

Island Deaf + Hard of Hearing Centre

STRATEGIC PLAN

2014 TO 2019

UPDATE – MARCH 2017

ISLAND DEAF AND HARD OF HEARING CENTRE STRATEGIC PLAN 2014 TO 2019

INTRODUCTION

The Island Deaf and Hard of Hearing Centre's (IDHHC) strategic plan was released in May 2014. The plan was developed through consensus-based discussions to ensure services continue to effectively support the needs of Deaf and hard of hearing communities on Vancouver Island. In developing the plan, Board members and staff recognized the importance of reviewing and updating the plan to ensure it remains current within the dynamic service delivery environment that IDHHC operates within.

Several key considerations informed the 2016 Strategic Plan update including ongoing feedback that staff receive from clients and their families, dialogue with funding agencies and service-delivery partners and our work with community based organizations. A key source of input were the outcomes from Town Hall meetings held with both the Deaf community and hard of hearing populations conducted by Dr. Debra Russell, internationally recognized for her pioneering work in signed / spoken languages interpreting and interpreter education.

We hope that you find the 2016 Strategic Plan update both informative and inspiring, and we welcome your comments and invite you to contact us through the options outlined on the final page of the document.

Richard Letourneau, President
Denise Robertson, Executive Director

March 2017

By January 2017 seventy-five low income individuals received a total of one hundred and twenty-five refurbished hearing aids through the Sound of Change Initiative. Feedback from these individuals confirms the value of our work: *"Just a thankful email to let you know how much I appreciate your courteous and knowledgeable help in getting me a set of hearing aids. You found out that my hearing was very much deteriorated.... and for several years I have been struggling to understand conversations around me. I am living on a very limited budget and would never have been able to hear properly for the rest of my life were it not for your organization. Your organization is a Godsend for people like me. I enjoyed the experience of having been treated as a valued customer. Please keep up the good work. With great regards and gratefulness."*

WHO WE ARE

The Island Deaf and Hard of Hearing Centre (IDHHC), a non-profit organization has been serving Deaf, Deaf-Blind, oral deaf, late deafened and hard of hearing individuals, families and communities on Vancouver Island for over 25 years. It is the only agency dedicated to supporting Deaf and hard of hearing communities on Vancouver Island.

Community inclusion is critical for physical and mental health. At IDHHC our goal is to support and empower Deaf and hard of hearing individuals and their families to acquire the skill and aids necessary to be strong and active participants in the world around them. Through unique programs and services we help our clients improve communication with their families, co-workers, communities and society. No one else does this work on the Island.

With a small budget and dedicated staff persons located in our Victoria and Nanaimo offices, we provide services over a wide geographic area – an estimated¹ 73,000 Deaf, deafened, and hard of hearing persons residing in the 32,000 square kilometer region. Reaching from Victoria to Port Hardy, the region includes small and isolated communities.

OUR VALUES

*We treat all people with dignity and respect;
We believe in self-determination and choice for all; and
We are committed to building and fostering collaborative relationships.*

OUR MISSION

The Island Deaf and Hard of Hearing Centre is the only non-profit agency of its kind on Vancouver Island. We provide leadership, innovative solutions and services through engaging and educating communities, strengthening families, and fighting isolation.

OUR VISION

Empowered individuals who have equal access within inclusive communities.

¹ No fully credible census of Deaf, deafened, and hard of hearing people has been conducted in Canada. The Canadian Association of the Deaf uses a “one in ten” formula for estimating statistics. Canadian Association of the Deaf from: http://www.cad.ca/statistics_on_deaf_canadians.php With a population of 736,000, an estimated 73,000 Deaf, deafened, and hard of hearing persons live on Vancouver Island.

INTEGRATED SERVICE DELIVERY

Island Deaf and Hard of Hearing Centre provides a wide range of services for Deaf and hard of hearing persons as well as meeting the support and educational needs of families, employers and the community. Service delivery is based on a “no wrong door” model that responds to clients’ specific needs no matter where they may enter IDHHC’s service system. The business model encompasses a team approach where our knowledgeable and experienced staff refer clients to one or more of the services listed below. Where additional services that are outside of IDHHC’s mandate are required staff will refer clients to appropriate partner agencies.

Integrated Service Delivery



STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS – SWOT ANALYSIS

As part of the initial planning process, the IDHHC Board and staff undertook a “SWOT (Strengths, Weaknesses, Opportunities and Threats) Analysis” to define the environment that the organization operates within. Examples of outcomes from the SWOT exercise follow:

Strengths

- IDHHC’s dedicated and experienced staff include Deaf and hard of hearing employees.
- Client services are free.
- Unique agency – only service provider of its kind on Vancouver Island.

Weaknesses

- IDHHC is not well known across Vancouver Island – the agency “brand” has limited profile.
- Detailed data on Deaf and hard of hearing populations is limited while the prevalence of hearing loss is increasing.
- Vancouver Island is a very large geographic region creating challenges for client reach-out in smaller and northern Island communities.

Opportunities

- Strategic alliances with additional local and provincial agencies, hearing loss professionals and school districts to communicate IDHHC services.
- New partnerships with institutions and agencies to improve Vancouver Island client profile data.
- Increase community education activities to promote programs and services as well as hearing loss prevention awareness.

Threats

- Fund raising in the non-profit sector is highly competitive.
- Year to year funding uncertainty creates challenges for annual budget planning.
- The agency brand is not well known.

Through the review of the SWOT analysis outcomes it became evident that IDHHC must focus activities to achieve three broad outcomes, or goals, to achieve its vision.

The demand for early intervention services supporting parents with Deaf children is growing on Vancouver Island. Currently IDHHC provides one-to-one family American Sign Language (ASL) instruction to thirteen families with a potential to support an additional twenty-four families within the next two years.

IDHHC STRATEGIC PLAN GOALS

The following is a summary of Goals that define the major activity areas that IDHHC needs to address to fulfill its mission and achieve its vision. They are integral to the delivery of IDHHC’s Mission. Examples of the status of activities, or “Performance Measures”, that supported goal delivery over the 2014 / 16 year are noted in the table below each goal. New Performance References that support goal delivery during 2016 / 18 are also noted.

GOAL #1 - ENSURE EFFECTIVE SERVICE DELIVERY.		
This goal supports delivery of effective client services with measurable outcomes. Success under this goal will be dependent on defining strategies to support client service awareness and access across the service region. Targeted prevention measures to reduce hearing loss in younger persons fall under this goal.		
2014 / 2016 Performance Measures		
Measure	Status	Comments
<i>Client consultation sessions held in northern, central and southern Vancouver Island Regions to review and confirm service delivery priorities.</i>	√ Complete / Ongoing	Town Hall consultations with Deaf Community and hard of hearing populations. Action plans developed and ongoing implementation of service delivery improvements.
<i>Develop draft estimates of Vancouver Island Deaf, deafened and hard of hearing population profiles for northern, central and southern Vancouver Island Regions completed.</i>	√ Ongoing	Research with partners underway.
<i>Collaborate with provincial health authorities, WorkSafe BC and others to develop and deliver a hearing loss prevention education program across the service region in cooperation with support from service delivery partner agencies.</i>	X Delayed	Delivery timelines moved to 2018 to accommodate competing priorities.
2016 / 2018 Performance Measures		
Measure	Status	Comments
<i>New service deliver model to be integrated throughout the organization</i>	April 2016 and ongoing	
<i>Secure funding for new and innovative service area and begin implementation</i>	Launched and Ongoing	Sound of Change Initiative Funding secured April 2016 / pilot project June – Sept 2016/ launch October 2016
<i>Community Interpreting Services (CIS) model review</i>	2016 - Ongoing	Review of CIS model with goal to improve service, upgrade compensation for interpreters, better serve the Deaf and community // new model to launch June 2017

GOAL #2 – PROMOTE AWARENESS OF IDHHC SERVICES.

Activities pursued under the goal “Promote Awareness” are key to ensuring that prospective clients and supporters in all areas of IDHHC’s service region are aware of our services. These actions will help elevate IDHHC’s brand recognition.

2014 / 2016 Performance Measures

Measure	Status	Comments
<i>Update and formalize the “Case for Support” explaining IDHHC’s mandate, clients and service delivery outcomes. The statement informs communications including fund raising documents.</i>	√ Complete / Ongoing	Town Hall consultations with Deaf Community and hard of hearing populations informed fundraising case for support.
<i>Expand strategic partnerships to include Vancouver Island social service delivery agencies, Island Health agency offices, School Districts, Local Governments, audiologists and others to support distribution of information on IDHHC programs and services.</i>	√ Ongoing	Discussions with partners are underway and will continue through the duration of the plan update term.
<i>Explore options for new approaches to client engagement. During client consultation sessions outlined under Goal 1a, seek feedback on desired methods of outreach.</i>	√ Complete / Ongoing	Town Hall consultations held with Deaf Community and hard of hearing populations. Action plans developed and new approaches to improve client engagement are being implemented.

2016 / 2018 Performance Measures

Measure	Status	Comments
<i>Under the new Sound of Change Initiative IDHHC has a goal to lead community conversations and bring together representatives that may influence and change the relationships between the government, Health Care system, family physicians, hearing instrument manufacturers and non-profits.</i>	Pending - Start in the Spring 2017	By bringing these representatives together we hope to begin to collectively address the lack of access to comprehensive support and technology for low income, at-risk seniors and adults with hearing loss.
<i>Increasing public awareness, communication, social media and media to bring continued exposure to IDHHC and their services. This to include public promotion of new service delivery model.</i>	Started and ongoing	We are pursuing multiple channels of communication (website, IDHHC facebook, newspaper, open-houses, public presentations) to connect clients and community.

GOAL # 3 – ACHIEVE SUSTAINABLE FUNDING.

This goal recognizes the on-going challenges that non-profit agencies face in securing sustainable funding required to deliver client services.

2014 / 2016 Performance Measures

Measure	Status	Comments
<i>Complete a three-year fundraising plan that identifies current and new targeted funding sources and an action-plan to support engagement of priority funding sources to support ongoing effective program delivery throughout the 2014 /15 to 2016 / 17 budget years.</i>	X Under development	Completion expected in Spring 2017.
<i>Identify potential corporate partners with hearing related interests.</i>	√ Ongoing	Discussions with corporate partners are being pursued and will continue through the duration of the 2016 / 2018 plan update term.
<i>Continue IDHHC's process of providing regular reports to the Board summarizing service delivery and agency overhead budgets as part of the Board's ongoing objective of realizing operational efficiencies.</i>	√ Complete / Ongoing	Recommendations were developed and adopted to manage a revenue reduction experiences in 2015 / 2016. Budget (revenues / expenditures) update reports are standing agenda items at Board meetings.

2016 / 2018 Performance Measures

Measure	Status	Comments
<i>Explore opportunities for long-term sustainable funding model while maintaining and enhancing immediate and shorter-term funding needs.</i>	<i>January 2016 and ongoing</i>	

Objectives to support delivery of each goal will be defined for implementation by IDHHC staff through work plans detailing deliverables, accountabilities and timelines. Some activities may be implemented quickly with associated results being realized over the course of many months.

IDHHC supports over thirty individuals a year who may be at risk of losing their jobs because diminished hearing was a barrier to achieving successful employment outcomes. Supports can include workplace assessments, assisting qualified individuals to get hearing aids and providing information and options for use of assistive devices.

Monitoring of outcomes will ensure IDHHC activities support progress towards achievement of our vision. We will continue to dialogue with our clients, stakeholders and partners, seeking input and advice, as we conduct annual strategic plan reviews and updates.

We welcome your comments on the strategic plan. Please contact Denise Robertson, Executive Director, at 250-592-8144 to share your input. If you would like to learn more about IDHHC and its services please contact IDHHC through one of the options listed below.

CONTACT US

IDHHC – Victoria

#201-754 Broughton St.
Victoria BC, V8W 1E1

- Voice: 250-592-8144
- Toll Free Voice: 1-800-667-5448
- TTY: 250-592-8147
- Toll Free TTY: 1-877-667-5488

Fax: 250-592-8199

Email: idhhc@idhhc.ca

IDHHC – Nanaimo

#101 – 75 Front Street
Nanaimo BC, V9R 5H9

- Voice: 250-753-0999
- Toll Free Voice: 1-877-424-3323
- TTY: 250-753-0977
- Toll Free TTY: 1-877-424-3323

Fax: 250-753-9601

E-mail: nanaimo@idhhc.ca