

# Strategic Planning Meeting

November 5<sup>th</sup>, 2016

9:00am-12:38pm

## Attending:

**Directors:** Tim Smeltzer (President), Lorne Myhra (Board-Treasurer), Darlene Kilback (Board), Judy Gutwald (Board), Myrna Baulne (Board)

**Staff:** Heather Fletcher (SRCW-29<sup>th</sup> St), Susan Cara (SRCW-KC House), Laurie Wilson (SRCW- Silverbirch), Erin Shippy (SRCW- Bigby/CD House), Sunshine Latimer (SRCW-Prince), Diana Hart (SRCW-Roalshary/Greg's), Nova MacDougall (SRCW-CO) Sunny Junker (PC- KSCL), Ruth Cordiner (PC-Nelson), Thea Wood (Home share-KSCL), Colleen Howe (Payroll-KSCL), Lisa Nevakshonoff (Finance- KSCL), Brigitte Ady (HR- KSCL), Kathleen Elias (ED-KSCL)

- 1) Round table Introductions
- 2) Motion to approve agenda: Myrna Baulne, seconded by Lorne Myhra, carried.
- 3) Motion to approve minutes from October 24, 2015: Lorne Myhra, seconded Tim Smeltzer, carried
- 4) Mission Statement-was read by Kathleen, staff were encouraged to make any suggestions/changes to the Mission Statement, none were made.

**We will give support, advocate and provide services for people which empowers them to make choices and be included in their community.**

- 5) Vision Statement-was read by Kathleen, Bruce spoke to the vision of KSCL, suggestions/changes were encouraged no changes were made.

**Be the leading inclusive service provider in Community Living.**

- 6) Stakeholder Input-CARF
  - Summary of KSCL Quality Improvement plan for the 13 recommendations in 2014 Survey.

*Annually The Board of Directors will complete self-assessments & re-sign Conflict of interest & Code of Conduct forms – **implemented***

*Training & emergency drills have been implemented for competency-based audits. Mock night drills- **implemented.***

*Changed P&P-Hiring Process – to include verification & timeframe of credentials. Annual training changed for orientation/intervals for staff. Employee evaluations are conducted annually & Volunteers/Students have signed Agreements – **implemented***

*P&P – Complaints – revised to expanded on timeframes for complaints-  
**implemented***

*When collecting data –sharing results will happen in a timely fashion -  
**implemented.***

*ISP paperwork will document that the individual has input w/family/caregiver -  
**implemented.***

*24/7 Residents will have a thorough review of their goals - **implemented***

*Update on recommendations that are non-implemented.*

## 7) Stakeholder Input- 2016 Survey Results

### **Persons Served:**

43/111 completed the survey. It was completed by majority of people aged 45-55 and from the day programs (79%). 74% like their programs & 81% like where they live. Clients would like a bigger variety – more cooking/crafts/socializing opportunities.

*A discussion was had about the Include Me Survey.*

### **Family/Caregiver:**

16/48 completed the survey. No feedback, or dissatisfaction was reported. Only comment was “*there’s always room for improvement*”.

*Discussion about how to get more families involved.*

### **Employees:**

65/168 employees completed 96.7% overall satisfied.

- a. Areas needing improvement/attention;
  - i. training – ProD specified;
  - ii. orientation increased;
  - iii. teamwork need to improve at each site;
  - iv. understand/appreciate SRCW role & Manager on call;
  - v. budgeting&funding clarified;
  - vi. communication/sharing information w/employees;
  - vii. Policy/procedures changes/updates;
  - viii. staff appreciation-changed from Casino night;
  - ix. Wellness program implemented/ongoing

- *Focus on making Employees happy-Darlene*
- *Team building-Employee input*

- *Place minutes from meetings in a visual place and then file after 30days*
- *Email meeting minutes to staff?? Ask them. Also see if they want to receive newsletter.*

**Stakeholders:** (*funders, professionals, businesses, SE employers*)

12/ 47 completed the survey. Transition for youth to adult is an issue. More community awareness is needed. 6 people signed up to receive our newsletter Bi-Annually.

*-Discussion about Business after Business and Pay it forward being another success*

#### 8) Stakeholder Input-Yearly Reports - Points to Consider

- Accessibility – explore cross-walk for outside main building; transportation costs expensive; staffing levels ongoing issue; Crossing at KSCL building dangerous
- Client Exits – 14 people moved in 2015, most wanted more community opportunities, more Home Share availability, increased flexibility in staff scheduling
- Reportable/Incidents – mostly aggressive/unusual behaviour; promote staff training (PD) on dual diagnosis (mental health) & increase - team building; awareness of Risk Assessments; following safety plans; improve orientations for new employees; introduce competency based testing for knowledge; continue to work w/ Pivot Point & DDMH & implement more Behavioural Leads
- Advocacy – biggest issue is how to access community resources & access funding for supports; KSCL will continue to educate staff & gather information to keep connected with our community
- Community/Committees – keep being involved & active
- ISP/Parents – scheduled regularly; keep person served involved too.
- OH&S –keep staff trained; designated staff for OH&S committee from each site; update departments on WorkSafeBC & risk assessments completed for each site. Big area to fill
- Staff – Pivot Point expanding; involve Pivot Point Beh. Support plans; behavioural leads at each site in time for implementing/monitoring of plans; team building for continuity; level of care increasing-challenging for staff; No funding for specific things from CLBC
- Outcomes – goals are realistic
- Residential/Day Programs – need alternative housing; develop new day program ideas; promote skill development; id recreation & community opportunities;
- Home Share – recruit home share providers
- Employment – Employment growth; continue to grow & develop; train staff & offer PD on employment; marketing for Social Enterprises; Employee-set a goal yearly
- Child/Youth – work with schools for identified children/youth; ideas for integrations; connect with their peers

- Business Functions – dedicated HR Coordinator + payroll assistance has started to free up Program Coordinator. Encourage team building & health & wellness for staff ; adequate casual pool – best hiring practices ongoing; better HR return to work practice – follow ups working with DMI; upgrade technology at sites for ComVida; ComVida training

#### 9) Stakeholder Input-Identify Items

- **CLBC**  
Need for housing options - (separate floors for behaviours/level access for accessibility)  
-3 vacancies for residential care.  
-Aging housing at most sights. 29<sup>th</sup> Street stairs an issue
- **MCFD**  
Transition planning
- **Board:**  
More training i.e. Board of Governance Handbook familiarity
- **Employee:**  
More professional development/training Autism; Dementia; dual diagnosis
- **Other Stakeholders:**  
We need more exposure in our community. Be involved with community groups.
- **Clients:**  
Different types of housing choices and different choices for individual and group programs.

*ANSO Project-community inclusion being done by CLBC at the coast. Have Nova/Erin look at what other agencies are doing*

#### 10) Review of 2014-2015 Goals – Completed?

##### **AGING CLIENT & OTHER POPULATIONS FOR HOUSING OPTIONS**

1. Develop new housing options appropriate to the needs of clients:
  - a. New Build – *On-going (Original Goal from 2012)*  
BC Housing-1<sup>st</sup> round completed.
  - b. Developing a carriage house in Nelson on the CD House property for affordable housing option – Discontinued  
Carriage House not an option due to City Bylaws
2. Utilize the other half of Castle Glass building for programs that require space – Discontinued  
Too many OH&S issues to address in order to use the building for programming.

11) SWOT Analysis: Reviewed & changed, or added to 2017 SWOT

	<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <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>• Community events, Pay It Forward Day</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> <li>• <i>Marketing needed</i></li> <li>• KSCL relationships connect with other service providers.</li> <li>• Need for more flex/diversity in Day Programs</li> </ul>	<ul style="list-style-type: none"> <li>• connect w/related agencies for job coaching</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>• Funding for projects from other funders</li> <li>• Housing for ALL in the community.</li> <li>• Social Enterprise</li> <li>• Day Program-change services</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> <li>• Other agencies competing for our contracts and providing services we do not.</li> <li>• Stigma's</li> <li>• Other Agency's</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> <li>• Longevity</li> <li>• Provide adequate job opportunities for person served</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of housing for higher functioning individuals</li> <li>• Client/staff ratios</li> <li>• Staff consistency- includes consistency and loss of male staff</li> <li>• Lack of physical locations for aging population.</li> <li>• Transition planning for youth from High School to work.</li> <li>• Lack of support for dual diagnosis clients.</li> <li>• Lack of funding</li> <li>• Lack of space for day programs</li> <li>• Lack of training for staff</li> </ul>	<ul style="list-style-type: none"> <li>• Client needs increasing (<i>aging and health issues</i>)</li> <li>• Affordable housing</li> <li>• Trustee: establish system for future of clients</li> <li>• Home share providers</li> <li>• Recruiting more respite providers</li> <li>• Richmond Autism Outreach</li> <li>• Social enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Unwanted moves/client wishes</li> <li>• Isolation</li> <li>• Aging population</li> <li>• Demographics of number of children.</li> <li>• Stigmatism</li> </ul>

	<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<b>STAFF</b>	<ul style="list-style-type: none"> <li>• Exceptional employees, energetic and driven</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>• Flexibility of shifts</li> <li>• Health &amp; wellness-flexibility</li> <li>• Staff appreciation</li> <li>• Admin team</li> <li>• Staff Retention</li> <li>• In house training</li> <li>• Tenure of employees</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>• Recruitment</li> <li>• Diversity</li> <li>• Professional Development, especially Dementia. Expected to attend outside area as very few come here.</li> <li>• SRCW training for initial staff conflict resolution</li> <li>• Team work</li> <li>• Communicating Health &amp; Wellness Program</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>• Support staff in their personal needs/events.</li> <li>• Technology</li> <li>• OH&amp;S awareness</li> <li>• Tap into on-line training</li> </ul>	<ul style="list-style-type: none"> <li>• Inability to find and hire staff</li> <li>• Staff retention (losing to other agencies)</li> <li>• Aging workforce</li> <li>• Cost to employee to start as a casual</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 &amp; MCFD</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> <li>• Creativity</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of funds (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</li> <li>• Explore changes in requirements for services (FASD, Autism)</li> <li>• Dementia &amp; aging population</li> <li>• CLBC requesting input at their Strategic Planning.</li> </ul>	<ul style="list-style-type: none"> <li>• Cutbacks/go vt changes &amp; uncertainties</li> <li>• Dependency on CLBC (especially for residential)</li> <li>• Funding isn't person centered</li> </ul>



	Strengths	Weakness	Opportunities	Threats
<b>SOCIETY</b>	<ul style="list-style-type: none"> <li>• Longevity</li> <li>• Financially sound</li> <li>• Versatile</li> <li>• Goal oriented &amp; client focused</li> <li>• vision for the future</li> <li>• Board flexibility</li> <li>• Diversity of Board Members</li> </ul>	<ul style="list-style-type: none"> <li>• We need more variety in the services that we provide</li> <li>• Lack of school liaison</li> <li>• Community not enough information about KSCL and our services</li> <li>• Stigmatism</li> <li>• Aging worksites</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, <i>RDSP</i>'s, /estate/micro-boards)</li> <li>• Services for Individual Funding</li> <li>• Recruiting/ network- younger families</li> <li>• Use Technology for meetings, eg. Skype conference calls</li> </ul>	<ul style="list-style-type: none"> <li>• Risk of Law suits/Financial liability.</li> </ul>

	<b>Strengths</b>	<b>Weakness</b>	<b>Opportunities</b>	<b>Threats</b>
<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>• Representation of Directors – other communities represented</li> <li>• Lack of succession planning</li> <li>• Out of town members hard to put on committees</li> </ul>	<ul style="list-style-type: none"> <li>• Board Training</li> <li>• Network with potential members</li> <li>• Capitalize on members strengths</li> <li>• Recruitment</li> <li>• Marketing (AGM)</li> <li>• Technology- Skype for meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Liability</li> </ul>

12) 2015-2016 Goals

**Goal 1- New Build - Carry Forward**

Committee: Judy (Chair), Kathleen, Tim, Lorne, Heather, Laurie W

Continue working with BC Housing (March 1, 2017)

Build initiated (end of 2017)

*BC Housing-1<sup>st</sup> round completed, very excited about our plan. New innovative design - Bottom floor flexibility, "Flex Units" have single/studio with adjoining doors? "PDF" Proposed Development Funding offered-very supportive for project to happen. CBT is a good connection with BC Housing. Sound proofing new building important.*

**Goal 2: Research/explore Social Enterprise Opportunities** (to provide jobs for people we support).

Committee: Ruth/Erin (Chair), Darlene, Myrna, Bruce, Diana H, Kathleen, Nova, Sunshine, Thea

*Meet with ideas by January 15<sup>th</sup>, 2017*

13) Round table comments/suggestions:

- Social Enterprise: Bigby Place-Youth Sport Equipment Consignment
- What to do with the building next door. Discussion about renting front of "side B" of Castle Glass building, or run a business out of it: Apple Cider, thrift shop?
- Senior social/rec opportunities
- New building for the CO Day Program or Admin move to the new location.
- Yard business next door
- Programs (different/additional) for clients
- Maintain/fix current houses
- Wholesale grocery/grocery budgets
- Compost pickup
- Prince House-turn garage into a new room/space
- Get the fan cleaned

Adjournment at 12:38 pm