



KPP Strategic Plan

2022-2025

SEPTEMBER 22, 2022

Approved



KPP Strategic Plan

Contents

Executive Summary.....	3
Environmental Scan	4
Mission Statement.....	7
Vision Statement.....	7
Values Statements	7
SWOT (Strengths, Weaknesses, Opportunities, Threats).....	9
Surveys	10
Frontline Survey	10
Client Survey.....	10
Strategic Priorities and Directions 2022-2025	12
Goals.....	12
Governance and CEO	13
Human Resources.....	14
Housing and Facilities	16
Finance and Information Technology	17
Client Services	18
Operational Plan.....	20



Executive Summary

KPP's previous Strategic Plan encompassed the years 2012 – 2017 and successfully guided the organization to achieve important milestones. In 2020, KPP engaged a consultant to complete a new Strategic Planning exercise involving the Board of Directors, Chief Executive Officer (CEO), and senior and mid-management.

During the development of this revised Plan, KPP experienced a number of major changes including a change in leadership, a global pandemic and a healthcare shortage. The background work that had been done needed to be reviewed and refreshed based on the changing landscape and the revised Plan was not released.

This Plan encompasses the years from 2022 to 2025. It builds on some of the work from 2020 and incorporates new goals and initiatives relevant to our current environment. Frontline worker and client surveys were integral parts of developing the new Plan to help incorporate voices of lived experience into planning; a priority that we will continue to build on. The new plan includes an accompanying Operational Plan that demonstrates how the goals will be achieved and when.

In the development of the revised Strategic Plan, four new Strategic Directions and Priorities were developed:

1. Refresh our organization
2. Invest in people
3. Enhance Client Service
4. Grow partnerships

Goals in the Strategic and Operational Plan are built around these areas. As we created them, we were “building the plane at the same time we were flying it.” While the first year of the Plan encompasses 2022, goal completion was also happening at the same time prior to the release of the new Plans.



Environmental Scan

A Strong Agency

KPP is a strong agency providing a valuable service to our community. It is unique in that it is an agency that has both in-house support programs as well as housing. Our agency has dedicated staff and a strong Board of Directors, both with expertise, experience, relationships with multiple funders and a desire to partner and grow. We are well-respected by the community and continually strive to be the employer of choice. By providing housing and supports in one agency, we have the ability to provide wraparound services in the location where people want to live; at home. Community Support Services such as ours divert people from Long Term Care, bring them home from hospital and allow them to live independently if they choose.

Our agency has two major funders, the province and the municipality. Three quarters of our funding comes from Ontario Health to provide Personal Support Worker level supports in two programs- Attendant care (or “Outreach”) and Assisted Living (or “Supportive Housing”). Clients in the Outreach program receive services in their own home. Clients in the Supportive Housing program also require affordable housing as part of their care plan and may need the availability of 24/7 support.

KPP also receives funding through the City of Peterborough to manage 71 units of community housing at Towerhill Village where our main office is located.

Long Waitlists

Long waitlists for affordable housing and client supports are common issues reported across Ontario and Canada and KPP is no exception. Our agency manages two waitlists:

1. Supportive Housing- In July, 2022 this waitlist had 45 people on it and includes units at Towerhill Village as well as units in the community such as our St. Peter’s location at 443 Reid Street.
2. Towerhill Village- units that are not dedicated to KPP supportive housing are filled through Peterborough’s centralized waitlist for subsidized housing. In July, 2022 there were 1019 on the Towerhill waitlist, the first 64 being applicants fleeing domestic violence. 64% of the total Towerhill waitlist is for one bedroom apartments.

New Supportive Housing

In order to address the growing number of people on the supportive housing waitlist, new units need to be secured. This happens by bringing four factors together:

1. Supports and admin funding
2. An onsite staff office
3. Vacant units
4. Rent supplements

Ontario Health provides funding for the first two factors (supports and administrative dollars) but we need to rely on community partnerships for the last two (vacant units and rent supplements).

Supports and Administrative Funding- As an agency, KPP is expected to provide the same number of hours of support to a growing number of clients with almost the same amount of funding. There is a shortage of PSW's in the Ontario healthcare system and in order to stay competitive and provide the stability that our valuable workers need, KPP needs to maximize wages and full time positions. An added challenge for non-profit Community Support providers is that we are competing with more robustly funded organizations such as the hospitals and Long Term Care facilities.

One mitigating factor that has kept KPP clients supported through a global pandemic and healthcare shortage is the agency's backbone of dedicated staff. KPP is a fantastic place to work and daily our staff see the impact of their hard work on the lives of our clients and they have time to build rapport with the people that they support.

Vacant Units- Building new supportive housing units is a huge undertaking that is out of the realm of many non-profit organizations. Therefore in order to meet the third factor (vacant units), community organizations such as KPP must rely on partnerships with private landlords. This is no small feat, given the housing crisis that exists.

The Housing Crisis

In 2021, after 3 years of vacancy rate increases, Peterborough's vacancy rate dropped to 1%, making it the lowest vacancy rate in all major Ontario centres. That same year, the demand for rental accommodation increased in Peterborough by 1.5%, the turnover rate was one of the lowest in Ontario and there were zero vacancies for apartments renting below \$1000 per month.¹ Despite this, KPP consistently has community minded developers willing to come to the table, including Ashburnham Realty and TVM Property Management.

While vacant units are incredibly valuable in creating new supportive housing, ongoing costs to manage units is not externally funded. These costs include (but are not limited to): headlease management, legal fees, administrative time, vacancy loss, cleaning costs for vacant units and repairs for willful and negligent damage. Despite the lack of external funding dedicated to this, we are able to manage it in-house with internal expertise, fundraising dollars and innovative solutions. Having an agency like KPP to create these solutions is a huge benefit to our community and clients however lack of consistent housing administrative funding to manage supportive housing puts pressure on the agency infrastructure.

Affordable Rent and Community Partnerships

Rent Supplements- The final factor that needs to be put in place for new supportive housing is rent supplements. This is because the Peterborough housing market is incredibly

¹ [Housing Market Information](#). Rental Market Report- Canada and Selected Markets. Canada Mortgage and Housing Corporation. February, 2022.

unaffordable to our clients. The October, 2021 average market rent (AMR) for a one bedroom apartment in Peterborough was \$1,049.² Accessibility features in units often add to this cost. In 2021, the average annual income for someone in KPP's Supportive Housing program was \$17,416. Affordable rent at this income level is about \$435 per month. In the regular market, if our clients were able to find a unit at AMR, they would be spending about 72% of their income when 30% is considered affordable. These units may or may not have accessibility features and may not include heat and hydro in the rent.

Ontario Health funds supports and some administrative costs for supportive housing but not rent supplements. Again, KPP needs to rely on partnerships in order to meet the needs of our clients. The City of Peterborough is the main funder of rent supplements in our programs. Currently the City has a goal of ending homelessness in Peterborough and is dedicating resources to this end. KPP is happy to support this initiative and work with our partners to provide wraparound services to people at the highest need first.



² [Canada Mortgage and Housing Portal, Peterborough CMA, October, 2021.](#)

Mission Statement

KPP provides self-directed support, complex care, and affordable housing for people with diverse needs to live independently in their homes and achieve their goals.

Specializing in activities of daily living for people with physical disabilities.

Serving the counties of Haliburton, Northumberland, Peterborough and the City of Kawartha Lakes.

Vision Statement

Communities that are caring, inclusive and accessible

Values Statements

We believe each and every person is unique and has their own distinct values and personal goals. We believe that all persons have the same fundamental rights- the right to life, to support, to education, to work, to a home, to respect and to dignity. We believe that people also have the right to make real choices in self-defined terms, to take informed risks, to enjoy real friendships and other naturally supportive relationships and to experience the security of unquestioned inclusion in communities that embrace the right of people to live as independently as possible, supported to the extent that is necessary and desirable to meet individual needs. These rights are basic to human dignity and security.

We believe that disability must never be equated with sickness or illness, and as such we strive to ensure non-intrusive support for people to enjoy a participatory life.

KPP is committed to:

1. encouraging the establishment & security of housing for persons supported by KPP. This housing will be safe, stable, affordable and accessible, where participation in a life of quality can be a reality for every resident. The establishment of homes where people can live as inclusive a life as they wish is our priority.
2. ensuring that support workers provide sensitive, consistent and flexible support, whether through Supportive Housing or Attendant Outreach Services, to assist people to perform the activities of daily living. Efforts will be made to facilitate opportunities for worthwhile career options and for fair recognition of accomplishments to which people with disabilities can aspire and achieve.

We believe that real strength can come from shared abilities.

KPP is about people, their homes and supports. We believe that the state of belonging to which we all aspire can be reached from our acceptance that the uniqueness of each person is to be celebrated, supported and acknowledged as essential to the well-being of our

communities. Mutual respect and mutual growth will ensure a sense of self worth and equality for all people.

KPP believes that all persons have the same fundamental rights:

- The right to life
- The right to supports
- The right to education
- The right to work
- The right to a home
- The right to respect
- The right to dignity



SWOT (Strengths, Weaknesses, Opportunities, Threats)

Three consultations were held between December 2019 and January 2020 – the first with KPP’s administration; the second with KPP’s senior management team; and finally, with the Board of Directors and senior management team. Each consultation included a review of the agency’s latest five-year financial performance, a Strength, Weaknesses, Opportunities, and Threats (SWOT) analysis from each perspective, and elicitation of potential strategic directions, as well as high-level goals and objectives.

Following the SWOT analysis, the Board of Directors identified several potential Strategic Directions and/or outcomes for further consideration. Board and Senior Management prioritized their top five strategies. The following list reflects those strategies and results of prioritization:

KPP STRATEGIC PLANNING JANUARY 2020	
STRATEGIC DIRECTION	# OF VOTES
Continue emphasis on healthcare and housing; be the 'go to' org	6
To grow - provincial leader incl partnerships; wraparound x 3	6
Expand partnerships; avoid LTC for young adults x3	
KPP target group - define vulnerable - where no competition x3	5
Shape government policy/ leadership in advocacy	4
Define and broaden clients served x3	2
Increase non-government funding x3	4
Provide property management & back office services	
Grow funding - explore 'for profit enterprise x3	
Address board capacity to influence & lead community	4
Strategic alliances with other community sector boards	3
LEAN culture; high performing team; develop expertise - employer of choice	3+
Become a LEARNING ORGANIZATION X 3	7
Address brand recognition and awareness	6
Build inclusion in community	
Develop client-centered relationships - unification	4
Volunteers - develop program; partner agencies	
Foster clients' natural relationships (visitors, etc.)	
CULTURE OF ORGANIZATION	5
PARKING LOT - KPP = Keep People Priority: Self directed funding model: Foundation	

This feedback was reviewed to develop the new Strategic Priorities and Directions 2022-2025. It was determined that we also needed to gather feedback from frontline workers and clients to develop well-rounded goals for the organization. Surveys were conducted with workers and clients in late 2021 and early 2022. Results are detailed in the following section.

Surveys

Frontline Survey

A consultant (Michael Vanderherberg) was hired from October, 2021 to March, 2023. Part of his main duties were to work with KPP Administrative staff to create surveys for frontline staff (Personal Support Workers) and conduct the surveys with as many staff as he could arrange. The final results reflected the feedback of 50 PSW's.

Once surveys were completed, results were compiled and presented in various formats. Results were shared with Management, the Board, Frontline and Administrative Staff.

The end of the survey process was just the beginning of the work. The intent of conducting a survey was to hear the voices of frontline staff and learn what was going well and where we could improve. Goal setting as a result of feedback from the survey has always been a main area in the Strategic Planning process. Referencing the feedback from survey has also been a main source of information in other areas including:

- Collective Agreement bargaining
- Updating of policies and procedures
- Annual General meeting and Staff appreciation planning
- Review of the KPP scheduling process

An important part of the survey process is to “close the loop” by communicating back to frontline staff on how their feedback has led to change. Reporting on the goals of the Strategic Plan (and accompanying Operational Plan) will help in this communication process. Frontline staff have also provided further feedback on how best to close this loop. Overwhelmingly, email was voted as the easiest and most effective method.

Client Survey

A survey was also created for KPP clients from December, 2021 to March, 2022 by administrative staff who were outside of support services and welcomed the opportunity to connect with clients and ask them about what is going well with KPP services and what could be improved. Feedback from 50 clients was gathered through the process. Again, results were shared with Management, the Board, Frontline and Administrative Staff.

Goals in the Strategic and Operating Plans reflect feedback from client surveys. It was also referenced regularly in program planning. In order to close the loop and communicate back to clients how their feedback has led to change, frontline workers have volunteered to be a part of this process so that clients can receive information in a way that works best for them and have an opportunity to provide further feedback. This communication process and how to do it well is a goal in the Client Services department.

Notable results from the supportive housing participants in the Client Survey include:

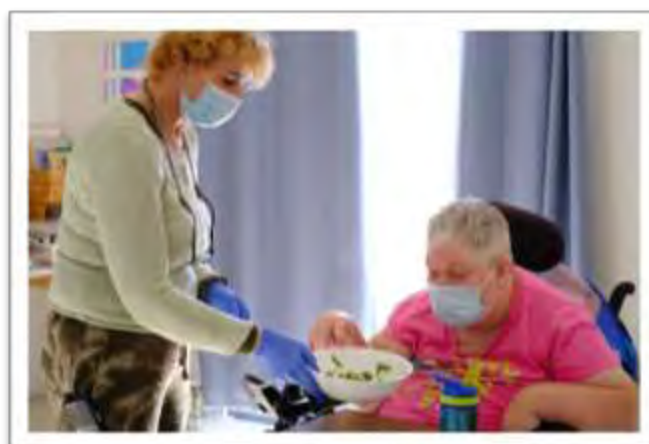
- 64% had lived with KPP for over 5 years
- 76% did not receive support from anyone other than KPP (ie family or friends)
- Only 16% were on a list for Long Term Care

100% of respondents ranked the following factors as an average of 4 (good) or 5 (excellent):

- I feel safe with the PSW care I receive
- When I need help right away, I can get it
- I am treated with the level of privacy I expect
- I can get around my apartment, the building and common rooms easily
- I get the personal hygiene care that I need
- I am treated with respect by the people involved in my support and care

The following comments were made by survey participants when asked “If you weren't living here, where would you otherwise be living?”

Response	Frequency
Life would be very difficult	13
Nursing Home or LTC	10
Doesn't know	7
Going hungry	7
Lacking personal cleanliness & housekeeping	6
"Floating in the Otonabee"	1
"I'd be screwed"	1
"I'd be a wreck"	1
"I'd be in deep trouble"	1
"I'd probably go nuts"	1
"I'd scream and yell and cry"	1
"Would be S.O.L."	1
"Everything would be on my partner"	1
"Lonely, it's helpful having someone come in daily when you're by yourself a lot"	1



Strategic Priorities and Directions 2022-2025

Using feedback described in previous sections, four main strategic priorities and directions were developed for KPP to guide us in goal setting for 2022 to 2025. They are:

1. Refresh our organization
2. Invest in people
3. Enhance Client Service
4. Grow partnerships

These priorities and directions provide the foundation for the goals of the organization.

Goals

The goals for our organization have been broken into the department that is responsible for achieving them:

1. Governance and CEO
2. Human Resources
3. Housing and Facilities
4. Finance and Information Technology
5. Client Services

Each goal is accompanied by a timeline and what will be used to measure completion. The year identified means the end of the fiscal year. The Operational Plan directly co-relates to the Strategic Planning goals and provides more information on how we will achieve what we set out to do.



Governance and CEO

Refresh Our Organization

Timeline	Goal	Measurables
By 2022	We will have developed a new model for Board meetings that will include information sharing for effective strategic thinking.	<ul style="list-style-type: none"> • Agenda items • Board feedback (formal) • Updated Board policies • Communication platforms updated
By 2023	We will review our Mission, Vision and Value Statements for areas of refreshment and redirection. This will incorporate feedback from frontline staff.	<ul style="list-style-type: none"> • Revised Mission, Vision and Values Statements
	We will examine the role of volunteers in our agency and develop a fundraising strategy	<ul style="list-style-type: none"> • Volunteer plan • Fundraising Strategy
	We will have developed and implemented a succession plan for the Board of Directors.	<ul style="list-style-type: none"> • Succession Plan in place and implemented.
By 2024	We will have reviewed KPP's brand and focus and completed a communication plan for new initiatives.	<ul style="list-style-type: none"> • Stakeholder survey completed • Evidence of new branding and communication
	We will re-evaluate Accreditation as a goal for the organization.	<ul style="list-style-type: none"> • Board report and recommendations re: accreditation

Grow Partnerships

Timeline	Goal	Measureables
By 2022	We will have finalized opportunities for amalgamation.	<ul style="list-style-type: none"> • Completed amalgamation(s)
By 2025	There will be evidence of KPP taking a lead role in the community and partnering in areas that align with our strategic direction.	<ul style="list-style-type: none"> • Partnership agreements • Funding received • Units secured and/or added

Human Resources

Invest in People

Timeline	Goal	Measurables
By 2022 and ongoing	We will complete frontline and client surveys and incorporate feedback into decision-making. We will actively implement quality improvement measures into the department using information gathered from surveys and best-practices in the field.	<ul style="list-style-type: none"> • Changes made using frontline feedback • Staff retained • Staff satisfaction increase • Efficiencies gained • Events or processes implemented
By 2023	We will have completed quality improvement measures in Health and Safety policies and processes	<ul style="list-style-type: none"> • Updated policies • New processes in place
	We will establish a consistent and effective training plan in partnership with all agency staff	<ul style="list-style-type: none"> • Training plan created • Training budget established • Training sessions booked and attended • Training audits completed • Training sessions uploaded and tracked for follow up as part of the system

Refresh Our Organization

Timeline	Goal	Measurables
By 2022 and ongoing	We will have updated and created key human resource policies, resources and guiding documents. We will implement training and resources to support the new policies and procedures.	<ul style="list-style-type: none"> • Policies and guides updated • Training conducted
	We will have successfully negotiated a new Collective Agreement.	<ul style="list-style-type: none"> • Agreement implemented
2022-2023	We will have implemented new methods for improving department communication and promoting consistency in practice.	<ul style="list-style-type: none"> • Website upgrades • SharePoint sites created • Department manual created • Communication meetings scheduled
By 2023	We will have reviewed current practices and successfully implemented effective recruitment and retention strategies that are informed by frontline feedback.	<ul style="list-style-type: none"> • Strategies implemented • Staff hired and retained • Lower turnover rates • Exit interview feedback
	We will improve communication and process related to onboarding and offboarding staff in partnership with other departments and the Union.	<ul style="list-style-type: none"> • Improved documentation • Examples of improved communication

		<ul style="list-style-type: none"> Formalized surveys and feedback gathering from staff Goals achieved in partnership
By 2022	We will support all KPP departments in achieving their goals	
By 2022	We will refresh Board administrative processes and work in partnership to create a cohesive support system for the Board	<ul style="list-style-type: none"> Policies and processes updated Systems created
By 2024	We will develop a successful and effective succession planning system for all levels of the organization.	<ul style="list-style-type: none"> Plan implemented

Enhance Client Service

Timeline	Goal	Measurables
By 2022 and ongoing	We will support Client Service in quality improvement initiatives including recruitment, retention, Union negotiations etc..	<ul style="list-style-type: none"> Policies and practices updated and implemented Collective agreements negotiated



Housing and Facilities

Refresh Our Organization

Timeline	Goal	Measurables
2022-2025	We will have updated key housing policies and processes.	<ul style="list-style-type: none"> • Policies updated • Processes updated and recorded.
2022-2025	We will have completed quality improvement measures in housing processes that will result in financial and operational efficiencies.	<ul style="list-style-type: none"> • Processes in place
By 2022	We will continue to break down silos within the agency to improve service as a whole.	<ul style="list-style-type: none"> • Evidence of working together to create efficiencies and improve service.
By 2025	We will work in partnership with the City of Peterborough to create a viable plan for KPP and property management clients to prepare for expiring operating agreements.	<ul style="list-style-type: none"> • Plan(s) prepared

Grow Partnerships

Timeline	Goal	Measurables
By 2022	We will have explored and implemented new property management opportunities	<ul style="list-style-type: none"> • Transition complete
2023	We will have implemented new methods for improving department communication and promoting consistency in practice.	<ul style="list-style-type: none"> • Website upgrades • SharePoint sites created • Department manual created
2022-2025	We will take part in initiatives with community partners to support ending homelessness.	<ul style="list-style-type: none"> • Units filled • Partnerships agreed upon

Invest in People

Timeline	Goal	Measurables
By 2022	We will work with client services to provide additional units with appropriate supports in both supportive housing and outreach services.	<ul style="list-style-type: none"> • Units added
By 2023	We will receive feedback from voices of lived experience in order to improve services.	<ul style="list-style-type: none"> • Tenant satisfaction survey completed
By 2024	We will have evidence of using tenant feedback to improve service.	<ul style="list-style-type: none"> • Strategies implemented

Finance and Information Technology

Refresh Our Organization

Timeline	Goal	Measurables
By 2022	We will have evaluated the staffing needs for current and future agency initiatives and hire them.	<ul style="list-style-type: none"> Staff hired and trained.
	We will have completed a security audit on our information technology systems and train staff	<ul style="list-style-type: none"> Audit complete Staff trained
2023	We will upgrade our IT systems, processes, policies and supports using best practices and with an eye to the future.	<ul style="list-style-type: none"> Software, hardware or applications updated Support systems updated
	We will have implemented an action plan as a result of the recommendations in the Cyber security audit.	<ul style="list-style-type: none"> Action plan created Security measures implemented
	We will have completed quality improvement measures in Information technology equipment and processes that will result in financial and operational efficiencies and capital planning.	<ul style="list-style-type: none"> QI projects implemented.
2022-2023	We will have implemented new methods for improving department communication and promoting consistency in practice.	<ul style="list-style-type: none"> Website upgrades SharePoint sites created Department manual created Financial annual calendar completed
By 2023	We will evaluate the financial reporting needs of Management and the Board and create new reports	<ul style="list-style-type: none"> New reports created
By 2023	We will evaluate financial processes and implement efficiencies where we can.	<ul style="list-style-type: none"> Evaluations completed. Efficiencies created.

Grow Partnerships

Timeline	Goal	Measurables
By 2022	We will connect with agencies with similar funding and develop relationships with our funder.	<ul style="list-style-type: none"> Committees attended Connections formed

Client Services

Enhance Client Service

Timeline	Goal	Measurables
By 2022	We will have aligned our policies with the new Home and Community Care Support Service legislation	<ul style="list-style-type: none"> Updated policies
	We will have completed assessments for all existing clients and those on the waitlist	<ul style="list-style-type: none"> Assessments in place
By 2022 (ongoing)	We will complete frontline and client surveys and incorporate feedback into decision-making. We will communicate back to clients and staff on how their feedback has been used to make changes.	<ul style="list-style-type: none"> Changes made using frontline and client feedback Communications sent to staff and clients.
By 2022 (ongoing)	We will actively implement quality improvement measures into the department using information gathered from surveys, reports and best-practices in the field.	<ul style="list-style-type: none"> QI projects implemented.
By 2023	We will have an efficient system in place for regular client assessments and follow up	<ul style="list-style-type: none"> Audit of assessments and follow up
	We will have assessed and made efficiencies in the schedule and with staffing	<ul style="list-style-type: none"> Full time positions created Schedule changes made Scheduling processes changed
By 2023 (ongoing)	We will continue to maximize the use of our client database (Alayacare)	<ul style="list-style-type: none"> Evidence of new use
	We will continue to create efficiencies and accuracy in stats recording and reporting	<ul style="list-style-type: none"> Processes implemented
	We will have implemented new methods for improving department communication and promoting consistency in practice.	<ul style="list-style-type: none"> Website upgrades Sharepoint sites created Department manual created Policies updated Meetings booked Events and initiatives implemented
By 2025 (ongoing)	We will increase our service level hours to the maximum we can manage within our budget	<ul style="list-style-type: none"> Increase in service level hours Decrease in surplus funding

Grow Partnerships

Timeline	Goal	Measurables
2022-2025	We will increase visibility with community partners and Ontario Health and apply for new funding opportunities that meet our mandate if they arise	<ul style="list-style-type: none"> Meetings attended Funding applications submitted

	We will case conference with community partners for best client service	<ul style="list-style-type: none"> • Conferences attended
2022-2025	We will increase our Supportive Housing portfolio as opportunity and funding permits	<ul style="list-style-type: none"> • New units secured

Invest in People

Timeline	Goal	Measurables
2022-2025	We will continue to create a consistent training plan and opportunities for frontline workers	<ul style="list-style-type: none"> • Trainings offered



Operational Plan

The KPP Strategic Plan is accompanied by the Operational Plan. It is an important document that details how we intend to achieve the goals set out in the five different departments. It can be found on the KPP website [HERE](#).

