



**Coastal Support Services Ltd.**

**Strategic Plan 2022-2023**

**Coastal Support Services Ltd. Vision Statement**

Coastal Support Services Ltd. aims to create sustainable independence for clients with diverse abilities across Vancouver Island. Our vision is to be a leader in our field with innovative and creative ways of providing supports to individuals across all programs provided.

Our professional staff, leadership team and partners have the right mix of diversified skills, experience and education to meet the specific and unique needs of everyone we served.

**Coastal Support Services Ltd. Mission Statement**

Coastal Support Services Ltd. mission is to commit to providing community-based activities and support, with a client-focused approach that delivers a high quality of professional services.

These services will largely be based on the concepts of community inclusion/outreach and the maximizing and promotion of individual growth, freedoms and independence.

Coastal Support Services Ltd. provides various programs, services, education, experiences and supports to meet the unique needs of our adult clients through our exceptionally well-trained staff and with the supports and guidance of our leadership team. Our purpose is to help each person to achieve personal independence and personal growth.

The following six integrated and holistic core services have been designed to create independence and sustainability for our clients:



### 1. SUPPORTED WORK PROGRAM

Our Supported Work Program is designed for adult individuals with developmental disabilities.

- We empower Clients to work independently through focused designated training support.
- We assist clients in gaining a position of their choice that suits their skills and abilities.
- We support individuals with work experience placements in order to build their employability skills as well as volunteer positions as it is important to give back to the community.
- Support for our clients includes hygiene; resume building; interview skills, and on-site job coaching by employment specialists.
- We specialize in obtaining employment for individuals in the community who are seeking to reach the next step in their lives.

### 2. BRAIN INJURY PROGRAM

- The Brain Injury program is a task specific support service which focuses on assisting clients to plan for and perform instrumental activities for daily living (IADL) to promote or maintain independence and/or independent living. These services are categorized under Tenant Supports, IADL supports and Transitional supports.
- Areas of support include but are not limited to; home organization and safety, healthy living supports, nutrition and exercise, community safety and inclusion, accessing medical appointments and more.

### 3. OUTREACH

- We provide high quality one-on-one professional support in the community or within our client's homes.
- These services are based on the concepts maximizing the promotion of individual growth, freedoms, and independence.



- Areas of support include but are not limited to; home organization and safety, healthy living supports, nutrition and exercise, community safety and inclusion, accessing medical appointments and more.

**4. COMMUNITY INCLUSION**

- We promote a full authentic life for the people we support.
- We assist individuals to participate in the community, whether it be by assisting them to make friends, or by going where they want to go and doing what they like to do.
- Staff provide a variety of outings in the community for clients such as swimming, bowling, visits to parks, and to local businesses.

**5. TIME WELL SPENT**

- We offer our clients an opportunity to spend some quality one-on-one time with a support worker in their home or in their community.
- The primary focus of this program is companionship while building and maintaining professional relationships.
- This program is offered out of the Parksville/Qualicum Beach area from the main office in Nanaimo to adult individuals with developmental disabilities.

**6. RESIDENTIAL SUPPORT**

- This program provides client care in one of our community residences.
- The program offers one-on-one support when needed as well as a structured, safe environment for our clients while promoting self-independence and routine.

**Coastal Support Services Ltd. 1-5 Year Goals and Objectives:**

**Goal # 1 – Stabilization & Independence**

Strengthen and stabilize clients through timely and efficient delivery of programs and services. (Which could include but not limited to housing, life skill building etc.)

**Objective:** Address client needs to maintain and remain independence while ensuring clients overall well-being. To offer supports and services to our aging/disabled population, Coastal would like to secure that all our clients continuously thrive, while enhancing, building on further life skills and adaptive abilities.

**Action:** Adapt program strategies and services to meet the demands of our aging/disabled population while promoting independence and maintaining stable living environments.

**Goal #2 - Recruitment & Retention**

Develop a competent, engaged, and highly productive agency - Enhance recruitment and hiring practices to attract the most qualified candidates for our positions. Stay current with industry standards and to align with other agencies wage grid and benefit packages.

**Objective:** - Enhance staff knowledge and develop the skills necessary to perform job responsibilities, this will largely be facilitated through further agency training, team meetings, monthly meetings and during onboarding process.

**Actions:** -Is to conduct a SWOT analysis of the hiring processes, Executive Director will work closely with Employee Relations Advisor and leadership team to carry out the SWOT analyses and develop improvement plans to address concerns as to Employee Turnover Rate, Vacancy (Staffing Shortage Rate, Average Time to Fill Vacancies)

**Goal # 3- Collaboration & Community Involvement**

Increase client and community engagement to inform service delivery, strengthen relationships with behavioural, and other health services and community members.

**Objective:** is to meet our clients' complex needs through coordinated our services with multi agency partnerships, Coastal wants to Increase clients and community engagement by being present in our community (attending special O or community events “bathtub” races) Coastal should seek out community partnership to increase awareness of the type of services provided and to educate and inform community member of the added value we offer to the clients we support. Develop intentional external partnerships that will aid in the delivery of holistic services to our clients

**Actions:** Evaluate the existing methods for gathering client and community partner providing feedback for gaps and opportunities. Design client input processes based on assessment findings, work with funders to increase and expend on Coastal’s future.

**Coastal Support Services Ltd. Corporate Goals**

<b>Goal 1: We understand and meet the unique and diversified needs of every client.</b>		
<b>Success Measures:</b>		
% Of Clients where needs are understood	% Of Clients needs fully met	Timeframe: Reviewed Quarterly
Target: 100%	Target: 100%	Target : Q1, Q2, Q3, Q4
<b>Key Strategies to Accomplish Goal 1:</b>		
<ol style="list-style-type: none"> <li>1. Complete and document key assessments of client needs. Documented assessments and related clients' files will be stored in Coastal Support Services approved and secure document filing management system.</li> <li>2. Determine and acquire budgets and required professional resources to ensure services can be provided for all clients particularly those with priority needs.</li> <li>3. Standardized follow up progress assessments will be conducted at a minimum of each quarter to determine effectiveness of each client’s experience.</li> </ol>		

<b>Goal 2: Complete all CARF Accreditation Requirements by Dec 31, 2021, and complete first survey for accreditation in August of 2022.</b>		
<b>Success Measures:</b>		
% Of CARF accreditation completed by Dec 31, 2021	Application for Accreditation	Timeframe: Progress Reviewed Quarterly 2021
Target: Dec 31, 2021	Target: 2021	Target : Q1, Q2, Q3, Q4
<b>Key Strategies to Accomplish Goal 2:</b>		
<ol style="list-style-type: none"> <li>1. Review and understand the CARF Accreditation requirements.</li> </ol>		

2. Conduct an internal assessment (CARF mock survey) to identify CARF Accreditation requirements that are currently met and documented, and those requirements that are not currently met or documented.
3. Develop a plan to close the accreditation requirement gaps by end of 2021.
4. The plan can include starting with strategy/goals; developing capability requirements; developing policies (directional documents), standards (minimum requirements and controls), and procedures (required step by step processes/instructions), and any other CARF requirements.
5. The required accreditation documentation will need to meet CARF's format and submission requirements.

**Goal 3: Coastal Support Services strives to ensure the highest level of health and safety for all staff, partners and clients throughout 2022.**

**Success Measures:**

# Of reportable safety incidents	# Of near misses	# Of loss time incidents
Target: 0	Target: 0	Target: 0

**Key Strategies to Accomplish Goal 3:**

1. Ensure organizational wide understanding of BC's Occupational Health and Safety legislation.
2. Identify and comply with all OH&S requirements.
3. Identify high risk activities and implement required controls and mitigation strategies. A risk matrix and risk registry may need to be utilized to identify and document risks.
4. Hold monthly safety meetings to review safety performance, provide safety training and to identify any anticipated potential high-risk issues or situations.

**Goal 4: All staff and leaders have the required skills and competencies to fully meet client requirements.**

**Success Measures:**

% Of staff and leaders that meet job description competencies and educational requirements by August 2022.	% Of staff and leader development plans that are developed and implemented by August 2022.	100% of Annual Performance Reviews completed.
Target: 100% of competencies met.	Target: 100% of development plans implemented.	Target: 100%, Q2

**Key Strategies to Accomplish Goal 4:**

1. Define competencies, experience and educational requirements for each role.
2. Conduct assessment of all staff and leaders to identify competencies, experience and educational requirements that meet minimum requirements and to identify developmental opportunities to close any gaps.
3. Initiate development plans for staff requiring them.



4. Incorporate competency, experience and educational requirements into the recruitment process as well into the performance review process to assess and continuously improve abilities and skills of staff and leaders.