



# Strategic Plan

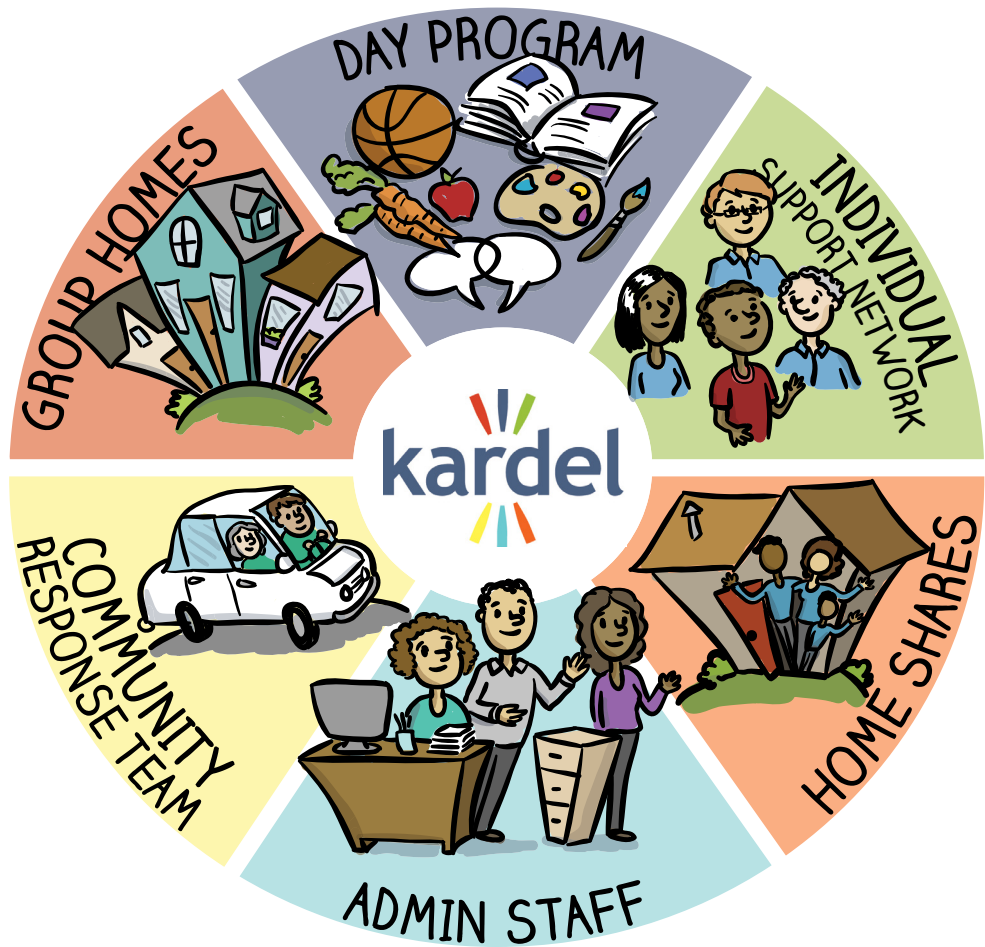
2015 - 2018



**Kardel Consulting Services**  
CARF Accredited Homes and Programs  
CARF Accredited Home Shares  
 [www.kardelcares.ca](http://www.kardelcares.ca)

## ABOUT KARDEL

**Kardel Consulting Services Inc. (known simply as “Kardel”)** is a **CARF-accredited** agency providing individualized community based services for people with developmental disabilities. Kardel provides a diverse range of services including residential homes, day programs, home share, supported employment, a community response team and other individualized supports through Host Agency Agreements.



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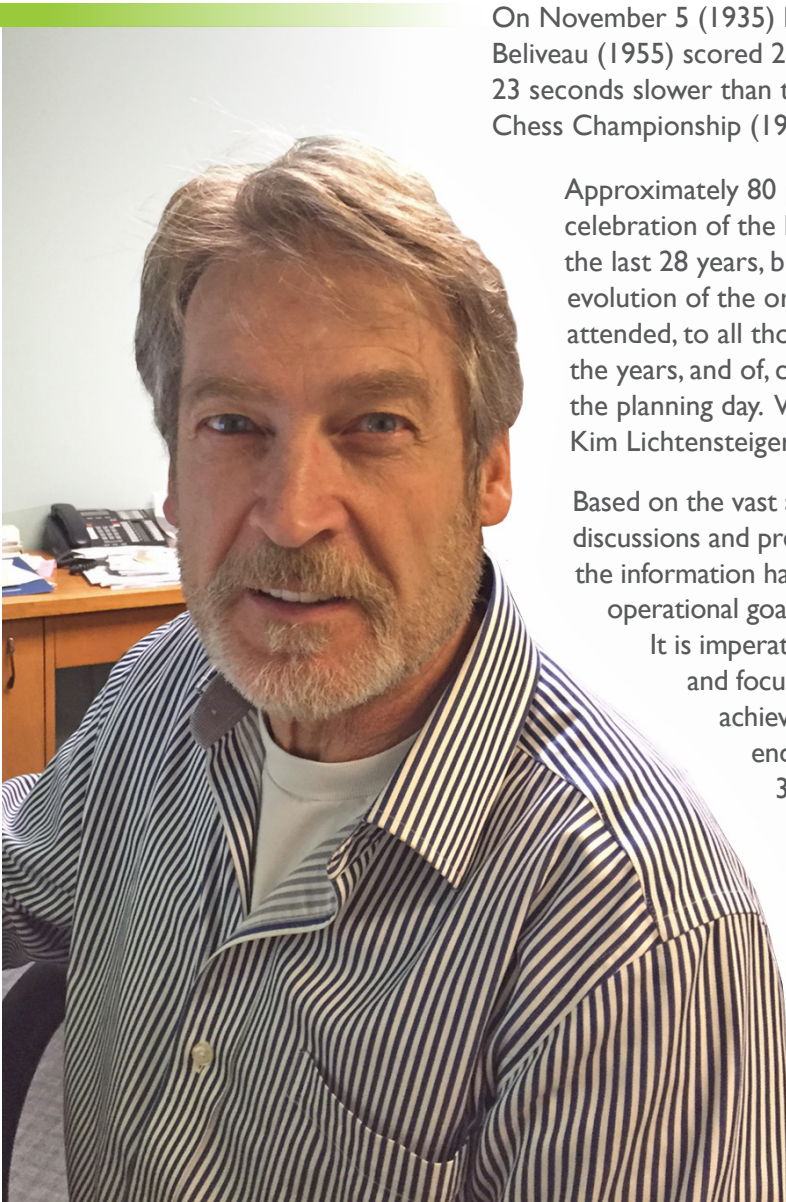
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## INTRODUCTION

### CEO KARL EGNER



On November 5 (1935) Parker Brothers launched the game of Monopoly, Jean Beliveau (1955) scored 2nd fastest hat trick for the Montreal Canadiens (44 sec; 23 seconds slower than the fastest), Bobby Fisher beat Boris Spassky to win world Chess Championship (1992) and Kardel created its newest Strategic Plan (2015).

Approximately 80 people attended the full-day event, which was both a celebration of the hard work and dedication to core values over the span of the last 28 years, but also a renewal and focusing of energies in the continuing evolution of the organization. Our heart-felt thanks go out to all those who attended, to all those who couldn't attend but have contributed much over the years, and of, course to the people responsible for the organization of the planning day. While many stepped up I'd like specifically to acknowledge, Kim Lichtensteiger, Stacy Barter and Stuart Munger.

Based on the vast amount of information generated during the day's discussions and presentations, several iterations of organizing and reviewing the information have been undertaken. It is important that we capture operational goals that can guide our efforts towards the desired outcomes.

It is imperative that we measure our objectives against our resources and focus on what is most important, and what we can hope to achieve within our operational resources and priorities. To that end, the process of Strategic Planning 2015 has identified 3 Goals, goals which apply broadly to the organization and the spectrum of services under its umbrella, goals which reflect and inform important operational issues and goals which move us into greater congruence with the challenges of our changing social and fiscal environment.

A handwritten signature in blue ink, appearing to be 'K. Egner', written in a cursive style.

“

...the process of Strategic Planning 2015 has identified 3 Goals, goals which apply broadly to the organization and the spectrum of services under its umbrella, goals which reflect and inform important operational issues and goals which move us into greater congruence with the challenges of our changing social and fiscal environment.

”

## STRATEGIC PLAN DEVELOPMENT

The process to develop this strategic plan began in June 2015, and involved a number of key activities to draw on the collective knowledge of Kardel's stakeholders.

The process was facilitated by a number of Kardel staff at various stakeholder meetings which involved reviewing the goals from the previous strategic plan and identifying any further key themes through stakeholder focus groups.

- Members of Kardel's Team Connection Group (Mark Bamford and Kimberley Albrighton) met with a number of group homes staff to obtain their view
- Focus groups were held by Jen Neely and Cathy Elford at Employee Orientation with a mixture of new and existing staff to obtain their input
- Karl Egner, Cathy Elford and Stuart Munger met with Home Share Providers and Families to gain their perspectives on the issues that were of importance to them
- Focus groups were held with staff from a variety of group homes and programs by Stuart Munger and Cathy Elford to assist in the process of identify key themes

A strategic planning session held on November 5, 2015 with approximately 80 key stakeholders: including management, front-line, administration, home share providers, families and people supported.

The day's activities invited stakeholders to a celebration of Kardel which ranged from Kardel Trivia to the infamous Photo Booth. In addition there were opportunities to reflect on, and share their experiences about emerging trends, challenges, and opportunities facing Kardel. Participants in the planning process contributed a number of recommendations for how Kardel might move forward and continue to grow and thrive as an organization. The key themes identified through this process, and recommendations for Kardel's strategic directions over the coming years are highlighted in this document.



# VISION, MISSION & VALUES

## VISION

Kardel's vision is that of a community where all members live a full life, feel included, and are empowered to make personal choices in their lives.

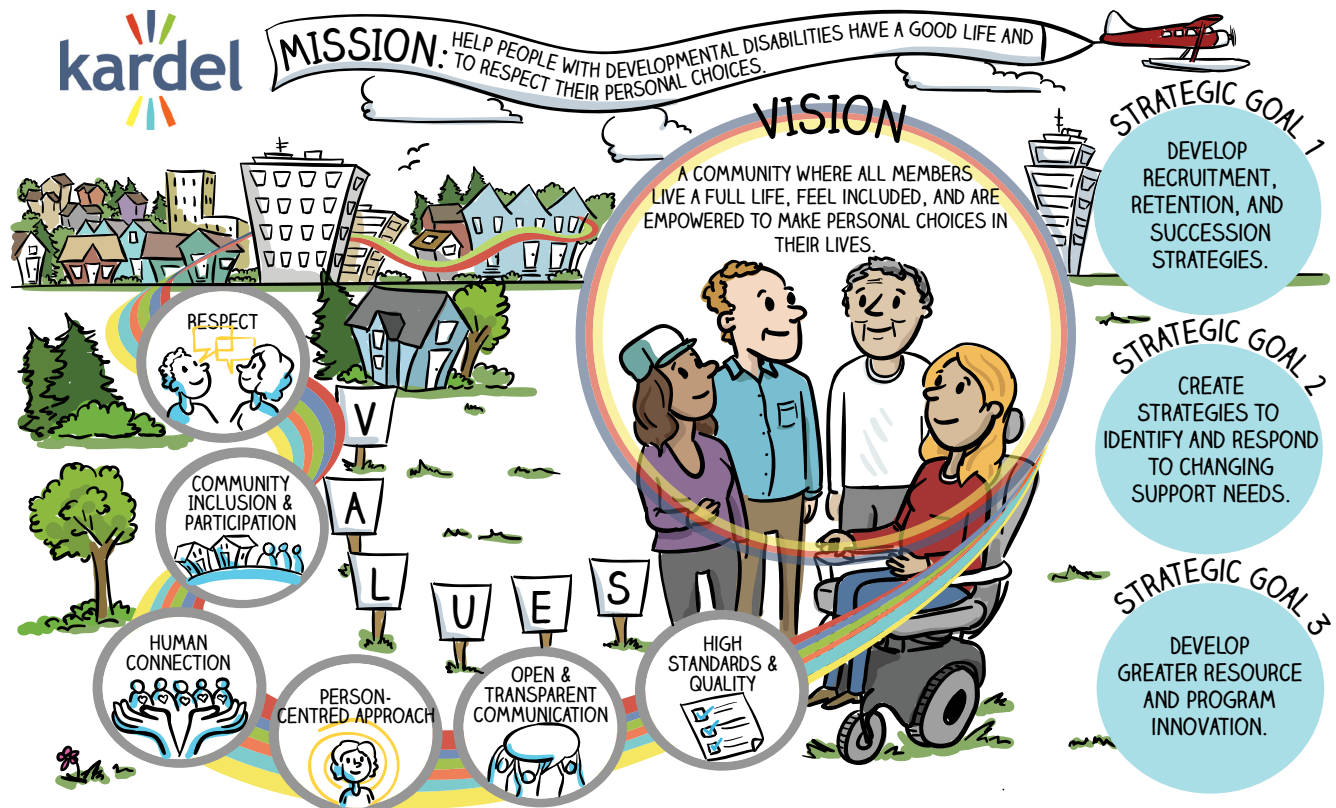
## MISSION

Kardel's mission is to help people with developmental disabilities have a good life and to respect their personal choices.

## VALUES

Kardel works in accord with the following values:

- Respect
- Community Inclusion & Participation
- Human Connection
- Person-Centred Approach
- Open & Transparent Communication
- High Standards & Quality



**Kardel is committed to these values:**

Respect

Community  
Inclusion &  
Participation

Human Connection

Person-Centered  
Approach

Open & Transparent  
Communication

High Standards &  
Quality

## PRINCIPLES & PRACTICES

**Kardel is committed to those values through the following principles and practices which we demonstrate throughout our work with the people we support, with our partners and as a team:**

### RESPECT:

- We relate to people as we prefer to be related to ourselves.
- We take the time to listen to each other, accept different points of view and seek to understand each other.
- We work together in a spirit of collaboration, and approach each other with a positive, pro-active attitude.

### COMMUNITY INCLUSION & PARTICIPATION:

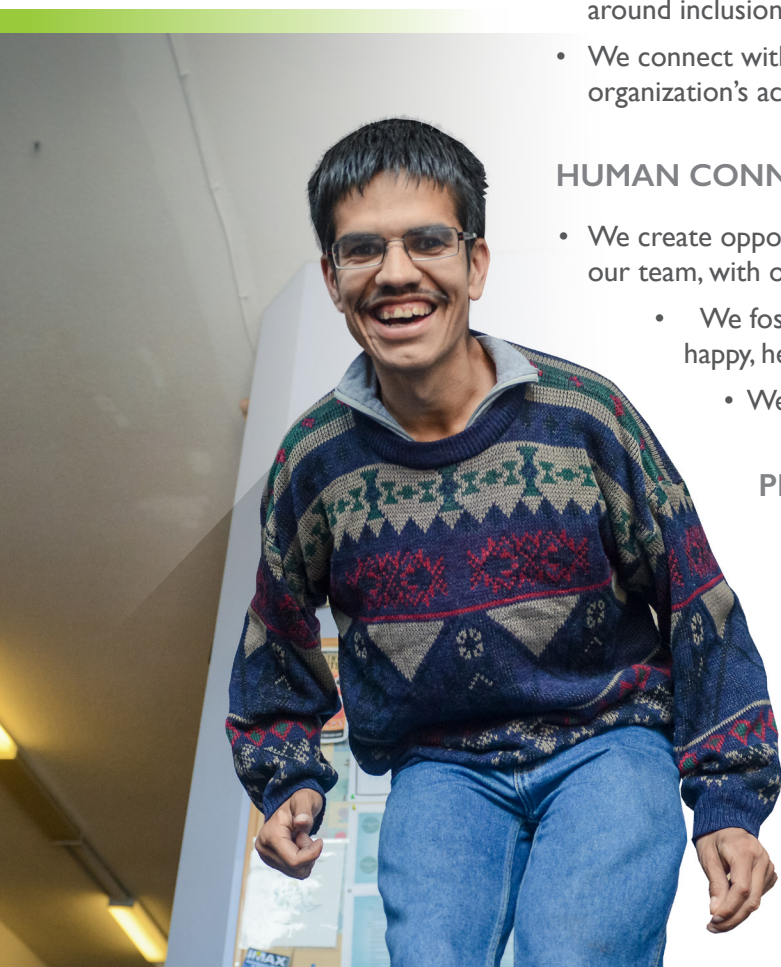
- We invest, and support each other, in better knowing and participating in our community.
- We advocate for equality, and work to increase community awareness around inclusion, citizenship, and accessibility.
- We connect with our broader community to involve them in our organization's activities.

### HUMAN CONNECTION:

- We create opportunities for connection, celebration and recognition within our team, with our partners, and people we support.
  - We foster a “family-oriented” environment that supports a safe, happy, healthy home life for people with developmental disabilities.
  - We treat each other with an ethic of equality.

### PERSON-CENTRED APPROACH

- We provide person-centred services, designed to respect each individual's unique choices consistent with their values, hopes and aspirations.
  - We actively listen and recognize people's unique strengths and contributions, and provide opportunities for people to identify, share, and build on their strengths.
  - We share progress in order to support people to realize their goals and aspirations.



## OPEN & TRANSPARENT COMMUNICATION

- We focus on building trusting relationships and fostering an environment of collaboration, not competition.
- We develop the means to have open, safe, pro-active dialogue, and share feedback with each other.
- We create opportunities to communicate across our organization, connect and develop synergies amongst our people, programs, and services.

## HIGH STANDARDS & QUALITY

- We provide consistent, high quality standards of care.
- We ensure our services are flexible, efficient and responsive.
- We create fair, respectful and safe work environments and support our team by providing appropriate orientation and training.

# OUR STORIES

## TRUE SPIRIT OF COLLABORATION

When the BC Forest Discovery Centre contacted Colleen Dally at our group home in Duncan this year we saw this as an idea opportunity for other homes and programs to collaborate. The centre

was organizing a “Celebration of Accessibility” Day, this was to demonstrate the new Hydraulic wheelchair lift that had been added to their trains, they had fixed a number of boardwalks and had incorporated other improvements to improve accessibility.



Gabe using the new Hydraulic wheelchair lift

The people supported of Lakes Road House (Duncan), Patterson House, Dustin House and Futures Day Program all travelled to the BC Forest Discovery Centre in Duncan, BC. This was a free event that included a buffet breakfast and entertainment; they are hoping to make this an annual event! The staff and volunteers at the BC Forest Discovery Center were amazing, the food was plentiful and delicious, the weather spectacular, and the company of friends remarkable.

Our Futures Day Program Photography Club were involved in the action making sure there were some excellent photos that are shared on our website and in this document.

**Moving forward from 2015-2018, Kardel has 3 Strategic Goals:**

**1**  
Develop recruitment, retention, and succession strategies.

**2**  
Create strategies to identify and respond to changing support needs.

**3**  
Develop greater resource and program innovation.

## STRATEGIC GOALS & OBJECTIVES

Moving forward from 2015-2018, Kardel has 3 Strategic Goals:

- Develop recruitment, retention, and succession strategies.
- Create strategies to identify and respond to changing support needs.
- Develop greater resource and program innovation.

Some of these strategic goals remain priorities from our previous 2012-2015 strategic plan; however, we have developed an updated set of objectives for each goal based on current realities and priorities. These objectives will serve as the foundation for further detailed action planning and for annual reporting.

The following goals that have been identified apply to Kardel Residences and Programs:

### GOAL 1: DEVELOP RECRUITMENT, RETENTION AND SUCCESSION STRATEGIES.

1. Research and identify emerging labour market and industry trends to inform the development of effective recruitment and retention strategies.
2. Develop innovative strategies relating to marketing, outreach, education, recognition and reward programs.
3. Engage with and invest in Kardel's team by providing training and development, mentorship and leadership opportunities, recognition and incentives.
4. Enhance systems to prepare for transitions, including succession planning, welcoming and orientation.

### GOAL 2: CREATE STRATEGIES TO IDENTIFY AND RESPOND TO CHANGING SUPPORT NEEDS.

1. Develop methods to track changing needs of the people we support.
2. Provide training and education related to the complex and changing support needs of the people we support.
3. Learn from best practices to adapt support systems and develop strategies that better meet the age diverse support needs represented within the organization.

### GOAL 3: DEVELOP GREATER RESOURCE SUSTAINABILITY AND INNOVATION.

1. Gather data on community resource gaps and service opportunities.
2. Communicate and work with funders to ensure each individual's support needs are adequately resourced, including those with increasingly complex care needs.
3. Establish mechanisms to optimize Kardel's resource allocations across programs and services.
4. Identify potential social enterprise business models from across North America that could be implemented for the people we support.

## OUR STORIES

### A PICTURE OF HEALTH

The picture below of Ritchie with his Home Share Provider Sharon (and dog Sonni) is a far cry from the Ritchie that arrived at Sharon's home over 4 years ago. At that time Ritchie had been living in a cramped apartment with items he would keep and needing full time support. It was identified that Ritchie would benefit from living in a Home Share situation and as always with these scenarios it is finding the right match. As soon as Ritchie went to Sharon's house he loved the space and the fact he would have someone to help him and secretly loved Sharon's dog Sonni.

Fortunately, Ritchie found a home to share with Sharon who had the skills and experience to support him. Sharon recognized that Ritchie wanted help but also realized the positive changes in his lifestyle for him wouldn't happen overnight. It was a step by step process of understanding what made Ritchie happy, healthy and also adjusting the suite he lives in now to meet Ritchie's needs. Ritchie used to like to keep lots of things so there was an adjustment for him. However, in the in his first year in living with Sharon he lost so much weight that he had to give clothes away as they didn't fit!

Ritchie loves his new living space now, he has a housemate to talk too and a dog that he could interact with and take for walks. Soon Ritchie was taking the dog for a walk on a regular basis, gardening, keeping his space clean and engaging in hobbies. Ritchie's favourite hobby is knitting and he has various projects that he works on for his friends.

There could be pages written about Ritchie's progress over the last four years, some key themes that make us smile though are:

- "I've bought new clothes and shoes as I've lost weight and my shape is changing!"
- "Wednesday is Ritchie Day. I stay home and do things around the house that I enjoy"
- "I pick raspberries, blueberries and kale from the garden for dinner"
- "Sonni and I go for walks 3 times a day"
- "I'm saving to go on a vacation to see friends"

You would never imagine that four years ago but Ritchie is a picture of health now thanks to a little help from his friends – Sharon and Sonni!

*Ritchie, Sharon and Sonni*



## OUR STORIES

### DRIVING DREAMS

In life we all have certain things that we dream about, things that if we were able to achieve would have great meaning for us.

Such as it was for Amanda, who for years would talk about her desire to get her driving license and one day own a car.

Yet when she would talk about her desire she would always follow up with “but I’ll never be able to get my license or a car, I always fail”. For many years Amanda had the idea that she would fail this belief was held by only Amanda herself. Everyone else in her life saw greater potential in her and would consistently remind her that she could fulfill her dream.

Amanda made the first step and booked her learners test this year and she studied the material and did some practice tests and finally the day came for her to do the test for her Learners license....she failed the test by one question. However, Amanda studied hard again and re-took her test within weeks and passed!

Home support and ISN staff practiced driving with Amanda and she quickly became comfortable and over the year became a good driver. As the time drew closer for her to do her road test she became excited and anxious and was worried about failing. Her support team reminded her that lots of people fail on their first, and even second and third tries, but she should not let that stop her.

Her home support purchased driving lessons for Amanda’s birthday and her support staff from ISN had made arrangements with a personal friend who was a supervisor for the road test team at ICBC to take her on a practice road test so she would know what to expect when she did her actual test.

Then one day about six weeks before her test in June this year, Amanda called the ISN Manager saying that she wanted to meet him at the office. Amanda had saved some money and used it as a down payment on Kia Rio that she just bought! Her home support explained to the ISN Manager later how impressed she was, Amanda

had done it all on her own! Just a couple of years ago navigating a process like that would have been very overwhelming for her. However, with the car she made the phone calls, negotiated the price, signed the papers and did the insurance all on her own!

Amanda was over the moon with excitement and everyone here at Kardel was quite impressed at her achievement. A few short weeks later Amanda passed her road test and achieved one of things she had dreamed about most of her adult life but never really believed she would actually be able to accomplish.

Amanda is one of those people we support who remind us that dreams are possible.



*Amanda and her new car*

## PLAN IMPLEMENTATION

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**Kardel is committed to working toward the goals and objectives outlined in this plan, and will actively seek out opportunities to implement the plan. We are currently developing an implementation plan with regular check-in points, and will ensure that our budget and other plans reflect the key directions set out in this strategic plan. As we move forward, we will use the values, principles and practices to guide our work.**

This plan is intended to be a “living” document, and mechanisms will be developed to check in and report annually on what we have done toward achieving our goals and objectives. This will be an opportunity for our team to see what has been accomplished, as well as what remains to be done. If Kardel encounters challenges in achieving the desired results, interim planning and dialogue sessions will serve as an opportunity to explore other approaches.





**Kardel Consulting Services Inc**

CARF Accredited Homes and Programs

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