



## Operational Report on Year One of the Strategic Plan

(Comments on each item of the Strategic Plan is recorded in blue, covering the period from April 01/14 to March 31/15)

### 1. Provide Quality Support to Clients

a) Continue to Provide Quality Staffed Support to People with Developmental Disabilities **PRIORITY: HIGH**

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

- We provide excellent services to the people we support in all areas, as confirmed by the surveyors in our CARF survey done in February and as evidenced in high results in our Effectiveness measures for all programs.
- Satisfaction surveys from various stakeholder groups indicate a high degree of satisfaction in the support we provide to clients.
- One client at Purcell Place passed away in the fall of 2014; we expect a placement into the home soon.

b) Continue to Plan for Dealing with Aging Clients **PRIORITY: HIGH**

- i. Continue to provide supports to clients through their full life cycle.
  - We have been very successful in providing support to several clients whose health has been deteriorating so that they can remain in their homes as long as possible.
- ii. Continue to offer training to staff in regard to aging (Dementia, Alzheimer's etc.).
  - Eight employees attended a six-session series of workshops on Dementia. Staff have also participated in information sessions and training regarding specific individuals with dementia.
- iii. Ensure discussions are in place for planning for potential increases in clients' needs as they age, involving appropriate stakeholders.
  - We met with CLBC staff to have our annual discussion regarding aging clients and changes in needs.
  - These discussions also occur as part of the annual Personal Service Planning process.

c) Maintain a Positive Relationship with Health Professionals

**PRIORITY: MODERATE**

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



- Our HSCL nurse has been very helpful in this area. Unfortunately she is away on a Leave of Absence and is only being replaced one day every two weeks. This is causing some difficulties in dealing with health issues for clients and could impact clients over time if it continues.
- d) Enhance/Expand Day Programs     **PRIORITY: MODERATE**
- i. Continue involving clients in the services offered to the Community such as Recycling and Yard Work and explore increasing these services.
    - We had two new clients at the 8<sup>th</sup> Ave Day Programs over the last year who have been helpful especially with the Yard Work.
    - We provided Yard services to one business last summer.
  - ii. Explore employment and entrepreneurship opportunities for people with barriers to employment, collaborating with other organizations and programs such as Spectrum Farms.
    - One client who was participating in the 8<sup>th</sup> Ave Day Programs was working at Spectrum Farms in the summer.
    - One client who is at the 8<sup>th</sup> Ave Day Program will be working at Morris Flowers.
    - One client continues to work for Pharmasave shredding paper; we provide a space and some staffing support for this.
    - We had the Town Clean Up contract again with the Town in the summer. Three clients earned a real wage doing this; one was new.
  - 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.
    - The TRP continues to grow every year with a record number of riders this spring and maintains a high level of excellence.
- e) Consider Developing Additional Programs and Supports  
**PRIORITY: LOW**
- i. Respond to emergency, respite and ongoing needs in the Creston community for children and adults when the need arises.
    - There were no emergency, respite or ongoing needs over the last year that required response.
  - ii. 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.
    - Nothing was done on this over the last year.



- iii. Be open to working in partnership with other organizations to explore options for providing supports to people with dementia etc.
  - We remain open to this.

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

- a) Ensure Clients Have a Voice in the Organization **PRIORITY: HIGH**
  - iv. Send out an annual survey to clients. - Done July 2014.
  - v. Continue to include clients in monthly team meetings.
    - This is done in most areas where it is feasible.
  - vi. Continue with regular meetings for clients in order to provide a safe opportunity for them to voice their concerns.
    - Monthly meetings started again with a new facilitator. However, as of January, she is no longer available. Clients continue to meet monthly with the Executive Director overseeing the meetings. We are trying to get a new facilitator who is not an employee.
  - vii. Have annual planning meetings with clients, their families, staff and other stakeholders.
    - Annual Personal Service Planning Meetings occur with families, staff and other stakeholders in attendance when possible. If family members are unable to attend, Coordinators get feedback from them.
  - viii. 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.
    - The Feedback/Complaint form is provided when clients begin services and is available in all homes and areas. A copy is also sent to family members/care providers annually.
    - The form will be revised to make it easier for clients to read by June 2015.
  - ix. 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
      - One client is on the Board and attends meetings regularly.
  - x. Hold regular meetings with Rebekah Manor tenants.
    - The Steering Committee meets with tenants every two months. They have expressed their gratitude for this opportunity.



b) Inform and Involve Families/Advocates **PRIORITY: MODERATE**

- 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.
  - o Annual newsletter done July 2014.
  - o Many family members are involved in the lives of clients regularly.
  - o Employees contact family members when issues arise and as needed on a regular basis.
- ii. Send out an annual stakeholder survey to family members/advocates and other stakeholders. – Done July 2014.
- iii. Ensure families and advocates are invited to participate in the life of the client, especially at Personal Service Plans (PSP's).
  - o Done regularly.
- iv. Send semi-annual progress reports to family members and advocates (assuming the individual approves).  
– Done in April and October 2014.
- v. Staff to continue two-way communication with family members especially in regard to changes in health, incidents etc.
  - o Done in all areas when needed.
- vi. Notify family members regarding any reportable incidents as required.
  - o Family members and Service Providers were notified of incidents.

**3. Involve, Develop and Acknowledge Staff**

a) Involve staff in the Organization **PRIORITY: MODERATE**

- i. Encourage a positive culture in the homes and programs.
  - o Supervisors try to encourage a positive culture in the homes and programs by being creative and by modeling a positive attitude. This is sometimes difficult to achieve due to the nature of clients that we support.
- 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.
  - o Monthly Team meetings are held in all homes and areas.



- iii. Send out an annual survey to all staff to include positive feedback and suggestions for enhancing programs and supports.
  - o Survey was sent July 2014 with 5 responses showing a 100% satisfaction rate.

b) Encourage Staff Development **PRIORITY: MODERATE**

- 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.
  - o Most were done for 2014 with a few outstanding.
- ii. Continue to investigate and offer educational opportunities for all employees and encourage staff to participate in training and workshops.
  - o Workshops/Training were delivered including Pivot Point Training, Body Mechanics/Lifting, Food Safe, First Aid/CPR, Non-Violent Crisis Intervention, Medication Delivery & Nutrition, Dementia, Fire Safety and Food-safe.
  - o In-services for specific clients were also done in some areas.

c) Acknowledge Staff for their Accomplishments and Contribution to the Organization **PRIORITY: MODERATE**

- 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 **PRIORITY: MODERATE**

- i. The Board of Directors will develop and support the Strategic Plan.
  - o The new 3-Year Plan was done May 2014. It will be reviewed in May.
- 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.
  - o Done in April 2014 as part of the Annual Operational Review.



- iii. The Board of Directors will review and revise the Policy and Procedures Manual on an annual basis and as needed.
    - o The Policy Committee did a thorough review of the Policy and Procedures Manual with many policies being revised and approved by March 2015.
  - iv. Board members will pursue and encourage new people to join the Board of Directors. **(HIGH PRIORITY for 2015)**
    - o Two Board members resigned in 2014, with one rejoining in March 2015. We currently are under our 8 member minimum and need to increase members for the AGM.
  - v. Develop and implement a process for orienting, mentoring and acknowledging Board Members. **(HIGH PRIORITY FOR 2015)**
    - o Not done, but we do have a Brochure and Policy Manual.
  - 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.
    - o All Board Members were involved in at least one committee, with several members serving on various committees attending meetings, contributing and carrying out committee responsibilities.
- b) Ensure Quality Assurance **PRIORITY: MODERATE**
- i. CDSCL will be committed to Quality Assurance in maintaining and improving services to the people we support (through the Accreditation process as required).
    - o We had a very successful CARF Survey in February 2015 resulting in another 3-year Accreditation that goes to November 2017. The report had very positive things to say about the organization, its leadership and staff. We were commended on how well we get clients into community.
- c) Maintain Relationship with Funding Agency and other Stakeholders **PRIORITY: MODERATE**
- i. Involve Community Living BC staff and other stakeholders in events of the organization and planning for clients and programs.
    - o The Executive Director had ongoing correspondence and discussions with the CLBC Analyst. She also visited CDSCL homes twice during the year.



- We continue to rely on the CLBC Facilitator, HSCL Nurse, DDMHS Nurse, Occupational Therapist and other stakeholders in regard to planning for clients.
    - The CLBC Facilitator attended a service we had for a client who passed away in the fall 2014.
  - ii. Continue to have annual meetings with CLBC staff and the Leadership Team.
    - The Leadership Team with the CLBC Analyst and Facilitator in February 2015.
- d) Promote the Organization in the Community **PRIORITY: MODERATE**
  - i. Develop a Communications Strategy to increase the profile of the organization in the community.
    - The Public Relations Committee met and discussed strategies. An information article about the organization was put into a local magazine.
  - ii. Research and identify opportunities for obtaining additional revenues within the community.
    - There was nothing done on this.

## **Financial Stability**

### **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). **PRIORITY: HIGH**
  - Templates were submitted requesting additional funding to cover shortfalls, but we only received a small increase in funding. Letters have been received promising increases to address the April 2015 salary uplift to be implemented by September.
2. To maintain a balanced budget with a surplus/deficit within 1% variance. **PRIORITY: HIGH**
  - We should come close to breaking even for the fiscal year end at March 31/15 and will be within the 1%.
3. To increase cash flow. **PRIORITY: MODERATE**
  - Cash flow improved substantially from the previous year – this needs to continue.



4. To ensure adequate funding of anticipated Capital Projects as approved in the Capital Plan. **PRIORITY: HIGH**
  - A roof was replaced at 16<sup>th</sup> Avenue without capital available. All other projects were funded from Reserves or grants.
  - We will be requesting funding for a new vehicle in 2015 to replace one of the older ones.
  
5. To maintain financial self sufficiency of the Therapeutic Riding Program. **PRIORITY: HIGH**
  - We will have a slight deficit at the end of the fiscal year due to unexpected expenses. The goal is to break even for 2015/16.
  
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. **PRIORITY: HIGH, DONE**
  - This was developed, discussed and finalized on March 30/15. The plan addresses the reduction of subsidy and should be able to compensate over the next few years as the strategies are implemented.

**Responsibility: Executive Director**





## **Strategic Planning - Measurable Goals for 2015/16**

**The following Goals for the period April 2015 to March 2016 are listed in order of Priority.**

### **1. Provide Quality Support to Clients**

- a. To ensure that the empty bed at Purcell Place is filled by June 2015.

**Responsibility: Executive Director June 2015**

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

- a. To hold 10 Client meetings during the fiscal year.

**Responsibility: Executive Director June 2015**

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

- a. To provide training to at least 6 employees on Dementia.

**Responsibility: Executive Director September 2015**

### **4. Develop a Strong Organization**

- a. To Increase the number of Board Members to nine by the AGM and maintain that number to the end of March 2016.

**Responsibility: Board of Directors July 2015**

### **5. Financial**

- a. To increase CLBC Revenues for 2015/16 to cover for the increase in wages.

**Responsibility: Executive Director September 2015**

- b. To increase cash flow by 10% at the end of March 2015.

**Responsibility: Executive Director March 2016**

- c. To obtain funding for a new vehicle and purchase by the end of March 2016.

**Responsibility: Executive Director March 2016**