



STRATEGIC PLAN UPDATE | 2015

Making Progress



CARF Accredited Homes and Programs
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Strategic Plan Update 2015

AS WE CLOSE OUT THE FINAL YEAR OF OUR 2012

year StrategiC Plan we reflect on the objectives, challenges, and achievements of the past three years. It is perhaps self-evident that finding the time to focus on, to plan, and to implement new initiatives can be difficult. The perpetual flow of day to day service delivery can become an alarming cascade of rapids triggered by an unexpected turn of events in the lives of people supported, or the lives of those charged with the reliable delivery of the services people count on. Obviously we can't eliminate all the rapids so that we can float safely and comfortably down the river, but each set of rapids presents an opportunity to evaluate the capacity of the agency to respond in a sufficiently timely and energetic way to the challenges presented. They also remind us that planning helps us to anticipate and to adapt to changing circumstances. It is with this thought we review our 2012 strategic plan and renew our efforts for the next round of 2015 – 2018.

One of the goals that has permeated the past three years, and still remains a work in progress is that of addressing administrative efficiencies related to documentation and reporting (Goal 4). The implementation of ShareVision required not only the engagement and commitment of administrative personnel, but also front-line staff. The investment of time has been immense and to date the cost of the system and technical support has been in excess of \$45,000. We continue to fine-tune and extend its application.

Also noteworthy, over the course of the past three years has been Stuart Munger's role as a CARF surveyor. He's participated in eight surveys in parts of the Eastern US and Canada. The time away from Kardel has the compensating benefit of sharing experiences with programs and practices in other jurisdictions. These can provide Kardel with fresh perspectives on a variety of fronts, including strategies with respect to supporting an aging population (Goal 3).

Also still a work in progress is the expansion of Kardel's Home Share network to communities in the central and north Island (Goal 5). This expansion, commenced in early 2014, now includes 51 Home Shares in the North Island communities.

A further area of endeavor and success has been the work done in being able to better manage fluctuations in our workforce. Processes related to recruitment and retention (Goal 2) are, of course, an ongoing concern, and includes maintaining a sufficiently large and qualified pool of on-call staff to maintain service levels and consistency. There has been a noteworthy improvement in scheduling and consequently a one third reduction in the use of overtime in the peak summer vacation season, however the challenge of balancing workforce availability remains an acute challenge.



In relation to Goal #1 (team building, leadership development, and engagement), I would like particularly to commend the efforts of the Team Connections Group. They have infused a great deal of energy into projects that try to bring people together and to promote a common sense of purpose and enjoyment. That said, we all recognize that “engagement” is not the kind of thing that is self-sustaining. It's a bit of a slippery, transient thing that needs to be constantly fueled or it dissipates and definitely remains a work in progress whether or not it is expressly reflected in the goals of the next Strategic Plan.

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Thank you all for your contributions, large and small, that make the work worthwhile, not just for those whose lives depend on your support, but also for those whose lives are devoted to caring.

— Karl Egner, Chief Executive Officer



Dora's other passion, beside technology, is her birds; a cockatiel and budgie.



PROFILE | PRINCESS DORA

Dora is a remarkable young lady; 24 years of age, she is visually impaired, very bright and computer savvy. She uses her iPhone and Mac computer with "voice over" to access everything she needs on the internet. She likes music and belongs to Social Media groups, like Facebook and Twitter.

Dora has lived in Port Hardy on the Gwa'Sala-Nakwaxda'xw (G&N) Reserve all of her life. Dora's aboriginal culture is made up of royalty – Dora is a princess!

Dora usually made monthly trips down to Nanaimo and she liked visiting with her (visually impaired) friends and shopping at Woodgrove mall.

In September, Dora moved in to her own room with a kitchenette.

Dora's dream and hope has been to move to Nanaimo where she would be closer to other visually impaired friends and where she would attend college. Soon Dora started coming to Nanaimo for respite and in time and through discussions we all had with the respite providers about Dora's stays, we began planning for Dora to live in Nanaimo full time in a home share. Peter and Carlien (the Home Share Providers) and their son Jeremy were very enthusiastic from the start about having Dora stay with them and in September this year Dora moved in to her own room with a kitchenette.

A lot of planning went into this move. Carlien and Dora's family were superb in helping make her dreams come true. It was quite challenging for everyone because of the distance between Port Hardy and Nanaimo. Dora first needed to sign-up for courses at Vancouver Island University. Although Dora's family were also very supportive in helping Dora navigating

the system it was not easy. Carlien was instrumental in helping Dora register for her courses and kept in touch with Vancouver Island University staff to make sure we had a plan. Dora's move to Nanaimo depended on a successful registration and acceptance to Vancouver Island University.

A lot of issues have had to be worked out; because Dora is visually impaired, and has limited independent skills. She has been fully supported and accommodated, with daily transportation and finding her way around the college. Two volunteers are also helping Dora while attending class: one helps her with making notes in the class; the other helps her with transfer between buildings.

Dora's other passion, beside technology, is her birds. Even before she met with Carlien she was already texting her and sharing information about her male cockatiel and her 2 budgies, and what a coincidence, Carlien and Peter also have a cockatiel and it is a female!

Since her permanent move to Nanaimo Dora has visited many places, eaten different food (she seems to have acquired a taste for East Indian food) and college is going well so far. The two Cockatiels are living together in the same cage and judging by their singing and dancing they are quite happy. Sadly, the male budgie passed away after few weeks of moving, but the female is well. They all live happily in the dining room.

Dora had another dream; it was to get a sugar bear, a little exotic animal of about 5cm plus the 5cm tail. She shared that dream with Peter and Carlien, and they now have an eight week-old sugar bear at home who lives in Dora's room. They are hoping that it will be a better pet for Dora as she will be able to carry him with her. The sugar bear is a nocturnal animal who sleeps during the day and likes to be carried in a pouch. Dora even read online that they may be able to bark like dogs!

Life is never boring with Dora, Peter, Carlien, Jeremy, the birds and the sugar bear!

Strategic Goal 1 | Enhance team building, leadership development and engagement.



External engagement has been a priority with a new website and Twitter feed.

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 Cathy Elford, Kim Lichtensteiger	Ongoing	Ongoing	The training offered has continued to be diverse in the range of learning. Examples of the range of courses include: Building Relationships with Diverse Communities, practical Approaches to Behavioural Treatment with a particular emphasis on Autism and various workshops offered on Dementia as we expand our knowledge in this area.
Improve internal communication systems to better connect and share information across Kardel and its stakeholders.	Stuart Munger Kardel Managers and Coordinators 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 <i>Connector</i> 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 Kardel Managers and Coordinators	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. Group Homes, Day Programs and Home Share Coordinators hold regular team meetings. A new Kardel website has been developed with a Twitter feed.

Strategic Goal 2 | Develop staff recruitment, retention and success strategies



Sharing and demonstrating the skills and aptitude staff bring to their positions.

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 Kim Lichtensteiger Managers Group	Ongoing	Ongoing	We continuously monitor workforce needs with the Managers Group to evaluate changes in the labour market. We participate in the local HR networking group. We are using websites to raise awareness. Engaging with existing staff as part of “word of mouth” to recruit has proved successful. We have engaged nursing students to work for us which has been mutually beneficial.
Develop systems to prepare for staff transitions, including succession planning and orientation.	Cathy Elford Managers Group Occupational Health & Safety Group	December 2014	Ongoing	Although the PIC Manual is complete it is not available on ShareVision. Our orientation program now includes existing staff as well as new staff members so to review skill sets as well as the vision and values of the organization.
Collect feedback to review Kardel’s staffing shift/ position structure, and develop creative strategies to respond to current concerns.	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.
Create opportunities for team members to share and utilize their gifts and talents as part of their staff teams.	Managers Group Team Connections Group, All Staff,	Ongoing	Ongoing	The new website and Twitter feed have become an ongoing tool to engage staff and raise awareness of events involving staff and the people we support. The Kardel newsletter is a platform for sharing and demonstrating the skills and aptitude staff bring to their positions.

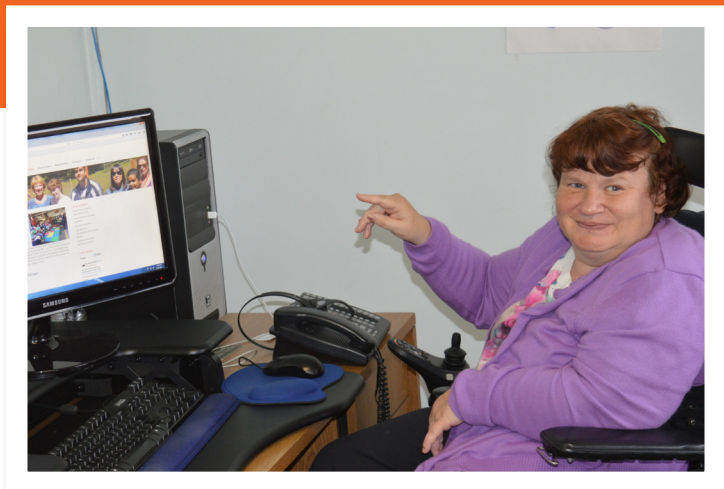
Strategic Goal 3 | Create strategies to better support an aging and changing population



Kardel identifies innovative programs with the objective of developing their own in-house training.

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 Brandi Harrison Cathy Elford	Ongoing	Ongoing	Staff have attended training provided by NIDUS on TSDM's, Representative Agreements and Committee's as documents that help be proactive in support aging individuals that we support. Training has also been provided by DDMHT and SafeCare BC on dementia to staff in their role as caregivers. Stuart Munger has identified innovative programs in the US with the objective of developing in-house training for the organization.
Develop specialized palliative care options for individuals supported by Kardel.	Stuart Munger Maureen Thomas Managers Group	Ongoing	Ongoing	When the situation arises Maureen Thomas and the Manager/Coordinator 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.	Karl Egner Cathy Elford Maureen Thomas	Ongoing	Ongoing	Karl, Cathy and Maureen continue to collate data, analyze trends and consult with staff to review the current Registered Nurse Consultant position.

Strategic Goal 4 | Develop greater resource innovation and efficiency.



The new Kardel website utilizes a twitter feed to enhance interaction with users.

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.	Cathy Elford Stuart Munger Managers Group	November 2015	Ongoing	Kardel continue to explore opportunities to provide cost effective, convenient and reliable transport.
Obtain and implement new technologies for more effective administration.	Stuart Munger Kim Lichtensteiger	Ongoing	Ongoing	ShareVision has been further developed and Kardel is a leading member of the ShareVision User Group. A new website has been developed with twitter feed, the new website is constantly updated to enhance interaction. Home Share Providers are being trained to use ShareVision to submit reports and forms.
Identify opportunities to creatively make links, maximize and share use of Kardel's resources across programs and services.	All staff	December 2013	December 2013	The website and ShareVision continues to provide a specific Resources section that covers a number of areas that impact the individuals we support. A specific resources site is being developed for Occupational Health & Safety.
Explore opportunities to innovate and diversify Kardel's funding resources.	All staff	Ongoing	Ongoing	Kardel continue to explore opportunities to expand the organization.

Strategic Goal 5 |

Expand and innovate existing activities and service.

Kardel now has seven home share coordinators throughout Vancouver Island.



ACTION	PERSON(S) RESPONSIBLE	TIMELINE	COMPLETION	OUTCOME
Increase volunteer and employment opportunities for the people Kardel supports.	Cathy Elford Kim Lichtensteiger Managers Group Team Connections Group	Ongoing	Ongoing	We have been particularly proactive and inventive in recruiting for positions at group homes and community inclusion programs.
Expand Kardel's home share and community inclusion programs.	Karl Egner Mark Bamford Home Share Coordinators	Ongoing	Ongoing	Kardel now has seven home share coordinators throughout Vancouver Island. Continuing expansion of the program is dependent on recruiting home share providers and funding being available from CLBC. Our community inclusion programs are evolving and we are being proactive in making changes that will benefit the individuals we support.
Explore opportunities to develop a social enterprise operated by individuals supported by Kardel.	Managers Group	December 2013	Ongoing	Kardel's Community Inclusion Day Program continues to offer its Photography Club for participants. The club has its own website and has photos on the Kardel website.
Continue to be responsive to sector trends, and emerging opportunities.	Karl Egner Stuart Munger Cathy Elford Maureen Thomas	Ongoing	Ongoing	We participate in many networking opportunities so to be aware of sector issues and trends. These include: ShareVision User Groups, HR Network, CARF group, Home Share Coordinator meetings, CSSEA meetings, BCCEO network meetings and CARF surveying.