

Southwest Community Options Inc.

Strategic and Sustainable
Business Plan

*“A Strategic Approach to
Sustainable Service Delivery”*

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1.0 Executive Summary

Southwest Community Options Inc. (Southwest) is proud of its successes and achievements over the past 13 years. In fact, we will be celebrating our 13th Anniversary on April 1, 2013! Our successes and achievements have not come easily and we have overcome many obstacles and barriers over the years. One of the greatest challenges that we faced over the years, was the inability to retain and attract enough staff to effectively support ***Vulnerable Persons living with an intellectual disability***, and ensure that the people we support experience a “Good Life” through their daily living activities in their homes and their communities.

In January 2012, the Southwest Board of Directors and Management Team identified and evaluated three (3) options, as follows:

1. Continue with business on a status quo basis and continue to function in a crisis management mode due in large part to the inability to attract and retain a sufficient number of support staff. This problem was exacerbated due to insufficient provincial funding. Consideration was also given to downsizing the Southwest operation in order to manage with a lack of support staff.
2. Provide 90 days notice to the Province of Manitoba to terminate the Service Purchase Agreement (contract for services between the Province of Manitoba and Southwest), displace the people we support, lay off all staff, liquidate all assets and dissolve the organization.
3. Solve the problem and move forward to enhance service delivery, supports and quality of life for the benefit of ***Vulnerable Persons living with an intellectual disability***.

After careful thought, due diligence and much deliberation, the Southwest Board of Directors concluded that status quo was not an acceptable option. Closure of Southwest was even less acceptable. The Board of Directors identified their top 10 priorities and in February 2012, adopted the first Strategic Plan for Southwest. **The implementation of the 2012 Strategic Plan has led us to today, with truly remarkable results.**

Southwest, through the Board’s vision and directives, has enabled itself as a not-for-profit organization to enhance service delivery and supports for the benefit of ***Vulnerable Persons living with an intellectual disability***. This was achieved through improved staff retention and attraction, which has led to increased organizational capacity. The new organizational capacity is being re-invested in the lives of the people we support. How wonderful and amazing!

Many strategic and/or business plans are flashy with many pictures, charts and graphs; and we appreciate that a picture can be worth a thousand words. However, we have chosen to focus on telling our story with excitement and enthusiasm, while we are pointed and factual in the statements presented herein.

We truly hope that you take the time to read our story, and we always appreciate feedback, which helps us to learn and grow.

2.0 Vision, Mission, Values and Motto

2.1 Our Vision

Ensuring quality of life for supported individuals in society is paramount.

2.2 Our Mission

We support people living with disabilities in communities by providing meaningful opportunities through innovative and quality services.

2.3 Our Values

In the process of implementing the vision for SWCO, the Board expects some basic ground rules to be adhered to, more commonly referred to as organizational values. In stating the following values, the Board expects all staff of SWCO to abide by these values and the Board understands that they (the Board) are responsible to hold themselves accountable to these values.

<ul style="list-style-type: none"> ✓ The People of Our Community – Supported Individuals and the staff that support them 	
<ul style="list-style-type: none"> ✓ Accountable, Ethical Decision Making ✓ Effective Programs ✓ Efficient Service Delivery ✓ Prudent Use of Resources ✓ Leadership by example ✓ Service with Integrity ✓ Inclusion ✓ Training and education ✓ People for who they are ✓ A full and active life ✓ Appropriate confidentiality ✓ Fairness and equity ✓ Recognition and celebration of success ✓ A caring attitude and heart ✓ Continual growth 	<ul style="list-style-type: none"> ✓ Sense of purpose ✓ Dignity – understanding/accepting differences ✓ Elevating individuals ✓ Advocacy/acceptance ✓ Self esteem ✓ Accessibility ✓ Loyalty and commitment ✓ Innovation ✓ Staff that embrace our values ✓ Freedom of choice ✓ Community involvement ✓ Respect for others ✓ Pride and satisfaction ✓ Consistency

2.4 Our Motto

“Yes I can and together we will!”

3.0 Southwest History

In February 1999, the Manitoba government announced the closure of Pelican Lake Centre (a small institution located on the north easterly shores of beautiful Pelican Lake and a major employer in the Ninette and surrounding areas.) Following the closure announcement, a need for services for families with individuals wishing to remain in the Ninette area was identified and Southwest Community Options Inc. (Southwest) was created to meet that need.

Southwest is governed by a dedicated volunteer Board whose members share the vision that *Vulnerable Persons* should be accepted and embraced by society and enjoy the rights and exercise the responsibilities of citizenship. The first organizational meeting was held on February 7, 2000, and the Board and Staff have worked tirelessly ever since that date to address the unique needs and provide fundamental support to *Vulnerable Persons*. Southwest was certified as a corporation on March 10, 2000 and qualified as a registered charity on April 1, 2000.

Southwest currently supports 33 people labeled with an intellectual disability. Residential support is provided in homes located in Baldur, Ninette and Killarney. Day service opportunities are provided in Ninette and Killarney for 37 Individuals.

For the fiscal year beginning April 1, 2013, the annual budget for Southwest will be approaching \$3.8 million per year. Southwest currently employs just over 100 people within our region with annual payroll and benefits in the \$3.2 million range. Other goods and services purchased that benefit the local economy are valued at approximately \$600,000 annually, which includes groceries and household items, household furniture, property taxes, utilities, vehicle and property maintenance and fuel. In other words, Southwest contributes approximately \$3.3 million annually to the local/regional economy.

4.0 Strategic Priorities of the Board

Southwest developed and implemented its first Strategic Plan in February 2012 with the Board of Directors identifying 10 top priorities. The Board participated actively in development of the strategic plan and the Boards' priorities became the priority of management to ensure the achievement of successful results. Throughout the continuing process over the last 12 months, the Board has reviewed the priorities with management on a monthly basis and the Board of Directors expect results. At the February 2013 regular Board meeting, the Board reviewed the 2012 Strategic Plan; and the Board approved the "Top Five" priorities for 2013. In addition to monthly review of the priorities, the Board has also been very active in policy development, financial oversight and providing management with the direction that the Board envision.

As we move forward in 2013 and beyond, we will focus on sustainability, staff retention/attraction and morale, growth management, community inclusion as well as our partnership with the Province of Manitoba. The following subsections will address how we will approach and achieve these priorities.

4.1 Sustainability

At Southwest, we believe that there are four key elements to sustainability for our organization, as follows:

- Financial
- Community Inclusion
- Infrastructure
- Governance, Management and Staffing

The following table depicts the Desired Outcomes for this priority:

Priority	Desired Outcome	Completed By
Sustainability	<ul style="list-style-type: none"> ✓ Southwest is sustainable, delivering programs and services that meet the needs of the individuals we support. ✓ A Sustainability Plan will focus on four key elements, as follows: <ul style="list-style-type: none"> ❖ Financial ❖ Community Inclusion ❖ Infrastructure ❖ Governance, Management and Staffing 	<p>Ongoing for years to come</p> <p>March 19, 2013 Approval by the Board of Directors</p>

4.1.1 Financial

Historically, the primary issue facing Southwest is provincial funding that appropriately meets the service delivery expectations. Southwest has been reliant on as much as 97% of its total revenue stream from the Province of Manitoba. While some effort has been made in past years to achieve revenue from other sources, we believe that this Manitoba Government support on behalf of Manitobans will be the primary key to our long range financial stability. We believe that all Manitoba citizens and the Province of Manitoba have a responsibility to care for the people of the Province. Our new focus on finding other revenue sources will compensate for the lack of society’s and the provincial government’s commitment.

A major commitment has been made by Southwest to improve wages for support workers and this comes at a significant financial cost to the organization. With the organizational capacity that we have developed over the past year, our new focus is to seek out other opportunities for

revenue sources less reliant on provincial funding. A recent brainstorming session with Board and Management; together with recent workshops conducted with Support Workers has produced the following list of potential opportunities for Southwest in the coming years (such as, but not limited to):

- Identify and capitalize on opportunities to support new Individuals living with an intellectual disability.
- Provide services and support to people living with physical disabilities.
- Provide services and support to people diagnosed with an intellectual disability after 18 years of age, which may include people that have suffered injury. i.e. – WCB referrals, RHA referrals
- Provide services for respite care for children, youth and adults.
- Provide services and support for seniors.
- Market and sell related training to agencies and other organizations within the region and province.
- Establish a retail store front in Killarney to market and sell products manufactured by Supported Individuals.
- Establish on-line sales through the Southwest website (www.swco.ca) for products manufactured by Supported Individuals.
- Actively seek grant opportunities from municipal, provincial and federal governments.
- Establish one annual “Gala” fundraising event that promotes Southwest and creates an opportunity for donations/gift giving.
- Establish an endowment fund for friends and families of Southwest to create a greater opportunity for donations and gift giving.
- Identify and capitalize on opportunities for volunteer support to more effectively manage cost related to Supported Individuals’ vacations; and enhance services and programs.

We are collaborating with the Brandon Regional Staff to determine market opportunities to support additional people. As a result, we have recently made presentation to the Municipality of Killarney-Turtle Mountain Council to inform them of our growth strategies. This has led us to apply to rezone two properties that we currently own in Killarney and the desired outcome is that we could construct new housing units to support 4 to 5 additional people by 2014.

We have also been invited to participate in the Killarney Seniors Housing Committee, which is a Committee of the local Municipal Council. The municipality, in conjunction with the Committee, envisions development of a multi storey, multi unit, multi support level seniors facility in Killarney. We are working with the Municipality to help make it happen and envision that 2013 will be a year of exploration, determining feasibility and arranging financing. If feasible, we imagine construction during 2014 and part of 2015, with occupancy sometime in 2015. The order of magnitude project value for this facility is estimated to be \$6 million. We anticipate that the facility will be owned by the municipality and the municipality has expressed interest in contracting Southwest to manage, operate and staff the facility on a cost recovery plus administration basis.

We will be opening a new retail store front business in Killarney, effective May 1st, 2013 to market product manufactured by the people we support, as well as operate a thrift store. We have secured a 1,700 sq. ft. retail space (formerly Curves) on Williams Avenue, which is located to the immediate west of the Killarney Shoppers Mall. The location is perfect for what we intend with ample parking. We intend to operate this store with a combination of people we support and volunteers from the community. This approach will create a new and tremendous opportunity to further our efforts with community inclusion. We envision that people we support will be working side by side with community volunteers and customers. Meaningful employment with natural and personal relationship development is our primary goal. The bonus will be a net positive increase to our bottom line. We will lease this space for \$800 per month (utilities and property taxes included) and take possession April 1st. We currently lease approximately 300 sq. ft. of office space in another building in Killarney for \$225 per month and we may consider relocating that office to this location to reduce our net cost to \$575 per month. We project a minimum of \$35,000 gross revenue for the first year with estimated first year costs of \$8,000 resulting in a net new surplus of \$27,000.

We are currently exploring the idea of purchasing an existing business in Killarney that supports seniors. Due to the confidential nature of potential negotiations, no further information will be provided at this time. We are currently performing preliminary due diligence, including financial analysis, legal advice and seeking advice from our auditor. Most importantly, our first priority while considering this venture; is the opportunities that it could create to further our efforts with community inclusion. We envision with people we support working side by side with seniors. We envision that this venture will also provide meaningful employment with natural and personal relationship development for people we support. As an added bonus, if this opportunity is feasible and comes to fruition, the estimated net new annual surplus is in the \$50,000 to \$75,000 range.

The above are our first new revenue seeking priorities as we write this plan. Other opportunities identified above will be pursued as we enter our next fiscal year starting April 1st. We will also be focusing on operational improvements to achieve greater efficiencies and will be performing a higher level of due diligence with expense management. These items are further covered below under **Section 10.2 Expense Management**.

4.1.2 Community Inclusion

Southwest is not about integration or assimilation of any person in society. Southwest is about community inclusion for the **Vulnerable Persons** we support that are living with an intellectual disability. We advocate full community inclusion for all people and in particular, the people we support. This philosophy is engrained in us through the **Vulnerable Persons Living with a Mental Disability Act (VPA)**, which was adopted by the Province of Manitoba in 1996. This

legislation contains the guiding principles that we live and breathe by. Many of the people we support lived in an institution for most of their life, such as the Pelican Lake Centre (closed in 2000) or the Manitoba Developmental Centre located in Portage la Prairie. Community Living has been supported by the Province of Manitoba for many years; and Southwest has been an integral part of the provincial Community Living program for the past 13 years. Agencies in Manitoba like Southwest; provide an opportunity for de-institutionalization where in the past, the lives of people may have been directed and controlled. The primary principles of the VPA expect us to focus on **Facilitating, Enabling and Supporting** the daily lives of people living with an intellectual disability.

In late October 2012, we were blessed to be able to have Dr. Michael Kendrick in our presence. Dr. Kendrick is a well known international consultant in our field and while here, he provided insight into current happenings around the world. He provided community inclusion training for Board Members, Management and House Supervisors, and spent two days viewing what we do at Southwest. His suggestions and advice related to seeking more and new opportunities for individualized support, natural supports and supported employment in “normative” society. This concept has been embraced by Board, Management and House Supervisors. We engaged Dr. Kendrick to return to Southwest at the end of January 2013 to provide the same training to all Southwest Support Staff. We also capitalized on extending invitations to other agencies in Manitoba and outside attendance helped us to reduce the overall cost for Southwest. Simply put, Dr. Kendrick has helped us realize and confirm that Southwest, although not an “institution”, still functions and operates much like an institution when it comes to group homes, group transportation, group activities and a sheltered workshop or “day custody” as Dr. Kendrick puts it, with a smile of course. Dr. Kendrick also suggested that the past 12 to 13 years should be seen as Phase 1 of Southwest, and we are about to embark on Phase 2, which will bring greater focus on Community Inclusion, natural supports and greater individualization. This will be achieved through staff training and all staff performing a greater level of diligence through enabling, facilitating and supporting the daily lives of **Vulnerable Persons** living with an intellectual disability.

Unfortunately, Provincial Staffing Models (Basic, Enhanced, Complex) and the related funding guidelines promote group activities and do not support individualization, even though individual Person Centred Plans are expected to be completed annually. It is clear that “grouping”, whether it be in homes, transportation or day service activities is seen by the Province of Manitoba as more economical, since there is an apparent economy of scale. Our focus is to overcome those provincial barriers.

4.1.3 Infrastructure (Capital Assets)

Southwest owns and operates a number of homes, day service facilities, a fleet of vehicles for transportation and a wide variety of furniture and equipment. Historically, Southwest has operated in a relative crisis mode as it relates to the management of its infrastructure or capital assets. In other words, there has been no apparent routine maintenance and repair strategy or long range capital plan for maintenance or replacement of our infrastructure. Our Financial Officer has set a target of July 31, 2013 to develop a long range capital plan that will horizon 25 years of capital needs. The plan will contain the strategies necessary to maintain our capital assets well into the future.

Increased efforts were implemented in 2012 to ensure that buildings are repaired and/or maintained in a timely fashion. We also implemented an annual vehicle safety program on all of our vehicles in 2012. More recently, we have re-organized staff duties to better co-ordinate maintenance and repair on all Southwest buildings and vehicles, leading to more sustainable capital asset management. Our Executive Assistant is now responsible to co-ordinate the maintenance and repairs. Southwest owns or leases and operates the following properties and vehicles:

Residential

4 owned homes in Killarney, consisting of 6 housing units, supporting 18 people

3 owned homes in Ninette, consisting of 3 housing units, supporting 8 people

1 leased home in Ninette, consisting of 1 housing unit, supporting 3 people

1 owned home in Baldur, consisting of 1 housing unit, supporting 4 people

Day Service and Administration

1 owned main Administration and Day Service building in Ninette

1 owned sub Administration building in Ninette (former Southwest Seniors Program building)

1 owned Day Service building (Recycling) in Ninette

1 leased satellite office space in Killarney

1 leased retail space in Killarney (effective April 1, 2013)

Transportation Fleet

1 owned 9 passenger bus (2002)

5 owned mini vans

2 owned passenger cars

3 owned wheelchair conversion mini vans

In addition to the above described capital assets, we own a wide variety of furniture and equipment relative to service delivery and administration. We lease the main photocopier/printer in the main office, lease a small satellite office space in Killarney and have recently committed to leasing retail space in Killarney effective April 1, 2013.

For the past couple of years, we have been contemplating the need to replace our passenger bus at an estimated cost of \$80,000. However, with the recent addition of two used and re-furnished wheelchair conversion mini vans and the implementation of new programming in Killarney – our “Seniors Without Walls” program and the upcoming retail store, it is unlikely that we will need to replace the bus. We will sell the oldest passenger car (2007 model) in 2013 and re-evaluate our transportation needs within the first quarter of 2013.

The net book value (after amortization) of our physical (Capital) assets recorded in the financial statements for the period ending March 31, 2012 is \$1,672,303. The insured replacement cost of all owned buildings total \$4,322,700, and the replacement cost of contents are insured for \$837,721 for a total insured value of \$5,160,421. Our transportation fleet carries appropriate coverage including liability insurance through Manitoba Autopac. The estimated market value of our buildings and transportation fleet is in the \$3,000,000 plus range, provided the main administration and day service building in Ninette were sold as a going concern. While on the topic of insurance, we also maintain appropriate liability insurance including Directors liability, which covers the entire Southwest operation.

4.1.4 Governance, Management and Staffing

Board of Directors

Southwest is governed by a dedicated volunteer Board of Directors, which meet monthly and host an annual general meeting in September of each year. The Board is comprised of seven (7) members from the various communities in which we operate and each member is recruited and appointed by the Board. Each Board Member brings diversity, enthusiasm and wisdom to the governance table, which adds tremendous value to the lives of people we support. Pursuant to the Southwest Bylaw, there could be up to nine (9) members on the Board. We are currently seeking opportunities to fill one Board position with someone from the Baldur area. The Board Executive is comprised of Chair, Vice Chair and Treasurer. Board member attendance and participation was excellent in 2012. The Board has been actively involved in priority setting, strategic planning, policy development and approval, financial oversight and political lobbying. During 2013, there will be increased emphasis placed on the development of policies related to the Board, such as roles and responsibilities for each of the Executive Members, for the Executive Committee and for the development of committee structures. It is likely that an ad-hoc committee will be developed in the very near future that will focus on the development of “End of Life” policies related to our service delivery practices.

The Board of Directors function with the **“one employee model”**; whereas the Executive Director is the only employee of the Board, meaning the only employee that reports directly to the Board. The Board is provided with a monthly report from the Executive Director that outlines general happenings with the operation. The Board are also provided with monthly financial results at each Board meeting, together with various pieces of correspondence. When direction is sought from the Board, the Executive Director provides the Board with a formal report entitled **“Request for Direction”** that outlines the issue(s), provides an outline of potential options to solve the issue and identifies pros and cons with each option. Once the Board provides the direction sought, the Executive Director will proceed to develop the work plan or policy and bring the matter back to the Board for a final decision at the following Board meeting. When a decision is sought from the Board, they are provided with a formal report entitled **“Request for Decision”** that outlines the issue, options, pros and cons for each option, a desired outcome and formal recommendation for decision. While the Board is responsible for policy development and adoption, the Executive Director provides research and development support, as well as policy drafting in collaboration with the Board.

On a quarterly basis, the Board and Management meet for three hours on the morning of a regular Board meeting to review priorities. Each management team member also provides the Board with a brief update of happenings in each of their respective areas, which enables the Board to hear the information in an “unfiltered” manner. We implemented this process in February 2012 and it has worked well for us over the past year.

The primary responsibility of the Board as leaders is to do the right thing!

Management Team (7.0 FTE)

Southwest has a management team, consisting of the Executive Director and related direct reports – Executive Assistant, Financial Officer, two Residential Program Managers, one Day Service Program Manager and one Program Development and Communication Manager. With exception of one Residential Program Manager that functions in a satellite office in Killarney, all members of the management team are located in Ninette. Historically, management meets weekly to discuss current issues and collaborates to develop solutions as a team. Recently, the Management Team changed routine to meet bi-weekly and committed to a greater emphasis on cross communication of current operational events between meetings. Future management meetings will primarily focus on strategic priority achievement and collaborative problem resolution, as needed. The Management Team focus in a true team concept through collaboration and an empowering leadership style. Pursuant to the Board directed strategic priorities; management achieve results by focusing on a Strategic Action Plan. This action plan

contains management priorities that are consistent with the Boards' priorities. (See **Section 5.0 Strategic Action Plan by Management** below) Following is a brief description of the key responsibilities of each management position:

Executive Director (1.0 FTE)

This is a professional managerial position that functions under the general direction and supervision of the Board of Directors according to the vision, mission, values, motto and strategic priorities of the Board. The Executive Director is responsible for the overall management and operation of Southwest Community Options Inc. and protection of the organization's financial assets while ensuring compliance with Board directives and policies, and Provincial and Federal requirements.

Executive Assistant (1.0 FTE)

This is a professional managerial position that functions under the general direction and supervision of the Executive Director. This position provides professional and confidential administrative support to the Executive Director and Board of Directors. This position is also responsible for the coordination of repair and maintenance of our capital assets as well as coordinating bulk purchasing.

Financial Officer (1.0 FTE)

This is a professional managerial position that functions under the general direction and supervision of the Executive Director. The Financial Officer is responsible for preparing financial statements, maintaining cash controls, preparing the payroll and personnel administration, maintaining accounts payable, and complying with all regulations and reporting requirements as established by the Province of Manitoba.

Residential Program Managers (2.0 FTE)

This is a professional managerial position that functions under the general supervision and direction of the Executive Director. This position has the responsibility to research and recommend strategies for the successful implementation of residential services following the principles and guidelines of the *Vulnerable Persons Act* and *Canadian Charter of Rights and Freedoms*. This position is responsible for recruiting and selecting, supervising, guiding and developing staff, evaluating their performance and dealing with employee relations and disciplinary issues.

Day Service Program Manager (1.0 FTE)

This is a professional managerial position that functions under the general supervision and direction of the Executive Director. This position has the responsibility to research and recommend strategies for the successful implementation of day program services following the principles and guidelines of the *Vulnerable Persons Act* and *Canadian Charter of Rights and Freedoms*. This position is responsible for recruiting and selecting, supervising, guiding and

developing staff, evaluating their performance and dealing with employee relations and disciplinary issues.

Communication and Program Development Manager (1.0 FTE)

This is a professional managerial position that functions under the general supervision and direction of the Executive Director. This position has the responsibility to research and recommend strategies for the development and implementation of program services following the principles and guidelines of the *Vulnerable Persons Act* and *Canadian Charter of Rights and Freedoms*. This position is responsible for developing communication tools that assist the people we support in their daily lives; and is also responsible to provide general guidance and advice with corporate presence in the local communities.

Collectively, the Southwest Management Team has over 217 years of total work experience, with over 114 years of combined leadership and management experience, and over 64 years of experience supporting *Vulnerable Persons* living with an intellectual disability. In addition, between the Executive Director and Financial Officer, we have 45 years of collective experience from the local (municipal) government field (38 years combined in senior management positions reporting directly to Municipal Councils), which adds value from experience collaborating with Provincial Governments in Manitoba, Saskatchewan and Alberta, as well as experience collaborating with First Nations in Manitoba and Alberta, and with the Federal Government. The combined experience of the entire Management Team enables the management staff to provide research and development, as well as professional advice with recommendations to the Board of Directors, including, but not limited to the following topics:

- ✓ Priority Setting and Strategic Action Plans
- ✓ Strategic, Business and Financial Planning, Analysis and Modeling
- ✓ Leadership to do the right thing
- ✓ Management to do it the right way
- ✓ Political strategizing
- ✓ Communication and Media
- ✓ Emergency Management
- ✓ Citizen Engagement and Community Consultation
- ✓ Quantitative and Qualitative Service Delivery Analysis
- ✓ Community Living and Community Inclusion
- ✓ Research and Policy development

The primary responsibility of Management is to implement the right thing that the Board has directed, the right way!

Support Staffing (55.0 FTE)

Southwest has 9 House Supervisors and approximately 100 Residential and Day Service Support Staff. Support Staff positions range from full-time, to part-time to casual with an estimated 46.0 FTE, and the House Supervisors equal 9.0 FTE. House Supervisors report to the two Residential Program Managers and have supervisory responsibilities. Although House Supervisors do not have the responsibility to hire/fire support staff, they are responsible to prepare and review performance reviews and performance referrals for support staff. Front line Residential Support Staff report to the House Supervisors and Day Service Support Staff report to the Day Service Program Manager. Following is a brief description of the primary responsibilities of support staff:

House Supervisor (9.0 FTE)

This is a supervisory position that functions under the general supervision and direction of the Residential Program Manager. This position is responsible to supervise Residential Support Staff. This position is also responsible to provide residential support services to and for people we support to ensure quality of life is maximized. House Supervisors must follow the principles and guidelines of the *Vulnerable Persons Act* and *Canadian Charter of Rights and Freedoms*. Working as part of the team, the House Supervisor assists in the development and maintenance of a home where people can grow, learn and live in comfort. The House Supervisor is responsible for individual and house finances and is responsible to orientate and train new staff members.

Residential Support Staff (36.0 FTE)

This is a support position that functions under the general supervision and direction of the House Supervisor. This position is responsible to support people in their home and ensure their quality of life is maximized, following the principles and guidelines of the *Vulnerable Persons Act* and *Canadian Charter of Rights and Freedoms*. This position is also responsible assist people with participation in their homes and communities where they live. Working as part of the team, the residential support staff supports people in the development and maintenance of a home where individuals can participate in activities of daily living in a residential environment.

Day Service Support Staff – aka Day Service Facilitator (10.0 FTE)

This is a support position that functions under the general supervision and direction of the Day Service Program Manager. This position is responsible to support people in the day service programs and ensure their quality of life is maximized, following the principles and guidelines of the *Vulnerable Persons Act* and *Canadian Charter of Rights and Freedoms*. Working as part of the team, day service staff support people in activities of daily living in the work related environment.

Labour Management Committee - Southwest has a collective agreement with CUPE Local 1684 and has developed a respectful and collaborative working relationship with CUPE during 2012. In particular and pursuant to terms contained in the collective agreement, a Labour Management Committee was developed and implemented early in 2012. The Executive Director, Financial Officer, Day Service Program Manager, one Residential Program Manager

(alternating), CUPE President, CUPE Vice President and two CUPE members at large, sit on the Labour Management Committee. This committee meets monthly to collaborate on labour issues, seeking early intervention and resolution in a pro-active manner. The assigned CUPE Manitoba representative receives copies of all agendas and minutes and attends meetings when able. The Executive Assistant records and distributes minutes to all staff once they have been approved by the committee. The committee has approved a simple terms of reference that respects a number of values, as well as Southwest Policies and the Collective Agreement.

Service delivery expectations established by the Province of Manitoba would not be achieved if we did not have dedicated, motivated and competent employees. Further, we would not be able to support **Vulnerable Persons** living with an intellectual disability if we did not have enough staff to provide the needed supports, achieve community inclusion and enable a “Good Life”. Hence, **Staff Retention, Attraction and Morale** is the next Board priority discussed in this plan.

4.2 Staff Retention, Attraction and Morale

While this Board priority has three parts related to staff, retention is our first priority, with attraction a very close second. Positive staff morale is also imperative for both retention and attraction. The following table depicts the Desired Outcomes for this priority:

Priority	Desired Outcome	Completed By
Staff retention, attraction, and morale	<ul style="list-style-type: none"> ✓ We are an employer of choice, able to retain and attract the staff needed to deliver meaningful programs and services. ✓ Our employees have the desire to come to work and perform their duties with conviction and diligence. 	Ongoing

As mentioned previously, Southwest would not be able to function without the necessary staffing; and most certainly would not be able to meet the Province of Manitoba service delivery expectations. Historically, and evidenced in early January 2012, there were many vacant support worker positions and many shifts that were not filled as a result of under staffing. The primary driver behind a lack of staff was poor wages relative to the duties and responsibilities of support staff. In January 2012, Southwest was paying an average of \$12.00 per hour, consistent with the Provincial Funding Guidelines. The work performed by support workers is at least equivalent to that of Health Care Aides, which are locally paid \$17.00 to \$19.00 per hour.

It could be argued that the responsibilities of Southwest Support Workers, and Support Workers in this field throughout the Province of Manitoba, may even be greater than Health Care Aides, due to support workers being required to:

- administer medications in compliance with strict protocol, inventory and control
- responsible to manage cash and maintain detailed personal financial records for the people supported
- follow detailed and strict protocol related to potential abuse and neglect of *Vulnerable Persons*, pursuant to the VPA
- follow Manitoba Residential Care Licensing requirements

Generally speaking, support staff has been grossly under paid and under-valued in the past. The result was a powder keg of poor morale. Poor morale due to low wages, combined with stress from long hours due to under staffing (i.e. vacant positions and unfilled shifts), exacerbated the problem exponentially. Apparent symptoms included poor labour management relations, sickness, WCB claims, stress leave, many grievances, and high overtime costs; resulting in service delivery that was not meeting expectations. One further complication, like in most sectors, Southwest has an aging workforce with the perfect storm approaching as the “baby boom” generation nears retirement. The next generation(s) of support workers were not attracted to Southwest since the wages would not support family living. Essentially, staffing was a revolving door – enter through the door, become trained at Southwest’s investment, then leave through the door to obtain higher paying work for Manitoba Family Services as a provincial support worker, or as a Health Care Aide with the local RHA (Provincially funded) or, as a Education Assistant with the local school division (Provincially and Municipally funded). A current (March 2013) analysis of our existing workforce (all Southwest Employees) confirms the following data:

Age of all Southwest Employees		
Age (Years Old)	Number	Percentage (Rounded)
Under 30	22	19%
31 to 40	17	15%
41 to 50	27	23%
51 to 60	26	22%
61 and over	24	21%
Total	116	100%

The Southwest Board made a commitment in 2012 to do the right thing and value workers at Southwest by increasing wages that are relative to the responsibilities and duties we expect support workers to perform on a daily basis. We are now paying an average wage of \$15.00 per hour for support workers and the results are truly remarkable. The average rate will again increase to approximately \$16.50 per hour, effective April 1, 2013. The target wage rate identified in early 2012 was the local Health Care Aide rate of \$17.00 to \$19.00 per hour and a

commitment was made through the collective agreement to achieve that target over a three year period. Today, there are no vacant positions, very few unfilled shifts, less sickness, fewer WCB claims, less overtime, one grievance in 2012, and a satisfied staff. During 2012, we have retained our existing workers with only 2 or 3 exiting for personal family reasons, we have attracted approximately 6 workers back to Southwest that left for higher wages elsewhere, and we have succeeded in attracting the next generation(s) of workers because the wages are now above the Manitoba poverty level. We believe that we are now an employer of choice, no longer an employer of last resort. In addition, we have increased our due diligence process and expectations for hiring new employees at Southwest, and we have chosen to not hire approximately 10 people in the past six months.

We place great emphasis on staff training. We frequently hold training in Ninette for our staff, as well as staff from other agencies. We require employees to provide a satisfactory Criminal Record check, including Vulnerable Sector check; Child Abuse Registry check and the recently introduced Adult Abuse Registry check at the time of hiring. Employees are required to take First Aid/CPR training and are provided incentive by wage scale to take the following additional training:

- ✓ Non-Violent Crises Intervention (NVCI)
- ✓ Medication Administration
- ✓ Foundations in Development Services
- ✓ Ethics of Touch
- ✓ VPA

We schedule refresher courses for NVCI and Medication Administration, as needed. Upon hiring, employees are provided a one day agency orientation. This includes orientation to the agency philosophy, VPA, policies and protocols and is followed by spending some time working in our day service program to familiarize with the Individuals we support. Residential home orientations will be three to five days to ensure that staff has knowledge about the people we support and routines of the home. We cover VPA during the orientation and strive to live it every day in the work that we do with the people we support. Two members of our management team have been trained to teach the VPA course. Our data base tracks what training staff has taken and when expiry dates are approaching, in order to maintain “current” trained staff.

Why Good Employees Leave?

A study came up with this surprising finding: If you're losing good people, look to their immediate supervisor. More than any other single reason, s/he is the reason people stay and thrive in an organization. And s/he's the reason why they quit, taking their knowledge, experience and contacts with them. Often, straight to the competition.

“People leave managers not companies.” Write the authors Marcus Buckingham and Curt Coffman. “So much money has been thrown at the challenge of keeping good people – in the form of better pay, better perks and better training – when, in the end, turnover is mostly a manager issue.”

If you have a turnover problem, look first to your managers and supervisors.

Beyond a point, an employee's primary need has less to do with money, and more to do with how s/he's treated and how valued s/he feels. Much of this depends directly on the immediate manager.

- David W. Richard

Southwest Management believe in the following four leadership principles to additionally value and motivate staff:

1. Ensure that there is a clear understanding of expectations. This is re-iterated on a monthly basis through various meetings and more often, if necessary. This is achieved through clear position descriptions and advocating two way “conversations that matter”. In other words, with increased pay, comes increased expectations, and we focus on working smarter, rather than harder.
2. Ensure that staff is properly trained to be enabled to meet the expectations. The Province of Manitoba Residential Care Licensing requirements only require Basic First Aid as the minimum training necessary to be a support worker. We provide opportunities for other training as previously described in this Section.
3. Ensure that staff has the proper tools and resources necessary to meet the expectations. Among other things, a greater investment has been made in technology to bring Southwest into the 21st Century and that investment will continue in 2013.
4. Coach, guide, mentor, encourage and discipline, as needed. Increased effort has been emphasized on having “conversations that matter”, which identify the issue and focus on solution seeking. This principle starts at the top through leadership by example, and the return on time invested is phenomenal. This is a collaborative style of management that offers empowerment for those that wish to capitalize on it.

Starting in early May 2013, Southwest has engaged Mr. Linton Sellen from Training Plus to deliver communication and leadership training to Southwest Management and House Supervisors.

4.3 Growth Management

The decision to value staff, which added great value to staff retention, attraction and morale; has also enabled Southwest to develop the capacity to consider growth opportunities. As mentioned earlier, we are seeking opportunities to support more people, as well as seek opportunities to generate revenue that is less reliant on provincial funding to make up for the lack of appropriate provincial government funding. The following table depicts the Desired Outcome for this priority:

Priority	Desired Outcome	Completed By
Growth Management	✓ We have the organizational and community capacity for sustainable growth, which will include opportunities for diversification that are less reliant on provincial funding.	Ongoing

Quantitative evidence of having developed the capacity to grow is clear from the number of new people that are now supported by Southwest. In January/February 2012, consideration was given to closing one home that supported three people and place them in other locations within Southwest. Consideration was also given to give notice to the Province of Manitoba to terminate the Service Purchase Agreement (contract with the Province) and close the operation due to the lack of staff. Satus quo was deemed by the Board of Directors to be an unacceptable option. As of March 31, 2012, Southwest had six empty support spaces. As of January 2013, all spaces have been filled plus one additional person in February 2013. We knew in March 2012 that we needed to have the vacant spaces filled, or alternatively close two homes. We also knew that we would need to consider future growth to assist with financial viability and long term sustainability. However, with the remaining “hangover” from under staffing and related crisis management, we will admit that it was difficult to imagine that we would have the capacity in 2013 to explore growth. 2013 is here, we had the capacity to fill spaces during the last six months and we now have the capacity to consider growth. The calculated risk to value and invest in staff has provided a return on investment.

As a result of being fully staffed, which has significantly reduced organizational stress, Management now have the capacity to think and act strategically. This is resulting in Management having the time to place more emphasis on operational matters to improve efficiency, and work on some long overdue policy and procedure development. To help us better understand our local community capacity, we will be investing more time in 2013 to better connect with our communities. We have started the process of meeting and working with the Municipality of Killarney-Turtle Mountain. We will also be meeting with the Rural Municipalities of Riverside, Strathcona and Argyle, which are the municipal jurisdictions of the communities we operate in. This process will start to better connect Southwest with our local municipal leaders by informing them of what our plans are while seeking partnerships to grow and improve Community Inclusion. We also intend to pursue a greater level of volunteerism from and to the communities we operate in. This will be achieved by connecting with local service clubs, churches and other community groups and organizations.

As part of the 2013/2014 budget delivery, we will develop a projected one year capital investment plan that will be within our financial and management capacity to implement. As we move forward, the capital investment plan will horizon up to five years or longer into the

future. We wish we could develop the longer range capital investment plan this year, however aside from the things that we know are immediate opportunities, 2013 will more likely be a year of exploration, with implementation in future years.

4.4 Enable a “Good Life”

Southwest has done many great things over the past 13 years, enabling people to live in community rather than living in an institution. Thanks to the recent presence of Dr. Michael Kendrick, we are now focusing on opportunities to implement the next phase of Southwest to enable a “Good Life” through meaningful Community Inclusion. This essentially starts to take the next step toward Community Living in Manitoba. The following table depicts the Desired Outcomes for this priority:

Priority	Desired Outcome	Completed By
Enable a “Good Life”	<ul style="list-style-type: none"> ✓ Programs and services (adapting and transforming) are designed to meet the needs and interests of the Individuals that we support. ✓ Families of the people we support are connected to Southwest and care about what we are doing. 	Ongoing

You will learn more about our philosophy, the provincial expectations for service delivery and our methods of service delivery in **Section 8.0 Service Delivery**. Simply put, we now have the organizational capacity to review all programs and services, and adapt and transform to meet the needs and interests of people we support at Southwest. We have placed more emphasis on keeping families and friends of people we support informed of what we are doing through quarterly newsletters. Southwest hosts an annual Christmas dinner for people we support and invite families and friends. With many family members aging and the amount of activities typically associated with the Christmas season, we will be hosting a summer event in 2013 that will include families and friends. We also encourage family members to participate in the annual Person Centred Plans, where desired by the people we support.

4.5 Provincial Partnership

While none of the Board priorities were numbered for numerical order and all of the priorities are extremely important to the Board, a meaningful Provincial partnership is critical to future financial viability and long range sustainability. The following table depicts the Desired Outcomes for this priority:

Priority	Desired Outcome	Completed By
Provincial Partnership	<ul style="list-style-type: none"> ✓ We have a positive working relationship with Provincial Regional Staff. ✓ We are working effectively with the Minister, Provincial Elected Officials and related Staff. 	Ongoing

Generally speaking, the past working relationship with the Province of Manitoba was deemed less than desirable and certainly not seen as any kind of partnership by Southwest. Not all of the reasons for the past working relationship are evident and we say “That was then, and this is now!” Our working relationship with the Brandon Program Manager, Community Service Worker and Residential Care Licensing staff is very positive and continuing to get stronger since we have worked closely with them over the past six months on many residential funding proposals, pursuant to the Provincial Funding Guidelines. We will continue to collaborate in the future as we work with provincial staff to seek the growth opportunities discussed earlier.

Senior Provincial Staff have told us on a regular basis, and in particular starting with a meeting on January 24, 2012 in the Provincial building in Brandon, that we must “**think outside the box**” and they have suggested that the Province is interested in establishing “**pilot projects**”. Elaine Hawkins, Director, CLDS reiterated this message to us on June 14, 2012 in our Board room. We believe that we are thinking way beyond any “box” that currently exists in the Province of Manitoba and are waiting to see what the pilot projects might be.

During 2012 and early 2013, Southwest has achieved near parity with the Provincial Residential Funding Guidelines for residential support. There are still two homes to be reviewed to achieve full parity for residential support, which we estimate should garner an additional \$50,000 of new annual gross revenue. There remains an approximate gap of \$150,000 to \$200,000 between the Day Service Funding Guidelines and what we should be receiving from the Province pursuant to the Day Service Funding Guidelines, depending on appropriate staffing ratios. We will be reviewing our transportation system and the related provincial funding for transportation in the first quarter of the 2013/2014 fiscal year. There is no apparent provincial funding guideline or documented rationale for the approximate \$80,000 annually that we are currently receiving from the Province of Manitoba for transportation services.

It should be noted that the Residential Funding Guidelines have existed since 2001, however Southwest and Westman agencies were not aware of them until November/December 2011. We have calculated and extrapolated the lost opportunities due to the lack of alignment with the Provincial Funding Guidelines and the estimated loss is in excess of \$1,000,000 over the approximate 10 year time frame. The Day Service Funding Guidelines were introduced to agencies during the summer of 2012. The sad reality is that Southwest and all other similar agencies but one in Manitoba, operate on not-for-profit basis. The loss of revenue over the past decade is not a loss of profit for some nameless shareholder, but rather, a loss of opportunity for the **Vulnerable Persons** we support, which disables **Vulnerable Persons** from having a “Good Life”. The lack of staff and/or funding meant that activities were either omitted or compromised, or were paid for by the people we support from their own scarce resources.

We understand from commentary made by Elaine Hawkins, Director, Manitoba CLDS at the May 16, 2012 Abilities Manitoba AGM that there are approximately 5,200 people supported in the Manitoba CLDS system. We also understand that approximately 10% of supported people consume 60% of the CLDS budget, which means that 90% of supported people rely on the remaining 40% of the CLDS budget. The people we support are part of the 90% of people that rely on 40% of the CLDS budget. This suggests to us that the current system is not working to or for the benefit of all supported **Vulnerable Persons** in Manitoba.

We consider it imperative as we move forward, that we continue to develop a positive partnership relationship with the Province of Manitoba by facilitating collaborative processes that promote cooperation, understanding and teamwork! After all, we are contracted by the Province of Manitoba to deliver support services for **Vulnerable Persons** living with an intellectual disability. The Province of Manitoba is legally and morally responsible for the services that we deliver on the Province's behalf.

5.0 Strategic Action Plan by Management

The Board of Directors set the direction for Southwest through priority setting and their direct involvement in development and adoption of the strategic plan. Once the "marching orders" are received by the Executive Director, management are tasked with identifying their top 3 priorities that will help the Board achieve their top priorities. Management also assign specific completion dates in order to stay on task. The Strategic Action Plan by Management (depicted in the table on the next page) is reviewed by management at bi-weekly (formerly weekly) Management Team meetings and by the Board of Directors monthly.

Note to Reader – we have intentionally left the balance of this page blank to accommodate the following table on one page.

Strategic Action Plan by Management	
Executive Director (Ron)	
Priorities	Completed By
<ol style="list-style-type: none"> 1. Sustainable Business Plan including Growth Management Plan 2. Government Commitment – Political Lobby 3. Community and Corporate Image 	March 15, 2013 Ongoing June 30, 2013 and ongoing thereafter
Administration (Linda)	
Priorities	Completed By
<ol style="list-style-type: none"> 1. Capital Asset Management – Repair and Maintenance Co-ordination 2. Bulk Purchasing Co-ordination 3. Human Resource Co-ordination 	March 31, 2013 April 30, 2013 May 31, 2013
Financial (Gord)	
Priorities	Completed By
<ol style="list-style-type: none"> 1. Improved Payroll Processing System 2. Monthly Budget Reports to Management 3. Long Range Capital Plan and Financial Plan 	May 31, 2013 March 22, 2013 July 31, 2013
Day Service Program (June)	
Priorities	Completed By
<ol style="list-style-type: none"> 1. Role Definition – June and Catherine 2. Communicate Clear Expectations to Staff 3. Refine Support and Assist (Kendrick) 	March 11, 2013 March 31, 2013 Ongoing
Program Development and Communication (Catherine)	
Priorities	Completed By
<ol style="list-style-type: none"> 1. Corporate/Community Image 2. Program Development – Review/Streamline Current Programs 3. Review Communication Program 	November 30, 2013 September 30, 2013 October 31, 2013
Residential Program – Ninette/Baldur (Stacey)	
Priorities	Completed By
<ol style="list-style-type: none"> 1. Financial Management – Budget Info 2. HS Mentor – Consistency 3. Staff Buy In (Kendrick) 	April 1, 2013 June 30, 2013 June 30, 2013 and ongoing thereafter
Residential Program – Killarney (Petchie)	
Priorities	Completed By
<ol style="list-style-type: none"> 1. Residential Home Assessment to ensure compliance with Residential Care Licensing and Southwest requirements 2. Arrange orientation/training for all HS using the Residential Handbook as reference 3. Organize resource material/put together training packages for HS & Teams 	June 30, 2013 March 31, 2013 June 30, 2013

The Southwest Management Team achieve results by focusing on **SMART Goals** – Specific, Measurable, Attainable, Realistic and Timely.

Specific – What exactly do you want to achieve? The more precise you make it, the clearer the goal becomes for you. Once you're clear about what you want to accomplish, you can plan out how to do it.

Measurable – You need to measure it to manage it. Ask questions such as.... How much? How many? How will I know when it is accomplished?

Attainable – Plan steps wisely and establish a time frame that allows you to carry out those steps. Make sure you set goals that are challenging, motivating, and do-able.

Realistic – Are you willing and able to accomplish the goal?

Timely – Every goal needs a time frame. Without the time frame, there's no sense of urgency. Setting a time frame = motivation!

6.0 Achievements and Successes

Southwest successfully rose from the ashes of the Pelican Lake Centre that closed in 2000 and on April 1, 2013 we will celebrate 13 years of success. Southwest has enabled transition of people from Institution to the next step Community Living. There is now greater community acceptance and growing opportunities for Community Inclusion. Southwest has been and continues to be a leading example in this sector, offering training and resources to other agencies and organizations in the region and province.

With a focus on priorities and the first Southwest Strategic Plan adopted by the Board of Directors in February 2012, following is a list of achievements and successes achieved over the past 12 months:

- Improved quality of life for the people we support
- Stable and consistent service delivery to benefit the people we support
- Improved staff retention, attraction and morale to benefit the people we support
- Increased organizational capacity to benefit the people we support
- Improved attention to matters of workplace health and safety to benefit the people we support

7.0 Financial Review By AASU

Southwest hosted a meeting between the Southwest Board of Directors and Senior Provincial Staff on June 14, 2012 in the Southwest Board room. On behalf of the Southwest Board, our Executive Director wrote (letter dated June 25, 2012) CLDS Director Elaine Hawkins and Brandon Regional Director John Scott (since retired) with copies of the letter sent to Minister Jennifer Howard and Cliff Cullen, MLA Sprucewoods (among other copied recipients) to re-iterate our concerns about the lack of appropriate provincial funding for support services and our Executive Director stated the following:

“You have suggested a review of Southwest by the Agency Accountability and Support Unit and we welcome such a review. We request that this review is greater than what may be considered a typical “financial review”. The review should include operations, programs and funding level support compared to the needs of the Individuals that we support. We are interested in seeking any opportunity for improvement in both operational efficiency and operational effectiveness.”

The Agency Accountability and Support Unit (AASU) of the Province of Manitoba arrived at Southwest on September 10, 2012 for 3 days and returned October 1, 2012 for an additional 3 days to review the financial affairs of Southwest. Much thanks to an early notice in August 2012 from Marilyn McEachern, Manager of the AASU, we were able to fill up our Board room with the documentation requested for the review process. We do appreciate the efforts of the AASU to ensure that we are accountable and transparent and we know that we had fallen behind on some of the financial reporting requirements expected by the AASU. Our Financial Officer, Gordon Dearsley, has been in contact with the AASU and has established a timeline that was mutually agreeable to catch up and all outstanding documentation was mailed by Express Post on March 8th, 2013. We are committed to be diligent and responsive to meet the financial reporting requirements on time as we move forward.

We understand that the review was primarily a financial review and included review of Board and Management practices. We understand from the initial conversation on September 10, 2012 between our Executive Director Ron McCullough and the AASU Review Team Lead Cameron Harrison; that the review would focus on financial matters and practices, with potential risk of fraud in mind. Mr. Harrison stated that Southwest is viewed as an “independent contractor” in the eyes of the Province of Manitoba and the review would not include an operational review or matters related to service delivery. Mr. Harrison’s message about Southwest being an “independent contractor” is consistent with the same message that our Executive Director was given in a meeting with Wendy Bloomfield and Marilyn McEachern on January 12, 2012. The Review Team formally interviewed the Board Chair and one other Board Member. Our Board Treasurer was on vacation during the review and therefore unavailable for interview. We note that the Review Team did not formally interview the Executive Director or Financial Officer.

On a critical note, we anticipate that the review will be largely “quantitative” based. The review consisted of an analysis of financial records for the fiscal years of 2010/2011, 2011/2012 and 2012/2013 year to date as at September/October 2012. If this is the case, the review results will likely lead to financial conclusions that differ from our projections and plans. This would be caused by taking the financial result finding as at September/October 2012 and extrapolating that value into the future, without consideration of the actions we are taking to ensure financial viability. The real issue is that Southwest has chosen to increase wages to value support staff and the calculated financial risk leads to recurring annual deficits, unless we take action to find alternatives to balance future budgets.

Since there has not been any operational review and unlikely any “qualitative” analysis of service delivery, pursuant to the expectations cited in the SPA, there will be no way for the Province to benchmark changes in service delivery or capacity building. As we are confirming in this document, the results of what we have been implementing over the past 12 months is remarkable.

Please do not mistake our critique of the government process as criticism of the AASU staff. The Executive Director has reported to the Board that the time spent with the AASU Review Team was meaningful and respectful. The Executive Director and Financial Officer appreciated brief discussions with the Review Team and also appreciated some of the advice and suggestions provided by the Review Team while they were at Southwest.

8.0 Service Delivery

This section provides information related to the service delivery expectations of the Province of Manitoba; and the service delivery options provided by Southwest.

8.1 Provincial Expectations for Service Delivery

The Service Purchase Agreement (SPA) between the Province of Manitoba and Southwest contains many expectations of an agency delivering services on behalf of the Province of Manitoba.

One area of the SPA that does not appear to receive much attention from the Province is matters related to service delivery expectations. Schedule “A” of the SPA provides a detailed outline of Community Residential Services and Schedule “B” provides a detailed outline of Day and Transportation Services that we are expected to meet. Both Schedules identify expectations for Service Goals, Services Activities, Service Outcomes, Service Administration and Service Reporting. We are not aware of any time that the Province has evaluated its expectations for service delivery through qualitative analysis or time frame benchmarking to determine changes, improvements or decline (loss) of service delivery.

Meeting the service delivery expectations pursuant to the SPA, requires staffing. Prior to the wage increase changes implemented in 2012, it was very difficult, if not impossible at times to meet the service delivery expectations due to a lack of staff. In addition, management spent most of their time in “crisis management” as a result of inadequate staffing. Prior to 2012, many staff positions were unfilled and there were many unfilled shifts, which reduced the quality of support and created crisis most of the time. The result at the time was financial surpluses, which the Province of Manitoba (in 2011) approved use of the accumulated surplus to construct more housing units to support more people. The “*not so humorous*” part of this piece of the story; is that the process of developing more housing units with accumulated surplus from understaffing simply exacerbated the problem – a continuing spiral of crisis.

Today (12 months later), Southwest Management are no longer operating in a “crisis” mode; they are operating in a pro-active and strategic environment. Southwest Management now have the necessary capacity to properly review programs and services to ensure that we are

meeting the service delivery expectations contained in the SPA. For example, we have been able to accept seven (7) new people to support in the last 6 months and all support staff positions have been filled, with very few vacant shifts.

As described in earlier Sections of this Plan, Management have also developed the capacity to explore and seek opportunities for expansion and diversification that will lead to less reliance on provincial funding, or at least, start to blend provincial funding with other revenue sources. Content of the SPA encourages us to seek other revenue opportunities and this will become necessary while the Province of Manitoba continues to abdicate its responsibility to properly fund support services for **Vulnerable Persons** living with an intellectual disability. We are also collaborating with the Brandon Regional Staff to seek opportunities to construct more housing units to support more people living with an intellectual disability, in a pro-active manner, not a crisis manner.

While we are achieving these new opportunities, we are also embarking on enhanced service delivery to and for **Vulnerable Persons** living with an intellectual disability; that meets or exceeds the expectations of the SPA. Our primary focus in this regard is to capitalize on many opportunities for true Community Inclusion that we have not had the capacity to consider in the past. We will continue to work collaboratively with Regional Provincial Staff and our local communities to achieve this; and we are pleased to confirm that our current working relationship with Program Manager Pam Taylor and her staff is excellent.

8.2 Southwest Service Delivery

Under **Section 4.1.3 Infrastructure (Capital Assets)**, we provided a listing of the number of residential homes, day service facilities and vehicles that we lease or own and operate. With exception of one home containing three housing units, all homes are single family dwellings with one, three or four people living in them. The one home containing three units was purpose built in 2011 to meet the specialized needs of an aging population in one of the units. Transportation is arranged daily for the people we support to enable participation in the various day service programs of their choice, which are located in Ninette and Killarney.

Ensuring that the people we support lead satisfying and fulfilling lives is of utmost importance to our agency. We are committed to providing opportunities for people to be contributing members of their communities and for them to gain the necessary skills to increase independence in their daily lives.

Our services follow the mandate set out in *The Vulnerable Persons Living with a Mental Disability Act (VPA)* and the *Canadian Charter of Rights and Freedoms*. We believe in organizing resources around individuals and ensure that the services that are delivered encompass the dreams and needs of the people we support. Individuals receive the support and assistance they require to achieve their life objectives. We provide opportunities for people to participate in their respective communities, to build friendships, work relationships and participate in leisure activities.

The people we support participate in their local communities by:

- ✓ Attending church
- ✓ Shopping in local stores
- ✓ Utilizing local services
- ✓ Patronizing local restaurants
- ✓ Attending special events, concerts and fairs
- ✓ Supporting school concerts and sporting events
- ✓ Sharing ordinary places

We promote each person's optimum health by:

- ✓ providing access to medical and dental services as required.
- ✓ administering, monitoring and documenting each individual's medications.
- ✓ promoting personal hygiene, appropriate dietary habits and other personal routines that enhance individual functioning.

We assist each person with the development of self-determination and a personalized lifestyle by:

- ✓ finding ways of expressing individual choices and preferences.
- ✓ providing opportunities for each person to participate in decisions that affect his/her life.
- ✓ ensuring an appropriate rhythm of the day, including adult day activities, unstructured personal time, planned leisure and recreation, social and spiritual development opportunities.
- ✓ developing daily living skills that enable each person to live as independently as possible.
- ✓ developing social skills and socially responsible behaviour that support each person's personal lifestyle.
- ✓ providing the support and direction that each person may require to pursue personal interests.
- ✓ encouraging relationships with family members, friends and personal advocates.

We ensure the development and implementation of annual individual plans, in support of the above activities, including:

- ✓ planning meetings
- ✓ obtaining health and personal information required for planning and establishing goals.
- ✓ implementing responsibilities identified in the plan and reviewing outcomes.
- ✓ actively support the overall plan developed for each person
- ✓ consulting and involving family, professionals and resource persons.

- ✓ assisting with the management of personal finances including any necessary purchases and maintaining financial records consistent with the licensing authority and the Vulnerable Persons Act.

8.2.1 Residential

The philosophy of Southwest is to respect the rights and choices of each person we support. We encourage and enable independence as much as possible in all areas of a person's life. Support Staff work with each person to increase their skills or activities of daily living. We hold yearly person centered plans and financial plans. With input from the person that we support, family, friends and support workers; goals are developed for the each person to achieve in the coming years with a budget for activities they want to participate in and places that they want to go. Staffing, as allocated dependant on the needs of each person, should provide enough support for each person to individually achieve a satisfactory level of independence while still meeting any needs that may arise. Support is reviewed monthly through regular house team meetings and more often, if required.

Log books for each person are written in daily. The house staff team meet monthly to discuss how things are going in the home and with the people we support. Any concerns are brought to the supervisor as they occur.

Management and Support Staff also work with the Provincial Community Service Worker and Residential Licensing Coordinators who are based out of the Regional office in Brandon. We have emergency calling lists in place in all homes. Management is on call and accessible by cell phone and home phone. Clinical supports are accessible in neighboring communities.

8.2.2 Day Service

Our Day Service Program provides a comprehensive choice of meaningful activities designed to meet the evolving needs of each person we support. We believe that each and every person has something valuable to contribute to the whole. Many opportunities to promote and encourage personal and creative growth, enhanced self-esteem, confidence, self-determination and sense of purpose are cultivated in our varied Program areas as the people we support invest their energies and sensibilities toward acquiring and developing new skills and competencies. Following is a brief description of each of the Day Service programs available to the people we support:

Woodworking

In the workshop, individuals construct folding Adirondack-style chairs; Decorative tables inlaid with handmade ceramic tiles; slatted, wooden Patio tables; planters and other small wooden projects such as bird feeders and nesting boxes, as well as our popular bat houses, while developing sawing, sanding, assembling, staining, painting and faux finishing skills.

Papermaking / Textiles

Beautiful handmade cotton, denim and exotic abaca paper including 8½" x 11" sheets; cards & envelopes; growable, botanical notes; and Gampi Washi ~ originating from the inner bark of the Philippine Gampi bush ~ are produced in this program using traditional and adaptive papermaking techniques.

Clayworks

Since its inception, the focus of our Clayworks Program has been to cultivate competence in the creation of beautiful handmade coasters and tiles, fashioned on a slab roller and given a decorative element with the use of a graffito technique. The gorgeous tiles produced from start to finish by the individuals supported in the Program are then set into the tops of the Decorative Tables produced in our Woodworking Program.

Art Expression

Unique hand-pigmented textile products ~ 100% cotton canvas placemats, candle mats, table runners and wall hangings ~ in a variety of colors and sizes provide creative avenues of artistic expression for individuals to invest transformation of the ordinary into the extraordinary. Mentoring opportunities to encourage creative exploration, discovery and growth exist for individuals to pursue traditional art making disciplines leading to exciting, valorizing exhibition opportunities.

Kitchen

This program involves individuals in acquiring a range of culinary skills, which include cooking, baking and following recipes, as well as instilling a working knowledge of Kitchen procedure.

Seniors

Our newly launched Seniors Program embraces a retirement concept focused upon later life daytime options for senior citizens supported in our Residential Program in Killarney for Killarney residents and the Day Service facility in Ninette for Baldur and Ninette residents.

Killarney/Ninette Recycling

We offer a recycling pick up service in Ninette every Monday and in Killarney on Wednesday, Thursday and Friday. The cost for the service varies, depending on the number of pick-ups per month. Sorting of the recyclables is included in our service. We accept newspaper, catalogs, magazines, phone books, aluminum and tin cans, plastic, cardboard and office paper. All cans, plastic and glass must be washed.

Responsible Electronic and Alternative Recycling

Electronic waste is extremely toxic when not disposed of in an approved and appropriate manner. Our mission is to collect and promote re-use wherever possible of all e-waste presently being stored or sent to local landfills. End of life 'legacy' waste is sent to a reputable processor for proper disposal. We accept the following items:

<ul style="list-style-type: none">• TV's• VCR's• Stereos• Phones (including cell phones)• Monitors	<ul style="list-style-type: none">• Hard drives• Laptops• Keyboards• Printers• Scanners
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<ul style="list-style-type: none"> • CPU's • Fax machines • Rechargeable & non-rechargeable household batteries 	<ul style="list-style-type: none"> • Copiers • Microwaves • Ink & toner cartridges
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Personal Shredding

Personal shredding is accomplished in a secure environment to guarantee safety and privacy of personal information. The fee is set by the pound.

Since December 2012 and as we move forward into the future, we are embarking on a concerted effort to find meaningful employment for people we support and this effort continues to evolve. As we progress down this path, we are also reviewing all of our existing programs to find greater levels of efficiency and striving to improve the effectiveness of the programs.

Over the past two years, we have been operating a new Senior's facility in Ninette. However, we were finding that the facility really wasn't conducive to supporting the needs of people as they are aging, especially a growing number of people in wheelchairs. In addition to this, we were transporting four people from Killarney to Ninette daily for the Senior's program. On a regular basis, any one or more of these people would be transported back to Killarney due to fatigue and/or soreness (arthritis) or other illness. Simply put, the result was stressful for both the people we support and our transportation system.

Effective November 5, 2012, we closed the Senior's facility in Ninette and relocated the program to our main building in Ninette. With a growing number of people we support in the last four months of 2012, we were running out of space in our existing main day service facility. As a result, we decided to support four people through their homes in Killarney. This was an informed decision that took into consideration issues related to:

- A normative retirement lifestyle
- Opportunities for greater community inclusion
- Transportation system stress and cost

From a program outcome perspective, this change risked people becoming "shut in" or spending most of their time at home, reducing opportunities for community and/or peer interaction. This new program is up and running successfully, which includes activities in the home as well as in the local community. We will now monitor and adapt/transform the program as needed.

Since December 2012, we have also increased our time investment by connecting with potential employers in Killarney to increase employment opportunities for the people we support and we have had fairly quick recent success with one person starting work at a local restaurant in March 2013 and another person started work at a local privately owned retirement facility in February 2013.

Generally, our current day service programs operate on the following participant to staff ratios. However, this does vary from day to day as day service support staff overlaps from program to program depending on the daily needs of people we support. Perhaps it would be better to suggest that the following ratios would be ideal, and of course, to achieve alignment with the current Day Service Provincial Funding Guidelines would be even better.

<u>Program</u>	<u>Ratio</u>
Papermaking	5:2
Woodworking	5:2
Recycling (Ninette)	5:2
Recycling (Killarney)	3:2
Kitchen (Ninette)	3:1
Senior’s (Ninette)	4:2
Senior’s (Killarney)	4:1
Supported Employment	4:1

9.0 Past and Present Financial Performance

The commitment to increase wages to retain and attract staff; ultimately leading to improved service delivery and quality of life for people we support was a calculated risk that the Board is committed to implementing. This risk came at a significant financial cost to Southwest, which we acknowledge the Province of Manitoba would absolve itself of any related responsibility if we were unable to cover our losses. Following is a table depicting comparative financial deficit values for 2011/2012 vs. 2012/2013 fiscal years:

2011/2012 Fiscal Year		2012/2013 Fiscal Year	
Budgeted Deficit	Actual Deficit	Budget Deficit	Projected Deficit
\$137,337	\$106,290	\$845,930	\$230,000*

**The 2012 Q2 Report projects a March 31, 2013 deficit of \$268,709, however we will be transferring approximately \$40,000 from the Southwest Donation Fund to offset the purchase of two used wheelchair vans purchased and refurbished in December 2012/January 2013.*

It should be noted that we managed with an approximate total budget of \$2.9 million budget in 2011/12, which included \$2.7 million in provincial funding and \$100,000 from other revenue sources for a total revenue base of \$2.8 million. \$2.4 million (83%) of our total expenditures related to wages and benefits with the balance of expenditures (\$500,000) for other goods and services, leading to a \$107,000 deficit before commitment to wage increases.

We implemented an approximate 20% increase in wages during 2012 and will complete this fiscal year ending March 31, 2013 with a deficit that is approximately \$120,000 greater than the prior fiscal year. In theory, the difference should be greater; however we have found our overall expense reduced due to improved operating efficiencies. **The more important outcome is that we are now enabled to better serve the people we support and enabled with the proper staff capacity to better understand the needs of the people we support.**

Fortunately, we are in a good property related equity position that enables us to deficit finance for the short term. As mentioned previously, the estimated market value of our combined capital assets is approximately \$3 million and we currently have approximately \$750,000 in long term debt that is secured by property related mortgages. We also maintain an operating line of credit for \$250,000. We do acknowledge that we cannot sustain recurring deficits on a long term basis, which confirms our position of seeking other opportunities due to the lack of appropriate provincial funding. We will also continue to fine tune operational matters for greater efficiency that will achieve cost reduction without sacrificing the effectiveness of programs or reducing support systems. We are now enabled to improve service delivery, rather than reduce it.

10.0 Future Financial Performance

We will present a balanced budget for the 2013/2014 fiscal year, contingent on receiving the balance of provincial funding, pursuant to the Provincial Funding Guidelines. The provincial funding will be supplemented through expansion, diversification and implementation of additional operating efficiencies.

10.2 Expense Management

Increased operational efficiencies while enhancing the quality of life for people we support is our primary target. While extensive research and effort is being invested in pursuit of increasing the revenue stream coming into Southwest, the same effort is being invested to achieve cost savings on the expense side of the operations. Southwest has historically operated as several independent cost centres, with each House Supervisor and/or the respective Residential Program Manager responsible for acquiring all of the necessary supplies needed for the house they are responsible to manage. We have recently implemented a bulk purchasing arrangement for many of the cleaning and household items that are commonly used by all cost centres. This has the potential to save hundreds of dollars per house, which will result in thousands of dollars agency wide, while at the same time resolving occasional supply shortage issues. This same bulk purchasing format will soon be used for certain bulk food items to take advantage of our consolidated buying power.

Another area of expense management which currently appears to be costing us money is building and equipment maintenance. Historically, each house arranged for maintenance to be done as required. Some issues were often missed due to a lack of cohesive coordination. Often, necessary repairs or maintenance was not undertaken and at times, work was completed at high rates for the services provided. In 2012, Southwest contracted with an independent maintenance person and a second in 2013 to address building and equipment maintenance in all cost centres at a pre-arranged affordable cost for service on an as-needed basis. A system was designed and implemented that has each House Supervisor and/or the respective Residential Program Manager completing a short service request form for any and all repairs needed. This request form is sent to the Executive Assistant who then coordinates the repairs with one of our contracted maintenance personnel. As we caught up on maintenance and

repair issues in 2012, we did incur a higher than average maintenance and repair cost in 2012. However the long range savings from proper maintenance will save much more money in the future.

The implementation of this process is also going to allow our contracted maintenance personnel to acquire a working knowledge of each building owned or leased by Southwest, which will be valuable knowledge to use while developing a long range capital asset plan. Southwest will be in a much better position to know if large repairs are required at certain locations in order to attain a longer useable life of that asset, or if in fact replacement of the asset should be considered.

10.3 Five Year Projections

Based on all of the current available information, alignment with the current Provincial Funding Guidelines and the achievement of net positive results of future growth opportunities, the following table presents our best “educated guess” estimates for the next five (5) years. This is a “high level” form of presentation and much more detail will be developed and provided through our annual budgeting process.

	Five Year Financial Projections				
	2013 to 2014	2014 to 2015	2015 to 2016	2016 to 2017	2017 to 2018
Provincial Revenue	3,195,800	3,395,800	3,463,716	3,532,990	3,603,650
Other Revenue	<u>292,800</u>	<u>306,751</u>	<u>367,800</u>	<u>375,156</u>	<u>390,162</u>
TOTAL REVENUE	3,488,600	3,702,551	3,831,516	3,908,146	3,993,812
Wages & Benefits	3,040,000	3,192,000	3,305,840	3,371,957	3,439,396
Other expenses	<u>447,950</u>	<u>487,530</u>	<u>507,031</u>	<u>527,312</u>	<u>543,132</u>
TOTAL EXPENSES	3,487,950	3,679,530	3,812,871	3,899,269	3,982,528
Net Income	650	23,021	18,645	8,877	11,285

