

Vista Centre Brain Injury Services (VCBIS) 2018/19 Operational Plan

The purpose of VCBIS Operational Plan is to identify the activities that will take place over the next year to guide day to day operations and to move us toward meeting strategic goals. This plan includes the agency's Human Resources plan, Person Family Centered Care plan, Communication plan, Risk Management plan, Quality Improvement (QI) plan and Client Safety Plan and outlines specific objectives in order to improve elements of the strategic plan as well as to meet standards set out by funders and the accreditation process.

A. Strategic plan: Community We Serve: Clients and Families, Partners in Healthcare, Staff and Volunteers and Wider community.

OBJECTIVES	ACTIONS	WHO	TIMELINES	OUTCOMES/OBJECTIVES
COMMUNICATION PLAN: Keep the community we serve informed.				
To undertake a current and comprehensive review of its operating environment to develop a renewed Strategic Plan for the next three (3) years.	To search for a facilitator/consultant to guide Vista Centre Brain Injury Services through the Strategic Plan process.	Strategic Plan Committee	End of 2017 beginning of 2018	A consultant was found by the end of 2017 and hired early 2018
To determine best practices regarding how to proceed with the development of the next Strategic Plan.	The Strategic Plan committee is to meet with the consultant to establish best practice(s) process.	Strategic Plan Committee and consultant	Winter 2018	The guidelines regarding how to proceed were set forth at that time. <ul style="list-style-type: none"> To have stakeholders involved with the Board in the Strategic Planning from the beginning Set up meeting with Board of Directors and Management Set up meetings with stakeholders Review strengths, areas for improvement, opportunities, goals etc. at these meetings Share information with all stakeholders
To involve all stakeholders board of directors, management, staff, clients, significant others and partners in the Strategic Plan process.	Recruitment of stakeholders to be part of Strategic Plan Committee. Stakeholders will be informed of upcoming Strategic Planning session(s). These Planning/focus sessions will be used to gather input from our stakeholders.	Strategic Plan Committee and consultant	Winter Spring 2018	In February 2018, the VCBIS Board of Directors, with the guidance of an experienced facilitator, initiated its Strategic Planning journey with a one-day retreat involving VCBIS' board and management. The facilitator followed this up with stakeholder meetings involving VCBIS' clients and families and members of VCBIS' staff. Surveys were sent to partners

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To review VCBIS communication approach.	To search for a facilitator/consultant to guide Vista Centre Brain Injury Services through its communication plan.	Leadership team	Winter 2019	A communication consultant was found and has started to work with the leadership to develop a new communication plan.
To review information gathered during the stakeholders meeting.	To set up a retreat to review the information gathered during the stakeholder's sessions.	Consultant – Board of Directors – Management	Spring 2018	In April 2018, a facilitated half day retreat was held to review and redraft VCBIS' Vision Statement, Mission Statement and Values and to generate draft Strategic Goals for the period 2018-21 based on the information previously gathered.
<p>Once approved in principle by the Board, the draft Strategic Plan for 2018-21 will be presented to VCBIS' stakeholder for their comments and input.</p> <p>Once these consultations have been completed, the draft Strategic Plan will be updated and presented to the Board for final approval.</p>	<p>Develop and implement a reliable strategy to keep employees and stakeholders informed of strategic and operational plan progress on an ongoing basis.</p> <p>Board of directors to approve final Strategic Plan for 2018-21.</p>	<p>Strategic Plan committee - Management</p> <p>Board of Directors</p>	<p>Summer and Fall 2018</p> <p>Fall 2018 (once all feedback has been received)</p>	<p>In June 2018, the board of directors approved in principle the draft for the Strategic Plan which was presented to VCBIS' stakeholder for their comments and input.</p> <p>A one-page brief on VCBIS's Strategic Plan was developed to be presented to all VCBIS stakeholders. – Completed October 2018</p> <p>The one-page brief on the Strategic Plan was presented at staff meetings, posted on the VCBIS website and on SharePoint (if needed), as well as sent electronically, by mail or hand delivered to all our stakeholders. – November 2018</p> <p>The Board of directors approved the final draft of the Strategic Plan 2018-21.</p> <p>Employees and other stakeholders are more engaged as their representatives have input and contribute to the development of both the strategic and operational plan.</p>
To improve profile of VCBIS QI initiatives.	Ensure progress is communicated to the different stakeholders and arrange for quarterly postings (where appropriate) of performance indicator results. (Key	Stéphane Hébert	Ongoing	Employees are aware of the performance indicators, kept informed of the progress, are encouraged to take responsibility for improvements and congratulated on their success at QI.

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	<p>Performance Indicator tracker i.e. medication benchmark)</p> <p>Send Congratulatory messages to employees upon success and congratulations extended during staff meetings.</p> <p>Develop a strategy to inform the public of QI initiatives including format and content.</p>	<p>Stéphane Hébert to send Medication Management benchmarking data to all staff</p> <p>Program Managers / Communication Consultant</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Stakeholders and the public to be kept informed of the agency quality improvement successes on VCBIS website (VCBIS's website is currently being reviewed to see how to best incorporate QI initiatives within it).</p>
<p>To share results of client and family surveys.</p>	<p>Format and disseminate results of surveys to the appropriate stakeholders.</p> <p>Determine how to incorporate into VCBIS' website.</p> <p>To re-evaluate frequency of survey.</p>	<p>Leadership Committee to review results and draft report</p> <p>Final report shared with staff via email / posting / at team meetings</p> <p>Final report shared with Board</p> <p>Final report shared with Clients and Families (final mode of communication to be determined i.e. website / phone call / e-mail etc.)</p> <p>Leadership team, stakeholders and VCBIS' communication Consultant</p>	<p>Summer 2018 / ongoing</p> <p>Winter 2018 / ongoing</p>	<p>Family, clients and staff understand that their feedback on surveys and satisfaction questionnaires is valued and influences quality improvement.</p> <p>To show transparency by publishing survey results on the website.</p> <p>The frequency of surveys will be increase (exact time between surveys still needs to be determined).</p>
<p>To share Leading practice information for clients, families and practitioners on the Substance Use and Brain</p>	<p>Continue to make manual available for ABI/ substance use providers and workbook for clients (on website).</p>	<p>Stéphane Hébert</p>	<p>Info on Website completed and updated yearly since 2013</p>	<p>A web based platform (www.SUBI.ca) was developed for the dissemination of information including the practice manuals and workbooks for substance use and brain injury and related resource links was developed with funding from the Ontario Neurotrauma Foundation (by CHIRS). Posted on VCBIS website with CHIRS Permission.</p>

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Injury Project (SUBI) project.	To include in Client/Family Handbook.	Stéphane Hébert	Info in Client/ Family Handbook completed and updated yearly since 2014	
To ensure that written materials provided to clients and families promote: The Leading Person and Family Centered Care approach at VCBIS.	<p>Review and update Client and Family Centered care approach. Provide Information/ education session to all stakeholders (i.e. develop PowerPoint presentation and update as needed).</p> <p>Client and Family Handbook to be reviewed and updated as needed.</p> <p>Share information with relevant staff.</p> <p>Audit all current communication material for clients and families to see what revisions are required- assign the appropriate teams/groups.</p> <p>Given changes to the handbook over time consider re-launching the handbook to families who have been with VCBIS a long time.</p> <p>Update the pamphlets / handbook section / general documentation on fall prevention and the development and education session of the “no catch policy” for the staff.</p>	<p>Stéphane Hébert</p> <p>Stéphane Hébert</p> <p>Stéphane Hébert</p> <p>Managers to review brochures, handbooks etc. to determine assignments. Communication Consultant.</p> <p>Managers in consultation with staff team input.</p> <p>Joint Health and Safety Committee (look at the establishment of a formal Client Safety and Wellness group).</p>	<p>Initiated Spring 2016 – Ongoing ever since</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Completed / Ongoing</p> <p>Spring 2020</p>	<p>PowerPoint presentation developed and presented to all new stakeholders.</p> <p>Revisions completed as necessary – Last Updated Summer 2020.</p> <p>Materials shared with all staffs, as necessary.</p> <p>To provide up to date information to staff, families, and clients.</p> <p>All Fall prevention program materials updated and on website.</p> <p>Wellness group was form in the Spring of 2020.</p> <p>“No Catch Policy” to be implemented ASAP</p>

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To provide Information and promotional material specific to Adult Day Program (ADP) through the ADP committee.	<p>To implement ADP committee at both VCBIS ADP Programs.</p> <p>Produce monthly calendar to distribute to participants (via email – hard copy or to post on website).</p>	<p>Counsellors/participants at each ADP programs</p> <p>Day program counsellors</p>	<p>Completed June 2016 and ongoing ever since</p> <p>Ongoing</p>	<p>Published material increases awareness and promotes participation into the Adult Day Programs.</p> <p>All approaches have been tried with the preferred one being posted on website (currently reviewing website approach as the website is currently being updated).</p>
To better promote Client Publications and other VCBIS relevant information.	<p>To form a committee and investigate the feasibility to use different social media towards promoting current events at VCBIS i.e. (Facebook, twitter, website etc.) – Look at how staffs, clients and family could be involved in the process.</p> <p>Review current experiment at VCBIS Cornwall with implementation of Facebook</p>	<p>Committee / virtual committee (once set up). Managers</p> <p>Cornwall Staff and leadership team</p>	<p>Ongoing</p> <p>Fall 2018</p>	<p>Look at the feasibility of clients/family members to be provided with the opportunity to be creative, and expressive within the VCBIS community.</p> <p>Cornwall Facebook page was incorporated within VCBIS Facebook page.</p>
To communicate employee wellness initiatives.	<p>To formalize wellness committee to produce “wellness blog”, monthly schedule of wellness activities on an ongoing basis”.</p> <p>To find ways to get as much participation as possible from staff.</p> <p>Review current wellness program.</p>	<p>Wellness Committee</p>	<p>Ongoing</p>	<p>Employee safety and wellness culture and associated activities are promoted at VCBIS.</p> <p>Employees to be kept informed of key health and safety issues according to the time of year.</p>
To ensure all communication elements related to legislative requirements are followed.	<p>Add Accessibility Policy Statement to website as per legislative requirements and update, as necessary.</p> <p>Provide Accessibility Standards to website developer so new site complies with WCAG Level AA compliant (not required until 2021).</p>	<p>Stéphane Hébert</p> <p>Stéphane Hébert to forward to website developer</p> <p>Stéphane Hébert</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Statement on VCBIS website</p> <p>Process currently in progress</p>

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	Add Employment Accessibility Statement to career section of current website.	Stéphane Hébert to forward		Statement on VCBIS website / Currently being updated as VCBIS is in the process of reviewing its entire website.
	Finalize and post Accessibility Plan on website.	Stéphane Hébert	Ongoing	In-progress
	Continue partnership with OACBABIS network – Use HR support services as needed.			Ongoing contact with HR staffs from sister agencies. Uses HR Download as an HR support tool.
To ensure SharePoint's effectiveness as communication tool for staff.	Select staff to join SharePoint audit workgroup.	Tammy Kuchynski to coordinate entire process	Ongoing	To ensure that <ul style="list-style-type: none"> - Duplications will be avoided - Site will be more user friendly and intuitive - Easier to manage changes and keep up to date
	Conduct audit including survey piece for staff.			
	Make recommendations to Management for revisions/approval.			
	Develop implementation work plan and make revisions.			
	Evaluate progress and revise work plan and timelines as needed.			
Strategic Plan elements: Quality and Operational Effectiveness				
CLIENT SAFETY PLAN:				
To Implement Cultural Indigenous Safety Training so to foster a climate where the unique history of indigenous people is recognized and respected to provide appropriate care and services in an equitable and safe way, without discrimination.	Recruit a staff member from each program and a program manager to take the Cultural Indigenous Safety Training.	Stéphane Hébert and a staff from each program	Summer 2018	<ul style="list-style-type: none"> - Course taken by selected staff. - To have all staff member completing the Cultural Indigenous Safety Training in the upcoming year.
To formalize /implement Client Wellness and Safety committee to	To recruit and set up members to join Client Wellness and Safety committee (in person or virtual).	To be determined (management committee to initiate)	Ongoing	

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<p>monitor client safety at VCBIS to identify potential risks, collect data and revise systems.</p>	<p>Solicit feedback from teams regularly by adding Client and Safety as agenda item on all team meeting agendas.</p> <p>Conduct ongoing review of Client Incidents for trending purposes and provide recommendations.</p> <p>Manage and oversee communications re: client safety for clients and families on safety (i.e. Healthy eating: Healthy Living: Physical Activity).</p> <p>Establish and Review work plan once committee has been appointed. Educate staff</p>	<p>All team meetings</p> <p>Client Safety and Wellness Committee - Managers</p> <p>Client Safety and Wellness Committee Leaders of different programs – Leaders of all programs Stéphane Hébert - Client Safety and Wellness Committee Stéphane Hébert - Client Safety and Wellness Committee</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>To be determined</p>	<p>Quarterly indicator data for medication incidences, infection rates, elopements and client fall etc. Annual work plans completed. (Part of Key Performance Indicator Tracker report)</p> <p>Education and communications provided.</p> <p>Through “green binders” – HR Download</p>
<p>To review Fall Prevention Program.</p>	<p>Review all fall incidents – determine trends (if any) – make changes to Fall Prevention Plan as needed.</p> <p>Look at possible implementation of Client Falls workgroup.</p> <p>Residential Team to identify and coordinate future planning for clients who may require discharge in the upcoming year due to physical needs that go beyond what VCBIS can safely manage.</p>	<p>Stéphane Hébert – Residential team</p> <p>Stéphane Hébert</p> <p>Residential Team</p>	<p>Ongoing review of incidents at staff meetings – Ongoing</p> <p>To be determined</p> <p>Ongoing</p>	<p>Fall Prevention Plan reviewed Winter 2016.</p> <p>Client falls are minimized; strategies and assistive equipment are put in place in a timely manner. Where Client falls present a high risk of personal injury, those clients are identified and managed. Consideration will be given to placement in a long-term care facility when the clients’ needs</p>

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	Ensure staff reviews policy / scripts / protocols	Program managers	Yearly, as needed)	
Utilize Client Safety culture survey results to make improvements as needed.	Administer Client Safety Culture tool to all staff. Review findings from Patient Safety Culture survey. Share report with staff	Accreditation Coordinator Accreditation Coordinator Accreditation Coordinator	For next accreditation	
Continue to benchmark client safety data with other community-based ABI providers.	Program managers to oversee the sharing of VCBIS client safety data re: client falls resulting in injury and staff responsible medication errors with other Directors. Agency data to be reviewed and ranked by agency. Develop yearly report on above benchmarking and shared with staffs.	Program Managers Dedicated residential staff	Program managers to share with OACBABIS program directors. Program manager to share benchmarking data with Management Team as part of the Quarterly review schedule. Within two months of end of fiscal year	Data shared. Benchmarking data shared and reviewed. Report completed and shared with staff
Update Incident reporting policies to reflect change from adverse events to Patient Safety Incident.	Complete literature review- Canada Patient Safety Management. Audit systems to determine all documentation if revisions are required Review last prospective analysis on Incident report process to ensure that it is still valid. Complete revisions and share policy changes with all staff (if applicable).	Stéphane Hébert	Summer 2019	Literature review completed Audit completed Current process still valid

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RISK MANAGEMENT PLAN: a coordinated and well-articulated method to identify and address organization risk.				
Look at the possibility of setting up an external risk Management audit on an ongoing basis i.e. every 4 years.	Determine and assigned to appropriate team/person for decision in the matter. Next audit to be scheduled depending on approval.	Executive Director Board to approve and schedule	To be determined To be determined	VCBIS integrated risk management plan would be augmented by an audit of an independent risk management professional. Gaps could be identified and mitigation efforts would be addressed in the VCBIS yearly operation plans.
Establish documentation retention term for Personnel files.	Gather information from sister agencies and HR sources to determine best practice standards on documentation retention. Information Management policy to be updated as necessary. Policy to be circulated to all staff as necessary.	Program managers	Process started Fall 2019	More research needs to be done in this area as best practices seem to be inconsistent.
Awareness of legal action re: unsolicited photographs been taking by non-VCBIS staff. (i.e. by student doing placement at VCBIS).	Consult with sister agencies to determine best practices and determine if any action is to be taken.	Stéphane Hébert	Fall 2019	Review completed - Continue with current photo consent clause every time such a request is made.
To update Operations Policies to ensure they reflect current practices.	OP plan tracking developed Policies assigned to appropriate person Regular review to determine progress and work to be completed. Operational policies to be shared as completed. Revise Table of Content- to include review date. Propose 4-year review schedule and get approval by Management team.	Tammy Kuchynski Program Managers	Ongoing Ongoing As needed	Operations Policies are up to date and in line with current practice.

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QUALITY IMPROVEMENT PLAN				
SAFETY AND WELLNESS: Continue to promote a strong and leading-edge Health and Safety culture				
To improve and monitor employee safety.	<p>Develop and maintain Continuous Quality Improvement plan and provide progress updates.</p> <p>Complete annual Health and Safety Management System audit.</p> <p>Complete annual review of Chapter 5 Health and Safety Policies.</p> <p>Continue to track employee injury indicators re: WSIB lost time statistics.</p>	<p>Executive Director / Program Managers</p> <p>JHSC</p> <p>JHSC</p> <p>Program Managers</p>	<p>Ensure action plan items are carried over into next fiscal year.</p> <p>Annually</p> <p>Presentation to Management Team /JHSC re: results</p> <p>QI Action plan updated and shared with all staff</p> <p>Annually</p> <p>Quarterly indicator data presented to Management within the review schedule.</p>	<p>Continuous quality action plan in place and maintained.</p> <p>Policies tracking sheet in place. Chapter 5 annual Policy review complete. Policies revised and re-circulated.</p> <p>Indicator data reviewed (for last fiscal year)</p>
To continue to evaluate and promote employee wellness/Engagement.	<p><u>Work Life Pulse Survey</u></p> <p>Roll out Work Life pulse survey from Accreditation Canada.</p> <p>Analyze results.</p> <p>Review results with Management team and determine next steps.</p> <p>Prepare summary and share results with all staff.</p>	<p>Accreditation Co-ordinator</p>	<p>Schedule for upcoming accreditation</p>	

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	<p>Complete sick time analysis and review against national and industry standards</p> <p><u>Psychological Health and Safety Management System</u></p> <p>Complete literature review Draft Policy Develop training Incorporate staff feedback into policy Finalize and share policy Educate all staff regarding <u>Employee Assistance Program (EAP)</u></p>	<p>Stéphane Hébert</p> <p>Stéphane Hébert</p> <p>Tammy Kuchynski</p>	<p>Annually</p> <p>Completed 2018</p> <p>Annually or as needed</p>	<p>Policies and training have been updated as needed.</p> <p>Increased awareness of staff with respect to services offered via EAP.</p>
<p>Use performance indicators to drive QI activities.</p>	<p>Senior management to review and make recommendations quarterly on performance indicators. (Review of Key performance Indicator tracker and results).</p>	<p>Management Team</p>	<p>Quarterly or as reports come available</p>	<p>Performance indicator data is gathered and presented at quarterly management meeting specifically.</p> <ul style="list-style-type: none"> • Client goal attainment review (ALS) – Soon to include (PSIT) • Client falls, • Medication errors • Staff injuries, WSIB claims, and data on return to work • Staff turnover • Adverse/Sentinel Events • Staff training statistics • Use of ethical review worksheet <p>See Indicator Tracker Report</p>
<p>To strengthen ethics and profile use of revised tools.</p>	<p>To formally implement an Ethical Team/Committee to continue to monitor manage and consult on ethical issues that arise and to liaise with Community Ethics Network if needed. Ensure the membership of Ethics team reflects all programs.</p> <p>Revamping Ethics training for staff.</p>	<p>Program Managers and ethics team / Program teams</p>	<p>Ongoing</p>	<p>VCBIS Ethical Framework/Code of Ethics guides decision making and has become integral to the way in which service is provided.</p> <p>Ethics to become a standard agenda item.</p> <p>Training completed.</p>

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	<p>Share updates with staff to better educate them on how the ethics tool kit can be used to make decisions. To ensure that the toolkit is used when situations arise.</p> <p>Look into establish Performance Indicator data to evaluate use of the tool kit/framework.</p>		<p>Process started in Summer 2016 – Ongoing ever since</p> <p>Fall 2019</p>	<p>Increased staff awareness hopefully will result in increased use of the tool.</p>
<p>Continue to Benchmark with sister agencies.</p>	<p>VCBIS to provide quarterly agency indicators re: employee and client safety indicators.</p> <p>Review VCBIS ranking in comparison with sister agencies. Share results with staff.</p>	<p>Program Managers and Directors Network</p>	<p>Quarterly - Ongoing</p>	<p>Program Directors of sister agencies created operational definitions and coordinated the data collection.</p> <p>Successes and process improvements are discussed at biannual meeting of program directors and information shared regularly.</p>
<p>To review and update personnel policy to ensure that reflect current practice.</p>	<p>Develop tracking tool.</p> <p>Complete audit of policies that require review and /or revision.</p> <p>Prioritize based on those that impact staff the most.</p> <p>Send policies for staff group feedback</p> <p>Forward final policies for Executive Director approval</p> <p>Share with staff as policies get completed.</p> <p>Set review schedule for ongoing maintenance.</p>	<p>Stéphane Hébert / Tammy Kuchynski</p>	<p>Ongoing</p>	<p>Personnel Policies are up to date and reflect current practice.</p> <p>Policies are reviewed annually.</p> <p>VCBIS had an outside agency (HR Download) do a review of its Policy and Procedure manual to ensure that the organization complies with all legislations (which it did).</p>
<p>Continue to conduct staff, client and family satisfaction survey.</p>	<p>Prepare survey tool.</p> <p>Update client and family list.</p> <p>Engage students to assist clients in completing the survey (where needed).</p> <p><i>(communication of results is included in communication plan section)</i></p> <ul style="list-style-type: none"> - Review frequency 	<p>Management team (delegates as needed)</p> <p>Virtual committee</p>	<p>Ongoing</p>	<p>Family, clients and staff understand that their feedback on surveys and satisfaction questionnaires is valued and influences quality improvement.</p> <p>Survey completed / information shared.</p> <p>Frequency of survey to be determined in consultation with all stakeholders (part of PFCC plan).</p>

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Quality and Operational Effectiveness: Responsible Financial Management				
Compliance with Ministry/LHIN agreements.	Continue to collect and measure Service statistics: individuals served, units of service requirements in all functional centers and quarterly financial reporting.	Executive Director	<p>Indicator data to be presented to Board of directors</p> <p>Complete annual indicator review.</p> <p>Continue to meet all financial reporting requirements as set out by Ministry/LHIN every year.</p>	<p>Reporting documented in meeting minutes.</p> <p>Reporting completed as required</p>
Quality and Operational Effectiveness: Strong Infrastructure				
To review and revise Disaster Response and Emergency planning.	<p>Review Pandemic and emergency policy (Emergency Response Plan) to identify revisions required.</p> <p>Develop plan for reorganization and updating.</p> <p>Test the plans (i.e. fire drills).</p> <p>Retrain staff on revised pandemic and emergency plan as appropriate.</p> <p>Fire Marshal compulsory training completed for owners and supervisors.</p> <p>Fire Marshal compulsory training for supervisory staff and care occupancies, care and treatment occupancies and retirement homes.</p>	<p>Leadership Team</p> <p>Program managers</p> <p>Stéphane Hébert</p> <p>All residential staff</p>	<p>Policies and resources reviewed 2019</p> <p>Fire drills completed monthly.</p> <p>Reports available to all staff</p> <p>As needed</p> <p>Ongoing</p>	<p>The ability of VCBIS to keep employees and clients as safe as possible during an emergency or disaster is enhanced with integrated proactive emergency procedures.</p> <p>Training meets regulatory compliance. Upcoming</p>

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	Look at possibility to set up this training to staff from other programs.			
Business Continuity Plan	To Complete Risk assessment. Complete Audit of the Finance Dept. Outline Emergency Payroll emergency procedures. Identify gaps in continuity plan.	Executive Director	Ongoing	VCBIS continues to review continuity plan as to ensure services in the possibility of a disruptive event that has the potential to cause service interruption.
Computer infrastructure	Consolidation of backup. Upgrade virtualized server with new software and build in redundancy. Continue with consolidation of aging computers. Year-end purchases	Tammy Kuchynski / Nerds on Site	Update at the end of year Ongoing End of each fiscal year	The VCBIS computer infrastructure is current, secure and safeguarded from failure and adequately backed up to protect against information loss. Purchases of computer at end of fiscal year.
Database (CIMS)	Database is being utilize for intake purposes.	Tammy Kuchynski / Anne Jackson-Beek	Completed	VCBIS will have data on service delivery easily accessible and available to guide service delivery and quality improvement decisions.
Incident Report data management	Continue with current Incident report process. Look into the possibility of using a data base for that purpose	Tammy Kuchynski	Currently being reviewed	Client and employee incident data is available in an organized and timely fashion in a format that instructs service and drives quality improvement.
Centralized Waitlist	Continue with the use of the ABI Systems Navigator position.	By person holding the navigator position	Ongoing	The Champlain LHIN ABI providers centralize client waitlist as requested by the Funder.

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Family and client database	<p>Review the existing process and system of collecting client email addresses and make recommendations.</p> <p>Determine timelines around the development of the family and client database.</p> <p>Integrate the anti-spam legislation (CASL) into the new process.</p>	Tammy Kuchynski	<p>Currently being reviewed</p> <p>Completed</p>	For VCBIS to be able to communicate with families and clients via email.
interRAI- CHA	Continue use of assessment tool / helps with goal planning and review its efficacy.	All counsellors and program managers	Ongoing	As an add on to staff, client and family input, the system as shown great promise in the establishment of goals for clients. More complete review currently being done.
Ensure that Information Management Practices are current	<p>Complete Integrated Assessment Record privacy self-assessment.</p> <p>Continue document retention/destruction policy and procedures.</p> <p>Identify document management needs, the data base will then be configured to meet those needs.</p> <p>Revise information management policies.</p> <p>Set up guidelines for yearly managerial inspection and report of departmental compliance with privacy policies.</p>	Tammy Kuchynski	<p>Privacy self-assessment completed Annually / As needed</p> <p>Ongoing</p> <p>Ongoing</p> <p>Annually / As needed</p> <p>2019/20</p>	<p>Personal Health Information policies are kept current so that staffs have the tools available to ensure that clients' privacy rights are always respected.</p> <p>In Progress</p>
<ul style="list-style-type: none"> Audits 	Quality Audit of the RAI CHA module	Tammy Kuchynski	Annually / As needed	Client Personal Health Information(PHI) is maintained in accordance to our contractual obligations.

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<ul style="list-style-type: none"> Document retention 	Identify retention period for client PHI and provide guidelines to staff for document and file storage both on and off site.	Tammy Kuchynski	Ongoing / As needed	<p>Clients PHI is retained for as long as is needed- 17 years (subject to the Limitations Act).</p> <p>Part of interRAI-CHA, consents need to be signed every year.</p>
<ul style="list-style-type: none"> General assessment 	Determine how many of the client's goals will be triggered.	Tammy Kuchynski - Counsellors	Ongoing	Standardized General assessments are done on all clients served by VCBIS as part of our service.
Quality and Operational Effectiveness: Sound Governance				
To ensure that all Board Ends Statements are being met.	<p>Look into hiring Facilitator/Consultant to assist board with Strategic Planning Process.</p> <p>Develop and approve Strategic Plan 2018 to 2021.</p> <p>Complete annual evaluation re: board functioning and self- assessment of Governance Standards.</p> <p>Review Results report.</p> <p>Review results and update plan action.</p> <p>Participate in accreditation site survey Maintain accreditation status.</p> <p>Track completion of board related items.</p> <p>Develop annual work plan.</p>	<p>Chair, and Board members</p> <p>Board Members and all stakeholders</p> <p>Board Members</p>	<p>2017/18</p> <p>Annually</p> <p>Ongoing</p> <p>Ongoing</p> <p>When needed / next accreditation</p> <p>Yearly</p> <p>Ongoing</p>	<p>Consultant Hired</p> <p>Completed 2018</p> <p>Survey completed</p> <p>Report reviewed and shared.</p> <p>Ongoing process</p> <p>Items tracked and removed from action plan as needed.</p>

OBJECTIVES	ACTIONS	WHO	TIMELINES	OUTCOMES/OBJECTIVES
Human Resource Plan				
To ensure ongoing training and development of employees.	<p>Select training and development activities that match staff job needs and their aspirations.</p> <p>Follow-up with employees after a training event to ensure they practice new skills or knowledge on the job.</p>	<p>Program Managers</p> <p>Program Managers</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Employees have had numerous training opportunities throughout the year as well as being able to attend seminars and conferences. On-Line training is also available for staff. At times staff have also been requested to present to their peer upon their return from a conference/seminar on a topic of their choice.</p>
To manage employee performance on a regular basis.	<p>Set up regular one on one time with the employee.</p> <p>Set up formal employee performance review as per VCBIS policies.</p>	<p>Program Managers</p> <p>Program Managers</p>	<p>Ongoing</p> <p>As per VCBIS policies</p>	<p>Open door policies from management allows for increase communication between management and employees.</p> <p>Ongoing mentoring and formal employees review as per VCBIS policies has created increase job satisfaction for the employee and encourage an open and trusting relationship between management and employees.</p>