

**SUPPORTED LIFESTYLES LIMITED**  
**STRATEGIC PLAN**  
**2015-2017**

**Strategic Planning Framework  
and Responsibilities**

- Overall Agency Strategic Plan
- Residential Services
- Career Services
- Adult Relief Services
- Support Approach Team
- Complex Needs Residential
- HR
- IT
- Operations

# **Strategic Planning Framework**

## **Members:**

- Chief Executive Officer, Executive Director; Human Resources Directors
- Senior Directors, Directors and Coordinators of: Residential Services , Career Services, Adult Relief Services, Support Approach Team, Complex Needs Residential, HR,IT, and Operations

## **Purpose:**

- Set the Agency's global strategic direction that reflects its mission and philosophy
  - Agency goals are generated from an assessment of the Agency's strengths and weaknesses
  - PQI is reflected in global goals
- Each service area sets measureable goals and objectives with identified strategies for achieving each objective
  - Service area goals reflect the mandate of its contract with Human Services, Persons with Developmental Disabilities –Calgary Region
  - Goals are specific to the service area's strengths and weaknesses
  - PQI is reflected in each service area's goals and each department's goals

## **Responsibilities and Timelines**

- Executive Director and Members to review and approve the Agency's strategic plan annually
- Members of each Service Area review and update goals and objectives quarterly
- Each service area shares its goals and objectives with all staff working in that area
- Strategic plan is shared with funders
- Performance Quality Indicators are reviewed with Strategic Planning Members at each quarterly meeting.

## **Applicable Policies**

Policy 3000 - Mission and Philosophy

Policy 3005 - Code of Ethics

Policy 3010 - Agency Planning Process and Stakeholder Involvement

Policy 3017 - Governance Structure

## SLL Long Term Strategic Plan 2015-2019

	Strategic Directions	Program Activities related to the Goal with Timelines for Completion	Who is Responsible	Outputs	Updates/Progress towards completion	Outcomes	Long-term Outcomes
1	<b>Enhance Communication with Stakeholders</b>	a) Redevelop agency brochures to reflect change within agency service areas by April 2017	Each service area to redevelop service area brochure outline with approval from relevant Senior Director and the Executive Director	Formalized agency communication for interested and current stakeholders			
		b) Review the possibility of having a client advocacy/advisory group.	Support Approach Team with input from Cheers Committee	Committee formed by May 2016 with members from the agency's clientele who are interested in developing advocacy, leadership and/or advisory skills	September 2015 Cheers Committee with client advocates began producing videos on educational topics: personal safety, rights, abuse prevention, community safety, fire safety, voting, etc.	Standard 43.6 SLL 's PQI includes all stakeholders 43.8 Individuals evaluate their service supports and engage with their network for revisions/changes over time. Standard 46.14 Individuals are supported in their leadership roles Individuals are aware of their rights and responsibilities	Increased client self-determination  Increased client independence
2	<b>Provide Quality Programs with Positive Outcomes</b>	a) Quality assurance tracking done quarterly at Directors committee to ensure we are doing what we say we are doing - ongoing b) Tracking documents for incident reports, completion of training/orientation, completion of evaluations, completion of client profiles - ongoing c) Develop and /or revise outcome measurement/data collections systems and program logic models –	QA tracking completed by either Coordinator and/or Director for each program area.  Results of QA tracking monitored by Senior Directors and presented to Directors committee quarterly  Ongoing monitoring completed by direct support and supervisory staff. Program reviews and file audits completed by Coordinators and Directors. Tracking system updated by Coordinators and Directors and viewed at Director meetings.	Quality Assurance tracking documents Program logic models for agency and all program areas  Client profiles tracking system Information/reports for our funders  Development of Performance Management Framework for PDD and other contracts, combining with Performance Quality	Results of QA tracking monitored by Senior Directors and presented to Directors committee quarterly	Administrative time efficiency for Client documentation processes.  Clients are being supported in the manner to which we have committed  We are doing what we say we are doing for the program  Development of LSP/Client Goals/ ISP as reference. Support for client's desired goals to ensure positive client outcomes	Quality Services  Increase efficiency  Enhanced quality and performance throughout the agency  Ongoing adherence to COA and CET Level II Accreditation Standards.

	Strategic Directions	Program Activities related to the Goal with Timelines for Completion	Who is Responsible	Outputs	Updates/Progress towards completion	Outcomes	Long-term Outcomes
		<p>ongoing</p> <p>d)Prepare for CET Accreditation for Spring 2016</p> <p>e) Individuals are learning new skills</p>	<p>Wes Hunter CET Chairs group will support agency stakeholders in process of review</p> <p>SAT guiding support plans for individuals to introduce a positive support targeting skill development which competes with the occurrence of a behaviour of concern</p>	<p>Improvement system for agency.</p> <p>Beginning May 2015 agency teams meet on a regular basis and review standards and agency PQI</p> <p>Supports plans have identified skill development approaches within profiles</p>		<p>Individuals have acquired new skills</p> <p>Individuals have decreased behaviours of concern</p>	<p>Ongoing adherence to COA and CET Level II Accreditation Standards</p> <p>Individuals are connected to their communities</p> <p>Individuals are socially connected</p> <p>Individual have interpersonal relationships</p>
3	<b>Utilize technology to provide more efficient and effective services</b>	<p>a)Develop a capital plan for IT to address ongoing technology needs for computers, servers, software. Will allow the agency to better plan for and forecast costs over a 3-5 year period. Ongoing – updated annually To be completed by March 2016</p>	<p>IT Coordinator develops IT plan in conjunction with Senior director. Plan is updated and reviewed quarterly with Executive director</p>	<p>IT plan provides critical information to allow senior management to make informed decisions on IT capital purchases.</p>	<p>Review of possible options to address IT needs for agency, for both infrastructure and programmatic efficiency. Options to explore: on-site server and host upgrades, cloud technology, off-site storage and maintenance of agency server/host hardware and/or combination of above</p>	<p>IT Plan will give senior management a tool to plan for said purchases for up to a five -year timeframe. IT plan will allow agency to be better able to make decisions on what purchases/upgrades are critical, optional or can be deferred.</p>	<p>The agency IT system provides effective and efficient assistance for the delivery of clients’ support services.</p> <p>Increased efficiency</p> <p>User-friendly reports for monitoring systems and processes through HR, Payroll and Service Areas</p>
		<p>b)Redevelop process tracking databases to provide process tracking information in more user friendly format – ongoing</p>	<p>Senior Directors to work with current system of Avanti for collating reports, also review possible reporting systems through ComVida EMS</p>	<p>Quarterly reports, or as requested for review at Directors meetings and Accreditation Chairs meetings</p>	<p>Senior Directors working on reporting format to present at mid-month meetings – sharing information with Service Areas</p>	<p>Regular user-friendly reports detailing agency processes for supporting service quality</p>	<p>User-friendly reports for monitoring service processes through ComVida system</p> <p>Monitoring system for PQI for all agency processes</p>
		<p>c) Review options of Employment Management systems as database for HR, Payroll and Program area scheduling systems. July 2014-February 2015</p>	<p>Payroll ,HR and Service Area Directors will review options for operating systems during the early months of 2015</p> <p>Data transfer from Avanti System to ComVida- through</p>	<p>Engage with a vendor for the adoption of an employee management system for adoption by the Fall of 2015.</p> <p>Introduction to</p>	<p>Contract for service supports with Comida ,an off-site EMS service in June 2015 – Planned date of operation of system is October 1, 2015</p>	<p>Supervisors will have efficient system for staff scheduling and tracking</p> <p>Agency will have accurate picture of staffing resources available to support our clients</p>	<p>Provides HR with a fully-integrated web-enabled system that shows accurate employee information</p> <p>Flexible and comprehensive reporting and tools for analysis</p>

	Strategic Directions	Program Activities related to the Goal with Timelines for Completion	Who is Responsible	Outputs	Updates/Progress towards completion	Outcomes	Long-term Outcomes
			HR and Accounting Fall 2015	Directors/Coordinator in fall 2015  Train the Trainer” Training to core personnel – HR, Payroll, Service Area Coordinators/ Directors February 2016	Delay of system launch due to data work and code training required, new possible launch date April 1, 2016	Transparent system for availability of trained, skilled staffing supports Comprehensives tracking of staffing time and attendance Scheduling solutions based on employee availability, skill sets and Labour Standard rules. Access for all employees to personal information and schedules	and management of operations and financial resources
4	<b>Redevelop Agency Evaluations process</b>	a)Redevelop agency evaluations across the agency to be more user friendly and concise – completion by March 2014 b)Implement a more performance based evaluation model – completion by March 2014	Ad Hoc Evaluation committee (Support Approach Director, HR Director and both Senior Directors) develop process and report progress at Directors Committee  Feedback provided via direct support personnel when formats are piloted.	New format to be rolled out for general use by March 2014  New Home Supervisor template finalized for use Oct 1, 2014 Support Approach Consultant evaluation format developed June 2014. Piloted for annual period. Recruitment Specialist format developed September 2014. Piloting for annual period. Coordinator format developed July 2014 as draft. Piloted with service areas for annual period.	New Evaluation template being trained to starting December 2013  New formats piloted within service areas  Positive feedback on reviews by persons evaluated and supervisors as well as reviewers.  Complex Disability Worker and Home Supervisor Eval formats revised May 1, 2015  Formats to be approved through review by directors Feb-March 2016	Enhanced performance/Satisfaction for staff  Better quality of care for clients  Better clinical judgment in decision making  Efficiency of evaluation process while capturing key performance measurements	Increased Staff Competency  Quality Services  Increase efficiency  Enhanced quality and performance throughout the agency  Clear guidance on performance expectations  Better employee awareness through learnings via knowledge questions of agency policy and procedures.
5	<b>Increase Safety for All Involved Stakeholders</b>	1) Each service area will complete annual assessments of risk 2) All service areas will collect a baseline of client-related safety	Client safety Coordinator with input from Health and Safety Committee and Service Areas	Develop a catalogue resource bank of safety procedures for activities i.e. trampoline risks and safety procedures	100 % completion of activity risk assessments completed annually	Client safety increased,  Support staff have well developed awareness of risks and safety Procedures	Physical Well-being of clients, ,  QUALITY SERVICES  Environmental safety

	Strategic Directions	Program Activities related to the Goal with Timelines for Completion	Who is Responsible	Outputs	Updates/Progress towards completion	Outcomes	Long-term Outcomes
		<p>practices will connect with a safety buddy during their o/n hours.</p> <p>3) Review of client-injury incident reports and development of baseline annually through HR</p> <p>4) Revise risk of all client-related activities per service area</p> <p>5) Review/refine and address gaps of safety for client related activities</p> <p>6) Spring 2015-2016 baseline will be completed by Client Safety Coordinator</p>	<p>Agency will consider H &amp; S certification program to enhance safety processes within service supports of individuals and employees as well as community involvements.</p>	<p>Quality Assurance Coordinator and Contract Administrator have agreed to take COR Surveyor training And prepare agency for COR Certification(OHS-endorsed) Fall 2015</p> <p>Annual review of client injuries and safety plans beginning 2014-2015 fiscal period..</p> <p>Baseline data and recommendations for increased client-focused safety</p>	<p>CA training for COR complete and internal agency survey submitted for review January 2016</p>	<p>Decreased client injury via baseline and ongoing tracking</p>	<p>Clients feel safety within their homes and service engagements</p>

# Agency Annual Strategic Planning

Quarterly review meetings Dates: December 17, 2015, and February 18, 2016, June 16, 2016, September 15, 2016

Goals set September 2015 Chart last updated: January 2016

	Goal	Program Activities related to the Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes
2	<b>Address all behaviours of concern with positive planned approaches and a safety strategy when required.</b>	<p>1)New Intakes will have Initial Profile completed prior to involvement of services</p> <p>2)Profile reviews will b completed at annual review date with 95 % completion rate.</p> <p>3)Refined profile review process for individuals who have stabilized within their support services, requiring increased focus on increasing life experiences and skill attainment</p>	Agency Services teams in conjunction with families/individuals	Ongoing-baseline by November 30 2015– Annual 2.5 % increase toward goal rate.	<p>1) Tracking process of profile development and annualized review completed for quarterly report for presentation at Directors Committee</p> <p>2) All teams Career/Residential/Sat responsible for development of profile.</p>	All service areas Supervisors record due dates on calendars. All SA Supervisors follow Authorization Package Process development Timelines.	Client Goals and Profile Completion targets TBD	<p>Well-being</p> <p>Safety in Environment</p> <p>Safety for Clients, Safety for Staff</p> <p>Quality Services</p> <p>Safe Individuals</p> <p>% of Individuals with Current Profiles completed</p>

Service Area Goal 2015-2016

Residential Services

Quarterly review meeting dates: June 18, 2015, September 17, 2015, December 17, 2015, April 2016

	Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes
1	Monitoring of Supported Lifestyles Medication Process	Supervisors, Coordinator, Director	On going	<p>Consistent implementation of Medication monthly checklists completed by Medication delegates and reviewed by residential supervisors</p> <p>100% completion of Annual medication practicums to be completed for all residential employees every May and June.</p> <p>Residential has two representatives sitting on the Supported Lifestyles Medication Committee. This committee documents and reviews all medication errors. The committee continually looks for all options to reduce medication errors. The committee reviews and documents the medication process and procedure as a quality assurance for</p>	<p>Supervisors, Coordinators, Director and reporting monthly.</p> <p>Medication Committee</p>	: WELL BEING for clients will be impacted by reduced med errors.	ENVIRONMENTAL SAFETY

				<p>perfection.</p> <p>Working towards staffing recognizing the seriousness of all medication errors and the need to report errors for review and additional training.</p> <p>Base line of medication errors for residential services during 2014 year was twenty one reported errors. Working towards a reduction of medications errors by 15 % for the 2015-2016 fiscal year</p> <p>Crisis Response personnel trained on process to report medication errors and arraignments made for employees committing the error to have a medication orientation and practicum before they can administer any medications to any Supported Lifestyles clients.</p>			
2.	100% Adherence of Person with Developmental Disabilities Eight Provincial Home Safety Standards and Alberta Health Inspections.	Residential, Home Supervisors, Residential Supervisors, Residential Coordinators and Residential Director and Senior Director	August 31, 2015	<p>Coordinators and Director to work with Calgary Fire Department to have all staffed models and qualified Supported Roommates have a fire inspection completed prior to August 31, 2015. Address any non-compliance.</p> <p>Submit all renewal applications application forms to PDD by April 30 2015</p> <p>100% compliance with All Safe Bathing/showering tracking</p> <p>100 % compliance with All Safe Bathing/Showering training.</p> <p>100 % compliance with Safe Bathing practicums for all residential employees completed annually during the months of October and November. Signed forms to be filed</p> <p>Safe bathing/showering Procedures have been updated and are in appropriate client</p>	<p>Supervisors, Coordinator and Directors.</p> <p>Home supervisors daily presence in the home checking water temperature tracking. If there are missing data with no explanation (i.e. home closed on weekend) Home supervisors are to attach the employee that missed recording the data supervision along with the Health and Safety checklist.</p> <p>Office Supervisors weekly presence in the home to observe staff implementing all eight standards. Addressing any immediate concerns and bringing forward to their supervisor any concerns or challenges with the eight standards.</p> <p>Monthly Health and Safety</p>	Well Being for clients to live in a safe environment with safe health and wellness procedures in place	Environmental and Welfare Safety



				profiles. Daily checks documented on house water temperatures	reports completed, reviewed, addressed and tracked. Quality Assurance Coordinator reviews all Health & Safety Checklists monthly to ensure any follow up is completed.		
	<b>Goal</b>	<b>Who is responsible</b>	<b>Timeline to Complete</b>	<b>Outputs and Completion Dates</b>	<b>Monitoring/Review of Tracking Process</b>	<b>Outcomes</b>	<b>Long-term Outcomes</b>
3.	Connection to Community	All Supported Lifestyles Residential employees	On going	<p>100 % compliance with the completion and review of monthly summaries by Home supervisor, Residential supervisor, Support Approach Consultants and Director</p> <p>100 % compliance of staff's role with Implementation of Lifestyle Plan and goals</p> <p>Supported community access</p> <p>Social Interactions with other community members</p> <p>Supported volunteer placements</p> <p>Some individuals have volunteer placements that range from delivering flyers to watering plants for CP Association.</p> <p>Clients and Residential teams work to ensure the clients in their homes have a connection to their communities through regular shopping experiences, community walks, community sports to accessing their local recreational and Leisure centers to joining in with the congregation at the Center Street Church to sharing music through music therapy, Sing A Long and Fun Dance, to participating with the LEARN program, Gymnastics and Trampoline jumping, visiting the Zoo, SPARKS the libraries and utilizing the city's Public Transit systems.</p>	<p>Completion and on going review of daily log notes. Most client log notes are modified to fit the clients circumstances</p> <p>Client demonstrates a sense of accomplishment</p> <p>Residential has new position of an Administrative Supervisor. This position completes the annual PDD format that includes client's goals that are similar to our Lifestyle Plans. Each client will have one completed and on their agency file.</p>	99 % of clients will have meaningful engagement of community connections and activities within their community.	Well Being, Competence & Community Participation:

	Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes
4.	Address all behaviors of concern with positive planned approaches and a safety strategy when required.	Agency Services teams in conjunction with families/individuals	ongoing	<p>Risk assessment format has been updated and is completed annually in June for all residential clients.</p> <p>100% of compliance with completing Risk Assessments on all new intakes</p> <p>Hazard assessment format has been updated.</p> <p>100% compliance with annual completion of Hazard assessments for all models of service.</p> <p>The Quality Assurance Coordinator reviews all the Hazard Assessments for Residential Services and gains any clarification or follow up required. The Health and safety Committee which we have two representatives on review all the assessment and bring forward any challenges or concerns to be addressed.</p> <p>100% compliance with staff receiving mandatory training for complex needs. This includes but not limited too: Introduction to Supported Lifestyles, Lifestyle Planning, Medication Process, Positive Approaches and Restrictive Procedures, Abuse Prevention and Response, CPI, Agency Administration Processes and Enhanced training.</p> <p>Profile development with all stakeholders is completed annually. The Profile template has been updated to include a Red Flag Section that is to be reviewed within the first half an hour of the first shift working with the client.</p> <p>Continued focus on safety for all clients, community and environment</p>	<p>Updates at Therapeutic Advisory/ Review Committee meetings</p> <p>Quality Assurance Coordinator and H &amp; S Committee Review and submission of completed Hazard Assessments and Injury Incident Follow-up Forms.</p> <p>Profile Tracking System Results (ongoing rate of progress) presented at Directors Committee quarterly.</p>	<p>Client skill base increasing</p> <p>Client communication improving</p> <p>Client Social Safety in the Community and at home</p> <p>Decreasing risk for clients/staff</p> <p>A base line of generated Incident reports per client will be developed over June, July and August.</p> <p>We work towards a decrease in Incident reports per client by 5 %</p>	<p>SOCIAL SAFETY</p> <p>WELL BEING, COMPETENCE &amp; COMMUNITY PARTICIPATION</p>

	Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes
5.	Implementation of the Com-Vida system for development and implementation of staffing work schedules	Agency Residential Team	August 31, 2016 then on- going	<p>-Efficiencies with Staffing schedules on line connected to staffing time sheets</p> <p>- Administrative supervisor attending all Com-Vida information/training session to bring a higher level of training to the Residential team on how to complete staffing schedules, review, change, approve and submit staffing timesheets. Administrative supervisor will develop and deliver a training package for Residential supervisors to walk through the new Com-vida system components relevant to Residential services.</p> <p>Administrative Supervisor will develop the Com-Vida training for Residential Supervisors to be incorporated with their orientation package.</p> <p>Administrative Supervisor will remain connected to Accounting Department to work through any challenges or concerns brought forward with regards to Residential involvement with the Com-vida system</p>	<p>Weekly residential meetings will review the progress of the Residential components of the implementation of the Com-Vida system.</p> <p>Residential supervisors will review the residential components of the Com-Vida system at house team meeting and bring forward any feedback, challenges or concerns from the frontline employees. Residential services with work with the agency to resolve any challenges or concerns</p>	<p>A baseline will be established through June July and August on the supervisors time spent processing timesheet. Work toward a reduction of time spent processing timesheets.</p> <p>Reduction of paper use as schedules will be developed on line</p> <p>Documentation is readily available for staff availability and skills sets</p> <p>Reduction of Crisis response time in filling open shifts</p> <p>Increased monitoring of completion of staff orientation in the homes.</p> <p>Increased monitoring of relief staff meeting working requirements</p>	<p><b>QUALITY SERVICES</b></p> <p><b>EFFICIENT SERVICES</b></p>

### Career Services Service Area Goals 2015 - 2016

Goals set April 10, 2015

Quarterly review meetings Dates: April 10, 2015; June 24, 2015; Sept. 25, 2015; Dec 14, 2015; March19, 2016

	Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes
1.	<b>Streamline administrative processes</b>	Coordinators and supervisors	April 2016	<p>Standing Admin Meeting agenda item</p> <p>One meeting to review processes to be held by the end of May, 2015 to identify potential areas of streamlining</p>	<ul style="list-style-type: none"> <li>•</li> </ul>	<b>To help manage increase workloads more efficiently</b>	<b>WELL BEING</b>
2.	<b>Increasing staff safety</b>	Coordinators, supervisors, SAT	April, 2016	<b>Register CSWs supporting people with higher behavior support needs in annual</b>	<ul style="list-style-type: none"> <li>•</li> </ul>		

		members, HR		<b>CPI refresher</b> <b>Have CPI coaching available in locations where higher behavior support needs</b> <b>Up-to-date profiles for all clients on their annual due date</b> <b>Hiring practices to better identify experience supporting higher behavior support needs</b>			
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	Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes
3.	<b>Partake in professional development opportunities for Career Services team members</b>	Coordinators, Supervisors	April 2016	<p><b>Identify who is interested in further professional development opportunities and what areas of development to be pursued</b></p> <p><b>Attendance at one training or learning opportunity over the next year with approval and support from the federal fund source</b></p>	<ul style="list-style-type: none"> <li>•</li> </ul>		
4.	<b>Adjust the way new hires are signed on to the department</b>	Coordinators, Sr. Director, payroll department, HR department	March 2016	<p><b>Continued goal from 2014-2015</b></p> <p><b>Coordinators work in partnership with payroll to identify Career employees to work in a FT/PT role rather than assigned to clients</b></p> <p><b>Coordinators and payroll, along with HR, will work together to develop a transition and notification plan</b></p> <p><b>Staff will be notified of the switch and timeframes</b></p>	<ul style="list-style-type: none"> <li>• Meeting with HR and coordinators in November 2014</li> <li>• Ongoing shifting of current CSWs</li> <li>• As people are hired, they are to be hired without direct connecting to people</li> <li>• Continuing goal through 2015 – 2016</li> </ul>		<b>Category and outcomes to be determined</b>
	Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes

Goal	Program Activities related to the goal	Who is Responsible	Who will Monitor/ How will we track	Projected Completion date/Outputs	Outcomes/ Indicators of success	Updates and progress
<b>To create a culture of Performance Quality Improvement (PQI) in all aspects of our program</b>	<ul style="list-style-type: none"> <li>- This would include talking about PQI as a standing agenda item at all monthly meetings. Topics would include (but not limited to) items such as: health and safety, goal setting for clients (what are we doing to achieve their goals), community inclusion ideas and activities, discussions on positive approaches for specific clients</li> <li>-Process tracking</li> <li>-Staff evaluations</li> <li>-Staff orientations</li> <li>-Training/enhanced training with staff</li> <li>-Client profiles</li> <li>-Health and safety checklists</li> <li>-Karen, Shannon and Joe will meet with HR on an ongoing basis to assess vacancies, needs and strategies</li> </ul>	All Adult relief staff for different PQI activities	Karen, Shannon and Keera will collect information on process tracking domains Joe will review summary info. Info on process tracking presented quarterly at Directors meetings	Ongoing with progress updates throughout the year  -Orientations are completed 100% of the time -Process tracking completed and reported to Director's quarterly	<ul style="list-style-type: none"> <li>- Ensures client safety</li> <li>- Clients are being supported in the manner which we have committed to</li> <li>- Quality Services</li> <li>- Increase in confidence for clients</li> <li>- Better clinical judgment in decision making</li> <li>- Process tracking is completed on a timely basis</li> <li>- Reduction in crisis incidents</li> <li>- Orientations and relevant training have occurred</li> <li>- Staff turnover is reduced</li> </ul>	<b>Updates:</b>  <ul style="list-style-type: none"> <li>- Adult relief profiles are currently being completed in the new format of May 29<sup>th</sup> 2015</li> <li>- As of March 8<sup>th</sup> 2016, 3 profiles are completed and awaiting guardian approval, 1 completed by the catalyst team and awaiting OPG approval of strategies, 1 is with residential services finalizing the document (SAC and adult relief services sections completed) authorizations still need to be completed, 1 profile in progress and target date of completion March 18<sup>th</sup> 2016 and then to guardian for approval. 1 completed signed and on file.</li> </ul>
<b>Enhance Health and Safety of Clients and staff while at Oakfield and Vista and in the community</b>	<ul style="list-style-type: none"> <li>- Service area will complete annual assessments of risk using updates format for each client</li> <li>- health and safety topic will be covered at every monthly at Adult team meeting.</li> <li>- water temperature logs completed daily</li> <li>- bathing practicums for all staff completed annually</li> </ul>	Shannon to meet with SAC for risk assessments	Joe and Karen to monitor progress  Joe will ensure risk assessments are complete	End of June 2016 for risk assessments.  -bathing practicums completed for 100% of staff - water temperature recorded daily and for all bathing 100% of the time	Client safety increased,  Support staff awareness of risks and safety Procedures  Decreased client and/or staff injury	<b>Updates:</b>  <ul style="list-style-type: none"> <li>- health and safety topics on monthly meeting agenda</li> <li>Risk assessments in progress</li> <li>Annual bathing and practicums completed January 2016.</li> </ul>

Goal	Program Activities related to the goal	Who is Responsible	Who will Monitor/ How will we track	Projected Completion date/Outputs	Outcomes/ Indicators of success	Updates and progress
				-100 % completion of risk assessments completed annually	Physical Well-being of clients, Quality Services Environmental safety	
<b>Clients are exposed to new recreation. and leisure activities as well as learn new skills</b>	-Goals in client profiles are created focusing heavily on community engagement -Update existing profiles as needed to change or refine goals	Shannon, Karen will update profiles.	Joe and Karen to monitor progress	March 31, 2016 Ongoing revision after trials with clients  -New community resources will be researched  -clients will be exposed and participate in activities according to their interests.	Become client goal/outcome focused  Clients will identify to us their hopes dreams and aspirations (to the degree they are able)  Quality Services  Well being of clients is enhanced	<b>Updates:</b>  Community inclusion activities researched include: volunteering at church, learning to cook, flyer routes, swimming, bowling, Zumba, singing group, drumming class, friendship building through the Rehab society.  As of March 8, 2016 currently individuals are involved in acting classes, continuing education courses ( math, science and English) Additional studies to complete GED.
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## Service Area Goals

## Support Approach Team

2015/2016

Quarterly review meeting dates:

June 18, 2015, September 17, 2015, December 17, 2015, April 2016

	Goal	Who is responsible	Timeline to Complete	Tracking of Outcome	Monitoring/Review of Tracking Process	Outcomes	Follow-up/Completion Date
<b>1</b>	Organise a group for social media for youth	KJ, Elyse	March 31, 2016	<ul style="list-style-type: none"> <li>Investigate sources of</li> </ul>	<ul style="list-style-type: none"> <li>SAC's consider discussing with youth they feel would benefit.</li> </ul>	<ul style="list-style-type: none"> <li>Projected: <ul style="list-style-type: none"> <li>Aware of online risks</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>PRS was approached but there was little interest and it was</li> </ul>

				<ul style="list-style-type: none"> <li>participants</li> <li>Pilot with internal clientele</li> <li>Participant pre and post evaluations will be completed</li> </ul>	<ul style="list-style-type: none"> <li>Consider what modality to present information (i.e. “Cyber Safety Camp”, workshop day, including pizza-day)</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate 1-3 safety skills</li> </ul>	<ul style="list-style-type: none"> <li>decided to drop the goal after discussing funding issues with ED.</li> </ul>
2	<p>To develop and present pilot workplace learning opportunities about effective data collection relating to behaviors of concern.</p> <p>This may include using:</p> <ul style="list-style-type: none"> <li>- self study components</li> <li>- interactive presentation</li> <li>- team meeting modules</li> <li>- video analysis</li> </ul> <ul style="list-style-type: none"> <li>- Review data recording requirements consistent with CET and Policy with a view to simplifying</li> </ul>	Liz, Albert, Sara, Rose	<p>March 31, 2016</p> <p>- 1<sup>st</sup> stage (TBD) to be completed by November 16, 2015</p>	<ul style="list-style-type: none"> <li>Test participants using pre and post evaluation</li> <li>demonstrating competency of skills</li> </ul>	<ul style="list-style-type: none"> <li>Review quarterly progress</li> </ul>	<ul style="list-style-type: none"> <li>Projected: <ul style="list-style-type: none"> <li>Staff demonstrate accurate data collection</li> <li>Reduction in incomplete or missing data</li> <li>Increase in staff participation for data collection</li> <li>Increased fidelity to behavioral definitions</li> </ul> </li> <li>Potential reduction in complexity and overall requirements for behavioural data recording may also contribute to more consistent reporting</li> </ul>	<ul style="list-style-type: none"> <li>Workshop on Data collection currently underdevelopment with view to scheduling Spring 2016 (Nov review)</li> </ul>
3	To create and use client-specific video modules within Enhanced Training	All SAC's	March 31, 2016	<ul style="list-style-type: none"> <li></li> </ul>	<ul style="list-style-type: none"> <li>Review quarterly progress</li> </ul>	<ul style="list-style-type: none"> <li>Projected: <ul style="list-style-type: none"> <li>Staff are able to identify behavioral signs and triggers</li> <li>Increase in use of proactive strategies</li> <li>Reduction of use of reactive/Restrictive Procedures</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Actual footage of 1 client trialed with permission from guardian. Assessed as helpful and will expand to increase number of clients where appropriate.(July 2015)</li> <li>Trial client was completed with 3clients enhanced training. Feed back was that it helped clarify for staff to have the actual behavior</li> </ul>



							for the specific client. Nov 2015)
4	To standardize representation of behavioral outcomes <ul style="list-style-type: none"> <li>Identify a scale that measures behavior change</li> <li>Mapping the correspondence of individual client behavioral data with a scale of behavior change</li> </ul>	All	March 31, 2016	<ul style="list-style-type: none"> <li>Pilot a range of clients (1 from each SAC) using a standardized scale</li> </ul>	<ul style="list-style-type: none"> <li>Review quarterly progress</li> </ul>	<ul style="list-style-type: none"> <li>Projected: <ul style="list-style-type: none"> <li>Reduction in Behaviors of Concern will be comparable across clients</li> <li>Improved consistency in reporting behavioral outcomes for the agency as a whole</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Each SAC has chosen one client to pilot and one or two specific behaviors to focus on. (July 2015)</li> <li>Chosen individuals were reviewed. Some changes due to complexity of specific client but the ongoing review noted that the staff are receptive and collection of accurate data has increased. (Nov 2015)</li> </ul>
5	To develop and present a workplace learning opportunity regarding addictions and dual diagnosis	KJ, Sara, Vicki	March 31, 2016	<ul style="list-style-type: none"> <li>Through supervision and evaluation of staff</li> <li>Pre and post evaluations</li> <li>Self evaluations of confidence in supporting addictions</li> </ul>	<ul style="list-style-type: none"> <li>Review quarterly progress</li> </ul>	<ul style="list-style-type: none"> <li>Projected: <ul style="list-style-type: none"> <li>Frontline staff will demonstrate knowledge of complicating factors of addiction coupled with dual diagnosis</li> <li>Staff will promote better support for individuals experiencing addictions within our agency</li> <li>Staff will demonstrate improved confidence in their abilities to support individuals with addictions</li> <li>Staff will demonstrate greater understanding of addictions support models (i.e. Harm-reduction, abstinence, 12-step, etc.)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Not yet developed(July 2015)</li> <li>KJ, Sara and Vicki to meet and discuss (Nov.2015)</li> </ul>

**Service Area Goals 2015-2016**

**Update: August 20, 2015, Dec 13,2015, April 15, 2016**

**Operations**

**Quarterly review meeting dates: January 16, 2015**

Goals that have been completed	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long-term Outcomes
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1	<b>Renovations to Dalcastle, Whiteview, Huntley, Haysboro</b>	<b>Cindy Landry</b>	3 months	Brought homes to or back to licensing standard within allotted timeline.		<b>Completed May 31<sup>st</sup>, 2015</b>	Home set for licensing inspection and livable for clients
2.	<b>Agency Inventory</b>	Cindy Landry		Spreadsheet now ready to be handed over, once Comvida has been implemented.	In the moment recording of assets as purchased.	Completed with current list of inventory- Updates provided ongoing	Better record of and knowledge of agency inventory
3.	<b>New Hires</b>	Cindy Landry		Ensure that all new hires are provided with cell phones, water valve kits, and all required office equipment for the day they start/		Process in place - Ongoing	Staff prepared for position responsibilities
.4	<b>Implementation of the new Fire Extinguisher exchange program</b>	Cindy Landry		Goal is to get the F.E.'s down to testing 4 times per year again.	First exchange set from Sept 2014, realized revised date required to encompass all extinguishers- Now adding extra exchange for August to bring all extinguishers within expiry dates	Ongoing	Safe homes with fire extinguishers within expiry dates
5.	<b>Task Request Tracking</b>	Cindy		To ensure that all tasks on the sheets are completed in a timely fashion to ensure the safety of our clients and staff.	Lola and Cindy tracking c task completion- stored on general drive for all viewing.	Ongoing	System that is accessible for all
	<b>Goals that I would like to complete this year</b>	<b>Who is responsible</b>	<b>Timeline to Complete</b>	<b>Outputs and Completion Dates</b>	<b>Monitoring/Review of Tracking Process</b>	<b>Outcomes</b>	<b>Long-term Outcomes</b>

1.	1914	Cindy Landry		Locate and resolve the mysterious reoccurring leak at 1914.	Mike and Cindy Landry and 1914 occupants.	No increased water damage in home, can then address other repairs needed	
2.	Environmentally adapted homes	Cindy Landry Joanne HS		To bring more of our homes to a nearly maintenance free environment		Decrease in repair and maintenance requests.	Safe home environments
3.	Debit / account	Jo Ann Byron Cindy Landry Joanne HS		To obtain a debit card to simplify the purchasing process for office supplies and social functions			

### IT Services Goals

Quarterly review meeting dates:

Updated on July 25, 2015, September 17, 2015, Dec 21, 2015, March 13, 2016

New Service Goals : February 2015 HR SERVICE AREA

	GOAL	Who is responsible	Timeline to complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long Term Outcomes
1.	Increase the number of front line interviews booked in a year by 7% through use of application form -Update websites able to handle employment application process	Shaun Pearson, HR Recruiters  <u>Monitoring</u> HR Manager	Website: -May 31, 2014  Assess & evaluate: Dec 2014	-The application form available on line Dec. 2014 for Lifestyles and Jan. 2015 for RCS and PDL. -Collect and review hiring data throughout 2015	-The agency websites have been re-designed and are now able to handle the employment application process – <b>Complete</b> -Training is scheduled in Feb. 2015 for all agency staff involved in updating website information.	Increased number of hires;  Free up time for reception duties (less manual logging of resumes required)	-Lower employment vacancy rate and improve retention of employees

2.	<p>Joint project with Accounting -review possibility of new software that will meet all needs of Accounting, Payroll, Accounts Payable and HR</p>	<p>Accountant HR Director -other parties who use the software</p> <p><u>Monitoring</u> HR Director and Accountant - report to Exec. Director</p>	<p><u>April 2014</u>- Identify what requirements are for: Accounting -HR -payroll -accounts payable <u>June 2014</u> Identify possible companies &amp; potential costs to review with Exec. Director <u>Sept 2014</u> Have proposals from different vendors Assess and determine other associated costs</p>	<p>-Agency approved the purchase of new Comvida system in the fall of 2014. -By the end of February 2015, HR workbooks are to be completed and ready to be forwarded to Comvida. -Accounting and service areas are to have workbooks completed by end of Feb. 2015 as well</p>	<p>-Darlene and Kirby have attended all meetings regarding the transition from Avanti to Comvida. -Darlene and Kirby have had an initial meeting with Accounting regarding integration between the two areas. We will meet again to discuss agency positions (eg., coding and redundancy)</p>	<p>Administration will have incorporated software tools to better meet agency and administration needs such as: a) on-line timesheet (better access and satisfaction for employees; reduce manual time spent processing timesheets to free up accounting department time) b) System that will allow 1 time data entry for information required across service areas (e.g. addresses; courses taken) (increase efficiency and accuracy of data input; reduce frustration for users and supervisors) c) Integrated accounting in payroll/Hr software (reduce need for additional software, and exporting /importing data (better data management; better data base capabilities resulting in reports that will help managers, and allow agency personnel to create their own reports needed)</p>	<p>-System that will increase efficiency and accommodate mutual information required across companies for HR; payroll; accounts payable.</p>
3.	<p>Help to fully develop the role and responsibilities of the new Client Safety Coordinator position that began in Nov. 20 14</p>	<p>HR Director  In consultation with the Executive Director and Health &amp; Safety Comm.</p>	<p>-These initiatives will be ongoing throughout 2015.</p>	<p>As this is a new position to the agency, it is anticipated that the job responsibilities will evolve as the position is fully developed</p>	<p>-Development of process regarding participation in investigating and following up all client injury situations, ensuring resolution of the problem / concern -In conjunction with services, develop an effective process for this position to follow regarding the monitoring of client health &amp; safety process and practices on an ongoing basis -Identify role and objectives regarding safety planning, research and the implementation of client</p>	<p>-Developing strategies aimed at promoting a culture of care among staff at all levels of the organization -ensure all client health and safety concerns are investigated and measures put in place to help prevent any similar health &amp; safety concerns (eg., client injury) from occurring in the future</p>	<p>-Enhance the overall health &amp; safety of all clients in service -assist service areas in developing proactive measures aimed at preventing client injury and enhancing overall health &amp; safety</p>

					H&S best practices. --identify agency training needs to be assigned to this position -		
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	Goal	Who is responsible	Timeline to Complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long Term Outcomes
1	Off-site host plan assessment, RFP requested to services providers  Update August 4, 2015	<b>Coordinator:</b> Joe MacGillivray, Ran Wei <b>Service Provider:</b> Pure IT Inc., Debian IT, SEBO Systems Inc.	On going	Formal RFP had been sent to 3 services providers by June, 2015 Brief meet with service providers	Now We know what we need. The potential service providers/bidders understand our crucial and optional needs.	Minimum server infrastructures will be left in main office building; Quick response for backup and recovery; Less overhead on hardware and software upgrade	
2	<ul style="list-style-type: none"> <li>Setup Resume Submission Desktop by Receptionists for HR</li> <li>Setup Police Check Desktop for HR</li> </ul>	<b>Coordinator:</b> Shaun Pearson <b>Technical Support:</b> Ran Wei	Before October 1 <sup>st</sup> , 2014	Unknown	Resume Submission desktop computer is ready by July 15, 2014 Police Check desktop computer was ready by Sept. 2014	Finished on Sept.30,2014	Follow up: Do we still need them?
3	Supported Approach Team iPads management Centreview home security camera mounting and rewiring			Licenses control centralized, quick recovery when OS crashed		No issues	All iPads are healthy and in good condition; Centreview home got a very rigid security camera mounting and wiring
4	Turning all Windows XP loaded pc retirement, upgrade Windows 7, 8, 8.1 to Windows 10 for free				Microsoft stopped to support the Windows XP family OS on April 8, 2014		Windows 10 upgrade is free before July 2016
5	Virus/Malware infection prevention solution	<ul style="list-style-type: none"> <li>PureIT</li> <li>Ran</li> </ul>		Crypto Locker Malware infection caused network interruption around 40 hours on July 20, 2015	The final accident report will be generated soon.	On going	Prevention solution will be deployed after report. Cyber security How-to instruction is under construction.

New Service Goals : February 2015 HR SERVICE AREA

	GOAL	Who is responsible	Timeline to complete	Outputs and Completion Dates	Monitoring/Review of Tracking Process	Outcomes	Long Term Outcomes
1.	Increase the number of front line	Shaun Pearson,	Website:	-The application form available on line Dec.	-The agency websites have	Increased number of hires;	-Lower employment

	<p>interviews booked in a year by 7% through use of application form</p> <p>-Update websites able to handle employment application process</p>	<p>HR Recruiters</p> <p><u>Monitoring</u></p> <p>HR Manager</p>	<p>-May 31, 2014</p> <p>Assess &amp; evaluate: Dec 2014</p>	<p>2014 for Lifestyles and Jan. 2015 for RCS and PDL.</p> <p>-Collect and review hiring data throughout 2015</p>	<p>been re-designed and are now able to handle the employment application process – <b>Complete</b></p> <p>-Training is scheduled in Feb. 2015 for all agency staff involved in updating website information.</p>	<p>Free up time for reception duties (less manual logging of resumes required)</p>	<p>vacancy rate and improve retention of employees</p>
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2.	<p>Joint project with Accounting -review possibility of new software that will meet all needs of Accounting, Payroll, Accounts Payable and HR</p>	<p>Accountant HR Director -other parties who use the software</p> <p><u>Monitoring</u> HR Director and Accountant - report to Exec. Director</p>	<p><u>April 2014</u>- Identify what requirements are for: Accounting -HR -payroll -accounts payable <u>June 2014</u> Identify possible companies &amp; potential costs to review with Exec. Director <u>Sept 2014</u> Have proposals from different vendors Assess and determine other associated costs</p>	<p>-Agency approved the purchase of new Comvida system in the fall of 2014. -By the end of February 2015, HR workbooks are to be completed and ready to be forwarded to Comvida. -Accounting and service areas are to have workbooks completed by end of Feb. 2015 as well</p>	<p>-Darlene and Kirby have attended all meetings regarding the transition from Avanti to Comvida. -Darlene and Kirby have had an initial meeting with Accounting regarding integration between the two areas. We will meet again to discuss agency positions (eg., coding and redundancy)</p>	<p>Administration will have incorporated software tools to better meet agency and administration needs such as: a) on-line timesheet (better access and satisfaction for employees; reduce manual time spent processing timesheets to free up accounting department time) b) System that will allow 1 time data entry for information required across service areas (e.g. addresses; courses taken) (increase efficiency and accuracy of data input; reduce frustration for users and supervisors) c) Integrated accounting in payroll/Hr software (reduce need for additional software, and exporting /importing data (better data management; better data base capabilities resulting in reports that will help managers, and allow agency personnel to create their own reports needed)</p>	<p>-System that will increase efficiency and accommodate mutual information required across companies for HR; payroll; accounts payable.</p>
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					H&S best practices. --identify agency training needs to be assigned to this position -		
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