



BAYFIELD
TREATMENT CENTRES

SINCE 1973

Strategic Plan



October 1, 2020

Objective #1

To continue with strategic planning initiatives to increase the retention of direct care staff, including improving and clarifying direct care staff engagement and feedback systems at Bayfield.

Strategy: Replace Bayfield's antiquated performance appraisal and formal feedback systems with a model that focuses on employee engagement.



Primary Ownership: Diane Doucette, Chief Operating Officer

Secondary Ownership: Sarah Steen, Human Resource Coordinator



Step 1: Research and identify program

Step 2: Negotiate price and purchase program

Step 3: Train leaders in employee engagement principles

Step 4: Train leaders in the use of the program

Step 5: Train employees in the use of the program

Step 6: Implement the program and monitor usage

Step 7: Routinely measure program usage and employee engagement



Target Date for Completion: June 30, 2021

Objective #2

To increase the professional development of Bayfield employees, in order to meet the increased training requirements mandated by the Child, Youth and Family Services Act, without taking more time for client and programming discussions during team meetings, while continuing to operate within the current training budget .

Strategy: Develop an on-line training program to deliver training material that does not require any form of in-person, experiential or group learning processes.



Primary Ownership: Todd Powell, Director of Operations

Secondary Ownership: Sarah Steen, Human Resource Coordinator



Step 1: Research and identify learning management software

Step 2: Negotiate price and purchase program

Step 3: Identify training subjects

Step 4: Develop the training programs

Step 5: Transfer the training material into the learning management software program

Step 6: Deliver the training as required

Step 7: Routinely measure usage and course completion



Target Date for Development of Mandatory Training: June 1, 2021

Target Date for Development of Optional Training: December 1, 2021

Objective #3

To continue to gradually move to IT systems that are web-based and that do not require the purchase and maintenance of expensive servers and software updates

Strategy #1: Complete the implementation of Bayfield's client management information system, EMHware, that replaced the Bayfield Information System.



Primary Ownership: Kimberly Baldwin, Operations Manager

Secondary Ownership: Todd Powell, Director of Operations



Step 1: Continue to recreate existing forms in the Information System

Step 2: Identify and Address what is and isn't working for users

Step 3: Plan for and cost out a built-in Plan of Care Module

Step 4: Contract out the development of the module

Step 5: Implement the Plan of Care Module



Target Date for Completion: September 30, 2021

Objective #3 (continued)

Strategy #2: Continue to replace desktop computer systems with ChromeBooks, as the old units fail or reach the point where they require expensive repair or software updates..



Primary Ownership: Lianna Kallio, Chief Financial Officer

Secondary Ownership: Todd Powell, Director of Operations



Step 1: Develop a budget for hardware replacement

Step 2: IT department to maintain small (1-2) inventory of ChromeBooks

Step 3: Replace desktop computer stations with ChromeBooks as expensive repairs or software updates are required



Target Date for Budget Completion: December 31, 2020

Target Date for Hardware Replacement: On-going