

Strategic Planning Meeting

October 24, 2015

9:00am-12:23pm

Attending:

Directors: Bruce Gerrand (Board President), Lorne Myhra (Board-Treasurer), Tim Smeltzer (Vice –President), Sandrelle Fraser (Self-Advocate), Kristin Lockhart (Board), Judy Gutwald (Board), Lawrence Stubbington (Board), Mike Balahura (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 (HR- KSCL), Erin Shippy (SRCW-Bigby/CD House), Thea Wood (Home share-KSCL), Colleen Howe (Payroll-KSCL), Chris Lyon (SRCW-Teshi), Jeanne Fenwick(SRCW-9TH AVE), Angela Gibson (SRCW-Prince), Diana Hart (SRCW-Roalshary/Greg's), Nova MacDougall (SRCW-CO)

- 1) Round table Introductions
- 2) Motion to approve agenda: Tim Smeltzer, seconded by Sandrelle Fraser, carried.
- 3) Motion to approve minutes from November 15, 2014: Lawrence Stubbington seconded by Lorne Myhra, carried
- 4) Mission Statement-was read by Kathleen, staff were encouraged to make any suggestions/changes to the Mission Statement, none were made.

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-was read by Kathleen, Bruce spoke to the vision of KSCL, suggestions/changes were encouraged no changes were made.

Be the leading inclusive service provider in Community Living.

- 6) Stakeholder Input-CARF

KSCL was surveyed to meet over 1000 standards of those standards KSCL had 13 recommendations that need to have action.

- Summary of KSCL Quality Improvement plan for the 13 recommendations in 2014 Survey.
- *Annually The Board of Directors will complete self-assessments & re-sign Conflict of interest & Code of Conduct forms – implemented*
- *Training & emergency drills have been implemented for competency-based audits. Mock night drills implemented.*

- *Changed P&P-Hiring Process – to include verification & timeframe of credentials. Annual training changed for orientation/intervals for staff. Employee evaluations are conducted annually & Volunteers/Students have signed Agreements*
- *P&P – Complaints – revised to expanded on timeframes for complaints*
- *When collecting data –sharing results will happen in a timely fashion.*
- *ISP paperwork will document that the individual has input w/family/caregiver.*
- *24/7 Residents will have a thorough review of their goals.*

7) Stakeholder Input- 2014 Survey Results

- Persons Served: need to ensure clients are included in their planning & their choices are heard
- Employees: casuals included in ProD; sharing information w/employees; HR issues, follow up with staff; P.C.'s freed up to deal with site issues; staff appreciation; Wellness program implemented
- Stakeholders: caregivers/families involved in planning mtgs; transition for youth to adult an issue; Community awareness still an issue.

8) Stakeholder Input-Yearly Reports - Points to Consider

- Accessibility – explore accommodations for aging & transition youth services needed; more programs for Seniors;
- 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 staff trained; designated staff for OH&S committee from each site; update dept. on WorkSafeBC & risk assessments completed for each site.
- Staff – involve Pivot Point Beh. Support plans; staff training specific to plans; team building for continuity
- 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;
- Home Share – recruit home share providers
- Employment – continue to grow & develop; train staff & offer PD on employment; utilized day staff too; marketing

- Child/Youth – orientate more employees to program; work with schools for identified children/youth; ideas for integrations
- Business Functions – dedicated HR Coordinator + payroll assistance to manage 160 + staff. Encourage team building & health & wellness for staff ; adequate casual pool – best hiring practices ongoing; better HR return to work practice – follow ups; upgrade software for Payroll & Accounting

9) Stakeholder Input-Identify Items

- **CLBC**
- Need for housing options - (separate floors for behaviors/level access for accessibility)
- **MCFD**
- Transition planning
- **Board:**
- More training i.e. Professional Development
- **Employee:**
- More professional development/training Autism & Dementia.
- **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.

10) Review of 2014-2015 Goals – Completed?

AGING CLIENT & OTHER POPULATIONS FOR HOUSING OPTIONS

(Housing Committee - Judy Gutwald)

Goal 1: *(outstanding)*

Continue with the building of our multi-purpose, five-plex design, land and building. *(Original Goal from 2012)*

Judy gave an update report. CBT will have 25 million available Oct 30/15. KSCL needs to decide its commitment to the 5 plex; pictures of site plan & floor plan were displayed, estimated cost of 1.3 million.

REPLACEMENT OF 29TH STREET *(Land Committee – Lorne Myhra)*

Goal 2: *(outstanding)*

Continue to investigate a replacement for 29th Street residential home.

With the high demand for housing it was decided to remove this goal from the list and keep the house.

7) **SWOT Analysis:** Reviewed & changed, or added to 2016 SWOT

	Strengths	Weakness	Opportunities	Threats
COMMUNITY	<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, Pay It Forward Day 	<ul style="list-style-type: none"> • Continue to improve profile in community- we are not well known as we would like to be. • <i>Limited funding from CLBC (expand funders)</i> • <i>Marketing needed</i> • 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 • Other Agency'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 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. • Lack of support for dual diagnosis clients. • Lack of funding • Lack of space for day programs • Lack of training for staff 	<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 • Staff Retention • In house training 	<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. • SRCW training for initial staff conflict resolution 	<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 • OH&S awareness • Tap into on-line training 	<ul style="list-style-type: none"> • Inability to find and hire staff • Staff retention (losing to other agencies) • 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 • CLBC requesting input at their Strategic Planning. 	<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 school liaison • 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</i>'s, /estate/micro-boards) • Services for Individual Funding • Recruiting/ network- younger families • Use Technology for meetings, eg. Skype conference calls 	<ul style="list-style-type: none"> • Changes in CLBC funding direction (especially residential) • Risk of Law suits/Financial liability.

	Strengths	Weakness	Opportunities	Threats
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 – other communities represented • Lack of succession planning • Out of town members hard to put on committees 	<ul style="list-style-type: none"> • Board Training • Network with potential members • Capitalize on members strengths • Recruitment • Marketing (AGM) • Technology- Skype for meetings 	<ul style="list-style-type: none"> • Succession of qualified board members • Liability

8) 2015-2016 Goals

1. Develop new housing options appropriate to the needs of clients:

a. New build(s)

Committee – Judy (chair), Bruce, Kathleen, Lorne, Jennifer Cheveldave, Sasha

- i. Produce a business plan for the 5 plex - **by Feb 1/16.**
- ii. Investigate & pursue available grants through CBT and/or other - **by Mar 31/16**
- iii. Keep connecting w/BC Housing – **Long Term**

b. Developing a carriage house in Nelson on the CD House property for affordable housing option

Committee – Tim (chair), Bruce, Kathleen, Ruth, Chris, Colleen

- i. Report back on feasibility/options – **by Oct 30/15**
- ii. If yes – then proceed with design/plan – **by Mar 31/16**

2. Utilize the other half of Castle Glass building for programs that require space. – by Mar 31/16.

Committee – Nova (chair), Sunny, Bruce, Kathleen, Tim, Thea, Lawrence, Lisa

9) Round table comments/suggestions:

- Change the Pay It Forward reply to info@kscl for 2016 Pay It Forward
- Staff Appreciation; ask staff what they would like to do.
- Nelson has a new mayor, perhaps more approachable. KSCL should try and connect with new city council.
- The BC Housing Project in Salmo is now full; this may allow them to move forward with our 5 plex.
- Autism training is required for staff
- On-line training is being requested.
- Research “MFA” & “Green House” for 5 plex.

Adjournment at 12:23 pm

