and dialogue sessions will serve as an opportunity to explore other approaches.

## **Documents Informing Strategic Planning:**

- Business Continuity Plan
- Accessibility Plan
- Cultural Competency and Diversity Plan
- Risk Management Plan
- Technology and Systems Plan
- Quality Assurance Plan