

**Bernard C Vinge & Associates
(HCS) Ltd.**

Strategic Plan



2024 — 2029

President's Message

Well, it's finally here—Vinge & Associates second-ever Strategic Plan.

At its core, Vinge's strategy has always been informed by our values: being person-centered, family-centered, transparent, and to give the persons we serve the best possible quality of life. This plan works with those core values as its foundation, and outlines more concretely what we want to work towards over the next period of years to build on those values.

The development of this plan was slow. Our first Strategic Plan, launched in 2019, was disrupted by a global pandemic. The effect that had on the lives of everyone, staffing, and Vinge's capacity to deliver services was startling, but it served as a good reminder that strategy needs to be thoughtful and flexible. That plan was extended by two years while we focused on recovery and planning for the future. Since that plan, we've also grown, adding additional programs in Langley, Surrey, and Victoria, as well as licensing a new home in North Vancouver. Expanding services through this period has required careful planning, and we are thrilled we were able to welcome new folks to the Vinge community despite all the external challenges.

This plan, which comes at a crucial moment, is the best plan Vinge could have to build off its current momentum and continue to build the quality of its services. It is at a time where we are no longer living in the resource-short shadow of the early post-Covid years, and simply staying alive was top of mind. It is at a time where I am planning for my transition to retirement. Seeing how this plan has come together assures me – as I hope it assures all of you – that Vinge will continue to aim to provide the best Community Living and Nursing services.

Here's to another four years of health, wellbeing, and importantly, fun for all of the persons we serve, their family, and all the people who support them.

Augustus Kops

A handwritten signature in blue ink that reads "A Kops". The signature is stylized, with a large "A" and a cursive "Kops".

Vinge President

Need for a Plan

A strategic plan is a foundational document that helps guide the big-picture efforts of an organization, ensures accountability, and helps keep leadership, front-line, and all involved in the organization working towards a common purpose. Our strategic plan—which begins with Vinge’s Mission, Vision, and Values—aims to do the following:

Accountability

This plan sets big-picture objectives, and annual reports of progress help keep Vinge on track while showing the progress we’ve made.

Transparency

This plan and the annual reports are shared with all stakeholders.

Priorities

This plan outlines Vinges strategic priorities, and annual reviews will show any shifts in priorities due to operational context.

Operational Context

This plan describes the context we operate within, including environmental, economic, and social.

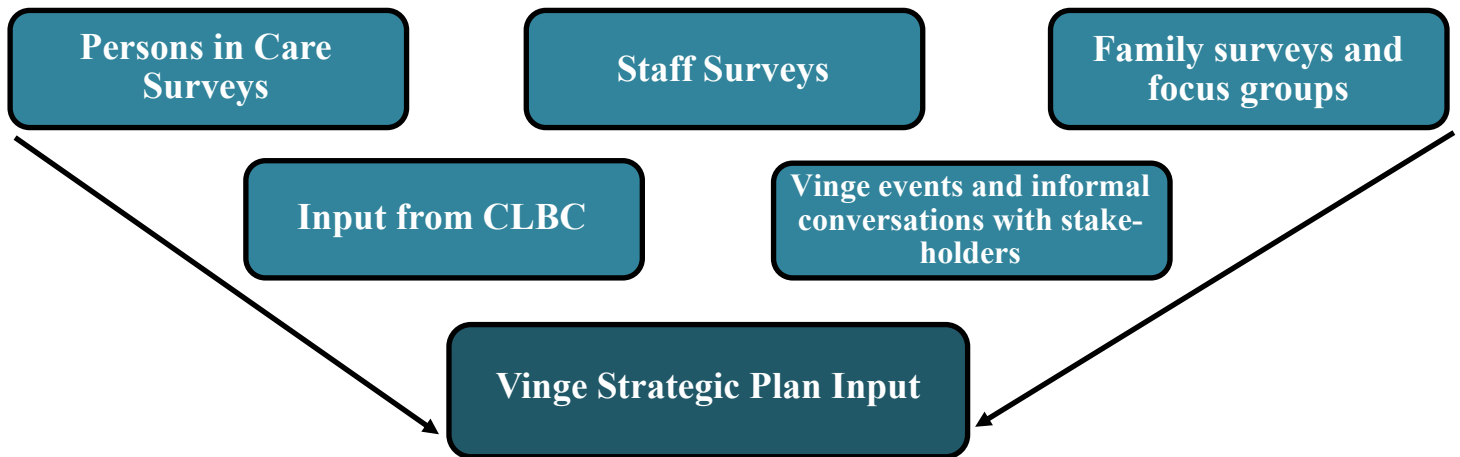


Monitoring and Review

- This plan is reviewed **annually** and updated as needed. Annual reviews are shared with all stakeholders
- Each annual review measures progress and sets priorities for the next year
- Senior Management checks in **quarterly** on progress with this plan to ensure continued commitment to strategic objectives
- Stakeholders are invited to provide feedback on this plan at any time by contacting senior management

Strategic Plan Development

The development of our new strategic plan really began in the fall of 2023 with some family focus groups that intended to obtain feedback on how to move forward following the Covid pandemic and its after-effects. Development was put on pause as we prepared and worked through our CARF re-accreditation, and became a focus again in the fall of 2024.



The strategic planning included feedback surveys and focus groups, and a Spring Party event on March 21st, 2025 where Persons in Care could express themselves through music and art. Approximately 90 people attended, including families, friends, and representatives from CLBC.

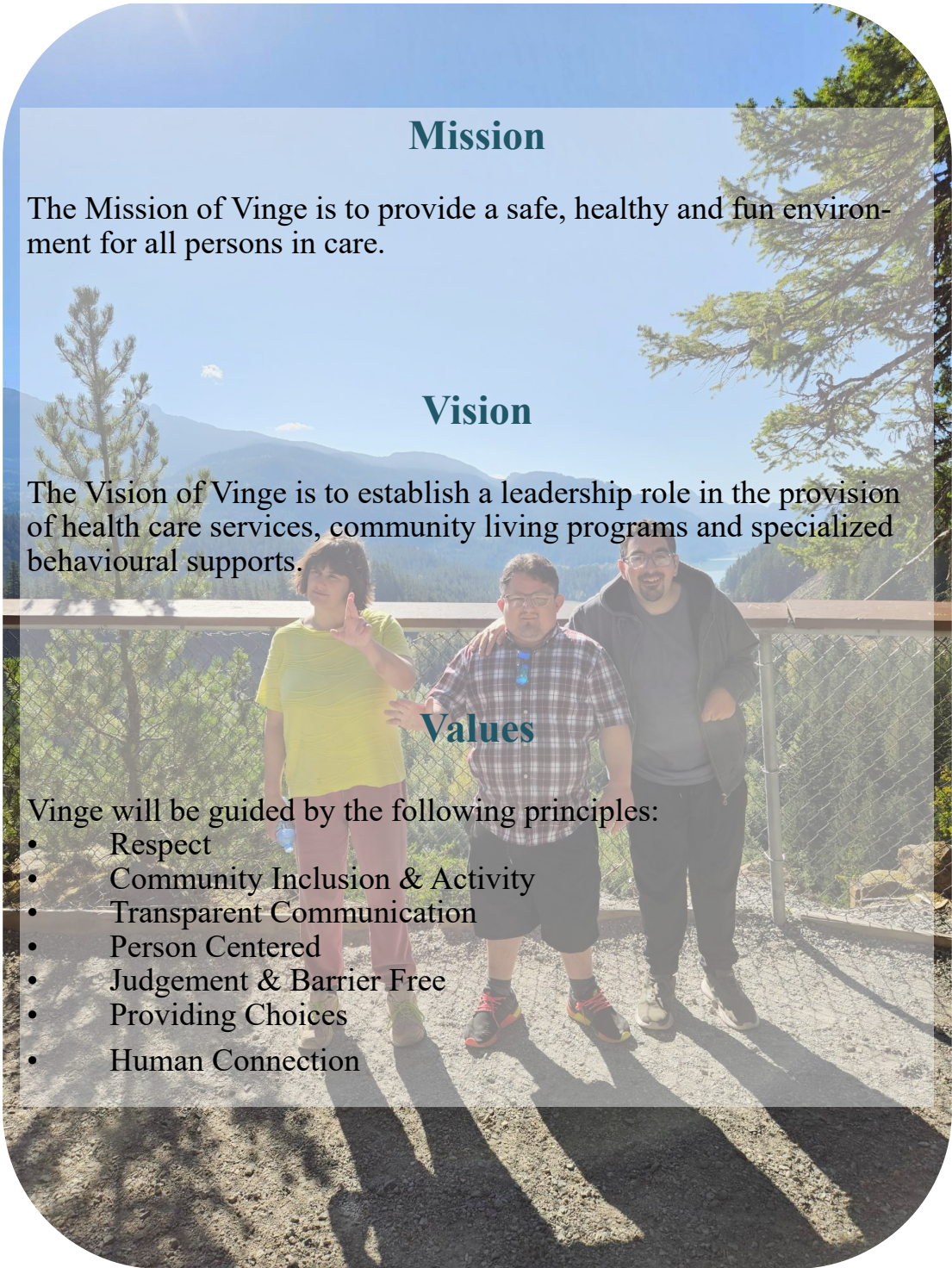
Following that event, a final survey intended to gain specific strategic feedback was sent out. All feedback—from the focus groups in 2023, through the surveys, to countless conversations with stakeholders, to the Spring Party in 2025—was compiled and reviewed for themes and common, collective goals. The pillars and strategic goals were then developed from there.

Another large part of forming these goals included an analysis of the strengths, weakness, opportunities, and threats—including financial and other resources—of Vinge; an analysis of Vinge’s utilization of technology and potential for growth there; and general performance analysis.

And, of course, a review of Vinge’s Mission, Vision, and Values to ensure the goals and strategic pillars being developed are in within alignment.



Vinge Drink Coasters: At Vinge’s Spring Party, Persons in Care, families, and staff participated in an activity making coasters using photos of their choosing, that represents themselves in some way.

A photograph of three people standing on a gravel path outdoors. On the left is a woman with dark hair wearing a bright yellow-green t-shirt and pink pants, making a peace sign. In the center is a man with glasses wearing a plaid shirt and dark shorts. On the right is a man with a beard and glasses wearing a dark jacket over a black shirt and dark pants. They are standing in front of a chain-link fence. The background features a clear blue sky, green trees, and distant mountains. The entire image is framed with rounded corners.

Mission

The Mission of Vinge is to provide a safe, healthy and fun environment for all persons in care.

Vision

The Vision of Vinge is to establish a leadership role in the provision of health care services, community living programs and specialized behavioural supports.

Values

Vinge will be guided by the following principles:

- Respect
- Community Inclusion & Activity
- Transparent Communication
- Person Centered
- Judgement & Barrier Free
- Providing Choices
- Human Connection

Strategic Goals

Increase Community Inclusion Opportunities

Goal: To give all Persons in Care greater access to their communities and opportunities to engage with the world

Rationale: Vinge believes that all Persons in Care deserve to lead the lives they want, including being able to go out into community, attend events, and go on trips. Many Persons in Care have expressed a desire for more community inclusion opportunities.

Strategies:

- Plan and execute more overnight trips – both at individual level and company-wide level
- Develop more structured community inclusion schedules across all programs
- Increase events to 3-4 per year with family inclusion
- Identify and establish partnerships with community organizations

Promote Healthier Living Across Vinge

Goal: To improve the physical, mental, and emotional wellbeing of Persons in Care and staff

Rationale: Vinge believes that all Persons in Care and staff deserve to feel healthy and satisfied, and we want to encourage Persons in Care to lead healthy, active lives to feel more satisfied and reduce burnout.

Strategies:

- Audit all menu plans and grocery shopping patterns to look for ways to introduce healthier options (example reducing frozen foods, increasing homecooked foods)
- Develop recipes for easy, healthy meals across all programs that are easy for staff with little cooking experience to follow
- Encourage employee engagement with Sparrow (EFAP)
- Introduce fun company-wide events that encourage active living

Strengthen Staff Team Development

Goal: To develop the more cohesive teams around the Persons in Care

Rationale: Vinge believes that the staff team surrounding the Persons in Care are essential elements of the Persons in Care quality of life and ability to overcome barriers. By investing in developing the staff teams and supporting their growth, we believe this will lead to better supports for the Persons in Care.

Strategies:

- Develop a staff mentorship program for each role
- Consider ways to strengthen staff appreciation
- Create more training courses and opportunities
- Invest in developing better processes for matching the right staff to the right homes

Strategic Goals, cont'd

Increase Organizational Capacity

Goal: To refine organizational identity, resources, and expand physical sites

Rationale: Vinge recognizes that there is an ever-growing need for services in the different communities within which we operate. In order to grow our services to meet these needs, Vinge will need to expand physical sites, including admin sites. In addition, to be better positioned for this growth, we will look at updating our identity (website, branding), and streamlining internal documents in order to maintain efficiency in amidst expanded operations.

Strategies:

- Improve accessibility of P+P manuals by streamlining content
- Expand office space to meet needs of organizational growth
- Explore daytime facility options for Community Inclusion in Victoria
- Secure and open a new home in the Tri-Cities area within 2025
- Consider and plan Organizational rebrand and name change
- Plan and execute a website update

Enhance Environmental Sustainability and Awareness

Goal: To integrate environmentally responsible practices across Vinge

Rationale: At Vinge, we believe that environmental sustainability is important, and that all people and communities deserve to live with clean air, fresh water, and healthy foods. We believe that, as an organization, we should do our part to contribute to a better, cleaner environment.

Strategies:

- Promote sustainable practices across the organization through ShareVision posts and education
- Organize and invest in bi-annual events with a focus on commitment to local environment
- Create and launch an annual “Green Week” which includes a week-long agenda of sustainability topics, challenges, and events
- Create a sustainability committee to help guide sustainability initiatives



Strengths, Weaknesses, Opportunities, and Threats

Individualized Services
Strong professional support network
High family involvement
Experienced and committed staff
CARF accredited
Dedicated management
24/7 Nursing supports
Proactive adoption of technology
Practicum student placements through relationship with various schools
Financial stability
Almost all homes owned or through BCHousing—stable housing for PICs
Thorough inhouse knowledge of CARF requirements, licensing requirements, and CLBC policy
CARF surveyor on staff

Strengths

Higher-than-average sick calls
Lack of staff with Class 4s for driving modified vans
Difficult to find staff from within some areas' local communities—ex. North Vancouver
Limited online identity
Aging van fleet
Unable to generate revenue through fundraising

Weaknesses

Opportunities

Increased requests for CLBC for services in both Community Living and Nursing
HealthPoint Institute and provision of training provides other revenue streams
Decreasing housing costs allowing purchases of homes
Variety of community resources that Vinge can leverage

Threats

Lack of funding for new vans
Competition with other organizations and adjacent industries (ex. School EAs) in hiring staff
Attitudes from people in the community
Shifting policy and regulatory requirements
No control over pay rate
High cost of living affects staff ability to live near workplace
Inflation and increasing costs
Changing workforce readiness and attitudes
Environmental threats—forest fires, air quality, heat events
Changes in governments and potential funding cuts
Economic changes

Feature Story – Trips to the Interior

In the early fall, David, Kristeen, and Darlene all enjoyed some overnight trips with their staff, where they all had new experiences and enjoyed time with family and friends. While Kristeen and Darlene had a relaxing vacation at the Harrison Hot Springs, David went as far as Kelowna to see far-away family.

Their journeys started early in the morning. For Kirsteen and Darlene, it was a couple hours drive to their destination. They stayed in the hotel near the beach, and enjoyed walks by the ocean and exploring local trails. They even met the famous Harrison Hot Springs Sasquatch!



David, on the other hand, had a long drive ahead of him. Five hours on the road was made more pleasant by stops for sight-seeing and lunch along the way. Once there, David was happy to see his older brother for the first time in a while.

After some further exploring and spending the night in their destinations, all three returned from their respective trips energized, fulfilled, and with memories to talk about for a while yet!

