

Area	Rec. #	Summary of Recommendation	Priority
General	1	Engage the services of a communications expert to develop a branding and communications strategy for KSCS.	High
Governance	2.1	Continue to provide training to the Board on roles and responsibilities, policies and procedures and non-profit finances, financial statements and related financial matters.	Medium
Governance	2.2	Create an orientation package for new board members.	Medium
Organizational Structure	3	Consider modifications to the organizational structure of KSCS as presented in Appendix C including:	High
Organizational Structure	3.1	Two new Director positions	High
Organizational Structure	3.2	Two new manager positions under the Director of Wellness and Family Preservation (Only one will represent new / additional cost)	High
Organizational Structure	3.3	Relocation of Elder's Lodge within a Home & Community Care and Elders Services department.	High
Organizational Structure	3.4	Relocation of Facilities & Operations under new Director of Corporate Support Services.	High
Organizational Structure	4	Clarify the structural positions of Team Leaders and Clinical Supervisors:	Low
Organizational Structure	4.1	Establish common duties and responsibilities;	Low
Organizational Structure	4.2	Establish minimum qualifications;	Low
Organizational Structure	4.3	Ensure individuals have proper orientation, training and support as well as required qualifications.	Low
Organizational Structure	5	Establish a smaller and tighter case management team (Intake) composed of clinical supervisors and others as required.	Medium
Organizational Structure	6	Create additional Clinical Supervisor positions for Mental Health and Addictions Services (encompassing Psychological Services) and for Home Health Aides.	Medium
Organizational Structure	7	Recruit and hire Social Workers into three positions, with one each located in Youth Protection Services, Home and Community Care and Elders Services, and Assisted Living Services.	Medium
Organizational Structure	8	Better integrate and align prevention services, youth protection and other family preservation services, and mental health and addictions services within a continuum of care model.	Medium
Human Resources	9	Clarify and increase understanding and awareness of the roles, responsibilities and services of both the human resources and finance department, particularly among senior managers and managers.	High
Human Resources	10	Fully assess competencies of staff prior to promoting them into acting positions or to more senior positions from front line staff positions, and provide more ongoing management training and skills development.	High
Human Resources	11	Develop a Strategic Training and Development Plan for the entire organization.	Low
Human Resources	12	Pursue institutional accreditation of KSCS through Accreditation Canada.	Medium
Human Resources	13	Pursue individual staff member accreditation for identified positions through the Indigenous Certification Board of Canada.	Medium
Human Resources	14	Review job descriptions with staff on an annual basis as part of the Performance Management Process.	Low

Human Resources	15	Establish a working group to review and identify improvements to streamline HR related administrative processes, forms and operational procedures.	Medium
Human Resources	16	Include a change management plan as part of the introduction and implementation of any new plans, strategies, initiatives, major policies or procedures.	Medium
Human Resources	17	Conduct a separate and dedicated review and evaluation of the Compensation Policy.	Medium
Human Resources	18	Review Performance Management Process and calibration process and adjust as necessary to reduce the overall influence of subjectivity.	Medium
Human Resources	19	Conduct performance assessment of senior managers and Executive Director.	High
Human Resources	20	Continue to provide opportunities for staff training and professional development throughout the organization including global training, management training and technical/job specific training and ensure equitable access to training for all departments.	Medium
Human Resources	21	Develop and implement a KSCS Management Training Strategy.	High
Human Resources	22	Develop and implement employee recognition programs and opportunities for social interaction and team building events.	Medium
Programs & Services	23	Develop and deliver a community satisfaction survey on KSCS programs and services.	Medium
Programs & Services	24	Improve client-focused service by reviewing and streamlining client intake and assessment procedures, and make services available in alternative settings and outside office hours.	High
Programs & Services	25	Address programs and service gaps through expansion and extension as well as establishment of new programs and services in identified areas.	Medium
Programs & Services	26	Undertake program and service evaluation in a more regular and systematic way.	Medium
Policies, Procedures & Planning	27	Undertake policy review and adjustment in key client service delivery departments (ALS and Support Services, especially Youth Protection), and establish written policies and procedures where these are needed but do not exist.	Medium
Policies, Procedures & Planning	28	Continue to promote the benefits of the Penelope case management system and extend the way it can be utilized through broadened use of information technology solutions.	Medium
Policies, Procedures & Planning	29	Launch a strategic planning process to cover a 5 year period from 2020 to 2025.	High
Corporate Services: Finance, IT & Communication	30	Review budgeting procedures and information sharing protocols regarding the status of specific department and program budgets and identify needed adjustments to empower managers with respect to managing budgets.	Medium
Corporate Services: Finance, IT & Communication	31	Relocate payroll from HR to finance.	Medium
Corporate Services: Finance, IT & Communication	32	Undertake a comprehensive review of information technology systems and policies.	Medium
Corporate Services: Finance, IT & Communication	33	Develop and insert a new section into the KSCS Personnel Policy Manual called Communications addressing identified matters.	Medium
Corporate Services: Finance, IT & Communication	33.1	Develop a Board communications policy.	Medium
Corporate Services: Finance, IT & Communication	34	Make efforts towards establishing, maintaining and monitoring a social media presence through a social media strategy.	Medium
Implementation	35	Establish an Organizational Review Implementation Team to provide broad guidance and management to the implementation of report recommendations.	High