



STRATEGIC PLAN UPDATE 2013

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One Year Update

It was last November that we began to formulate our new three year Strategic Plan, a process that yielded five broad strategic goals.

Strategic Goals

1. **Enhance** Team Building, leadership development, and engagement.
2. **Develop** staff recruitment, retention and succession strategies
3. **Create** strategies to better support an aging and changing population
4. **Develop** greater resource innovation and efficiency
5. **Expand** and innovate existing activities and services

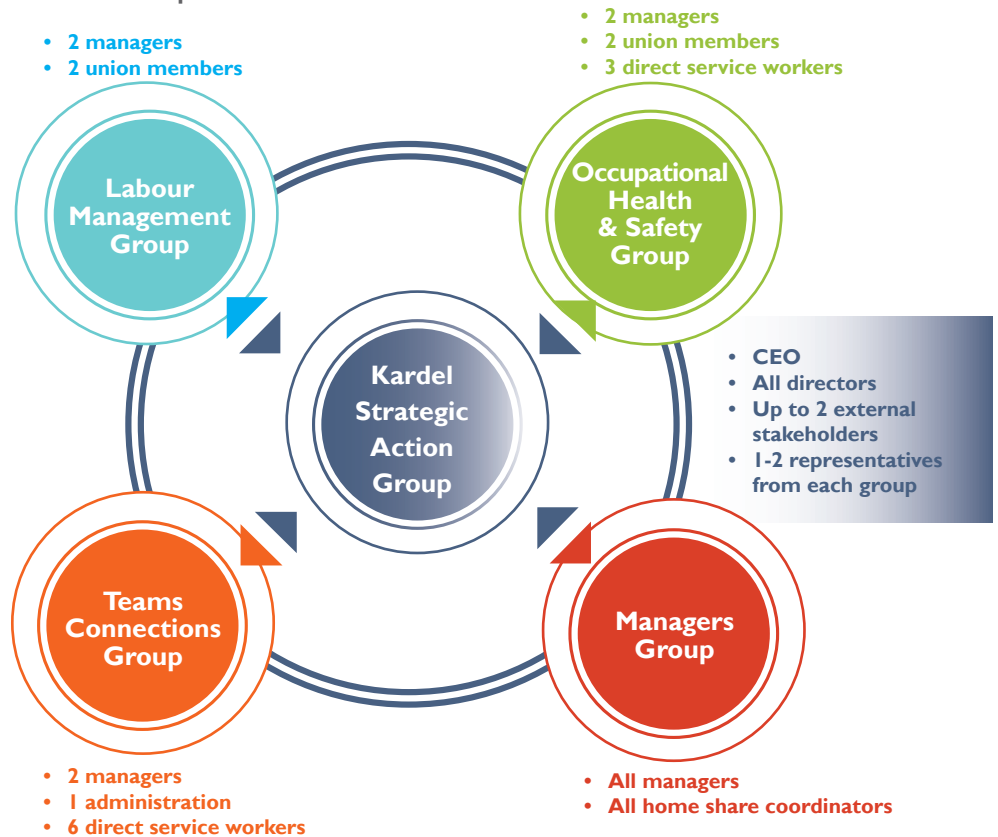
Preliminary to work on specific strategic goals, we embarked on an internal reorganization that brought program managers and staff together in new ways to form working groups.

Working Groups

- **Team Connections**
- **Occupational Health & Safety**
- **Labour-Management**
- **Program Managers**
- **Strategic Action Group**

Each of the groups has developed its own Terms of Reference and representatives of each group are represented on the *Strategic Action Group (SAG)* which serves as a hub to discuss, coordinate, and approve project proposals. The SAG also includes representation from Home Share Providers, as the Home Share network continues to increase.

Kardel Group Structure 2013



We obviously cannot address all the goal areas at once, but initiatives are underway or have been completed in at least three of the identified goal areas.

The *Team Connections Group* have been very active in organizing events to build staff engagement involving shared enjoyment of activities outside of a purely work perspective. The agency has been awarded substantial new service contracts, significant work has been achieved in the implementation of computer technologies, a detailed review of assistive equipment and utilization has been completed, implementation of CARF standards and training opportunities have been approved through

the SAG. A wonderful offshoot of the Futures Club is the participants Photography Club website.

Although not a direct and specific result of our Strategic Plan efforts, a recent successful conclusion to collective bargaining in our sector with attractive wage increases and a five-year term will no doubt be helpful in terms of recruitment and retention strategies. It remains only to be ratified.

We're one year in and the effects of a collaborative and determined pursuit of the stated goals are evident in the progress we have made.

Thank you all for being engaged.
— Karl Egner, Chief Executive Officer



All photos courtesy Futures Photography Club

The Futures Photography Club

Futures Photography club is an elective group formed by various members of Futures Club (Sean, Kyle, Iggy and Gabe). It all started when a couple of young men expressed an interest in the photographic arts and began making day trips around Victoria with their cameras. As their interests grew, a more in depth program was put in place to support their fast growing hobby.

A large collection of images accumulated over time and the club began to feel they should be sharing their work with the public. They teamed up with other members of the day program and turned a selection of images into matted greeting cards with the intention of selling them at the 2013 "One Day Celebration" festival. The cards were a huge success and the club members thoroughly enjoyed the opportunity to share what they had all worked so hard to create!

A website has been put together to continue to showcase their hard work and progress, as well as provide an opportunity for anyone interested in supporting the program to purchase prints and greeting cards. futuresphotography.wix.com/home



Strategic Goals & Objectives

GOAL I: Enhance team building, leadership development and engagement

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
Create structures to build relationships within our team, and better appreciate, recognize and celebrate team members' efforts.	Karl Egner, Stuart Munger, Cathy Elford	April 2013	April 2013	The Strategic Action Group has been developed. Staff from each of the four groups in Kardel attend as well as external stakeholders to provide input towards the action
Offer courses and professional development opportunities that promote team building, conflict resolution, leadership development, and career advancement/development within Kardel.	Stuart Munger, Jennifer Andreen, Cathy Elford	Ongoing	Ongoing	This year, staff have attended employee engagement courses. Cathy holds leadership management workshop bi-weekly for Managers and PIC's
Improve internal communication systems to better connect and share information across Kardel and its stakeholders.	Stuart Munger, Jennifer Andreen, Carla Hunt	Ongoing	Ongoing	ShareVision has been implemented and gives a platform to share information to all staff. We continue to engage with all stakeholders using documents such as Connector Newsletter and email our Home Share Providers with relevant information
Develop opportunities and structures for pro-active dialogue and feedback amongst team members.	Karl Egner, Stuart Munger, Cathy Elford	April 2013	Ongoing	The Strategic Action Group has been developed. Four groups are in place that have members of staff from every area of Kardel to encourage feedback from their peers. Staff surveys are conducted each year and a new Manager Evaluation Feedback form has been developed.



**Recognize
and celebrate
team members'
efforts**

GOAL 2: Develop staff recruitment, retention and success strategies

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
Identify emerging labour market and industry trends, and engage in pro-active and creative recruitment and retention of quality support staff.	Cathy Elford, Team Connections Group	Ongoing	Ongoing	We are proactive in recruiting staff with experience in the field. As an incentive we honor seniority from other agencies. The Team Connections Group has organized a pilot program in conjunction with the Canadian Cancer Society called Wellness Fits to encourage health and well-being amongst our employees
Develop systems to prepare for staff transitions, including succession planning and orientation.	Cathy Elford, Managers Group, Occupational Health & Safety Group	December 2013	December 2013	Creation of a new PIC Manual to support staff new to the role. New Central Orientation for new staff members involving the Occupational Health & Safety Group
Collect feedback to review Kardel's staffing shift/position structure, and develop creative strategies to respond to current concerns.	Labour Management Group	December 2013	Ongoing	Surveys were held early in the year on night shifts and as a result shift changes were made to encourage more staff to be available. The Labour Management Group have conducted a survey with night shift staff on connecting with each other and sharing experiences
Create opportunities for team members to share and utilize their gifts and talents as part of their staff teams.	Cathy Elford, Jennifer Andreen, Management Group, Team Connections Group	Ongoing	Ongoing	Staff and individual supported have shared their gifts and talents. Examples include: joining the Newsletter team, singing at the Open Mic nights and volunteering at the Annual Kardel BBQ



**Pro-active
recruitment
and retention
of quality
support staff.**

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

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
Provide education and training to Kardel team members and partners related to changing support needs of an aging population.	Stuart Munger Maureen Thomas Cathy Elford	Ongoing	Ongoing	Staff attended a seminar on Dementia offered by the University of Victoria. We will continue identify training opportunities in this area
Develop specialized palliative care options for individuals supported by Kardel.	Stuart Munger, Maureen Thomas Managers Group	Ongoing	Ongoing	Our Policy and Procedure manual has been updated to reflect Island Health's position in regard to Palliative Care. Maureen and the Manager work with the Home and Community Care Palliative care team and develop an individualized plan
Identify human resources to specialize in issues related to an aging population, and ensure that Kardel is forward thinking and developing appropriate plans.	Stuart Munger, Cathy Elford, Maureen Thomas All groups	Ongoing	Ongoing	Plans still to be developed in this area



Specialize in issues related to an aging population... ensure that Kardel is forward thinking

GOAL 4: Develop greater resource innovation and efficiency

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
Provide cost-effective, convenient and reliable transportation by diversifying transportation options and sharing transportation resources across Kardel programs and services.	Karl Egner, Stuart Munger Managers Group	November 2015	Ongoing	No opportunities in this area explored as of yet
Obtain and implement new technologies for more effective administration.	Karl Egner, Ann Campbell, Stuart Munger	Ongoing	Ongoing	Implementation of ShareVision for the organization and installation of hardware to support this
Identify opportunities to creatively make links, maximize and share use of Kardel's resources across programs and services.	All staff	December 2013	December 2013	ShareVision now has a Resources section available on a number of areas that impact the individuals we support. In addition, this is replicated on our website and a 'Kardel YouTube' channel has been created
Explore opportunities to innovate and diversify Kardel's funding resources.	All staff	Ongoing	Ongoing	Kardel continue to explore and develop opportunities



Obtain and implement new technologies for more effective administration

GOAL 5: Expand and innovate existing activities and services

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
Increase volunteer and employment opportunities for the people Kardel supports.	Managers Group, Team Connections Group	Ongoing	Ongoing	All our homes, programs and home shares continue to explore volunteer and employment opportunities for individual supported
Expand Kardel's home share and community inclusion programs.	Karl Egner, Jen Neely, Kimberley Lichtensteiger, Carla Hunt, Mark Bamford	Ongoing	Ongoing	The Home Share program continues to expand. We are exploring further expansion in the mid and northern part of Vancouver Island. The Community Inclusion program has further capacity for another eight individuals
Explore opportunities to develop a social enterprise operated by individuals supported by Kardel.	Managers Group	Ongoing	December 2013	Our Day Program has developed an online Photography Club. The photographers are individuals supported by Kardel who will market photos taken by them for profit
Continue to be responsive to sector trends, and emerging opportunities.	Karl Egner, Ann Campbell, Stuart Munger, Cathy Elford	Ongoing	Ongoing	Karl Egner, is an integral member of the BCCEO Network which puts Kardel in a position to be aware of changing sector trends. Kardel continue to explore opportunities in the sector.



Expand Kardel's home share and community inclusion programs



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