

Accessibility Plan

ECHEN Healing Society

Introduction

The following plan is based on assessment of barriers that impact access to the organization's programs and services. That assessment is ongoing and based on feedback from persons served, program staff and other stakeholders including funders. Sources of data to inform this assessment include:

- Team Meeting Minutes
- Feedback from client surveys
- Feedback from surveys of stakeholders
- Feedback received during client planning meetings

Review of Previous Year's Plan (March 2025 Plan):

Progress/Update entries below were recorded at the August 2026 annual review. Items marked "Carried forward" appear again in the Current Year's Plan (2026) with the responsible party and timeline updated.

Barrier Description	Barrier Type	Solution or Strategy	Priority	Person(s) Responsible	Timeline for Completion (as planned)	Progress/Update (August 2026)
Ensuring candidates meet regulated certification requirements	Employment	Improve interview process by evaluating and enhancing interview questions to assess workstyle, skillset, mindset, attitude, and willingness to train up to regulation	High	Administrative Assistant	6/1/2025	Completed in part - Job description suite (24 positions) rebuilt with Key Competencies aligned to the Succession Plan (Aug 2026); Policy B2 Background and Credential Verification codifies primary-source credential checks before hire; Policy B1 Posting and Recruitment sets the selection process. Carried forward - structured interview question set assessing workstyle, skillset, mindset, attitude and willingness to train to regulation.
Need for structured professional development and training that aligns with licensing requirements to develop staff to fill gaps	Employment/ Professional Development	Implement more hands-on orientation, formalized mentoring, and improved performance appraisal & supervision	High	Administrative Assistant	6/1/2025	Completed in part - Policy B3 Employee Orientation and Onboarding with Orientation Checklist in place; Policy B8 Staff Supervision and Performance Management and position-specific Performance Review forms (23 positions) aligned to the Employee Performance Plan (2026); Workforce and Capacity Development Plan aligned (Aug 2026). Policy documents pending dated, signed approval. Carried forward - formalized mentoring program.
Limited hiring of on-reserve Indigenous populations	Community Integration/ Employment	Expand Nation-specific postings, strengthen networking, and increase Facebook outreach	High	Executive Director/ Administrative Assistant	Ongoing	Ongoing - carried forward. Administrative Assistant leads social media posting (Succession Plan competency).
Staff burnout and retention challenges	Attitudes	Increase staffing levels to reduce workload, provide additional support for time off, maintain biweekly staff meetings, and continue 11 sick days per year	Low	Project Assistant/ Executive Director/ Administrative Assistant	Ongoing	Ongoing - carried forward. Policy B5 Vacations, Holidays and Leaves in force; Policy B16 Compensation drafted (2026) with annual pay review letters to support retention.
Alternative space for program operations	Architectural/ Environmental	Renovate the basement of Hoy St. to create more space and allow for float staff to support multiple programs	High	Maintenance/ Project Assistant	4/1/2025	Carried forward.
Limited community engagement and visibility/ Need for improved community branding and staff identification	Community Integration	Continue participation in community events, establish stronger visibility through job fairs, and strengthen outreach efforts Design and review Echen shirts or name tags for staff and community engagement	Medium	Project Assistant/ Administrative Assistant/ Executive Director	Ongoing Community Integration Needs Branding item acquisition - May 31, 2025	Ongoing - carried forward.
Outdated technology for staff and client support	Technology	Develop an employee and client program portal, create an app for accessibility to surveys, calendar, events, and communication for parents	Medium	Technology Consultant (third-party contractor)/ Project Assistant/ Executive Director	7/31/2025	Carried forward. Portal/app not implemented by 7/31/2025. Technology development is outsourced to a third-party contractor; personnel training on the technology and on cybersecurity (CARF 1.1.13) remains an organizational responsibility.

Barrier Description	Barrier Type	Solution or Strategy	Priority	Person(s) Responsible	Timeline for Completion (as planned)	Progress/Update (August 2026)
Head office location not fully accessible for clients and staff	Environmental	Move head office to a more accessible downtown location, lowering overhead costs and improving staff well-being	High	Executive Director/ Project Assistant	4/1/2025	Carried forward.
Inconsistent feedback methods for frontline staff	Communication	Provide training on various feedback methods and hold biweekly meetings to ensure staff concerns are heard	Medium	Project Assistant/ Health and Safety Committee	6/1/2025	Completed in part - Policy B10 Conflict Resolution and Complaints provides formal channels for staff concerns; team meeting minutes are a data source for this plan. Carried forward - training on feedback methods.

Areas for Improvement from Previous Year's Plan (March 2025 Plan):

Area for Improvement/Action Needed	Person(s) Responsible	Timeline for Completion
Confirm and record final status of dated 2025 items (basement renovation, head office relocation, branding items, portal/app) so that each closes with documented evidence or an approved carry-forward.	Project Assistant, Executive Director	September 2026
Complete outstanding HR items formerly assigned to the unfilled HR Specialist position (interview question set; formalized mentoring) under the Administrative Assistant with Executive Director oversight.	Administrative Assistant, Executive Director	December 2026
Obtain dated, signed approval of this plan and its supporting HR policies (B1, B2, B3, B8, B10, B16) so they are demonstrably in force for CARF survey.	Executive Director, Board of Directors	December 2026

Current Year's Plan (2026):

All items are carried forward from the March 2025 plan. Timelines have been deferred to December 2026 to align with the plan review date; items marked "Ongoing" are reviewed at that date. Responsible parties use the position titles in the Succession Plan (Aug 2026); items formerly assigned to the HR Specialist are assigned to the Administrative Assistant.

Barrier Description	Barrier Type	Solution or Strategy	Priority	Person(s) Responsible	Timeline for Completion
Ensuring candidates meet regulated certification requirements	Employment	Adopt a structured interview question set assessing workstyle, skillset, mindset, attitude, and willingness to train up to regulation, applied consistently across Early Learning, Aboriginal Child Development, and Afterschool hiring; retain completed question sets in the recruitment file (Policy B1) alongside primary-source credential verification records (Policy B2).	High	Administrative Assistant/ Executive Director	December 2026
Need for structured professional development and training that aligns with licensing requirements to develop staff to fill gaps	Employment/ Professional Development	Formalize mentoring for new and developing staff (documented mentor pairing and check-ins), building on the Orientation Checklist (Policy B3), supervision and performance review cycle (Policy B8), and the Workforce and Capacity Development Plan.	High	Administrative Assistant/ Program Coordinator (Childcare)/ Program Coordinator (Afterschool)/ AIDP/ASCD Coordinator	December 2026
Limited hiring of on-reserve Indigenous populations	Community Integration/ Employment	Expand Nation-specific postings, strengthen networking, and increase Facebook outreach; record postings and outreach in the recruitment file.	High	Executive Director/ Administrative Assistant	Ongoing - review December 2026
Staff burnout and retention challenges	Attitudes	Increase staffing levels to reduce workload, provide additional support for time off, maintain biweekly staff meetings, and continue 11 sick days per year; implement annual pay review letters under Policy B16 Compensation.	Low	Project Assistant/ Executive Director/ Administrative Assistant	Ongoing - review December 2026
Alternative space for program operations	Architectural/ Environmental	Renovate the basement of Hoy St. to create more space and allow for float staff to support multiple programs.	High	Maintenance/ Project Assistant	December 2026
Limited community engagement and visibility/ Need for improved community branding and staff identification	Community Integration	Continue participation in community events, establish stronger visibility through job fairs, and strengthen outreach efforts. Design and review Echen shirts or name tags for staff and community engagement.	Medium	Project Assistant/ Administrative Assistant/ Executive Director	December 2026
Outdated technology for staff and client support	Technology	Develop an employee and client program portal, create an app for accessibility to surveys, calendar, events, and communication for parents (outsourced to third-party contractor); provide personnel training on the technology and on cybersecurity (CARF 1.1.13).	Medium	Technology Consultant (third-party contractor)/ Project Assistant/ Executive Director	December 2026
Head office location not fully accessible for clients and staff	Environmental	Move head office to a more accessible downtown location, lowering overhead costs and improving staff well-being.	High	Executive Director/ Project Assistant	December 2026
Inconsistent feedback methods for frontline staff	Communication	Provide training on various feedback methods and hold biweekly meetings to ensure staff concerns are heard; retain meeting minutes as evidence.	Medium	Project Assistant/ Health and Safety Committee	December 2026

Record of 2024 Plan Review (retained from the March 2025 plan for reference):

The two tables below are the "Review of Previous Year's Plan" and "Areas for Improvement" sections carried in the March 2025 plan. Content is unchanged except that responsible-party titles are aligned to the Succession Plan (Aug 2026).

Barrier Description	Barrier Type	Solution or Strategy	Priority	Person(s) Responsible	Progress/Update
Obtaining adequate staffing levels to meet the needs of high needs persons served	Employment	Hiring Teams continue to identify best practices for each region and actively hire to meet the needs of each program. Use additional hiring modalities such as Facebook & Indeed.	High	Finance Manager, Project Assistant, Executive Director, AIDP/ASCD Coordinator, Program Coordinator (Childcare)	Ongoing - with monthly check ins
Burnout to staff due to the demands of social services work.	Attitudes	Continue to support staff through monthly staff meetings, employee benefits program and implement retention and appreciation programs, wellness day development.	High	Finance Manager, Project Assistant, Executive Director, AIDP/ASCD Coordinator, Program Coordinator (Childcare) August - Dec	8/31/2024 August 2024 - staff appreciation On the Land Day and Nature walk December 2024 - staff appreciation holiday celebration and dinner Ongoing project
Marketing and community awareness: Org went through a restructuring/ name change, which may have resulted in reduced awareness of services provided and potential employees unaware of new org/name	Community Integration	Establish visibility in employment sectors and build networks through online platforms, career fairs.	Low	Program Coordinator (Childcare), Program Coordinator (Afterschool), Administrative Assistant, Project Assistant, Finance Manager, Executive Director	ongoing

Areas for Improvement from Previous Year's Plan (as recorded March 2025):

Area for Improvement/Action Needed	Person(s) Responsible	Timeline for Completion
Increase agency visibility in community	Executive Director, Program Coordinators, Front-Line Staff	2025 (Q1-Q4)
Review staff appreciation activities/ events to support staff well-being.	Executive Director, Project Assistant	Q1

Revision History

Creation/Updated Date	Version	Summary of Changes	Reviewed / Updated By	Approved by / date
	1	Version 1 - initial adoption, approved by the Board of Directors.	-	

Approval

Responsible for review and update: Executive Director, with the Project Assistant.

This plan is in force from the date of approval below and is reviewed at least annually (next review: December 2026).

Approved by the Board of Directors:

Director signature: _____ Date: _____

Director signature: _____ Date: _____