

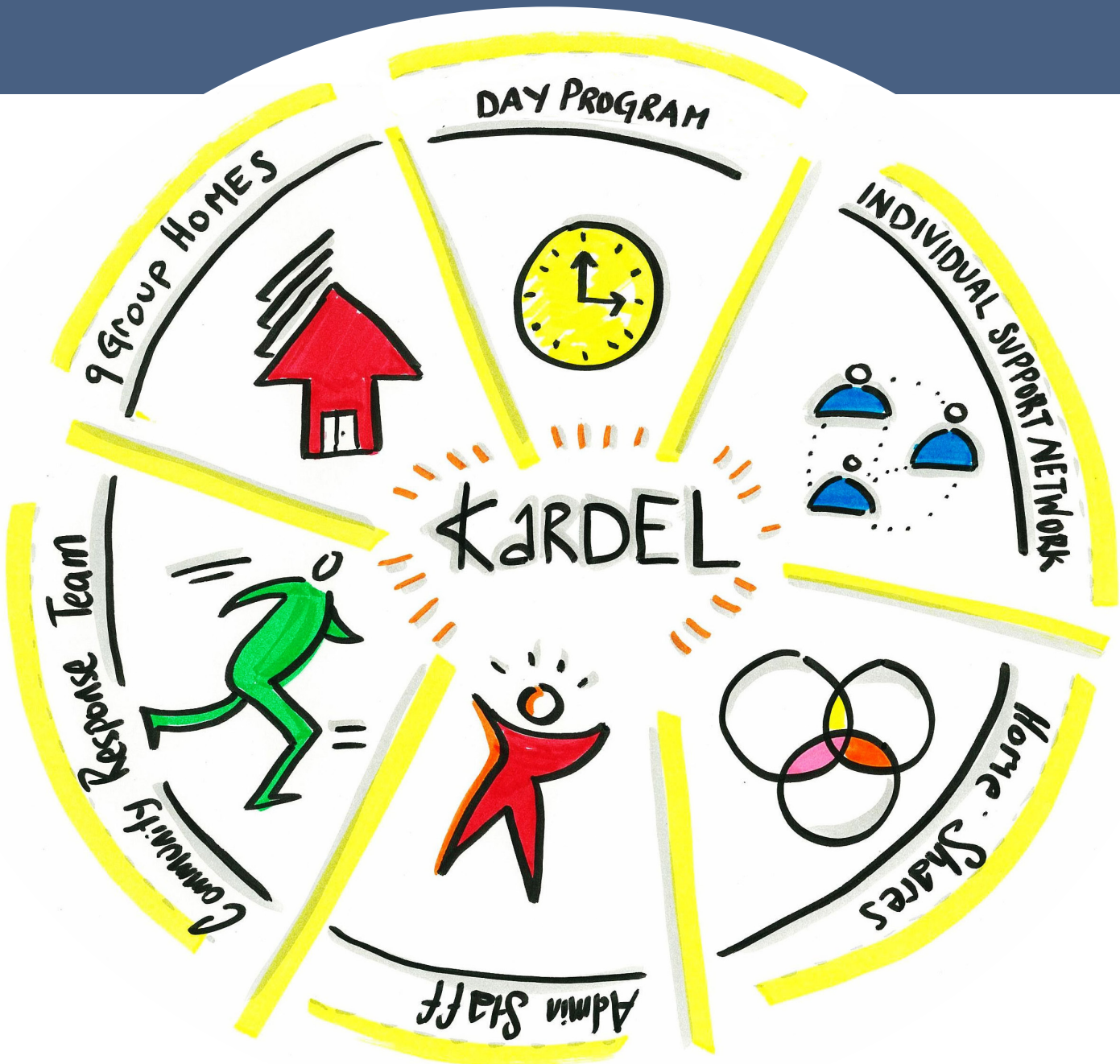


*Shannon who lives with one of
our many home share providers*

Kardel Consulting Services

Strategic Plan
2012-2015

www.kardelcares.ca



About Kardel

Kardel Consulting Services Inc. (now known as “Kardel”) is a CARF-accredited agency providing individualized community based services for people with developmental disabilities. Kardel provides a diverse range of services including residential homes, day programs, home share, supported employment, a community response team and other individualized supports through Host Agency Agreements.



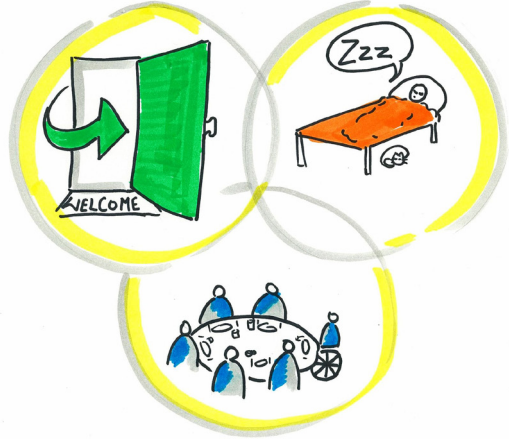
Jali greeting Karl our CEO in the office

INTRODUCTION

Introduction

A **Strategic Plan** is a look into the future. It's not a "crystal ball" prediction of the future. Rather, it is a vision of what we could be like as an organization if we are guided by the compass of our values and principles towards the goals we have set for ourselves. If we keep our sights set on the destination (goals), chart our landmarks along the way, and use our resources (talent, experience, energy, money) wisely to propel us along the charted course, then we can reasonably expect to arrive at our vision of the future.

This Strategic Plan represents the accumulation and organization of contributions from many people, both inside and outside the organization, the funders, the providers of service, and the recipients of service. More than that, the Strategic Plan distills from the diversity of contributions, the elements of a collective vision, one that reflects the communal interests of the contributors. Our resources, and therefore our chances of success, are enhanced in direct proportion to the degree that we have captured the collective vision and collective commitment of our stakeholders.



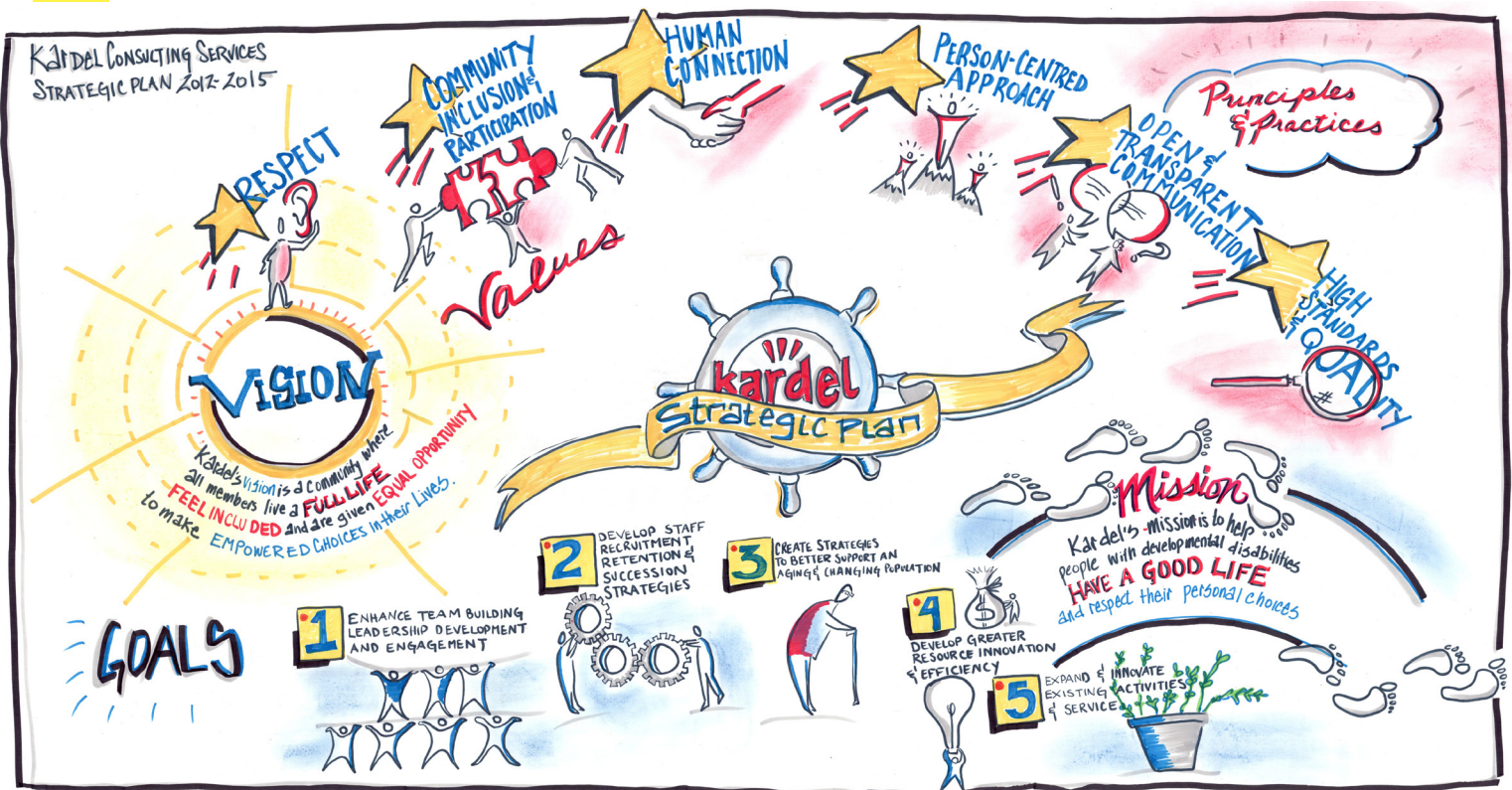
Kardel celebrates, this year, its 25th year of service to persons with developmental disabilities. The achievement of this milestone imparts particular importance to this Strategic Plan. Not only must it stand out against the backdrop of the previous 25 years, and prior strategic plans, but it must also move us forward through circumstances that, in recent years, have proved the most challenging. Already our preparations to implement this strategic plan have prompted a reassessment of our internal communication and decision making ("action") practices to strengthen engagement and collaboration.

I would like to commend Stuart Munger for his organization of the planning process and thank Stacy Barter for her excellent preparation and facilitation. Further I would like to extend my gratitude to all those who contributed their time, knowledge, and creativity to this process and I look forward to a collaborative and determined pursuit of the future depicted in this plan.

— Karl Egner, Chief Executive Officer

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Strategic Plan Development

The process to develop this strategic plan began in August 2012, and involved a number of key activities to draw on the collective knowledge of Kardel's stakeholders. The process was facilitated by an independent consultant, Stacy Barter of Stacy Barter Consulting in collaboration with Kardel, and involved the following activities:

- A **pre-planning survey** which was completed by a broad range of Kardel stakeholders including individuals supported by Kardel, staff, management, homeshare providers and families.
- **Review of key themes identified through previous Stakeholder Engagement Focus Groups.** These focus groups were conducted by Kardel staff in spring 2012, and highlight a number of recommendations to enhance engagement within the organization.
- A **Strategic Planning Steering Committee** which provided input on the strategic planning process and emerging trends to consider. This committee is also providing leadership to the development of an implementation plan, based on strategic priorities identified through the planning process.
- A **one day strategic planning session** held on November 8, 2012 with approximately 60 key stakeholders: staff including management, front-line, administration, home-share providers, etc.; families; people supported; key partner.

These activities invited stakeholders to reflect on, and share their experiences about emerging trends, challenges, and opportunities facing Kardel. Participants in the planning process contributed a number of recommendations for how Kardel might move forward and continue to grow and thrive as an organization. The key themes identified through this process, and recommendations for Kardel's strategic directions over the coming years are highlighted in this document.

PLAN DEVELOPMENT | VISION | MISSION



Mission Story

The Managers reviewed the old mission statement and decided that it needed to be updated. Input was sought from staff members, families and people supported. It continued to be revised as input came in. Finally a draft was sent out. Paul who lives in our Paskin Home told his Manager at the time after hearing the somewhat long draft, **we just want to have a good life!** It made so much sense and every other point that had been made fit into this sentiment. It was unanimously endorsed.



Paul who lives at Paskin House

Vision

Kardel's vision is that of a community where all members live a full life, feel included, and are empowered to make personal choices in their lives.

Mission

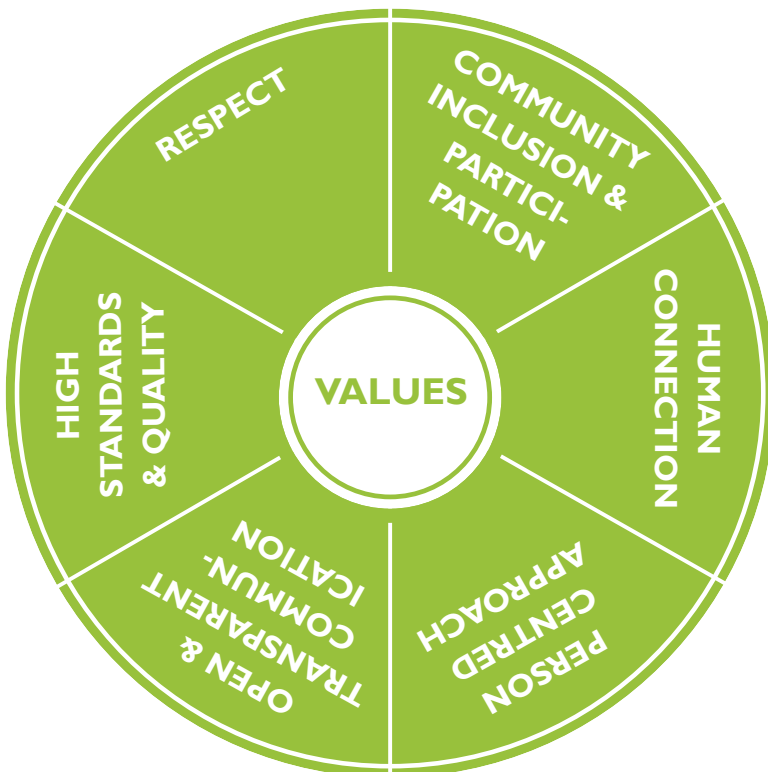
Kardel's mission is to help people with developmental disabilities have a good life and to respect their personal choices.

VALUES | PRINCIPLES & PRACTICES

Values

Kardel works in accord with the following values:

- Respect
- Community Inclusion and Participation
- Human Connection
- Person-Centred Approach
- Open and Transparent Communication
- High Standards and Quality



Principles & Practices

Kardel is committed to these values through the following principles and practices which we demonstrate throughout our work with the people we support, with our partners and as a team:

Respect

- We relate to people as we prefer to be related to ourselves.
- We take the time to listen to each other, accept different points of view and seek to understand each other.
- We work together in a spirit of collaboration, and approach each other with a positive, pro-active attitude.

Community Inclusion & Participation

- We invest and support each other in better knowing and participating in our community.
- We advocate for equality, and work to increase community awareness around inclusion, citizenship, and accessibility.
- We connect with our broader community to involve them in our organization's activities.

Human Connection:

- We create opportunities for connection within our team, with our partners, and people we support.
- We foster a "family- oriented" environment that supports a safe, happy, healthy home life for people with developmental disabilities.
- We treat each other with an ethic of equality.

Person-Centred Approach

- We provide person-centred services, designed to respect each individual's unique choices consistent with their values, hopes and aspirations.
- We actively recognize people's unique strengths and contributions, and provide opportunities for people to identify, share, and build on their strengths.
- We share progress in order to support people to realize their goals and aspirations.

Open & Transparent Communication

- We focus on building trusting relationships and fostering an environment of collaboration, not competition.

- We develop open and safe opportunities to share feedback with each other.
- We create opportunities to communicate across our organization, connect and develop synergies amongst our people, programs, and services.

High Standards & Quality

- We provide consistent, high quality standards of care.
- We ensure our services are flexible, efficient and responsive.
- We support our team by providing adequate orientation and training.



Jen with Vicki

Paskin House

"A house is made of walls and beams; a home is built with love and dreams."

— source known

When entering Paskin house you are immediately struck by the feeling of home. There are many pictures framed on the walls or posted on the fridge. The pictures capture the people who have blessed Paskin with their presence, but have since moved on, as well as pictures of those who currently take up residence here. There are pictures of staff members, their children, and even pets. There are photos of silly times, special occasions, and simple

moments around the house. You get the sense that it is a fun place to be.

There are five very important people that help to make this house a home; Matt, Vicki, Kylie, Paul, and Greg. When asked why they like living at Paskin House Paul, Greg and Kylie all said

"because it is close to my work", and in fact Paul added, "if I moved any closer I would hit the door!!" Vicki said that she loves coming home to a "cup of coffee", and Matt smiled a very big smile when asked if he liked where he lives! Everyone agreed that the staff were "nice", and they all liked that the staff "helped me do things I like". Greg loves that he has his own private room, and Vicki thinks it is cool that she was able to decorate her room "Sponge Bob" style. Paul couldn't say enough good things about pub night and "getting to see people from Henry House"

where he used to live, and Matt was all smiles when asked about the Old Timer's Hockey game that he was heading out to that night. This is one busy place!!

However, just like any other home, things are not always "great". Kylie and Paul both find it "hard to share staff". They wished that they could always have one staff to support each person, saying "more staff means I could do more things" said Paul.

When the staff were asked why they like working here, they said "because there is never a dull moment", and the home has "a great atmosphere, and great energy". One staff said, very enthusiastically, "When you work here you are never bored!!" They also loved that the people supported are #1 and all of the activities in the home are related to their needs, and wants.

Kylie summed up the Paskin experience the best when she said "the people make it a happy place"



Kardel works in accord with the values of Community Inclusion and Participation

Cam enjoying the Kardel BBQ

Strategic Goals & Objectives:

Kardel has five Strategic Goals:

- Enhance team building, leadership development, and engagement.
- Develop staff recruitment, retention, and succession strategies.
- Create strategies to better support an aging and changing population.
- Develop greater resource innovation and efficiency.
- Expand and innovate existing activities and services.

For each of these goals we have a set of objectives. These objectives will serve as the foundation for detailed action planning and for annual reporting.

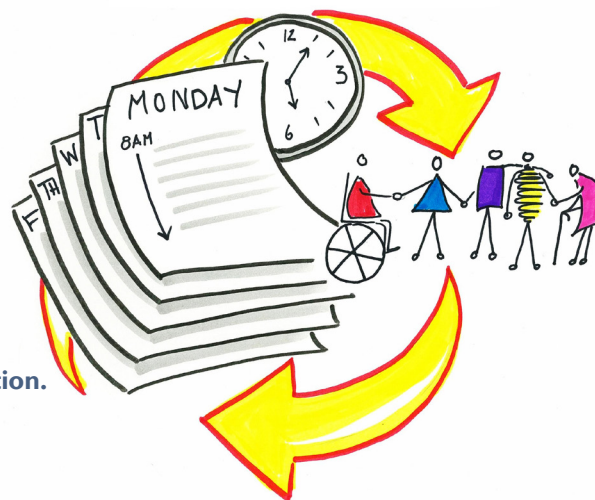
GOAL 1: Enhance team building, leadership development and engagement:

1. Create structures to build relationships within our team, and better appreciate, recognize and celebrate team members' efforts.
2. Offer courses and professional development opportunities that promote team building, conflict resolution, leadership development, and career advancement/development within Kardel.

3. Improve internal communication systems to better connect and share information across Kardel and its stakeholders.
4. Develop opportunities and structures for pro-active dialogue and feedback amongst team members.

GOAL 2: Develop staff recruitment, retention and succession strategies:

1. Identify emerging labour market and industry trends, and engage in pro-active and creative recruitment and retention of quality support staff.
2. Develop systems to prepare for staff transitions, including succession planning and orientation.



GOALS | OBJECTIVES

3. Collect feedback to review Kardel's staffing shift/position structure, and develop creative strategies to respond to current concerns.
4. Create opportunities for team members to share and utilize their gifts and talents as part of their staff teams.

GOAL 3: Create strategies to better support an aging and changing population.

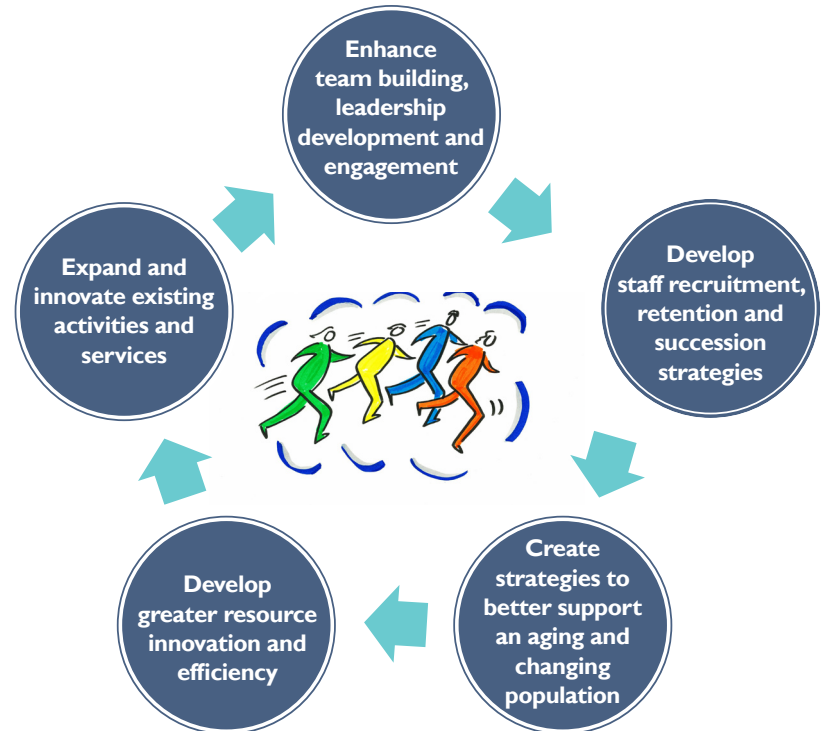
1. Provide education and training to Kardel team members and partners related to changing support needs of an aging population.
2. Develop specialized palliative care options for individuals supported by Kardel.
3. Identify human resources to specialize in issues related to an aging population, and ensure that Kardel is forward thinking and developing appropriate plans.

GOAL 4: Develop greater resource innovation and efficiency.

1. Provide cost-effective, convenient and reliable transportation by diversifying transportation options and sharing transportation resources across Kardel programs and services.
2. Obtain and implement new technologies for more effective administration.
3. Identify opportunities to creatively make links, maximize and share use of Kardel's resources across programs and services.
4. Explore opportunities to innovate and diversify Kardel's funding resources.

GOAL 5: Expand and innovate existing activities and services.

1. Increase volunteer and employment opportunities for the people Kardel supports.
2. Expand Kardel's homeshare and community inclusion programs.
3. Explore opportunities to develop a social enterprise operated by individuals supported by Kardel.
4. Continue to be responsive to sector trends, and emerging opportunities.



Futures Day Program Volunteers!

NEXT STEPS

Plan Implementation:

Kardel is committed to working toward the goals and objectives outlined in this plan, and will actively seek out opportunities to implement the plan. We are currently developing an implementation plan with regular check-in points, and will ensure that our budget and other plans reflect the key directions set out in this strategic plan. As we move forward, we will use the values, principles and practices to guide our work.

This plan is intended to be a “living” document, and mechanisms will be developed to check in and report annually on what we have done toward achieving our goals and objectives.



This will be an opportunity for our team to see what has been accomplished, as well as what remains to be done.

If Kardel encounters challenges in achieving the desired results, interim planning and dialogue sessions will serve as an opportunity to explore other approaches.



Chris and Dave

John a Home Share provider

As I put the final touches on the preparations for Chris's birthday this Saturday, it has dawned on me that he was only 10 years old when he moved in to my home! At that time I was a foster parent. Now, as Chris's 32nd birthday approaches, I realize that we have been together for many happy years! The life and times that we share with Dave, the other person I support in my home, has changed all of our lives. Now that Chris and Dave are adults, I am no longer a foster parent; I am a Home Share Provider.


Home Sharing has gone by many names over the years. It is essentially sharing your home with some very special folks who just may change your entire life. It has certainly changed my life in ways that I am not always aware of. There have been challenges along the way, but for the most part sharing my home with Chris and Dave has enriched all of our lives in ways that each of us may never fully comprehend.

I started working as an educator in the school system. Doing respite for Community Options for Children and Families on weekends seemed a natural fit, and complemented the work I was doing in the schools. Eventually I was approached by a social worker and asked if I would consider taking someone on full time. I realized that this would be a very big change in my lifestyle, but after careful consideration I agreed. I got to know and appreciate many wonderful people over the years, but when I met Chris and his family, I think everything changed.

Chris would come over to stay for the weekend, and I noticed right away that he was very musical. He would play my guitar and listen intently to the music on my stereo. He also had a great sense of humour, even at the age of 10, so we got along famously. I got to know Chris's mother and his father, and his sister Mandy. We have shared many happy memories together!

Chris, Dave and I enjoy our home and neighbourhood, and love to go for walks with the dog along the trails and the Colquitz River. We go on holidays together, music festivals, concerts, plays, hockey games and, of course, who can forget the Western Speedway!

The other day, Chris said something of interest. He said, "John, I love my home, and I love you and Dave, and I love our dog Cleo." Dave was there too, and he agreed with this wholeheartedly, almost as if it were something he had wanted to say but couldn't find the words. Chris went on to say "and I love Mandy, and I love my Mom and my Dad".



*Jaime helping cook a meal as part of our
Individual Support Network*

We actively recognize people's unique strengths and contributions, and provide opportunities for people to identify, share and build on their strengths.

SNAPSHOT

John who lives with Kim and Bob in a Home Share

John could not be more proud of his recent accomplishments. He was a three-time medalist in snowshoeing at this year's Special Olympic Provincial Winter Sport Championships held in Kelowna March 3rd to 6th. He won Gold in the 400 meter and Silver in both the 100 and 200 meter. When asked about how he was feeling about the competition he said, "I was nervous and down about the 400m not knowing who I was racing against. The 100m and 200m are my best races, and I was worried about how I would do in the 400m". However, all of those feelings of fear soon gave way to joy as they placed the medals around his neck. He describes this moment as "happy and excellent!!"

It is no accident that John is a champion; he has been an athlete with Special Olympics for over 25 years. Over the years, he has competed in many regional and provincial tournaments, and even at the World level in Austria in 1993 where he won a Bronze medal in x-country skiing.

When asked to describe Special 'O' in one word, John chose instead to proudly repeat the organization's motto; "Let me win, but if I cannot win, let me be brave in the attempt". He went on to say that being involved in organized sports keeps him off the couch and is a good way to make friends. Friends, who coincidentally, were coming to help John celebrate his 45th birthday on March 26th.



John – Special Olympics medalist.

His involvement in Special 'O' requires a lot of commitment, but just not on John's part. For years, his parents have been driving him to and from competitions. Recently, that duty has been assumed by John's Home Share providers Bob and Kim, with whom John has been living since October 2009. John said "Bob takes me to the bus by 4:25am at Save-on Foods and I'd like to thank him." To Bob and Kim, John says, "I appreciate you getting up with the birds and getting me to the bus so I can compete and practice."



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