

BRAIN INJURY COMMUNITY RE-ENTRY  
(NIAGARA) INC.

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# STRATEGIC PLANNING FORUM BOOK OF PROCEEDINGS

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MARCH 2010



*Balancing Organizational Excellence for  
Participants and the Community*

Brain Injury Community Re-Entry (Niagara) Inc.  
STRATEGIC PLANNING 2010

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# Executive Summary

Since 1988, Brain Injury Community Re-entry (Niagara) Inc. (BICR) has been dedicated to providing services to individuals and their families living with the effects of an acquired brain injury. Participants, family members, staff and other professionals work as an integrated team in order to provide a holistic approach to rehabilitation and support services.

BICR is again embarking upon a planning process that will map out future service and organizational objectives for the next three to five years. The invaluable input derived from the community in 2004 and 2007 was instrumental in establishing future visions and strategic directions. The Executive Director and Board of Directors have once again sought input from the community for the 2010 strategic plan. They invited community agencies, families of persons with acquired brain injury, participants in the services of BICR, and staff members to attend a community consultation process.

The date for the meeting was Thursday, March 11, 2010. People were invited to attend sessions from 8:30 a.m. to 12:00 p.m. at the Quality Hotel Parkway Convention Centre in St. Catharines, Ontario.

The facilitators chosen for this community meeting were Darlene Stevenson and Margo VanHonsberger of Brain Injury Community Re-entry (Niagara) Inc.

We have included a breakdown of the attendees that registered on March 11, 2010 for the Strategic Planning Forum.

## **ATTENDEES**

20	Community Partners
4	Board of Directors
18	Participants
11	Family
<u>21</u>	<u>Staff</u>
<b>74</b>	<b>TOTAL</b>

## Summary of Topics

Nineteen topics were identified and discussed throughout the morning forum. A representative of the discussion group entered a report for each topic into a computer. These reports, unedited, are included in this Book of Proceedings. Topics from the morning are numbered 1 through 19.

During the closing circle attendees were given “five votes” each and asked to indicate with their votes which of the topics generated during their session time they individually had the most energy for. A person could use all five votes on one topic or spread the voting amongst topics. The facilitators advised the groups that all topics were good, because they mattered to someone but that the voting would give additional data to the Board for their strategic planning day.

In the table below, the topics are listed, along with a column of the number of votes given to that topic. Please note also that this data is still in relatively unprocessed form. Common themes are not yet combined, key areas are not yet discerned from amongst the possibilities. This work will be done by the Board using the input from these meetings, during the Board strategic planning day in May 2010.

REPORT#	SESSION	TOPIC	VOTES	%
1	1A	PARKING	3	1.4%
2	1B	FRIENDSHIP FOREVER	7	3.3%
3	1C	“HIGH PROFILE” HEAD INJURY	9	4.2%
4	1D	CLUB HOUSE	17	8.0%
5	1E	OUTREACH	16	7.5%
6	1F	PERCEPTIONS – BECAUSE YOU LOOK LIKE NOTHING IS WRONG, DOESN'T MEAN THERE ISN'T	9	4.2%
7	2A	AGING CAREGIVERS	9	4.2%
8	2B	TRANSPORTATION COSTS TO PROGRAMS	20	9.5%
9	2C	OUTREACH PROGRAMS TO SCHOOLS	12	5.6%
10	2D	BRAIN INJURY AND BETTERING QUALITY OF LIFE	7	3.3%
11	2E	SEAMLESS TRANSITION/LINK WITH COMMUNITY SERVICES	8	3.8%
12	2F	CREATIVE THERAPY	18	8.5%
13	3A	WOMEN'S GROUP WEEKLY MEETINGS	11	5.2%
14	3B	PARTNERING WITH FORT ERIE	6	2.8%
15	3C	FINANCIAL PLANNING AND ESTATE PLANNING	6	2.8%
16	3D	ALTERNATIVE MEDICINE/THERAPY	12	5.6%
17	3E	OUTREACH SUPPORT GROUP	7	3.3%
18	3F	2 HOUR VISITATION ON SUNDAYS	13	6.2%
19	3G	ACTIVITIES WITH SUPPORT WORKERS	21	10.0%
		<b>(74 ATTENDED) 43 PEOPLE VOTED</b>	211	99.4%

## Next Steps

The Board of Directors will meet in May 2010 for the day to develop the strategic plan for BICR. The Board will use this Book of Proceedings as the database from which to develop the strategic plan, along with data from the achievements of the past of BICR.

This Book of Proceedings will be available by contacting our office at 905-687-6788 or on our website at [www.bicr.org](http://www.bicr.org). The strategic plan, once developed and approved, will also be circulated to participants so those participants can see how their input was incorporated into the plan.

Anyone in the community who has interest in any of the topics identified on March 11, 2010 is encouraged to keep networking with each other and seeing what can be done to move any opportunities forward.

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**TOPIC: Parking**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

Parking is an issue at the main office, as there are only a few disabled parking spaces. If the BICR van is parked in one of them, that leaves fewer handicapped spaces for participants.

**DISCUSSION:**

- There are 3-4 spots in front of office for handicapped parking
- Need wide pathway right in front of the office open for wheelchairs
- Maybe have some marked with concrete planters
- BICR can unload and load in front of BICR but park elsewhere.

**RECOMMENDATIONS:**

**FUTURE ACTION/NEXT STEPS:**

- Follow up with Mountainview (owners of the building)
- Discuss parking the van elsewhere at staff meetings

**RESOURCES REQUIRED:**

- minimal

**COMMENTS:**

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**Open Space Meeting Reports**

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**TOPIC: Friendship Forever**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

Friendship forever

**RECOMMENDATIONS:**

- Open up to people
- Always tell the truth
- Be kind

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: “High Profile” Head Injury**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- “Famous” people are sometimes viewed more credibly than “regular” people
- How do to it:
  - money raised yearly at an event – marathon?
  - Write a letter, Nick O., network
  - Eric Lindros?
  - Jim Carrey?
- Educational centre (Brock) volunteers

**RECOMMENDATIONS:**

- Write a letter
- Grape & Wine Festival (float)
- Use local business or educational expertise to raise ABI profile

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Club House**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

Local clubhouse would benefit clients

**DISCUSSION:**

- Halls or churches perhaps cheaper and more practical
- Drop in centre – run by staff
- Club House – client decides and runs program with staff supervision
- Niagara Sports Plex

**RECOMMENDATIONS:**

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Outreach**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

Strategic plan for a long term care facility dedicated to ABI survivors within the Niagara Region

**DISCUSSION:**

- Reduce costs – BICR workers not travelling to numerous facilities
- One centre of excellence
- Young people are going into LTC facilities – inappropriate placement
- Provide services more efficiently
- Quality of care would be improved resulting in quality of life
- Services can be enhanced
- If it could incorporate a clubhouse plan into the LTC – expand the centre of excellence

**RECOMMENDATIONS:**

- Facilitate meeting with director of LTC and BICR, OBIA, BIAN, BIAFF and others
- Could this be implemented into new LTC facility slated for Welland?

**FUTURE ACTION/NEXT STEPS:**

- Someone has to buy into this – local LTC facilities; partnerships are the key
- Welland to get a new nursing home – could they be approached about this idea?
- Create a plan for implementing this idea – what the cost would be or cost effective plan
- Creating clusters within these who are currently providing services to ABI

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Perceptions “Because you look like nothing is wrong, doesn’t mean there isn’t”**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- Doctor’s are not educated enough, walk-in clinics or family doctor’s do not understand what an ABI is
- Medication – there can be misdiagnosis
- ABI should be taught in depth when doctor’s are in school
- Injuries can be inside and not necessarily on the outside
- Blanket diagnosis – depression & anxiety goes hand-in-hand with ABI
- Transportation:
  - Low income – results in picking and choosing what medical appointments you attend
  - ODSP will cover some costs of getting to medical expenses
  - What about people who are on a limited income and not on ODSP what kind of reimbursement is there?
  - Testing process should be re-evaluated
- Needs to go to Parliament – no middle man
  - Would like to provide input during table reading

**RECOMMENDATIONS:**

**FUTURE ACTION/NEXT STEPS:**

- Follow-up with local politicians / MPPs
- Need a conference meeting to brainstorm re: ABI and how to help
- Contact the College of Physicians

**RESOURCES REQUIRED:**

- Need support worker to assist in getting the message across to the proper people
- Dr’s need more education and information re: ABI

**COMMENTS:**

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**TOPIC: Aging Caregivers**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

Strategically plan for expanding residential programs for those survivors currently living with aging caregivers

**DISCUSSION:**

- Need assistance in planning for future medical care
- How to plan for future financial planning and legal perspectives
- 10 families have been identified in the Fort Erie area alone who are in need of residential housing for their adult children with ABI

**RECOMMENDATIONS:**

- A plan put in place to address situations where caregivers are aging prior to it coming to a crisis

**FUTURE ACTION/NEXT STEPS:**

- A consortium to come together including BICR, network, CEO of Niagara Homes, to discuss

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Transportation Costs to Programs**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

- Lack of money to pay for transportation programs

**DISCUSSION:**

- Red Cross & N.S.T. – limitations and still too expensive

**RECOMMENDATIONS:**

- BICR Vans – need to be equally available for clients from all across Niagara
- BICR office and or programs need to be centralized for equal access for all BICR clients regardless of where they live
- BICR charges for transportation becomes problematic when you participate in multiple programs

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Outreach programs to schools; volunteers who have had an ABI**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

Get ABI survivors into schools to provide motivational speaking to students

Re: helmets, sports, drugs/alcohol etc...

**DISCUSSION:**

- Motivational speaker to go into schools
- “You aren’t invincible” message
- Go into schools and speak to kids Re: sports, care accidents, drugs etc...- but the result isn’t always death
- Sports education re: ABI to coaches and teams
- Radio stations – local talk show opportunity
- Volunteering within schools
- People need to know struggles we’ve had to go through
  - Learning how to walk again
  - Learning how to speak – not knowing who you are or who your family is
- Get the community involved
- Fundraiser – Awareness week
- People have shared interests

**RECOMMENDATIONS:**

- Continue to educate/brainstorm
- Develop a committee to further interest and brainstorm
- Find out who is interested and what schools would be receptive
- Network within our communities

**FUTURE ACTION/NEXT STEPS:**

- Develop a committee: including volunteers to speak in public, and those who can network and make contacts

**RESOURCES REQUIRED:**

- Time
- Space to meet
- Contact info

**COMMENTS:**

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**TOPIC: Brain Injury and bettering quality of life**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

Lack of proper funding

**DISCUSSION:**

- Retraining of job skills after injury
- Want to contribute to community not be a burden – self worth, psychological reinforcement.
- RAP program available – only volunteer more as therapy than job incentive – stress, physical
- Work at partnership between agencies to transport clients – no charge
- Vocational training info thru case worker
- Transportation is main problem to bring clients in from outlying areas
- NTEC is available to retrain and develop skills

**RECOMMENDATIONS:**

Make programs more available to clients – more information.

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**Open Space Meeting Reports**

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**TOPIC: Seamless transition/link with community services**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- need entry points in community – “creating partnerships” in community
- people fall through the gap – wait lists
- who to turn to – gap between one facility/program to another
- community would benefit from case managers to bridge gap and manage wait lists = reassure clients
- gap between when someone deemed eligible until service starts

**RECOMMENDATIONS:**

- recommend more case manager/outreach workers for community
- facilitator to community – reassuring wait list priorities
- suggest community partnerships – sharing roles/shared learning/shared outreach
- clubhouse or drop in centre

**FUTURE ACTION/NEXT STEPS:**

- marketing ABI – community education and awareness
- going out to other agencies – community partners

**RESOURCES REQUIRED:**

- more staff
- funding

**COMMENTS:**

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**Open Space Meeting Reports**

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**TOPIC: Creative Therapy**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- Music
- Native friendship Centre / Drumming
- PET/BICR/M of D – does in Friday p.m.
- Pulse Niagara
- Bell ringing group
- Vocals
- ZOOMBA – dance a fit
- Poetry/Prose – Canadian Author's Association/Toastmasters
- Drama – Brock Centre for Performing Arts, Toronto for Art Therapy, Toronto People Players
- Exercise/Fitness – Yoga by Sarah, Burt Peters, Relaxation Therapy, Tai Chi, Relaxation Techniques, tap into Brock/Niagara/High School Volunteers
- Access Psychology students, visual arts department at Brock and Niagara College

**RECOMMENDATIONS:**

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Women's Group Weekly Meeting**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

- Increase women's group to weekly meetings

**DISCUSSION:**

- Would like to meet every Thursday, maybe in different locations
- Transportation could be a problem
- Have women's group in another city
- Take can to different locations, on weekly basis
- Raise money for transportation
- Find a corporate sponsor top help fund transportation
- Funding from government
- Social activities

**RECOMMENDATIONS:**

- Have van runs to central locations to pick people up to bring to group
- Look at van runs to pick up individuals – environmentally and economically friendly

**FUTURE ACTION/NEXT STEPS:**

- Look at doing a van run to pick up those who are out of town and bring to one central location

**RESOURCES REQUIRED:**

- Van
- Money

**COMMENTS:**

Brain Injury Community Re-entry (Niagara) Inc.  
**Open Space Meeting Reports**

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**TOPIC: Partnering with Fort Erie**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- Transportation
- Partnering

**RECOMMENDATIONS:**

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

Brain Injury Community Re-entry (Niagara) Inc.  
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**TOPIC: Financial Planning and Estate Planning**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- Need someone from banking and legal services to explain who is eligible for RDSP – too much confusion as to who is eligible
- What criteria do you have to meet to get taxable benefit
- Need bookkeeping professional to look after needs of clients as they can't look after their own bookwork
- Need someone to explain to caregivers and parents what is available to look after clients before and after demise.
- Tax information should be made more available to clients
- Possible involvement of MPP to help clarify laws and rules

**RECOMMENDATIONS:**

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Alternative Medicine/Therapy**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- BICR to travel and offer these things – alternative medicine/therapy
- Relaxation/medication
- Acupuncture
- Reiki
- Horse therapy
- Yoga (having a regular person coming in to do it)
- Tai chi
- Art therapy/music
- Anything that improves focus/concentration (mindfulness)

**RECOMMENDATIONS:**

- Expanding rec/leisure services to include some of this
- Can be held at Bethany or at the office making it a point to go outside of St. Catharines using residences and Fort Erie (HIAF)
- BICR to help with transportation

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**TOPIC: Outreach Support Group**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- Outreach – helping parents that have children with ABI (they need help – get burned out)
- Outreach – helping survivors

**RECOMMENDATIONS:**

- Support group at BICR for survivors and parents
- Speakers coming in at BICR not just BIAN (maybe one together)
- Expanding Women's Group to every week instead of two a month
- Utilizing BIAN

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**Open Space Meeting Reports**

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**TOPIC:** Two hour visitation on Sundays

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

Discussed how the cancellation has affected their ability to see relatives 7 days a week. Concerned about her and having the ability to visit on Sundays would give them peace of mind and life the spirits of their daughter.

**RECOMMENDATIONS:**

Recommend visitation to be opened up on Sundays at least during the summer months.

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

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**Open Space Meeting Reports**

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**TOPIC: Activities with support workers**

**BRIEF DESCRIPTION OF THE TOPIC/ISSUE OR OPPORTUNITY:**

**DISCUSSION:**

- Monthly team meetings, schedule outings, write details so activity does really happen – be specific
- Report on how they did in the activity – to improve the next meeting
- Put in for each client as a regular part of routine at the beginning
- Worker go through advent calendar at beginning of month
- At the beginning – clients are overwhelmed and they continue to change – so, change
- Before discussing important matters with client – make sure family is aware of this BEFORE mentioned to them
- Changes needed to be aware more often – keep in touch with clients

**RECOMMENDATIONS:**

- Tailed plans

**FUTURE ACTION/NEXT STEPS:**

**RESOURCES REQUIRED:**

**COMMENTS:**

## APPENDIX ONE

# Open Space Technology

A Process That Achieves Results and when used frequently fosters an Interconnected Learning Organization.

"Open Space Technology" is the name given to a meeting without a predetermined agenda. Developed in the late eighties by Harrison Owen of Maryland, U.S.A., this meeting methodology is now used around the world as an effective process for facilitating change in both organizational and community settings.

Open Space Technology meetings are simple to organize, require very little lead time, are effective for any sized group from five to six hundred, are effective for established groups such as corporations, private sector and public sector organizations, government and non-government organizations, coalitions, teams or communities. They enable the building of energy and participation in ways that few other processes do. Open Space Technology meetings create the conditions for interactive processes that allow leadership to surface naturally.

Open Space Technology is best used when there is an important issue to be addressed; there is a diversity of people involved; there is complexity; and when decisions need to be made quickly.

Open Space Technology operates on four principles and one law:

Those principles are:

1. Whoever comes are the right people. This reinforces that the wisdom to achieve solutions is present in the room and the group is not to worry about who is not present nor to panic about who is.
2. Whatever happens is the only thing that could have. This keeps the attention on the best possible effort in the present, not worrying about "what we should have done".
3. Whenever it starts is the right time. This reminds people that creativity cannot be controlled.
4. When its over, its over. This encourages people to continue their discussion so long as there is energy for it. Some sessions will finish well within the anticipated time. Others will run longer than the time allotted.

The one law or rule is called The Law of Mobility, also known as The Law of Two Feet. This indicates that people can enter or leave an open space session as they choose. If the session you are in is not meeting your needs for either contributing or learning, go to another one.

So how does it work?

An Open Space meeting is announced. Duration is most commonly between one and three days, though they can be shorter.

The venue is a large conference room with lots of "break-out" or session rooms or areas adjacent. When people arrive for the Open Space Technology meeting, they initially come to the plenary room and find a venue in which there is an empty room, except for a large circle of chairs. The circle is an invitation to communication with no barriers.

## *Open Space Technology Continued*

The workshop begins with a welcome by the sponsor that is brief, highlighting the theme and the “givens” and then a facilitator who explains how the Open Space Technology workshop will operate. The broad purpose of the workshop is stated again, as are the “givens” or constraints. An example of a broader theme might be "Issues and Opportunities for the Future of the Organization". Sometimes the broad purpose is quite focused such as "Issues and Opportunities for reworking the assembly line". In the middle of the circle is a collection of newsprint paper, masking tape, and felt pens. Participants are then invited to create the agenda for the workshop. It works like this.

- (i) Anyone who has any ideas at all that relate to this broad topic are invited to take a sheet of butcher's paper and along the top write their topic of interest or passion. People are asked for ideas for which they have passion and for which they are prepared to take the responsibility of leading a discussion group on that idea (they do not need to have had previous experience in leading a discussion group but simply to get their topic started and to be sure that everyone who comes to their discussion has a chance to speak), and to make sure a record of the discussion is recorded (report forms are provided). The sheets announcing each of the ideas, along with the name of the person who put up the idea and a note of when the topic will be addressed and which breakout area it will be in) are affixed to a blank wall. Participants can put up ideas for which they have a lot of information including having handouts that they have brought to the meeting for the purpose of sharing the information, or they might know nothing more about the idea than to have a question.
- (ii) The next step involves a "market-place". All workshop participants go to the market wall to look at the ideas outlined on each sheet. When they find the topic of most interest to them, they sign up, by writing their name on the sheet beneath the topic.
- (iii) The next step involves participants going to the break out spaces to participate in the topics of their choice. As far as possible, each session is defined by a circle of chairs and no other furniture, though it may have flip charts, post-its, felt pens, etc. The person who posted the idea is responsible for leading the session in whatever way s/he chooses. The facilitator has no involvement whatsoever. The only requirement is that, at the end of the session, the session leader brings back to a central point a summary of session ideas, and who has agreed to do what. This is to be provided in a somewhat standardized format, usually noted on a pro-forma given to the session leader at the start of their session. It is important to record the highlights of the discussion in such a way that they can be understood by people who were not part of the discussion.
- (iv) A bank of computers is available and session leaders or a representative from the group enters the report into a computer. As soon as a report is entered, the facilitator prints a copy of it for a newswall and posts it so that all participants of the broader meeting can read about what has happened in each session. As well, a copy of the report is made to be entered into a “book of proceedings”, a book that is comprised of all of the reports and contact information of the participants so that they can reach each other for further networking. This book is available to each participant of the meeting. In a multi-day meeting, the “book of proceedings” is handed to each person prior to a time of converging the various topics and getting further input from the collective about next step actions. In a meeting that is one day or less, the “book of proceedings” is available to participant within the week, either through a pick up or mailing. Often, the “book of proceedings” is available electronically as well on a website or by e-mail.

### *Open Space Technology Continued*

- (v) In meetings where the intention is to move topics to action steps, the facilitator conducts a summarizing session for convergence, prioritizing and action
- (vi) Planning, including seeking input on next steps and follow-up. This is a feature of Open Space Technology meetings that are longer than one day.

Open Space Technology has one outstanding characteristic - the generation of energy and commitment. It also has one outstanding enemy - control. It will not work where the energy and commitment generated are not permitted to bear fruit. This is not to suggest that OST is an invitation to anarchy. Far from it. Provided the constraints - economic, political, legislative - are recognized and spelt out very clearly at the start, and the areas where discretion and freedom to be creative ('defining the space") are also made clear, Open Space Technology is proving itself to be a powerful tool for harnessing commitment and responsibility. Several organization-wide Open Space Technology meetings within a short time frame will start to shift an organizational culture from something that might be de-energized into a more vibrant organic networked community that is effectively producing results.