



MPA Society

Strategic Plan 2024-2027

We acknowledge our work at MPA Society takes place on the traditional and unceded territories of the Katzie, Kwantlen, Kwikwetlem, Matsqui, Qayqayt, S'ólh Téméxw (Stó:lō) Nations of the lower mainland, sc̓əwəθən məsteyəxw (Tsawwassen), sə́lilwətaʔt (Tseil-Waututh), Semyome (Semiahmoo), Sk̓wxwú7mesh (Squamish), Sumas, and xwməəθkwəyəm (Musqueam) First Nations.

MPA Society Strategic Plan 2024-2027



Overarching Considerations

Mission

To advocate for, and provide respectful, inclusive, healthy and safe housing and person-centered programming options for individuals facing mental health, substance use and housing insecurity challenges

Vision

Welcoming, stigma-free communities that support and empower people's diverse paths to healing, growth and wellness through meaningful and self-directed ambitions

Values

- **Empowerment:** Using principles of psychosocial rehabilitation in actively supporting members to become stronger, healthier and more confident in having autonomy over their life and self-directed goals
- **Cultural Health and Safety:** Ensuring recognition of the power imbalances in health care and active engagement in creating and supporting environments free of racism and discrimination, understanding and exploring the rich and diverse cultures, voices, experiences, colonial legacies and stories of all community members
- **Accountability:** With an ongoing commitment to listening and learning, taking responsibility for our actions and outcomes through internal and external reviews, feedback surveys and community evaluations fostering transparency and trust
- **Growth and Partnerships:** Recognizing the value of new ideas and partnerships that improve the lives of members and staff informed by a wide array of cultural knowledge and experiences
- **Community and Connection:** Valuing the power of future focused and innovative partnerships that guide our work that honours the rich tapestry of human diversity and fosters a sense of belonging through shared experiences

MPA Society Strategic Plan 2024–2027



Strategic Priorities	Value for Members	People and Culture	Growth and Partnerships	Accountability and Governance
Strategic Initiatives	<ul style="list-style-type: none"> • Understand and meet the evolving needs of members • Engage, empower and appreciate members • Align MPA with the principles of Truth and Reconciliation, JEDIA (Justice, Equity, Diversity, Inclusion, Anti-racism), and ESG (Environmental, Social, Governance) 	<ul style="list-style-type: none"> • Promote a culture of belonging, inclusivity, well-being, and respect • Attract, develop, engage and retain talent • Empower staff to harness strengths and skills in support of members 	<ul style="list-style-type: none"> • Increase funding and resources for programs • Secure financial resources to support intentional and strategic growth • Pursue growth opportunities and partnerships in alignment with MPA mission, vision, and philosophy 	<ul style="list-style-type: none"> • Embed diversity and inclusion at Board level • Enhance governance structures and processes • Achieve best practices based on a data-informed decision framework, learned experiences and ongoing feedback from stakeholders and members
Ongoing Operations	Enacting the strategy and ensuring operational compliance with cultural and psychological health and safety practices, operation of programs, member services, capital and equity asset management, Board governance and future focused growth			
Values	Empowerment, Cultural Health and Safety, Accountability, Growth and Partnerships & Community and Connection			

Strategic Priority – Value for Members



Value for Members

Strategic Initiative

Operational Plan

Understand and meet the evolving needs of members

- Annual Members satisfaction surveys and analysis
- Analyze Members demographic data
- Communications with funding partners on future directions of healthcare

Engage, empower and appreciate members

- Site visits by Leadership and Board members
- Member celebrations including site-specific and society-wide events
- Involvement of members in MPA media productions

Align MPA with the principles of Truth and Reconciliation, JEDIA (Justice, Equity, Diversity, Inclusion, Anti-Racism), and ESG (Environmental, Social, Governance considerations)

- Education and training in decolonization practices including policy language and society literature review
- Education and training in JEDIA practices including policy language and society literature review
- Education and training on Truth and Reconciliation practices

Strategic Priority – People and Culture



People and Culture

Strategic Initiative

Operational Plan

Promote a culture of belonging, inclusivity, well-being, and respect

- Education and training around decolonization
- Ensure a psychological safe and healthy workplace

Attract, develop, engage and retain talent

- Update MPA Website with Swoon
- Create new recruitment and program videos
- Expand social media presence to relevant platforms
- Improve Applicant Tracking System

Empower staff to harness strengths and skills in support of members

- Education and training
- Annual development and performance plans
- Learning and Development Committee strategy

Strategic Priority – Growth and Partnerships



Growth and Partnerships

Strategic Initiative

Operational Plan

Increase funding and resources for programs

- Assess and leverage funding agencies, external opportunities and industry networks to intentionally develop new programs
- Leverage current partnerships to expand on length and type of services

Secure financial resources to support intentional and strategic growth

- Protect and grow financial position and asset base and explore equity management and investment opportunities
- Monitor capacity of leadership and front-line staff for growth in new programs

Pursue growth opportunities and partnerships in alignment with MPA mission, vision, and philosophy

- Develop West 8th and Arbutus Supportive Housing project plan for contract negotiations, staffing recruitment and retention, operations planning, community integration and site-specific supports services
- Assess potential of other organizations that can assist and provide value-add to programs

Strategic Priority – Accountability and Governance



Accountability and Governance

Strategic Initiative

Operational Plan

Embed diversity and inclusion at Board level

- Review Board recruitment and nominating process to ensure language and approach are inclusive and non-discriminatory
- Facilitate ongoing Board surveys and skills matrix

Enhance governance structures and processes

- Quarterly Board meetings, AGMs and annual review of Strategic Plan
- Annual Audited Financial Statement
- Review of Senior Leadership portfolios

Achieve best practices based on a data-informed decision framework and ongoing feedback

- Annual evaluation of CARF standards and successful CARF accreditation every 3 years
- Audit reviews from funding agencies
- Reports from Licensing and Assisted Living agencies