

Vista Centre Brain Injury Services (VCBIS) 2019/20 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.				
<p>To implement and work on the main four initiatives/objectives identified in the VCBIS Strategic Plan 2018-21.</p> <p>Objective 1: To build a strong profile in the community.</p>	<p>VCBIS Management and stakeholders will work collaboratively to achieve the objectives set forth in the strategic plan.</p>	<p>Board of Directors, Management team and stakeholders.</p>	<p>2019 / 20</p>	<p>All parties have been involved in the process.</p>
	<p>VCBIS communication consultant guided the agency through this 1st objective.</p> <ol style="list-style-type: none"> 1. Develop Communication plan 2. Develop Social Media plan 3. Increase partnerships/relationships with partners 4. Strengthen existing partnerships/relationships 5. Provide educational workshops 	<p>Communication Consultant, Board of Directors, Management team and stakeholders.</p>	<p>End of 2019 / beginning of 2020 / ongoing</p> <p>Completed</p> <p>Completed</p> <p>Ongoing</p> <p>Ongoing</p> <p>In progress / Ongoing</p>	<p>Meetings and reunions occurred early in the process between VCBIS’ communication consultants and all involved in the process.</p> <ol style="list-style-type: none"> 1. Communication Plan 2020-24 has been completed 2. Social Media Plan has been incorporated within the Communication Plan. 3. & 4. VCBIS has developed numerous close working relationships with partner agencies, such as, Robin Easey Centre, Pathways, CHIRS, BISNO, CCAC etc.... 5. Educational workshops are currently being developed.

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<p>Objective 2: To have funds available for projects or purpose to expand.</p> <p>Objective 3: To bring the perspective of clients and families directly into the planning, delivery, and evaluation of VCBIS services.</p> <p>Objective 4: To meet the increasing demand of our services.</p>	<ol style="list-style-type: none"> 1. Hold the inaugural meeting of the founding Board of Directors 2. Elect the Executive for the Foundation Board of Directors 3. Establish the administrative processes for the Foundation (banking, auditors, general administration, accounting, reporting, etc.) 4. Define roles and responsibilities for the foundation 5. Develop business plan and fundraising strategies <ol style="list-style-type: none"> 1. Develop Governance Policies to ensure that PFCC becomes one of the Guiding Principles of VCBIS 2. Approve VCBIS PFCC action Plan <ol style="list-style-type: none"> 1. To find a suitable location, within established budgets, at which to set up the VCBIS head office and day program 2. Develop alternative ways of delivering service 3. Ensure programs are reflective of our community 	<p>Executive Director / Board of Directors</p> <p>Executive Director / Board of Directors</p> <p>Executive Director / Board of Directors</p> <p>Executive Director / Board of Directors / Program Manager/ Stakeholders</p>	<p>2019- 20</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing - To be completed by the end of 2020</p> <p>2018</p> <p>2019 / Ongoing</p>	<p>VCBIS Charitable Foundation has been created and is in the process of becoming fully operational.</p> <p>Policies have been developed and in the process to be adopted.</p> <p>The VCBIS PFCC Action plan has been approved in 2018 and a revised PFCC Action Plan was adopted in 2020</p> <p>1. Process is ongoing</p> <p>2. Virtual services delivery has been implemented</p>
	<p>To focus on activities with the highest return for the least resources.</p> <p>To fully update VCBIS' website: Everything drives traffic to the website.</p> <p>Ensure all information on the VCBIS website is up to date and plain language. Promote website.</p> <p>Integrate VCBIS Social Media presence.</p>	<p>Program Managers / Staff / Virtual committee</p>	<p>2020</p>	<p>Consultation have been made with all stakeholders. Website almost fully updated as of September 2020.</p>

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	<p>Develop a quarterly newsletter to ABI professionals (grow email list).</p> <p>Education sessions provided.</p>	<p>Leadership team / Staff / Stakeholders / Communication consultant</p>	<p>Ongoing</p>	<p>Cornwall Day Program Facebook page was integrated within VCBIS' Facebook page.</p> <p>An extensive email list has been developed. Quarterly newsletter temporarily on hold due to the pandemic, to resume late 2020 beginning of 2021.</p> <p><u>Privacy Training and Healthcare, Kate Dewhirst Health Law, June 13, 2019</u></p> <p><u>How to Organize Paperwork</u> Valerie Huard, Organizer, author, Put that Stuff Down, March 20, 2019</p> <p><u>VCBIS Social Media Policy</u>, Heather Badenoch, Village PR. April 18, 2018</p> <p><u>Effective Boundaries Workshop: Supporting Staff in the Helping Professions</u>, Myriam Bouchard, MSW, RSW, Royal Ottawa Mental Health Centre and Benedicte Carrier, MSW, RSW, Royal Ottawa Mental Health Centre, February 21, 2018</p> <p><u>SafeTALK Robin Macdonald</u>, Heart Land - Grief Support Training & Educational Retreats, February 2, 2018</p>
<p>To involve all stakeholders board of directors, management, staff, clients, significant others, and partners in the Development of the PFCC Plan process.</p>	<p>To set up committees to get everyone's input.</p> <p>Stakeholders will be informed of upcoming Planning session(s). These Planning/focus sessions will be used to gather input to form the revised PFCC Plan.</p>	<p>Everyone</p>	<p>2019/20 Ongoing</p>	<p>A virtual participant and family/significant other advisory council was set up.</p> <p>All parties were involved in the process through meetings or satisfaction survey.</p>
<p>To improve profile of VCBIS QI initiatives.</p>	<p>Ensure progress is communicated to the different stakeholders and arrange for quarterly postings (where appropriate) of performance indicator results. (Key Performance Indicator tracker i.e. medication benchmark).</p>	<p>Stéphane Hébert</p> <p>Program Managers</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>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. Key Performance Indicator tracker are made available to all staff via SharePoint.</p> <p>Common practice within the agency</p>

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	<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>Program Managers Communication Consultant</p>	<p>Fall 2020</p>	<p>Stakeholders and the public to be kept informed of the agency quality improvement successes on VCBIS website. The new VCBIS website is almost finalized.</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 Final report shared with staff via email / posting / at team meetings Final report shared with Board Final report shared with Clients and Families (website)</p> <p>Leadership team, stakeholders and VCBIS' communication Consultant</p>	<p>Fall 2020 / 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. The website is almost completed, and it is expected that by Fall 2020 it will have all the necessary information accessible to all.</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 Injury Project (SUBI) project.</p>	<p>Continue to make manual available for ABI/ substance use providers and workbook for clients (on website).</p> <p>To include in Client/Family Handbook and update as needed.</p>	<p>Stéphane Hébert</p> <p>Stéphane Hébert</p>	<p>Info on Website completed and updated yearly since 2013</p> <p>Info in Client/ Family Handbook completed and</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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			updated yearly since 2014	
<p>To ensure that written materials provided to clients and families promote: The Leading Person and Family Centered Care approach at VCBIS.</p>	<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 as needed.</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. Many brochures / materials have been reviewed to correspond with the launch of the new VCBIS’ website.</p> <p>All Fall prevention program materials updated and on website.</p> <p>Wellness group was form in the Spring of 2020.</p>

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To provide Information and promotional material specific to Adult Day Program (ADP) through the ADP committee.	To implement ADP committee at both VCBIS ADP Programs.	Counsellors/participants at each ADP programs	Completed June 2016 and ongoing ever since	Published material increases awareness and promotes participation into the Adult Day Programs.
	Produce monthly calendar to distribute to participants (via email – hard copy or to post on website).	Day program counsellors	Ongoing	All approaches have been tried with the preferred one being posted on website (currently reviewing website approach as the website is currently being updated).
To better promote Client Publications and other VCBIS relevant information.	To use different social media towards promoting current events at VCBIS i.e. (Facebook, twitter, website etc.) – Look at how staffs, clients and family are involved in the process.	Staffs / virtual committee / managers	Ongoing	Look at the feasibility of clients/family members to be provided with the opportunity to be creative, and expressive within the VCBIS community.
	Review how successful VCBIS Facebook account is.	Managers / Staffs / Stakeholders	Fall 2020	Create a satisfaction survey to get feedback on this topic.
To communicate employee wellness initiatives.	To formalize wellness committee to produce “wellness blog”, monthly schedule of wellness activities on an ongoing basis”.	Wellness Committee	A formal wellness committee was formed in the Summer of 2020	Employee safety and wellness culture and associated activities are promoted at VCBIS.
	To find ways to get as much participation as possible from staff.			Employees to be kept informed of key health and safety issues according to the time of year.
	Review current wellness program.			The wellness committee is to undergo a full overview of VCBIS wellness initiative by the end of 2020 going into 2021.
To ensure all communication elements related to legislative requirements are followed.	Add Accessibility Policy Statement to website as per legislative requirements and update, as necessary.	Stéphane Hébert	Ongoing	Statement on VCBIS website.
	Provide Accessibility Standards to website developer so new site complies with WCAG Level AA compliant (not required until 2021).	Stéphane Hébert to forward to website developer	Completed	All information has been forwarded to the website developer.
	Add Employment Accessibility Statement to career section of current website.	Stéphane Hébert	Ongoing	Statement on VCBIS website / Currently being updated as VCBIS is in the process of reviewing its entire website. Website should be fully completed by the Fall of 2020.
	Finalize and post Accessibility Plan on website.	Stéphane Hébert	Ongoing	In-progress

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	Continue partnership with OACBABIS network – Use HR support services as needed.	Stéphane Hébert	Ongoing	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.	<p>Select staff to join SharePoint audit workgroup.</p> <p>Conduct audit including survey piece for staff.</p> <p>Make recommendations to Management for revisions/approval.</p> <p>Develop implementation work plan and make revisions.</p> <p>Evaluate progress and revise work plan and timelines as needed.</p>	Tammy Kuchynski to coordinate entire process	Ongoing	<p>To ensure that</p> <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 <p>All information relevant to the agency and to staff is being posted on SharePoint.</p>
To provide quality services that meet client's diverse needs, to more people with acquired brain injury.	<p>Increase services for people with ABIs who are homeless, veterans and/or in prison.</p> <p>Increase day program from two to three days per week.</p> <p>Increase the types of services.</p> <p>To submit application to speak at key conferences.</p>	Management team / Tammy Kuchynski	Ongoing	VCBIS was awarded a one-time \$75,000.00 grant by Ontario Trillium Foundation for a Homelessness Prevention Coordinator. The role of the Homelessness Prevention (HPC) coordinator is to provide service access and support to break down barriers contributing to homelessness and housing insecurity using a Housing first approach. The HPC will be responsible to establish best practices for a Homelessness prevention program model specific to the unique needs of individuals living with a brain injury. The HPC will be responsible for the development of Community stakeholder partnerships for individual support and service access. The HPC will also be responsible for conducting community education sessions related to Brain Injury and Homelessness. The educational outcomes will include general brain injury information, application of screening tools for identifying brain injury, and practical tools and strategies to best support individuals living in precarious housing, currently homelessness or at risk of homelessness and living with a brain injury.

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				<p>In February 2020, VCBIS was given additional funding to create and extra day of day program. As a result of the pandemic, programming has moved from in person to online.</p> <p>New groups have been created (such as the Cognitive Therapy group) to complement the numerous groups VCBIS already offers.</p> <p>VCBIS has submitted the following: Is there a Better Way? Program Evaluation of a Personal Support/Independence Training program for adults with Acquired Brain Injury, both as a presentation and poster presentation. VCBIS presented at the Brain Injury Awareness Day, June 12, 2019 and a poster presentation was completed for the UHN Traumatic Brain Injury Conference, February 7, 2019</p>
Strategic Plan elements: Quality and Operational Effectiveness				
CLIENT SAFETY PLAN:				
<p>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.</p>	<p>Back in 2018 a staff member from each program and a program manager were recruited to take the Cultural Indigenous Safety Training. Those same people were able to take the follow up course to Indigenous Cultural Safety Training.</p> <p>Each subsequent year to have more staff take the Cultural Indigenous Safety Training Course.</p>	<p>Stéphane Hébert and a staff from each program</p> <p>Delegated staff</p>	<p>Summer 2019</p> <p>Ongoing</p>	<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. <p>To look at incorporating the Cultural Indigenous Safety training within the orientation process.</p> <p>More staffs from each program have formally taken the course and most staff have been given materials on the topic.</p>
<p>To formalize /implement Client Wellness and Safety committee to monitor client safety at VCBIS to identify potential risks, collect data and revise systems.</p>	<p>To recruit and set up members to join Client Wellness and Safety committee (in person or virtual).</p>	<p>Program managers</p> <p>All team meetings</p>	<p>2020 (Fall)</p> <p>Ongoing</p>	<p>A wellness committee is in the process of being formalized. Currently being done at an informal level (ongoing discussion between managers / counsellors / stakeholders.</p> <p>Client and Safety is a standard agenda item within all meetings.</p>

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	<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>Program managers/counselors/ JH&SC and Client Safety and Wellness Committee (once in place)</p> <p>Managers - Counsellors</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>Quarterly indicator data for medication incidences, infection rates, elopements and client fall etc. Annual work plans completed. (part of Key Performance Indicator Tracker report). Education and communications provided. Regular Participants meeting are being held at each program on client’s wellness and safety.</p> <p>Through “green binders” – HR Download – Education sessions.</p> <p>Recruitment process has been started.</p>
To review Incident Report form.	A prospective analysis of the incident review form will be completed.	Stéphane Hébert – Residential team – Residential clients and their significant others.	Winter / Spring 2020	A full overview of the Incident report was performed early in the year 2020, which resulted in changes being made to the incident report form.
To review Fall Prevention Program.	Review all fall incidents – determine trends (if any) – make changes to Fall Prevention Plan as needed.	Stéphane Hébert – Residential team	Ongoing review of incidents at	Fall Prevention Plan reviewed beginning 2020.

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	<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</p> <p>Residential Team</p>	<p>staff meetings – Ongoing Ongoing</p> <p>Ongoing</p>	<p>Currently the residential staff team is leading this effort.</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 overwhelm VCBIS resources and there is a reasonable risk of serious physical injury.</p>
<p>To reduce Number of staff related medication administration errors.</p>	<p>Continue to collect and review Quarterly indicator data.</p> <p>Deeply investigate data for trends- by staff- more experience, new staff etc.</p> <p>All Medication policies to be reviewed</p> <p>Revise training as needed</p> <p>Update staff medication test</p>	<p>Residential Team</p> <p>Residential Team / dedicated staff member and program manager</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Yearly</p> <p>Yearly</p> <p>Yearly</p>	<p>When supporting our residential clients around taking their medication, VCBIS staff will strive for zero staff responsible medication errors.</p> <p>A full medication analysis report (and prospective analysis) is being completed every second year, the last one was completed in the Spring of 2020.</p> <p>Policies, medication training and test updated as needed.</p> <p>Staff training and testing is done yearly.</p>
<p>To provide/review policy on Outbreak management.</p>	<p>Complete literature review for best practices for community-based agencies.</p> <p>Network with a sister agency to identify what they have in place.</p> <p>Draft/review Outbreak Policy. Finalize policy and share with staff.</p> <p>Train staff on the outbreak policy.</p>	<p>Executive director / Stéphane Hébert – Amy Bowen / Andrew McKinney (Joint Health and Safety Committee)</p>	<p>Ongoing</p>	<p>The extent and the impact of an infectious disease outbreak on clients and staff will be limited by rapid implementation of evidence-based outbreak management and infection disease protocols.</p> <p>The entire Emergency and Disaster plan and Pandemic Plan was reviewed at the beginning of 2020 and updated as needed to reflect the current situation.</p>

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To provide updated protocol for managing Elopement.	<p>Review Elopement policy as part of Operations Policy Review Initiative.</p> <p>Personalize it to adapt to each individual client (script and protocols). Ensure staff reviews policy / scripts / protocols.</p>	<p>Stéphane Hébert / Counselors / Residential clients and their significant others</p> <p>Clients' counsellor</p> <p>Program managers</p>	<p>Yearly</p> <p>Ongoing</p> <p>Yearly, as needed)</p> <p>Ongoing</p>	<p>VCBIS will mitigate the risk associated with clients who elope from a VCBIS program or service by having a general procedure for unusual incidents and individual support procedures for those identified as requiring ongoing management in the area (through scripts and protocols).</p>
Utilize Client Safety culture survey results to make improvements as needed.	<p>Administer Client Safety Culture tool to all staff.</p> <p>Review findings from Patient Safety Culture survey Share report with staff.</p> <p>Develop action plan.</p>	<p>Accreditation Coordinator</p>	<p>2020</p>	<p>Survey completed – results shared with staff – Action Plan developed, and implementation started (Summer 2020).</p>
Continue to benchmark client safety data with other community-based ABI providers.	<p>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.</p> <p>Develop yearly report on above benchmarking and shared with staffs.</p>	<p>Program Managers</p> <p>Dedicated residential staff</p>	<p>Program managers to share with OACBABIS program directors (yearly).</p> <p>Program manager to share benchmarking data with Management Team as part of the Quarterly review schedule.</p>	<p>Data shared.</p> <p>Benchmarking data shared and reviewed.</p> <p>Report completed and shared with staff</p>

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<p>Update Incident reporting policies to reflect change from adverse events to Patient Safety Incident.</p>	<p>Complete literature review- Canada Patient Safety Management.</p> <p>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.</p> <p>Complete revisions and share policy changes with all staff (if applicable).</p>	<p>Stéphane Hébert</p>	<p>Summer 2020</p>	<p>Literature review completed</p> <p>Audit completed</p> <p>Current process still valid</p>
<p>RISK MANAGEMENT PLAN: a coordinated and well-articulated method to identify and address organization risk.</p>				
<p>Look at the possibility of setting up an external risk Management audit on an ongoing basis i.e. every 4 years.</p>	<p>Determine and assigned to appropriate team/person for decision in the matter.</p> <p>Next audit to be scheduled depending on approval.</p>	<p>Executive Director</p> <p>Board to approve and schedule</p>	<p>To be determined</p> <p>To be determined</p>	<p>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.</p>
<p>Establish documentation retention term for Personnel files.</p>	<p>Gather information from sister agencies and HR sources to determine best practice standards on documentation retention.</p> <p>Information Management policy to be updated as necessary.</p> <p>Policy to be circulated to all staff as necessary.</p>	<p>Program managers</p>	<p>Process started Fall 2019</p>	<p>More research needs to be done in this area as best practices seem to be inconsistent.</p>
<p>Awareness of legal action re: unsolicited photographs been taking by non-VCBIS staff. (i.e. by student doing placement at VCBIS)</p>	<p>Consult with sister agencies to determine best practices and determine if any action is to be taken.</p>	<p>Stéphane Hébert</p>	<p>Last reviewed Fall 2019</p>	<p>Review completed - Continue with current photo consent clause every time such a request is made.</p>

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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.
QUALITY IMPROVEMENT PLAN				
SAFETY AND WELLNESS: Continue to promote a strong and leading-edge Health and Safety culture				
To improve and monitor employee safety.	Develop and maintain Continuous Quality Improvement plan and provide progress updates. Complete annual Health and Safety Management System audit. Complete annual review of Chapter 5 Health and Safety Policies. Continue to track employee injury indicators re: WSIB lost time statistics	Executive Director / Program Managers JHSC JHSC Program Managers	Ongoing - Ensure action plan items are carried over into next fiscal year. Annually Presentation to Management Team /JHSC re: results QI Action plan updated and shared with all staff Annually Quarterly indicator data presented to	Continuous quality action plan in place and maintained. Policies tracking sheet in place. Chapter 5 annual Policy review complete. Policies revised and re-circulated. Indicator data reviewed (for last fiscal year)

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			Management within the review schedule.	
To continue to evaluate and promote employee wellness/Engagement.	<p><u>Work Life Pulse Survey</u> Roll out Work Life pulse survey from Accreditation Canada. Analyze results. Review results with Management team and determine next steps. Prepare summary and share results with all staff. Prepare action plan as needed.</p> <p>Complete sick time analysis and review against national and industry standards.</p> <p><u>Psychological Health and Safety Management System</u> 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>Accreditation Co-ordinator</p> <p>Stéphane Hébert</p> <p>Stéphane Hébert</p> <p>Tammy Kuchynski</p>	<p>2020</p> <p>Annually</p> <p>Completed 2020</p> <p>Annually or as needed</p>	<p>Survey completed – results shared with staff – Action Plan developed, and implementation started (Summer 2020).</p> <p>Policies and training have been updated as needed.</p> <p>Increased awareness of staff with respect to services offered via EAP.</p>
Use performance indicators to drive QI activities.	Senior management to review and make recommendations quarterly on performance indicators. (Review of Key performance Indicator tracker and results).	Management Team	Quarterly or as reports come available	<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) – (PSIT) -DP • 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 • Many more

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				See Indicator Tracker Report for the last 4 years.
To strengthen ethics and profile use of revised tools.	<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>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 uses when situations arises.</p> <p>Look into establish Performance Indicator data to evaluate use of the tool kit/framework. Conduct a perspective analysis of VCBIS ethical framework.</p>	<p>Program Managers and ethics team / Program teams</p> <p>Program Manager / Dedicated staff / PFCC</p>	<p>Ongoing</p> <p>Process started in Summer 2016 – Ongoing ever since</p> <p>2020</p> <p>Winter / Spring 2020</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> <p>Increased staff awareness hopefully will result in increased use of the tool.</p> <p>Prospective Analysis completed and shared with staffs.</p>
Continue to Benchmark with sister agencies .	<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 –</p> <p>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>
To review and update personnel policy to ensure that reflect current practice.	<p>Develop tracking tool. Complete audit of policies that require review and /or revision. Prioritize based on those that impact staff the most. Send policies for staff group feedback. Forward final policies for Executive Director approval Share with staff as policies get completed 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>

OBJECTIVES	ACTIONS	WHO	TIMELINES	OUTCOMES/OBJECTIVES
Continue to conduct staff, client, and family satisfaction survey.	Prepare survey tool. Update client and family list. Engage students to assist clients in completing the survey (where needed). (communication of results is included in communication plan section) - Review frequency	Management team (delegates as needed) Virtual committee	Ongoing Last surveys were done early to mid-2020.	Family, clients, and staff understand that their feedback on surveys and satisfaction questionnaires is valued and influences quality improvement. Survey completed / information shared with staff and soon to be posted on VCBIS' website where applicable. After consultation with stakeholders it was determined that the frequency of survey should occur every second year.
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	Indicator data to be presented to Board of directors Complete annual indicator review. Continue to meet all financial reporting requirements as set out by Ministry/LHIN every year.	Reporting documented in meeting minutes. Reporting completed as required.
Quality and Operational Effectiveness: Strong Infrastructure				
To review and revise Disaster Response and Emergency planning.	Review Pandemic and emergency policy (Emergency Response Plan) to identify revisions required. Develop plan for reorganization and updating.	Leadership Team Program managers	Policies and resources reviewed 2020 / Ongoing during current pandemic As needed	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.

OBJECTIVES	ACTIONS	WHO	TIMELINES	OUTCOMES/OBJECTIVES
	<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>Look at possibility to set up this training to staff from other programs.</p>	<p>Residential staffs</p> <p>All residential staff</p>	<p>Fire drills completed monthly.</p> <p>Reports available to all staff / ongoing</p> <p>As needed</p> <p>Ongoing</p> <p>Pending</p>	<p>Training meets regulatory compliance.</p> <p>Upcoming</p>
Business Continuity Plan	<p>To Complete Risk assessment.</p> <p>Complete Audit of the Finance Dept.</p> <p>Outline Emergency Payroll emergency procedures.</p> <p>Identify gaps in continuity plan.</p>	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	<p>Consolidation of backup.</p> <p>Upgrade virtualized server with new software and build in redundancy.</p> <p>Continue with consolidation of aging computers.</p> <p>Year-end purchases</p>	Tammy Kuchynski / Nerds on Site	<p>Update at the end of year</p> <p>Ongoing</p> <p>End of each fiscal year</p>	<p>The VCBIS computer infrastructure is current, secure, and safeguarded from failure and adequately backed up to protect against information loss.</p> <p>Purchases of computer at end of fiscal year</p>
Database (CIMS)	Database is now being used to record units of service, manage waitlist, as well as payroll.	Tammy Kuchynski	Completed	VCBIS has data on service delivery easily accessible and available to guide service delivery and quality improvement decisions.
Incident Report data management	<p>Continue with current Incident report process.</p> <p>Look into the possibility of using a data base for that purpose.</p>	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.

OBJECTIVES	ACTIONS	WHO	TIMELINES	OUTCOMES/OBJECTIVES
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.
Family and client database	Review the existing process and system of collecting client email addresses and make recommendations. Determine timelines around the development of the family and client database Integrate the anti-spam legislation (CASL) into the new process	Tammy Kuchynski	Currently being reviewed Completed	For VC BIS 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. Training will be provided when new version of the interRAI-CHA is implemented.
Ensure that Information Management Practices are current.	Complete Integrated Assessment Record privacy self-assessment. Continue document retention/destruction policy and procedures. Identify document management needs, the data base will then be configured to meet those needs. Revise information management policies. Set up guidelines for yearly managerial inspection and report of departmental compliance with privacy policies	Tammy Kuchynski	Privacy self-assessment completed Annually / As needed Ongoing Ongoing Annually / As needed	Personal Health Information policies are kept current so that staffs have the tools available to ensure that clients' privacy rights are always respected. In Progress
• Audits	Quality Audit of the RAI CHA module	Tammy Kuchynski	Annually / As needed	Client Personal Health Information (PHI) is maintained in accordance with our contractual obligations

OBJECTIVES	ACTIONS	WHO	TIMELINES	OUTCOMES/OBJECTIVES
<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.	Ensure implementation of approved Strategic Plan 2018 to 2021.	Chair, and Board members	2018 / 2021	Identified Strategic Plan Objectives / Goals are well underway.
	Complete annual evaluation re: board functioning and self- assessment of Governance Standards.	Board Members and all stakeholders		Completed 2020
	Review Results report.	Board Members	Annually	Survey completed
	Review results and update plan action.		Ongoing	Report reviewed and shared.
	Participate in accreditation site survey Maintain accreditation status.		2019/20	Completed
	Track completion of board related items.		Yearly	Items tracked and removed from action plan as needed.
	Develop annual work plan.		Ongoing	
Attain increased financial stability for the organization.	<p>Increase revenue</p> <p>Diversify revenue sources, including fee-for-service clients.</p>	Leadership team	Ongoing	<p>VCBIS was awarded base funding of \$41,760.00 to provide an additional day of service to the Ottawa Day Program.</p> <p>VCBIS received a one-year funding from Ontario Trillium Foundation in the amount of \$75,000.00 for a Homelessness Prevention project.</p>

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				VCBIS was awarded \$ 10 500 in extra funding from Health Ontario East to develop and implement virtual services.
Human Resource Plan				
To ensure ongoing training and development of employees.	Select training and development activities that match staff job needs and their aspirations.	Program Managers	Ongoing	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.
	Follow-up with employees after a training event to ensure they practice new skills or knowledge on the job.	Program Managers	Ongoing	
To manage employee performance on a regular basis.	Set up regular one on one time with the employee.	Program Managers	Ongoing	Open door policies from management allows for increase communication between management and employees. 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.
	Set up formal employee performance review as per VCBIS policies.	Program Managers	As per VCBIS policies	
To review performance review process.	To investigate the effectiveness of the current Performance Evaluation Tool and its value as a performance measurement tool will be evaluated on an ongoing basis. Ongoing communications to all employees regarding our expectations on job performance. The benefit of adding a peer review component to the Performance evaluation will be discussed with the employees.	Executive Director with input from staff	Summer 2020	A new 360 ° has been developed and will come into effect by the end of 2020.
To complete a comparison salary survey to ensure VCBIS wages and benefits remain competitive.	Research will be conducted with other local and sister agencies to determine any potential disparity in wages and benefits.	Management team	Fall 2020	Outcome pending, surveys have been sent to other agencies (awaiting results).

OBJECTIVES	ACTIONS	WHO	TIMELINES	OUTCOMES/OBJECTIVES
To review all job descriptions.	All job description will be reviewed to ensure that they remain accurate and offer a comprehensive overview of the position.	Management team with input from employees	2020	Reviewed completed and changes made where applicable.