

## Section 2: Leadership

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### LEADERSHIP

#### 2.A. Philosophy and Values

##### 2.A. 1: Safeguarding Human Rights and Dignity

The human rights of the people we support must be protected by the diligent efforts of all staff members. This requires that staff members are vigilant, not only with regard to their own behaviour but also that of others, to ensure that these rights are not compromised. These basic rights include, but are not limited to: safety, health care, nutrition, comfort, privacy, dignity, choice, shelter, social interaction and emotional nurturance. Our services comply with the B.C. Human Rights Act, B.C. Human Rights Code and the Canadian Charter of Rights and Freedoms.

##### 2.A. 2: Self-determination

People express who they are by the choices they make in life, for example: their choice of foods, cultural connections, favourite colours, styles of clothing, types of recreation, type of music, the everyday decisions of “what to do” and “when to do it”. They make choices about things that matter to them. Personal choice is an essential component to a person’s quality of life. We must afford the people supported by us the greatest possible respect for their personal choices by offering them varied, new opportunities, and also by educating in making safe and responsible choices with their risks and rewards.

##### 2.A. 3: Community and Social Inclusion

Community is not simply a geographical concept, but is more importantly a social one. Community inclusion is therefore not merely a matter of visiting places and making use of community’s resources. Community inclusion is more importantly a matter of forming relationships, especially relationships beyond those defined by a person’s need for paid support staff. Community and social inclusion is also a matter of contributing something, perhaps in some small way, to the community. People supported need to be informed and exposed to what is available to them in their communities and encouraged to participate in decisions that affect them. The community needs to be challenged, encouraged and assisted to make their services as accessible as possible to people with disabilities. Kardel provides a monthly calendar of events and a newsletter, for people supported to inform and support them in participation in a variety of activities. Our goal is to ensure they participate in community life in roles they and society value.

##### 2.A. 4: Personal Development through Individually Relevant and Measured Plans

There are two components to individual plans; one pertains to individual care plans and the other person centred plans. Both need to be clear, written, and able to stand out consistently against the background of day-to-day distractions.

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This allows the support staff to remain focused on the short and long-term goals of the individual and to measure their progress towards these desired outcomes. Our aim is to provide opportunities for the person to develop and practice skills in self-sufficiency.

The degree to which an activity or a plan is meaningful and beneficial to an individual may be difficult to determine and a number of factors must be considered. The most critical is the individual's own expression of choice. Where the nature of the disability is such that the individual's capacity to comprehend and to make independent choices is limited, support people must discern on behalf of the person with input from families, advocates, and team members who know the person supported well and their wishes. These judgments are made in accordance with accepted social norms and in a manner that sensitively balances individual freedoms within the broader social context; i.e. ensures that the expression of individual choice does not jeopardize the rights and privileges of others nor exposes the individual to risk judged to be unacceptable by the person's support team.

### 2.A. 5: Behaviour is viewed as communication

It is important to view behaviour as "communication" and to recognize that some behaviour, may appear inappropriate, fulfills some purpose in the person supported life. Effective behaviour change requires that we understand what purpose or function the inappropriate behaviour serves for the person. The most desirable and effective means for behaviour change are based on functional assessments and proactive positive approaches.

### 2.A. 6: Support Family and Significant Others Involvement

Family involvement is to be welcomed and supported. Parents and other family members should be encouraged to participate to the degree they feel comfortable in the decision-making that may influence the quality of life afford each person supported. To this end, it is important to keep family member and significant others informed of the progress and events in the lives of the people supported.

As members of a supportive network, family members have the right to expect open, tactful, timely and honest communication. Their family strengths should be recognized and their knowledge and history with the person valued. Their joy in their family member's achievements should be shared with them. Staff members should have an empathic approach to the emotions families experience especially when a major change is contemplated or is occurring. If, for whatever reason, family is not involved, staff members assist the person(s) supported as needed.

Staff members will assist the people they support in coping with the impact of either having or not having communication or contact with their parents, families and others of significance. The history, culture and personal beliefs of the people supported need to be respected and preserved.

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### 2.A. 7: Staff with a Values and Personality Factors Consistent With Philosophy

The support person's presence should signal safety, security and a positive relationship for the person supported. Through the development of this relationship, the support person earns respect to serve as an effective helper and support person.

A great deal of care is exercised in the selection of staff members since vulnerable individuals may be alone with a support worker for significant portions of time. In addition to the obvious factors of education and work experience, the selection process should be one that examines values and personality factors. The focus of the selection process should be to identify those individuals whose philosophical orientation and emotional disposition are already consistent with the principles outlined here, and are compatible with the personalities of the people supported.

It is believed that a collaborative management structure, characterized by shared decision making, candid expressions of opinion, team work, the collaborative resolution of differences, and effective supervision will support the expression of these philosophical principles, the development of creative staff initiatives and foster harmonious staff relationships.

### 2.A. 8: Person Centered Planning

The principles of "self-determination" and "personal growth" are translated into service through the process of Person-Centered Planning. This involves respecting the choices of the person supported, and defining how an individual's strengths, the resources of family, friends and support staff, can come together to help the person achieve the desired plans. Kardel is committed to Person-Centered Planning and will produce a plan annually for each individual that guides service delivery and clearly defines measurable outcomes.

<i>Policy:</i>	<i>Leadership: Philosophy and Values</i>
<i>Issued:</i>	<i>1992</i>
<i>Revised:</i>	<i>August 2000; April 2001, March 2002; September 2002, October 2003; August 2005; July 2010,</i>
<i>Reviewed:</i>	<i>January 2008; July 2009; November 2013; December 2014; November 2016</i>
<i>References:</i>	<i>Community Living Services: Province of B.C.; Guiding Principles for Service Delivery: Staffed Resources Quality of Life Indicators: Dr. Robert Schalock</i>

## 2.B. Ethics

### 2.B. 1: Overview

This Code of Ethics provides guidelines for decision-making that is reflective of moral principles and core values of the organization. The Code is intended to promote high standards of service delivery and business conduct. Kardel employees are required to adhere to this Code as well as any Code of Ethics pertaining to professional affiliations. All new employees are oriented to the Code of Ethics during Kardel's Central Orientation.

Kardel's philosophy is based upon recognition of basic human rights and the treatment of all persons with dignity and respect. The underlying premise is that no person shall be subject to discrimination on the basis of: disability (physical, developmental or mental), gender, age, race or culture, religion, spiritual beliefs, sexual orientation, ethnicity, marital status, socio-economic

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status, or political affiliation. Services will centre on individual needs and encompass the social, physical, spiritual, emotional and psychological aspects of each individual.

### 2.B. 2: Definitions

- *Confidentiality*: the principle that information received or observed about a person served, or about an employee that is held in confidence and disclosed only when properly authorized or obligated legally or professionally to do so.
- *Ethics*: the discipline dealing with good and bad and with moral duty and obligation.
- *Stakeholders*: all who have a vested interest in an issue. Within Kardel it may include the person with disabilities, their family members, advocates, staff members, other agencies, funding sources, employers, regulatory bodies and the general community.

### 2.B. 3: Ethical Responsibility in the Delivery of Services to People Supported

To maintain the best interests of the person supported, and advocate for those interests as circumstances require:

- To foster self-determination and to encourage individuality accepting each person as unique and valuable
- To respect and individualize services based upon the person's culture, language, age, gender, sexual orientation, spiritual beliefs and socio economic status
- To maintain confidentiality
- To respect each person's privacy
- To be non-judgmental and supportive
- To encourage and support connections to the person's cultural heritage as desired;
- To support their choice to either participate or not participate in religious or spiritual instruction or activities and to respect their culture;
- To protect the people supported from abuse and neglect and avoid participation in practices that are disrespectful, degrading, intimidating, psychologically damaging or physically harmful
- To encourage them to talk about their feelings, teach them coping strategies and problem solving;
- To provide assistance to the person to access appropriate and relevant services and to work cooperatively with other services in the community to ensure cohesive service delivery
- To use work time solely for the benefit of the people supported and not personal interests

#### 2.B. 3. a) Conflicts of interest

Staff members who apply to become Home Share Providers with Kardel must declare their status as an employee on the application form. Should an employee of Kardel be accepted as a Home Share Provider the employee cannot commence service provision of Home Share services until employment with Kardel is terminated.

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### 2.B. 3. b) Exchange of gifts, money, and gratuities

No employee shall accept compensation, gifts or rewards from the people supported, their families or other agencies because of the position they occupy within the organization. With the exception of cards or small tokens of appreciation, money or other gifts offered should be firmly but kindly refused. If a person supported or his/her family insists, staff must seek approval of the manager or program coordinator. If problems arise, employees should seek advice from the Director of Programs and Quality Assurance.

Under no circumstances should staff members borrow money or items of value from people supported or their families or support network.

### 2.B. 3. c) Personal fund raising

Staff members soliciting of funds on behalf of a personal cause i.e. selling cookies for daughter's girl scouts, sponsorship for a swim-a-thon for Hospice etc. may occur with other staff members with the Manager's approval. No personal fundraising may be done with the people supported. Staff members should not be placed under undue pressure to support personal fund raising. It should not detract from work time.

*Reference: 6.F: Fund Raising Activities*

### 2.B. 3. d) Personal property

To prevent breakage or loss, staff members are discouraged from bringing their personal property to the work site. The property needs of the people supported are provided within their homes/programs. Exceptions may occur with Manager's permission. If, for example, a staff person wishes to bring in a personal item for sharing with the person supported, the details should be documented in the ShareVision communication log and the item should be taken home when completed. Staff members are not to borrow or buy the personal property of the people supported. On occasion a person supported may wish to sell their property because they have been given a better property item. Fair market value would have to be determined and agreed to by the person and their family prior to the transaction taking place. Protect the personal property of the people supported and treat it with the same care and discipline used for your own personal property.

*Reference: 3.D. 13: Personal Property 7.A. 5: Personal Possessions*

### 2.B. 3. e) Setting boundaries

*Reference: 2.B. 8: Ethical Responsibility as an Employee 7.D. 2: 7.D. 2: Guidelines for Staff*

### 2.B. 3. f) Witnessing of documents

Because of a potential perceived conflict of interest, staff members are not to witness documents relating to person supported. Requests for witnessing documents should be

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forwarded to the Director of Human Resources or the Director of Programs and Quality Assurance for direction.

### 2.B. 4: Ethical Responsibility to the Company

- To work towards achieving the mission of the company
- To assist Kardel in providing the highest quality of service
- To be knowledgeable of and abide by the companies policies and procedures
- To maintain confidentiality concerning information obtained in the course of providing services, and make disclosures only with the consent of service users, or, where required by the order of a court
- To promote a positive image of the company in the community through friendly, respectful and cooperative interactions

### 2.B. 5: Ethical Responsibility as a Business

- To adhere to General Accepted Accounting Practices
- To work towards “customer satisfaction”
- To participate in the community as a good corporate citizen
- To work cooperatively with aligned businesses for the betterment of the service sector
- To provide a safe and healthy worksite for our employees and the people we support
- To be an equal opportunity employer

#### 2.B. 5 a) Ethical Codes of conduct in contractual relationships

- To solicit information on the effectiveness and past history of the contractor's service delivery prior to completing a contract
- To complete a written contract that protects Kardel's interests
- To ensure the best contract from the standpoint of costs-benefits

### 2.B. 6: Ethical Responsibility in Marketing Services

- To reflect accurately the policies/positions of the company in public statements and to avoid any possible misrepresentation of personal opinion as company policy/position
- To clearly define the service that the company has the mandate and capacity to deliver
- To maintain the overall goal of building communities that best meets the needs of people with developmental disabilities with a cooperative approach to promoting our services
- To ensure other services are not denigrated as part of our own marketing
- To promote a positive, respectful image of people with developmental disabilities

### 2.B. 7: Ethical Responsibility to Professions

- To maintain membership in relevant regulatory bodies and other relevant practitioner associations

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- To ensure the knowledge and skills of professional staff are used to greatest advantage in service delivery
- To ensure that neither the standards nor practices of the organization nor the job description and performance expectations of the profession conflict with the profession's regulatory and ethical requirements

### 2.B. 8: Ethical Responsibility as an employee in service delivery

- To maintain high personal standards of professional conduct, avoiding any acts that may bring the profession or service into disrepute or which may diminish the trust or confidence of any stakeholders
- To avoid any conflict of interest situations and to bring the forward for review by the Director of Human Resources when uncertain
- To refuse any gift, favour, money, or gratuities that might be influential in obtaining preferential consideration
- To carry out professional duties and obligations with integrity and objectivity and to recognize how personal values, opinions, experiences, limitations and biases can affect personal judgment
- To maintain appropriate boundaries between personal and professional relationships
- To avoid inflicting personal religious convictions or personal biases based on culture onto others
- To acknowledge limitations in knowledge and competence
- To not use drugs or alcohol prior to, or during work
- To maintain standards of safety through the use of appropriate equipment, clothing and procedures
- To ensure resources in persons supported homes are utilized to their benefit and not for the personal pleasure of employees

### 2.B. 9: Ethical Responsibility to Colleagues

- To establish and maintain relationships of mutual respect, trust, courtesy and cooperation with colleagues
- To foster a culture in which excellence in practice is pursued in all activities
- To act as a team member, supporting other members of the team by maintaining consistent standards and by offering and receiving support, especially in crises
- To maintain clear, open communication with individuals, team members and management
- To not engage in any form of personal harassment towards any person served, colleagues, managers or stakeholders
- To offer both positive feedback and constructive criticism
- To ensure fair and equitable distribution of work

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### 2.B. 10: Ethical Responsibility in Human Resources

- Pursuant to Human Rights Legislation, to provide equal employment opportunity to qualified individuals able to fulfill the job description regardless of: disability, race, ethnicity, religion, gender, socio-economic status, marital status, sexual orientation, national origin, political affiliation, age or status. Harassment and misconduct are unacceptable behaviours for all employees of the company
- To ensure employees work time is a resource committed to service delivery and not diverted to personal pursuits
- To ensure employees receive recognition for dedication to company and services
- To ensure that discipline, where necessary, is based on thorough investigation and fair and objective treatment of culpable employees

### 2.B. 11: Ethical Responsibility as a Company to the People Supported, Community and Taxpayer including prohibitions

- To foster a spirit of cooperation with other service agencies, educational programs and volunteer organizations involved in community living services
- To maintain a commitment to high standard of service, continuing quality improvement and prudent financial stewardship
- To deal with others, both inside and outside the company, with integrity, open communication and social responsibility
- To behave in full and complete compliance with all applicable laws and regulations. In addition, our dealings with others will be based on complete candor, cooperation, honesty and mutual respect
- To ensure that company property or the owned property of the people we support is not used in order to obtain personal benefit. This ethics policy prohibits employee theft, fraud, waste, abuse and embezzlement or misappropriation of property belonging to the company or the people supported, another employee or any associate or supplier of the company
- To report financial results in accordance with generally accepted accounting principles. Those reports will fairly present Kardel's financial position and operating results
- To purchase supplies from reputable suppliers who will treat our company and employees with respect. Kardel shall interact with their suppliers in an open, honest and timely manner. Such communication will create positive partnerships that will benefit the overall operation
- To use suppliers of goods and services on the basis of price, quality and service only. In selecting suppliers, we also will be mindful of our commitment to supporting businesses that hire people with disabilities. No employee may profit personally from a relationship with a supplier
- To be respectful corporate citizens in the community, we will participate in activities within the community for the betterment of the community

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### 2.B. 12: Procedures to deal with allegations of violations of ethical codes

Any allegation of violations of ethical codes or complaints/concerns regarding actions is to be dealt with following the complaints resolution process and the timelines and responsibilities outlined (See section 1: Complaints). There is a no-reprisal approach for reporting allegations of violations of ethical codes.

### 2.B. 13: Education of personnel and other stakeholders on ethical codes of conduct

Staff members attend a session that familiarizes them with Kardel's ethical code of conduct. Procedures for lodging a complaint or breach of ethics are outlined in the Handbooks that are available to people served, their families, staff members and stakeholders on ShareVision and via the Kardel website.

### 2.B.14: Advocacy efforts for people supported

Staff members are encouraged to bring forward problems encountered by the people we support, to the team and manager, for discussions on the best approach for advocacy. Details about advocacy efforts are forwarded to the Director of Programs and Quality Assurance for the benefit of stakeholder. In addition, these are tracked within the accessibility plan.

### 2.B. 15: Demonstrated Corporate Citizenship

Kardel works to be a good corporate citizen. Annual scholarships are provided to Camosun College to support two students seeking further education in community living. Kardel has representatives on the College's advisory committee for the LPN program, Community Support /Educational Assistant Program and the Health Care Assistant program. Staff members also participate in a number of sectoral committees. Kardel has a representative on the One Day Together planning committee. Kardel also has a representative on "South Island Education Committee" which coordinates planning events for front line staff members.

In keeping with environmental sensitivity, all of our homes use environmentally friendly cleaning products and in most situations, LCD lights.

## 2.C. Planning

### 2.C. 1: Overview

The following plans below are included as part of the company business improvement plans and are available on ShareVision. The Director of Programs and Quality Assurance reviews the standards of accreditation annually to ensure that we continue to meet the standards for all plans. The continuous quality improvement plan and strategic plan are also available on the Kardel website. All people supported, families, stakeholders and staff are surveyed annually and input is used for our continuous quality improvement planning. Summaries of the plan are circulated to each home/program for the people supported and mailed or emailed to families and stakeholders.

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### 2.C. 2: Accessibility Planning

Our goal is to continually improve identification of barriers in our services: architectural, environmental, attitudinal, financial, employment, communications, transportation, technology and community integration that keep people with disabilities from being fully included in our services and our community.

Input is provided by staff members, family members and people served. In addition accessibility barriers may be discussed at: Managers Group, OH&S group, Labour Management Group and Team Meetings. In July, priorities for work are approved by the CEO, and then forwarded to the management group for final approval. The Accessibility Plan is circulated company wide in July. The Plan outlines the person(s) responsible and the dates for follow up action. The Director of Finance is aware of the items in the Accessibility Plan to assist with financial planning towards meeting our goals.

Throughout the year, many advocacy efforts occur on behalf of people supported to ensure an accessible community. These efforts may be initiated by staff members or managers in the home and program based on an observed need. Positive community action may be reported in the company newsletter as appropriate and will be summarized as part of the accessibility plan. Staff members are encouraged to bring plans forward for approval and endorsement.

### 2.C. 3: Technology Plan

A plan is put together on technology requirements annually and the growth that is expected based on the budgets available. The Technology Plan is made available to all staff. Gaps in technology are identified by managers and forwarded to the Director of Programs and Quality Assurance for consideration in planning.

### 2.C. 4: Risk Management Plan

At the end of the year (December 31) a report and analysis is completed on the risks faced by the company. The Director of Programs and Quality Assurance assembles a draft with input from the Director of Human Resources and Finance. The CEO reviews the plan and approves it.

### 2.C. 5: Continuous Quality Improvement Plan

Focus groups are arranged with; people supported, families, advocates, staff and stakeholders annually. This is supplemented by surveys and a suggestion box to encourage feedback. The Director of Programs and Quality Assurance collates the information. Effectiveness, Efficiency, Service Outcomes and Satisfaction goals for the year ahead are determined with feedback received at Manager's and Directors meetings. Business functions for the organization are established at Director's meetings. The information is assembled into our plan for Continuous Quality Improvement. The complete plan is distributed via ShareVision and the Kardel website.

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### 2.C. 6: Strategic Plan

An annual review of the strategic plan is generated with feedback from all stakeholders. The Annual Report is circulated to all stakeholders across Kardel in December.

### 2.C. 7: Human Resources Plan

Annually a report is produced summarizing the turnover and retention of staff. Planning occurs to determine how we can decrease turnover and increase retention. Variables that may affect turnover are evaluated. In addition, a plan for training is incorporated into the document. The Human Resources Plan is distributed for posting to each home and program.

### 2.C. 8: Annual Review of Formal Complaints, Grievances and Appeals

Annually, a report is produced summarizing formal complaints and appeals with non-identifying information. Trends and problems to be addressed are summarized. The report is available via ShareVision to all staff. Staff member's grievances are tracked separately by the Director of Human Resources for trends.

### 2.C. 9: Health and Safety Plan

Annually, a plan which relate to staff is produced summarizing time loss, hours lost, days lost throughout the calendar year. Group composition is reviewed and progress during the year is summarized. Goals are established for the year ahead and success with meeting the goals from prior years is summarized.

### 2.C. 10: Documentation audit

Annually, a documentation audit is completed that pertains to the homes/programs and individuals supported. This ensures that the current information is available in the homes/programs and that the files of the people supported are complete. An audit is also completed of all Home Share Provider records to ensure contractual and CARF requirements are being met. An audit of the records of the people supported in Home Shares is also undertaken to ensure they are complete.

### 2.C. 11: Incident Summary Report Plan

Annually a summary is made of; critical incidents, non-critical incidents, medication oversights and program/residence incidents to detect trends and areas needing collective action. This is shared with all staff.

### 2.C. 12: Succession Planning

Kardel has an emergency succession plan that outlines the person(s) to assume responsibility in key positions in case a staff member is unable to fill their duties on short notice. A succession

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plan has also been developed for key positions within the organization that outlines orientation and training needs of each position.

### 2.C. 13: Culture and Diversity Plan

Annually a Culture and Diversity Plan is produced. The purpose of the plan is to demonstrate the knowledge, skills and behaviours that have been implemented for staff members in addressing interactions with stakeholders from all cultural and diverse backgrounds. In addition, we demonstrate the cultural and diverse backgrounds represented in the organization.

### 2.D. Technology

#### 2.D. 1: Overview

Kardel continues to work towards the best use of technology for increased efficiency and effectiveness as an organization. Computers owned by the people we support are intended for the sole use and benefit of that person. Managers/Designate are responsible for the Kardel owned computer(s) in their home or program and the designation and supervision of staff members for tasks involving computers. Managers or the Designate maintain the password and do the assignments for computer usage for the office computer. Each site has been equipped with an addition computer for staff use (except Hillside) when using ShareVision or accessing their Kardel email only. Training is provided as appropriate to the task.

#### 2.D. 2: Use of technology

The computers owned and provided by Kardel are meant for the sole purpose of Kardel business. Under no circumstances may computers be used to access pornographic sites or downloading any imagery, information, software unrelated to program objectives. Personal use of the computers by staff members may result in discipline up to and including termination of employment. Technology should be used to improve efficiencies within the organization.

#### 2.D. 3: People supported and computers/tablets

Many of the people we support require assistance to use their computers/tablets. Kardel helps people supported in pursuing personal interest and activities. Within the homes/programs where people are using computers/tablets, a plan for support may be developed and included in Individual Care Plans. Kardel wish to ensure staff members have adequate skills to provide support required; however, Kardel cannot guarantee competence to meet every level of need on every shift. Staff should not download or install software without discussing this first with the manager. The Manager will then seek guidance if necessary, from the Director of Programs and Quality Assurance and the family or guardians.

For computers owned by the people we support, costs associated with computer repair, internet services, general maintenance and virus protection are the financial responsibility of the owners.

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When people supported express goals associated with technology, these will be indicated in the PCP with an appropriate measure to track success. Individual Care Plans will be expanded to include necessary information for all staff members to be oriented to the process to assist the person with computer usage. The issue of security of the data should be addressed within the plan.

### 2.D. 4: Back up and Safe Storage

Managers/Designate and Home Share Coordinators, are to back up their essential data to the transporter (cloud software) which is backed up off site.

Crucial data stored on computer drives located at the Kardel office is backed up automatically off site. The Director of Finance is responsible for the backup of Accounting Software.

#### 2.D. 4 a) Disaster Recovery

Communication Headquarters (see 4.1.7) would alert the Director Programs and Quality Assurance to commence recovery of information from the back up files that are kept off site.

### 2.D. 5: Security and Virus Protection

A LAN firewall is in place at the office. Anti-virus Protection is located on each station throughout the company. The Manager/Designate through the use of a password may access the computer. The Director of Programs and Quality Assurance will arrange with the Manager/Designate and Home Share Coordinators for changes in the password as appropriate. Managers are to inform the Director Programs and Quality Assurance of their passwords for Central Office Records. Managers and Home Share Coordinators are not to share their password.

### 2.D. 6: Installation and Maintenance

Technical support and maintenance services are purchased as necessary. It is company policy that all repairs, maintenance or application downloads made to Kardel computers only be performed by the Director Programs and Quality Assurance or our technology company. Programs or software including anti viruses, Cleaner and Anti-Spyware should not be downloaded onto Kardel computers.

### 2.D. 7: Warranties

Warranties are retained in the office of the Director of Finance.

### 2.D. 8: Assistive Technology

Assistive Technology is provided as needs are identified. This includes augmentative and alternative communication services.

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### 2.D. 9: Internet Use

All persons authorized to use Kardel's electronic network systems ("users") are limited to using the internet for the benefit of the people we support and to further the goals and objectives of the organization.

Any questions regarding internet use policy should be directed to the Director Programs and Quality Assurance.

- At all times, confidentiality is to be maintained while using the internet for any purpose
- Access to Kardel's electronic networks systems and the internet is controlled through the use of user accounts and passwords
- Users may not share their accounts or passwords. Users are required to change their password immediately if they have a reason to believe that their account has been compromised
- The use of the internet will comply with all Federal and Provincial laws and regulations, and all Kardel policies and procedures. *See prohibited use below*
- The use of the internet must not jeopardize the operations of Kardel's electronic network systems and the internet itself

The network is monitored by an external computer specialist to ensure appropriate use, for capacity planning purposes and to ensure reliable and continuous provision of services.

Sanctions for the violations of this policy may include, but are not limited to, one or more of the following:

1. Cancellation of the access rights to the systems, equipment and services covered by this policy;
2. Imposition of disciplinary measures as per applicable Kardel policies;
3. Legal action according to applicable laws and contractual agreements.

Disclaimer:

1. Kardel assumes no liability for any direct or indirect damages arising from the user's connection to the internet.
2. Kardel is not responsible for the accuracy of information found on the internet and only facilitates the accessing and dissemination of information through its systems.

Prohibited use (includes but is not limited to):

1. Individual internet use will not interfere with others' use of the internet. Users will not violate the network policies of any network accessed through their account.
2. Employees shall not use the internet to play games, enter chat rooms or join discussion groups.
3. The internet may not be used for illegal or unlawful purposes, including but not limited to copyright infringement, obscenity, libel, slander, fraud, defamation, plagiarism, harassment, intimidation, forgery, impersonation, illegal gambling, soliciting, or computer system tampering.

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4. The internet may not be used to access free web-based mail services (e.g. Hotmail) or engage in instant messenger services (e.g. MSN).
5. The internet may not be used in any way that violates existing policies, rules or administrative orders including, but not limited to, Kardel policies.
6. Individuals may not, without authorization, access, view, alter, or destroy data, software, documentation, or data communications belonging to others.
7. In the interest of maintaining adequate network performance, users should not send unreasonably large electronic data sets.

### 2.D. 10: Email Use

#### Purpose:

The purpose of this Policy is to define the acceptable use of electronic mail (hereinafter "email") as a method of communication at Kardel Consulting Services Inc., to outline responsibilities involving email, and to provide guidelines for effective practices and processes.

#### Scope:

This email Policy applies to all staff that has access to a Kardel Consulting Services Inc. assigned email account.

#### Principles:

The Kardel Consulting Services Inc. email system is a vital part of the organization's information technology services infrastructure. It is a service provided to support necessary communication in conducting and administering the business of the organization including:

- Engaging with stakeholders, other services within the system, families, healthcare professionals, within the context of an assigned responsibility;
- Acquiring or sharing information necessary or related to the performance of an assigned responsibility
- The use of the email system, like the use of any other Kardel Consulting Services Inc. provided resource, is subject to the normal requirements of legal and ethical behaviour within the organization

#### General:

- Kardel Consulting Services Inc. will normally provide an e-mail account to all staff to be used in conjunction with their duties or activities as a member of staff
- All e-mail accounts are the property of the Kardel Consulting Services Inc
- It is the responsibility of the account holder to ensure that email received at his/her e-mail address is attended to in a timely manner.

#### Responsibilities of users:

- All users have a responsibility to ensure that they conduct email exchanges with professionalism and courtesy, and manage their email responsibly
- Users shall ensure that they use and manage their Kardel Consulting Services Inc. e-mail account in accordance with other organizational policies

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- It is the account holder's responsibility to retain any email message or attachment that is required for ongoing purposes and to dispose of any email message that is no longer required
- Users shall not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of the organization unless appropriately authorized to do so
- In using e-mail, users must comply with all applicable federal and provincial laws and all applicable Kardel Consulting Services Inc., policies and procedures. Examples of such laws, rules and policies include, but are not limited to, the laws relating to libel, privacy, copyright, trademark, obscenity, and discrimination or harassment
- The unauthorized use of invalid or forged "From" addresses in an attempt to misrepresent the identity of the sender is prohibited
- Inappropriate or offensive email, or email that is fraudulent, harassing or obscene, must not be sent or forwarded, except as requested in making a complaint of inappropriate or offensive e-mail
- If a user receives harassing or threatening email, he or she should refer to section 4.B of the Kardel Consulting Services Inc. Policies and Procedure manual

### Access and Privacy:

- Users should be aware that the confidentiality of email may be compromised by the applicability of law or policy, by unintended redistribution, or because of the inadequacy of current technologies to protect against unauthorized access. Users should exercise extreme caution in using e-mail to communicate confidential or sensitive matters.
- Kardel Consulting Services Inc. reserves the right to access email records, including those which have been deleted by the account holder but which may not yet have been deleted centrally. In addition, the organization reserves the right to access administration staff email records where there are reasonable grounds to believe that those records contain information necessary to the proper functioning of the organization's business. Such circumstances would include the absence of an employee where it is not reasonable to obtain the employee's consent. Wherever practical, employees will be notified promptly when their email records have been accessed.

### Enforcement:

- Violation of this Policy, or associated guidelines or standards established by Kardel Consulting Services Inc., may result in the temporary or permanent loss of email privileges, discipline up to and include termination of employment depending on the nature of the violation
- Violations of other policies, laws or terms of employment which may occur through the use of Kardel Consulting Services Inc., provided e-mail services are subject to all sanctions applicable under such policies, laws or terms of employment
- Should termination of employment occur the e-mail address will automatically be deleted after a maximum of 30 days

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### 2.D. 11: Faxes

Transmitting information electronically contains risks that the information will go astray, thereby breaching our commitment to confidentiality. To ensure due diligence, the following practices should be observed:

- Only send electronic information containing confidential information in urgent situations; otherwise, use phone or regular mail;
- In regard to facsimiles containing confidential information, phone the receiving agency to notify them the “fax” is coming, and ask them to notify you if it is not received. Stay at the fax machine until the transmission is complete so that you personally retrieve the original.

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<i>Reviewed:</i>	<i>July 2010; November 2013; December 2014</i>
<i>Reference:</i>	<i>Freedom of Information and the Protection of Privacy Act: A Guide for Staff at the Lodge at Broadmead; page 22; adapted from Mission Association for Community Living Internet and Email use</i>

### 2.D. 12: Telephones

Kardel telephones are for Kardel business and emergencies only. If it is necessary to make personal telephone calls, either on Kardel phones or personal communication devices, employees should endeavor to make these calls at times that do not interrupt their duties in the home and to keep them short.

### 2.D. 13: Voice Mail

Managers and administrative staff are to ensure their recorded voice mail messages are appropriate, informative and timely. Managers and administrative staff are responsible for the security of their account and password and for taking precautions to prevent unauthorized access to mail boxes. The Director of Programs and Quality Assurance and the Director of Finance document voice mail passwords and keep them in a secure place.

### 2.D. 14: Cellular phones

Managers provided with cell phones must be aware that cellular transmissions are not secure and use discretion in relaying confidential information. Kardel cell phones are for Kardel business and emergencies only. For cost effectiveness, a land line should be used when possible.

For cell phones owned by the company all passwords should be registered with the Director of Finance. All employees must comply with traffic laws relating to use of cell phones while driving.

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### 2.D. 15: Smartphones, Tablets or personal musical devices

The use of these and similar devices is not appropriate while working within the homes and programs or driving vehicles. As part of a person centered service, staff members need to be fully engaged in attending to the communication and needs of the people they are supporting. These and similar devices may interfere with the ability to attend to people's needs.

### 2.D. 16: Confidentiality: Documents on personal computers and devices

Under no circumstances is there a requirement for staff members to save or store documents related to person served on their personal computers or devices.

### 2.D. 17: Website

Kardel has a company website at <http://kardelcares.ca/>. The Office Administrator and Director of Programs and Quality Assurance update the website as required. Inquiries pertaining to the website should be directed to the Office Administrator or Director of Programs and Quality Assurance.

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<i>Reference:</i>	<i>CSSEA News April 2011; volume 18 issue 02 p. 2; Volume 18, Issue 06</i>
<i>Cross Reference:</i>	<i>Ethical standards, confidentiality policy, conflict of interest policy</i>

### 2.D. 18: Use of personal devices with Kardel's systems

In order to maintain security of our system network, unauthorized interaction of personal devices with Kardel equipment is forbidden. Employees are to report immediately any suspicion of tampering with the computer equipment to their manager.

### 2.E. Research

Research is important for the long-term improvement of services and Kardel will cooperate with researchers and work with them to facilitate their work under the following conditions:

- All requests to engage in research on behalf of the company must be approved by the CEO prior to proceeding;
- A written outline of the hypothesis and the methodology must be submitted to the CEO;
- People supported by Kardel involved in research endorsed by Kardel will be individuals that are able to provide informed consent for their participation; participation is completely voluntary; participants may refuse to respond to any questions or ask that the tape recorder be turned off;
- Participants may withdraw at any time, without explanation. They may choose to have their contribution to date destroyed or not included in the study

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- Kardel form: Interview/Photographs/Video Consent Form will be explained and completed with the person supported. A copy of this form will be given to the manager/designate, with the person's permission, and is scanned to ShareVision
- The managers/designate responsible for the individual's support, or their caregiver/parents with whom they reside, will receive a detailed description of the project prior to discussions with the person involved
- Research results will not identify individuals by name or identifying information;
- Kardel will receive a copy of the research on completion;
- Kardel has the right to deny access to people on Kardel property;
- The researcher must agree to comply with the ethical standards of Kardel as outlined in our policy and procedure manual;
- Original recordings, notes etc., will be destroyed after analysis and the writing of the final copy of the research;
- Researcher must be affiliated with a college or university and research proposal must be in compliance with their research ethics committee where applicable

### 2.F. The Law

#### 2.F. 1: Subpoenas

##### 2.F. 1 a) Definitions

###### Court

A judicial body such as the BC Supreme Court. For the purpose of this Policy, the word "Court" also includes administrative tribunals or an arbitrator whose position is governed by law. It also refers to any proceeding or activity in a Court, including proceedings or activities other than trials.

###### Subpoena

A writ commanding under law a person designated in it to appear in court under a penalty for failure. The documents requiring such appearance and testimony are called "Summons" or "Subpoenas".

###### Voluntary Witness

A person who volunteers to appear and testify in court. One example is of a person who has information about an accident, a crime, or business dealing and feels obliged to "do the right thing".

###### Compelled Witness

A person compelled to act as a witness to provide information. The information may usually be considered to belong to the Company or to be confidential under the terms of employment and the subpoena requires them to testify.

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### 2.F. 1 b) Rights and Responsibilities of Employees

The purpose of this policy is to ensure that employees are aware of their public, legal responsibilities to the Court to testify when subpoenaed and to tell the truth. This policy is also to make employees aware that they:

- have some rights with respect to testifying in Court, as indicated below;
- have a duty to the Company as their employer;
- can exercise their rights;
- must disclose to the Company any request or summons to testify to the company, well before any scheduled Court date to the CEO;
- emphasize that the overarching purpose of the Company is to act in the best interests of people with disabilities

The purpose is also, wherever legally possible, that employees of the Company:

- do not consent to testify in Court regarding any question that might, in any way, compromise the Company's purpose and duty to act in the best interests of people with disabilities;
- ensure that any information that is the property of the Company is not utilized in a Court without the Company's knowledge and permission;
- employees who become aware that information has been subpoenaed or otherwise compelled from the Company, as evidence in Court or by the police, must inform the CEO immediately. Only the CEO may provide such information or delegate the provision thereof

### 2.F. 1 c) Compelled Witness

A subpoena or summons to testify in Court raises special questions, places an employee in unusual circumstances, and imposes very serious legal obligations to the Court, as well as to the Company.

When employees are compelled, under the law through a subpoena to testify in Court, they do not have a choice about attendance. They must testify according to their legal obligations and they must tell the truth. The evidence that they give may or may not be in the best interests of the Company or of a person with a disability. However, depending on the circumstances, employees have a right, within the law, to ask to not testify or ask to not answer some questions or parts of some questions. These rights are part of the Law of Evidence under our system of law. Employees may wish to seek legal advice.

### 2.F. 1 d) Voluntary Witnesses

When employees are asked to voluntarily act as witnesses in a Court, their testimony may or may not be in the best interest of the Company or a person with a disability. They must first notify the CEO in writing of their intention, and receive his/her prior permission in writing to do so. The Company may decide to require the employee to not testify under those circumstances. Similarly, when an employee is asked to voluntarily provide information to the police or some

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person or organization, which is not a Court, doing so may or may not be in the best interest of the Company or a person with a disability.

The Company may decide to not permit the employee to provide such information under those circumstances, provided it is legal to do so. Non-compliance could result in discipline, up to and including termination of employment.

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<i>Reference:</i>	

### 2.F. 2: Search Warrants

#### 2.F. 2 a) Introduction

Search warrants are another investigative device used to obtain documentary and other physical evidence in corporate criminal investigations. The police prior to executing the warrant do not provide the reason for the search warrant. The government agents are authorized to enter premises by force if necessary and immediately seize the materials that fall within the scope of the warrant.

For a search warrant to be issued it must be demonstrated to a neutral and detached magistrate that there is probable cause to believe that a crime has been committed and that evidence, fruits, or instrumentalities of the offence will be found in the place to be searched.

#### 2.F. 2 b) Receipt of a Search Warrant

1. If the government agents present a search warrant, copies of the search warrant should be requested.
2. Verify that the search warrant actually is addressed to the facility that the agents seek to search. It must describe specifically the places to be searched and the items subject to seizure. The agents may only search in those areas identified as subject to the search and may seize only those items identified as subject to seizure.
3. Identify safety and security concerns for the agents e.g. needs of the people supported.
4. Advise the CEO as soon as possible.
5. Materials for which a claim of privilege may be made should be segregated and the agents advised that the materials should remain sealed until the parties (or the court if the parties cannot reach agreement) can resolve their status. For example, binders of the people supported that are not identified in the search warrant may be questioned.
6. The manager or designate on site would act on behalf of the organization's interests during the search. This person should not interfere with the agents, but should keep a detailed list of the areas searched, any questions asked by the agents, and any materials seized.

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7. The manager or designate should be adequately familiar with the material subject to seizure to be able to identify any potentially privileged materials. Essential business records (including computerized records) should be identified and backups maintained (off premises).
8. Do not forcibly interfere with or willfully obstruct the conduct of search. Obstruction of justice may result in arrest and prosecution. If agents do something in excess of the warrant, object, but do not resist.
9. Do not allow interviews on the company's premises. Designating an "interview room" may be deemed consent to interview. The warrant does not permit government agents to make use of home or program facilities.
10. Employees should cooperate with agents conducting the search. Agents have a right to search for and take documents but do not have a right to compel employees to tell them where a particular document is located.
11. Employees have a right to speak or not to speak to the agents; it is their choice. The company takes no position on the issue. Employees may choose to speak first with personal counsel in order to protect their individual rights.
12. The agents/police have the right to contact employees at their homes.
13. Employees have the right to have a union rep present during debriefing.
14. Police may confine staff members and restrict the use of telephones and computers as part of an initial "security sweep." They do not have the right to unduly restrict a person's freedom of movement for a period longer than a few minutes, and employees may object. With a longer time frame, you may wish to ask whether persons whose movements are restricted are "under arrest".

### 2.F. 3: Persons supported and legal actions

Kardel helps a person supported involved in legal actions by identifying appropriate legal assistance and through personal support.

Kardel does not assume responsibility for resolving legal actions involving persons supported except in cases where Kardel is named in the legal action. We work cooperatively with a probation officer to facilitate compliance with orders from the Court.

#### Procedures:

If a person served is involved in legal action, such as receiving a summons or subpoena, being asked to be a voluntary witness, or charged with an offence, the Manager supports the person served to:

- Notify family member(s), guardian (if applicable) and CLBC contact;
- Access appropriate legal representation;
- Understand the nature of the person's involvement, rights and responsibilities and assist them with understanding the process using plain language;
- Seek out additional expertise and resources as necessary in the best interest of the person;
- Accompany the person to appointments if required and requested.

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### 2.F. 4: Criminal Offenders:

Kardel considers each request for admission based on the suitability of placement. Where there has been a history of criminal behaviour, Kardel would:

- Access the potential impact on other people in the home/program; we would not accept a person where there is a probability of placing other vulnerable people at risk. However, we would assist in either designing a more appropriate service under the auspices of the company, and informing CLBC and the planners of the resources required to assist in their search for a more appropriate resource;
- History of the criminal activity and chances of recidivism;
- Access the resources required to meet the need and our ability to provide those resources;
- Work cooperatively with the probation officer and/or other members of the therapeutic team and the courts to assist in the rehabilitation if the person is admitted to our services. These service providers would become stakeholders in our services for the person and their input would be sought into the quality of our services in our annual satisfaction surveys. The Manager is responsible for the coordination of services. Incident reports would be forwarded to CLBC, central office and licensing as appropriate;
- Report any breaches of probation and keep on going progress notes on the persons behaviour

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<i>Reference:</i>	<i>VIHA Community Care Facilities Licensing: Incident Reports;</i>

### 2.F. 5: Legislation and Referenced Codes of Ethics

The following is a listing of legislation that impacts Kardel's delivery of Service. As well, relevant Codes of Ethics, and reference policy and procedure manuals are listed. Also, refer to the Corporate Compliance Document with the Planning Documents.

#### *Legislation:*

- \*Adult Guardianship Act
- \* B.C. Human Rights Code
- \*Canadian Charter of Rights and Freedoms
- \*Canadian Multiculturalism Act
- \*Child, Family and Community Service Act
- \*Coroner's Act
- Companies Act
- \*Community Care and Assisted Living Act Residential Care Regulations
- \*Community Care and Assisted Living Act
- \*Community Care Living Authority Act
- \*Criminal Records Review Act
- \*Document Disposal Act

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- \*Emergency Program Act
- \*Employment Standards Act
- \*Freedom of Information and Protection of Privacy Act; & Regulations
- \*Employment and Assistance for Persons with Disabilities Act
- \*Health Act
- \*Health and Social Services Delivery Improvement Act
- \*Health Care (Consent) and Care Facility (Admission) Act
- \*Health Professions Act
- \*Human Resource Facility Act
- Motor Vehicle Act
- \*Representation Agreement Act
- Public Guardian and Trustee Act; & Public Guardian and Trustee Regulation
- \*Social Workers Act
- \*Personal Information Protection Act
- \*Workers Compensation Act; WCB Regulations; Occupational Health and Safety Regulations

### *Ethics:*

- \*BC Association of Social Workers Code of Ethics
- \*Child and Youth Care Practitioner's Professional Code of ethics
- \*MCFD: Community Living Services: Province of B.C.; Guiding Principles for Service Delivery: Staffed Resources Revised 1999; Revised 2001

### References: Policy and Procedures

- CARF Employment and Community Services Standards Manual
- \*Community Care Facilities Programs: Policies and Procedures
- Community Social Services Employers (CSSEA) Association: Personnel Policies and Procedures
- Community Support Services Policies and Procedures
- \*Community Services Collective Agreement

\*Indicates a link is available for this on the Policies and Procedures site in ShareVision

### 2.F. 6: Investigations

A licensing officer is responsible for investigating every allegation or complaint of non-compliance in a licensed community care facility. The degree to which licensing investigates depends on the nature and severity of the complaint. Some complaints, such as those involving inappropriate discipline or abuse are of a serious nature and require more immediate attention. For details on staff member's involvement in investigations, see 4.B.4.

Investigations for home share situations are conducted by the coordinators or a person designated. CLBC conducts investigations; two analysts not associated with the organization are attached to conduct an investigation.

*Reference: see 4.C.9: Accident investigation Report*

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### 2.G. Unanticipated service modifications, reduction or exits/transitions

As a service provider dependent on funding from Community Living British Columbia, licensing regulations, and the provision of homes through BC Housing, we are vulnerable to unanticipated changes being forced upon us by issues such as a change in CLBC direction, budget shortfalls, or a Licensing mandated resource closure/change. The following represent the procedures that direct and affect our actions:

#### 2.G. 1: Service modifications, reductions

##### 2.G. 1 a) Procedures:

- Time Frames for Home Share contracts: Kardel may make alternate arrangements for a person in a home share situation with 30 (thirty) days' notice or as otherwise stated in the contract. Home Share Providers (Contractors) are required to give ninety (90) days notice for requests to have a person moved from their home.
- Time Frames for Group Homes, Futures and ISN contracts: written notice (between 30 and 365 days) must be given by one party to the other that the CLBC contract is to end.
- Licensing require one year's notice for service modifications/closures. Where possible, we will comply with this requirement. If CLBC funding mandate does not allow a year advance notice, we will partner with CLBC to present the issue to licensing.
- Under Labour Standards Section 54 the Union requires sixty (60) days notice of closures that significantly impact staffing. Under the collective agreement 13.6 requires staff layoff notification varying from one week to eight weeks depending on staff member's length of service.

#### 2.G. 2: Transitions and Exits

- Transition and exit plans for people supported will occur with team planning in a timely manner prior to either (transition or exit) by the team involved with the individual. See Policy and Procedure manual 1.C.3 for greater detail. Transition/exits may be determined by the entities noted above.
- Our aim is to maintain services for the person within the Kardel range of services for consistency and ease of transition e.g. from a group home to a home share for consistency for the person supported and the family; e.g. from Futures Club to ISN etc.
- A carefully executed transition or exit will occur as quickly as possible if a person's health, safety or well-being is at risk. Other considerations for exiting a program/homes are as follows:
  - a. Futures: A person may be ready to exit Futures when they:
    - i. Demonstrate competence in a volunteer capacity
    - ii. Succeed at work experience
    - iii. Are able to handle a job
    - iv. Have learned bus independence
    - v. Have learned basic safety in the community and are able to be alone in the community

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- b. Home share: A person may be ready to exit a home share situation when:
  - i. The persons needs become too complex to be accommodated in a home share
  - ii. The home is not accessible and the person has a need for an accessible home
  - iii. Person wants to move
  - iv. Person demonstrates the skills to live more independently
- c. Group Homes: A person may be ready to exit a group home when:
  - i. The person requests a move
  - ii. The home does not meet the accessibility needs of the person
  - iii. Composition of the home with roommates no longer works
  - iv. The person does not require the level of support provided within the group home
  - v. The person requires an enhanced level of resources and support beyond what is available
  - vi. The person's needs are beyond the staff scope of practice
  - vii. The person's quality of life could be improved in a more independent setting

### 2.G. 3: Guiding principles

- Families and people supported will be informed of potential service modifications and reductions as early as possible to keep them abreast of changes. Their input would be very important for planning.
- Managers and staff members, as well as administrative staff will be informed of potential service modifications or reductions of services as early as possible to assist with effective and efficient changes.
- CEO will work cooperatively with CLBC to develop the best plan possible to meet the needs of the people we support in as cost effective a manner as possible.
- Company newsletter and additional written communication as necessary will be a vehicle for keeping all stakeholders advised of changes.
- Our aim is to keep up with current trends and adjust our services in keeping with those trends to remain viable.
- As an agency, our aim is to continue to advocate for services that ensure people with disabilities have a good life and to respect their personal choices.

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<i>Reference:</i>	<i>CARF ECS 2013 Section 2 A. 5</i>
	<i>Collective Agreement: 13.6</i>
	<i>Labour Standards: Section 54</i>
	<i>Component Schedules: CLBC</i>
	<i>Community Care and Assisted Living Regulations Part 2: 9</i>