



2019-2020 Organizational Performance Committee Annual Report

Submitted by co-chairs Loree Gray and Sandra MacKay

This committee worked very hard this past year to be innovative and improve overall performance of our organization, moving on all fronts simultaneously.

Loree Gray and Sandra MacKay co-chaired the committee. Sandra, a mental health consumer and past Courage to Come Back Award recipient has been a committee chair since January 2019. Loree, the President & CEO of the non-profit Vehicle Sales Authority of BC has been co-chairing the committee since January 2020.

This year the Human Resources and Volunteer team has had a successful year. The team stepped up to the plate during the recent pandemic to support their frontline healthcare employees thru individualized support, Coast-wide town halls, and wellness and education programs. They solicited donations for the vulnerable populations Coast serves including food products, facemask as well as tapping friends and family to knit "ear" savers and make face masks. They acknowledge employees through social media spotlights and offer a CBT program specifically for pandemic-related anxiety for employees, their families and online therapy for some clients. HR conducts employee pulse surveys to engage staff and receive feedback. As a response to COVID-19, HR introduced social distancing training, zoom interviews and moved to more online reporting.

HR led a critical initiative to transition Coast frontline staff to provide better client support and improve efficiencies through comprehensive training, resulting in minimal turnover, high engagement scores, and better employee support. They attained funding for development managerial training and Non-Violent Crisis Training. And also developed a robust succession planning protocol. The recruitment process was revamped to tie into Coast's vision and mission and the casual management system was streamlined.

Bruce Smith, COO, worked with the committee to monitor key issues such as response to the opioid crisis and development of new programs and services. We use technology to identify key metrics, address any safety issues, and to make sure our clients are supported and cared for. We set a high standard and always seek improvement. We discuss quarterly reports on clients' satisfaction, progress, injuries, medication catches and errors, and other measures, incorporating a baseline for comparison. Sentinel events, overdoses, injuries, and COVID cases are closely monitored.

In operations, we are also adding a new Manager of Information Technology position to improve IT and IM systems and increase cyber security.

Darrell Burnham, CEO, has continued refinements on Coast's Strategic Plan Dashboard to provide management and the board with a quick overview of our progress towards targets in both Strategic Plan objectives and overall organizational operational objectives. Where possible, these metrics and indicators will be supported by numerical data. This dashboard also includes metrics for CMHF and CSEF.

In light of the COVID-19 pandemic, the strategic plan and dashboard are under revision to reflect the current situation. Our previous strategic plan was focused on growth strategy and needs to be revised to fit current circumstances (safety and viability). An emergency succession plan for senior staff is in place along with a development strategy.

Darrell presents regular reports on risk management and has prevention measures and emergency procedures in place.

As part of innovation, we participated in a few research initiatives, including:

- A Health Canada funded project empowering users to manage individual risk factors for an overdose and access or provide appropriate risk management resources
- A supported housing research project under the direction of Dr. Myra Piat from McGill University to study of the impact of the Mental Health Recovery Guidelines on services and service outcomes.
- A research study "Brokering a counter-narrative on homelessness" with Dr. Erin Dej and Dr. Carrie Sanders from Wilfrid Laurier, focussing on issues surrounding homelessness among stakeholders in Maple Ridge.
- Development of a consultation table to discuss mental health supported housing, in conjunction with Dr. Julian Somers from SFU.

While preparations for Coast's upcoming Accreditation Survey continue, Accreditation Canada has deferred all surveys for a minimum of one year due to the pandemic.