



Kardel



Strategic Plan 2018-2021

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

CONTENTS

| | |
|--|---|
| Overview of Kardel | 2 |
| Mission, Vision, and Values..... | 2 |
| Strategic Planning Principles..... | 3 |
| Strategic Plan Development for 2018-2021..... | 4 |
| Strategic Goals and Objectives..... | 4 |
| Implementing the Plan and Measuring Success..... | 8 |
| Communicating the Plan..... | 8 |



Overview of Kardel

Kardel Consulting Services Inc. (known simply as “Kardel”) is a CARF-accredited agency, operating on Vancouver Island, providing individualized community based services for people with developmental disabilities. Kardel supports approximately 300 individuals through a diverse range of services including residential homes, day programs, home share, respite, supported living, community outreach, and other individualized supports.

Mission

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

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.

Values

Kardel works in accordance with the following values:

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

Strategic Planning Principles

Kardel is committed to those values as demonstrated throughout our work with the individuals we support. Below are the guiding principles for Kardel's Strategic Plan.

- Strategic goals must further the mission of Kardel.
- Strategic goals must be implemented in accordance with the values of the organization.
- Strategic goals must be linked to actions that are Specific, Measurable, Attainable, Realistic, & Time-Limited (SMART).
- Strategic planning must be informed by reliable data.
- The Strategic Plan must be informed by and give guidance to other planning processes
- The Strategic Plan is a living document open to change as agreed to by the leadership team



Strategic Plan Development for 2018-2021

The process to develop the strategic plan began in September 2018. The Leadership Team identified a framework for developing strategic goals through an examination of current challenges, emerging trends, and opportunities. Having developed an outline of the key goals, we utilized a variety of methods to elicit feedback from stakeholders (e.g. meeting, surveys, focus groups) and incorporated that input into shaping the areas of priority for the next three years.

Building the Plan

Kardel supports approximately 300 individuals in various service streams and interacts broadly with families, staff, contractors, funders, other agencies, regulatory bodies, and government officials. Surveys of key stakeholder groups were undertaken for feedback regarding the strategic plan goals. To facilitate further input from individuals supported, a question will be inserted in person-centred plans to ensure ongoing feedback. The proposed strategic goals were discussed at Program Manager and HS Coordinator meetings. Program managers discussed the strategic goals at Program Team meetings to obtain feedback. HS Providers, Respite Providers and families/advocates were provided with hard copy and on-line survey forms. Any feedback that required clarification was addressed by the Director of Programs and Quality Assurance and by the CEO.

Strategic Goals & Objectives

For 2018-2021 Kardel has 4 strategic goals:

- Community Engagement
- Enhancing the Home Share Model
- Person-Centred Planning
- Information Security

Objectives have been set for each of the strategic goals and are a basis for the action plan and annual reporting.

“I definitely like the idea of supporting our local community organizations.”

Online Survey Respondent

Strategic Goal #1

Community Engagement

To identify local community organizations/ initiatives that are generally consistent with broad themes such as supporting other vulnerable and disadvantaged persons, climate action, health awareness, cultural enrichment, and social inclusion.

Objective #1

We will explore ways in which Kardel can collaborate with agencies/initiative to further our mutual goals.

Objective #2

We will seek opportunities for the people we support to engage in meaningful ways in the activities of these community partners, in ways that are consistent with the interests of the individual.

“I see a bright future in Home Share and think change can be positive and imperative for the future of home share providers.”

Online Survey respondent

Strategic Goal #2

Enhancing the Home Share Model

Kardel is committed to developing supportive and stable Home Share options that offer a good quality of life for the individuals and providers involved.

Objective #1

To review and refine the process of Home Share Provider screening and selection, the review of HSP applications, the Home Study process, and the Home Study Summary will involve the participation of a secondary Home Share Coordinator (HSC). To the extent that there is a significant amount of information to be gathered and reviewed, and to the extent that it involves qualitative judgments regarding applicant suitability, it is proposed that the screening process be enhanced by the participation of a second HSC.

Objective #2

To develop additional means of assessing the status of HS Placements by identifying and tracking factors that compromise the quality or stability of the Home Share. This will be integrated with the Monitoring Tool. This information may be helpful in identifying broader systems issues and resource needs that can be shared with our funder.

Objective #3

Kardel will undertake a methodical review of our current Home Share and Respite provider recruitment practices across all Vancouver Island Communities. Based on trends identified, this will enable Kardel to develop more effective recruitment initiatives.

Strategic Goal #3

Person-Centred Planning

Kardel is committed to providing person-centred services, ensuring opportunities for each individual's unique values and choices to be expressed. Ongoing reviews of the PCPs and feedback from staff suggest we can improve on this area. We will review the process by which we gather information about individual choices, how we record this information in the goals, and how we implement a plan whose progress we can monitor

Objective #1

To ensure a process that is effective and efficient in identifying meaningful and measurable individual goals

Objective #2

The Individual Support Network primarily delivers 1:1 community inclusion supports. We will undertake a review of the documentation to ensure that the community inclusion activities reflect the overall goals identified in the PCP, to sharpen tracking documentation pertaining to the stated goals and to facilitate summary reporting. These changes will ensure accountability of the staff and the program to the principle of person-centred service delivery.

Objective #3

We will undertake a review of the Futures Club Day Program activities. Participants will lead the redesign of their activities. Input will be obtained via focus groups and person-centred planning meetings. Staff from Futures Club will engage with families and caregivers of participants for their feedback.

Strategic Goal #4

Information Security

There is a growing recognition that as information is recorded and stored increasingly in digital form, our systems must be designed to protect against data breaches and fraud and to recover critical information from backup systems in the event of loss. In addressing this goal, our external accounting firm, external IT support professionals, and our client information system software suppliers will test the adequacy of our systems and develop appropriate protocols.

Implementing the Plan and Measuring Success

The strategic plan is intended to be a document for ongoing review; an "action grid" will be developed that outlines the identified objectives for each strategic plan goal. It will detail the action, description of the action, whom it impacts, person(s) responsible, and a projected completion date. This is to be reviewed and updated on an annual basis. This will ensure that our resource allocations reflect the key directions set out in this strategic plan.

Communicating the Plan

The strategic plan will be posted to the Kardel website and actively communicated to individuals supported, families/guardians, staff, home share and respite providers and our funder. The plan will be available in a plain language format.

<https://kardelcares.ca>



A4 100 Aldersmith Place,
View Royal BC V9A 7M8
250-382-5959
info@kardel87.com