

Career Development Services



Handbook for Persons Served & Families Supported by Career Development Services



2017- Updated



Career Development Services (CDS)
is an agency governed by
Trail Association for Community Living,
a non-profit charitable organization founded in 1951.

CDS

Since 1989, CDS staff have supported individuals with significant barriers in the Greater Trail communities to find employment that respects their abilities and interests. In finding work placements for our individuals, we also help employers create more diverse and richer workplaces. Basically, we bring individuals and business partners together to provide mutual benefit while enriching lives, workplaces and communities in the Kootenay's.

We provide job readiness training through our multiple Social Enterprise businesses. With the support of our trained job coaches we are able to provide the platform to develop employment skills to allow our individuals the training necessary to go out in to our community and find meaningful paid employment.

CDS supports individuals that meet CLBC criteria, in the community and in their homes to live the most fulfilling lives they deserve. We offer life skills support through our Outreach services as well as our Community Support services.

NOTE:

There is no fee for any services provided by CDS...

AN INTRODUCTION TO THIS HANDBOOK

Why do we give you this handbook?

- We believe people need information.

- We believe that it is your right to have the information you need to make good decisions and to make informed choices.

- We respect your right to information by giving you this handbook.

- It is important that you and your support network (family & friends) know how we will support you and what they can do to assist you at Career Development Services. (CDS)

- CDS staff member will talk with you about what is in the handbook. This person will help you with anything that might be difficult for you to understand.

Our Vision ...

Trail Association for Community Living Is a progressive organization committed to providing quality services to individuals with diverse needs.

Our Mission Statement

TACL.....Taking down walls!



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How to get in touch with us:

Career Development Services

By telephone:
(250)364-1104

By fax:
(250)364-9984

In person:
Monday to Friday
8:00am – 4:00pm
(Closed on recognized stat holidays)
1565 Bay Avenue Trail BC

Community Inclusion Centre

By telephone:
(250)368-3391

By fax:
(250)368-3148

In person:
Monday to Friday
8:00am – 4:00pm
(Closed on recognized stat holidays)
1458 Bay Avenue, Trail BC

Online:

<http://www.cdskootenays.com/>

Management Phone Numbers

Executive Director (TACL) -Nancy Gurr:
(250)368-3503

Contract Manager (CDS) -Sheila Adcock:
(250)364-1104

Administration Assistant (CDS) - Cindy Cook:
(250)364-1104

General Information:

How to Access Our Services offered at CDS:

CDS services are accessed through a variety of ways;

1:1 Outreach Services are offered to individuals who meet CLBC criteria; however we receive program referrals through a variety of sources:

- Community Living BC
- Self or family
- Community members
- Food bank or churches
- Mental Health & Substance Use
- RCMP
- Homeless Shelters
- Work BC

Our employment services can be accessed by a referral from an individual, community member, referral from The Skills Centre, Work BC, family member etc.

Our Group programs can be accessed by an internal referral form done in the office through their outreach or community support worker.

Admission Screening Protocol & Trial Period

When an individual is referred to CDS for outreach or community support services we take the first three months to spend the time designing the individuals support plan. We have a three month trial period to find out what will work best for the individual. We work with the individual to develop their personal life plan and work on a customized service delivery plan.

What We Do at CDS

- Outreach Services
- Community Support Services
- Employment Services
- Community Inclusion Groups
- Supportive Housing

Outreach Services/Community Support Worker

Through a CLBC referral CDS offers one on one outreach services to adults with complex needs who live independently in the community.

Summary of job description

Ensures the well-being and community inclusion opportunities for individuals living independently in the community. A key component of this job is to assist individuals in their physical, social, emotional and daily life skills development. Services provided are unique to the individuals needs and would include crisis intervention supports, assistance with problem solving, and independent living skills training, whether on a one-to-one basis or in a group environment. The Worker strives to create a fun and enjoyable atmosphere in order to encourage participation.

Frequency:

Outreach hours that are contracted out through CLBC are customized to meet the needs of the supported individual, so you can find our outreach workers in the community at all times of the day and week.

Settings:

Our outreach workers work all over the Greater Trail area, Castlegar, Salmo and surrounding communities and support their individuals as far as Nelson with support they need. Our outreach support individuals in their personal homes, to and from appointments, all over the community and local resources in the community, court houses and anywhere in the vicinity that our persons served need support.

Funding:

Our outreach services are contracted under Community Living British Columbia (CLBC) and is our main source of funding for this service we provide.

Entry/Exit Criteria:

Entry: A referral from CLBC is sent and the contract is negotiated

Exit: When an individual no longer is receiving services we complete a one page reason for file closure form as well as a more thorough Exit summary and is attached to all of their documentation and archived.

Transportation:

At CDS we encourage personal development and independence first by teaching transportation skills such as the local transit. However, we have CDS vehicles for use with our supported individuals as well as all of our staff have valid driver licenses with drivers abstracts submitted yearly.

Services and Activities are organized around:

- Goals of the persons served
- Identified preferences of persons served
- Improving the ability of persons served to understand their needs

Some key areas (not limited to however) that our outreach workers support our individuals with are the following:

- Community inclusion skill development
- Interpersonal relations/communication
- Hygiene/grooming
- Recreation/leisure activities
- Vocational development or employment

- Educational Development
- Self – Advocacy
- Access to Community Inclusive activities
- Community referrals

Expected results/outcomes of outreach services:

CDS supports individuals to get to a place in their life where they feel safe and included in their communities. The outreach workers support individuals everyday with life skills, communication improvement, time management, hygiene, community attachments and the list goes on. Overall outcome is to provide the skills and encouragement needed to become an active happy member in their communities with confidence and belonging.

Employment Services

CDS offers employment services to individuals who face significant barriers to obtaining and/or maintaining employment.

What is an Employment Counsellor:

An employment counsellor assesses the individuals’ interests, skills, abilities and work readiness. Finds and advises persons served of employment opportunities. Supports and provides skill development to individuals in areas related to obtaining and maintaining employment.

Settings:

Our employment services office is open are Monday to Friday at the Community Inclusion Centre at 1458 Bay Avenue, Trail BC.

Funding:

Our employment services are funded through both Work BC as well as Community Living BC. There are no fees charged to access employment services or any programs at CDS.

Entry/Exit Criteria:

Entry: Any individual can access our employment services; we work with individuals with significant barriers to maintaining or obtaining employment

Exit: This is a voluntary program so if an individual no longer needs the service they are not obligated, a reason for file closure would be submitted and filed in their personal file.

Services/ Frequency and Activities are based on:

- The individualized needs of the job seeker meeting with the EC weekly/monthly or other
- A strength based approach when working with our individual to find their best traits and work from there
- The ability and experience of the individual when supporting them in their journey to employment
- The supports required on the work site could be provided in the evenings or weekends as needed.

Some key areas (not limited to however) that our Employment Counselors support our individuals with are the following:

- Work readiness skills
- Resume/cover letter support
- Job Board access
- Guidance on where to apply and how
- Vocational assessments
- Psych assessments (as necessary)
- Job start funding

Expected results/outcomes of employment services:

The whole goal of the employment services is to assist individuals in obtaining or maintaining paid employment in their community.

Community Inclusion Groups

TACL/CDS offer a variety of community inclusion groups that are facilitated on a weekly basis.

Frequency:

Cooking Group:

- Every Monday
- 2:30 – 5:30 pm

Peer Group:

- Every Tuesday
- 3:00 – 5:00 pm

Music Group:

- Every Wednesday
- 3:30 – 5:30 pm

Social Rec Group:

- Every Thursday
- 1:30 – 7:30 pm

Settings:

All of our community inclusion groups are based out of the Community Inclusion Centre at 1458 Bay Avenue, in Trail BC. Although there are times our groups venture out in to our local community, whether the local bowling alley, or a drum circle, or sometimes hiking in the mountains. Our activities/settings vary from week to week based on the group input.

Funding:

Our community inclusion groups are funded through Community Living British Columbia (CLBC).

Entry/Exit Criteria:

Entry: If an individual is interested in attending one of our groups, they are required to complete the internal referral form with their outreach or community support worker.

Exit: If an individual no longer wants to attend then there is no pressure to exit the program.

Transportation:

We encourage personal development and independence first by teaching transportation skills such as the local transit. However, we have CDS vehicles for use with our community inclusion groups as well as all of our staff have valid driver licenses with drivers abstracts submitted yearly and at times will use their personal vehicle.

Services and Activities are organized around:

- The expected outcomes of the group
- The skill ability of the individuals attending
- Community inclusion
- Social skills and peer engagement

Some key areas (not limited to however) that our Groups support our individuals with are the following:

- Cooking
- Socializing
- Communication
- Community safety
- Food safe skills

Expected results/outcomes of outreach services:

Please see each group binder for further detail

Once you decide to join Career Development Services you will:

Start Planning! We will assist you in creating a Personal Life Plan (PLP) this means sharing your hopes and goals for the future.

Have a Planning Meeting! You and the people in your support circle will meet to share hopes and dreams, things that might get in the way, and supports/services that could help you reach your goals.

****Families and support network are valued members of your team and are encouraged to participate in all aspects of your plan.**

A Partnership

We want to know how best to be involved with you and your family/Support network. Please tell us your needs and concerns.

If you cannot follow through on what you agreed to do, please tell us so that we can brainstorm other arrangements.

During our initial Planning meeting we will ask you and your family/support network how often you would like to hear from us, that way we are all on the same page when it comes to communicating.

Give us feedback on what is working and what is not. If you do not understand something, please ask us.

Share beliefs/cultures and values that are important to you and how they might impact CDS's services.

Communication

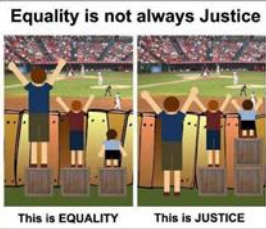
We believe in an open door policy at CDS and welcome all of our individuals at any time during office hours.

Our outreach and community support workers have contracted hours with their individuals and communicate via text, phone, in person, or whichever way works best for the supported individual.

We work with a person-centered approach and all of our staff are flexible in understanding that life happens and are always willing to communicate with their supported individuals when available with personal boundaries in place.

Program Closures

In the event that our office has to be closed all of our outreach contacts their supported individuals with the information regarding our closure.



Inclusion & Diversity

All persons served are welcome and bring value to our programs. Our programs are reflective of the varying needs of our participants, community and stakeholders.

Participants will be included in all of our programs regardless of their limitations or needs.

Programming will be based around acknowledging and valuing all of the persons served unique and individual differences and will be flexible and adaptable to all needs.

Programs will provide a physically, emotionally and intellectually safe environment.

Off-site activities will be planned to promote a better understanding of the community and to connect participants with cultural experiences.

The team will plan activities that are inclusive to persons served with special educational needs and/or abilities.

The team and persons served will help to create an environment that promotes mutual respect and acceptance.

The team will provide persons served with a variety of experiences from a range of social, cultural, linguistic and ability backgrounds.

All staff will talk to persons served about differences in a positive way.

The team will promote equality regardless of race, gender, culture or differences.

Satisfaction Surveys:

Each year satisfaction surveys are completed by each person served, family/caregivers and stakeholders. This is to ensure the satisfaction of the people we support and provide the best possible services. Suggestions can be made here on how to improve service or what the individual would like to see at CDS.

When completing satisfaction surveys, CDS uses a person that is not associated to your program to assist person served.

Personal life plan

A Personal Life Plan (PLP) is a service delivery plan used to assist individuals to meet their personal goals. For each person served receiving support from CDS a PLP is developed. The PLP evolves constantly, as does the individual, so with support of their personal network the PLP is reviewed and revised regularly to meet their changing wants, needs, expectations and choice.



Health & Safety:

In order to ensure the safety of the persons served, new intakes must not pose a threat to current persons served; health, safety and well-being. As stated, persons served that are sick are discouraged from coming to Inclusive Programs until they are well in order to not spread sickness. Individuals receiving service that are capable of understanding the danger of fire are made aware of procedures to follow in the event of such an event. CDS also provides competency based training for all Staff. The plan includes specific strategies of how to evacuate and where the deemed meeting place is to be. Monthly fire drills are held on all shifts to keep persons served and staff up to date on the procedures. Persons served are made aware of each emergency exit, fire alarm and fire extinguishers, and take an active role in all emergency drills and mock evacuations when in the CDS offices. Our staff vehicles carry first aid kits that are checked monthly as well as when our staff our in their personal vehicles have car kits and first aid kits. All of our staff are trained in first aid and are required to have an up to date certificate.



Incident Reports

If a reportable incident or unusual event occurs while staff are working with a supported individual, at one of our Social enterprise sites, in community or at CDS offices or locations, the staff fill out an Incident Report form before ending their work day. The staff keeps track of near misses on an in-house incident form.

Following an incident, the proper documentation is kept and the appropriate people are notified of what has taken place. All incidents deemed reportable are submitted to our funder. On a yearly basis we gather together to discuss the previous year's incidents and explore and brainstorm ideas and goals to reduce or prevent incidents in the future.

Some examples of incidents reported to our funder and internally include but are not limited to:

- Aggression Between Persons Served
- Aggressive/Unusual Behaviour
- Choking
- Fall
- Use or Possession of Weapons
- Emergency Restraint
- Restriction of Rights
- Attempted Suicide
- Disease Outbreak/Occurrence
- Emotional/Financial/
- Physical/Sexual/Abuse
- Poisoning
- Missing/Wandering
- Motor Vehicle Injury
- Neglect
- Service Delivery Problem
- Use of or Possession of Licit or Illicit Drugs
- Legal issues
- Sentinel Event
- Other Injury

A Word about Quality Assurance

We are an Accredited Organization through the Commission on Accreditation for Rehabilitation Facilities (CARF). The CARF surveyors visited our programs, facilities and accompanied staff on home visits, observed groups and interviewed parents and employees alike.

CDS is committed to the standards identified by CARF which would include:

- You will be treated with dignity and respect.
- You will be informed of your rights starting from your initial contact with us.
- Your information will be kept confident.
- You will be involved in your service planning.
- Your family involvement is encouraged.
- You will be informed in writing of our complaint procedure.
- Your outreach worker will have a thorough knowledge of the community resources that may be helpful to you.
- We have addressed health and safety concerns such as: building safety, emergency plans, and any barriers to receiving service, e.g., wheelchair accessibility.
- Our services are measured and evaluated for efficiency, effectiveness and consumer satisfaction.

Your cultural and individual preferences will be respected.

- Share beliefs/cultures and values that are important to you and how they might impact CDS's services.
- We will listen to and respect your opinions and concerns.
- You and your family/support network are key players in developing an appropriate service. Your experience and knowledge will be valued.
- We will work with you to plan services that meet your unique situation. There is shared decision-making.
- Our services will be of excellent quality.
- Our staff is highly qualified to provide individual and family-centered care. We are an accredited non-profit agency.
- We will keep information about you and your family confidential and private.
- We will respect your privacy and confidentiality, and will not divulge information about you or your family without your consent.
- Please see attached TACL'S Cultural Diversity Plan

However, confidentiality can be broken when we are required by law to share information if:

1. We observe a criminal act or abuse;
2. We believe you or your family is in danger;
3. Court order or subpoena is issued.

CDS collects personal information so that we can provide you with services.

Examples of information collected:

- Emergency contact information
- Your name, address, phone number and date of birth
- Reason for referral

CDS will use this information to:

- Meet program and legal requirements
- Work with you to have a Personal Life Plan (PLP) suited to your unique needs.
- Ensure you have a sense of where the services for you are headed.

We will provide you with timely, accurate, up-to-date information.
If you don't understand something, please ask. Questions are always welcomed.

We give you access to information kept by CDS.

We will provide you with copies of written reports and assessments if requested.

Please note that in keeping with the Freedom of Information and Protection of Privacy Act, CDS can only release and make copies of reports that originate from CDS.

As all records at CDS are owned by Community Living BC (our funding body), we follow the Freedom of Information and Protection of Privacy Act.

If you want to access your records at CDS, put your request in writing to the Executive Director stating what records you want.











Rights and Responsibilities of the Persons served

The rights and responsibilities of the persons served are communicated to them in ways they will understand. Employees, volunteers, support staff and board members ensure these rights are recognized at all times. Furthermore, they are also advocates of the individuals we serve to ensure fundamental rights are guaranteed in CDS as a whole.

Personal Rights

The rights of individuals supported by CDS, in addition to any rights provided under the law, include the right to:

- ✚ Be supported, with respect and dignity and with consideration for your preferences and wishes as an adult, by all employees and volunteer. Our support services and work practices must reflect this.
- ✚ Be supported to live in a place of your own community and to be supported to access community opportunities.
- ✚ Receive information about choices and to access opportunities that provide a variety of experiences so you can practice informed choice.
- ✚ Relationships with employees and volunteers are characterized by shared power, mutual respect, honesty and the opportunity to negotiate through differences of view.

-  Develop your own life plan and to choose family, friends and professionals to help you.
-  A support environment where it is safe and acceptable for you to realize your dreams, where inquiry and commitment to truth is the norm, where experimentation is acceptable and where challenging the status quo is expected.
-  Support that encourages reasonable risk as a means to experience life and to grow.
-  Support that preserves your dignity, safety and well-being, as well as that of others.
-  Support that encourages your relationship with members of your family and with other persons you have chosen as friends or supports, including the ability to communicate freely by telephone or mail.
-  Request a change in the support you receive or in the employee who provides primary support to you. CDS shall do all it can to accommodate such a request within the limits of its funding, government legislation and the collective agreement.
-  Have regular review of any limitation of a right or privilege that may have been imposed or negotiated as part of your support plan. Such limitations shall only be placed on you by CDS in the interest of your safety and well-being and must be subject to review by your support network.
-  Use CDS “Complaint Management Policy” if you have a problem or complaint reviewed and addressed. If you choose to use the “Complaint Management Policy” you have the right to be supported through the process by another person of your choice.

Confidentiality and Privacy of Persons

Confidentiality of persons' that receive CDS services are strictly upheld by the staff following the Personal Information and Privacy Act. However, in matters of health and safety, information would be shared with the person's social worker. Important confidential documents are kept in a locked area, only accessible to staff who require the information in the performance of their work duties.

At CDS

the staff ensures that persons served are able to exercise their basic right to privacy. An individual's personal space is respected by the staff and other persons served. If a person served requests to have access to a private space, staff assists that person as best as possible. A person served has the right to access his/her file at any time.



Conflict Resolution

Career Development Services understands that sometimes when people work together, they do not always agree. If you, or persons served, disagree with something, we are committed to help everyone involved by openly talking and resolve the issues.

Conflict Resolution:

If you or a family member has a disagreement with something that was said or done at CDS:

- Talk to a CDS staff member first, if they are unable to help you...
- Talk to the supervisor of the program to find out what can be done
- The two of you might decide to meet with the other person involved so that you can talk about the problem
- If your concern is not resolved, you can choose to go to the formal process
(See on next following page)

Complaint Management Process:

Complaints are any concerns that are expressed to an employee of CDS, formally or informally by a (n):

- (1) Person served
- (2) Person served parent or representative
- (3) Community member
- (4) Employee of the Association
- (5) Someone from an outside agency

Any concern / complaint must be dealt with in a prompt, effective, professional manner. The complainant will be contacted within 72 hours.

STEPS TO EFFECTIVE COMPLAINT MANAGEMENT

STEPS 1 - COMPLAINTS ARE PROFESSIONALLY RECEIVED

Concerns and complaints come to our attention both formally and informally. It is the responsibility of the employee to listen carefully to the complainant and respond professionally. If it is an issue that can be promptly addressed in the conversation, the employee should do so immediately and they are not required to complete the attached form. They are required to inform the Supervisor of the complaint within 24 hours.

If the issue is one that requires further investigation or action, the employee must inform the complainant that a Supervisor or the Executive Director will contact them within 24 hours.

The Executive Director/Supervisor will discuss with the complainant a timeline and process to reach resolution. The goal in this step is to ensure that the individuals making the complaint are satisfied that they have been heard and that follow up action will ensue.

STEP 2 - ALL COMPLAINTS MUST BE DOCUMENTED

If the complaint cannot be handled in conversation with the complainant, the employee who receives the complaint is responsible for completing the “Complaint Management” form (attached). The employee must inform their immediate Supervisor within 24 hours of receiving the complaint. The “Complaint / Concern” and “Action Taken” sections must be completed carefully by the employee receiving the complaint so that the Supervisor is able to accurately assess the urgency of the issue. All correspondence must be passed on to the Executive Director.

Step 3 - Assessing The Urgency Of The Complaint

1. Determining the urgency of the complaint needs to occur upon receiving the complaint in the event immediate action is required. It is sometimes difficult to assess the severity or urgency of a complaint. What may be a complaint requiring immediate attention to one individual or individual’s network member may be an expression of a minor concern by another. For example, if a parent of an individual requiring 24-hour care tells staff that the individual is not receiving appropriate individual’s care; this is a complaint that requires immediate attention.

Yet if the family of another individual who is quite independent expresses a concern regarding the individual’s care, this would probably be deemed more minor in nature and possible motivational factors would be considered.

When determining whether a concern is deemed “major” or “minor”, the functioning level of the individual must be taken into consideration, as well as:

- a. “Who” is making the complaint
- b. “What” is the nature of the concern is it a Health and Safety issue
- c. “How” the individuals making the complaint would like it addressed.

2. When a complaint regarding an individual we support arises, where no protocol or plan is currently in place to support the concern, the individual in consultation with the individual’s network would determine if a new “result to be accomplished” needs to be added to the individual’s Personal Life Plan (PLP) to assist them in that area. Employees are expected to be decisive and responsive in providing support, particularly when dealing with concerns that may arise surrounding an individual served Health and Safety. When in doubt staff are encouraged to, err on the side of caution and “over-respond” rather than “under-respond”.

STEP 4 -THE MOST APPROPRIATE ASSOCIATION REPRESENTATIVE DEALS WITH THE COMPLAINT

1. If it is an issue that the Supervisor is able to deal with, that he/she should promptly do so.
2. If the situation warrants the immediate attention of the Supervisor and he/she is not on shift, the staff member must immediately notify the Executive Director or Designate by phone. The ED will provide direction as to how to proceed with the complaint.
3. If it is an issue that an Executive Director should address, it is the responsibility of the Supervisor to forward the completed form to the Executive Director and follow-up by phone to ensure an effective plan of action is developed and/or completed.
4. In some situations, the Executive Director is the most appropriate person to respond. The Supervisor will make this determination and initiate the response with the Executive Director.
5. The Executive Director will provide the complainant a written summary of the complaint and how resolution was sought. TACL will make every effort to work towards a full resolution of the complaint within 10 business days of receiving the complaint.
6. If the Supervisor and Executive Director are unable to resolve the complaint, the Board of Directors has the final responsibility in doing so.
7. In the event a complainant chooses or feels that their complaint was not appropriately addressed or they were not satisfied with the resolution of the complaint. The complainant can make a direct complaint to the Licensing body or our funder CLBC. See contact numbers on the last page of this policy.

Step 5 - Documentation of the Complaint

All actions taken by the Supervisor/Executive Director to address a written complaint must be documented on the “Complaint Management” form at the time the action occurs. Resulting recommendations or actions must also be documented and communicated to staff members at the site. Information may be documented in the “Day-to-Day Communication Book” and / or the “Individual Log Book” and in the PLP process.

Once the complaint is addressed to the satisfaction of the complainant, the form will be kept in the Administration Office’s central files and, if applicable, the individual’s central file. On an Annual basis (1st Board Meeting after AGM) all complaints will be reviewed by the Board of Directors. The Board of Directors reviews and analyzes all complaints and determines if trends or common concerns exist.

It is the sincere intent of TACL to try to resolve any and all difficulties before they grow into serious problems. We are committed to making the system work, and encourage all persons to try to resolve these concerns directly with in TACL’s complaint management policy. All concerns and or complaints are assured a fair hearing and we will do everything we can to reach a resolution that satisfies and benefits all persons involved.

At TACL the complaints process is used as a way to review and improve our services. **At no time would negative consequences result from any complaint that is reported by an individual, their family or representative or member of staff.** Our obligation is to support families to the degree we can, and to improve our services and support, based on feedback and comments.

In the event a complainant chooses or feels that their complaint was not appropriately addressed or they were not satisfied with the resolution of the complaint. The complainant can make a direct complaint to the Licensing body or our funder CLBC, the following is the contact information for these agencies;

COMMUNITY LIVING BRITISH COLUMBIA

Monday to Friday - 1-800-668-2249

After hours' number – 1-800- 663- 9122

3 Year Strategic Service Delivery Plan

Trail Association for Community Living
2017 – 2020 (3 Year Plan)

ONE
PAGE
PLAN



vision

***A progressive organization
committed to providing quality services to individuals with diverse needs.***



mission

TACL . . . Taking down walls!



objectives

1. Sustain existing growth and budget figures over the next fiscal year.
2. Meet an 80% success rate for client goals for 2017-18.
3. Increase individual attendance accessing programs by 20% during 2017-18 year.
4. Maintain a standard of service satisfaction rate of 80% annually from program participants.
5. Maintain a job satisfaction rate of 80% annually for employees.
6. Increase the response rate by 25% from the Annual Satisfaction Survey by employees & stakeholders.
7. Decrease the incident reports by staff by 10% for 2017-18.



strategies

1. Improve internal communication by holding bi-annual events for entire organization, by showcasing program highlights at each other's staff meetings, and by being intentional with scheduling flexibility.
2. Improve quality of service by offering training that meet the needs of staff, by offering client-centered and consistent delivery of services.
3. Improve staff recruitment by developing a plan including identifying desirable skill sets, by ensuring effective advertising and by lobbying gov't for competitive wages.
4. Increase community awareness by building social media presence, developing a relevant marketing plan and coordinating an annual awareness event.
5. Take down internal walls by hosting a cultural appreciation event twice yearly, by having an annual agency-wide staff social and by switching up staff schedules.
6. Becoming Employer of Choice by having selected employees promoting organization, by maintaining a current "Did you know" fact sheet and utilizing more flexible staff schedules.
7. Recruiting quality board members by utilizing a set criteria of skills to guide qualified individuals, by current member of board promoting the effort and by leveraging staff and boards' network
8. Secure funding by being on top of industry grants and dollars available, by exceeding deliverables and by meeting accreditation standards.
9. Increase alternative living options by maintaining an active list of available housing, by maintaining and building rapport with local landlords and by consistently identifying diverse housing options for all.

Quarter 1 (April 1 – June 30/17)

- Create committee for staff only event by April 30th. (Lead - Korrie)
- Develop a schedule and criteria for the Showcasing Program by May 31st. (Lead – Kristin)
- Continue to build out quarterly training plan & identify staff for participation by April 30th. (Lead Nancy/Sheila)
- Establish Marketing Committee & dev. annual promotion & marketing plan by May 15th. (Lead Tracy/Sandy)
- Ensure board is actively planning Board Recruitment and executing by June 30th. (Lead Nancy)
- Identify funding option and develop work plan for cluster housing option by April 30th. (Lead Sheila/Gail)

Quarter 2 (July 1 – Sept 30/17)

- Create work plan for staff only event by May 31th. (Lead - Korrie)
- Continue to build out quarterly training plan & identify staff for participation by July 31st. (Lead Nancy/Sheila)
- Plan and host 'Sleeping under the Bridge' event for September '17 by Aug.15th. (Lead Sheila)

Quarter 3 (Oct 1 – Dec. 31/17)

- Continue to build out quarterly training plan & identify staff for participation by Oct.31st. (Lead Nancy/Sheila)
- Explore options and staff commitment for moving toward more flexible schedules by Dec.31st. (Lead Nancy)

Quarter 4 (Jan 1 – March 31, 2018)

- Continue to build out quarterly training plan & identify staff for participation by Jan.31/18. (Lead Nancy/Sheila)



action plans

Cultural Competency and Diversity Plan 2017-2018



Trail Association for Community Living

DEFINITION: Cultural competence refers to an ability to interact effectively with people of different cultures.

Cultural competence comprises four components:

- Awareness of one's own cultural worldview,
- Attitude towards cultural differences,
- Knowledge of different cultural practices and worldviews, and
- Cross-cultural skills. Developing cultural competence results in an ability to understand, communicate with, and effectively interact with people across cultures

The Trail Association for Community Living recognizes that our community is growing and becoming richly culturally diverse. This recognition includes gender, race/ethnicity, family status, age, mental/physical abilities, sexual orientation, religious beliefs, socioeconomic status and occupational focus. We work to maintain an environment that is supportive of these elements by promoting inclusion within the organization and the communities we serve. TACL continually focuses on respectful and responsive to the beliefs, practices and cultural and linguistic needs of diverse individuals with whom we interact, including but not limited to; persons served, personnel, families/caregivers, and volunteers.

This is reflected in our Policies such as Accessibility and No Discrimination, our Practices, and Mission and Vision statements.

In developing Cultural Competency, it is important that all Employees, Volunteers and Board Members are aware of the major components involved:



Educating and training our staff members on the dynamics of a growing and culturally diverse community. Through this process, we will increase awareness, compassion and the ability to effectively interact with others who are different than ourselves with dignity, respect, patience and understanding.

Embracing diversity in the workplace makes for better creativity, acceptance, tolerance and innovation. It also broadens the knowledge, skills and abilities of our staff members. In addition, by creating a welcoming environment for everyone, we then can provide good services that are also culturally sensitive, to the people we support.

This recognition includes gender, race/ethnicity, family status, age, mental/physical abilities, sexual orientation, religious beliefs, socioeconomic status and occupational focus. We work to maintain an environment that is supportive of these elements by promoting inclusion within the organization and the communities we serve.

- ❖ Awareness is the consciousness of one's personal reactions to people who are different from us.
- ❖ Attitude is being aware of cultural bias and beliefs in general and carefully examining our own beliefs about cultural differences
- ❖ Knowledge in respect to the importance of having our behaviours, consistent with our values and beliefs
- ❖ Skills involve practicing Cultural Competency every day. Communication is the key way people interact and includes gestures and other non-verbal communication, which tends to vary between cultures.
- ❖ TACL is committed to community integration and strives to create a welcoming environment reflecting the diverse communities we serve and ensuring that our services, supports and employment opportunities are open and available to all. We are all respectful of the needs of a diverse community which can help to bring about positive supports and working relationships.

Cultural Competency and Diversity Plan:

The Plan

Upon entry into our services, individuals served will participate where able, in completing an application which gives an overview of the person supported. This will enable the support workers to be aware of any unique experiences and histories that may result in differences in behaviours, values and needs. Also, at the time of admission the needs of the person served are reviewed to determine how best their needs can be met. It is imperative that personnel understand, appreciate and respect differences and similarities in beliefs, values and practices within and between cultures.

With the creation of the Personal Life Plan (PLP), and at the time of six-month review, we are able to review any cultural needs with supported individuals as well as family, friends or anyone else in their support circle. Rights are reviewed annually at the PLP.

Similarly, employees will offer the employer an awareness of any special considerations, so that we can discuss how best to accommodate requests as needed, and where able so as not to be disruptive to the continuity of services or have a negative impact on the needs of those we support. The Cultural Diversity Plan is reviewed at the time of hire and annually thereafter at the time of the Performance Review. It is also discussed in the 'Employee Handbook.'

Our goal is to develop a relationship of trust with those supported as well as with employees and all stakeholders by interacting with openness, understanding and a willingness to hear different perceptions.