



## Operational Report on Year Two of the Strategic Plan

(Comments on each item of the Strategic Plan is recorded in blue, covering the period from April 01/12 to March 23/13)

### 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, Personal Support Services and Community Integration programs.

- We continue to provide excellent services to the people we support in all areas.



- The number of Supported Living clients has decreased by one due to a change in her needs, although we did try to accommodate her in another area, which turned out to be nonviable, and another individual is now in one of our Residential services as well.
  - We also had one person leave 25<sup>th</sup> Avenue to move to Alberta; the bed was immediately filled by a Temporary client, who is now permanent.
  - We are preparing to provide a new service to a young man for 20 hours per week.
  - Satisfaction surveys indicate a high degree of satisfaction.
- b) Continue to Plan for Dealing with Aging Clients
- i. Continue to provide supports to people through their full life cycle. We have been able to support an individual in a residential home who is experiencing dementia and can no longer live in Supported Living. We are in the process of planning for a number of clients who are aging and may need a higher degree of support in the future. It is not always possible for CDSCL to continue to provide supports as people needs increase due to funding issues, CLBC philosophy and the physical needs of the clients. Planning is done on an individual basis.
  - ii. Continue to offer training to staff in regard to aging (Dementia, Alzheimer's etc.). We did not have training specifically for these topics, but we are planning to set up training for issues regarding aging and dementia in the near future. We have had some training over the last year regarding dealing with individuals with difficult behaviors and aggression.
- 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 developed a plan for renovating 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. The cost of the renovation or the mortgage payment needs to be funded by CLBC in order to proceed.



Options need to be available specifically for clients in Supported Living or even in Shared Living in the community whose needs are changing. At this time there is no mechanism for addressing this without a move to a different location or service.

- 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 continue to be very happy with the work done by our HSCL nurse. Her hours have been reduced, but this has not impacted her ability to assist us in a big way. She is very helpful in being a liaison with medical professionals. In the residential homes we also work with the other members of the HSCL team in regard to nutrition, dental care and occupational therapists.

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.

This project is nearing completion. The clients and staff will be very happy to have this finished and be able to use the new washrooms and lunchroom.

- 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, although our Recycling customer base has increased slightly.

- iii. Explore employment and entrepreneurship opportunities for people with barriers to employment.

Staff continue to attend workshops/presentations regarding ideas for providing employment opportunities and are discussing possibilities. We were able to help an individual secure employment with a local business with a contract to shred paper. We receive a small amount of additional funding from CLBC to help with this.



- 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. The KRAFT Challenge this year has helped increase our profile. The Stable Management lessons we added this year have gone well and will be continued. The Public Riding Program has had to decrease somewhat to concentrate the horse and lesson time on the Therapeutic Riding 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 provided emergency support at 25<sup>th</sup> Avenue to one individual for three weeks, which has now become a permanent placement.

- We have been able to respond to emergencies internally by placing clients in a vacant residential home, but this requires approval by CLBC, which is not always easy to achieve. We are currently at full capacity and have no room in our 24-hour residential support services (group homes).

- The regional discussions for building Community capacity to deal with emergency and respite needs did not occur as planned. CDSCL has asked CLBC to revisit this project. CLBC plans to re-establish the planning committee for this in the spring.

- Financial restrictions and CLBC's 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.

CLBC has now contracted with an agency to do these in Creston. We are prepared to do this, 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. The monthly meetings with clients has been going very well – they like to have the opportunity to say what is on their minds and discuss relevant 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 September with a copy of the form and an invitation to the AGM.

- 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. Some family members are very involved, and others are not able to do to age and illness. We are seeing a decline in the number of clients who are able to go home for holidays such as Christmas and therefore we are trying to find other ways to maintain the family contacts.



- 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 September 2012.
  - 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 September. Feedback is primarily positive, but we do not receive a high number of responses. Family members do have other opportunities for feedback.

### 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 December 2012. Results were circulated to Board Members and Accreditation Committee. A report is in progress addressing the issues raised, and will be posted shortly.
- 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 2012. Several of the goals set involve training and education – some of the requested training is set up for the near future; we are investigating others.



- 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 and clients with mental illness. We will also look at offering at least some components of the basic Community Living course that has been offered in the past. We are setting up in-services for annual Fire Safety Training, Non-violent Crisis Intervention, Healthy Heart Eating and Foodsafe for the near future. We will also need to do Medication Delivery Refresher training and certify a number of staff for First Aid. Over the last year we have had training for First Aid, Fire Safety, Nutrition, developing Behavior Management plans and Stress Management.

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 had one event – service recognition pins were given out. A survey was distributed obtaining feedback from staff.
- ii. Informal acknowledgement of accomplishments and appreciation of staff should be a part of the culture of the organization as fostered by the Leadership 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/Strategic Planning. The Board of Directors has approved revised policies, reviewed outcomes reports, survey results and various Plans. The Strategic Plan is now reviewed annually.



- ii. The Board of Directors will review and revise the Policy and Procedures Manual on an annual basis and as needed.  
Extensive Policy review is now complete, with the entire manual reviewed and revised as necessary. The Policy committee will meet soon to review/revise/draft policies in response to changes in Licensing and Accreditation requirements.
- 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 two Board members resign in the last year, and two new Board members, keeping the number at nine. 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 are half-way through our three-year cycle and are working hard at maintain the standards. The Accreditation/Quality Assurance Committee meets regularly to ensure we are still on track. Our next survey will be in October of 2014.
- 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. Two volunteers have been working towards their Assistant Instructor certificates and are now delivering lessons. Some volunteers at the TRP were rewarded by being sent to the annual recognition dinner held at the Rec Centre.

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.



We have explored some options for the Orchard House renovation, but have not found any compatible at this time. Michelle did a presentation at the Rotary Clubs, and we received some monies for the TRP Program.

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 are also committed to an annual visit. The CLBC Facilitator has been involved in events at the TRP as well.

- ii. Executive Director to attend quarterly regional meetings.

The Executive Director has attended all regional meetings and is trying to re-establish the 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 had excellent coverage for the Riding Programs over the last year again, and National Exposure with the KRAFT Celebration in August. The community involvement was amazing. A new Committee for Public Relations has been formed, but not met yet. We also had an article in the paper regarding the AGM.

- 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 is due for revision to update on services. The Woodshop brochure was updated in January 2013. Riding Program brochures are being revised.

- 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 2012 and are preparing for this year's show. 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. The TRP will have some involvement at the Fall Fair this year.

- 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 have been attending the monthly Community Network group meeting.

### Financial Stability

As of March 31, 2011 CDSCL was 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 provided 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 two 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 was the estimated cost. Overruns are putting the project over budget by \$5000. This will come out of operating expenses via amortization – the cash will come from cash flow.

- 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 in 2011, 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 and a plan developed to renovate Orchard House.

- 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 continue to work with CLBC to find ways of addressing the shortfall on our funding templates and are hoping to have some increases. We are continually told there is no money to address the shortfalls in funding. There is some political and media pressure beginning towards CLBC to deal with this issue on a provincial basis.

- To maintain a balanced budget with a surplus/deficit within 1% variance.

We anticipate a deficit approximately .5% variance for the fiscal year ending March 31/13. A new budget for 2013/14 is in development.

- To increase cash flow.



Due to various factors including our deficit over the last few years we have very 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. We have slowed the deficit considerably, but still have a cash flow problem. We may need to sell property in order to replenish cash flow and deal with upcoming payments for Vacation and other accruals to staff as they retire. We anticipate this coming over the next 5 to 10 years.

- **To ensure adequate funding of anticipated Capital Projects.**  
We will obtain loans for any future capital projects and/or investigate grants where appropriate. Some projects are on hold due to finances.
- **To maintain financial self sufficiency of the Riding Programs.**  
We have had a slight deficit over the last two years. We are increasing the TRP fees this year (first time in 5 years), and we will be receiving an additional \$5000 from our Gaming Grant for the next fiscal year. These measures should help us to balance the budget for the TRP.