

2023-
2026

Strategic Plan

Table of Contents

01

Executive
Summary

02

Accountability
Statement

03

Governance
Structure

04

Vision and
Mission

05

Operating
Principles

06

Core Business

07

Strategic
Priorities

08

Challenges and
Opportunities

09

2023-2026 Goals

Strategic Plan

Executive Summary

The Lakeland Centre for Fetal Alcohol Spectrum Disorder has been providing Diagnostic, Intervention and Prevention of FASD services since 2000. We are known across the province and nationwide for our innovative, non-judgmental and supportive services.

This plan has been 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 3 years and includes strategies to achieve these goals.

Statement of Accountability

This Strategic Plan outlines activity for a three-year period commencing April 2023 and ending March 2026. 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 and satisfaction surveys from stakeholders; and discussions with Provincial FASD Networks.

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

The Lakeland Fetal Alcohol Spectrum Disorder Society Board of Directors stands by the contents of this document and is committed to achieving the outcomes as stated here in.

Strategic Plan

Governance Structure

The Lakeland Fetal Alcohol Spectrum Disorder Society is a registered not for profit society within 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 will be one of a governance model that focuses on 1) strategic leadership more than administrative detail, 2) clear distinction of Board and staff roles, 3) future rather than past or present, and 4) proactively rather than reactivity.

Society Board of Directors

Stephanie Oleskyn	Chair
Shelley Krook	Vice-Chair
Joey Daniels	Treasurer
Michelle Dargis	Secretary
Adrienne Peoples-Sprecker	Director
Victoria Sparklingeyes	Director
Jennifer LeBlanc	Director

Strategic Plan

Vision & Mission

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

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

Values

- Individuals with Fetal Alcohol Spectrum Disorder, their parents, families and advocates have choices that will be respected and honoured as valued members of society and their rights and responsibilities are foremost in all decisions.
- Individuals with Fetal Alcohol Spectrum Disorder, their parents, families and advocates will be treated with respect and dignity.
- Service delivery priorities will reflect community needs,
- Service providers collaborating with the LCFASD will be knowledgeable about Fetal Alcohol Spectrum Disorder issues and prevention strategies and will use and promote best practices.
- Our goal of quality service will be achieved through partnerships with community and government agencies as well as the development of best practices.
- The Lakeland FASD Society will plan collectively with Community Partners for community solutions to meet service needs with a commitment to transparency and accountability.

Strategic Plan

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.
- Committed to client and family safety as it is an integral part of our organization and work.
- 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 our services.
- Dedicated to our employees and their well-being.

Strategic Plan

Core Business

Diagnosis and Assessment for Children and Adults

Coordination of mobile and virtual multi-disciplinary teams to provide accurate diagnosis and assessment.

Supports to Individuals and Families

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

Transition Planning—Assisting youth diagnosed with (or possible) FASD to build a plan to move into to adulthood.

Employment Coordination—Matching our stabilized adult clients diagnosed with (or possible) FASD to employment or volunteer opportunities.

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

Transitional Housing – Emergency and transitional housing for individuals diagnosed with (or possible) FASD who are homeless or at imminent risk of becoming homeless.

Summer Camp – Weeklong overnight summer camp for children diagnosed with (or possible) FASD, ages 7-17 yrs.

WRaP 2.0 - FASD Instructional Coaches work to enhance the capacity of school authority staff, including principals, teachers, educational assistants to support students with FASD.

Prevention and Awareness Activities - Developing and delivering awareness campaigns and information.

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

Strategic Plan

2nd Floor Women's Recovery Program- Live in addiction treatment program for women; focusing primarily on pregnant women with problematic substance use and homelessness.

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 stored at the regional office for distribution or lending.

Education and 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.

2023-2026 Strategic Priorities:

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

Strategic Plan

Challenges and Opportunities

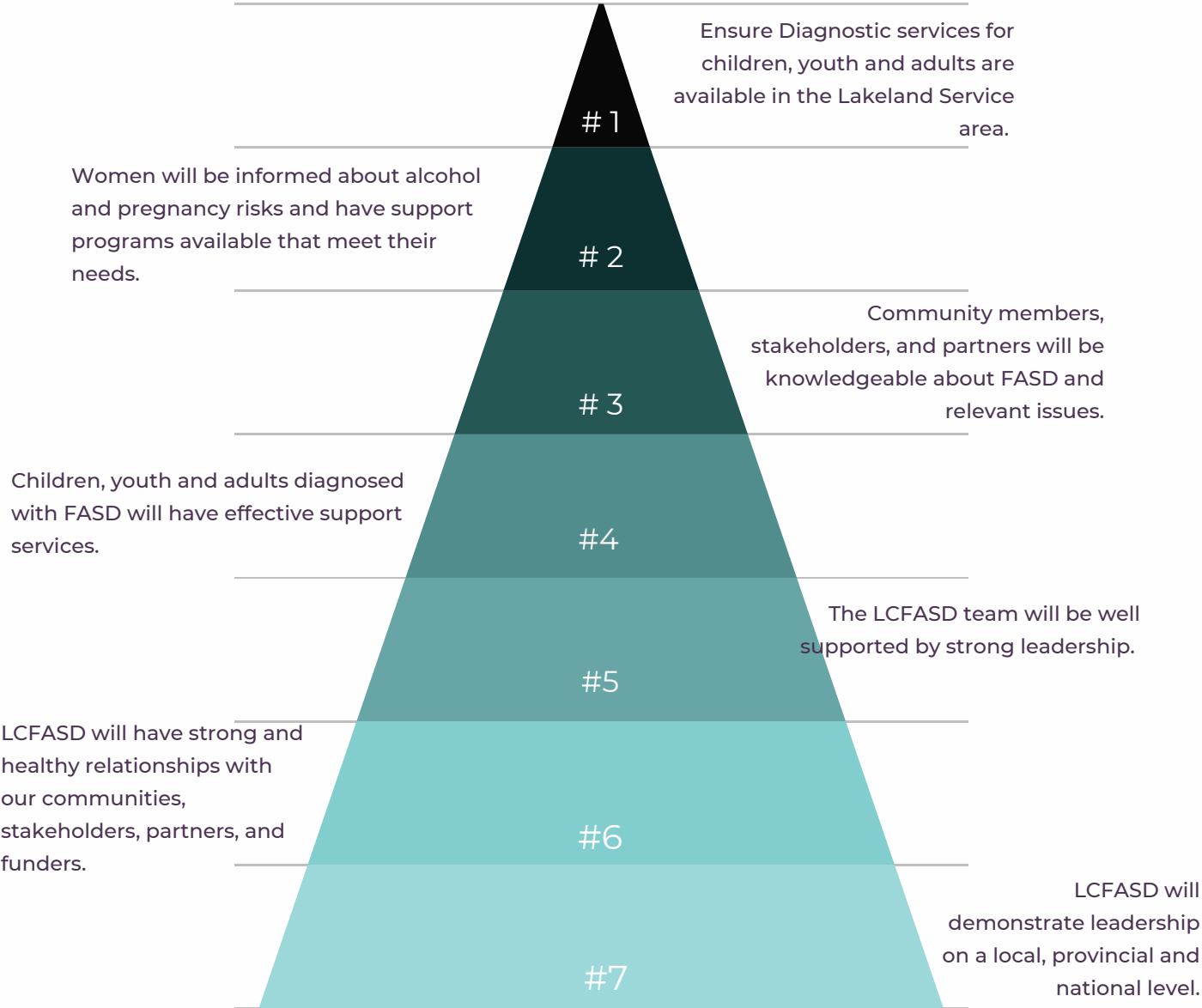
Challenges with achieving our vision

- Insufficient funding
- Lack of political awareness on maintaining or supporting long-term initiatives
- 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 the First Nations communities in our region.
- Expanding post diagnostic supports to all the First Nations communities in our region.
- Expand outreach services to include court support.
- Explore the development of offering an accredited FASD institute of training during the summer for professionals that is accredited.
- Expanding camps to winter weekends.
- Develop an opportunity for community professionals to volunteer at camp.
- Develop ways to provide alcohol/drug detox services in the region.
- Work towards an employee wellness account.
- .Explore additional fundraising opportunities.
- Explore Social Enterprise opportunities.

Goals



Goals



Ensure Diagnostic services for children, youth and adults are available in the Lakeland Service area.

Strategies

- Maintain and facilitate two children's mobile community based multi-disciplinary FASD diagnostic teams.
- Maintain and facilitate one adult mobile community based multi-disciplinary FASD diagnostic team.
- Maintain and facilitate one complex youth mobile community based multi-disciplinary 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 time for service.
- Number of assessments/diagnosis completed.
- Number of referrals is maintained or increased.
- Maintain high level of community participation on the multi-disciplinary team.
- Number of research projects involved in.
- Positive feedback from individuals, families and service providers.
- Positive feedback from funders.

GOALS

#2

Women will be informed about alcohol and pregnancy risks and have support programs available that meet their needs.

Strategies

- Maintain the Mothers-To-Be Mentorship program to serve women at risk of having a child with FASD in our region.
- Maintain the 2nd Floor Women's Recovery Centre provincial long-term, live-in treatment program for women who are pregnant and using substances or 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.
- MTBM program will strive to serve 100 women each year.
- Number of community Empowering Women groups held and number of participants.
- 2nd Floor program will strive to serve 30 women each year.
- Number of referrals is maintained or increased.
- FASD Day activities are held in a majority of communities in the region.
- NAAW activities will be led by LCFASD in Cold Lake.
- Positive feedback from families and service providers.
- Positive feedback from funders.
- A minimum of 10 training sessions to youth will be delivered about alcohol, pregnancy and impacts of FASD.
- The mocktail business operates at least 10 events each year.

GOALS



Community members, stakeholders, and partners will be knowledgeable about FASD and relevant issues.

Strategies

- Provide training events to professionals and community members 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 reports 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 FB is increasing.
- Number of visitors to the website each year.
- Positive feedback from funders.

GOALS



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 for one week camps.
- Emergency housing for LCFASD clients will be available on a short term basis.
- Biannual 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 therapy.
- Develop practical resources and training for families and individuals with FASD.

Performance Indicators

- Strive to serve 135 individuals/families each year in Outreach services.
- Strive to complete 12 transition plans each year.
- Provide employment services in Cold Lake/Bonnyville/St. Paul/Lac La Biche.
- Strive to serve 40 individuals in employment services each year.
- Strive to serve 50 kids each year at summer camp.
- Strive to serve 4 individuals in transitional housing program.
- FASD conference hosted in 2024, and bi-annually thereafter.
- 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.

GOALS



The LCFASD staff team will be well 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 to assist new Board members.
- Employee handbook and orientation package/processes will be in place and reviewed annually.
- Board of Directors will review the effectiveness 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.
- The agency will complete the process of Accreditation.

Performance Indicators

- Minimal turnover of Board of Directors.
- Minimal turnover of staff.
- 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.

GOALS



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 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

- Budgets grow at a reasonable rate
- Number of participants increases at community presentations each year.
- Tracking employee participation on community projects, inter-agencies, 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.

GOALS



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 information 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 provide relevant information.
- 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 researchers in LCFASD's agenda.
- Number of regional, provincial, national and international committees/boards.
- Number of conferences presentations.
- Budget increases for new projects.
- Evaluation results.



Lakeland Centre for FASD