



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.
- To provide therapeutic riding lessons for people with disabilities, which offers them an opportunity for therapy, education, sport and recreation, while safeguarding the rights and quality of life for each person in the Therapeutic Riding Program.

Guiding Principles

- ◆ To provide quality care for people we support, enabling them to achieve their full potential and to maximize their independence.
- ◆ To respond to the needs of people with Developmental Disabilities in the community and expand services to meet these needs where possible
- ◆ 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, Develop 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/Personal Support and Community Integration programs.



- b) Continue to Plan for Dealing with Aging Clients
 - i. Continue to provide supports to clients through their full life cycle.
 - ii. Continue to offer training to staff in regard to aging (Dementia, Alzheimer's etc.).
 - iii. Ensure discussions are in place for planning for potential increases in clients' needs as they age, involving appropriate stakeholders.
- c) Maintain a Positive Relationship with Health Professionals

Continue liaison between HSCL nurse, staff and other health professionals regarding specific needs of individuals in or care.
- d) Enhance/Expand Day Programs
 - i. Continue involving clients in the services offered to the Community such as Recycling and Yard Work and explore increasing these services.
 - ii. Explore employment and entrepreneurship opportunities for people with barriers to employment, collaborating with other organizations and programs such as Spectrum Farms.
 - iii. Continue to provide Therapeutic Riding Lessons and opportunities to people with disabilities through the Therapeutic Riding Program through the use of staff and volunteers.
- f) Consider Developing Additional Programs and Supports
 - i. Respond to emergency, respite and ongoing needs in the Creston community for children and adults when the need arises.
 - i. Evaluate the needs in the community and explore developing options for resources, services and/or housing to provide more options for people with developmental disabilities.
 - ii. Be open to working in partnership with other organizations to explore options for providing supports to people with dementia etc.

2. Inform and Involve Clients, Families/Advocates

- a) Ensure Clients Have a Voice in the Organization
 - iii. Send out an annual survey to clients.
 - iv. Continue to include clients in monthly team meetings.
 - v. Continue with regular meetings for clients in order to provide a safe opportunity for them to voice their concerns.



- vi. Have annual planning meetings with clients, their families, staff and other stakeholders.
 - vii. 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.
 - viii. 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
 - ix. Hold regular meetings with Rebekah Manor tenants.
- b) Inform and Involve 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. This includes an annual newsletter to stakeholders to include general information on current news and initiatives and an ongoing report on the accreditation process.
 - ii. Send out an annual stakeholder survey to family members/advocates and other stakeholders.
 - iii. Ensure families and advocates are invited to participate in the life of the client, especially at Personal Service Plans (PSP's).
 - iv. Send semi-annual progress reports to family members and advocates (assuming the individual approves).
 - v. Staff to continue two-way communication with family members especially in regard to changes in health, incidents etc.
 - vi. Notify family members regarding any reportable incidents as required.

3. Involve, Develop and Acknowledge Staff

- a) Involve staff in the Organization
- i. Encourage a positive culture in the homes and programs.
 - ii. Engage staff in the organization through input and discussion at Team Meetings and Personal Support Planning (PSP) meetings as well as other meetings and events.
 - iii. Send out an annual survey to all staff to include positive feedback and suggestions for enhancing programs and supports.



b) Encourage Staff Development

- 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.
- ii. Continue to investigate and offer educational opportunities for all employees and encourage staff to participate in training and workshops.

c) Acknowledge Staff for their Accomplishments and Contribution to the Organization

- i. Informal acknowledgement of accomplishments and appreciation of staff should be a part of the culture of the organization as fostered by Coordinators and Management. This should include peer-to-peer appreciation and encouragement as well as from supervisors.

4. Develop a Strong Organization

a) Board Involvement

- i. The Board of Directors will develop and support the Strategic Plan.
- ii. The Board of Directors will review and discuss the Mandate, Philosophy and Vision of the organization on a regular basis and revise where necessary to best support the key objectives of the Strategic Plan and effectiveness of the organization.
- iii. The Board of Directors will review and revise the Policy and Procedures Manual on an annual basis and as needed.
- iv. Board members will pursue and encourage new people to join the Board of Directors.
- v. Develop and implement a process for orienting, mentoring and acknowledging Board Members.
- vi. Board members will be involved in the organization by participating in committee work and being assigned a program or home to act as liaison to clients and staff.

b) Ensure Quality Assurance

- i. CDSCL will be committed to Quality Assurance in maintaining and improving services to the people we support (through the Accreditation process as required).



- c) Maintain Relationship with Funding Agency and other Stakeholders
 - i. Involve Community Living BC staff and other stakeholders in events of the organization and planning for clients and programs.
 - ii. Continue to have annual meetings with CLBC staff and the Leadership Team.

- d) Promote the Organization in the Community
 - i. Develop a Communications Strategy to increase the profile of the organization in the community.
 - ii. Research and identify opportunities for obtaining additional revenues within the community.

Financial Stability

The last fiscal year ending March 2014 ended with a slight surplus (under .5%) after a slight surplus the previous year and a large deficit for 2011/12. We are anticipating breaking even for the next fiscal year.

As of March 31, 2014 CDSCL is showing a net Operating Surplus of \$288,016. However, \$472,604 of 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, 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 \$5400 per month. We are able to accommodate this shortfall through internal efficiencies, which diminish the effectiveness of service from its full potential. We anticipate maintaining a balanced budget for the next fiscal year, but further increases in expenses without matching revenues will cause a deficit, or the need to further reduce expenses, creating further hardships.

Cash flow has improved considerably from three years ago and is under control. We still receive payments for CLBC Contracts 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 and our Credit Line.



The Therapeutic Riding Program (TRP) relies 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. We have received increases in the grant over the last two years. The TRP has been financial sufficient for the last two years and should continue to do so into the future.

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.

Financial Goals

1. To ensure adequate funding from the primary funding agency with emphasis on attempting to acquire full funding for the Residential Programs and Community Inclusion (Day Programs).
2. To maintain a balanced budget with a surplus/deficit within 1% variance.
3. To increase cash flow.
4. To ensure adequate funding of anticipated Capital Projects as approved in the Capital Plan.
5. To maintain financial self sufficiency of the Therapeutic Riding Program.
6. To develop and implement a Continuation Strategy and Financial Plan for independently operating Rebekah Manor as a subsidized apartment for seniors after the Operating Agreement with BC Housing expires in June 2015.

Responsibility: Executive Director