

**Feedback from Management Team Development for
Kipling Acres and Request for Expenditure**

Date:	December 14, 2009
To:	Advisory Committee on Long-Term Care Homes and Services
From:	General Manager, Long-Term Care Homes and Services
Wards:	Ward 2
Reference Number:	

SUMMARY

The Long-Term Care Homes and Services Division has a variety of donation accounts, including a divisional Education Donations account. Divisional practice is for any expenditure request from this account to have the support of the General Manager and the Advisory Committee on Long-Term Care Homes and Services.

At its meeting on November 20th, the Advisory Committee on Long-Term Care Homes and Services approved an expenditure of \$4,500.00 plus GST and expenses from the divisional Education Donations Account for a Kipling Acres (KA) management retreat. In the report, the General Manager noted that KA is undergoing a significant period of change at a time when the home is initiating redevelopment. The division engaged Steve Mathew in facilitating a series of three (3) one-day workshops in change management and team building. Mr. Mathew has worked with the division on a number of occasions in the past, as a presenter in the successful "Managing Your Career" program, in facilitating a number of educational and planning events for management teams throughout the division. Mr. Mathew is also a former Psychogeriatric Resource Consultant (PRC) working closely with homes' staff. The three (3) one-day sessions were held on November 26th, December 3rd and 10th. This report provides feedback from the workshops and requests approval to utilize the divisional Education Donations Account to support one follow-up educational event in 2010.

RECOMMENDATIONS

The General Manager recommends that the Advisory Committee on Long-Term Care Homes and Services endorse the requested expenditure for \$1,700.00 no GST from the divisional Education Donations Account.

Financial Impact

There is no impact on the 2010 operating budget. This expenditure request is for use of the Education Donations account and is made in accordance with the criteria for use of this fund.

COMMENTS

The “Leadership Challenge and Change” program was a three-day program, employing a variety of adult learning methods including didactic teaching, individual and group exercise and role play. Participants were encouraged to draw on their real life experiences in the workplace and gain practical skills and knowledge in a fun and interactive learning environment. A breakdown of each workshop day was as follows:

1. Day 1: Becoming the Change Agent – Enabling Yourself and Empowering Others;
2. Day 2: Managing for Success – Teambuilding and Conflict Resolution Skills; and
3. Day 3: The ACT of Change Management – Challenging the Culture.

The three-day management retreat was highly valued by the KA management team. It provided an opportunity for reflection, analysis and planning. The team was able to identify strengths and opportunities for improvement and develop an action plan to move forward. They focused on the need for consistency, clarity, accountability and open communications to be able to maintain quality care and service while successfully managing the upcoming redevelopment project. They self-assessed that the sessions assisted them in becoming stronger as a team and more understanding of how each other’s individual strengths added value to the team as a whole.

Building on the success of the three-day management retreat, the General Manager and the Administrator are proposing to re-engage with Mr. Mathew for a one-day follow-up workshop to check-in regarding team synergy and progress in six (6) months. Contingent upon approval, the follow-up workshop would be held in May or June 2010 and would focus on educational needs arising from implementing the change path from the three-day series. The cost of this one (1) day follow-up would be \$1,700.00 flat fee which includes expenses (minus any ordered materials) and no GST.

This educational endeavour is seen as a progressive step, with the goal of achieving and sustaining a cohesive management team dedicated to improving care and services for residents, managing day-to-day operations effectively and managing a major capital redevelopment project. The management team of Kipling Acres supports the plan, for what it can accomplish for the workplace.

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SIGNATURE

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