



Operational Report on Year Three of the Strategic Plan

(Comments on each item of the Strategic Plan is recorded in blue, covering the period from April 01/13 to March 23/14)

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 provide excellent services to the people we support in all areas.
- The number of Supported Living clients has decreased due to clients moving into Community Housing resources – they are still supported under CLBC’s Cluster Living Contract.
- We also had one client in Supported Living request an alternative service – she is now in a Shared Living arrangement.
- One client moved from 25th Ave into a Senior’s home due to health issues.
- We provided transitional support to a young man who was still in the school system for 30 hours per week. The plan was to continue this support, but the family decided to use the CLBC funding to provide support on their own.
- The number of clients supported in the Community Integration Programs has increased slightly, with a total of three new clients in regular attendance at the Day Programs.
- Satisfaction surveys indicate a high degree of satisfaction in the support we provide to clients.

b) Continue to Plan for Dealing with Aging Clients

- Continue to provide supports to people through their full life cycle.
 - This last year we were able to continue to provide support to another individual who was experiencing onset of dementia by a move to 25th Avenue. We also had two men move from an apartment in the community to one of our Community Housing homes, which provide a safer place to live with more access to supports.
 - We have also been able to help one client stay in his apartment by having employees from other areas provide small amounts of support to deal with some health issues. The



goal is for him to stay as independent as possible for as long as he can.

- It is not always possible for CDSCL to continue to provide supports to clients when their needs increase due to funding issues, CLBC philosophy and the needs of the clients. Sometimes the medical needs of clients go beyond what we are able to provide. Planning is done on an individual basis. The Leadership Team meets annually with CLBC staff to discuss clients who have started to exhibit the need for a possible change in their supports. This has helped to be more proactive in helping clients deal with changes in their physical or mental health and determining options for them.

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

We have had some training for staff at 25th Ave on dealing with a client with Dementia who recently moved there. We are also putting four employees through a series of training sessions on Behaviour management, which includes dealing with clients with mental health issues.

c) Develop Additional Options for Supporting Clients

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

We were not able to proceed with plans for a major renovation to Orchard House due to lack of funding. We are planning to do minor renovations to allow better wheelchair access at Orchard House and alleviate some of the congestion, although this will not address all of the environmental issues to improve the home in terms of dealing with clients with complex mental health issues.

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.

- 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. She is also the Developmental Disabilities Mental Health Nurse as well, which has made it easier in regard to help for clients with mental health issues. She is very helpful in being a liaison with medical professionals. She will stay in that position until HSCL can replace that portion of the job. 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 8th Avenue property.

This was completed and being enjoyed by clients and staff.

- 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. We no longer have clients doing Meals on Wheels.

- 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 provide a space, equipment, supervision and assistance with one client who has a contract with a local business with a contract to shred paper. We receive a small amount of additional funding from CLBC to help with this.

We also continue with the Town of Creston cleanup contract, providing real employment for two to three individuals every year from May to October.

This year we have been able to employ an individual with Developmental Disabilities as a Stable Assistant at the Therapeutic Riding Program. We will continue with this as long as funding is available.



- 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 Therapeutic Riding Program is running at full capacity, with the highest number of riders signed up for this spring. We are no longer providing Public Riding lessons to the public due to space, time, number of horses and number of volunteers available and also so that we can concentrate on the Therapeutic Riding.

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 as long as funding is available. We did not have any opportunities over this year, but have responded in previous years.
- CLBC has had some meetings with a regional planning community for building Community Capacity in dealing with emergency and respite needs. Some recommendations and ideas should be forthcoming.

- ii. Be prepared to oversee Home Share Contracts in the Creston community if the opportunity arises.

We are prepared to do so, but this is no longer an option in the Creston community, as Community Connections is now the contracted agency to oversee all Shared Living in the Creston community. It 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

- Send out an annual survey to clients.
- Continue to include clients in monthly team meetings.
- Have annual planning meetings with clients, their families, staff and other stakeholders.
- 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.
- Have at least one client/self-advocate on the Board of Directors.



- Nominating Committee to ensure that there is at least one client/self-advocate represented on the Board
- 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. Rebekah Manor Tenants are very happy to have meetings every two months.

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 so due 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 including taking clients for day visits to neighboring communities.
- 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 2013. The annual TRP newsletter was sent in February 2014.



- 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 2013. Results were circulated to Board Members and the Accreditation Committee and are considered in strategic planning for all areas.
- 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 2013. Several of the goals set involve training and education, which we are trying to offer when possible.
 - ii. Continue to investigate and offer educational opportunities for all employees.
We have provided specific training and had planning sessions for specific clients regarding dementia and other mental health issues. Due to financial restraints we are limiting education to the Kootenay area, but have been able to obtain some online training to provide locally. This last year we provided training on Non-Violent Crisis Intervention, Food-safe, First Aid, Medication Delivery, Nutrition, Behavior Management, Stress Management,



Supervisory Skills and Dealing with Conflict in the workplace. Information regarding Emergency Plans, reporting Abuse and other issues has also been distributed to staff.

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 has not been active over the last year. The Board developed protocols regarding recognition of retirees.
- 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.
Supervisors have been encouraged to acknowledge accomplishments and show appreciation for staff on a regular basis.

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 reviewed and discussed annually, which includes consideration of the Vision, mandate and philosophy of CDSCL.
- ii. The Board of Directors will review and revise the Policy and Procedures Manual on an annual basis and as needed.
The Policy Committee has met several times in the last year to revise and/or draft policies as needed. Twelve policies were revised or drafted over the last and approved by the Board. The Policy Committee is reviewing the manual annually.



- 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 the minimum number of Board Members and are having difficulty achieving quorums at meetings. We will need to make recruiting Board Members a high priority. Board members have approached members of the community over the year, but no one has joined.

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 coming to the end of our three-year cycle and are working hard at maintaining the standards. The Accreditation/Quality Assurance Committee meets regularly to ensure we are still on track. Our next survey will be in September or October this year.

- iii. Enhance the process for orientating, mentoring, and rewarding volunteers (including Board members).

We had a get-together dinner for Board Members and their spouses. We keep up a good recognition program for volunteers at the Therapeutic Riding Program.

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. Not only did we have a high number of donations and sponsorships this year, but we also had the Kootenay Employment Services provide crews and materials to do projects for the TRP.

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 but has not been able to attend the focus group on dealing with people in crisis due to conflict in scheduling.

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).
The TRP continues to have a high presence in the local newspaper and community event listings. We have not done anything on this in the last year for our other programs. The Public Relations committee did not continue the work started to develop a strategy for public relations.
- 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 2013. The Woodshop brochure was updated in January 2014. Riding Program brochures are revised regularly.
- 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 2013 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 had 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, 2013 CDSCL was showing a net Operating Surplus of \$273,050. However, \$724,565 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, which currently provide \$2,461,000 annually. Our total annual budget is 2,991,000. Current Contracts have an expiry date of March 31, 2015, 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 \$3787 per month. We are able to accommodate this shortfall through internal efficiencies, which diminish the effectiveness of service from its full potential.

This includes reduction in direct hours of service that came about as a result of moves during the year and do not effect service to clients. We have reduced general expenses such as memberships, travel and audit costs. We have put limitations on travel and education while still meeting the training requirements. We have reduced some administration hours and will be doing more in June 2014 in order to address a 10% decrease in Administration funding.

With these measures in place, we have been able to balance the budget. Final figures for the fiscal year ending March 2014 are not yet available, but we anticipate a small surplus (mainly due to low amortization costs, no Easter Stats during the year and reductions as above). Although there will be increased salary and benefit expenses during the next fiscal year, we anticipate maintaining a balanced budget as long as we do not have to pay any monies back to CLBC due to the reductions in service. .

Cash flow has improved over the last year, but is still 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 BC Gaming Grant 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, and realized a small surplus for 2013/14. We anticipate balancing the budget for the TRP again next year; this is helped with an increase from the Gaming Grant to \$45,000.



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 includes the following:

- Addition to the 8th 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 obtained a loan for \$48,000 for this project, but the total ended up being \$53,000. The overrun will be expensed over time through amortization with the overage coming from cash flow.

- Installation of a 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. It does help for people with limited mobility.

- 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. We were not able to secure funding or support from CLBC for this.

- 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. New templates were finalized in May 2013 resulting in 2-year contracts. These did recognize increases in expenses, but did not provide overall additional funding. We were able to apply reductions in staffing levels to the shortfall as a result of client moves to the shortfall, but still have a \$45,444



shortfall, or funding gap. We can use this funding gap to allow for reduction in service without having to repay CLBC. We are informed in no uncertain terms that there is no money to address the shortfalls in funding. On the positive side, we have been informed in writing that the increases in the recently negotiated Collective Agreement over the next five years will be fully funded. This will not include regular increases beyond our control such as government remittances, benefit premium increases and increases to operational and building expenses.

- To maintain a balanced budget with a surplus/deficit within 1% variance. We anticipate a surplus of approximately .5% variance for the fiscal year ending March 31/14. A new balanced budget for 2014/15 has been approved.
- To increase cash flow. Cash flow has increased and is no longer critical.

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 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. A Capital Plan for 2014/15 was approved and should be able to be funded. The Therapeutic Riding Program has been able to obtain various grants for capital improvements including monies for a second Riding ring, which is under development.
- To maintain financial self sufficiency of the Riding Programs. We are now self sufficient, but this is dependent on receiving the Gaming Grant and other funding.