



## ABOUT THIS REPORT

The purpose of this report is to provide an update on our strategic plan which originally was to span a three year time frame ending March 31, 2019. A decision was made by the KSCS Board of Directors to add an additional year and extend the timeframe to March 2020.

The chart on the right provides a snapshot of the KSCS Strategic Plan and what all of the service areas within the organization are working together towards achieving.

KSCS is committed to providing regular updates to our Board of Directors, staff and community on the progress we are making in each area of service. These updates can be found in these reports and available on our website [kscs.ca](http://kscs.ca).

This report has a slight change in format. No longer will times frames be included, the color codes were deemed sufficient for this reports purpose.

# KSCS STRATEGIC PLAN (2016-2020) 10<sup>th</sup> Update (Covering October 2019 to December 2019)



## KAHNAWAKE SHAKOTIIA'TAKEHNHAS COMMUNITY SERVICES STRATEGIC PLAN 2016-2020

### OUR VISION

KSCS strives for a strong collective future for Kahnawà:ke by promoting and supporting a healthy family unit.

### OUR MISSION

To encourage and support a healthy lifestyle by engaging with community through activities that strengthen our KSCS values of peace, respect and responsibility with the collaboration of all organizations of Kahnawà:ke.

### CORNERSTONES OF INTEGRITY

These are the core principles that describe our organizational culture, help to determine our priorities and guide how we conduct ourselves in our daily work.

RESPECT

RESPONSIBILITY

TRUST

COMMITMENT

### OUR THREE GUIDING STRATEGIC OBJECTIVES

*"Empowering Kahnawa'kehró:non for healthy and fulfilling Kanien'kehá:ka lives..."*

The number one strategic focus of the plan is to help empower Kahnawa'kehró:non individuals and families to take control of their lives. Client "helpfulness" will be one of the primary indicators of success. Also recognized is the importance of strengthened families (kahwá:tsire) as the strategic core of all programming and services. Strong, healthy kahwá:tsire require a strategic focus on children, youth and young parents based within our culture.

#### STRATEGIC OBJECTIVE I

**Be fully client-centered & client-driven**

Re-focus on Kahnawa'kehró:non and their families as the single most important stakeholder

- ❖ Improve our knowledge and understanding of our clients: engage them directly in evaluations (Client Helpfulness Indicators) and setting priority needs.
- ❖ Strengthen and normalize strong kahwá:tsire, by empowering and engaging our people to undertake fulfilling lives and healthy lifestyles.
- ❖ Focus much more on the positive and personal fulfillment: help people see, appreciate and build on their capabilities and fulfill their potential. Help others see it also.
- ❖ Re-assess / adjust our programming on a timely basis to better meet changing needs.
- ❖ Enhance our service, especially the KSCS user-friendly one stop approach.
- ❖ Address stigma and fear: provide a safe, secure space (we partner with Kahnawa'kehró:non to help them empower themselves).

#### STRATEGIC OBJECTIVE II

**Enhance community engagement & community-based partnerships**

- ❖ Actively engage the community as a key agent for positive change.
- ❖ Continue to expand and strengthen KSCS's productive partnerships within our teams, our community and beyond.

#### STRATEGIC OBJECTIVE III

**Foster & accelerate active Kanien'kehá:ka ways of doing things, including more use of our language**

- ❖ Strengthen our understanding of our Kanien'kehá:ka ways, language and culture.
- ❖ Incorporate Kanien'kehá:ka ways in everything we do. This means increasing the use of our language and culture in everyday living and in the standard practices of our services.



### OUR SERVICES

KSCS provides services that support the individual and family needs at every life stage of Kahnawa'kehró:non. The client services are grouped into five (5) service delivery teams:

#### PREVENTION SERVICES

Primary Prevention;  
• Onkwawén:ra  
• Teen Group  
• Drama

Secondary Prevention;  
• Support Counsellors

Family & Wellness Center;  
• Parenting Program  
• Traditional Services  
• Where the Creek Runs Clearer  
• Satatenikonrarak

... and several related services for each area.

KSCS internal services required to support the service delivery teams are; ORGANIZATIONAL SUPPORT SERVICES, FACILITIES MANAGEMENT and FINANCIAL SERVICES.

#### SUPPORT SERVICES

- Intake Services
- Addictions Response Services
- Youth Protection Services & Youth Criminal Justice Assistance Services
- Psychological Services
- Youth Protection Services
- Emergency Response Services, including "on-call"
- Foster Care & Case Aide Services

#### ASSISTED LIVING SERVICES FOR ELDERLY & SPECIAL PEOPLE

- Family Support & Resources
- Life Skills Support
- Young Adults Program
- Independent Living Centre (12 beds)
- Clinical Services & Support
- ... and several related programs, e.g. Teen Social Club.

#### HOME AND COMMUNITY CARE SERVICES

- Adult & Elders' Support Services & Programs
- Home Care Services
- Home Care Nursing
- Turtle Bay Elders' Lodge (25 beds)
- A'nówara'hne (The Sixplex)
- HCCS Activity Program (Respite & Social Programming)
- Meals on Wheels

#### ENVIRONMENTAL HEALTH SERVICES

- Water Quality Monitoring
- Waste Disposal
- Food Safety Inspections
- Health Hazard Investigations
- Indoor Air Quality/Mold Investigations
- Communicable Disease Interventions
- Building Safety (Private & Public)
- Occupational Health & Safety
- Emergency Preparedness

Created Sept. 28, 2016. Rev. Oct. 16, 2019

## COLOR CODING

KSCS will use color coding to provide at-a-glance information about how we are moving forward. Here is a description of what the following colors mean in this report.

<b>GREEN</b>	Goal/objective proceeding as scheduled.	Goal/Objective is moving well & is on track to meet the projected dates. Item is within budget. The required resources are approved & in place. Everything is fine & in control.
<b>YELLOW</b>	Goal/objective slightly delayed however proceeding.	Goal/Objective is moving but somewhat off track and/or some control has been lost. The item could be at risk so is being managed cautiously. There are potential issues with schedule, budget or resource approvals/ access, but likely can be saved & put on track with corrective actions. Attention required but we believe we can still be successful.
<b>RED</b>	Goal/Objective has met a major challenge & will not meet its projected dates.	Goal/objective is not moving & cannot be accomplished in the present state. More than likely we will miss the desired dates. Issues/challenges have surfaced with schedule, budget, or scope of work & we do not believe we can deliver 100% successfully. Review & revisions are necessary. Requires management action to get back on track.
<b>BLUE</b>	Goal/Objective Completed	Goal/objective has been accomplished & is considered complete.

### Note for update reporting:

- Goals flagged as **green** do not necessarily stay green forever. The colors can change as the environment changes & impacts the work we planned to do. Green items are not elaborated on at KSCS Leadership Team (KLT) updates, unless to celebrate major accomplishments.
- For goals flagged as **yellow**, the cause of the problem(s) & what's being done to correct it should be stated in the update. For most updates, don't be surprised if yellow is the predominant color.
- For goals flagged as **red**, these will need management intervention & follow up. The issues process outlined in "Implementation of Plan" should be followed.

## ORGANIZATIONAL OBJECTIVES

**Organizational objectives** are the planned improvements & major changes KSCS will undertake *in the ways we do things as an organization*, which we *must* do if we are to achieve our strategic objectives, with the primary focus on the empowerment & success of our clients. Each of the objectives are overseen by the Executive Director. Some specific objectives have been assigned to individual managers to oversee with the agreement that ultimately each service area is responsible to incorporate these into their plans. More details such as the rationale & purpose can be found in the larger Strategic Plan Document (page 28).

## KSCS SERVICE DELIVERY TEAM UPDATES & SUPPORTIVE SERVICE TEAM UPDATES

Following the organizational Objectives section updates, the Manager of each service area has provided key highlights or challenges for their team's strategic objectives. Each of the goals under the objectives are given an "at-a-glance" color code & brief explanation of progress.

## KSCS ORGANIZATIONAL OBJECTIVES UPDATE

KSCS Executive Director~ *Derek Montour*  
 Director of Family Services ~ *Kathy Jacobs Horn*  
 Director of Internal Operations~ *Wendy Walker Phillips*



SO 1: Assure KSCS has healthy and qualified staff		
1.1	Commit to & provide for a healthy & balanced quality of working life for all KSCS Staff. Each service area to submit its specific plan.	Each manager is responsible for their own team's health & quality of working life with support from the KSCS Social Committee & Organizational Support Service (OSS). Family Services as well other service areas organized Christmas breakfasts' or lunch for their staff.
1.2	<i>In collaboration with HR</i> , assess the skills requirements to meet the plan priorities & implement timely & systematic training, with an updated Training Plan completed for each unit.	All service areas within KSCS were interviewed and completed survey for the Learning (Training) and Development Plan Project. See OSS update under 1.4 for more information.
1.3	Develop an effective recruitment & retention strategy to obtain employees with the skills to meet the specialized requirements of some parts of the plan, e.g. Director of Youth Protection, Psychologists.	See OSS update under 1.2. Recommendations from the organizational review will be taken into consideration & incorporated in work beginning in this area.
SO 2: Enhance the organizational structure and work processes to deal with change		
2.1	Re-organize our structure & processes to provide best possible services to Kahnawa'kehrónon.	A 5 <sup>th</sup> Management position job description was completed and classified. Awaiting Board of Directors approval and then post.
2.2	Develop & implement a planned approach to deal with the changing work focus & re-organization in a constructive & fair manner.	In line with recommendations from the KSCS Organizational Review, KSCS is adopting changes to the organizational structure. This includes changes at the Director, Managerial, and Supervisory & Front Line levels. KSCS will be putting out separate communications regarding the Organization Review in the coming weeks. The organization structural changes will continue to occur during the next strategic plan given recommendations from the Organization Review & in anticipation of adjusted strategic directives.  Strategizing on getting Family Services to embrace change.
SO 3: Develop, organize & use valid, up-to-date data		
3.1	Develop valid Key Performance Indicators (KPI's).	No movement. This is both an individual team /service activity and a global activity. This has been noted that this will be a key activity and focus in next strategic plan.
3.2	Get valid & timely client data.	No new updates at this time.

## ORGANIZATIONAL OBJECTIVES continued

<b>SO 4: Enhance use of IT and Communications technologies to improve client services and follow-up</b>		
<b>4.1 COMPLETED:</b> <i>Information Technology (IT) Each KSCS unit will meet with IT Services to identify &amp; prioritize their requirements for IT support, &amp; finalize their action plans</i>		
<b>4.2 COMPLETED:</b> <i>Communications: Each KSCS unit will meet with Communications Services to identify &amp; prioritize their requirements for effective communications technologies &amp; finalize their action plans</i> Consultation completed for both above goals. <b>New</b> goals have been identified 4.1 to 4.7.		
<b>4.1 COMPLETED:</b> <i>IT: Implement VOIP system.</i>		
<b>4.2</b>	IT: Centralized location to store all files within the organization (include redundancy system backup at another location).	HCCS has been migrated before Christmas all that remains is the White House. Suggested plan of action is to incorporate into project resulting from IT Assessment.
<b>4.3</b>	IT: Centralize all the organizations important documents in one location including a table of contents that have hyperlinks to the files & templates.	All documents will be migrated into Document Management System as part of the project resulting from IT Assessment
<b>4.4 COMPLETED:</b> <i>IT: Organizational access to scheduling software for meeting &amp; training rooms</i>		
<b>4.5</b>	Communications: Conduct a review on how KSCS communicates internally.	New Manager of Information Systems hired. Put out a Request For Proposal nationally and secured a consulting firm to assist in the development of a strategic Communication Plan for KSCS including the opportunity to re-brand the organization.
<b>4.6</b>	Communications: Communicate the results of the review to staff & encourage them to utilize these methods. Ensure communications are also sent using other creative communications tools.	Contingent on objective 4.5.
<b>4.7 COMPLETED:</b> <i>Communications: Prevention Services having access to a KSCS Facebook page to promote events &amp; activities.</i>		
<b>SO 5: Obtain the funding required to support the full implementation of the plan</b>		
<b>5.1</b>	Each KSCS service will develop a budget & capital plan.	Finance continues to work with Managers on thinking about their budgets strategically & including projections for the completion of their strategic plan goals within the budget 2020/2021.
<b>SO 6: Advocate for and obtain better access to critical services in the English language e.g. Institutional care, detox</b>		
<b>6.1</b>	To strengthen internal processes that will ensure access issues to critical services in English that impact both KSCS staff & clients are documented, reported on & addressed with the appropriate bodies.	Meeting has been scheduled with representatives of the MSSS in order to dialogue about human rights concerns due to lack of access to English services. Will be on-going and Lisa Westaway, KMHC Executive Director will take over the Kahnawake's representation on the Coalition of English Speaking First Nations Communities of Quebec (CESFNCQ).
<b>SO 7: Strengthen our partnerships within our teams, our community and beyond</b>		
<b>7.1</b>	Develop an inventory & description of the priority partnerships that KSCS must foster & revitalize at the local, regional & national levels.	The Executive Director created a list of partnerships that KSCS is involved in; this has to now be passed to managers and supervisors for validation with the Family Services and the Internal Operations. Family Services Inventory completed identifying all partnership committees, working groups and regional tables.

## ORGANIZATIONAL OBJECTIVES continued



## SO 8: Incorporate Kanien'kehá:ka ways, language and culture in everything we do

8.1	To gather information around KSCS staff prior knowledge & to begin discussion on how staff currently include tsi niionkwarihò:ten into their services/programs.	<p>The Tsi Niionkwarihò:ten Coordinators continue to support staff teams to consider how “our ways” are being incorporated into services.</p> <p>During this period:</p> <ul style="list-style-type: none"> <li>• 5<sup>th</sup> On-boarding session held for KSCS Supervisors in Oct.</li> <li>• Continued support to 7 KSCS staff enrolled within the MCK Language &amp; Culture Training Program.</li> <li>• Plans for next quarter are to focus on compiling and analyzing feedback and pre/post assessments to gauge learning a future needs.</li> <li>• Provided information/referrals and requests for translation (words/phrases in Kanien'keha) i.e. alternative words for “client” and “assessment tool”.</li> <li>• Worked with HR on re-establishing Traditional Healer access for KSCS staff. Worked with Mike Standup on planning of staff events including access to traditional healers and building cleansing.</li> <li>• In Dec. coordinated “staff day” access to traditional healer with Mike Standup. Looking to continue this in the new year with a monthly “staff day”.</li> </ul> <p>In the new year (Jan.) plan to schedule follow up meetings with our various teams/satellite offices to determine their needs</p>
8.2	To enhance the awareness of K.S.C.S. staff on tsi niionkwarihò:ten topics (ongoing calendar of events)	<p>Key <b>external</b> events that KSCS staff were involved in during this period:</p> <ul style="list-style-type: none"> <li>• Staff participated in research advisory group sessions with Douglas/McGill regarding culturally appropriate mental health assessment tools.</li> <li>• Nov.-the Tsi Niionkwarihò:ten Program and the MCK Tsi Niionkwarihò:ten Tsiwahá'hara'n Training Program collaborated to bring in Wendy Hill for a workshop on “Healing from the Impacts of Colonialism, Working with the Barriers to Learning”.</li> <li>• Attended Tewahará:tat Tsi Niionkwarihò:ten Language and Culture Network meetings each month.</li> <li>• Dec.-Mary participated in Kahnawake Language Law Anniversary Commemoration celebration coordinated by MCK and KORLCC.</li> </ul> <p>Key <b>internal</b> events offered to KSCS staff during this period:</p> <ul style="list-style-type: none"> <li>• Oct.-The Kaienthóhsera - Harvest Celebration &amp; Showcase was held. A collaboration between Tsi Niionkwarihò:ten Committee &amp; Social Committee. Presentations were made by staff on: preparation of gardens, cornbread &amp; corn mush making, canning garden produce, beekeeping. Tables/booths on seed keeping, seed exchange, recipes, staff garden &amp; hunting displays.</li> <li>• Oct- Dec-Kanienkeha Beginner's Group “Basics of Dialogue” was held over an 8 week period.</li> <li>• Nov.-the Tsi Niionkwarihò:ten Committee hosted a Traditional Wellness &amp; Self Care workshop for staff.</li> <li>• Dec.-a Midwinter Ceremony lunch and learn event was organized for staff.</li> </ul> <p>The Tsi Niionkwarihò:ten Committee attended the Wabano Symposium on “Land is Medicine” on November 5 &amp; 6<sup>th</sup>. The intention is to develop land based activities for staff in the new year.</p>
<p><b>8.3 COMPLETED:</b> To provide KSCS a Final Report on the Tsi Niionkwarihò:ten pilot project. Data collection continues in preparation for end of year reporting to Managers, 2019-2020</p>		

## KSCS SERVICE DELIVERY TEAM UPDATE

### PREVENTION SERVICES ~Stephanie Horne, Manager



SO 1: Know our clients potential & their priority needs		
1.1	Complete the analysis of internal evaluation & revise programming & services to address the major gaps.	Existing program evaluations have been collected. Some prevention component programs do not have strong evaluation tools to assess impact or service delivery. A revised logic model has been developed to address this in the upcoming Fiscal Year
1.2	Design & implement a consultation with clients to identify & prioritize the clients' aspirations/expectations for achieving fulfillment, clients' priority needs & clients' evaluation of our programs & services.	A tool is being designed whereby the prevalent community social issues can be identified on a timely basis from various sources within the community. This data will be used to adapt or redesign prevention programs specific to Kahnawake trends.
1.3	Design & implement "client helpfulness indicator" (CHI).	The forms are at the satellite office for client helpfulness indicator.

SO 2: Ensure our children and youth receive a healthy, positive start		
2.1	Evaluate & address the program gap for 5 year olds	The prevention team will be looking at ways to avoid program duplication and to fill in specific gaps for the 5-year-old population. This may be extended to prevention service supports to parents of 5 years old's who have precise needs.
<b>2.2 COMPLETED:</b> <i>Enhance summer programs to ensure full access for all youth, regardless of family income.</i> Goal has become regular practice		
<b>2.3 COMPLETED:</b> <i>In partnership with education &amp; the schools, enhance our prevention (healthy lifestyle) team activities in the schools.</i> Goal has become regular practice.		

SO 3: Empower healthy Kanien'kehá:ka families		
3.1	Establish the Family Preservation Unit, with full programming.	Final report completed & submitted to Executive Director & Director of Family Services. Director will work with Executive Director on recommendations provided for the Family Preservation Model approach implementation. Timeframe adjusted to reflect implementation of this objective.
3.2	Enhance our "one-stop" service model to assure that any client in need will receive timely help from qualified personnel.	Implementation of "timely" services based on the needs of the clients is being explored & discussed at Family Service meetings. Looking to involve Director & the other managers more in discussions. The P & S Admin team have also been discussing a number of issues related to one stop service & are preparing to make recommendations on changes to current services.
3.3	Improve our understanding, appreciation & use of the cultural values & ways of empowered & healthy Kanien'kehá:ka families, including in our work practices.	This has been ongoing. Team Leaders have incorporated this into their Performance management process as Key Result Areas. See Organization Objective 8 updates.

SO 4: Optimize partnerships to meet client needs		
4.1	Conduct an annual partner's consultation by & incorporate major improvement	Slightly delayed however will look to have completed.

SO 5: Incorporate 'tsi niionkwarihò:ten' (our ways)		
5.1	Incorporate Tsi Niionkwarihò:ten in all our programming & services & in our internal practices.	Development of a new internal program. See Organization Objective 8 updates.

## KSCS SERVICE DELIVERY TEAM UPDATE

SUPPORT SERVICES ~ Cheryl Zacharie, Manager



<b>SO 1: Empower Kahnawa'kehró:non (individuals and families) to take control of their lives</b>		<b>Highlight:</b> We continue to work toward empowering our clients to take control of their lives. Our approach to providing services has been more client focused.
1.1	Design & implement a systematic process to consult with clients on a regular basis to identify their priority needs & obtain their timely assessment of the quality of our services.	Placing under Organizational Objective 3.2. No longer will be actively updated here
<b>SO 2: Improve healthy Kanien'keha:ka development options for youth</b>		<b>Highlight:</b> The Youth Support Worker recently began in their position and is working toward building a comprehensive program plan for our youth in care. We have also successfully filled the position of Foster Care Support Worker and the incumbent began duties in January 2020.  <b>Challenge:</b> We continue to face the challenge of recruiting new Foster families to care for our youth who require interim care. With the recruitment of the two positions, the Youth Support Worker and Foster Care Support Worker, we are hopeful that we can work toward addressing the need.
2.1	Recruit & train minimum 10 skilled/qualified foster homes in the community-on-going.	We've been able to meet the ongoing needs of children requiring care, recruitment of Foster families continues to be a challenge. We are working with the communications team to increase public relations to gain new interested families.
<b>2.2 Completed:</b> <i>Significantly enhance effective support for youth (18 yrs) who are transitioning out of foster care to capable independent living.</i> The Youth Support Worker recently began in her position and is working toward building a comprehensive program plan for our youth in care.		
2.3	Improve support for our youth in institutions outside the community (e.g. Batshaw).	This continues to be an ongoing objective the need for further research into the inequities experienced in reference to access to services outside of the community is needed. A series of ongoing meetings are being held with ACCESS to build our relations and address the issues that arise in reference to securing placement in English Services.
<b>SO 3: Enhance the effectiveness of our youth protection, the Kanien'keha:ka way</b>		<b>Highlight:</b> Lower numbers continue in Youth Protection signalements and we are actively working to ensure a more proactive and preventative approach to addressing concerns that are brought forward  <b>Challenge:</b> Law 21 continues to present us with issues & as a result, we have run into barriers when attempting to hire caseworkers who meet the criteria of the Order. In order to address these issues we are working toward building relationships with the OTSTCFQ A meeting is scheduled in early 2020 to begin having discussions.
3.1	Get final approval of plan for the establishment of the Kahnawà:ke Youth Protection Directorate by the MCK.	Still no movement toward getting final approval for the establishment of the Kahnawà:ke Youth Protection Directorate. After a short delay, have begun working with MCK to move the project forward again. The KSCS team will continue to work toward updating and implementing changes in the Youth Protection Act, and on reviewing the Annex in anticipation of future movement.
3.2	Enhance the timeliness & quality of response & support for families in need, including successful reintegration of the child back with the family, by fully implementing the Enhanced Prevention Focused Approach.	Preliminary evaluations has shown that signalments have decreased, we are reviewing "why" this is happening through current data kept. Research has been ongoing, and a working group is being formed. Receiving assistance in analysis from McGill as well as the formulation of future questions. Looking possibly at hiring an individual to assist in data analysis and reporting.

## SUPPORT SERVICES continued

<b>SO 4: Break the recurring and normalizing pattern of addictions</b>		<b>Highlight:</b> In Addictions Response we have been successful in offering a variety of services to the community & continue to build and maintain partnerships with various external stakeholders in relation to the areas of gambling, mental health & drug use.
4.1	Take the lead in implementing & coordinating a comprehensive & integrated partnership approach to address the growing problem of the abuse of prescribed & non-prescribed medications, especially pain killers, with an integrated plan approved & ready to implement.	Staff continues to work alongside Prevention Services to promote information & education but also to address more clinical issues that may arise.
4.2	Research & recommend implementation of new tools to address drug use (e.g. DUSI-R) Drug Use Screening Inventory.	We are currently reevaluating our assessment tools to ensure that they meet the needs of our clients and we have are in line with the services that we provide. While we had been working toward acquiring the DUSI-R (Drug Use Screening Inventory), we are also evaluating other options to ensure a client-focused approach to offering services tailored to each individual.
4.3	Secure a youth case worker for ARS to address the specific needs of youth with addictions.	A new recruitment strategy is in place to fill the last vacant position however this will not occur until the new fiscal year.
<b>4.4 COMPLETED:</b> <i>With the legalization of Cannabis, staff continue to work alongside Prevention Services to promote information &amp; education but also to address more clinical issues that may arise</i>		
4.5	Create a plan of action based on a comprehensive review of video lottery terminals that includes promotion/ education, prevention & intervention approaches.	Staff continues to work alongside Prevention Services to promote information & education but also to address more clinical issues that may arise.
<b>SO 5: Assess and upgrade our psychological services</b>		<b>Highlight:</b> With a full & capable team our staff are working toward the growth of the Psychological Services program.
5.1	Design a systematic process to consult with clients to identify their priority needs.	Client consultation is a common objective & we do not want to work in isolation but rather include this as a part of the global client consultation plans for KSCS. This goal may become integrated under Organizational Objective 3.2.
<b>5.2 COMPLETED:</b> <i>Complete a comprehensive review of psychological services &amp; present recommendations.</i> We anticipate building on the findings of the review & work towards implementing the recommendations.		
<b>5.3 COMPLETED:</b> <i>Put in place a fully capable, professional psychological service.</i> Have a full team in place we are able to maintain a fully functioning service but also work towards further growth.		



## KSCS SERVICE DELIVERY TEAM UPDATE

ASSISTED LIVING SERVICES (ALS) ~ Vickie Coury-Jocks, Manager



SO 1: Know and address the needs of each client and family		
1.1 COMPLETED: Find & implement an effective clinical assessment tool to enable caseworkers & families to assess needs & develop effective service plans.		
1.2	Address the current gap in proper services for children by developing an information package for special needs caregivers.	Work has continued with the consultants hired for this project. Some delays occurred this quarter based on recommendations and feedback from stakeholder consultations (Connecting Horizons)
SO 2: Enhance the quality of life and recognition/appreciation of each client		
2.1	COMPLETED: Foster, develop & implement more opportunities for the athletic, artistic & other kinds of personal development & excellence of our clients, with the full recognition & active support of the community.	
2.2	COMPLETED Maximize the integration of the clients into community activities, including employment (on-going). Work in this area on-going.	
SO 3: Assure continuity of quality care for each dependant		
3.1	Establish a full-time residential unit (for a min. of 12 persons) as a planned alternative caregiver option for aging caregivers.	Discussion on need for a residential special needs facility was picked back up in December. Plans are to renew discussions around best options and collaboration with KSCS/MCK in the New Year.
3.2 COMPLETED: Develop & implement a viable respite capability to accommodate special needs individuals. All current families have been provided assistance to register/receive respite dollars through the CLSC. Case workers have also successfully gained access to respite beds through local and nearby resources.		
SO 4: Maintain a minimum waiting list (capacity to deal with the growing number and complexity of clients)		
4.1 COMPLETED: Develop & implement an ALS Personnel Plan to support this plan.		
4.2	Increase the physical capacity of the Centre to support special needs clients during the plan period & beyond, with an improved plan & funding.	Meetings with the Facilities Manager to identify timelines, coordination and logistics associated with the renovation plans and minimize disruption to services.
4.3	Develop an alternative funding strategy, involving all three levels of government & other partners, to support the required physical expansion & the additional staff requirements.	Discussion's to resume in the new year.

## KSCS SERVICE DELIVERY TEAM UPDATE

### HOME & COMMUNITY CARE SERVICES (HCCS) ~ Mike Horne, Manager



SO 1: Enhance client-centered service delivery		
1.1	Evaluate current services from a client perspective & make timely adjustments to programs (on-going).	Home Care Team Office reconfiguration is completed. The development of a Meals On Wheels (MOW) coordinator is being explored. This entire MOW program will be evaluated and amended where relevant to enhance services delivery.
1.2	<b>COMPLETED:</b> Review client activities/services that now can be enhanced due to block funding & report. Completed but continue to meet funding & reporting requirements.	
1.3	Modify (reorganize) & enhance (when possible) HCCS personnel that will ensure better client service delivery.	Hired Clinical Supervisor (co-Shared with ALS), hired 2 sporadic Kitchen Cooks. Currently in the process of hiring a HCCS Case Worker.
1.4	Increase the physical capacity (beds/rooms) at the Elders Lodge to meet the needs of the community & staff (on-going).	Changes required to meet certification of Turtle Bay Elders' Lodge requirements as outlined by Accreditation Canada have been implemented or amended.  The process of conducting a feasibility study regarding the TBEL expansion is still being explored by MCK.
SO 2: Assure the dignity, autonomy and quality of life for elders		
2.1	<b>COMPLETED:</b> Fully implement & evaluate the "falls response protocol". A team is in place and now need to determine how we will evaluate. After evaluation extend to other areas of service.	
2.2	Identify & address situations of Older Adult Mistreatment through Promotion & Education awareness campaigns on an ongoing basis.	As part of the KSCS Spirit of Wellness month, an awareness campaign regarding Older Adult Mistreatment occurred November 19 <sup>th</sup> . Assisted a few community members with resources and guidance regarding abuse. Older Adult Mistreatment Committee developed a business plan to strategically address Older Adult Mistreatment
2.3	Enhance palliative care capability & service (on-going).	Palliative care is being offered to end life clients in the community. Palliative care Committee reinstituted regular meeting to strategically develop a business plan to further enhance palliative care and information.

## KSCS SERVICE DELIVERY TEAM UPDATE

### ENVIROMENTAL HEALTH SERVICES (EHS)

*Donald Gilbert, Team Leader*



#### SO 1: Enhance client-centered service delivery

1.1	Revisit current water quality monitoring schedule & increase frequency of bacteriological & basic chemical analysis if necessary.	175 bacteriological samples collected. Wells with E.coli during this quarter; 4. Getting difficult to resample some homes due to weather and outdoor taps being turned off anticipating freezing temperatures.
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**1.2 COMPLETED:** *Determine if annual inspections of high risk facilities is satisfactory or should be increased.*

Identified facilities are cooperating & actively participating. No reporting required.

#### SO 2: Seek necessary funding to operate within the Strategic Objectives

**2.1 COMPLETED.** *No further reporting required*

## KSCS SUPPORT SERVICE DELIVERY TEAM UPDATE

### FINANCIAL SERVICES ~ Dana Stacey, Finance Comptroller



#### SO 1: Enhance short and long term global financial planning efforts based on sound financial practices & operations

**Highlight:** Converted **all** old accounts to new account numbers.

**Challenge:** Having time for proper testing during next few months.

1.1	Integrate the implementation of the strategic plan with the budget.	Ongoing
1.2	Review & amend KSCS Chart of Accounts to ensure the generation of timely & accurate financial reports that will assist in management decision making & reporting.	Test copy of new chart of accounts is now available for testing phase on Finance computer. July will be implementation date if all goes as planned.

#### SO 2: Improve financial services based on the knowledge and understanding of client needs

**2.1 COMPLETED:** *Design & implement a consultation with clients that will assess financial services offered & needs by Feb.2019.*

2.2	Implement a client engagement process that will identify areas for improvement & client needs.	On track.
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#### SO 3: Enhance KSCS management and staff financial skills and practices that will assist them in fulfilling their current and planned needs

3.1	Review & update those financial procedures & policies that ensure the timeliness of services & communicate them to staff.	Drafts being reviewed. A request was made by a partner organization and the draft was shared so they can develop theirs as well
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## KSCS SUPPORT SERVICE DELIVERY TEAM UPDATE

### ORGANIZATION SUPPORT SERVICES (OSS) ~ *Susie Diabo, Manager*



SO 1: Assist in the assurance that KSCS has healthy and qualified staff using a holistic approach.		
1.1	Ensure the KSCS Social Committee plans activities that support staff wellness, using a holistic approach.	This objective will not reported in this service area, update can be found in KSCS Organizational Objective 1.1
1.2	Review & revise the current recruitment process at KSCS.	The final report is being written and should be complete by March 15 <sup>th</sup> 2020
1.3	Enhance staff wellness by becoming more strategic & proactive in supporting employee management of a healthy & balanced life.	Recommendations for recruitment of traditional healers has been documented and will be submitted for review and approval. The Tsi Niionkwarihò:ten coordinators have been providing numerous trainings/resources to all staff on Kanienkehaka language and culture. Some of the upcoming trainings include the Creation Story and The Great Law of Peace.
1.4	Create a KSCS Training & Development process & plan.	Phase 1 and 2 of project have been completed as scheduled. Work has begun on Phase 3 to link the strategic vision, identify and develop the global competencies, and determine training administration and tracking methods. This phase should be completed by the end of January 2020.
1.5	Ensure OSS staff are healthy & qualified in order for us to be able to support & provide the best service to KSCS.	OSS staff continue to keep up to date on current trends within their respective areas with various tools such as in-house trainings, internet research, etc., which assist in their personal health, well-being and skillset but also to those of the organization.
SO 2: Ensure OSS provides skills, resources, opportunities and accountability processes that will empower KSCS staff, and will contribute to their competence and satisfaction.		
2.1	Support employee coaching for performance, using existing PMP practices to support employees in achieving their goals.	HR provided training to all Management and staff. All training was completed by November 2019.  HR also continues to coach and support those who require further assistance when needed
<b>2.2 COMPLETED:</b> <i>Develop &amp; provide HR database access &amp; training.</i> Training to supervisors was completed in May. HR is currently looking into a new HR Information System (HRIS) to better suit the needs of the organization.		
2.3	Create an electronic user friendly OSS Resource library (include policies, directives, benefits etc.).	Work on this is ongoing but slow however will likely pick up and become a task for the new IT Manager to oversee and complete.
2.4	Provide support & guidance to KSCS management in implementing strategies.	A new Manager of Information Services has been hired who will assist in the further development of IT/Communications/Data Research which add to OSS's provision of support and guidance to all staff.

## ORGANIZATION SUPPORT SERVICES continued

SO 3: Evaluate OSS services and adjust based on client needs by March 2019		
3.1	Consult staff & management for feedback on OSS service areas.	The recruitment process review final report was delayed due to workload and is currently being written and will be completed and presented by end of March 2020.
3.2	Adjust services to better meet the needs of KSCS.	Adjustments have been made according to findings from consults identified in 3.1. In conjunction with these results from the external Community Perception & Satisfaction Survey Final Report was shared internally and with community. OSD to work with programs and provide deeper analysis for program service improvements.
3.3	Update & maintain an OSS policy framework that provides guidance to KSCS.	The Personnel Policy was approved by the Board and implemented in December 2019. HR conducted information sessions with all staff on all changes.  HR will be reviewing the PMP process in the upcoming year.
3.4	Ensuring KSCS staff are continually informed of all OSS services available.	Continually engaging employees by providing information via Internal Networks to inform about staff on services. Internal operations is looking to plan an information fair in the new year.
SO 4: Develop and implement processes to involve clients directly in the timely evaluation and improvement of KSCS programs		
4.1	Create an internal evaluation team & determine roles & responsibilities.	Consolidating global evaluation related objective/goals from each service area & placing under Organizational Objective 3.2.  Reviewing tasks and objective-to take this into consideration.
<b>4.2 COMPLETED:</b> <i>Provide training on evaluation &amp; surveys.</i> Have brought in Stats Canada several times. Will now look into possibly offering a session on a bi-annual basis. This will be dependent on the Learning (Training) and Development Plan that is created.		
4.3	Establish & engage in effective & safe dialogue between KSCS, Kahnawa'kehró:non & our partners.	The Community Perception and Satisfaction survey along with the KSCS feedback form are two processes in place that have allowed for some engagement with community. Enhancements and improvements have been identified and some implemented to ensure effectiveness.



## KSCS SUPPORTIVE SERVICE TEAM UPDATES

### FACILITIES MANAGEMENT ~Dwayne Kirby, Manager



SO 1: Support and continuously improve KSCS services through sustainable, environmentally friendly and cost effective maintenance practices that add to the value and integrity of its assets.		
1.1	Put a storage management process for KSCS managers into effect that clearly outlines access, usage, maintenance & evaluation of storage space (containers) acquired for each satellite office	Storages at various facilities reorganized in the 2019-2020 capital plan, more to be planned in 2020-2021.(ALS & FWC)
1.2 COMPLETED: Improve after hour security measures (such as lighting, video surveillance, locks etc.) & protocols at all KSCS buildings. Security systems installed and upgraded.		
1.3 COMPLETED: Incorporate tsi niionkwarihò:ten (our ways) where possible into maintenance practices & operations (such as reducing environmental footprints).Will be on-going now as a practice		
1.4 COMPLETED: Enhance existing partnerships through creation of formal agreements with other partner organizations that outline details of collaborative efforts in delivery of services.  MOU agreement in principle, currently working on Asset Management committee, MCK Capital Construction Director coordination to assist on related projects involving major design and construction design.		
SO 2: Create and maintain a culture that will foster teamwork, happiness, motivation and success.		
2.1	Implement a professional development & training plan for all Facilities Management team members (both full time & on call) that will ensure everyone has reached standard level of competency.	Will need to extend original timeframe date. Training plans to be identified in the short term for skills development and capacity building via Asset Management committee.
2.2	Implement a team building validation process with quarterly events that will help foster happy & healthy employees.	Weekly team meetings commenced to assist communications of job statuses and identification of timelines and additional resources needed for adjustments
SO 3: Assure the continuity of high quality and timely maintenance services to staff, clients and community.		
3.1	Acquire a facilities management software program that will support facility management activities & ensure requests & work completed are tracked & within budget.	Software consultations back on track and workshops planned in January for potential February implementation.
3.2	Ensure service delivery & workflow are aligned with the needs of the team's diverse clients & multiple sites.	Facilities team expansion now implemented with hiring of Administrative Assistant III – Inventory & Accounts Control and a service restructure is under way with progress noted to be reported in the next quarter.
3.3	Complete all current facility upgrades & renovations identified in the 2017/18 capital plan year within budget.	On-going
3.4	Determine key messages & continuously convey effective communications that informs clients of our service delivery standards & processes along with realistic expectations for projects.	On-going
3.5	Implement a system that will inventory & manage facilities equipment & supply needs, access & usage in order to meet the needs of the team & organization.	This objective is tied to 3.2 and service restructure is on the horizon.

## FACILITIES MANAGEMENT continued

SO 4: Enhance the management of KSCS facilities through continual process improvements.		
4.1	Research best practices to ensure Facility Management Services are efficient, effective & safety focused.	No movement yet.
4.2	Review current Facility procedures/practices to ensure they are alignment with organizational policies.	No movement yet.
4.3	Improve current procedures/practices based on findings & ensure they are implemented consistently among all staff.	No movement yet.
4.4	Implement a clear, step by step process to aid the development of a long range (3 year) capital plan that identifies priorities within each budget cycle.	No movement yet.
4.5	Implement annual client satisfaction surveys & focus group(s) to gather client feedback that will identify satisfaction with the quality & timeliness of services.	No movement yet.