



## Kootenay Society for Community Living

*KSCL Strategic Planning Session  
February 5, 2011 9am-2pm @ KSCL Office*

Facilitator:	Brigette Ady & John Lebidoff
Board of Directors:	John Lebidoff, Helen Lorimer, John Pinckney, Jennifer Cheveldave, Darlene Kilback, Denise Pappin,
Administration Staff:	Betsy Goolieff, Kathleen Elias, Brigette Ady, Robyn Bogue
Stakeholder/Potential Board Members	Judy Gutwald, Denise Lebidoff

Minutes Recorded by: Kathleen Elias

Meeting Start: 9:00am

Meeting Adjourned: 1:30pm

1. Purpose of Meeting

- To set goal objectives for KSCL for Fiscal 2011-2012

2. Agenda Approval – Reviewed.

Motion to Amend Agenda to re-order items #3,#4,#5 to #5,#3,#4.

*Moved by Denise Pappin, second by Darlene Kilback, Approved.*

3./4. Mission & Vision, Philosophy – Reviewed.

Motion to change point #3 under KSCL Philosophy to:

**“Our services depend on, welcome, and respect everyone’s involvement.”**

*Moved by Sue Meredith, second by Denise Pappin, Approved.*

5. 2010 Strategic Minutes read

Motion to accept 2010 Strategic Planning Minutes as read.

*Moved by Helen Lorimer, second by Jennifer Cheveldave.*

6. Stakeholder’s Input: Meetings & Reports – Summary of each reviewed.

Meetings:

- a) Board – Betsy summarized
- b) Service Provider & Parents – input from parents/care providers
- c) Staff – review of what’s working & what’s not & clients needs reviewed
- d) Community – KSCL visibility & activeness in the community
- e) Advocacy – ongoing advocacy work with individuals & families

Reports:

- a) Complaints – KSCL takes all complaints seriously. Each one is addressed & resolved in a timely fashion. Board is apprised of all serious complaints.
- b) Outcomes Management – review of surveys & trends that are occurring.
- c) Technology – keeping current & issues to address this year.
- d) Accessibility – need for Board member involvement in this committee.
- e) Risk Management – new areas included for Home share & Redesign from CLBC. Movement of clients.
- f) OH&S – need for Board member involvement in this committee.
- g) Human Resources – minor issues in 2010.
- h) Employee Exit Report – review of movement of staff leaving their jobs.
- i) Client Exit Report – review of clients leaving KSCL’s service.

7. SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats)

- Reviewed & changed, or added to 2010 SWOT

	<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>• Diverse services (residential/day program/kids/supported employment)</li> <li>• Recognition continues to grow</li> <li>• Perception of stability</li> <li>• Supported employment</li> <li>• Ongoing attention to public relations/profile and community connections</li> <li>• <i>Community events (ie fashion show)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Continue to improve profile in community- we are not well known as we would like to be.</li> <li>• <i>Limited funding from CLBC (expand funders)</i></li> </ul>	<ul style="list-style-type: none"> <li>• connect w/related agencies for job coaching</li> <li>• Connect w/private contractors for socials</li> <li>• Liaison with school system</li> <li>• Working on getting information on other services</li> <li>• Energy efficiency (review conservation/greening possibilities)</li> <li>• Articles by local columnists</li> <li>• More housing options (low-income housing)</li> <li>• Joint ventures with other non-profit agencies (low-income housing)</li> <li>• <i>Funding for projects from other funders</i></li> <li>• <i>Staff job coaching (Sue Meredith)</i></li> </ul>	<ul style="list-style-type: none"> <li>• Safeguard clients moves (isolation)</li> <li>• Higher competitive wages</li> <li>• Liability: potential law suits</li> </ul>

	<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>CLIENT</b>	<ul style="list-style-type: none"> <li>• Emphasis on health</li> <li>• Good personalized growth</li> <li>• Recognize who we are here for (look at each person's goals and individuality)</li> <li>• Sharevision applications</li> <li>• Clients more involved in ISP's</li> </ul>	<ul style="list-style-type: none"> <li>• Lack resources to provide adequate career opportunities for persons served</li> <li>• Lack of housing needs for higher functioning individuals</li> <li>• Client/staff ratios</li> <li>• Staff consistency- includes consistency and loss of male staff</li> <li>• <b><i>Lack of physical locations for aging population.</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Client needs increasing (<i>aging and health issues</i>)</li> <li>• Individual funding</li> <li>• Variety of housing</li> <li>• Trustee: establish system for future of clients</li> <li>• Homeshare- a variety of housing options</li> <li>• Funding for housing alternatives</li> <li>• Investigate alternate day programming options</li> <li>• Explore opportunities for respite beds</li> <li>• <b><i>Explore providing a parent support &amp; respite- partner w/CBT.</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Unwanted moves/client wishes</li> <li>• Isolation</li> <li>• <b><i>Aging clients</i></b></li> </ul>
<b>STAFF</b>	<ul style="list-style-type: none"> <li>• Exceptional employees, energetic and driven</li> <li>• Emphasis on health</li> <li>• Ongoing training &amp; prof. dev.</li> <li>• Staff feel part of a team</li> <li>• Human Resources quality control</li> <li>• Job satisfaction</li> <li>• Funds are available for professional development</li> <li>• <b><i>Flexibility of shifts</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient staff to workload needs (supported employment, day program)</li> <li>• Staff satisfaction</li> <li>• Lack of available qualified employees with non-competitive wages</li> <li>• Aging workforce</li> </ul>	<ul style="list-style-type: none"> <li>• Offer ongoing prof. dev.</li> <li>• Solicit staff ideas for Prof. Dev. (even it's not KSCL related)</li> <li>• Opportunities for advancement</li> <li>• Opportunities to move upward (ex: RCW training to take on SRCW duties)</li> <li>• Provide more input/information (staff mtgs/labor management)</li> <li>• <b><i>Support staff in their personal needs/events.</i></b></li> </ul>	<ul style="list-style-type: none"> <li>• <b><i>Succession of staff –Board to address in 2011 (committee)</i></b></li> <li>• Inability to find and hire staff</li> <li>• Staff retention (losing to other agencies)</li> </ul>

	<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>FUNDER</b>	<ul style="list-style-type: none"> <li>• Good relationship with CLBC</li> <li>• Good position for fundraising</li> <li>• Appropriate balance sheet (assets vs. excess of available cash)</li> <li>• History of success with our projects</li> <li>• Accountability and flexibility</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of continuity (in provincial gov't: CLBC, MCFD)</li> <li>• Dependence on CLBC (especially for residential)</li> </ul>	<ul style="list-style-type: none"> <li>• Take advantage of changes w/CLBC</li> <li>• Explore support for alternative services for the Community</li> <li>• CBT, Real Estate Foundation, BC Housing, BC Hydro</li> <li>• Explore changes in requirements for services (FASD, Autism)</li> </ul>	<ul style="list-style-type: none"> <li>• Cutbacks/govt changes &amp; uncertainties</li> <li>• Restructuring residential options (ex: will not fill empty beds in group homes)</li> <li>• Dependency on CLBC (especially for residential)</li> </ul>
<b>SOCIETY</b>	<ul style="list-style-type: none"> <li>• Longevity</li> <li>• Financially sound</li> <li>• Versatile</li> <li>• Excellent physical plants</li> <li>• Goal oriented &amp; client focused</li> <li>• vision for the future</li> </ul>	<ul style="list-style-type: none"> <li>• We need more variety in the services that we provide</li> <li>• Lack of contact with families with younger children</li> <li>• Lack of school liason</li> <li>• Community not enough information about KSCL and our services</li> <li>• Lack of space in Nelson for kids program</li> <li>• Potential upgrade requirements to support client needs</li> </ul>	<ul style="list-style-type: none"> <li>• grants, planned giving</li> <li>• fundraising opportunities</li> <li>• increase services</li> <li>• training for parents (wills, RDSP's, /estate/micro-boards)</li> <li>• Liason established with schools</li> <li>• Services for Individual Funding</li> <li>• Recruiting/ network- younger families</li> </ul>	<ul style="list-style-type: none"> <li>• Client care liability</li> <li>• Changes in CLBC funding direction (especially residential)</li> </ul>

<b>BOARD</b>	<ul style="list-style-type: none"> <li>• Exceptional leadership &amp; commitment</li> <li>• Diversity</li> </ul>	<ul style="list-style-type: none"> <li>• Training</li> <li>• Get younger families to join the board</li> <li>• Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• Training – KRACL conference</li> <li>• Board Training</li> <li>• Download info from internet and add to board binders</li> <li>• Develop a recruitment package- overview, highlights and information for potential members</li> <li>• Executive Director to network with potential members</li> <li>• <i>Capitalize on members strengths</i></li> </ul>	<ul style="list-style-type: none"> <li>• Succession of qualified board members</li> <li>• Liability</li> <li>• <i>Lack of succession planning</i></li> </ul>
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8./9. Develop Goals.

- Review & bring-forward of Goals from 2010 – completed & o/s
- New Goals identified
- Compilation of All Goals for 2011-2012 year.
- Each Goal was then identified as Short-term or Long-term, then written as a SMART – Specific, Measureable, Attainable, Realistic, Timely.) goal.

**2010 Goals : Completed**

Goal - Staff to explore Community Options and Bigby Place day programs programming  
**Completed – redesigned programming**

Goal - Provide services for respite/expanding client base. **Completed – combined with 2011 goal**

Goal - Investigate renting property vs. purchasing new homes in Castlegar, Nelson & Grand Forks. **Completed – purchased a home in Nelson**

Goal - Investigate new funding opportunities. **Completed – combined into 2011 goal**

## **2010 Goals : Carry Forward**

### **Goal #1: Investigate affordable housing for low-income population: Ongoing - LT**

- Action Plan: The committee to investigate the opportunities available around different housing solutions as well as alternate solutions to funding
- Committee: Jennifer Cheveldave/John Lebidoff/ Betsy Goolieff/Judy Gutwald..
- Timeline – 2 years (2013).

### **Goal #2: To pursue opportunities to be energy efficient: Ongoing - ST**

- Action Plan: Staff to identify which KSCL site to receive an energy audit and address identified energy needs.
- Committee: Betsy/SRCW/John Pinckney
- Timeline – by March 31, 2011.

### **Goal #3: Trustee solutions: Ongoing - LT**

- Action Plan: Denise Pappin to bring forward to Family Support Institute to gather momentum of pushing for legislation to change Trustee laws.
- Committee: Denise Pappin
- Timeline – by June 2011.

### **Goal #4: RDSP's: To inform parents and review individuals in service who qualify for the RDSP. Ongoing - ST**

- Action Plan: To host a seminar for persons served and parents/caregivers to provide information about the plan by December 31, 2010.
- Committee: John Lebidoff/staff
- Timeline – Seminar is April 2011

### **Goal #5: Access younger families with kids with disabilities about KSCL services: Ongoing - LT**

- Action Plan: Committee to be established to develop an information sheet and to promote linkage to parents and other organizations to promote services available.
- Committee: Darlene Kilback/Denise Lebidoff/Robyn Bogue
- Timeline – December 31, 2011

### **Goal #6: To establish a board liaison committee for sites/departments: Ongoing - ST**

- Action Plan: Ongoing on Board meeting agenda – to id board members interested in serving as liaisons between the board and the sites.
- Committee: Daun Bate/Deb MacIntosh/Darlene Kilback
- Timeline: Monthly

Goal #7: To increase public awareness of KSCL: Ongoing - LT

- Action Plan: Approach local media to promote individuals, services, and profile board members. Highlight programs like supported employment, and promote individuals as local heroes in the community through volunteer activity.
- Committee: Darlene Kilback/Judy Gutwald/staff
- Timeline: Monthly

**2011 Goals : New**

Goal #8: Explore new funder opportunities (other than MCFD/CLBC) to provide;

**a) respite program and; LT**

- Action Plan: look at licensing regulations to start a plan
- Committee: Jennifer Cheveldave/Denise Pappin/staff
- Timeline: December 31, 2012

**b) expand Supportive Employment program : ST**

- Action Plan: apply for RFP (Gov't of Canada) & United Way funding
- Committee: Jennifer Cheveldave/Denise Pappin/staff
- Timeline: December 31, 2011

Goal #9: Set up a program for job coaching for KSCL employees: ST

- Action Plan: One on one coaching, similar to life coaching to help the employee identify where they want to be in their careers.
- Committee: Sue Meredith/staff
- Timeline: December 31, 2011

Goal #10: A committee for staff succession: ST

- Action Plan: a committee in place to assist in planning of retiring staff, and/or unforeseen events taking place in the future.
- Committee: John Lebidoff/Sue Meredith/Jennifer Cheveldave
- Timeline: June 30, 2011

Goal #11: To create new staff incentives: ST

- Action Plan: Contact companies that have a "best practice" already in place.
- Committee: Helen Lorimer/Betsy Goolieff
- Timeline: December 31, 2011

10. Other issues/concerns/views:

- Board member needed for Accessibility Committee
- Board member needed for OH&S Committee
- Land still available for a possible housing partnership in the Grandview subdivision.
- Appointment of 2 new board members, due to unforeseen events of 3 Board Members unable to complete their terms. To be voted on at the Feb/2011 Board Meeting.

Meeting Adjourned