

Inclusion Powell River Society

Risk Management Plan 2016-17

Purpose

The purpose of the risk management plan is to identify and consider ways to mitigate risk to the individuals served, the employees, the volunteers and the organization. The intention is to make the members, users, employees and volunteers aware of the potential risks so that everyone can participate in the identification and help the organization to minimize these risks while ensuring that the organization is successful in achieving its mission and vision. There may be times where the achievement of the mission and the vision involves taking risk. This plan will help the organization decide whether the risk level is tolerable or not, for the organization to achieve its mission.

The overall goals of the risk management plan are

1. prevention of harmful events
2. to carefully consider the balance of risk versus benefit when delivering services and making decisions in how we provide support to the people we serve,
3. to carefully consider the risk to our staff and volunteers when choosing how we deliver services that meet the goals of the individuals and families we serve.
4. protection of inclusion Powell River's reputation and assets
5. ensure continuity of inclusion Powell River

Overview of Organization's approach to risk

Inclusion Powell River is operating in an environment that includes a community, regional, provincial and national context. Inclusion POWELL RIVER currently contracts with Community Living BC, the Ministry of Children and Family Development, Vancouver Coastal Health Authority, Dept. of Indian Affairs, United Way and other parties. Additional revenue is received from the Ministry of Social Development and Social Innovation in the form of Persons with Disability (PWD) Benefits and special allowance payments directly to inclusion Powell River, fundraising, donations and other contracts and grants. Inclusion POWELL RIVER is currently embarking on some entrepreneurial activities that inherently have some financial risk that is greater than government contracts which currently entail about 98% of our revenue. We are also working towards diversifying our mandate and sources of revenue through a wider variety of government contracts. This requires an investment of resources that may generate a return or not.

Risk is part of everyday operations. inclusion POWELL RIVER has made the development of unpaid, personal networks and community development work a priority in order to ensure that there are a diverse group of people in the life of every adult and youth that we support, that cares about them and who will be involved in their lives. Research says that this increases the likelihood that the persons we serve are safe and secure and that their quality of life is as good as possible. Employees and volunteers review abuse and neglect policy annually and are required to report any indication of abuse or neglect to senior management who will investigate the report.

There are a number of regulatory bodies with supporting legislation that provide oversight to the organization over and above those directly contracting with us to provide the services. inclusion POWELL RIVER operates group homes and a residence for youth under guardianship of the Ministry for Children and Family Development (MCFD). The homes are licensed by Community Care Licensing under the authority of the Community Care and Assisted Living Act. inclusion POWELL RIVER provides other residential options such as supported apartment living and HomeSharing, where we are required to meet the policies and standards set by Community Living BC (CLBC) and where CLBC monitors their contracts. Adherences to our contracts, applicable legislation, our internal policies and procedures and accreditation standards are reviewed every 3 years by an international, accrediting body called CARF. Applicable legislation is listed in our Compliance Report which is reviewed annually.

Internally, a senior team of employees including the CEO who reports directly to the Board of Directors manage the operations of inclusion POWELL RIVER. The senior Directors and Managers under the supervision of the CEO develops policies and procedures to provide guidance to the employees to ensure that employees have the necessary information to act in a manner that will ensure risks are minimized and that all standards have been met. New employees are orientated to these policies and employees are required to review key policies annually.

The Board of Directors is responsible for accepting the risk management plan, the level of risk to be tolerated and strategies to minimize risks. The Board of Directors is aware of the risk management responsibilities and delegates the operational authority and responsibility to the CEO through governance policies.

Responsibility for Risk Management Plan

The CEO is delegated the responsibility to develop, manage and report on the plan. The CEO may involve additional individuals in the development and implementation of the plan. The CEO shall report to the Board at least annually on the risk management plan performance and results.

Definition of Risk Management

Risk management often involves activities that deal with uncertainty and potentially harmful future events. The risk management plan provides the opportunity to make responsible choices about how inclusion POWELL RIVER conducts business and responds to unexpected events. The basic principles of risk management are to consider people first, be practical, and use common sense.

Risk Management Methods and Strategies to Address Areas of Risk

Providing training, equipment and tools, implementing policies and procedures and supervision, setting clear expectations and controls, all contribute to minimizing risk in inclusion POWELL RIVER. The following are some examples of techniques to use in managing risks:

Avoidance: discontinue the activity or do not offer the service

Modification: change the activities to reduce the level of risk to an acceptable level such as implementing policies and procedures and training

Retention: accept all or part of the risk and prepare for potential consequences by accepting deductible costs or self-insuring

Sharing: purchasing insurance, sharing responsibility with another organization, contracting the service to another business are other possible ways to mitigate liability.

Communicating and Reporting Results

The risk management plan should be communicated throughout inclusion POWELL RIVER so staff, individuals served and others involved in inclusion POWELL RIVER can participate in reducing or removing risks. The performance and results of the risk management plan shall be reported to the Board of Directors at least annually.

In consultation with the CEO, the Board of Directors may make adjustments to the Risk Management Plan and practices. The Board of Directors reviews and approves the risk management plan at least annually or as necessary.

Risk Management Policy

Purpose

Effective risk management ensures the protection of the interests of individuals, families, staff members, volunteers, the public, continuity of operations, and the maintenance of services. Because risks are present throughout inclusion POWELL RIVER operations, successful delivery of services is contingent upon effective management of risks.

Policy Statement

To identify, reduce or eliminate risks to the people we serve, our employees and the organization. To act in a manner that ensures the continuity of our services. To put in place strategies that will contain the costs and consequences of any harmful or damaging incidents arising from those risks. Plans for timely restoration and recovery will be put in place.

Policy Requirements

Risk management is a step-by-step process to protect inclusion Powell River and consequently minimize risks.

Risk management is everyone's responsibility:

1. The Board of Directors of inclusion Powell River will review its risk management plan annually and formally accept the risk management plan annually, recording same in its minutes.
2. The development and review of the risk management plan involves the following steps:
 - Risk identification, evaluation of risk and action plans to further minimize risk
 - Develop strategies to minimize risks and their impact such as health and safety training, health care plans for the individuals we serve, security precautions, annual review of key policies by all staff, development of emergency plans and policies, implementation of emergency drills and regular review, building inspections, etc.
 - Contain the effects of damaging or harmful events; and develop plans to minimize losses
 - Have strategies for the restoration and recovery of operations in the event of harmful events. Learn from any occurrences of harmful events and improve the system ensuring plans are documented in a business continuity plan
 - Monitor and update the risk management plan annually or as needed.
3. Implement the Risk Management Plan, report results to the Board of Directors, and adjust the plan as necessary.

The ratings of risks have been evaluated under the following categories:

1. very low
2. low
3. moderate
4. high
5. very high

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		likelihood	how bad			
People	What can happen and how it can happen.					
Individuals and Families	Injuries & accidents causing harm to the people we serve	Low	High	<p>inclusion Powell River ensures that individuals we serve and their families have the equipment & tools needed and are well prepared for any and all activities in which we engage. A Risk vs. Benefit process may be used with individuals in order to ensure that fear of risk does not limit their opportunity to be part of their community and to help make choices. A formal process is required by Community Care Licensing called Home alone and in community. Variances are required when individuals live in a licensed group home and want to be in community independently or to stay home alone. Family must agree with the assessment. We are required to ensure the individual has the skills to maintain their safety at home or in community i.e. traffic safety, know how to get help – call 911, can find their way home and know the address and phone no. before a variance will be agreed to.</p> <p>inclusion Powell River provides orientation and training to all</p>	<p>1. Staff are coached on correct procedures. If mistakes are repeated then progressive discipline is followed in keeping with the collective agreement.</p>	<p>Program Directors/Managers</p>

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				<p>employees, both general organizational orientation and orientation specifically about the individuals we serve, particularly with regards to safety concerns. We use Client Orientation Checklist SDA 5.18B for adults and checklist SDC11.01B for Children in Residential services. Employees are required to follow policies and procedures, residential and health care plans and protocols, behavior plans and protocols and safety plans. Policy 5.11 requires staff to report all incidents and injuries. When staff do not follow policy, plans, procedure and protocols management responds in a manner that will correct the mistake.</p> <p>As clients are aging, falls are increasing. Measures to ensure safety are initiated.</p> <p>As part of orientation to any new employment for our clients and in keeping with Work Safe BC guidelines, Employment Services workers provide orientation to job site safety and offer workshops and</p>		

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				<p>training for individuals in related worksite safety practices such as safe use of power, lawn and garden tools and first aid.</p> <p>Injuries and accidents are reported. The Occupational Safety and Health (OSH) committee investigates and reviews all the injuries and accidents reported on a regular basis and offers suggestions to Directors for improvements and reduction of risk. A minimum of two exempt employees along with two members of the union, sit on the OSH Committee.</p> <p>Program Managers and Coordinators respond to critical incidents immediately and jointly review all critical incidents on a monthly basis to look for trends and to review follow up processes. The purpose of the committee is to ensure the health and safety of all clients served by the organization.</p> <p>The Director of Adult & Children’s Services prepare a summary and analysis of critical incidents with recommendations to the CEO</p>		

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				<p>(copied to the Board of Directors) at least annually.</p> <p>Individual Service Planning is done bi-annually with clients and their networks in order to support their quality of life and personal goals. Staff support individuals to set SMART goals and plan strategies for meeting their goals that assist the individual to manage their environment in order to reduce any identified risks to their health and safety.</p> <p>Behavior Plans are developed and reviewed annually to support individuals who have challenging behaviors. Safety Plans are prepared where behaviors put individuals we serve or employees as risk. Supervisors ensure there is planning in advance of new activities, in order to consider all possible risks.</p> <p>Health Care Plans are updated by program managers and reviewed by the nurse from Health Services for Community Living or a community</p>		

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				nurse. Residential Care Plans are created by inclusion Powell River and updated annually for every resident of a group home and for persons living in HomeShare situations. In group homes plans are monitored by Community Care Licensing. CC Licensing Reports are received by Director of Adult Services. They are reviewed and follow up is completed.		
	Pandemic Event	low	Very high	inclusion Powell River has a Business Continuity Plan in the event of a pandemic event that details how we will respond. This plan will assist employees to respond in a calm and reasoned manner to such an event and help to ensure the safety of the individuals we support. Employees are required to review the plan annually. The plan is updated annually prior to the employee review.		
	Missing Persons	Low	High	inclusion Powell River staff exercise caution and diligence when		

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				<p>responsible for clients. A high level of supervision is provided in licensed facilities, day programs and in programs for children. Adults and children requiring 24 hour supervision are never left alone. Where adults and children are in 24 hour care but have permission to be in community or home alone, there are protocols that must be followed that govern this decision. Where individuals live in other supported living arrangements they enjoy higher levels of autonomy. Every effort is made to give clients the tools needed to make decisions which keep them safe and maintain their well-being. Risks are evaluated in order to promote learning and development of new skills. Monitoring and intervention are done to a level designed to maintain the health and safety of the individual. Where there is risk involved, a balance of Risk vs. Benefits to the individual with regards to their personal autonomy has to be weighed. We support individuals to carry personal identification whenever</p>		

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				<p>they are out in the community. As part of planning for independent outings in the community and/or home alone variances, we support individuals to prepare for the unexpected and teach safety skills such as developing personal strategies to remember their address and phone number, remembering to carry enough money for a phone call or carry a cell phone.</p> <p>Policy 4.2 Missing Person response policy identifies that a phone tree is quickly implemented if someone is not where they are expected to be at the appointed time, all staff are expected to respond to the request for help. The community emergency response team is involved if required.</p> <p>Policy 5.10A Adult Individual Services Plans & Documentation contains information that addresses the safety of individuals who live in group homes when they are in community without staff supervision.</p> <p>Policies 11.02 and 11.03 for Children’s Residential Services inform our employees.</p>		

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	Abuse and neglect	High	High	<p>Policy 5.7 requires inclusion Powell River employees to report any mistreatment, abuse or neglect. This policy is emphasized for new staff in general orientation, and staff are required to review and sign off that they have read this policy annually. Allegations are taken very seriously and acted upon immediately. Training for self-advocates is provided periodically in order to increase their ability to self-report and reduce their vulnerability. We encourage individuals to make their own choices and decisions in order to improve their ability to say “no”. Training is provided annually with regards to individual rights and includes the right to say “no” to inappropriate touching and verbal abuse.</p>	<p>Program Manager/Directors to put on agenda for staff meetings for discussion at least annually. Use Conversations That Matter training videos to support the discussions.</p> <p>Develop training and testing module similar to Critical incident and medication administration testing.</p>	<p>Program Director f or adult services to have a plan by Nov. 30 of each year.</p> <p>CEO with consultant Dec. 31/16</p>

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	Medication errors	Moderate	High	<p>Employees are required to strictly follow policy and procedures for medication administration.</p> <p>Employees are trained to administer medication safely. inclusion Powell River has developed an on-line training module for medication administration. New employees are required to complete the training.</p> <p>Employees are required by policy to report all errors. Management responds to errors in a consistent, fair manner that ensures compliance with policy. Failure to report is also followed up with discipline.</p>		
	Residents valuables or belongings	moderate	moderate	<p>An inventory of each individual's belongings must be completed on admittance & exit from a group home or homeshare. The inventory is to be reviewed annually. Families should be instructed to insure any valuables and be discouraged to leave valuables in the home.</p>		

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	Loneliness	High	Moderate	<p>It is our practice to support individuals to enjoy and develop relationships with friends and family and to participate in community. inclusion Powell River allocates resources that support this important work. It has been proven that having friends and relationships increases the length of your life and improves your health and wellness. This work is established as a goal that is measured through our outcomes measurement process for Group Home Services.</p> <p>inclusion Powell River is working in partnership with 3 lower mainland agencies. Community Living BC is currently funding 1 full time equivalent to do community connection work. Victoria Foundation and the inclusion PR wish fund is also being used to support this work.</p>		

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Employees	Injuries & Accidents	Moderate	Moderate	<p>Workplace accidents where employees see a doctor are reported to WorkSafe BC. We have first aid attendants responsible at every worksite. This new practice not only ensures the wellbeing of our employees, but potentially can reduce our WorkSafe BC claims as where the individual is attended by the first aid attendant they may not need to see a doctor.</p> <p>All employees annually review a due diligence video provided by WorkSafe The video reviews the requirement of supervisors to train employees to prevent injury. Accident investigations are done by the OSH committee. Recommendations are made to senior management for prevention of accidents and injury.</p> <p><u>Insurance Coverages for employees includes</u></p> <ul style="list-style-type: none"> • Work Safe BC • General Liability Insurance • Employment insurance (EI) • Sick Leave coverage up to 12 days • LTD coverage 	<ol style="list-style-type: none"> 1. Annually the COO prepares a summary report on injuries and accidents with recommendations and strategies for reducing the risks. 2. We are part of a pilot project with 32 agencies initiated by CSSEA to review the agencies WorkSafe records and to make recommendations on how to reduce and improve our experience of workplace accidents and injuries reported to WCB which in turn will help to reduce these rapidly increasing costs. 3. Provide the next level of Gentle Teaching to the staff at Selkirk Children’s Residence. 	<ol style="list-style-type: none"> 1. To present report to Directors by HR Director Jan of each year. Directors to review the report and implement actions to further reduce injuries in the workplace by March 31, 2017. 2. Director of Child & Family Services to arrange before Dec.31/16.

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				<p>Employees are required to follow policies and procedures as documented in Policy 4.6.</p> <p>We have a practice established, where employees work alone, that they call an answering service to report their personal safety every 2 hours.</p> <p>WorkSafe costs are rapidly increasing in our sector. We can expect a 20% increase next year. Our agency is already paying extra premiums because of the high number of days our employees have been off work due to injury.</p> <p>Employees that work in an environment where workplace violence can occur are trained in MANDT, which is a program where they learn to respond to individuals in a manner that reduces the risk of violence and to prevent injury to the client and themselves. The majority of our employees have this training.</p> <p>In addition, employees have positive behavior support training which has</p>		

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				<p>reduced the number of incidents in the agency, further reducing risk of injury from violence.</p> <p>Sept 2016 we provided training for our staff in Gentle Teaching, a gentle, respectful approach to challenging behaviors. This philosophy has been a part of our historical practice, however, we needed a renewed approach and training for some of our younger, newer employees. This we felt would be especially beneficial for our residential team working with children.</p>		
	Exposure to infectious disease	Moderate	moderate	inclusion Powell River has developed a Business Continuity Plan to be used in the event of a Pandemic which includes infection prevention and exposure control process to guide employees. The plan identifies hazards and provides procedures to ensure the safety of the employee. Employees are required to review annually as part of the Health and Safety check off.	Presentation to all Directors	Program Director & COO by December 31, annually.
	Fraud	Very Low	Very Low	Employees are required to follow policies, practices and procedures.	Report on Fraud from COO to Directors and Board of	COO by March 2017

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	What can happen and how it can happen.			Finance Department maintains internal controls through audits of client accounts and inclusion Powell River funds.	Directors annually, prior to year-end.	
	Turnover	Moderate	Moderate	<p>Hiring processes are in place to ensure that we continually replace workers in the casual pool. Program Managers are trained and are involved in the hiring process. It is expected that there will be a shortage of workers and that recruitment and retention challenges may increase over the coming years. This is creating a lot of OT. So wage funds are getting used for OT instead of training.</p> <p>Wage & benefits are paid according to the collective agreement. inclusion Powell River advocates for improved wages and conditions for employees. The CEO is an employer representative on the CSSEA Board of Directors.</p>	Create a 5 year recruitment and retention plan for the agency by June 30, 2017.	COO
	Employment Hiring Practices and violations	Moderate	Moderate	The Director of HR follows policies and procedures and the collective agreement with regards to hiring.		

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	of the collective agreement or human rights legislation and labour standards such as harassment, discrimination, and termination			<p>Employee Rights are protected through the collective agreement and by following good human rights and labor relations practices. Extensive effort has been made to increase opportunities for employees to have a voice and to make a greater contribution in the workplace. We are currently implementing accountability practices.</p> <p>We continue to work with VIU to ensure the continuance of the SCSW program in the community which helps to ensure that we are able to hire employees with training.</p> <p>Program Directors provide orientation and training to Program Managers. COO oversees group orientation. Directors/Managers discuss collective agreement issues that impact the agency as a whole.</p> <p>Labour Management meetings are used to discuss our practices with the union on a regular basis and resolve systemic issues prior to grievances.</p> <p>Training opportunities through</p>		

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				<p>CSSEA and CUPE for best practices are provided to Directors and Managers/Coordinators. CSSEA Labour Relations consultants are used to assist us to ensure adherence with the collective agreement and to minimize risk of mistakes that can be costly to the agency.</p>		
	Prolonged illness or absence of key staff	Low	High	<p>If key exempt, administrative and supervisory staff fall ill or are absent for long periods of time this could create challenges for the agency. Many exempt staff have maximum sick banks of 156 days or 1170 hours.</p> <p>The absence of key exempt employees could be a high financial cost to the agency as it is difficult to replace their skill set. It takes about a year to train new Directors and support staff to replace a long term staff. The burden to other management staff during that time is great and can result in increased work load and stress for the whole team.</p> <p>A succession plan for the CEO/Senior Directors is in place. Development of management skills</p>	Work on a more detailed Succession plan by June 30, 2017.	COO.

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				within the broader team continues to be a priority.		
	Succession Management	Moderate	High	<p>The average age of our employees is approximately 51 years as is the average age of the general population. This puts the agency at increased risk of staff shortages/loss of knowledge.</p> <p>The training plan identifies the costs associated with maintaining training at a reasonable level to ensure quality of service delivery.</p> <p>Client health and safety and employee health and safety are the priority. This will help us to advocate for increased funding to ensure adequate, ongoing training for our employees.</p> <p>We purchase an on-line values based training system called Conversations That Matter. We use this for internal training. This is much more affordable for the agency than bringing in speakers. This allow us to use the available training funds to train our staff to be meeting health and safety needs of the people we serve and themselves.</p>	We need to find ways to improve and increase internal training opportunities as a way to mitigate risk of poor client care.	COO together with the Program Directors and Managers. Ongoing

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Employees and individuals served	Reduced funding to provide supports	high	high	<p>There is increasing need to provide supports with less money and increase the efficiency of our work and yet be more accountable to the funders and the families.</p> <ul style="list-style-type: none"> • There is increased financial risk as there is higher risk of deficits due to reduced flexibility in budgets. • There is higher risk of staff error and health and safety risk to clients in an environment of reduced staffing. 	<p>CEO and the COO need to ensure that cash flow projection are completed quarterly.</p> <hr/> <p>inclusion POWELL RIVER needs to look at ways of reducing the administrative burden on employees so that their time and energy can be given to ensuring the health and safety and quality of life of the individuals that we support.</p> <ol style="list-style-type: none"> 1. Centralized scheduling will greatly assist in giving group home staff more time for clients. Should also reduce overtime costs and help to manage attendance and sick leave abuse. 2. Managers and Directors meet with all new employees for a short period of time to give them an overview of the agency, answer their questions and build enough relationship that new employees will feel comfortable coming to them if they have any 	<p>CEO/COO.</p> <ol style="list-style-type: none"> 1. Timesheets are automated for all residential services by March . 31, 17

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Employees and individuals served	Cancellation or loss of contracts	Moderate	high	Where the funder perceives there is opportunity to reduce their costs or families choose a different service provider inclusion Powell River contracts may be cancelled.	<ol style="list-style-type: none"> 1. Complete exit interviews with clients and employees to provide information to Directors about issues that can be addressed. 2. Learn more about what youth with developmental disabilities want and develop services to meet their needs. 	Directors of Programs
	Employment Practices insurance	Moderate	Moderate	Insurance covers third party claims arising from employment practice violations including but not limited to wrongful terminations, sexual harassment, discrimination, retaliation and failure to employ or promote.	Review insurance Policy	CEO by March 31, 2017
HomeShare Contractors	Canada Revenue Agency and Work Safe BC have a definition of a contractor and of an employee. We are at risk of being in contravention of	Very Low	Moderate	Practice of not hiring employees to o work as a HomeShare contractors. Both the employee and the agency are at risk of having to pay back taxes, etc., to Revenue Canada and that these individuals would have access to our Work Safe coverage for which we are not currently making remittances.		

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	their definitions when an employee is also a contractor. We need policy that says employees cannot be contractors.					

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Contractors	Contractor is not insured or covered by Worksafe	moderate	high	When setting up contracts it is required that the employee responsible for the contracting ensures that the contractor has insurance coverage and WorkSafe coverage.	To review policy and practice with all involved in hiring contractors.	CEO by March 31, 2017
Board of Directors	Criminal Activity: Fraud, Theft Legal Requirements Liability Errors and Omissions	Very low	Low	Director's Liability Insurance is maintained by inclusion Powell River Society for the Board of Directors. General Liability coverage is in place for contracts and for activities outside of contracts. Government provides insurance on contracted work. Governance Policies provide methods of responding to issues. Board Member recruitment includes disclosure of conflict of interest and signing of a Code of Ethics Board Orientation to policy and procedures and best practices informs Board members of their obligations. New policy with regards to developing excellent Board candidates and practices for recruitment are in process as part of the Succession Plan for the Board.	Do annual review of Succession Plan related to replacement of members of the Board of Directors. Ongoing recruitment of Boards Members as needed.	Nominating Committee of the Board ongoing

Area of Risk	Identify Risk	Analyze the Risk		Managing the Risk	Improvements Needed	Who will do & by when
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Volunteers, practicum & work experience students	Injury Harm to consumers	Low	Moderate	<p>Follow policies and procedures for screening, criminal record checks, reference checks (see Volunteer package). Maintain a balance between formal volunteers or people that would be considered a friend or neighbour in order to ensure that inclusion Powell River is not blocking the development of personal networks for people and creating unnecessary barriers to community inclusion.</p> <p>Risk vs. Benefits considerations need to be used to make these decisions. Family involvement can assist in making decisions with regards to relationships in some cases. Where individuals live in group homes it is a part of Community Care and Assisted Living Act Regulation that families sign off where individuals are being taken out in community by community members.</p> <p>In the Children’s Residence the guardian is the Ministry for Children and Family Development. We are directed by their decisions. Provide orientation and training opportunities for our volunteers. The majority of our volunteers are connected with the Better at Home program for seniors.</p>		
UPDATED: 05.07; 05.08; 08.08; 11.11 ;04.12; 10.12;10.13; 10.14;10.15;10.16						

Area of Risk	Identify Risk	Analyze the Risk		Managing the Risk	Improvements Needed	Who will do & by when
People	What can happen and how it can happen.	likelihood	how bad	What are we doing now	Action Plan	Name and Date
Community Members	Complaints-Harm to Reputation	Very Low	Very low	<p>Policies and procedures for complaints to be followed. Complaint Brochures are available for all staff to give to consumers. All formal complaints are to be reported to CEO.</p> <p>inclusion Powell River employees and Board members avoid activities which may threaten the reputation of Inclusion Powell River.</p> <p>When new clients move into residential service we need to continue to be thoughtful about how they may interact with neighbours and be proactive with solutions where neighbours might be or are disturbed.</p> <p>Staff to use positive communication skills with community members, ensuring that they make every effort to welcome them into inclusion Powell River sites and services. Staff are expected to be respectful, efficient and go the extra mile to speak positively about inclusion Powell River when in the community.</p>	Continue coaching employees in appropriate customer service and sharing of information.	Program Managers ongoing

Property and Assets	Description of Potential Risk	Frequency	Severity	Strategy used to Manage the Risk	Improvements Needed	Who will do & By When
		Likelihood	How Bad	Actions in Place	Action Plan	Name & Date
Buildings	Damage from: Natural Hazards Vandalism Neglect	Low	High	<p>Property Insurance, General Liability insurance, etc. policy is maintained with \$1000 deductible to protect our property.</p> <p>We have security lighting and alarm systems in our larger facilities. Our group homes have 24 hour staff so do not need security alarms. Regular external inspections are done as well as inspection of licensed facilities by licensing, fire dept., a contracted inspector and BC Housing where they are involved. A Director is responsible for facility maintenance so does annual inspections to ensure ongoing preventative maintenance issues are addressed in a timely manner and responds to reports by employees. Semi-annual Safety Inspections are done by Program Managers. Monthly safety inspections are done by employees or hired client contractor. Occupational Health and Safety Committee audits the inspections to ensure they have been completed in a timely manner.</p>		

UPDATED: 05.07; 05.08; 08.08; 11.11 ;04.12.;1012;10.13; 10.14;10.15;10.16

	Hazardous Materials	Moderate	High	Special care is taken with regards to storage and use of flammable liquids, oxygen tanks or other hazardous materials. Material Safety Data Sheets (WHMS) are on hand for hazardous chemicals on site. WHMS training is provided to at least one employee on each worksite.	Review practice	Health & Safety Committee by Dec. 31, 2016
Vehicles	Damage Accident Theft Neglect	Low	Moderate	COO is responsible for our fleet. Fleet Insurance is maintained up to \$10,000,000 liability or to maximum available through the insurance carrier. Policies and Procedures followed Vehicles are kept locked. Commercial Vehicle Inspections and Preventative Maintenance inspections are done by a licensed mechanic every 6 months and repairs are done as required. Daily pre-trip inspections are done by drivers to flag safety hazards All staff are required to obtain and maintain a Class 4 License (for transporting up to 23 passengers) Occasional accommodations are made for short term staff, who never drive clients or staff with physical limitations requiring accommodation. In more recent years, in order to be able to hire employees under 21 we have also accommodated them as they are unable to obtain a Class 4	Managers to ensure staff watch the videos on loading and unloading passengers that use wheelchairs as a training module and it will be incorporated in the annual review.	CEO by Dec. 31, 2016

				<p>license. Individuals without a Class 4 cannot drive our larger vehicles. Employees driving personal vehicles are required to carry business use coverage and provide IPRS with a copy of their insurance.</p> <p>In the event of an accident, where a specially equipped vehicle is damaged beyond repair, then it can take up to 6 months to replace a vehicle creating some hardships for the people we support. We do our best to mitigate the hardship by sharing other program vehicles to ensure clients can continue to participate in community events and attend necessary appointments. HandyDart services can be purchased. Regular taxis are periodically used where possible and the clients are able to transfer as there is no taxi with a hydraulic lift in our community.</p> <p>inclusion Powell River has policy with regards to the use of the hydraulic lifts on its vehicles.</p>		
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<p>Furnishings Supplies & Equipment</p>	<p>Damage Theft</p>	<p>Low</p>	<p>Low</p>	<p>Insurance maintained, with \$1000 deductible Policies and Procedures followed re security Inventory maintained by Finance Dept. Clients are sometimes required to repay damage done due to loss of control in order to build in the consequences to their actions for learning purposes. We have developed a Capital Plan with a schedule to replace furniture and equipment.</p>	<p>Capital Plan for replacement all assets including furnishings has been completed. A plan for how we will fund it needs to be developed.</p>	<p>COO and CEO by December 31, 2016</p>
<p>Technology</p>	<p>Security Information management Privacy & confidentiality Theft Damage</p>	<p>Very low</p>	<p>Low</p>	<p>Anti-virus software is installed and run on a regular schedule. The client information system called Sharevision is Password protected and passwords are held by a minimal no. of trusted employees. Accounting files are password protected. Computers are password protected. Phones are password protected. Back up procedures are in place for all accounting and client information. Remain vigilant with regards to privacy and confidentiality. Technology policy to oversee security & regular system maintenance to ensure security of client and personnel files. Laptops, Cell phones and Blackberries biggest concern for</p>	<p>Need to review Personal Information and Privacy Act of BC and ensure computer systems are managed according to the act. Review Policy and Practices.</p>	<p>CEO Dec. 31, 2016 COO & CEO by March 31, 2016</p>

				<p>theft, loss and damage. We have a web based system called Sharevision with a full system back up to protect information against fire, earthquake and other loss. Historical information is stored on an external drive. Insurance maintained on all property Training ongoing with staff, both formal and informal mentoring.</p>		
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Financial	Description of Potential Risk	Frequency	Severity	Strategy used to Manage the Risk	Improvements Needed	Who will do & By When
		Likelihood	How Bad	Actions in Place	Action Plan	Name & Date
Financial Practice	Fraud; Loss of funding; Legal Requirements to record, report, audit Investment losses	Very low	High	Policies and Procedures ensure good practice to prevent risk Insurance coverage to cover risk External Audit done annually .by professional auditors to reduce risk. CEO& Finance Committee review Financial position of the agency monthly and report to the Board. Committee to review expenditures of wish fund, United Way and Shannon Meehan funds and other fundraising. Fund Investments are only made in low risk interest bearing securities		

				<p>according to Policy. Every effort to maintain positive relationships with funders is made. . Community relationships with United Way are maintained. The agency is developing strategies to diversify its funding sources. The Board created a corporation called PRISE to do entrepreneurial activities. The investment strategies being recommended to the Board have some risk as would be expected by any entrepreneurial endeavours. The risk is substantially mitigated by the expertise of the members of the Board and by the diligence of the Board, the CEO, the COO and the Director of Advocacy, Innovation and Employment when planning for these investments. Where we do not have the expertise internally we hire the expertise needed.</p>		
Insurance Record Keeping Practice		Low	High	Copies of insurance policies are archived in the event of a claim that surfaces years later for an incident which is alleged to have occurred.		
Contract Liability	Failing to meet contract requirements Contract reductions or cancellation	Very low	High	Supervision & training of staff to ensure quality service. Timely reporting to the funders. Regular communication with funding agency to ensure there are no issues or concerns and if there are being aware of the circumstances so		

				that they can be rectified. Accreditation and Licensing standards must be maintained on ongoing basis. This has become increasingly challenging with reductions in our administrative and management teams. 2016 is scheduled as an accreditation year. We are having to switch to a new set of standards for Child and Family Services. There is a 1 time opportunity to request a change in our survey date.		
Grants, Donations	Loss of income	Very low	Very low	Currently a very small percentage of agency income comes from grants and donations. Grants and donations are extra funds to provide services above and beyond contractual requirements and/or opportunities for the individuals we serve that they might not otherwise enjoy. As it is a goal of the agency to find ways to diversify its sources of revenue we are proceeding with a no. of different approaches one being grant writing and responding to RFQ`s in new areas. We have been successful with residential services for children and Better at Home.		
Fund-raising Events	Loss of income	Very low	Very low	Currently a very small percentage of agency income. We do the following fundraisers to	All of the fundraisers have much greater potential than they currently provide for us. Focus on the most successful	Board of Directors and CEO. Ongoing

				<p>support our wish fund and our programs:</p> <ul style="list-style-type: none"> • Festival of Trees Raffle • Employees 50/50 draw • Grocery Card sales • Purdy’s chocolates sales • Clothing Bins <p>In addition we support the self-advocates to do an annual raffle.</p>	fundraisers.	
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Organization	Description of Potential Risk	Frequency	Severity	Strategy used to Manage the Risk	Improvements Needed	By Whom & by When
		Likelihood	How Bad	Actions in Place	Action Plan	Name & Date
Competition	Loss of contracts to competition	Moderate	Moderate	<ol style="list-style-type: none"> 1. Diversifying contracts and looking for new revenue generators. 2. Ensure contractual obligations are met and quality services provided. 3. Ensure ongoing accreditation of programs is maintained. 	<ol style="list-style-type: none"> 1. We have been successful We should wait until we have these programs stabilized before looking for new contracts, other than the ones in process like TlaÀmin, Childcare and Community Connector. 2. Continue monitoring and reporting on contracts. 3. Prepare for 2017 accreditation. 	Directors of Finance, Advocacy & Innovation, & Employment & the CEO ongoing
Reputation and Profile	Negative media coverage Loss of credibility Loss of ability	Very low	Moderate	To continue to follow policies and procedures Avoid activities that threaten inclusion Powell River’s profile or may cause a negative impact on our	Look at strategies used by other Community Living agencies and consider adopting successful practices. Through Communication Plan	CEO April 1, 2017

	to raise donations			reputation. Make decisions strategically to enhance visibility and positive reputation in the local community but also in the larger community living and MCFD communities enhancing funding opportunities. Values and philosophy statement should be adhered to. Fund raising and Donations are not a significant factor in budgets but are reflective of our community profile. This is an area of potential future development.	develop strategies for enhancing Inclusion PR image and ensuring community knows who we are, what we stand for and what we do. Use Strategic Planning process to stay on track.	
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<p>Loss of business premises for any program or project due to fire or other disaster</p>	<p>Fire or other natural disaster damage to site could interrupt program operations.</p>	<p>Low</p>	<p>Moderate</p>	<p><u>Prevention of Loss Due to Fire or Other Disaster</u> Property Insurance, Business interruption insurance, comprehensive crime coverage. General liability on all premises and programs is in place. All buildings are inspected by program staff each month and semi-annual inspections done by external authorities annually, such as the fire dept. and community care licensing. Risks are identified and documented through these inspections. Follow up is done by the assigned employee, The inclusion Powell River employer and union Health and Safety Committee review inspection frequency, review accidents and investigate as needed. Follow up on any health and safety risks identified is done and monitored for completion through this process. . Staff conduct and review monthly emergency drills to practice responding to hazards and ensure safety of individuals while in our premises. The majority of employees are required to maintain up to date first aid. <u>Prevention of Loss Due to Cancellation of Tenancy</u> inclusion Powell River has made it an ongoing strategy to purchase rather than lease buildings so we are at no risk from landlords.</p>		
<p>UPDATED: 05.07; 05.08; 08.08; 11.11 ;04.12.;10.12;10.13; 10.14;10.15;10.16</p>				<p>12/10/2016- 37 -</p>		

			<p>Action in the Event of Building Loss inclusion Powell River has a number of different facilities that could be set up for temporary and/or permanent business operations if it were required e.g.JPC is not fully utilized. All files and other records are stored electronically and back up maintained off site so records would be accessible at any new location and operations set up immediately following an incident. The community has a considerable amount of vacant commercial space that could be rented if need for programs. Replacing homes, particularly homes equipped for individuals with high physical needs would be far more complex and would take longer to replace. Strategies might include using local hotel, motel or bed and breakfast facilities that are accessible to individuals with physical limitations. Costs would need to be negotiated with insurers.</p>		
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<p>Lock Out or Strike</p>	<p>Continuation of normal business operations could be interrupted by a strike or lock out</p>	<p>Very Low</p>	<p>Very Low</p>	<p><u>Action in the Event of Strike or Lock out</u> Preplanning will be done by inclusion Powell River management in advance of any anticipated strike action to ensure minimal disruption to operations. A legal strike will offer us ample notice to negotiate essential services. a) Essential services will be identified and negotiated with the Union to minimize risk to individuals served. Inclusion Powell River has historically, negotiated high levels of essential service that ensure families and individuals in need will be served by existing, unionized staff. b) Management staff will provide direct support to individuals where required to ensure continuity of services to individuals on an emergency basis. c) Family and support networks will be contacted and encouraged to provide additional support to individuals in order to ensure their continued well- being.</p>		
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<p>Unexpected staff loss</p>	<p>In the event that a number of staff leave a program at the same time, a program may experience disruption in continuity.</p>	<p>Very Low</p>	<p>Moderate</p>	<p>A large pool of casual employees is maintained. Generally, these employees have the experience to step in and cover during prolonged absence and/or when staff leaves unexpectedly. Relief employees are typically assigned through block booking to provide support during the short term while jobs are posted and new permanent staff are confirmed.</p> <p>In cases where a position is highly specialized and skilled employees such as physiotherapy or occupational therapy might not be readily available, inclusion Powell River will make every effort to contract with an external provider to provide needed services until a replacement can be found.</p>		
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RISK MANAGEMENT FOLLOW UP

The frequency of identified risks at inclusion Powell River ranges from very low to high. The severity of any occurrence ranges from very low to high. A summary of the ratings of identified risks follows:

Rating of Identified Risks	Very Low	Low	Moderate	High	Very High	Total
Frequency of Risk	11	10	13	2		36
Severity of Risk	4	3	14	14	1	36

Summary of Key Factors included in this Evaluation of Risk and Strategies to Mitigate Risk

inclusion Powell River has implemented policies and practices designed to prevent and minimize the risk to the individuals that we serve their families, our staff, volunteers and to the ongoing health of the agency. The Occupational Safety and Health (OSH) committee meets regularly and reviews staff injury and accident reports and monitors emergency drills and building inspections; the Program Managers Incident Committee monitors trends in client incidents and implements changes in order to improve practices. Directors bring forward issues and concerns related to the health and safety of staff and clients to the Directors Meetings or directly to the CEO. Management follows up with staff when they are aware that policies and procedures have not been followed. Accommodations are made to the work of staff and to the environment in order to better manage and prevent staff injuries. Due diligence requirements and health and safety policies are reviewed by all staff annually. Team Meetings of staff and professionals, as well as other community supports are held as necessary to support strategies when individuals are presenting challenging behaviors or when restraints are used that are not part of a behavior plan. Client Individual Service Plans, Residential Care Plans, Behavior Protocols and Risk Assessments are reviewed at a minimum of every two years. Health Care Plans are reviewed by the Health Services for Community Living Nurse and the plans are updated by inclusion Powell River staff. Program Managers ensure their staff are aware of any changes. Safety Plans are developed by behavior consultants under contract with Community Living BC or MCFD as required and are implemented by inclusion Powell River staff. Behavior Plans are developed by our staff after receiving training.

inclusion Powell River works with a number of community professionals with specialized expertise to support our staff in providing quality service to our consumers. Some of those are physiotherapists and occupational therapists, a Health Services for Community Living Nurse, Behavioral Consultants, Community Health and Mental Health services, dieticians, dental specialists, as well as a specialized team of Mental Health Consultants that work specifically with the needs of the developmentally disabled called the Developmental Disabilities Mental Health Team and with local psychiatric services. Other specialists are involved from time to time with our staff teams.

Injuries for Consumers and Staff Members

Members of the Occupational Safety and Health Committee (OSH) and the Client Incident Review team regularly review all incidents and follow up. When employees are injured accident investigations are done and recommendations are made and follow up done in order to prevent repetition of an incident. The Chief Operating Officer (COO) is involved in this process in order to ensure follow up is done within the context of the larger perspective of the agency. Client incidents and follow up are discussed so that experienced peers can offer their insight into how to best support those individuals and improve their success. inclusion Powell River requires staff to review all Health and Safety policy on an annual basis, as well as watch training videos that review legislative requirements for due diligence. Staff teams also discuss client health and safety and occupational safety and health issues at regular staff meetings. Mandt Training in non-violent crisis prevention intervention training is provided for staff, as well as positive behavior intervention training is provided to help staff avoid dangerous situations and be proactive in their interactions with consumers, particularly with regards to health and safety concerns. We have trained two employees in the Mandt train the trainer program. They are delivering this training to our staff.

The training plan for inclusion Powell River includes safety training to reduce/prevent injuries for staff. Our Employment Support program offers ongoing safety talks along with other training, called “Shop Talk” for the people we serve.

Abuse and Neglect

inclusion Powell River is vigilant in its response to any and all allegations of abuse or neglect, as we take all allegations very seriously due to the high probability it is true. National data shows that a high percentage of people with disabilities are abused at least once in their lifetime. From time to time, there may be allegations that our consumers have been abused or neglected by our staff or by a member of the community. When this occurs it is our practice to respond to the allegation immediately and the accused person would be taken out of contact with clients, the client removed from the home or the employee suspended with pay, while an investigation takes place. All reports of abuse or neglect are documented as critical incidents and reported to the appropriate authorities i.e. RCMP, CLBC, MCFD and/or Community Care Licensing. The authorities may choose to initiate an independent investigation, nevertheless following the completion of their investigation process inclusion Powell River must conduct its own labour relations investigation to determine the agencies response to the allegation. There is a lower threshold under labour law than criminal law therefore we are able to dismiss or discipline based on a probability that an incident occurred. Under criminal law the crime has to be proven and the accused is innocent until proven guilty.

Medication Errors

inclusion Powell River Directors and Managers diligently monitor compliance with medication administration policy and procedures. Their consistent, fair response to errors will continue to ensure the safety and well-being of the people we serve. This promotes continued buy in of the front line staff to accurately and honestly report all errors.

Employee Turnover

inclusion Powell River monitors staff turnover, in order to have information with which to advocate to government for solutions that support recruitment and retention of qualified employees and therefore ensure high quality, professional service delivery. Exit interviews are being done and submitted to CSSEA for analysis. We are looking at a process of using the information to help us in our decision making.

Our COO has developed new processes to improve recruitment of employees. We will continue to work with Vancouver Island University to promote the Community Support Worker program and any other educational programs that enhance the skills and abilities of our employees. We are considering new internal training strategies as we find it more difficult to hire trained employees and are in a position of hiring, of necessity, unqualified employees who have values congruent with those of community living. The Chief Executive Officer (CEO) and the COO are involved with CSSEA in order to represent the interests of the agency and the people that we serve.

inclusion Powell River tracks staff changes as an outcomes measure in group homes in adult services as this issue has been identified by consumers as a concern to them. Many clients prefer consistent, long term, familiar staff and have told us that there are too many staff changes. We have not been successful at managing and improving on staff changes to date but will continue to monitor and develop ways to improve customer satisfaction.

The COO will continue to work with the staff committee (Health of inclusion POWELL RIVER Employees.) The committees mandate is to improve employee satisfaction and morale through offering solutions to concerns that have been identified in the staff survey. Some areas identified by employees that are important to them are being treated fairly, being kept informed, communication from senior management and performance review processes. Together the Directors and Managers are addressing these issues.

inclusion Powell River uses a 360 degree performance review process to monitor its senior staff. We use a more conventional, supervisor driven process of performance management for the front line employees.

Human Resources issues continue to be identified in the Strategic Planning process as a priority for the agency. It is our goal to continue to improve our human resources practices by increasing our consistency, by stream lining our processes, by making information available to our

staff about these processes and by offering adequate staff training to ensure the health and safety of our clients. We also offer accommodations whenever possible and offer opportunities for employee input into decision making.

Buildings and Vehicles

We now have a Capital Plan to address the maintenance and replacement of major assets. We have in place preventative maintenance systems and responsive systems to ensure that our buildings and vehicles are safely maintained. Overtime we have altered our business practices in order to find resources to draw on for maintaining our assets.

Furnishings, Supplies & Equipment

The COO will continue to maintain an up to date inventory of all major assets for insurance and inventory control purposes. This will assist in effective and efficient management of our assets.

inclusion Powell River will take the long term view rather than short term view, whenever possible, and will purchase high quality items where appropriate and possible, in order to minimize long term costs. Research may be conducted prior to purchase to ensure maximum value. The COO has revised the purchasing policy to include consideration of quality when purchasing.

Technology

The intent of our technology systems is to increase our effectiveness and efficiency by reducing the time involved in administrative tasks and improving management reporting outcomes and internal communication. The COO monitors the technology systems to ensure that these goals are being achieved. We need to be vigilant with regards to the security of our data. We have hired an individual to manage and maintain our hardware in order to ensure the consistency and effectiveness of our hardware.

Finance

The CEO and the COO continue to be vigilant with regards to the fiscal management of inclusion Powell River income and expenditures. Where inclusion Powell River employees have been involved in handling of consumer monies, their personal funds are audited annually. inclusion Powell River has reduced its involvement in clients' personal finances in order to reduce the opportunity for theft or fraud.

The COO is responsible for developing and maintaining systems that meet the needs of the Program Directors and Managers, the consumers and the Board of Directors of inclusion Powell River.

The COO is responsible for meeting all requirements for tracking gaming and lottery funds and for ensuring that we meet legal requirements in this regard.

The COO is responsible for ensuring that contractual reporting has been completed in a timely manner.

Insurance requirements for vehicles and property are continually being reviewed and updated by the COO and the CEO. Vigilance is required to ensure the protection of assets and to reduce the liability of the agency.

inclusion POWELL RIVER through the COO and the CEO will continue to invest available funds in order to increase the efficient use of resources for the benefit of the agency and our consumers.

inclusion POWELL RIVER's new direction to becoming involved in entrepreneurial activity is moving forward rapidly. This exciting development promises to ensure our long term viability.

Contract Liability and Management

The Directors will continue to manage contractual requirements in a manner that ensures contracts with funding bodies will be renewed and that there will be a continuance of services.

From time to time, inclusion Powell River contracts directly with individuals and families to provide supports to the people we serve. Measures will be taken as needed to ensure that contractual arrangements are satisfied.

inclusion Powell River contracts with suppliers for good and services. These contracts will be monitored and evaluated on a regular basis to ensure inclusion Powell River is getting good value and that contractors carry adequate insurance.

Grants, Donations and Fundraising

To date, inclusion Powell River has generated less than 1% of its revenue through fundraising. Fundraising is primarily used to maintain our profile in the community as a charitable organization and to enhance opportunities for receipt of donations. Fundraising and donations are used for maintaining the preschool program and for ensuring that adults with developmental disabilities maintain a high quality of life and are able to attend the annual Inclusion BC conference, community events, recreational activities and vacations. As well client medical needs may be outside of government funding and require donated or fundraised dollars to ensure needed procedures and equipment can be provided. Grants can be used to enhance services and supports from time to time but have to be managed judiciously in order to ensure the infrastructure is not overloaded and that management personnel are not overly taxed as they increase reporting requirements usually with very little funding available for increased infrastructure. Where we do not have funds from government we have to use fundraised dollars. There may be an increased need for these funds in the future if contracts through government are reduced.

Competition/Reputation of the Organization

The CEO and the senior management of inclusion Powell River continue to consider the importance of managing the community perception of the organization. inclusion Powell River will take every opportunity to advocate for the people we serve and to advance the value of their

contribution to the community. We have been very active in grant writing, and developing new strategies to ensure that services to people with developmental disabilities are as high quality as possible. We have also been active in pursuing new contracts in order to diversify sources of revenue and partnerships with other organizations. We have solidified a strong relationship with Powell River Model Community Project Society and Powell River Employment Program as well as other lower mainland agencies.