STRATEGIC PLAN

RESILIENCE
PLANNING

RESILIENCE PLANNING

TABLE OF CONTENTS

THE PROCESS

In the spring of 2021, KSCL Executive Director, Kathleen Elias approached Resilience Planning to lead theprocess to help KSCL develop a three-year strategic plan.

Resilience Planning team members, Lisa Moffatt and Alix Krahn reviewed background information including the current strategic plan, the latest annual performance analysis and previous SWOT analysis results. They then designed a process that included:

- regular meetings with the executive director of KSCL.
- engaging with staff through a workshop and survey about the vision, values, and missionof the organization as well as a strengths, weaknesses, opportunities, and challenges analysis across the five current priority areas.
- engaging with the community KSCL serves through a survey; and
- working with the board across two workshops about the vision, mission, and values of theorganization as well as a strengths, weaknesses, opportunities, and challenges analysis across the five current priority areas and then reporting out on the results and definingwhat the long-term objectives and goals of the strategic plan might be.

The project timeline is illustrated in the figure below.

Kick-Off + Background Document Review	Staff Workshop + Staff Survey	Board Workshops #1 + #2 Community Survey	Draft Strategic Plan
JUL 2021 **01**	AUG 2021 **02**	SEP 2021 **03**	OCT 2021 **04**

OCT 2021 **05**
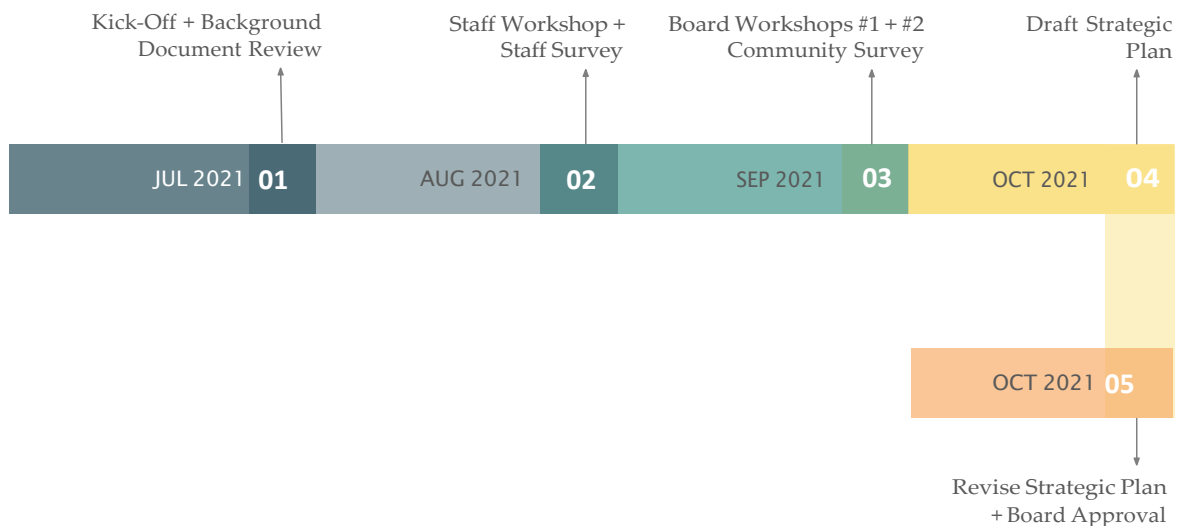
Revise Strategic Plan + Board Approval

Figure 1. KSCL strategic planning project timeline

RESILIENCE PLANNING

The following table outlines the participation rates against all engagement activities.

Table 1. Engagement participation rates

Engagement Activity	Participation Rate (#people)
Staff workshop	11
Staff survey	16
Community survey	17
Board workshop #1	6
Board workshop #2	16

VISION, MISSION, VALUES

The Strategic plan is aligned with KSCL's vision, mission, and values to ensure the proposed actions move KSCL closer to realizing our vision and are compatible with our mission.

VISION STATEMENT

Be a responsive and inclusive service provider in Community Living.

MISSION STATEMENT

The services KSCL provides will promote, advocate, and create opportunities for individuals and families to be included in their community.

VALUES

Family	Health
Integrity	Honesty
Accountability	Inclusion
Authenticity	Kindness
Compassion	Teamwork
Equality	

VISION STATEMENT

A vision statement is the definition of the future state – what we want to achieve.

MISSION STATEMENT

A mission statement is a statement about how you will achieve your vision.

VALUES

Those things important to you that will guide your actions.

ENVIRONMENTAL SCAN

We completed a strengths, weakness, opportunities, and challenges exercise for each of the priority areas with the board and staff members and we asked the community what they thought were the strengths and weaknesses of the organization. All this information was analyzed and coded into the following themes for the environmental scan.

COMMUNICATION

Communication was a consistent topic across all respondents.

On the plus side, the organization is seen as having good communication with individuals and is listening. Strong communication between management, the executive director and the board were noted.

There was a significant discussion about the marketing and promotion of the organization and opportunities for improving communication so that the broader community might have a better understanding of the organization's history and service offerings. Other areas for marketing efforts included: making the board more visible across the organization; publicly celebrating successes; participating in and raising awareness about community events; attracting more diverse board members; recruiting new community members; and making better use of social media. It was also mentioned that the website URL makes it appear that the organization only serves the Castlegar area.

Some concerns around external communication were expressed and included: confusion about day programs; and being flexible in communications as not everyone is using a computer.

Some concerns around internal communication that were shared included: staff not feeling heard (and especially front-line staff); more connection between the board and staff (including better information about the board on the website); requests for board meeting summaries; and seeking input from staff on a regular basis.

LEADERSHIP

KSCL is applauded for its leadership and listening to and responding to community needs. It is recognized for being a long-serving member of the community and its programs are valued. People recognize the reliability and dedication of staff, the executive director, and the board.

The organization could look to support more local businesses and partner with other non-profits to connect with the broader community and give back. There also could be more ownership for staff over programs.

SUPPORTIVE + RESPONSIVE

Respondents were grateful for the breadth of programming with particular attention to individualized programming and expanding programming to meet everyone's needs. Services were described as people-centered, collaborative, and reliable. People appreciated having KSCL's support for tough decisions they need to make to help those who need extra support in their lives.

Successes described included individuals gaining more independence, socializing without stigmatization, and having both physical and mental health needs met.

Areas for improvement include having a self-advocacy platform so people can feel heard; creating transition plans for youth aging out of care; having more time to do larger activities that may require more coordination; better communication about service cancellations; increasing support for individuals with minimal family support; and learning from other organizations to improve service offerings.

WORK CULTURE

The work culture at KSCL was described as positive while focusing on people's strengths. Employee appreciation incentives are noted as boosting staff morale. Cohesive team dynamics were mentioned as well as the overall support everyone felt through the global pandemic.

People are seen as being dedicated, good listeners, and wanting to support the development of each other.

The organization could use greater diversity and improved communications when situations get sticky. (Gossiping among staff and the frequency of working consecutive shifts was mentioned.)

COVID

It is no surprise that COVID figured prominently in feedback received. At the time of writing, we are in the fourth wave of the pandemic. Its impacts will be felt for a long time.

Opinions were supportive of the increased access to the community a vaccine passport will allow, and some disappointment was shared about missed training opportunities like seminars and conferences that were cancelled.

Where the organization could use support as we continue to move in and out of restrictive public health orders include reducing feelings of disconnection; maintaining levels of service; being sensitive to the impact a lack of access to the community has; the impacts CERB payments are having on the availability of staff; and overall support for mental wellness.

RESOURCES

Resources fall into several categories here: resources for staff, resources for programming and services and organizational and administrative resources.

Where staff are concerned, there was feedback about needing more competitive wages to compete with the wages of hospitals and schools; needing more skilled volunteers and retaining current volunteers; and needing more skilled people applying for vacant staff positions.

For programming, comments received included: funding to expand services; funding to support and provide quality services; extended program hours (noted that programs end at 2:30pm currently); and providing continuous service.

Looking at the organization and administration, the organization benefits from legal advice from BC CEO Network and Community Social Service Employers' Association; and some of the organization's infrastructure could use repairs (no specific details were given).

ATTRACTION + RETENTION

This was a popular topic of feedback.

Where learning edges for attraction are concerned, there were numerous comments about the organization's ability to attract and retain qualified workers (many comments tied back to wages).

Learning edges for retention included: the need for more staff appreciation; embracing and using staff's knowledge; the challenging breadth of work duties making it difficult to be good at all thework duties; supporting mental wellness (one suggestion was to share more community resources for staff to access to help address mental health issues); ability to retain casual staff; and being clearer about employee goals in performance reviews.

Concerns were expressed about: staff's health and illness being a challenge; training and working with staff who are not native English speakers (no further details were given, so it is unclear what the exact concern is); having more paid work for individuals; having more work from home options; and the high turnover rate of staff and the impacts that has on institutional knowledge.

TRAINING

Training was recognized as something the organization does well. Respondents acknowledged the training programs available for staff to support professional development and excel.

Additional training areas of focus that were suggested for staff included: bringing more learned experience to the organization; offering training and education to caregivers to prevent burn-out; mental health and stress management training; a desire for person-centered training; need for increased training for frontline staff and more training for new staff with little to no experience; conflict resolution and communications training; training on technology (specifically so staff don't miss the opportunity to participate in online groups).

The board also identified training needs for themselves including training on confidentiality and board responsibilities and accountability.

Further, it was suggested the organization offer training to the community to empower individuals to support self-employment and to be better informed consumers; and to share information with individuals so they know what their rights and responsibilities are.

STRATEGIC PRIORITIES

Each strategic priority includes:

1. An intent statement – what we hope to accomplish.
2. A goal – a statement of what we want to achieve.
3. Objectives – three to five ideas that advance the long-term goal: and an
4. Action plan – the details of how the objectives will be achieved, who is responsible, the timeframe and the priority.

Strategic priorities are ordered based on support for each because of the engagement activity outcomes for this project.

STRATEGIC PRIORITY #1: QUALITY SERVICES

INTENT

The intent of this first priority is to communicate more effectively, make existing services more people-centered and tailored to individuals, and to create new options for everyone we serve.

GOALS

1. Improve communications
2. Adopt a people-centered approach
3. Expand service offerings
4. Expand employment services
5. Collaborate with other organizations

Table 2. Action plan for quality services

Goals + Objectives	Action Plan		
	Who is responsible	When	Priority (1, 2, 3)
1. Improve communications a. Develop a communications strategy with two goals: external goal - increasing community awareness of KSCL services and locations (marketing and promotion), celebrating successes; internal goal – sharing the story of KSCL and improving communications between sites and between staff and the organization; advancing use of technology in your work	1a – Social Media Committee	2022 – Fall	1
b. Ensure communication to individuals and their families is in methods they use (i.e., some don't use computers)	2b – Program Managers	2022 - Fall	

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Action Plan			
Goals + Objectives	**Who is responsible**	**When**	**Priority (1, 2, 3)**
2. Expand service offerings a. Consider offering support for families and their adult children who are old enough to move into their own housing, but hesitant and share information about how KSCL provides support to those individual families	3a – Program Managers	2022 – Summer	3
3. Expand employment/self employment offerings a. Create or find more part-time, paid positions for individuals	4a – Employ Me Staff	Ongoing	3
4. Collaborate with other organizations a. Work with other agencies to fill the gaps in service offerings from KSCL b. Learn from other organizations to create efficiencies or different approaches to service delivery	5a/5b – Executive Director	2023 - Spring	3

STRATEGIC PRIORITY #2: WORKFORCE

INTENT

KSCL recognizes that a positive work culture is the foundation of an effective organization. Developing a workplace that supports continuous learning, creativity and teamwork is integral to KSCL's success as a responsive and inclusive service provider. As well, and particular to the time we are living in, understand and address the constraints and impacts of the global pandemic.

GOALS

- Improve attraction and retention
- Increase training opportunities
- Understand and address COVID constraints
- Make use of technology

RESILIENCE PLANNING

Table 3. Action plan for workforce

	Action Plan		
Goals + Objectives	**Who is responsible**	**When**	**Priority (1, 2, 3)**

1. Improve attraction + retention
  a. Improve staff relations by understanding what staff appreciation means
  b. Consider work from home options for jobs and job tasks that don't need to be in-person
  c. Recruitment of casual staff
	1a – Health and Wellness Committee
	
	1b – Executive Director
	
	1c – Human Resources training/development
		Ongoing	1

2. Adopt a people-centered approach a. Support and resource staff with training, transparency in scheduling, staff appreciation	2a– Health and Wellness Committee	Ongoing	2

3. Increase training opportunities
  a. Provide professional development training relevant to the roles and responsibilities of front-line staff
  b. Provide training in stress management, conflict resolution, mental health, and boundary setting
  c. Improve on-boarding for new staff with minimal experience and previous training
	3a/3b/3c – Human Resources Training and Program Managers	Ongoing	2

4. Understand and address COVID constraints
  a. Continue to listen to staff's concerns about the impacts of COVID on their work
  b. Get staff's inputs on priorities as we continue through additional waves and coming out of COVID
	4a/4b – Program Managers/Executive Director	Ongoing	3

5. Make use of technology
  a. Use technology to document daily work
  b. Use technology to share how you are doing as an organization
	5a/5b – Information Technology consultant	2022 - Fall	3

RESILIENCE PLANNING

INTENT

KSCL recognizes that being well-known, respected and having a visible profile will enhance our efforts to make inclusion possible. This will impact our reputation and provide opportunities for collaboration and partnerships.

GOALS

- Communication + promotion
- Maintain good reputation in community
- Increase support for individuals

Table 4. Action plan for community inclusion + profile

Goals + Objectives	Action Plan		
	Who is responsible	When	Priority (1, 2, 3)

1. Communication + promotion
   a. Rebrand with new logo
   b. Create a promotions campaign that includes:
      i. Sharing information about the KSCL story – who you are and what you do
      ii. Advertising the organization locally
      iii. Using social media more frequently
      iv. Writing and posting articles on social media
   c. Plan events that include the broader community
   d. Consider updating website name so "Castlegar" is not misunderstood as the only service area
	1a – Board/Executive Director
	
	1b – Executive Director and Social Media Committee
	
	1c/1d – Social Media Committee
		2022 – Summer	1

2. Maintain good reputation in community
   a. Continue to provide quality support
   b. Continue to promote employment program
	2a/2b – Executive Director and Board	ongoing	2

3. Increase support for individuals a. Be more responsive where housing supports, and initiatives are needed	3a – Executive Director and Board	ongoing	3

RESILIENCE PLANNING

STRATEGIC PRIORITY #4: GOVERNANCE

INTENT

KSCL's Board of Directors are volunteers who give their time and efforts to ensure an efficient, effective organization. The role of leadership, oversight and managing itself shows a commitment to improve and provide continuity to whole of the Board.

GOALS

- Improve visibility of the board across the organization
- Improve board communications across the organization
- Identify and support training needs of board members

Table 5. Action plan for governance

Goals + Objectives	Action Plan		
	Who is responsible	When	Priority (1, 2, 3)

1. Improve board visibility across the organization
  a. Include board member photos and bios on KSCL website
  b. Organize facility tours with board to introduce board members to all staff and see KSCL in action
	1a/1b – Executive Director and Board	2022 - Spring	1

2. Improve board communications across organization
  a. Include regular board updates on website and in email newsletters to staff
  b. Create an annual board hosted event for the organization to share information about the board and contribute to team building
	2a/2b – Executive Director and Board	2022 – Summer	2

3. Identify and support training needs for board members
  a. Identify and offer training to board members that covers topics such as:
    i. Confidentiality
    ii. Board roles and responsibilities
	3a – Executive Director	On going	3

RESILIENCE PLANNING

INTENT

KSCL is committed to empowering everyone to take leadership roles on issues that affect them in their community and within their services they receive from KSCL or other community partners.

GOALS

- Advocate for and provide support
- Resource self-advocacy
- Continue to provide training
- Be more responsive

Table 6. Action plan for self-advocacy

	Action Plan		
Goals + Objectives	**Who is responsible**	**When**	**Priority (1, 2, 3)**

1. Advocate for and provide support
  a. Continue to advocate for and support affordable housing
  b. Provide resources for people to join online forums
  c. Broaden job offerings to include dispensaries and liquor stores
	1a/1b/1c – Executive Director/Program Managers	2023- Spring	1

2. Resource self-advocacy
  a. Make use of existing staffing resources to support self-advocacy
  b. Create an all-site self-advocacy working group or regular meeting
  c. Develop a self-advocacy platform so individuals are heard
	2a/2b/2c/ Senior Residential Care Worker – all departments	2023- Spring	2

3. Continue to provide training
  a. For community members to help empower individuals
  b. On rights and responsibilities for individuals
  c. For staff on different technologies so they can follow and contribute to online groups
  d. Address the friction between some long-term staff and individuals
	3a/3b/3c/3d – Program Managers and Senior Residential Care Worker	2024 - Fall	3

4. Be more responsive a. Review services and tailor as needed to meet individuals' needs	4a/4c - Program Manager	ongoing	3

	Action Plan		
Goals + Objectives	**Who is responsible**	**When**	**Priority (1, 2, 3)**
b. Make website more usable (e.g., simpler language, larger font) c. Involve everyone who needs self-advocacy	4b – Human Resources training		