



## Operational Report on Year One of the Strategic Plan-March 26/12

(Comments on each item of the Strategic Plan is recorded in blue, covering the period from April 01/11 to March 23/12)

### Philosophy Statement:

People with developmental disabilities have a valued role in society. The philosophy of equal rights and opportunities has been adopted in the development of programs and services.

### Mission Statements

- To provide options and alternatives for persons with developmental disabilities to maximize their potential in the least restrictive environments while safeguarding the rights and quality of life of each person supported.
- To provide and manage low-income housing for seniors and people with disabilities.

### Guiding Principles

- ◆ To provide quality care for people we support, enabling them to achieve their full potential and to maximize their independence.
- ◆ To expand services of CDSCL in order to provide more choices for individuals with disabilities.
- ◆ To involve stakeholders in the planning process.
- ◆ To involve, support and acknowledge staff and volunteers

### 4 Key Directions and Goals:

1. Provide Quality Care to the People we Support (Clients)
2. Inform and Involve Clients, Families/Advocates
3. Involve, Support and Acknowledge Staff and Volunteers
4. Develop a Strong Organization

### 1. Provide Quality Support to Clients

- a) Continue to Provide Quality Staffed Support to People with Developmental Disabilities

Continue providing staffed services to people with developmental disabilities in Residential, Supported Living, Community Support and Community Integration programs.

We continue to provide this. Number of clients has decreased by one due to a death. Satisfaction surveys indicate a high degree of satisfaction. The 2011 Accreditation Report acknowledges the high quality of our services.



b) Continue to Plan for Dealing with Aging Clients

- i. Continue to provide supports to people through their full life cycle.

We are in the process of planning for a number of clients who are aging and may need a higher degree of support – we are hoping that CDSCL can continue to provide this.

- ii. Continue to offer training to staff in regard to aging (Dementia, Alzheimer's etc.).

We are planning to set up specific training for issues regarding aging. The more pressing need currently is in regard to issues regarding mental illness and aggression. We will also do an in-service on dealing with death in the homes/programs.

c) Develop Additional Options for Supporting Clients

- i. Explore options for developing resources and housing to provide more options for people with developmental disabilities.

We have been investigating alternate options for Orchard House that would satisfy the funder's request to have a home specifically for people with behavioral issues, but also accommodate potential new clients and meet the needs of those in our organization, and in the community for the future.

- ii. Be open to working in partnership with other organizations to explore options for providing supports to people with dementia etc. We are open to this, but have not had the opportunity.

d) Develop a Positive Relationship with Health Professionals

Encourage liaison between HSCL nurse, staff and other health professionals regarding specific needs of individuals in our care.

We are very happy with the work done by our HSCL nurse over the last year. However, it is possible her hours are being reduced – this could have a negative effect on this issue.

e) Enhance/Expand Day Programs

- i. Expand the physical capacity for the Day Programs by adding an addition onto the 8<sup>th</sup> Avenue property.

We are in the process of starting this project.



- ii. Continue involving clients in the services offered to the Community (Recycling, Meals on Wheels etc.) and explore increasing these services.  
*We have not expanded these services at this time.*
- iii. Explore employment and entrepreneurship opportunities for people with barriers to employment.  
*Staff have attended workshops/presentations regarding ideas for providing employment opportunities and are discussing possibilities. It is possible we may get a contract with CLBC to develop employment for three clients.*
- iv. Continue to provide Therapeutic Riding lessons, Public Riding lessons and opportunities to people with disabilities through the Therapeutic Riding Program using staff and volunteers.  
*The Riding Programs are running at full capacity and are very successful. We have submitted a Discussion Paper to KRACL with our ideas to expand the program on a regional basis. This year we will include Stable Management lessons to our program.*

f) Consider Exploring Additional Programs

- i. Respond to emergency and respite needs in the Creston community for children and adults when the need arises.  
*We are always open to respond to these needs as the opportunity arises. We had one individual for respite for two weeks that has resulted in him being supported for a year. Discussions are starting on a regional basis regarding building Community capacity to deal with emergency and respite needs. Financial restrictions and philosophical stance are the main barriers for CDSCL being able to provide respite for people with developmental disabilities.*
- ii. Be prepared to oversee Home Share Contracts in the Creston community if the opportunity arises.  
*We are prepared to do so, but will need to apply for this service as our three-year time frame has expired. Providing this service would be problematic in Creston due to the number of clients served in home-share under care-providers who work for us and fiscal issues.*



## 2. Inform and Involve Clients, Families/Advocates

### a) Ensure Clients Have a Voice in the Organization

- i. Send out an annual survey to clients.
- ii. Continue to include clients in monthly team meetings.
- iii. Have annual planning meetings with clients, their families, staff and other stakeholders.
- iv. Ensure that clients/tenants are aware of the Feedback/Complaint Form and Policies regarding Advocacy and who they can talk to if they have a concern.
- v. Have at least one client/self-advocate on the Board of Directors.
  - a) Nominating Committee to ensure that there is at least one client/self-advocate represented on the Board
- vi. Hold regular meetings with Rebekah Manor tenants.

All of these items have been ongoing and are documented. We have re-started monthly meetings with clients to provide them a safe environment in which to bring up issues.

### b) Provide Information to Families/Advocates

- i. Maintain communication with family members and advocates through correspondence reminding them that we would like to receive input from them and that the Feedback/Complaint Form can be used.

Staff have continual contact with family members throughout the year as needed. An annual newsletter was sent out in October with a copy of the form.
- ii. Ensure families and advocates are invited to participate in the life of the client, especially at Personal Service Plans (PSP's).

Family members are encouraged to participate in the lives of the clients where possible and if desired by the client. Most family members are invited to attend PSP's.
- iii. Send annual progress reports to family members and advocates (assuming the individual approves).

This should be "semi-annual", as we continue to send the reports twice per year.



- iv. Send an annual newsletter to stakeholders to include general information on current news and initiatives and an ongoing report on the accreditation process.  
*This was done in October 2011.*
  - v. Staff to continue two-way communication with family members especially in regard to changes in health, incidents etc.  
*This continues on an ongoing basis.*
  - vi. Notify family members regarding any reportable incidents as required.  
*This has been done and documented.*
- c) Provide Opportunity for Input from Family Members/Advocates
- i. Send out an annual stakeholder survey to family members/advocates and other stakeholders.  
*All surveys were sent out in the last year. Feedback is primarily positive.*

### **3. Involve, Support and Acknowledge Staff**

- a) Involve staff in the Planning Process
- i. Send out an annual survey to all staff.  
*This was done in November 2011. Results were circulated.*
- b) Provide Support to Staff
- i. Do annual performance reviews with all employees to include opportunity for employees to provide feedback and to be involved in establishing a plan to achieve their goals.  
*The majority of employees received their evaluations in 2011.*
  - ii. Continue to investigate and offer educational opportunities for all employees.  
*We are investigating educational opportunities and/or planning on delivery of education on dealing with death, dementia, clients with mental illness, management skills, administrative skills and health and safety. Over the last year we have had training for First Aid, Food-safe, Non-violent crisis intervention, Fire Safety, Medication Delivery, Lifting and Transfers, and Nutrition.*



- c) Acknowledge Staff for their Accomplishments and Contribution to the Organization
- i. Form a committee to provide formal recognition to staff for their milestones and accomplishments.  
*The committee was formed and has planned one event and distributed a survey regarding recognition of staff.*
  - ii. Informal acknowledgement of accomplishments and appreciation of staff should be a part of the culture of the organization as fostered by the Management Team.  
*This has been informally encouraged.*

#### 4. Develop a Strong Organization

- a) Board Involvement
- i. The Board of Directors to provide strong governance to the organization by providing direction to Management regarding the Vision of the organization through regular strategic planning process and regular outcome reviews.  
*There is a section at each Board meeting for Planning and Policies. The Board of Directors has approved revised policies, reviewed outcomes reports, survey results and various Plans.*
  - ii. The Board of Directors will review and revise the Policy and Procedures Manual on an annual basis and as needed.  
*Policy review is underway through the various committees. The Board approved revisions of a number of policies.*
  - iii. The Board of Directors needs to establish ways to encourage new people to join the Board of Directors and begin to pursue bringing new people onto the Board.  
*We have had one Board member resign in the last year, and one new Board member, maintaining the number at nine. Several Board members have contacted people in the community regarding possible Board membership.*
- b) Continue to Work in Solidifying this Organization
- i. Continue with the current organizational structure.  
*No change.*



- ii. Continue with the Accreditation process to maintain and improve services to the people we support.  
*We achieved a third three-year Accreditation with CARF, and continue to work towards meeting the standards.*
- iii. Enhance the process for orientating, mentoring, and rewarding volunteers (including Board members).  
*Nothing done on this item for Board Members, but we continue to improve our excellent volunteer program for the Riding Programs. We have two more volunteers who are working towards their Assistant Instructor certificates.*
- c) Explore Alternate Sources of Revenues through Fundraising
  - i. Research potential for obtaining monies from foundations, financial institutions and service clubs.  
*This continues in regard to the Riding Programs. There is some potential for obtaining these kinds of monies for capital projects.*
- d) Enhance Relationship with Funding Agency
  - i. Invite Community Living BC (CLBC) staff and other stakeholders to functions such as the open house.  
*This has been done. CLBC staff also attended a recent memorial service for a client who passed away.*
  - ii. Executive Director to attend quarterly regional meetings.  
*The Executive Director has attended all regional meetings and is part of a focus group on dealing with people in crisis.*
- e) Provide Information to the Community
  - i. Continue to work with the local newspaper to promote CDSCL services, recognize achievement of individuals and inform the general public of the organization, the individuals supported and relevant issues (include photos).  
*We have had excellent coverage for the Riding Programs over the last year, to include photos (including a recent front page spread). The Advance recently interviewed Riding Program staff for a feature article. We plan to submit an article regarding CDSCL's accreditation status and the services we provide.*



- ii. Review and update information on the website and in brochures on a regular basis.  
Information on the website has been revised on an ongoing basis. The general brochure was revised in November. The Woodshop brochure was updated in January 2012. Riding Program brochures were revised in March 2012.
- iii. Continue to be involved in the annual community Spring and Garden Show; consider promoting CDSCL in other events such as the Fall Fair.  
We had a booth at the Spring and Garden Show in April 2011 and are preparing for this year's show April 20<sup>th</sup> & 21<sup>st</sup>. The Riding Programs Steering Committee has discussed the possibility of having a booth at the Fall Fair, but have decided not to at this time. It is felt that the Fall Fair would not be beneficial for the Woodshop as the products are mainly needed in the spring and summer.
- iv. Continue to be a member of the Chamber of Commerce.  
We are still a member.
- v. Executive Director or alternative to attend meetings of Community based groups.  
The Executive Director and/or the Riding Programs Director has been attending the monthly Community Network group meeting.

### Financial Stability

As of March 31, 2011 CDSCL is showing a net Operating Surplus of \$242,960. However, \$673,794 of this surplus is invested in Capital Assets, the majority being Property used for the purposes of carrying out the mandate of the Society.

The majority of funding for the Society comes from Community Living BC through Contracts. Current Contracts have an expiry date of March 31, 2013, which provides financial stability for this time period. However, funding templates, which have been approved by CLBC show that the organization is underfunded for the level of service provided by approximately \$9500 per month. We are able to accommodate this shortfall through internal efficiencies, which diminish the effectiveness of service from its full potential.





Although we anticipate maintaining a balanced budget for the next fiscal year, further increases in expenses will put us in a precarious financial position unless we receive increases in our Contract revenues.

Cash flow is a concern due to the fact that CLBC Contracts are paid on the twelfth day of the month. Expenses for the first twelve days need to be covered from existing cash from Reserves and Accumulated Liabilities.

The Riding Programs rely heavily on an annual grant from BC Gaming to operate, as well as donations from individuals and foundations. Although we are required to apply for this grant every year, it is reasonable to expect ongoing funding over the next three years. The Riding Programs are now financially self-sufficient.

Restricted Reserves are invested in GIC's for future capital expenditures for BC Housing homes. Unrestricted Reserves are set aside for the remainder of CDSCL properties, replenishing of vehicles and renovations. However, the cash has traditionally been invested in assets. To meet the needs of the Strategic Plan for 2011-14, the Capital Investment plan for the next three years includes the following:

- Addition to the 8<sup>th</sup> Avenue Day Program for a new lunchroom and washrooms to be financed from Reserve funds, credit line and loan to begin in the 2011/12 fiscal year. Total cost to be determined.  
*We have arranged for a demand loan from CLBC for \$48,400 for this project, which is the estimated cost.*
- Installation of wheelchair ramp and new stairs to main Administration building – approximate cost of \$2000 to come from the Reserve funds to be completed by October 2011.  
*This was done, but the ramp is not usable for wheelchairs.*
- Discussion and research in relocating a group home to a more desirable building to better meet the needs of the persons supported in that home and to provide a safer and healthier environment for clients and staff.  
*A committee was formed. Ideas are being explored.*
- Replacement of appliances and equipment as needed to be expensed from Reserve funds.  
*This is done as needed on an ongoing basis and reported at the monthly Board of Directors meetings. Items over \$2500 receive Board approval.*



### Financial Goals

- To ensure adequate funding from the primary funding agency with emphasis on attempting to acquire full funding for the Residential Programs.  
We have been working with CLBC to find ways of addressing the shortfall on our funding templates and are hoping to have some increases.
- To maintain a balanced budget with a surplus/deficit within 1% variance.  
We anticipate a deficit over the 1% variance for the fiscal year ending March 31/12. In order to come within our allowable variance we will need to reduce costs in staffing.
- To increase cash flow.  
Due to various factors including our current deficit, we have low cash flow. We are obtaining loans for any future capital projects and are trying to obtain increased funding from CLBC and will need to decrease expenses. Unless we can reduce expenses and/or increase revenues, cash flow should improve slightly from March to June, but will be an issue again in the summer when salary disbursements are higher.
- To ensure adequate funding of anticipated Capital Projects.  
We will obtain loans for any future capital projects and/or investigate grants where appropriate.
- To maintain financial self sufficiency of the Riding Programs.  
This has been achieved, with the programs meeting the budget over the last two years while beginning to contribute to Administration costs.

**Responsibility: Executive Director**