

A photograph of three men sitting on a porch. From left to right: a man with light-colored hair and blue eyes wearing a dark grey button-down shirt and blue jeans; an older man with glasses wearing a blue denim jacket over a black t-shirt and green shorts; and a man with glasses wearing a blue pinstripe long-sleeved shirt and blue shorts. They are all smiling. The porch has a green railing and wicker chairs.

Chris, John and Dave

# STRATEGIC PLAN UPDATE | 2014

## MOVING FORWARD



CARF Accredited Homes and Programs  
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[www.kardelcares.ca](http://www.kardelcares.ca)

## Kardel Homeshare Communities on Vancouver Island 2014

# 2014 Second Year Update

Let's begin our update with a quick reminder of the five Strategic Goals we selected to guide our work.

## 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

The working groups that were struck to pursue these goals are:

## WORKING GROUPS

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

As we collectively work our way towards the chosen goals, it becomes apparent that not all goals are created equal. Some require greater effort than others, and sometimes efforts may go unrewarded, requiring a “re-thinking”.

The reality of resource limitations and the ability to capitalize on emerging opportunities may demand shifting priorities.



The working groups continue to meet regularly to organize work and present outcomes. There's been some turnover in group membership and in head office administrative personnel, but work continues on all fronts.

There are some 2014 Highlights 2014 to report. In terms of “innovation and efficiency”, the implementation of ShareVision across the agency has consumed considerable resources and indeed, engaged everyone in the organization.

As we now work towards utilizing ShareVision to its full potential, the access to information and reporting capability is considerably enhanced. In relation to “expanding existing activities” we note the successful expansion

of Kardel’s HomeShare network into the communities of Nanaimo, Parksville, Courtenay, and Campbell River.

Four new HomeShare Coordinators have been added as a result. At the same time, the composition of the Victoria HS Coordinator team has changed. Stephen Ferris and Sue Engel are now responsible for the Victoria network of HS Providers.

Also noteworthy with respect to “leadership development” is Stuart Munger’s acceptance into the training program to become a CARF surveyor.

Once again, thank you all for being engaged.

— Karl Egner, Chief Executive Officer



Pictured above from left to right: Cathy Elford Director of HR, Vicki Cordick, Kim Lichtensteiger HR Administrator

## Your Interview Panel

When going for an interview with Kardel expect to see a new face in the office that has questions she wants to ask and criteria that is important to her for staff at Kardel. In the summer of this year Vicki Cordick, who is a resident at Sentinel and attends the Futures Day Program, approached our then HR Administrator Jennifer Andreen about wanting a job at the office.

Jennifer recalls when Vicki came to see her, “Vicki asked if she could have a job in the office where she could have a say in the staff that we hire”. Jennifer discussed this with Cathy Elford and both thought it was a fabulous idea. Cathy

contacted Vicki and asked if she was still interested in having a job at the office and if so she would have an interview. Cathy had a discussion with Vicki and asked her what she thought made a good staff member and what questions she would ask in an interview. After the interview Vicki was called at home and told the good news she had been successful and would be part of the panel for interviewing potential new staff.

**What make a good staff member for Vicki?**

- Someone that is on time
- Nice
- Kind
- Funny
- Staff that like their jobs
- Staff that I can talk to and they will listen

## Strategic Goals & Objectives

### >> GOAL I: Enhance team building, leadership development and engagement

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLE-TION	OUTCOME
<b>Create structures to build relationships within our team, and better appreciate, recognize and celebrate team members' efforts.</b>	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.
<b>Offer courses and professional development opportunities that promote team building, conflict resolution, leadership development, and career advancement/development within Kardel.</b>	Stuart Munger Cathy Elford, Kim Lichtensteiger	Ongoing	Ongoing	This year the focus on training has been to offer a diverse range of learning. Examples of the range of courses include: Building Relationships with Local First Nations Communities, Health and Wellbeing for Children, Youth and Adults with Development Disabilities and Advanced Health Care Planning.
<b>Improve internal communication systems to better connect and share information across Kardel and its stakeholders.</b>	Stuart Munger Newsletter Team	Ongoing	Ongoing	ShareVision has been implemented and continues to provide 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 Provider with relevant information.
<b>Develop opportunities and structures for pro-active dialogue and feedback amongst team members.</b>	Karl Egner Stuart Munger Cathy Elford	April 2013	Ongoing	The Strategic Action Group meets monthly. Members of staff and external stakeholders provide feedback. The Manager evaluation form have been updated and implemented.



*This year the focus on training has been to offer a diverse range of learning*

## >> GOAL 2: Develop staff recruitment, retention and success strategies

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
<b>Identify emerging labour market and industry trends, and engage in pro-active and creative recruitment and retention of quality support staff.</b>	Cathy Elford Managers Group	Ongoing	Ongoing	We continuously monitor workforce needs with the Managers Group to evaluate changes in the labour market. Surveys for CSSEA and the CEO network have been completed. We participate in the local HR networking group. We are using new websites to recruit staff and are exploring a corporate fitness pass.
<b>Develop systems to prepare for staff transitions, including succession planning and orientation.</b>	Cathy Elford Managers Group Occupational Health & Safety Group	December 2013	January 2015	The PIC manual is complete and is in the process of being put on ShareVision.
<b>Collect feedback to review Kardel's staffing shift/position structure, and develop creative strategies to respond to current concerns.</b>	Labour Management Group	December 2013	March 2014	The Labor Management Group has conducted a survey with night shift staff on connecting with each other and sharing experiences. Feedback was that staff would like emergency evacuation follow-up.
<b>Create opportunities for team members to share and utilize their gifts and talents as part of their staff teams.</b>	Managers Group Team Connections Group, Kim Lichtensteiger	Ongoing	Ongoing	The partnership program with the Inter Cultural Association gave participants to express their acting skills. A VLOG (Video Log) is a potential program we are viewing.



**We continuously have monitored workforce needs with the Managers Group**

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

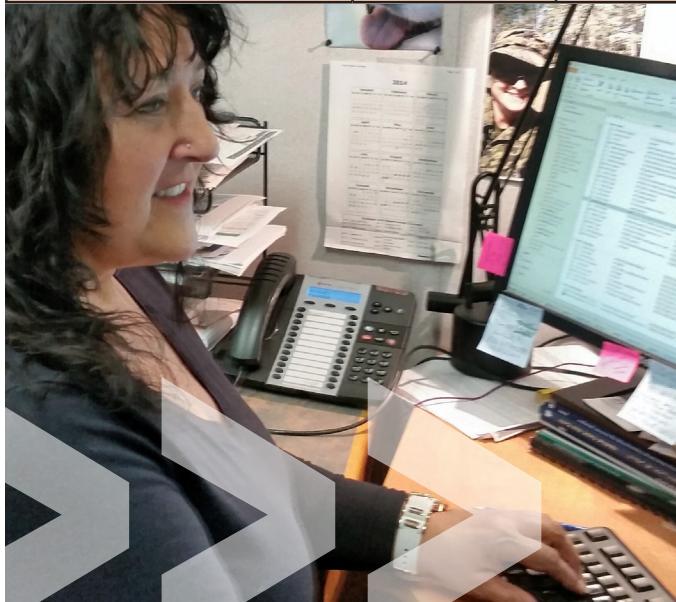
ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLE-TION	OUTCOME
<b>Provide education and training to Kardel team members and partners related to changing support needs of an aging population.</b>	Stuart Munger Maureen Thomas Brandi Harrison Cathy Elford	Ongoing	Ongoing	Staff attended the Health and Wellbeing in Children, Youth and Adults with Development Disabilities in Vancouver. The Occupational Health & Safety Group is working on a Safe Physical Assistance Project. Medical in-service training and other related teaching is an objective for 2015.
<b>Develop specialized palliative care options for individuals supported by Kardel.</b>	Stuart Munger Maureen Thomas Managers Group	Ongoing	Ongoing	Maureen Thomas and the Manager work with the Home and Community Care Palliative care team and develop an individualized plan when required. Stuart will research options for further education to staff of: TSDM's Rep Agreement, Committee, etc.
<b>Identify human resources to specialize in issues related to an aging population, and ensure that Kardel is forward thinking and developing appropriate plans.</b>	Cathy Elford Maureen Thomas Brandi Harrison	Ongoing	Ongoing	Cathy, Maureen and Brandi will initiate a project to collate data to review the RN Consultant position.



***Staff attended the Health and Wellbeing in Children, Youth and Adults with Development Disabilities event***

## >> GOAL 4: Develop greater resource innovation and efficiency

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
<b>Provide cost-effective, convenient and reliable transportation by diversifying transportation options and sharing transportation resources across Kardel programs and services.</b>	Cathy Elford Stuart Munger Managers Group	November 2015	Ongoing	Policy changes have been made regarding requirements for workforce qualifications, e.g.; reviewing the need for a class 4 licenses, and accessibility of personal vehicles.
<b>Obtain and implement new technologies for more effective administration.</b>	Ann Campbell Stuart Munger	Ongoing	Ongoing	All staff now has Kardel emails. Hardware has been updated to support staff using ShareVision.
<b>Identify opportunities to creatively make links, maximize and share use of Kardel's resources across programs and services.</b>	All staff	December 2013	December 2013	ShareVision continues to have a Resources section available on a number of areas that impact the individuals we support. This is also available on the Kardel website.
<b>Explore opportunities to innovate and diversify Kardel's funding resources.</b>	All staff	Ongoing	Ongoing	Kardel continue to explore opportunities to expand the organization.



*Kardel has increasingly utilized technology like ShareVision to engage caregivers*

## >> GOAL 5: Expand and innovate existing activities and services

ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLE-TION	OUTCOME
<b>Increase volunteer and employment opportunities for the people Kardel supports.</b>	Managers Group Team Connections Group	Ongoing	Ongoing	Individuals attending Day Program have secured positions at the Kardel office. Our homes, programs and home shares continue to review volunteer and employment opportunities for individual supported.
<b>Expand Kardel's home share and community inclusion programs.</b>	Karl Egner Jen Neely Kim Lichtensteiger Carla Hunt Mark Bamford	Ongoing	Ongoing	The Home Share program has expanded. We now have Home Share Coordinators in: Nanaimo, Parksville, Courtenay/Comox and Campbell River providing Home Share, Respite and Community Inclusion.
<b>Explore opportunities to develop a social enterprise operated by individuals supported by Kardel.</b>	Managers Group	Ongoing	December 2013	Our Day Program continues its online Photography Club. The photographers are individuals supported by Kardel and have marketed their photos at the One Day Celebration event.
<b>Continue to be responsive to sector trends, and emerging opportunities.</b>	Karl Egner Stuart Munger Cathy Elford Maureen Thomas	Ongoing	Ongoing	We participated in many opportunities to network with colleagues: the Health & Wellness conference in Vancouver, the Inclusion BC Conference, the ICA events, monthly Home Share Coordinator meetings, CRT clinics, CSSEA, CEO Network and seizure clinics



**We have provided innovative activities for the individuals we support**



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