



STRATEGIC PLAN UPDATE | 2016



CARF Accredited Homes and Programs
CARF Accredited Home Shares
www.kardelcares.ca

Strategic Plan Update 2016

MAINTAINING AN ADEQUATE, STABLE, AND SKILLED WORK FORCE IS A PERENNIAL ORGANIZATIONAL PRIORITY. To a large degree the availability of staff is driven by overall market (economic) conditions and Kardel's experience is largely consistent with that of the other agencies operating in the same community. To the extent that an individual organization's employment practices and culture can affect recruitment and retention, our attention to these factors should help us find ways to distinguish Kardel from the crowd in terms of visibility and appeal. Improved data tracking and reporting, the application of management resources to enhance recruitment efforts, providing training opportunities and working with educational partners, and monitoring workforce trends are all part of the implementation plan. Additional details of Kardel's efforts in this regard can be found in the Human Resources Report.

Being responsive to changing support needs is also vital to the maintenance of a high quality of care. While there may be a broad changing demographic (eg. aging) reflected in the population of people we support, this is ultimately about individuals and the need to accurately track each individual's changing support needs and further to be able to re-organize our internal resources, augment training as required and also to coordinate the appropriate professional resources from different sources.

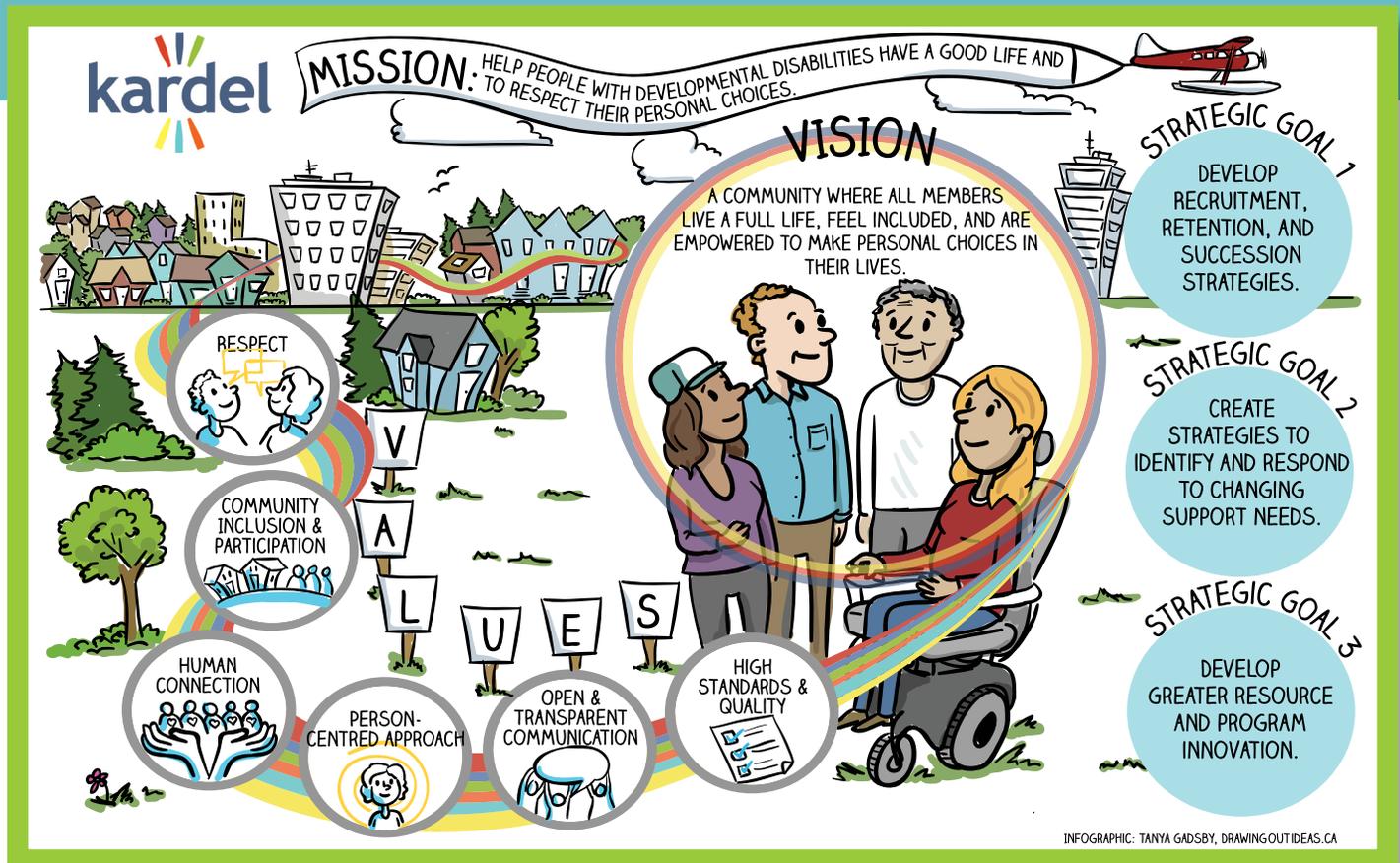
Sustainability and innovation in the same goal project an interesting organizational "tension". "Sustainability" might be seen to mean trying to maintain the status quo whereas "innovation" might be seen to mean departing from the status quo. To be clear, what we seek to maintain is the quality of service (good service outcomes). This may require innovation in how the service is delivered in the context of changing needs, changing funding environments and changing attitudes and priorities within Community Living. Increased efficiency, collaboration and promotion of best practices are key drivers. A collaboration of the musical kind is depicted in the cover and the back photos of the report. Alana and Ryan are exploring their musical gifts in music therapy sessions. The funding for the music therapy at the Victoria Conservatory of Music was secured by Alana's residential support agency, Shekinah. Unfortunately they couldn't provide the staffing support to utilize the funding and approached the Kardel Futures program, in which Alana is a participant. Through this collaboration, the funding and the staffing came together to provide 6 weeks of music therapy for 3 people.

— Karl Egner, Chief Executive Officer



...an individual organization's employment practices and culture can affect recruitment and retention, our attention to these factors should help us find ways to distinguish Kardel from the crowd...

Our Journey for the Next 3 Years



Working in partnership for changing support needs



On January 2016 Dawn Allen, Chief Executive Officer and Beth Olivieri, Chief Development Officer of GHA Autism Supports in Albemarle, North Carolina, visited Victoria to present to over 100 stakeholders from various organizations on the innovative work their organization had undertaken. GHA Autism Supports has grown from an organization serving five children to an organization that currently supports over 90 individuals in over 25 programs providing residential, vocational, educational, community and in-home services. The seminar was sponsored by Kardel and VIAHS, and stemmed from a visit to North Carolina by Stuart Munger in his role as a CARF Surveyor

Strategic Goal 1 | Develop Recruitment, Retention and Succession.



The Safe Harbour program welcomes and protects diversity, it is a nation-wide initiative designed for local businesses and organizations like Kardel who wish to take a leadership role in creating an environment where all members of our community feel safe and welcomed.

ACTION	TIMELINE	COMPLETION	PERSON(S) RESPONSIBLE	OUTCOME
Research and identify emerging labour market and industry trends to inform the development of effective recruitment and retention strategies	Nov 2018	Ongoing	Human Resources Department	<ul style="list-style-type: none"> • CSSEA provide data regarding employee annual turnover for the Provincial Community Living sector vs Kardel • We utilized ComVida to identify emerging staffing trends that pertain to length of service and demographics of the workforce
Develop innovative strategies relating to marketing, outreach, education, recognition and reward programs	Nov 2018	Ongoing	Recruitment & Retention Group	<ul style="list-style-type: none"> • We have implemented a group (Recruitment & Retention) consisting of senior leadership, residential/program managers and direct service staff • We have allocated hours for a Manager to focus on expanding recruitment opportunities for Kardel • The Recruitment and Retention Group developed a marketing flyer for hardcopy and social media use to demonstrate the benefits of working for Kardel • A discussion forum has been developed on ShareVision for staff to provide input and ask for feedback • Kardel continues a relationship with Camosun College and participates on a number of advisory groups. In addition, we sponsoring awards for Community Support Education Assistant graduates

Strategic Goal 1 | Develop Recruitment, Retention and Succession

CONTINUED...



As part of our ongoing Recruitment and Retention practices, we developed this flyer for potential new staff to have a brief overview of the benefits of working for Kardel.

ACTION	TIMELINE	COMPLETION	PERSON(S) RESPONSIBLE	OUTCOME
Engage with and invest in Kardel's team by providing training and development, mentorship and leadership opportunities, recognition and incentives	Nov 2018	Ongoing	Director of Programs and Quality Assurance (DPQA) Director of Human Resources (DHR) Office Administrator	<ul style="list-style-type: none"> • In 2016 Kardel offered over 40 different training opportunities to staff • Kardel now utilize ShareVision's Training Content Manager to deliver in-house online courses • Building awareness of diversity and what it means for the workplace and community • Kardel was recognized as one of the top 6 employers in BC for diversity leadership, chosen from over 1,000 Safe Harbour locations
Enhance systems to prepare for transitions, including succession planning, welcoming and orientation	Nov 2018	Ongoing	All staff	<ul style="list-style-type: none"> • Provide leadership/designated person in charge training to identify and support employees expressing interest in leadership positions • Central orientation for staff is an interactive experience involving person supported and families sharing their positive experiences • Developed transition protocols that are unique for all stakeholders to ensure change to a new environment is seamless

Strategic Goal 2 | Create Strategies to Identify and Respond to Changing Support Needs.



Kardel led on organizing a Dementia seminar for over 50 staff from ten organizations across Victoria. The seminar was presented by Dr. Isabelle Grenon (pictured left) who worked for the DDMH team for over 7 years and has 24 years' experience working with people with intellectual and developmental disabilities starting in 1992 with United Cerebral Palsy, and then the state of New York, before coming to BC. There will be further seminar in the new year as part of education and partnership with our colleagues in the field.

ACTION	TIMELINE	COMPLETION	PERSON(S) RESPONSIBLE	OUTCOME
Develop methods to track changing needs of the people we support	Nov 2018	Ongoing	All staff	<ul style="list-style-type: none"> This action is embedded as discussion item into the staff minutes of residences and programs so staff can discuss changing needs, emerging issues and trends We have adapted reports on ShareVision for a range of support needs to assist: families, caregivers and health professionals We implemented a complex task screening tool as part our individual care plans to develop a baseline for signs of dementia
Providing training and education related to the complex and changing support needs of the people we support	Nov 2018	Ongoing	DPQA Mandt Trainer	<ul style="list-style-type: none"> We continue to provide Mandt training to staff Kardel provide numerous training opportunities for staff in areas such as: Autism, Dementia (See above) and Medication Administration
Learn from best practices to adapt support systems and develop strategies that better meet the age diverse support needs represented within the organization	Nov 2018	Ongoing	Human Resources Department Home Share Coordinators	<ul style="list-style-type: none"> From a human resources perspective for staff: shifts have been re-structured, part-time positions created and flexibility in schedules for managers Home Share Providers support a wide range of unique individuals. Kardel's Home Share Coordinators ensure placements are compatible for all stakeholders

Strategic Goal 3 | Develop Greater Resource Sustainability and Program Innovation.



Today everyone is using their phone for “everything”. While ShareVision can always be accessed via a “browser” on any device, the browser interface is often not a good fit on a phone or a tablet. This is where the ShareVision Mobile app fits in because it is configurable and designed to fit the device your staff prefer. Kardel needed a way for staff who work in the community to be able to efficiently access ShareVision while working in the field. They identified the needs of their staff and the mobile app was configured so that the forms they needed were made available.

ACTION	TIMELINE	COMPLETION	PERSON(S) RESPONSIBLE	OUTCOME
Gather data on community resource gaps and service opportunities	Nov 2018	Ongoing	All staff	<ul style="list-style-type: none"> Kardel continue to gather information on resource opportunities that are posted on ShareVision and the Kardel website. This information empowers users to utilize beneficial information for the people we support
Communicate and work with funders to ensure each individual's support needs are adequately resourced, including those with increasingly complex care needs	Nov 2018	Ongoing	CEO Directors Managers Home Share Coordinators	<ul style="list-style-type: none"> We work with our funders to ensure the people we support are provided with the resources for the optimum care. There is very much a collaborative approach to improving the quality of life of individuals in our care
Establish mechanisms to optimize Kardel's resource allocations across programs and services	Nov 2018	Ongoing	All staff Coordinators	<ul style="list-style-type: none"> Group homes work in partnership to ensure transportation of people supported to activities in the community ShareVision App for Individual Support Network (See above) Music Therapy in partnership with Shekinah Homes Society (See front and back page)
Identify potential social enterprise business models from across North America that could be implemented for the people we support	Nov 2016	Ongoing	DPQA Futures Day Program Manager	<ul style="list-style-type: none"> The DPQA became a CARF Surveyor in 2015 which has given the opportunity to observe best practice regarding Social Enterprises across North America The DPQA also connected with Langley Association for Community Living who have a Social Enterprise Community Inclusion program Futures Day Program have yet to implement a social enterprise program

Strategic Goal 3 | Develop Greater Resource Sustainability and Program Innovation.
CONTINUED...



Kardel and CLBC worked in partnership to fund a new van for Henry House. This is beneficial for the people support in regards to their specialized transportation needs.



Kardel Consulting Services Inc.

Head Office, 209-2951 Tillicum Road, Victoria, BC, V9A 2A6
Phone (250) 382-5959 • www.kardelcares.ca

