

Strategic Planning Meeting

November 15, 2014

9:00am-12:52pm

Attending:

Directors: Bruce Gerrand (Board President), Lorne Myhra (Board-Treasurer), Kristin Lockhart (Board), Judy Gutwald (Board), Daun Bate (Board-Secretary), Lawrence Stubbington (Board)

Staff: Sasha Koftinoff (SRCW-29th St), Susan Cara (SRCW-KC House), Sunny Junker (PC-KSCL), Ruth Cordiner (PC-Nelson), Laurie Wilson (SRCW- Silverbirch), Kathleen Elias (ED-KSCL), Lisa Nevakshonoff (Finance- KSCL), Brigette Ady (Payroll- KSCL), Erin Shippy (SRCW- Bigby/CD House), Thea Wood (Home share-KSCL)

Other: Greg Stubbington

- 1) Round table Introductions
- 2) Motion to approve agenda: Lorne Myrha, seconded by Bruce Gerrand
- 3) Motion to approve minutes from November 23, 2013.

(Approval postponed until the upcoming board meeting.)

- 4) Mission Statement-changed:

Old: We will give Support, Advocate, and provide Services for People which Empowers them to control their lives and to gain Acceptance and Interdependence within Their Community

New: We will give support, advocate and provide services for people which empowers them to make choices and be included in their community.

- 5) Vision Statement-changed:

Old: We aspire to be recognized as the leading person centered service provider.

New: Be the leading inclusive service provider in Community Living.

- 6) **Stakeholder Input-CARF**

KSCL was surveyed to meet over 1000 standards

Out of those standards, KSCL had 13 recommendations that need to have action.

- 2 in Governance (*need Board self-assessments done & signing of yearly forms*)
- 2 in Health & Safety (*training & emergency drills*)
- 5 in Human Resources (*verification & timeframe of credentials; annual training done as per CARF; Evaluations; Agreements for students & volunteers*)

- 1 in Rights of Person Served (*timeframe on complaints*)
- 1 in Performance Measurement & Improvement (*collection of data – results need to be shared better*)
- 1 in Service Planning (*ISP prove individual has input w/family/caregiver*)
- 1 in Housing (*need more skill development in goals*)

KSCL was given accolades for;

- Our cohesiveness & great working relationship within the Administration Team & great office location
- KSCL strong financial position
- Our Employment programs for finding so many placements within such a small population
- Our Day programs for integration & skill development provided to participants
- Our Residential homes for being well maintained, accessibility, assisted technology, and bedrooms being very personalized.
- Our high level of satisfaction that was evident with our families, staff, funders, and host families.

Stakeholder Input-Survey Results

- Persons Served: need to ensure clients are included in their planning & their choices are heard
- Employees: casuals want PD too; sharing information w/employees; staff appreciation
- Stakeholders: caregivers/families involved in planning mtgs; transition for youth to adult an issue

Stakeholder Input-Yearly Reports - Points to Consider

- Accessibility – aging & transition youth services are needed
- Client Exits – could expand residential support for youth
- Reportable/Incidents – promote staff training (PD) & team building & improve orientations for new employees
- Advocacy – Information sharing is important to keep connected with our community
- Community/Committees – keep being involved & active
- ISP/Parents – Focus on making them happen regularly
- OH&S – keep up with noted r/m & keep staff trained
- Staff Mtgs – allow more staff mtg time, info shared from all areas
- Outcomes – work on goal development
- Residential/Day Programs – need alternative housing; develop new day program ideas; promote skill development; recruit/retain employees; id recreation & community opportunities; get feedback on our “distant” programs

- Home Share – recruit home share providers
- Employment – continue to grow & develop; train staff & offer PD on employment; insufficient staffing (contracts too low); marketing
- Child/Youth – orientate more employees to program; work with schools for identified children/youth; ideas for integrations
- Business Functions – staff absenteeism has negative impact on morale & quality of service. Encourage team building & health & wellness for staff; adequate casual pool; better HR return to work practice

Stakeholder Input-Identify Items

- **CLBC** - Need for housing options
- **MCFD** - Transition planning
- **Board** - More training i.e. Professional Development
- **Employee** - More professional development.
- **Other Stakeholders** - More exposure in our community. Be involved with community groups.
- **Clients** - Different types of housing choices. Different choices for individual and group programs.

7) Review of 2013-2014 Goals (prior year)

Goal 1: AGING CLIENT/POPULATION & HOUSING OPTIONS

Continuation/Revision to Goal # 5 from 2012/2013 - To prioritize which of the 5 housing options KSCL will peruse in 2014 by Feb. 28/14 **Outstanding**
Received funding of \$10,000 to develop a business plan & have plans for proposed house

Goal 2: RESEARCH LAND

Research the acquisition of land by June 30 2014. **Outstanding**
Land not secured. Working with Phil Marking & proposal to BC Housing in January to get in March budget

Goal 3: PUBLIC AWARENESS/RELATIONSHIPS

To raise awareness of KSCL's programs and services in all communities serviced by KSCL by December 31, 2014. **Expired**

Admin team to continue

Goal 4 SHORT TERM SOLUTION FOR CASTLE GLASS

Examine and determine the short term goals for use of building next door. S/T – Mar. 31/14 **Expired**

Admin team to continue

8) **SWOT Analysis:** Reviewed & changed, or added to 2015 SWOT

	Strengths	Weakness	Opportunities	Threats
	<ul style="list-style-type: none"> • Diverse services (residential/day program/kids/supported employment) • Recognition continues to grow • Perception of stability • Supported employment • Ongoing attention to public relations/profile and community connections • Community events (i.e. fashion show) • Pay It Forward Day • Liason with school system 	<ul style="list-style-type: none"> • Continue to improve profile in community- we are not well known as we would like to be. • Limited funding from CLBC (expand funders) • KSCL relationships connect with other service providers. 	<ul style="list-style-type: none"> • connect w/related agencies for job coaching • Articles by local columnists • More housing options (low-income housing) • Joint ventures with other non-profit agencies (low-income housing) • Funding for projects from other funders • Housing for ALL in the community. • Social Enterprise 	<ul style="list-style-type: none"> • Safeguard clients moves (isolation) • Higher competitive wages • Liability: potential law suits • Other agencies competing for our contracts and providing services we do not. • Stigma's

	Strengths	Weakness	Opportunities	Threats
CLIENT	<ul style="list-style-type: none"> • Emphasis on health • Good personalized growth • Recognize who we are here for (look at each person's goals and individuality) • Sharevision applications • Clients more involved in ISP's • Longevity • Provide adequate job opportunities for person served 	<ul style="list-style-type: none"> • Lack of housing needs for higher functioning individuals • Client/staff ratios • Staff consistency- includes consistency and loss of male staff • Lack of physical locations for aging population. • Transition planning for youth from High School to work. 	<ul style="list-style-type: none"> • Client needs increasing (<i>aging and health issues</i>) • Variety of housing • Trustee: establish system for future of clients • Home share providers • Funding for housing alternatives • Recruiting more respite providers • Explore providing a parent support & respite- partner w/CBT. 	<ul style="list-style-type: none"> • Unwanted moves/client wishes • Isolation • Aging population • Demographics of number of children.

	Strengths	Weakness	Opportunities	Threats
STAFF	<ul style="list-style-type: none"> • Exceptional employees, energetic and driven • Emphasis on health • Ongoing training & prof. dev. • Staff feel part of a team • Human Resources quality control • Job satisfaction • Funds are available for professional development • Flexibility of shifts • Health & wellness • Staff appreciation • Admin team 	<ul style="list-style-type: none"> • Insufficient staff to workload needs (supported employment, day program) • Staff satisfaction • Lack of available qualified employees with non-competitive wages • Recruitment • Diversity • Professional Development. 	<ul style="list-style-type: none"> • Offer ongoing prof. dev. • Solicit staff ideas for Prof. Dev. (even it's not KSCL related) • Opportunities for advancement • Opportunities to move upward (ex: RCW training to take on SRCW duties) • Provide more input/information (staff mtgs/labor management) • Support staff in their personal needs/events. • Technology • Professional development 	<ul style="list-style-type: none"> • Inability to find and hire staff • Staff retention (losing to other agencies) • Longtime staff retiring. • Aging workforce

	Strengths	Weakness	Opportunities	Threats
FUNDER	<ul style="list-style-type: none"> • Good relationship with CLBC & MCFD • Good position for fundraising • Appropriate balance sheet (assets vs. excess of available cash) • History of success with our projects • Accountability and flexibility • Creativity 	<ul style="list-style-type: none"> • Lack of funds (in provincial gov't: CLBC, MCFD) • Dependence on CLBC (especially for residential) 	<ul style="list-style-type: none"> • Take advantage of changes w/CLBC • Explore support for alternative services for the Community • CBT, Real Estate Foundation, BC Housing • Explore changes in requirements for services (FASD, Autism) • Dementia & aging population 	<ul style="list-style-type: none"> • Cutbacks/go vt changes & uncertainties • Dependency on CLBC (especially for residential)

	Strengths	Weakness	Opportunities	Threats
SOCIETY	<ul style="list-style-type: none"> • Longevity • Financially sound • Versatile • Excellent physical plants • Goal oriented & client focused • vision for the future • Board flexibility 	<ul style="list-style-type: none"> • We need more variety in the services that we provide • Lack of contact with families with younger children • Community not enough information about KSCL and our services • Stigmatism 	<ul style="list-style-type: none"> • grants, planned giving • fundraising opportunities • increase services • training for parents (wills, <i>RDSP's</i>, /estate/micro-boards) • Services for Individual Funding • Recruiting/ network-younger families 	<ul style="list-style-type: none"> • Changes in CLBC funding direction (especially residential) • Risk of Law suits/Financial liability.
BOARD	<ul style="list-style-type: none"> • Exceptional leadership & commitment • Diversity 	<ul style="list-style-type: none"> • Training • Get younger families to join the board • Representation of Directors (are mostly from Castlegar. Would be nice to have Nelson and Creston too) 	<ul style="list-style-type: none"> • Board Training • Network with potential members • Capitalize on members strengths • Recruitment of directors-membership drive • Marketing (AGM) 	<ul style="list-style-type: none"> • Succession of qualified board members • Liability • Lack of succession planning

9) 2014-2015 Goals

Goal #1 Continue with the building of our multi-purpose, five-plex design, land and building.

Committee: Judy Gutwald, Jennifer Cheveldave, Kathleen Elias, Brigitte Ady, Bruce Gerrand, Sandrella Fraser, Sue Cara, Darlene Kilback (?)

Goal #2 Continue to investigate a replacement for 29th Street group house.

Committee: Lorne Myhra, Kathleen Elias, Daun Bate, Sasha Koftinoff

10) Round table comments/suggestions

- Board self-assessment done by next board meeting
- More training for board members
- SRCW's-better if the client's in the house have similar disabilities.
 - accommodate aging population; changing needs
 - trained staff

Adjournment at 12:52 pm