

## **Victoria Epilepsy and Parkinson's Centre 2010 – 2015 Strategic Plan**

It is VEPC's goal that from the moment someone in the Victoria Capital Regional District suspects they have epilepsy or Parkinson's disease (PD), the Victoria Epilepsy and Parkinson's Centre is with them, every step of the way. From the first suspicion that something is wrong, to getting the diagnosis, to seeking information and support for individuals and families coping with the sudden reality of living with a neurological disorder, and throughout the course of their journey, VEPC wants to be there.

Founded in 1982 to enhance the lives of those in the Victoria Capital Regional District with epilepsy and Parkinson's, VEPC is the area's resource for information, support, and education services. Originally started as an outreach office of the Vancouver Neurological Centre, by 1986 the Victoria Epilepsy Association and the Victoria Parkinson's Support Group, with support from the United Way, decided to share office space and administrative tasks. That marriage of opportunity which created a dual-service agency -- serving people with epilepsy and Parkinson's -- has over the years become an organizational strength, keeping administrative costs low thereby providing more services and supports to our clients and the community.

VEPC strives to empower people with epilepsy and Parkinson's to lead active lives, fully participating in society. VEPC knows epilepsy and Parkinson's, has access to the latest information on research, and helps people cope with the effects of these two disorders. We want to be there when people with epilepsy and Parkinson's need us most, providing answers, connecting people with needed resources, and creating a compassionate community for those we serve.

### **VISION**

*VEPC will be an organization that engenders knowledge, confidence and determination in its members and partners.*

### **MISSION**

*VEPC is a vibrant and welcoming non-profit society whose purpose is to enhance clients,' families' and communities' ability to manage the physical, psychological and social effects of Parkinson's and epilepsy.*

### **VALUES**

*At the Victoria Epilepsy and Parkinson's Centre we:*

- Inspire hope and support individual empowerment;
- Respect the dignity of our clients and colleagues;

- Recognize the complexity of individuals based on their life experiences;
- Understand that we are all teachers and learners;
- Acknowledge and appreciate diversity in culture, ability, and identity;
- Believe that all individuals should have access to services and that access should not be limited based on their capacity to pay;
- Are stewards of resources and accountable to our members;
- Demonstrate ethical practice in all aspects of our work and honour our clients' privacy;
- Believes in the active participation of members, staff and the Board in developing and implementing the philosophy of the organization; and
- Use an approach that is person- and family- centered and that encourages cooperation between organizations and professionals involved in the lives of people with epilepsy and Parkinson's.

## STRATEGIC PRIORITIES

The following strategic initiatives were identified as VEPC's priorities for the next three years.

1. Create and Maintain Quality Programming and Services
2. Advance awareness of epilepsy and Parkinson's issues and enhance VEPC's reputation with stakeholders
3. Increase and Diversify Funding Resources
4. Enhance and Sustain Organizational Capacity

## ACTION PLANS

To support the achievement of the above strategic priorities, the following goals and initiatives were identified for each.

<b>STRATEGIC PRIORITY 1: CREATE AND MAINTAIN QUALITY PROGRAMMING AND SERVICES</b>	
<b>Goals</b>	<b>Involved</b>
<p><i>Parkinson's</i></p> <ul style="list-style-type: none"> <li>A. Strengthen and expand outreach to isolated seniors with Parkinson's</li> <li>B. Assess and develop programs for individuals with young onset Parkinson's</li> <li>C. Develop Parkinson's educational programs in Western Shore communities</li> </ul> <p><i>Epilepsy</i></p> <ul style="list-style-type: none"> <li>D. Assess and develop needed programming targeting children and youth with epilepsy and their families</li> <li>E. Assess and develop needed programming targeting seniors with epilepsy</li> <li>F. Increase epilepsy education in schools, organizations, and businesses in order to inform the public and reduce stigma</li> </ul> <p><i>Joint</i></p>	<ul style="list-style-type: none"> <li>Parkinson's Program Coordinator</li> <li>Epilepsy Program Coordinator</li> <li>Education Services Coordinator</li> <li>Parkinson's Outreach Assistant</li> <li>Executive Director</li> <li>Parkinson's Advisory Committee</li> <li>Epilepsy Advisory Committee</li> </ul>

<p>G. Assess and adjust programs to meet demand and needs</p> <p>H. Evaluate VEPC's role as an advocacy organization</p> <p>I. Consider ways in which new IT can be utilized to augment programming</p>	
<p><b>Goal A:</b> Strengthen and expand outreach to isolated seniors with Parkinson's</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Review current outreach activities, including staff and volunteer roles, and recommend changes for Board review</li> <li>○ Assess and create potential partnerships</li> <li>○ Review role of volunteers in outreach and develop programs accordingly</li> <li>○ Develop online options for communications and support</li> <li>○ Consider outreach in relation to exercise programs, mobile fall clinics, and other programs and services</li> </ul>	
<p><b>Goal B:</b> Assess and develop programs for individuals with young onset Parkinson's</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Conduct focus group of individuals with young onset Parkinson's</li> <li>○ Create programming and supports that encourage networking of individuals with young onset Parkinson's</li> <li>○ Establish communications and materials targeting young onset Parkinson's population</li> <li>○ Establish online communications options</li> </ul>	
<p><b>Goal C:</b> Develop Parkinson's educational programs in Western Shore communities</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Create and increase educational workshops to be held in Western Communities</li> <li>○ Assess need for support group(s) in Western Communities and establish as appropriate</li> <li>○ Create a SuperWalk for Parkinson's (or alternative) in the Western Communities</li> <li>○ Build volunteerism in Western Communities</li> </ul>	
<p><b>Goal D:</b> Assess and develop needed programming targeting children, youth and adults with epilepsy and their families</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Conduct focus group of families of children and youth with epilepsy and adults</li> </ul>	

with epilepsy

- Assess and create potential partnerships
- Create programming and supports that encourage networking of children and youth with epilepsy and their families (i.e. Parent-To-Parent program) and adults with epilepsy
- Establish communications and materials targeting children and youth with epilepsy and their families and to adults with epilepsy

**Goal E:** Assess and develop needed programming targeting seniors with epilepsy

**Initiatives:**

- Conduct survey of senior-serving organizations regarding epilepsy
- Assess and create potential partnerships
- Create programming and supports targeting seniors with epilepsy
- Establish communications and materials targeting seniors with epilepsy

**Goal F:** Increase epilepsy education in schools, organizations, and businesses in order to inform the public and reduce stigma

**Initiatives:**

- Review baseline numbers from 2009/10 and develop epilepsy education outreach plan and brochure
- Build relationships with nonprofit, government agency and business communities
- Improve epilepsy education evaluation mechanisms
- Collect individuals' stories
- Build capability for use of volunteers in epilepsy education
- Evaluate benefits of peer-to-peer support models and implement accordingly
- Develop stronger links to medical professionals, including public health nurses, for referrals

**Goal G: Assess and adjust programs to meet demand.**

**Initiatives:**

- Review census data against client information to identify underserved populations (especially First Nations and immigrant populations)
- Conduct program and services gap analysis and develop education priorities
- Review and revise written materials for reading level and accessibility
- Create culturally-sensitive and accessible information and programming
- Translate key materials into priority languages and develop procedures for service translation support
- Assess and address programming, staff training and staffing needs in relation to CRD populations (i.e. First Nations, immigrants, people with disabilities)
- Strengthen partnerships with individuals with epilepsy and Parkinson's related

organizations throughout Vancouver Island

- As appropriate, and in the case of epilepsy only, consider opportunities outside current geographic boundaries
- As appropriate, consider partnering opportunities that increase “therapeutic” services for individuals with Parkinson’s
- Ongoing engagement with the Vancouver Island Health Authority
- Establish “opportunity resources” for growth and special initiatives
- Address shortfall in services to epilepsy and Parkinson’s clients in Vancouver Island, including evaluating and build new Parkinson’s exercise program into ongoing programming, and with the University of Victoria and Victoria General Hospital ensure sustainability of Tools for Success Tutoring Program and Cognitive Behavioral Therapy

**Goal H:** Evaluate VEPC’s role as an advocacy organization

**Initiatives:**

- Review current individual and systemic advocacy efforts
- Collect data on advocacy needs of the membership
- Assess and create potential partnerships
- Make recommendations to the Board

**Goal I:** Consider ways in which new IT can be utilized to augment programming

**Initiatives:**

- Continued enhancement of the website
- Consider the possible application of IT to substantive systems supporting the needs of members such as a knowledgebase on both conditions, perhaps partnered with other existing knowledge bases
- Grow e-newsletter distribution and develop online discussion groups

**STRATEGIC PRIORITY 2: Advance awareness of epilepsy and Parkinson's issues and enhance VEPC's reputation with stakeholders**

<b>Goals</b>	<b>Involved</b>
<ul style="list-style-type: none"> <li>A. Advocate with local and provincial government in the interests of VEPC members;</li> <li>B. Communicate with members in order to keep them fully informed and engaged in the work of the society;</li> <li>C. Promote VEPC's role in supporting clients and enhancing its reputation within relevant professional circles;</li> <li>D. Develop and execute a marketing strategy which portrays a consistent and professional image of the VEPC and its services;</li> <li>E. Send an unequivocal message to donors that VEPC respects their rights and their wishes and is fully accountable;</li> <li>F. Develop and execute a public awareness plan that responds to developments at the Federal level and in relationship to national organizations for epilepsy and Parkinson's.</li> <li>G. Integrate new media and technologies into communications, marketing, and public relations activities.</li> </ul>	<ul style="list-style-type: none"> <li>Executive Director</li> <li>Education Services Coordinator</li> <li>Parkinson's Program Coordinator</li> <li>Epilepsy Program Coordinator</li> <li>Parkinson's Outreach Assistant</li> <li>Office Manager</li> <li>Board of Directors</li> </ul>
<p><b>Initiatives Goals A-G: Contract with a communications consultant to develop a communications plan under the direction of the Board of Directors.</b></p>	
<p><b>Goal A:</b> Advocate with local and provincial government in the interests of VEPC members</p> <p><b>Initiatives:</b></p>	

- *Specific initiatives have not yet been identified pending the preparation of a comprehensive communications strategy.*

**Goal B:** Communicate with members in order to keep them fully informed and engaged in the work of the society

**Initiatives:**

- *Specific initiatives have not yet been identified pending the preparation of a comprehensive communications strategy.*

Suggestion for Stakeholders:

- Add awareness to members/donors that they can donate through the United Way and then designate the funds to the VEPC.

**Goal C:** Promote VEPC`s role in supporting clients and enhancing its reputation within relevant professional circles

**Initiatives:**

- *Specific initiatives have not yet been identified pending the preparation of a comprehensive communications strategy.*

**Goal D:** Develop and execute a marketing strategy which portrays a consistent and professional image of the VEPC and its services

**Initiatives:**

- *Specific initiatives have not yet been identified pending the preparation of a comprehensive communications strategy.*

**Goal E:** Send an unequivocal message to donors that VEPC respects their rights and their wishes and is fully accountable

**Initiatives:**

- *Specific initiatives have not yet been identified pending the preparation of a comprehensive communications strategy.*

**Goal F:** Develop and execute a public awareness plan that responds to developments at the Federal level and in relationship to national organizations for epilepsy and Parkinson's

**Initiatives:**

- *Specific initiatives have not yet been identified pending the preparation of a comprehensive communications strategy.*

**Goal G:** Integrate new media and technologies into communications, marketing, and public relations activities.

**Initiatives:**

- *Specific initiatives have not yet been identified pending the preparation of a comprehensive communications strategy.*

**STRATEGIC PRIORITY 3: INCREASE AND DIVERSIFY FUNDING RESOURCES**

**Goals**

- A. Define contents of records to be maintained for each contact and expand the contact database
- B. Utilize Information Technology (IT) opportunities in relationship fundraising
- C. Develop and implement strategies for increasing planned giving
- D. Create a signature fundraising event to support epilepsy services
- E. Increase operating and project grant support
- F. Promote third-party fundraising
- G. Ensure funding increases in line with forecasted increases in clientele
- H. Build and sustain relationships with an increasing and engaged membership

**Involved**

Board of Director  
 • Development Committee  
 Executive Director  
 Agency Staff

**Goal A:** Define contents of records to be maintained for each contact and expand the contact database

**Initiatives:**

- Expand donor base and donor information
- Improve donor communications

**Goal B:** Utilize IT opportunities in relationship fundraising

**Initiatives:**

- Purchase and develop donor database
- Build capability for on-line gifts
- Build capability for event management
- Build capability for volunteer management and purchase GiftWorks Volunteer Management module.

**Goal C:** Develop and implement strategies for increasing planned giving

<p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Create development calendar</li> <li>○ Create case statement for legacy gifts</li> <li>○ Develop policies on planned giving</li> <li>○ Build capability for legacy gifts</li> <li>○ Create materials on planned giving</li> </ul>
<p><b>Goal D:</b> Create a signature fundraising event to support epilepsy services</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Create and implement fundraising event associated with Purple Day</li> <li>○ Maintain Purple Day fundraiser as an annual event</li> </ul>
<p><b>Goal E:</b> Increase operating and project grant support</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Develop projections of operating and project funding needs until 2013</li> <li>○ Continue minimum of one grant proposal per month</li> </ul>
<p><b>Goal F:</b> Promote third-party fundraising</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Create third-party fundraising information package and application</li> <li>○ Develop website information</li> <li>○ Promote third-party fundraising to members and supporters</li> <li>○ Print large whiteboard cheque for promotions</li> </ul>
<p><b>Goal G:</b> Ensure funding increases in line with forecasted increases in clientele</p> <p><b>Initiatives:</b></p> <ul style="list-style-type: none"> <li>○ Develop member tracking tools within contact database</li> <li>○ Review and develop policy related to membership, membership benefits, and donations</li> <li>○ Target efforts to increase membership</li> <li>○ Establish yearly donation goals aligned with membership increases</li> </ul>
<p><b>Goal H:</b> Build and sustain relationships with an increasing and engaged membership</p> <ul style="list-style-type: none"> <li>○ Develop member communication strategy and implement</li> <li>○ Develop volunteer opportunities for members</li> </ul>

**STRATEGIC PRIORITY 4: ENHANCE AND SUSTAIN ORGANIZATIONAL CAPACITY**

**Goals**

- A. Evaluate, determine and strengthen relationships with national and provincial organizations
- B. Ensure that relevant succession planning strategies are in place
- C. Review human resource (HR) policy and practice
- D. Review and develop financial policies and procedures
- E. Enhance opportunities for Board and Advisory Committee engagement and develop new leadership
- F. Develop initiatives for utilizing technology to optimize all areas of VEPC operations
- G. Develop policy on research
- H. Implement project budgeting
- I. Improve and implement evaluation methods as part of continuous improvement process.

**Involved**

- Board of Directors
- Executive Committee
  - HR Committee
  - Nominating Committee
  - Finance Committee
  - Development Committee
- Parkinson’s Advisory Committee  
 Epilepsy Advisory Committee  
 Executive Director  
 Agency Staff

**Goal A:** Evaluate, determine and strengthen relationships with national and provincial organizations

**Initiatives:**

- Complete determination of relationships with Parkinson Society Canada Federation, Parkinson Society British Columbia, University of British Columbia Pacific Parkinson’s Research Centre, and the Michael J. Fox Foundation
- Increase involvement with Canadian Epilepsy Alliance and develop and maintain relationships with the Centre for Epilepsy and Seizure Education and Epilepsy BC

**Goal B:** Ensure that relevant succession planning strategies are in place

**Initiatives:**

- Develop strategies around staff succession to enable smooth staffing transitions
- Ensure effective knowledge transfer during program / staff transitions
- Develop a succession plan for the Executive Director
- Strengthen nominating committee policies and procedures to address Board succession

**Goal C:** Review human resource (HR) policy and practice**Initiatives:**

- Review staffing and volunteer capacity related to epilepsy outreach, outreach to isolated seniors with Parkinson`s and fundraising
- Review and revise employee and volunteer job descriptions
- Create indicators and benchmarks for performance reviews
- Revise and implement performance review process
- Conduct salary and benefit survey
- Create salary and benefit step structure
- Review and revise personnel policies and personnel development, and assess career ladder opportunities

**Goal D:** Review and develop financial policies and procedures**Initiatives:**

- Conduct annual review of financial policies and procedures
- Review financial policies in relation to the Endowment Fund
- Based on review, develop any needed policies and procedures

**Goal E:** Enhance opportunities for Board and Advisory Committee engagement and develop new leadership**Initiatives:**

- Engage board and advisory board members on working committees according to their interest, skills and availability
- Identify specific ways that individual board and advisory members may wish to contribute, beyond the scope of committees
- Facilitate ongoing opportunities at board meetings for dialogue on governance themes
- Build capacity within the board through opportunities to access board development training / workshops as necessary to achieve leadership continuity
- Strengthen Board succession planning and practices

**Goal F:** Develop initiatives for utilizing technology to optimize all areas of VEPC operations

**Initiatives:**

- Redesign and update the VEPC website creating direct access to a resource database, the capacity for communication forums, and an increased focus on online giving
- Explore use of new tools and technologies for providing information and serving clients
- Explore opportunities for enhanced internal and external communications through technologies

**Goal G:** Develop policy on research

**Initiatives:**

- Conduct survey of epilepsy and Parkinson's members and engage advisory committees on a discussion of VEPC's role in research (biomedical, psychosocial, etc.)
- Ascertain policy options in relation to mission, membership, and partnerships with other organizations (i.e. program partners, research institutions, provincial and national organizations)
- Establish ad hoc committee to draft research policy for Board approval

**Goal H:** Implement project budgeting

**Initiatives:**

- Align program budgets to the strategic plan
- Align staff workplans to the program budget
- Create program budgets in the accounting system each year
- Align implementation reporting and evaluation with the program budgets, including any such reporting for the Board of Directors.

**Goal I:** Improve and implement evaluation methods as part of continuous improvement process.

**Initiatives:**

- Create data and information collection and communications processes to build the programming and service capacity of the organization.
- Consider the total range of evaluation approaches and tools