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### LEADERSHIP

#### *2.A. Philosophy and Values*

##### *2.A. 1: Safeguarding Human Rights and Dignity*

The human rights of the individuals we support must be protected by the diligent efforts of all staff members. This requires that staff members are vigilant, not only with regard to their own behaviour but also that of others, to ensure that these rights are not compromised. These basic rights include, but are not limited to: safety, health care, nutrition, comfort, privacy, dignity, choice, shelter, social interaction, and emotional nurturance. Our services comply with the B.C. Human Rights Act, B.C. Human Rights Code and the Canadian Charter of Rights and Freedoms.

##### *2.A. 2: Self-Determination*

People express who they are by the choices they make in life, for example: their choice of foods, cultural connections, favourite colours, styles of clothing, types of recreation, type of music, the everyday decisions of “what to do” and “when to do it.” They make choices about things that matter to them. Personal choice is an essential component of a person’s quality of life. We must accord the individuals supported by us respect for their personal choices by offering them varied new opportunities, and also by educating them in making safe and responsible choices with their risks and rewards.

##### *2.A. 3: Community and Social Inclusion*

Community is not simply a geographical concept, but is a social one. Community inclusion is therefore not merely a matter of visiting places and making use of a community’s resources. Community inclusion is a matter of forming relationships, especially relationships beyond those defined by an individual’s need for paid support staff. Community and social inclusion is also a matter of contributing something, perhaps in some small way, to the community. Individuals supported need to be informed and exposed to what is available to them in their communities and encouraged to participate in decisions that affect them. The community needs to be challenged, encouraged, and assisted to make its services as accessible as possible to individuals with disabilities. There is a monthly calendar of events and a newsletter for individuals supported whose purpose is to inform and support them in their participation in a variety of activities. Our goal is to ensure they participate in community life in roles that they and society value.

##### *2.A. 4: Personal Development Through Individually Relevant and Measured Plans*

There are two components to individual plans; one relates to individual care plans, and the other to person-centred plans. Both need to be clear, written, and able to stand out consistently against the background of day-to-day routines. This allows the support staff to remain focused on the short and long-term goals of the individual and to measure their progress towards these

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desired outcomes. Our aim is to provide opportunities for the individual to develop and practice skills in self-sufficiency.

The degree to which an activity or a plan is meaningful and beneficial to an individual may be difficult to determine and a number of factors must be considered. The most critical is the individual's own expression of choice. Where the nature of the disability is such that the individual's capacity to comprehend and to make independent choices is limited, support people must determine on behalf of the individual. This is with input from families, advocates, and staff who know the individual supported well and are familiar with their wishes. These judgments are made in accordance with accepted social norms and in a manner that sensitively balances individual freedoms within the broader social context; i.e. it ensures that the expression of individual choice does not jeopardize the rights and privileges of others, nor exposes the individual to risk judged to be unacceptable by the individual's support team.

### *2.A. 5: Behaviour is Viewed as Communication*

It is important to view behaviour as communication and to recognize that while some behaviour may appear inappropriate, it fulfills some purpose in the individual supported's life. Effective behaviour change requires that we understand what purpose or function the inappropriate behaviour serves for the individual. The most desirable and effective means for behaviour change are based on functional assessments and proactive positive approaches.

### *2.A. 6: Support Family and Significant Others' Involvement*

Family involvement is to be welcomed and supported. Parents and other family members should be encouraged to participate to the degree they feel comfortable in the decision-making that may influence the quality of life of each individual supported. It is important to keep family members and significant others informed of the progress and events in the lives of the individuals supported.

As members of a supportive network, family members have the right to expect open, tactful, timely, and honest communication. Their family strengths should be recognized and their knowledge and history with the person valued. Their joy in their family member's achievements should be shared with them. Staff members should have an empathetic approach to the emotions families experience especially when a major change is contemplated or is occurring. If, for whatever reason, family is not involved, staff members assist the individual(s) supported as needed.

### *2.A. 7: Staff with Values and Personality Factors Consistent With Philosophy*

Staff presence should signal safety, security, and a positive relationship for the individual supported. Through the development of this relationship, the staff member earns the respect needed to serve as an effective helper and support person.

A great deal of care is exercised in the selection of staff members since vulnerable individuals may be alone with a support worker for significant portions of time. In addition to the obvious

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factors of education and work experience, the selection process should be one that examines values and personality factors. The focus of the selection process should be to identify those individuals whose philosophical orientation and emotional disposition are already consistent with the principles outlined here, and are compatible with the personalities of the people supported.

Kardel believes that a collaborative management structure, characterized by shared decision-making, candid expressions of opinion, team work, the process of resolution of differences, and effective supervision will support the expression of these philosophical principles.

### *2.A. 8: Person Centered Planning*

The principles of “self-determination” and “personal growth” are translated into service through the process of Person-Centered Planning. This involves respecting the choices of the individual supported, and defining how an individual’s strengths, the resources of family, friends and support staff, can come together to help the individual achieve the desired plans. Kardel is committed to Person-Centered Planning and will produce a plan annually for each individual that guides service delivery and clearly defines measurable outcomes.

<i>Policy:</i>	<i>Leadership: Philosophy and Values</i>
<i>Issued:</i>	<i>1992</i>
<i>Revised:</i>	<i>August 2000; April 2001, March 2002; September 2002, October 2003; August 2005; July 2010,</i>
<i>Reviewed:</i>	<i>January 2008; July 2009; November 2013; December 2014; November 2016</i>
<i>References:</i>	<i>Community Living Services: Province of B.C.; Guiding Principles for Service Delivery: Staffed Resources Quality of Life Indicators: Dr. Robert Schalock</i>

### *2.B. Ethics*

#### *2.B. 1: Overview*

This Code of Ethics provides guidelines for decision-making that reflect the moral principles and core values of the organization. The Code is intended to promote high standards of service delivery and business conduct. Kardel employees are required to adhere to this code as well as any Code of Ethics pertaining to professional affiliations. All new employees are oriented to the Code of Ethics during Kardel’s Central Orientation.

Kardel’s philosophy is based upon the recognition of basic human rights and the treatment of all persons with dignity and respect. The underlying premise is that no person shall be subject to discrimination on the basis of: disability (physical, developmental, or mental), gender, age, race or culture, religion, spiritual beliefs, sexual orientation, ethnicity, marital status, socio-economic status, or political affiliation. Services will centre on individual needs and encompass the social, physical, spiritual, emotional, and psychological aspects of each individual.

#### *2.B. 2: Definitions*

- *Confidentiality:* the principle that information received or observed about an individual supported, or about an employee, is held in confidence and disclosed only when properly authorized or obligated legally or professionally to do so.
- *Ethics:* the discipline dealing with good and bad and with moral duty and obligation.

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- *Stakeholders*: all who have a vested interest in an issue. Within Kardel it may include the individual with disabilities, their family members, advocates, staff members, other agencies, funding sources, employers, regulatory bodies, and the general community.

### *2.B. 3: Ethical Responsibility in the Delivery of Services to Individuals Supported*

Kardel's responsibilities are:

- To maintain the best interests of the individuals supported
- Advocate for those interests as circumstances require
- To foster self-determination and to encourage individuality, accepting each person as unique and valuable
- To respect and individualize services based upon the person's culture, language, age, gender, sexual orientation, spiritual beliefs, and socio-economic status
- To maintain confidentiality
- To respect each person's privacy
- To be non-judgmental and supportive
- To encourage and support connections to the person's cultural heritage as desired
- To support their choice to either participate or not participate in religious or spiritual instruction or activities and to respect their culture;
- To protect the people supported from abuse and neglect and avoid participation in practices that are disrespectful, degrading, intimidating, psychologically damaging, or physically harmful
- To encourage individuals to talk about their feelings, teach them coping strategies, and problem solving;
- To provide assistance to the person to access appropriate and relevant services and to work cooperatively with other services in the community to ensure cohesive service delivery
- To use work time solely for the benefit of the individuals supported and not personal interests

#### *2.B. 3. a) Conflicts of interest*

Refer to 3.D.2. a): Employment of relatives 3.D.2.b); Outside Employment and other activities

#### *2.B. 3. b) Exchange of gifts, money, and gratuities*

No employee shall accept compensation, gifts, or rewards from the individual supported, their families, or other agencies because of the position they occupy within the organization. With the exception of cards or small tokens of appreciation, money or other gifts offered should be firmly but kindly refused. If an individual supported or their family insists, staff must seek approval of the manager/designate. If problems arise, employees should seek advice from the Director of Programs and Quality Assurance.

Under no circumstances should staff members borrow money or items of value from individuals supported or their families or support network.

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### *2.B. 3. c) Personal fund raising*

Staff members' soliciting funds on behalf of a personal cause (e.g. selling cookies for Girl Guides, sponsorship for Hospice etc.) may occur with other staff members with the managers/designates' approval. No personal fundraising may be done with the individual supported. Staff members should not be placed under undue pressure to support personal fundraising. It should not detract from work time.

*Reference: 6.F: Fund Raising Activities*

### *2.B. 3. d) Personal property*

To prevent breakage or loss, staff members are discouraged from bringing their personal property to the work site. The property needs of the individuals supported are provided within their homes/programs. Exceptions may occur with managers/designates permission. If, for example, a staff person wishes to bring in a personal item for sharing with the individuals supported, the details should be documented in the ShareVision communication log and the item should be taken home when completed. Staff members are not to borrow or buy the personal property of the individuals supported. On occasion an individual supported may wish to sell their property. Fair market value would have to be determined and agreed to by the individual and their family prior to the transaction taking place.

*Reference: 3.D. 13: Personal Property 7.A. 5: Personal Possessions*

### *2.B. 3. e) Setting boundaries*

*Reference: 2.B. 8: Ethical Responsibility as an Employee 7.D. 2: 7.D. 2: Guidelines for Staff*

### *2.B. 3. f) Witnessing of documents*

Because of a potential perceived conflict of interest, staff members are not to witness documents relating to individuals supported. Requests for witnessing documents should be forwarded to the Director of Human Resources or the Director of Programs and Quality Assurance for direction.

### *2.B. 4: Ethical Responsibility to the Company*

- To work towards achieving the mission of the company
- To assist Kardel in providing the highest quality of service
- To be knowledgeable of and abide by the company's policies and procedures
- To maintain confidentiality concerning information obtained in the course of providing services, and make disclosures only with appropriate consent or, where required, by the order of a court
- To promote a positive image of the company in the community through friendly, respectful, and cooperative interactions

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### *2.B. 5: Ethical Responsibility as a Business*

- To adhere to Generally Accepted Accounting Principles
- To work towards “stakeholder satisfaction”
- To participate in the community as a good corporate citizen
- To work cooperatively with other agencies for the improvement of the community living sector
- To provide a safe and healthy worksite for our employees and the individuals we support
- To be an equal opportunity employer

### *2.B. 5 a) Ethical Codes of Conduct in Contractual Relationships*

- To solicit information on the effectiveness and past history of the contractor’s service delivery prior to completing a contract
- To complete a written contract that protects Kardel’s interests
- To ensure the best contract from the standpoint of costs-benefits

### *2.B. 6: Ethical Responsibility in Marketing Services*

- To reflect accurately the policies/positions of the company in public statements and to avoid any possible misrepresentation of personal opinion as company policy/position
- To clearly define the service that the company has the mandate and capacity to deliver
- To maintain the overall goal of building communities that best meet the needs of individuals with developmental disabilities with a cooperative approach to promoting our services
- To ensure other services are not disrespected as part of our own marketing
- To promote a positive, respectful image of individuals with developmental disabilities

### *2.B. 7: Ethical Responsibility to Professions*

- To maintain membership in relevant regulatory bodies and relevant practitioner associations
- To ensure that the knowledge and skills of professional staff are used to greatest advantage in service delivery
- To ensure that neither the standards nor practices of the organization nor the job description and performance expectations of the profession conflict with the profession’s regulatory and ethical requirements

### *2.B. 8: Ethical Responsibility as an Employee in Service Delivery*

- To maintain high personal standards of professional conduct, avoiding any acts that may bring the profession or service into disrepute or which may diminish the trust or confidence of any stakeholders

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- To avoid any conflict of interest issues and to bring them forward for review by the Director of Human Resources when uncertain
- To refuse any gift, favour, money, or gratuities that might be influential in obtaining preferential consideration
- To carry out professional duties and obligations with integrity and objectivity and to recognize how personal values, opinions, experiences, limitations, and biases can affect personal judgment
- To maintain appropriate boundaries between personal and professional relationships
- To avoid imposing personal religious convictions or personal biases based on culture onto others
- To acknowledge limitations in knowledge and competence
- To not use drugs or alcohol prior to or during work
- To maintain standards of safety through the use of appropriate equipment, clothing, and procedures
- To ensure resources in individuals homes are utilized to their benefit, and not for the personal pleasure of employees

### *2.B. 9: Ethical Responsibility to Colleagues*

- To establish and maintain relationships of mutual respect, trust, courtesy, and cooperation with colleagues
- To foster a culture in which excellence in practice is pursued in all activities
- To act as a team member, supporting other members of the team by maintaining consistent standards and by offering and receiving support, especially in crises
- To maintain clear, open communication with individuals, team members, and management
- To not engage in any form of personal harassment towards any individual supported, colleagues, managers, or stakeholders
- To offer both positive feedback and constructive criticism
- To ensure fair and equitable distribution of work

### *2.B. 10: Ethical Responsibility in Human Resources*

- To provide equal employment opportunity to qualified individuals able to fulfill the job description regardless of: disability, race, ethnicity, religion, gender, socioeconomic status, marital status, sexual orientation, national origin, political affiliation, age, or status. Harassment and misconduct are unacceptable behaviours for all employees of the company
- To ensure employee's work time is a resource committed to service delivery and not diverted to personal pursuits
- To ensure employees receive recognition for dedication to company and services
- To ensure that discipline, where necessary, is based on thorough investigation and fair and objective treatment of culpable employees

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### *2.B. 11: Ethical Responsibility as a Company to the Individuals Supported, Community and Taxpayer Including Prohibitions*

- To foster a spirit of cooperation with other service agencies, educational programs and volunteer organizations involved in community living services
- To maintain a commitment to a high standard of service, continuing quality improvement, and prudent financial stewardship
- To deal with all stakeholders with integrity, open communication, and social responsibility
- To behave in full and complete compliance with all applicable laws and regulations. In addition, our dealings with authorities will be based on complete candor, cooperation, honesty, and mutual respect
- To ensure that company property or the property of the individuals we support is not used in order to obtain personal benefit. This ethical policy prohibits employee theft, fraud, waste, abuse, and embezzlement or misappropriation of property belonging to the company or the individuals supported, another employee or any associate or supplier of the company
- To report financial results in accordance with generally accepted accounting principles. Those reports will fairly present Kardel's financial position and operating results
- To purchase supplies from reputable suppliers who will treat our company and employees with respect. Kardel shall interact with their suppliers in an open, honest, and timely manner. Such communication will create positive partnerships that will benefit the overall operation
- To use suppliers of goods and services on the basis of price, quality, and service only. In selecting suppliers, we also will be mindful of our commitment to supporting businesses that employ individuals with disabilities. No employee may profit personally from a relationship with a supplier
- To be respectful corporate citizens in the community, we will participate in activities within the community for the betterment of the community

### *2.B. 12: Procedures to Deal with Allegations of Violations of Ethical Codes*

Any allegations, complaints, and concerns regarding possible violations of ethical codes are to be dealt with by following the complaints resolution process (See section 1: Complaints). There is a no-reprisal approach for reporting allegations of violations of ethical codes.

### *2.B. 13: Education of Personnel and Other Stakeholders on Ethical Codes of Conduct*

Staff members attend a session that familiarizes them with Kardel's ethical code of conduct. Procedures for lodging a complaint or breach of ethics are outlined in the handbooks that are available to individuals supported, their families, staff members, and stakeholders on ShareVision and via the Kardel website.

### *2.B.14: Advocacy Efforts for Individuals Supported*

Staff members are encouraged to bring forward problems encountered by the individuals we support, to staff and the manager/designate, for discussions on the best approach for advocacy.

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Details about advocacy needs and efforts are forwarded to the Director of Programs and Quality Assurance. These are tracked within the accessibility plan.

### *2.B. 15: Demonstrated Corporate Citizenship*

Kardel works to be a good corporate citizen. Annual scholarships are provided to Camosun College to support two students seeking further education in the area of community living. Kardel has representatives on the college's advisory committee for the Community Support /Educational Assistant Program and the Health Care Assistant program. Staff members also participate in a number of sectoral committees. Kardel has a representative on the One Day Together planning committee. Kardel also has a representative on the South Island Education Committee which coordinates planning events for front line staff members.

### *2.C. Planning*

#### *2.C. 1: Overview*

The following plans below are included as part of Kardel's business improvement plans and are available on ShareVision. The Director of Programs and Quality Assurance reviews the standards of accreditation annually to ensure that we continue to meet the standards for all plans. Plans are reviewed and analyzed at least annually. The continuous quality improvement plan and strategic plan are also available on the Kardel website. All individuals supported, families, stakeholders, and staff are surveyed annually and their input is used for our continuous quality improvement planning. Summaries of the plan are circulated to each home/program for staff and individuals supported and are shared, if appropriate, via our website with all stakeholders.

#### *2.C. 2: Accessibility Planning*

Kardel's Accessibility Plan identifies and addresses barriers at Kardel locations within the community, or services which are accessed by individuals supported. For the purpose of the plan, barriers are categorized in the following areas: architectural, environmental, attitudinal, financial, employment, communications, transportation, technology, community integration, and any other barriers identified by individuals supported, staff, and other stakeholders.

The plan is developed by the Director of Programs and Quality Assurance and input is provided by staff members, family members, and individuals supported. In addition, accessibility barriers may be discussed at the following meetings: Managers Group, Home Share Coordinator, OH&S group, Labour Management Group, director meetings, and staff team meetings. Advocacy efforts occur on behalf of individuals supported to ensure an accessible community. These efforts may be initiated by staff, managers, coordinators, or family members. Advocacy efforts that are successful may be shared within Kardel publications as appropriate.

The Accessibility Plan is a "living" document and outlines: actions taken, timelines, person(s) responsible for tasks, progress made for identified barriers, and areas for improvement. The plan is approved by the CEO.

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### *2.C. 3: Technology Plan*

The Technology Plan is the responsibility of the Director of Finance and the Director of Programs and Quality Assurance to devise. Research is undertaken for technological improvements and their associated costs through technology support provided by relevant staff. Gaps in technology may be identified by staff, individuals supported, and all stakeholders, and are then forwarded to either the Director of Finance or the Director of Programs and Quality Assurance for review. The plan outlines: identified tasks, descriptions, person(s) responsible for tasks, priority, projected costs, timelines, and progress/status updates. The plan is approved by the CEO and made available via ShareVision.

### *2.C. 4: Risk Management Plan*

The Risk Management Plan is designed to manage risk and reduce the severity of loss should any occur. The plan includes: the identification, analysis and rectification of loss exposures, actions that reduce risk, and how risk reduction is incorporated into performance improvement. The plan is updated as needed; it is approved by the CEO and shared via ShareVision.

### *2.C. 5: Continuous Quality Improvement Plan*

Focus groups are arranged with individuals supported, families, advocates, staff, and other stakeholders annually. This is supplemented by surveys and a suggestion box to encourage feedback. The Director of Programs and Quality Assurance is responsible for the plan and collates the information. Effectiveness, Efficiency, Service Access and Satisfaction goals for the year ahead are determined with feedback received at Managers Group, Home Share Coordinator, OH&S group, Labour Management Group, director meetings and staff team meetings. Business functions for the organization are established at director's meetings. The information is assembled into our Continuous Quality Improvement Plan. The complete plan is approved by the CEO and is distributed via ShareVision and the Kardel website.

### *2.C. 6: Strategic Plan*

Kardel's Strategic Plan is revised every three years. The leadership team utilizes a SWOT analysis to identify areas of focus for the next three years that reflect the vision and values of the organization. Consideration for expectations of individuals supported, staff, and other stakeholders are taken into account. When the leadership team has identified the main areas to pursue, input is elicited from all stakeholders before the strategic plan is implemented. The CEO approves the strategic plan and it is shared via the Kardel website and ShareVision.

### *2.C. 7: Human Resources Plan*

A plan is produced summarizing the turnover and retention of staff. Planning occurs to determine ways to decrease turnover and increase retention. Variables that may affect turnover are evaluated. In addition, a plan for training is incorporated into the document. The Director of

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Human Resources is responsible for the completion of the plan. The plan is approved by the CEO and made available via ShareVision.

### *2.C. 8: Summary of Complaints*

A summary of complaints is produced, made via the complaints resolution process, with non-identifying information. Staff members' grievances are tracked separately by the Director of Human Resources for trends. The summary outlines: goals, actions, person(s) responsible, timelines, results, and status updates. The summary is the responsibility of the Director of Programs and Quality Assurance to produce, approved by the CEO and is made available via ShareVision.

### *2.C. 9: Health and Safety Plan*

The Health and Safety Plan is a summary of the monthly OH&S group meetings. The OH&S group meetings review and address the following: types of injuries, time loss for incidents, number of form 7's, number of accident investigations, follow-up requested by the OH&S group, self-inspections completed, external inspections completed, and actions taken that are now corrected or outstanding. The plan is the responsibility of the Director of Human Resources and is made available via ShareVision

### *2.C. 10: Documentation Audit*

Annually, a documentation audit is completed that pertains to the homes/programs and individuals supported. This ensures that the most current information is available in the homes/programs and that the files of the people supported are complete. An audit is also completed of all home share provider records to ensure contractual and CARF requirements are being met. An audit of the records of the individuals supported in Home Shares is also undertaken to ensure they are complete.

### *2.C. 11: Incident Summary Report and Plans*

A summary is made of critical incidents, non-critical incidents, medication oversights, and program/residence incidents to detect trends and areas needing collective action. This is shared with all staff. The Medication Group reviews medication oversights and provides input to the summary report and plan. The summary outlines: plan type, description, person(s) responsible, timelines, results, and status updates. The summary is the responsibility of the Director of Programs and Quality Assurance to produce and is made available via ShareVision.

### *2.C. 12: Succession Planning*

Kardel has an emergency succession plan that outlines the person(s) to assume responsibility for key positions in the event a staff member is unable to fill their duties on short notice. A succession plan has also been developed for key positions within the organization which outlines the orientation and training needs of each position. Planning is the responsibility of the leadership team (Directors and the CEO).

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### *2.C. 13: Culture and Diversity Plan*

The purpose of the plan is to demonstrate the knowledge, skills, and behaviours that have been implemented for staff members in addressing interactions with stakeholders from all cultural and diverse backgrounds. In addition, the plan demonstrates the cultural and diverse backgrounds represented in the organization. The plan outlines: goals, descriptions, timelines, persons responsible, and status updates. The Director of Programs and Quality Assurance and the Director of Human Resources are responsible for producing the plan.

### *2.D. Technology*

#### *2.D. 1: Overview*

Kardel continues to work towards the best use of technology for increased efficiency and effectiveness as an organization. Computers, tablets, and phones owned by the individuals we support are intended for the sole use and benefit of that individual. Managers/designates are responsible for the Kardel-owned computer(s) in the home or program and the designation and supervision of staff members for tasks involving computers. Managers/designates maintain the security of the office computer. Each site has been equipped with an additional computer for staff use (except Hillside) when using ShareVision or accessing their Kardel email. Training is provided as appropriate.

#### *2.D. 2: Use of Technology*

The computers, tablets, and phones owned and provided by Kardel are meant for the sole purpose of Kardel business. Under no circumstances may computers be used to access pornographic sites or to download any imagery, information, or software unrelated to program objectives. Personal use of the computers by staff members may result in discipline up to and including termination of employment. Technology should be used to improve efficiencies within the organization.

#### *2.D. 3: Individual Supported and Computers, Tablets, and Phones*

Many of the individuals we support require assistance to use their computers, tablets, and phones. Kardel helps individuals supported in pursuing personal interests and activities. Within the homes/programs where individuals are using computers, tablets, and phones, a plan for support may be developed and included in person-centred plans. Kardel works to ensure staff members have adequate skills to provide the support required. However, Kardel cannot guarantee competence to meet every level of need on every shift. If individuals ask staff to download or install software onto their computers, tablets, and/or phones, they should discuss this first with the manager/designate. The manager/designate will then seek guidance from the Director of Programs and Quality Assurance.

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For computers, tablets, and phones owned by the individuals we support, costs associated with repair, internet services, general maintenance, and virus protection are the financial responsibility of the owners.

When individuals supported express goals associated with technology, these will be indicated in the person centred plan. Individual Care Plans will be expanded to include necessary information for all staff members to be oriented to the process of assisting the individual with computer, tablet, and phone use. The issue of security of the data should be addressed within the plan.

### *2.D. 4: Backup and Safe Storage*

Managers/designates and Home Share Coordinators are to back up their essential data to Resilio (cloud software) which is backed up off site.

Crucial data stored on computer drives located at the Kardel office is backed up automatically off site. The Director of Finance is responsible for the backup of Accounting Software.

#### *2.D. 4 a) Disaster Recovery*

Communication Headquarters (see 4.1.7) would alert the Director Programs and Quality Assurance and/or the Director of Finance to commence recovery of information from the backup files that are kept off site.

### *2.D. 5: Security and Virus Protection*

A LAN firewall is in place at the office. Anti-virus protection is located on each station throughout the company. Computers, tablets, and phones with confidential information are password protected. The Director of Programs and Quality Assurance and/or the Director of Finance will issue and store passwords for all Kardel computers, tablets, and phones. Staff are not to share their passwords.

### *2.D. 6: Installation and Maintenance*

Technical support and maintenance services are purchased as necessary. It is company policy that all repairs, maintenance, or application downloads made to Kardel computers, tablets, and phones should only be performed by the Director Programs and Quality Assurance, the Director of Finance, and/or our technology company. Programs or software including anti viruses, Cleaner, and Anti-Spyware should not be downloaded onto Kardel computers, tablets, or phones.

### *2.D. 7: Warranties*

Warranties are retained in the office of the Director of Finance.

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### 2.D. 8: Assistive Technology

Assistive technology is provided as needs are identified. This includes augmentative and alternative communication services.

### 2.D. 9: Internet Use

All persons authorized to use Kardel's electronic network systems ("users") are limited to using the internet for the benefit of the individuals we support and to further the goals and objectives of the organization.

Any questions regarding internet use policy should be directed to the Director of Programs and Quality Assurance.

- At all times, confidentiality is to be maintained while using the internet for any purpose.
- Access to Kardel's electronic networks, systems, and the internet is controlled through the use of user accounts and passwords.
- Users may not share their accounts or passwords. Users are required to change their password immediately if they have a reason to believe that their account has been compromised.
- The use of the internet will comply with all Federal and Provincial laws and regulations, and all Kardel policies and procedures. *See prohibited use below*
- The use of the internet must not jeopardize the operations of Kardel's electronic network systems and the internet itself

The network is monitored by an external technology company to ensure appropriate use, for capacity planning purposes, and to ensure reliable and continuous provision of services.

Sanctions for the violations of this policy may include, but are not limited to, one or more of the following:

1. Cancellation of the access rights to the systems, equipment, and services covered by this policy;
2. Imposition of disciplinary measures as per applicable Kardel policies;
3. Legal action according to applicable laws and contractual agreements.

Disclaimer:

1. Kardel assumes no liability for any direct or indirect damages arising from the user's connection to the internet.
2. Kardel is not responsible for the accuracy of information found on the internet and only facilitates the accessing and dissemination of information through its systems.

Prohibited use (includes but is not limited to):

## Section 2: Leadership

1. Individual internet use will not interfere with others' use of the internet. Users will not violate the network policies of any network accessed through their account.
2. Employees shall not use the internet to play games, enter chat rooms, or join discussion groups.
3. The internet may not be used for illegal or unlawful purposes, including but not limited to copyright infringement, obscenity, libel, slander, fraud, defamation, plagiarism, harassment, intimidation, forgery, impersonation, illegal gambling, soliciting, or computer system tampering.
4. The internet may not be used to access free web-based mail services (e.g. Hotmail) or engage in instant messenger services (e.g. MSN).
5. The internet may not be used in any way that violates existing policies, rules, or administrative orders including, but not limited to, Kardel policies.
6. Individuals may not, without authorization, access, view, alter, or destroy, data, software, documentation, or data communications belonging to others.
7. In the interest of maintaining adequate network performance, users should not send unreasonably large electronic data sets.

### *2.D.10 Social Media and Marketing:*

Kardel utilizes social media and other methods to reach out to a variety of stakeholders and the general public. This includes the use of images, video, text, audio, and both electronic and printed material.

All messaging must reflect the vision and values of Kardel as well as respect the dignity and privacy of the individuals supported.

Kardel's social media program focusses on a number of goals, including:

- Connecting Kardel with the wider community.
- Providing information to people receiving or interested in receiving our services.
- Providing information to potential employees, contractors, community stakeholders.
- Promoting a culturally sensitive and ability sensitive environment.
- Presenting a positive image of Kardel , the community living sector, and the individuals supported

Procedures:

- Kardel's social media and marketing is overseen by the Director of Programs and Quality Assurance (DPQA).
- All images, video, text, audio, and both online and printed materials, are to be submitted to the Office Administrator. This is then directed to designated senior leadership for review and approval prior to posting. Senior leadership may, at their discretion, establish guidelines to allow authorized staff to post items independently.
- All social media accounts are protected by a secure password. Only staff authorized by the DPQA may post to them.

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- A valid consent form must be on file prior to the use of any images, video, text, or audio of an individual supported, an employee, or any other person.
- Any release of images, video, text, or audio authorized by a person and/or their legal rep is limited to the specific information identified and is time limited.

### *2.D. 11: Email and Text Messaging Use*

The purpose of this policy is to define the acceptable use of email and text messaging as a method of communication at Kardel to outline responsibilities involving email and text messaging, and to provide guidelines for effective practices and processes.

This policy applies to all staff.

Kardel's email and phone system are a vital part of the organization's information technology services infrastructure. They are provided to support necessary communication in conducting and administering the business of the organization including:

- Engaging with stakeholders, other services within the system, families, and healthcare professionals, within the context of an assigned responsibility;
- Acquiring or sharing information necessary or related to the performance of an assigned responsibility.
- The use of the systems, like the use of any other Kardel-provided resource, is subject to the normal requirements of legal and ethical behaviour within the organization.
- Kardel will normally provide an email account to all staff to be used in conjunction with their duties or activities as a member of staff.
- All email accounts are the property of Kardel.
- It is the responsibility of the account holder to ensure that email received at their email address is attended to in a timely manner.
- Kardel provides cell phones to those staff that require one to complete their duties.
- All users have a responsibility to ensure that they conduct exchanges with professionalism and courtesy, and manage their correspondence responsibly.
- Users shall ensure that they use and manage their Kardel electronic resources in accordance with other organizational policies.
- As per FOIPPA/PIPA it is the account holder's responsibility to securely retain any message or attachment that is required for ongoing purposes.
- Users shall not give the impression that they are representing, giving opinions, or otherwise making statements on behalf of the organization unless appropriately authorized to do so.
- In using messaging, users must comply with all applicable federal and provincial laws and all applicable Kardel policies and procedures. Examples of such laws, rules, and policies include, but are not limited to, the laws relating to libel, privacy, copyright, trademark, obscenity, and discrimination or harassment.
- Any attempt to misrepresent the identity of the sender is prohibited
- Inappropriate or offensive messages, or messages that are fraudulent, harassing, or obscene, must not be sent or forwarded, except as requested in making a complaint.

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- If a user receives harassing or threatening messages, they should refer to section 4.C.2.j *Bullying and Harassment*

### *Privacy*

- Users should be aware that the confidentiality of the content of messages may be compromised by the applicability of law or policy, by unintended redistribution, or because of the inadequacy of current technologies to protect against unauthorized access. Users should exercise extreme caution in using messages to communicate confidential or sensitive matters. Kardel's requires all employees to use non-identifiers in all internal and external emails and text messages.
- Kardel reserves the right to access Kardel email and text message records, including those which have been deleted by the user but which may not yet have been deleted centrally. In addition, the organization reserves the right to access records where there are reasonable grounds to believe that those records contain information necessary to the proper functioning of the organization's business. Such circumstances would include the absence of an employee where it is not reasonable to obtain the employee's consent. Wherever practical, employees will be notified promptly when their records have been accessed.

### *Violations of this policy*

- Violation of this policy, or associated guidelines or standards established by Kardel may result in the temporary or permanent loss of access to the systems, their privileges, or discipline up to and including termination of employment depending on the nature of the violation
- Violations of other policies, laws, or terms of employment which may occur through the use of Kardel-provided electronic resources are subject to all sanctions applicable under such policies, laws, or terms of employment
- Should termination of employment occur the staff email address will automatically be deleted after a maximum of 30 days

### *2.D. 12: Faxes*

Transmitting information electronically involves the risk that the information will go astray, thereby breaching our commitment to confidentiality. To ensure due diligence, the following practices should be observed:

- Only send electronic information containing confidential information in urgent situations; otherwise, use phone or regular mail;
- In regard to facsimiles containing confidential information, phone the receiving organization to notify them the fax is coming, and ask them to notify you if it is not received. Stay at the fax machine until the transmission is complete so that you personally retrieve the original.

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<i>Revised:</i>	<i>January 2004, May 2006; November 2006; November 2007; July 2009; December 2014</i>
<i>Reviewed:</i>	<i>July 2010; November 2013; December 2014</i>
<i>Reference:</i>	<i>Freedom of Information and the Protection of Privacy Act: A Guide for Staff at the Lodge at Broadmead; page 22; adapted from Mission Association for Community Living Internet and Email use</i>

### *2.D. 13: Telephones*

Kardel telephones are for the use of the individuals we support in group homes, Futures Club, and for staff to use for Kardel business and emergencies only. If it is necessary for staff to make personal telephone calls, either on Kardel phones or their personal communication devices, employees should endeavor to make these calls at times that do not interrupt their duties in the home and to keep them short.

### *2.D. 14: Voice Mail*

Managers/designates, Home Share Coordinators, and administrative staff are to ensure their Kardel recorded voice mail messages are appropriate, informative, and timely. Managers/designate, Home Share Coordinators, and administrative staff are responsible for the security of their Kardel account and password and for taking precautions to prevent unauthorized access to mail boxes. The Director of Programs and Quality Assurance and the Director of Finance document Kardel voice mail passwords and keep them in a secure place.

### *2.D. 15: Cellular Phones*

Managers/designates, Home Share Coordinators, and administrative staff provided with cell phones must be aware that cellular communications are not secure and use discretion in relaying confidential information. Kardel cell phones are for Kardel business and emergencies only. For cost effectiveness, a land line should be used when possible.

For cell phones owned by the company, all passwords should be registered with the Director of Programs and Quality Assurance and Director of Finance. All employees must comply with traffic laws relating to use of cell phones while driving.

### *2.D. 16: Smartphones, Tablets, or Personal Audio Devices*

The use of these and similar devices is not appropriate while working within the homes and programs or driving vehicles. As part of a person-centered service for individuals we support, staff members must be fully engaged in attending to the communication and needs of the individuals they are supporting. These and similar devices may interfere with the ability to attend to the individual's needs.

### *2.D. 17: Confidentiality: Documents on Personal Computers and Devices*

Under no circumstances is there a requirement for staff members to save or store documents on their personal computers, tablets, and phones.

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### 2.D. 18: Website

Kardel has a company website at <http://kardelcares.ca/>. The Office Administrator and Director of Programs and Quality Assurance update the website as required. Inquiries pertaining to the website should be directed to the Office Administrator or Director of Programs and Quality Assurance.

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<i>Reference:</i>	<i>CSSEA News April 2011; volume 18 issue 02 p. 2; Volume 18, Issue 06</i>
<i>Cross Reference:</i>	<i>Ethical standards, confidentiality policy, conflict of interest policy</i>

### 2.D. 19: Use of Personal Devices with Kardel's Systems

In order to maintain security of our system network, unauthorized interaction of personal devices with Kardel equipment is prohibited. Employees are to report immediately any suspicion of tampering with the computer equipment to their manager/designate.

### 2.E. Research

Research is important for the long-term improvement of services and Kardel will cooperate with researchers and work with them to facilitate their work under the following conditions:

- All requests to engage in research on behalf of the company must be approved by the CEO prior to proceeding;
- A written outline of the hypothesis and the methodology must be submitted to the CEO;
- Individuals supported by Kardel, involved in research endorsed by Kardel will be individuals that are able to provide informed consent for their participation; participation is completely voluntary; participants may refuse to respond to any questions or ask that the tape recorder be turned off;
- Participants may withdraw at any time, without explanation. They may choose to have their contribution to-date destroyed or not included in the study.
- Kardel's Images/Video/Text/Audio Consent Form will be explained and completed with the individual supported. A copy of this form will be given to the manager/designate, with the person's permission, and is scanned to ShareVision.
- The managers/designates responsible for the individual's support, or their caregiver/parents with whom they reside, will receive a detailed description of the project prior to discussions with the individual involved.
- Research results will not identify individuals by name or identifying information;
- Kardel will receive a copy of the research on completion;
- Kardel has the right to deny access to people on Kardel property;
- The researcher must agree to comply with the ethical standards of Kardel as outlined in our Policy and Procedure Manual;

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- Original recordings, notes, etc., will be destroyed after analysis and the writing of the final copy of the research;
- Researchers must be affiliated with a college or university and the research proposal must be in compliance with their research ethics committee where applicable

### *2.F. The Law*

#### *2.F. 1: Subpoenas*

##### *2.F. 1 a) Definitions*

###### *Court*

A judicial body such as the BC Supreme Court. For the purpose of this policy, the word “court” also includes administrative tribunals or an arbitrator whose position is governed by law. It also refers to any proceeding or activity in a court, including proceedings or activities other than trials.

###### *Subpoena*

A writ commanding under law a person designated in it to appear in court under a penalty for failure to appear. The documents requiring such appearance and testimony are called “summons” or “subpoenas.”

###### *Voluntary Witness*

A person who volunteers to appear and testify in court. One example is of a person who has information about an accident, a crime, or business dealing and feels obliged to “do the right thing.”

###### *Compelled Witness*

A person compelled to act as a witness to provide information. The information may usually be considered to belong to the company or to be confidential under the terms of employment and the subpoena requires them to testify.

##### *2.F. 1 b) Rights and Responsibilities of Employees*

The purpose of this policy is to ensure that employees are aware of their public, legal responsibilities to the court to testify when subpoenaed and to tell the truth. This policy is also to make employees aware that they:

- have some rights with respect to testifying in Court, as indicated below;
- have a duty to the company as their employer;
- can exercise their rights;
- must disclose to the Company any request or summons to testify to the court, well before any scheduled court date. ;

## Section 2: Leadership

- emphasize that the overarching purpose of the company is to act in the best interests of people with disabilities

The purpose is also, wherever legally possible, that employees of the company:

- do not consent to testify in court regarding any question that might, in any way, compromise the company's purpose and duty to act in the best interests of people with disabilities;
- ensure that any information that is the property of the company is not utilized in a court without the company's knowledge and permission;
- employees who become aware that information has been subpoenaed or otherwise compelled from the company, as evidence in court or by the police, must inform the CEO immediately. Only the CEO may provide such information or delegate the provision thereof

### *2.F. 1 c) Compelled Witness*

A subpoena or summons to testify in Court raises special questions, places an employee in unusual circumstances, and imposes very serious legal obligations to the court, as well as to the company.

When employees are compelled, under the law through a subpoena, to testify in court, they do not have a choice about attendance. They must testify according to their legal obligations and they must tell the truth. The evidence that they give may or may not be in the best interests of the company or of a person with a disability. However, depending on the circumstances, employees have a right, within the law, to ask to not testify or to not answer some questions or parts of some questions. These rights are part of the Law of Evidence under our system of law. Employees may wish to seek legal advice.

### *2.F. 1 d) Voluntary Witnesses*

When employees are asked to voluntarily act as witnesses in a court, their testimony may or may not be in the best interest of the company or a person with a disability. They must first notify the CEO, in writing, of their intention, and receive his/her prior permission, in writing, to do so. The company may decide to require the employee to not testify under those circumstances. Similarly, when an employee is asked to voluntarily provide information to the police or some person or organization, which is not a court, doing so may or may not be in the best interest of the company or a person with a disability.

The company may decide to not permit the employee to provide such information under those circumstances, provided it is legal to do so. Non-compliance could result in discipline, up to and including termination of employment.

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<i>Reference:</i>	

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### *2.F. 2: Search Warrants*

#### *2.F. 2 a) Introduction*

Search warrants are another investigative device used to obtain documentary and other physical evidence in corporate criminal investigations. The police, prior to executing the warrant, do not provide the reason for the search warrant. Government agents are authorized to enter premises by force if necessary and immediately seize the materials that fall within the scope of the warrant.

For a search warrant to be issued it must be demonstrated to a neutral and detached magistrate that there is probable cause to believe that a crime has been committed and that evidence, fruits, or instrumentalities of the offence will be found in the place to be searched.

#### *2.F. 2 b) Receipt of a Search Warrant*

1. If government agents present a search warrant, copies of the search warrant should be requested.
2. Verify that the search warrant actually is addressed to the facility that the agents seek to search. It must describe specifically the places to be searched and the items subject to seizure. The agents may only search in those areas identified as subject to the search and may seize only those items identified as subject to seizure.
3. Identify safety and security concerns for the agents e.g. needs of the individual supported.
4. Advise the CEO as soon as possible.
5. Materials for which a claim of privilege may be made should be segregated and the agents advised that the materials should remain sealed until the parties (or the court if the parties cannot reach agreement) can resolve their status. For example, records of the individuals supported that are not identified in the search warrant may be questioned.
6. The manager/designate on site would act on behalf of the organization's interests during the search. This person should not interfere with the agents, but should keep a detailed list of the areas searched, any questions asked by the agents, and any materials seized.
7. The manager/designate should be adequately familiar with the material subject to seizure to be able to identify any potentially privileged materials. Essential business records (including computerized records) should be identified and backups maintained (off premises).
8. Do not forcibly interfere with or willfully obstruct the conduct of search. Obstruction of justice may result in arrest and prosecution. If agents do something in excess of the warrant, object, but do not resist.
9. Do not allow interviews on the company's premises. Designating an "interview room" may be deemed consent to interview. The warrant does not permit government agents to make use of home or program facilities.

## Section 2: Leadership

10. Employees should cooperate with agents conducting the search. Agents have a right to search for and take documents but do not have a right to compel employees to tell them where a particular document is located.
11. Employees have a right to speak or not to speak to the agents; it is their choice. The company takes no position on the issue. Employees may choose to speak first with personal counsel in order to protect their individual rights.
12. The government agents/police have the right to contact employees at their homes.
13. Employees have the right to have a union rep present during debriefing.
14. Police may confine staff members and restrict the use of telephones and electronic devices as part of an initial "security sweep." They do not have the right to unduly restrict a person's freedom of movement for a period longer than a few minutes, and employees may object. With a longer time frame, you may wish to ask whether persons whose movements are restricted are "under arrest."

### *2.F. 3: Individuals Supported and Legal Actions*

Kardel helps an individual supported involved in legal actions by identifying appropriate legal assistance and through personal support.

Kardel does not assume responsibility for resolving legal actions involving individuals supported except in cases where Kardel is named in the legal action. We work cooperatively to facilitate compliance with orders from the court.

#### *Procedures*

If an individual supported is involved in legal action, such as receiving a summons or subpoena, being asked to be a voluntary witness, or being charged with an offence, the manager/designate supports the individuals supported to:

- Notify family member(s), guardian(s) (if applicable) and CLBC contact(s);
- Access appropriate legal representation;
- Understand the nature of the person's involvement, rights, and responsibilities, and assist them with understanding the process using plain language;
- Seek out additional expertise and resources as necessary in the best interest of the person;
- Accompany the person to appointments if required and requested.

### *2.F. 4: Criminal Offenders:*

Kardel considers each request for admission based on the suitability of placement. Where there has been a history of criminal behaviour, Kardel would:

- Assess the potential impact on other people in the home/program; we would not accept a person where there is a probability of placing other vulnerable people at risk. However, we would assist in either designing a more appropriate service under the auspices of the

## Section 2: Leadership

company or informing CLBC and other stakeholders of the resources required to assist in their search for a more appropriate resource;

- Assess the history of the criminal activity and chances of reoffending;
- Assess the resources required to meet the individual's needs and our ability to provide those resources;
- Work cooperatively with the probation officer and/or other members of the therapeutic team and the courts to assist in the rehabilitation, if the person is admitted to our services. These service providers would become stakeholders in our services and their input would be sought;
- Report any breaches of probation and document the person's behaviour

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<i>Reference:</i>	<i>VIHA Community Care Facilities Licensing: Incident Reports;</i>

### *2.F. 5: Legislation and Referenced Codes of Ethics*

The following is a partial listing of legislation and other documents that impact Kardel's delivery of service.

#### *Legislation:*

- \*Adult Guardianship Act
- \*B.C. Human Rights Code
- \*Canadian Charter of Rights and Freedoms
- \*Canadian Multiculturalism Act
- \*Child, Family and Community Service Act
- \*Coroner's Act
- Companies Act
- \*Community Care and Assisted Living Act: Residential Care Regulations
- \*Community Care and Assisted Living Act
- \*Community Care Living Authority Act
- \*Criminal Records Review Act
- \*Document Disposal Act
- \*Emergency Program Act
- \*Employment Standards Act
- \*Freedom of Information and Protection of Privacy Act, & Regulations
- \*Employment and Assistance for Persons with Disabilities Act
- \*Health Act
- \*Health and Social Services Delivery Improvement Act
- \*Health Care (Consent) and Care Facility (Admission) Act
- \*Health Professions Act
- \*Human Resource Facility Act
- Motor Vehicle Act

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- \*Representation Agreement Act
- Public Guardian and Trustee Act & Public Guardian and Trustee Regulations
- \*Social Workers Act
- \*Personal Information Protection Act
- \*Workers Compensation Act; WCB Regulations; Occupational Health and Safety Regulations

### *Ethics:*

- \*BC Association of Social Workers Code of Ethics
- \*Child and Youth Care Practitioners Professional Code of Ethics
- \*MCFD: Community Living Services: Province of B.C.; Guiding Principles for Service Delivery: Staffed Resources Revised 1999; Revised 2001

### *References: Policy and Procedures:*

- CARF Employment and Community Services Standards Manual
- \*Community Care Facilities Programs: Policies and Procedures
- Community Social Services Employers (CSSEA) Association: Personnel Policies and Procedures
- Community Support Services Policies and Procedures
- \*Community Services Collective Agreement

\*Indicates a link is available for this on the Policies and Procedures site in ShareVision

### *2.F. 6: Investigations*

A Licensing Officer is responsible for investigating every allegation or complaint of non-compliance in a licensed community care facility. The degree to which Licensing investigates depends on the nature and severity of the complaint. Some complaints, such as those involving abuse, are of a serious nature and require more immediate attention. For details on staff members' involvement in investigations, see *4.C.4 Alleged Abuse*.

Investigations for home share situations are conducted by a person designated by the CEO. CLBC may also conduct investigations.

### *2.G. Unanticipated Service Modifications, Reductions, or Closures*

As a service provider dependent on funding from CLBC, Licensing regulations, and the provision of homes through BC Housing, Kardel are vulnerable to unanticipated changes being imposed upon us by issues such as a change in CLBC direction, budget shortfalls, or a Licensing-mandated resource closure/change. The following represent the procedures that direct and affect our actions:

## Section 2: Leadership

### 2.G. 1: Service Modifications and Closures

#### 2.G. 1 a) Procedures:

- Time frames for Home Share and Respite Contracts are stipulated in the agreement.
- Time frames for Group Homes, Futures, Supported Living and ISN contracts: written notice (between 30 and 365 days) must be given by one party to the other that the CLBC contract is to end.
- Licensing require one year's notice for service modifications and closures. Where possible, we will comply with this requirement. If the CLBC funding mandate does not allow a year advance notice, we will partner with CLBC to present the issue to Licensing.
- Under Labour Standards Section 54 the Union requires sixty (60) days notice of closures that significantly impact staffing. Under the collective agreement 13.7 requires staff layoff notification varying from one week to eight weeks depending on staff member's length of service.

### 2.G. 2: Transitions and Exits

See 1.C.3 Transitions

### 2.G. 3: Guiding Principles

See 1.C.3 Transitions

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<i>Reference:</i>	<i>CARF ECS 2013 Section 2 A. 5</i>
	<i>Collective Agreement: 13.6</i>
	<i>Labour Standards: Section 54</i>
	<i>Component Schedules: CLBC</i>
	<i>Community Care and Assisted Living Regulations Part 2: 9</i>