



# **Kings Regional Rehabilitation Centre 2023 – 2026 Strategic Plan**

# Meaningful lives. Inclusive Communities.



Kings Regional Rehabilitation Centre (KRRRC) and its stakeholders envision a future where all Nova Scotians experience **meaningful lives in inclusive communities**.

We seek to contribute to this Vision together **with individuals, families, friends, and service & community partners by facilitating opportunities for the individuals we serve to fulfill their aspirations and responsibilities as valued community members.**

KRRRC currently serves 18 children and almost 200 adults from across Nova Scotia with physical and cognitive, mental health and/or social challenges. Client supports include medical services, psychology and psychiatry, social work, speech-language therapy, physiotherapy, occupational therapy, nutrition, adaptive technology, as well as vocational, recreational and other resources.

This Strategic Plan outlines KRRRC's planned work towards this Vision over the next three years, how we will track progress, and the difference the work is making for our clients and families in collaboration with our stakeholders.

## OUR VISION & MISSION

# Meaningful lives. Inclusive Communities.

*Together with individuals, families, friends, and service & community partners, we facilitate opportunities for the individuals we serve to fulfill their aspirations and responsibilities as valued community members.*

VALUES	<ul style="list-style-type: none"> <li>● Respect</li> <li>● Collaboration</li> <li>● Growth</li> <li>● Active Participation</li> <li>● Integrity</li> </ul>			
	Strategic Directions	<b>Community inclusion</b>	<b>Human Resources Development</b>	<b>Client Satisfaction</b>
Goals	<ul style="list-style-type: none"> <li>Proactively support more of our clients moving into the community</li> <li>Merge/share the programs and employees at the facility with community homes</li> <li>Foster alignment with the Transformation vision of the Department of Community Services</li> </ul>	<ul style="list-style-type: none"> <li>Attract the best candidates in our sector and region</li> <li>Develop and implement an employee engagement and retention strategy</li> <li>Provide growth and development opportunities for employees</li> </ul>	<ul style="list-style-type: none"> <li>Improve the environment for the clients who remain in the facility</li> <li>Continue to improve the client and family experience at KRRC</li> <li>Promote meaningful opportunities for client engagement and individual choice</li> </ul>	<ul style="list-style-type: none"> <li>Ensure effective technology and information systems for employees and clients</li> <li>Ensure the financial viability of KRRC</li> <li>Address building infrastructure challenges</li> </ul>

### We are resilient and act in alignment with the Vision

Foundation

- Communication and training in advance of implementation are critical success factors across all strategic goals
- We invest in our staff and support them to excel
- Our processes, tools, and systems advance the Vision and service quality, and effectively manage change



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## Message from the KRRC Board Chair and CEO

This strategic plan was created in the unique and challenging context of 2022, a year that included the global COVID-19 pandemic and other calamitous events that resulted in significant trauma and disruption to people's lives.

This KRRC plan seeks to provide the first steps towards our Vision of *meaningful lives in inclusive communities* based on the best information we have now. Its final section outlines our commitment to tracking progress, evaluating the differences the work is making, reporting this information out, and course correcting if and as needed.

At the beginning of this process, we set an intention to learn from the full range of diverse KRRC stakeholders. We would say we partially accomplished this (with contributions from over 500 people including families, KRRC employees, KRRC Board members, community, and other partners). We remain aware that there are voices and experiences of people and families with whom we do not yet have relationships and whose experiences we may not yet understand. As we build relationships with a wider diversity of stakeholders, we commit to learn more about the experiences of these people and families, and to incorporate what is learned going forward. The contributions from our stakeholders were viewed through the lens of Transformation (Department of Community Services); the funding model, complexity of clients, housing and relevant legislation to provide a comprehensive environmental scan and SWOT analysis. All of this valued information informed the development of KRRC's strategic plan.

We hope that as you read the following pages, you find the plan and its contents resonate and that you see your place within it. We invite you to participate with us in the next stage of this journey in whatever way makes sense for you, including annual feedback opportunities to help us understand if and how the work is making a difference in your life.

Sincerely,



**Murray Salsman**  
*Board Chair*



**Susan Hines-Kennedy**  
*CEO*

# Strategic Plan Components

Our Strategic Plan on a Page summary view is included in the opening page of this document. The following section speaks to each component of the Plan on a Page, providing additional detail and context. For more information about specific objectives, see our Detailed Plan on a page in Appendix 1.

## Our Vision

Our Vision is central to this strategic planning process because it is the “north star” or ultimate outcome of the pathway of change that underlies the strategic plan. Our Vision helps us get a picture in our minds of how the world would ideally be in the future. We also want our Vision to be easy to understand and remember.

Our Vision Statement remains current since our 2019 – 2022 strategic plan and continues to focus on how our clients will lead meaningful lives in an increasingly inclusive community. It also acknowledges that the Vision of meaningful lives comes first and reflects a number of housing options for the population we serve who have diverse needs in our community. KRRC’s Vision Statement expresses our desire for clear and inspirational long-term change, and a hope that will motivate our organization to realize an inspiring future!

## Our Mission

Our Mission Statement describes, at the highest level, what part KRRC will play in achieving the Vision.

KRRC’s Mission Statement as of September 2022 is included on the right. We reviewed the Mission Statement and determined that it remains relevant. Key criteria of the Mission Statement are that it is easy to understand and easy to remember.

**Meaningful lives.**

**Inclusive  
Communities.**

***Together with individuals, families, friends, and service & community partners, we facilitate opportunities for the individuals we serve to fulfill their aspirations and responsibilities as valued community members.***

## Our Values

We continue to believe in the following five core Values as the principles that guide our daily behaviour and actions. These Values show who we aspire to be in our work and how we will achieve this. Our intention is that these Values will shape our conversations, the stories we share, and our interactions with others and with each other. KRRC believes our Values are 'lived' by employees and used to inform decision-making and actions.

### In everything we do, we value:

#### Respect

We believe in the dignity and equality of all and are committed to a compassionate approach that recognizes everyone's strengths and potential.

#### Collaboration

We value diversity and believe in the capacity of individuals to work together to create partnerships and transform challenges into opportunities.

#### Growth

We encourage and support personal and professional development; and believe that opportunities for learning are possible throughout life for everyone.

#### Active Participation

We promote meaningful engagement of individuals in community life while recognizing personal choice.

#### Integrity

We demonstrate humility and hold ourselves accountable to the continual pursuit of quality through life-affirming, ethical, and evidence-based practice

## Foundation

The pathway of growth is focused on the work we need to do within KRRC to continue providing exemplary services to the individuals we serve. This step includes supporting our employees to excel in service delivery; ensuring our processes, tools and systems are effective; and focusing on the funding activities that will help achieve our Vision.

We believe that by acting in these areas, KRRC will be able to succeed in achieving our 2023 - 2026 goals as we progress towards our Vision.

# Goals and Strategies

## Our actions advance Community Inclusion

This goal is reminiscent of the 2019-2022 strategic plan’s focus on facilitating opportunities for the individuals we serve to have meaningful lives in a welcoming community. This is also in keeping with the Transformation agenda of the Department of Community Services (DCS).

The plan identifies three strategies we believe will bring us closer to realizing this goal. These strategies focus on how KRRC proactively supports more people moving into the community; the merging/ sharing of programs and employees at the facility with our community homes; and fostering alignment with the Transformation vision of the Department of Community Services.

These strategies were identified through years of feedback from KRRC’s Board, clients, families, and employees, along with consultation with our stakeholders during the creation of this strategic plan.

**Community Inclusion**

- Foster alignment with the Transformation vision of the Department of Community Services
- Proactively support more of our clients moving into the community
- Merge/share the programs and employees at the facility with community homes

## We value and invest in our employees

KRRC is fortunate to have a group of talented and diverse employees. In light of an increasingly competitive employment market, we recognize that employee recruitment and retention is critical and is an enterprise risk that must be mitigated. We will build on the good work we have always done to recruit and retain skilled, compassionate employees. We will do so with expanded strategies and channels to attract the best candidates in our sector and region.

Current initiatives include the development and implementation of a targeted employee engagement and retention strategy. A component of this plan will be to provide meaningful growth and development opportunities for our employees.

**Human Resources Development**

- Attract the best candidates in our sector and region
- Develop and implement an employee engagement and retention strategy
- Provide growth and development opportunities for employees

While we know that our valued employees receive personal satisfaction in the work they do with our clients every day, it is important that we support and develop our employees to enhance their experience.



## **We have trusting relationships with the people we serve**

As we pursue Transformation towards community inclusion, it is imperative that we continue to provide excellent service and support for individuals who are not yet ready or able to transition to community living. Our Centre is aging and investment in infrastructure and equipment is critical to ensure the wellbeing of our clients as they progress towards community living.

We plan to improve the environment for the clients who remain in the Centre with a focus on safety, choice, engagement, privacy, accessibility, and enhancement of living areas.

We will continue to seek feedback from our clients and families to assess how well we are meeting their needs.

## **We ensure our sustainability to provide service for our clients**

If there is a silver lining to the Covid-19 pandemic, it is the exponential growth of technology and related systems for employees, families and clients. The challenge is remaining current technologically in a restrictive financial environment. While we have some of the required technology, we continue to respond to feedback from employees that they would like more technology and related training to make work easier and enhance service.

As mentioned earlier, our Centre is aging and investment in infrastructure and equipment is critical to ensure everyone's wellbeing. We have identified infrastructure with potential system challenges as an important enterprise risk for KRRC which must be mitigated in the most cost-effective manner possible.

This brings us to the financial sustainability of KRRC. We will continue to work diligently to balance the needs of our clients, families, employees and other stakeholders and ensure the safety and wellbeing of all, while dealing with increasingly challenging costs.

### **Client Satisfaction**

- Improve the environment for the clients who remain in the Centre
- Continue to improve the client and family experience at KRRC
- Promote meaningful opportunities for client engagement and individual choice

### **Finance and Operations**

- Ensure effective technology and information systems for employees and clients
- Ensure the financial viability of KRRC
- Address building infrastructure challenges

## Additional Detail on Strategic Directions, Goals and Objectives

We have established 4 Strategic Directions, 12 related Goals we want to achieve to help us progress against our strategic directions (as identified on page 2). We have also established Objectives for each Goal to highlight how we are going to achieve the Goals. Subsequent Annual Operational Plans will provide additional information on the How.

### **Strategic Direction 1 – Our actions advance Community Inclusion**

This goal is about building and strengthening relationships to advance the Transformation Agenda for community inclusion, so people trust and want to work with KRRC.

<b>Goals</b>	<b>Objectives</b>
Proactively support more of our clients moving into the community.	<ul style="list-style-type: none"> <li>• Develop more opportunities for Clients to gain experience in the Community.</li> <li>• Actively assist clients transitioning from KRRC.</li> </ul>
Merge/share the programs and employees of the facility with community homes.	<ul style="list-style-type: none"> <li>• Promote interest and build confidence among employees to support clients in the community.</li> <li>• Promote joint participation in activities .</li> </ul>
Foster alignment with the Transformation Vision of the Department of Community Services.	<ul style="list-style-type: none"> <li>• Continue with applications for new small option home builds.</li> <li>• Share our knowledge and expertise through providing education within the Sector.</li> </ul>

### **Strategic Direction 2 – We value and invest in the development of our Human Resources**

This goal is about making sure that everyone who works for and with KRRC feels valued, engaged and supported in their work.

<b>Goals</b>	<b>Objectives</b>
Attract the best candidates for our Sector and Region.	<ul style="list-style-type: none"> <li>• Continue to grow and educate through the Diversity, Equity and Inclusion Committee.</li> <li>• Develop new Recruitment Branding initiative.</li> <li>• Become a Designated Employer for Immigration.</li> </ul>
Develop and implement an Employee Engagement and Retention Strategy.	<ul style="list-style-type: none"> <li>• Develop an Attendance Management formal and informal procedure review.</li> <li>• Review succession planning.</li> <li>• Explore and develop a compensation strategy.</li> </ul>
Provide growth and development opportunities for employees.	<ul style="list-style-type: none"> <li>• Review performance management appraisals.</li> <li>• Update Employee Policy Manual.</li> <li>• Update Key Performance indicators for Quality Assurance Metric Data.</li> </ul>

**Strategic Direction 3 – We have trusting relationships with the clients and families we serve**

This goal is about making sure that all clients and their families feel well satisfied and trust that KRRC is the best possible organization to meet their evolving needs.

Goals	Objectives
Improve the Environment for the clients who remain at the Facility.	<ul style="list-style-type: none"> <li>• Continue with the creation of a more appealing environment for clients and families.</li> <li>• Create more opportunities for client and families to have input into Programs.</li> <li>• Advocate for decreasing the number of clients on the In Centre units.</li> </ul>
Continue to improve the client and family experience.	<ul style="list-style-type: none"> <li>• Continue and strengthen the established Client and Family Councils.</li> <li>• Revitalize the Volunteer Program.</li> </ul>
Promote meaningful opportunities for client engagement and individual choice.	<ul style="list-style-type: none"> <li>• Explore the creation of dedicated client and family visiting space.</li> <li>• Facilitate experiences that reflect clients’ individual interests .</li> </ul>

**Strategic Direction 4 – We ensure our sustainability to provide service for our clients**

This goal is about ensuring we have the financial resources, technology, information systems and infrastructure to sustain the good work we do at KRRC.

Goals	Objectives
Ensure effective technology and information systems for staff and clients.	<ul style="list-style-type: none"> <li>• Continue to update manual processes to automated systems.</li> <li>• Explore automated inventory tracking regarding supplies and equipment.</li> <li>• Explore better access to banking for clients.</li> </ul>
Ensure the financial viability for KRRC.	<ul style="list-style-type: none"> <li>• Continue to revise the Five-Year Capital Plan on an annual basis.</li> <li>• Provide regular financial reporting to the Board.</li> <li>• Continue to move proposals forward to the Department of Community Services to secure funding.</li> <li>• Continue to review Operations to ensure and improve efficiencies.</li> </ul>
Address building infrastructure challenges.	<ul style="list-style-type: none"> <li>• Review and strengthen our existing structural repair plan.</li> <li>• Establish a Beautification Project Team to create a safe physical environment for clients and families.</li> </ul>

## Additional Information and Definitions

**Strategic Plan** - A strategic plan is the 'big picture plan' that guides what an organization will do over a specific period of time. This plan will guide the work of KRRC from 2023 to 2026.

**Stakeholders** - Stakeholders are all the different people and groups that care about and are involved with KRRC and the strategic plan in some way.

Stakeholders include people who use KRRC services and their families and support networks. Stakeholders also include the Department of Community Services, agencies and employees who provide support.

**Strategic Plan Components** - For a strategic plan to work well it needs different components, or parts, including a Vision, mission, values, goals and objectives.

*Here are the different parts of the KRRC's Strategic Plan:*

**Vision** - A Vision is our 'north star' or the way we want things to be in the future. KRRC's Vision: Meaningful Lives. Inclusive Communities.' expresses our desire for clear and inspirational long-term change, and a hope that will motivate our organization to realize an inspiring future.

**Mission** - A mission is the action KRRC will take to get closer to our Vision. It will help guide decisions about priorities, actions, and responsibilities in our work. The KRRC mission in this strategic plan is:

*Together with individuals, families, friends, service and community partners, we facilitate opportunities for the individuals we serve to fulfill their aspirations and responsibilities as valued community members.*

This means KRRC will work together with people, their networks and those that support them, to be included and fully participate in all parts of life and community

**Values** - Values are the things we believe in that help us walk the talk or act in a certain way. To reach the Vision, KRRC employees need to believe in the same values. The five KRRC values are:

**Respect** – We believe in the dignity and equality of all and are committed to a compassionate approach that recognizes everyone's strengths and potential.

**Collaboration** – We value diversity and believe in the capacity of individuals to work together to create partnerships and transform challenges into opportunities.

**Growth** – We encourage and support personal and professional development, and believe that opportunities for learning are possible throughout life for everyone.

**Active Participation** – We promote meaningful engagement of individuals in community life while recognizing personal choice.

**Integrity** – We demonstrate humility and hold ourselves accountable to the continual pursuit of quality through life-affirming, ethical, and evidence-based practice.

**Foundation** - A foundation is what holds something up. For the KRRC Strategic Plan to work it needs a strong foundation to hold up the values and support KRRC employees to have what they need to make it possible to reach the goals.

The foundation of the KRRC Strategic Plan is

## **We are resilient and act in alignment with the Vision**

- Communication and training in advance of implementation through effective change management will be critical success factors across all strategic goals
- We invest in our staff and support them to excel
- Our processes, tools, and systems advance the Vision and service quality, and effectively manage change

This means KRRC will do things to make sure employees feel strong and valued and that all parts of KRRC (tools, processes, people) work in ways that support the Vision of 'Meaningful Lives. Inclusive Communities.'

The three parts of the foundation of the strategic plan are:

***We invest in our employees and support them to excel*** - This means KRRC employees will have what they need and feel supported to do their work in ways that make a difference for the people and families we serve, within funding constraints.

***Our processes, tools, and systems advance the Vision and service quality and effectively manage change*** - This means that the way KRRC works is easy to understand and makes it possible for employees to follow through and support people in a timely way.

***We identify enterprise risks and mitigate them*** - This means that KRRC identifies risks that could impact clients and/or employees and works hard to manage these risks in an effective way.

**Evaluation** - Evaluation is a way to figure out whether what we are doing is making a difference.

**Learning Cycle** - A learning cycle is a kind of evaluation tool. It is about continuously asking questions along the way to make sure we are on the right path and have the right goals and strategies in place. It is also about making changes when we need to get closer to the Vision of 'Meaningful lives. Inclusive Communities.'

# Accountability, Evaluation, Improvements

*Is the work happening? Is it making a difference? Are changes needed?*

We believe that to be effective in complex situations, a strategic plan must be embedded in a learning cycle. That cycle starts when the plan is being developed and repeats as action is taken and learning from the results is gathered and reflected upon. This allows evidence-based decisions to be made about what needs to change so we remain on track towards our end goals.

Based on this belief, KRRC has committed to gathering information on the progress of plan activities and the differences these activities are making in the lives of the individuals we serve. In keeping with the approach used to develop the strategic plan, information will be gathered from stakeholders in different ways, and will include clients, their families, employees, and service & community partners. Information gathered will include both quantitative data and learnings about the experiences of stakeholders.



Once information is gathered, KRRC is committed to annually sharing with all interested stakeholders what we have learned about progress, the difference the work is making, and what we can do to improve as a result of the feedback. This is especially important for our clients and families as they validate their choice of KRRC as their service provider, and for clients and families in the community who are looking for a new service provider to welcome them.

In the first year, we expect that evaluation activities will focus on progress to date and how impact will be measured. In subsequent years, a greater emphasis on the difference the work is making will be the focus.