

# **APSEA STRATEGIC PLAN 2025-2029**



## Our Land and People Acknowledgement

We at APSEA acknowledge that we live and work in Mi'kma'ki, the traditional territory of the Mi'kmaq People. We recognize the Mi'kmaq, Wolastoqiyik, Peskotomuhkati Nations of the Wabanaki Confederacy, Innu, Inuit and Beothuk as Indigenous land keepers in Atlantic Canada, and their vital role in protecting and stewarding traditional territories. We recognize our shared responsibility as Treaty People.

We recognize African Nova Scotians as a distinct group and acknowledge that people of African descent have lived in the Atlantic region for over 400 years, contributing to the infrastructure and economic wealth of the towns and cities they helped to build, but from which they could not benefit. We honour and offer gratitude to those ancestors of African descent who came before us to this land.

We also affirm accessibility is a human right and strive to reduce and remove barriers wherever possible in our work.

We at APSEA are committed to reconciliation, respect, and justice for all communities. These principles guide all work we do.

## About APSEA **ASL**

The Atlantic Provinces Special Education Authority (APSEA) is a unique partnership among the four Atlantic provinces of New Brunswick, Newfoundland and Labrador, Nova Scotia, and Prince Edward Island. We provide specialized education services for children and youth who are blind, have low vision, and/or are Deaf, deaf, and hard of hearing. Our team includes educators, specialists, and support staff who work together to support learner success.

## Our Purpose

### Mission **ASL**

APSEA collaboratively provides responsive educational services that are accessible and inclusive for learners who are blind, have low vision, and/or are Deaf, deaf and hard of hearing.

### Vision **ASL**

The children and youth we support achieve individualized success in learning and life.

### Core Values **ASL**

1. **Learners First:** We focus on and prioritize each learner's unique strengths and needs, delivering personalized support to foster their growth and success.
2. **Collaboration:** We build strong partnerships and value diverse perspectives to support learner success.
3. **Equity:** We support equitable access, and responsive educational opportunities for learners.
4. **Innovation:** We embrace research-informed approaches to continuously improve how we meet the needs of learners.

# Our Strategic Focus Areas **ASL**

Our plan is guided by five interconnected focus areas that all support our central goal: learner success.

## Enrich Programming **ASL**

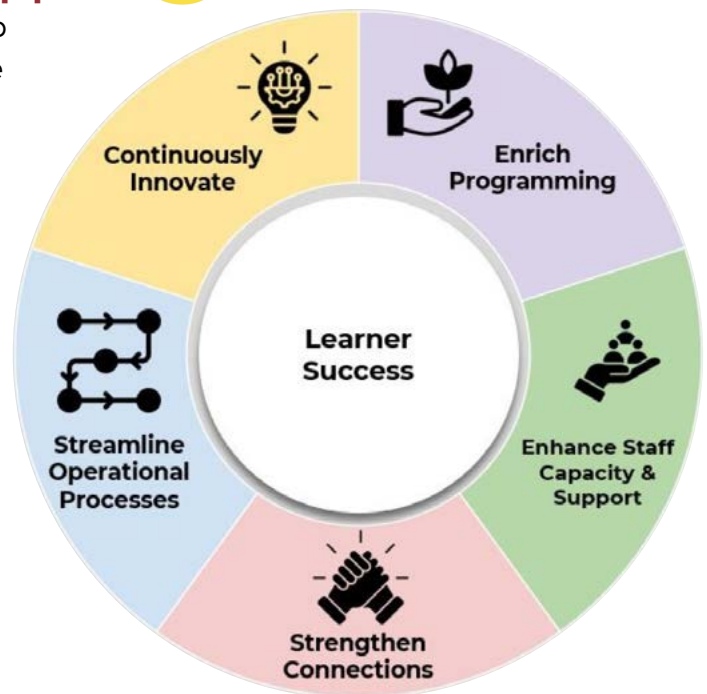
We are committed to continuously strengthening our Responsive Teaching and Learning model of service delivery, examining and enhancing supports for learners with Deafblindness, and improving how we deliver services.

## Enhance Staff Capacity and Support **ASL**

We are investing in professional learning, leadership development and recognition programs so staff are supported and connected to our mission. We are also working to improve communication across the organization, so everyone is informed, valued and part of a strong, connected team.

## Strengthen Connections **ASL**

We are working to continuously improve how we communicate and collaborate with learners, families, schools and community organizations to create a strong support network. By encouraging mutual understanding and respect, we can build stronger relationships that add value and meaning to our shared work.



## Streamline Operational Processes **ASL**

We are aligning systems and processes to support the Responsive Teaching and Learning model of service delivery. This includes upgrading our Student Information System and APSEA website. These changes will help us provide better, more consistent support, improve communication and make information easier to find and use.

## Continuously Innovate **ASL**

We are building a culture of innovation that encourages new ideas and creative solutions supported by the best available research evidence.

# Our Action Plan **ASL**

Our strategic goals are supported by key actions, measures and timelines that move us closer to achieving our vision.

## **ASL**

**Goal 1: Enrich Programming** - We are committed to continuously strengthening our Responsive Teaching and Learning model of service delivery, examining and enhancing supports for learners with Deafblindness, and improving how we deliver services.

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**Impact:** Enhancing APSEA's Service Delivery Framework will foster a more informed, collaborative, and impactful environment where learners thrive.

## **ASL**

| Key Actions  | Measures  |
|--|---|
| 1. Strengthen the Responsive Teaching and Learning model of service delivery.  | <ul style="list-style-type: none"><li>• <b>85% or higher</b> of learners have demonstrated progress towards their identified goal(s) based on the Developmental Skills Inventory and/or Access Framework.</li><li>• <b>70% or higher</b> of applicable staff report increased confidence using the Responsive Teaching and Learning model of service delivery to support learners.</li><li>• <b>85% or higher</b> of families report they understand the services provided by APSEA and have made informed choices about engaging in APSEA programs and services.</li></ul> |
| 2. Define the modes of service delivery (e.g., in person-learning, virtual learning, and gatherings) and explain how they support the continuum of learning within the Developmental Skills Inventory or Access Framework. | <ul style="list-style-type: none"><li>• <b>85% or higher</b> of learners receive the modes of service delivery that have been determined by the APSEA Service Delivery Team, which includes engagement with families and school teams, and ensuring cultural alignment.</li></ul>   |
| 3. Conduct a national and international review of best practice of Deafblindness.  | <ul style="list-style-type: none"><li>• A review of best practices and creation of a consistent, evidence-based definition of Deafblindness is completed.</li></ul>   |
| 4. Provide targeted learning opportunities to build staff knowledge and skills related to Deafblindness.   | <ul style="list-style-type: none"><li>• <b>85% or higher</b> of applicable APSEA staff have training in Deafblindness.</li></ul>  |

| Action   | Year 1:     | Year 2:     | Year 3:     | Year 4:   |
|--|-------------|-------------|-------------|-----------|
| Strengthen the understanding and practice of the Responsive Teaching and Learning model of service delivery.   | In progress | In progress | Completed   | Completed |
| Define the modes of service delivery and explain how they support the continuum of learning within the Developmental Skills Inventory or Access Framework. | In progress | In progress | In progress | Completed |
| Conduct a national and international review of best practice for Deafblindness.  | In progress | Completed   | Completed   | Completed |
| Provide targeted learning opportunities to build staff knowledge and skills related to Deafblindness.  | Not started | In progress | In progress | Completed |

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**Goal 2: Enhance Staff Capacity and Support** - We are investing in professional learning, leadership development, and recognition programs so staff are supported and connected to our mission. We are also working to improve communication across the organization, so everyone is informed, valued, and part of a strong connected team.

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**Impact:** APSEA will create a workplace where staff are deeply connected to our Mission, Vision and Values, fostering a shared sense of purpose, enhancing leadership and communication, and providing targeted growth opportunities.

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| Key Actions  | Measures  |
|--|---|
| 1. Cultivate an inclusive and engaged organizational culture demonstrating progress in staff engagement, morale and job satisfaction each year.      | <ul style="list-style-type: none"> <li>The first annual staff engagement survey to create a baseline is completed in year 1, with demonstrated progress in engagement, morale, and job satisfaction in each subsequent year.</li> <li>Enhanced staff recognition program is completed.</li> </ul> |
| 2. Complete an organizational alignment review to clarify roles and responsibilities, improving team cohesion and accountability in decision-making. | <ul style="list-style-type: none"> <li>The organizational alignment review is completed.</li> </ul>   |
| 3. Develop a staff-focused communication strategy.   | <ul style="list-style-type: none"> <li>The staff-focused communication strategy is developed.</li> <li><b>85% or higher</b> of the communication commitments are completed annually.</li> </ul>   |
| 4. Develop a responsive professional development plan.   | <ul style="list-style-type: none"> <li><b>85% or higher</b> of APSEA staff have the requisite training based on the values of collaboration, equity, and inclusion, as defined by the responsive professional development plan.</li> </ul>  |
| 5. Enhance the current leadership growth and development process.  | <ul style="list-style-type: none"> <li>The enhanced leadership growth and development process is implemented.</li> </ul>  |

| Action  | Year 1:     | Year 2:     | Year 3:     | Year 4:   |
|---|-------------|-------------|-------------|-----------|
| Cultivate an inclusive and engaged organizational culture demonstrating progress in staff engagement, morale and job satisfaction each year.      | In progress | In progress | In progress | Completed |
| Complete an organizational alignment review to clarify roles and responsibilities, improving team cohesion and accountability in decision-making. | In progress | In progress | Completed   | Completed |
| Develop a staff-focused communication strategy.   | In progress | In progress | Completed   | Completed |
| Enhance a structured staff recognition program.   | In progress | Completed   | Completed   | Completed |
| Enhance the current leadership growth and development process.  | Not started | Not started | In progress | Completed |



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**Goal 3: Strengthen Connections** -We are working to continuously improve how we communicate and collaborate with learners, families, schools and community organizations to create a strong support network. By encouraging mutual understanding and respect, we can build stronger relationships that add value and meaning to our shared work.

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**Impact:** APSEA will increase learner and family satisfaction, enhance service delivery, and create a network of education and community partners working together to support learner success.

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| Key Actions  | Measures  |
|--|---|
| 1. Develop a family-focused communication strategy.  | <ul style="list-style-type: none"><li>• <b>85% or higher</b> of the communication commitments are completed annually.</li></ul>   |
| 2. Create guides for families that explain APSEA supports from first contact through different stages of learning. | <ul style="list-style-type: none"><li>• <b>85% or higher</b> of families indicate they are well-supported in navigating APSEA services</li></ul>  |
| 3. Facilitate more opportunities for connections among learners and families.                                      | <ul style="list-style-type: none"><li>• A baseline measure of family satisfaction is completed in year 1, with demonstrated progress in satisfaction in each subsequent year.</li></ul> |
| 4. Develop a network-focused communication strategy.   | <ul style="list-style-type: none"><li>• <b>85% or higher</b> of the communication commitments are completed annually.</li></ul>   |
| 5. Establish an outreach and collaboration strategy with identified external networks.                             | <ul style="list-style-type: none"><li>• <b>85% or higher</b> of identified networks indicate they have a collaborative partnership with APSEA.</li></ul>                                |

| Action   | Year 1:     | Year 2:     | Year 3:     | Year 4:   |
|--|-------------|-------------|-------------|-----------|
| Develop and implement a family-focused communication strategy.   | In progress | In progress | Completed   | Completed |
| Create guides for families that explain what APSEA supports can look like from first contact through different stages of learning. | Not started | In progress | In progress | Completed |
| Facilitate more opportunities for connection among learners and families.  | In progress | In progress | In progress | Completed |
| Develop and implement a network-focused communication strategy.  | In progress | In progress | Completed   | Completed |
| Establish an outreach and collaboration strategy with identified external networks.  | In progress | In progress | Completed   | Completed |

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**Goal 4: Streamline Operational Processes** - We are aligning systems and processes to support the Responsive Teaching and Learning model of service delivery. This includes upgrading our Student Information System and APSEA website. These changes will help us provide better, more consistent support, improve communication, and make information easier to find and use.

**ASL**

**Impact:** APSEA will provide high-quality service delivery, increase efficiency and consistency, and improve access to information and communication for staff, learners, families, and education and community networks—strengthening connections across the APSEA community.

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| Key Actions  | Measures  |
|--|---|
| 1. Create efficient and consistent operational processes to support APSEA's programs and services. | <ul style="list-style-type: none"> <li><b>85% or higher</b> of targeted processes have standard operating procedures.</li> </ul>  |
| 2. Support high-quality service delivery with an upgraded Student Information System.              | <ul style="list-style-type: none"> <li>The upgraded Student Information System has been implemented.</li> <li><b>70% or higher</b> overall Student Information System-user satisfaction score.</li> </ul> |
| 3. Enhance engagement through the APSEA website.   | <ul style="list-style-type: none"> <li>An updated APSEA website has been implemented.</li> <li><b>70% or higher</b> overall website-user satisfaction score.</li> </ul>                                   |

**Timeline** **ASL**

| Action  | Year 1:     | Year 2:     | Year 3:     | Year 4:   |
|---|-------------|-------------|-------------|-----------|
| Create efficient and consistent operational processes to support APSEA's programs and services. | In progress | In progress | In progress | Completed |
| Support high-quality service delivery with an upgraded Student Information System.              | In progress | In progress | In progress | Completed |
| Enhance engagement through the APSEA website.   | In progress | In progress | In progress | Completed |

**ASL**

**Goal: Continuously Innovate** -We are building a culture of innovation that encourages new ideas and creative solutions supported by the best available research evidence.

**ASL**

**Impact:** APSEA will streamline the path from idea generation to implementation. This will lead to a more innovative, collaborative, and adaptable organization, where new ideas thrive within a supportive environment.

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| Key Actions  | Measures   |
|--|--|
| 1. Develop a systematic approach that supports staff access to current and emerging research and facilitates analysis and application of relevant and appropriate research findings. | <ul style="list-style-type: none"><li>A systematic approach for innovation is developed.</li></ul>   |
| 2. Build a strong support system for evidence-based innovation.  | <ul style="list-style-type: none"><li>The framework for a digital resource hub is completed.</li></ul>   |
| 3. Demonstrate a continued commitment to protection of privacy requirements.   | <ul style="list-style-type: none"><li><b>85% or higher</b> of staff receive training on protection of privacy requirements, including APSEA's Protection of Privacy policy, and the Digital Resource Assessment process.</li></ul> |

| Action  | Year 1:     | Year 2:     | Year 3:     | Year 4:   |
|---|-------------|-------------|-------------|-----------|
| Develop a systematic approach that supports staff access to current and emerging research and facilitates analysis and application of relevant and appropriate research findings. | In progress | In progress | In progress | Completed |
| Build a strong support system for sharing and applying evidence-based ideas.  | In progress | In progress | In progress | Completed |
| Demonstrate a continued commitment to protection of privacy requirements.   | In progress | Completed   | Completed   | Completed |



## **Our Commitment to the Future** **ASL**

This strategic plan reflects our shared commitment to accessible, inclusive and learner-focused education. Working alongside provincial education partners, school teams, families and community networks, we are focused on strengthening our support and helping learners thrive.

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