



Karis' Strategic Plan

Engagement Report

Presented by

Strategic Initiatives
Davis Pier Consulting

August 2025

karis  **Disability
Services**

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Karis Strategic Plan Development Overview & Approach



Project Overview & Background

Karis Disability Services (Karis) is a Christian faith-based, non-profit organization dedicated to serving people with developmental disabilities. **Karis aids nearly 3,000 families in over 70 communities across Ontario and Saskatchewan** and is also considering an expansion into Nova Scotia. Karis Disability Services has fostered a co-design approach to develop its next strategic plan through 10 engagement sessions across Ontario and Saskatchewan. This Engagement Report provides a summary of key insights heard throughout engagement activities that took place between January 2025 and June 2025.

Davis Pier has been supporting Karis to develop its next strategic plan, one that emphasizes co-design and collaboration with key partners to create a sense of shared purpose through collective effort. This process has included market research, a survey of potential clients and external and church partners, guidance on engagement strategy and planning, and the facilitation of the 10 engagement sessions across Ontario and Saskatchewan. Davis Pier has analyzed and synthesized the data gathered across the 10 sessions to assist Karis in framing and developing its new 3-year strategic plan.





This **Engagement Report details a summary of key insights** heard across all engagement activities, with an emphasis on the 10 Karis Connected Everybody Engages Sessions, **and includes the following**:

- ✓ Karis Strategic Plan Development Overview & Approach
- ✓ Phase 1 Engagement Insights
- ✓ Phase 2 Karis Connected Everybody Engages Insights
- ✓ Phase 3 Leadership Workshop Insights
- ✓ Summary



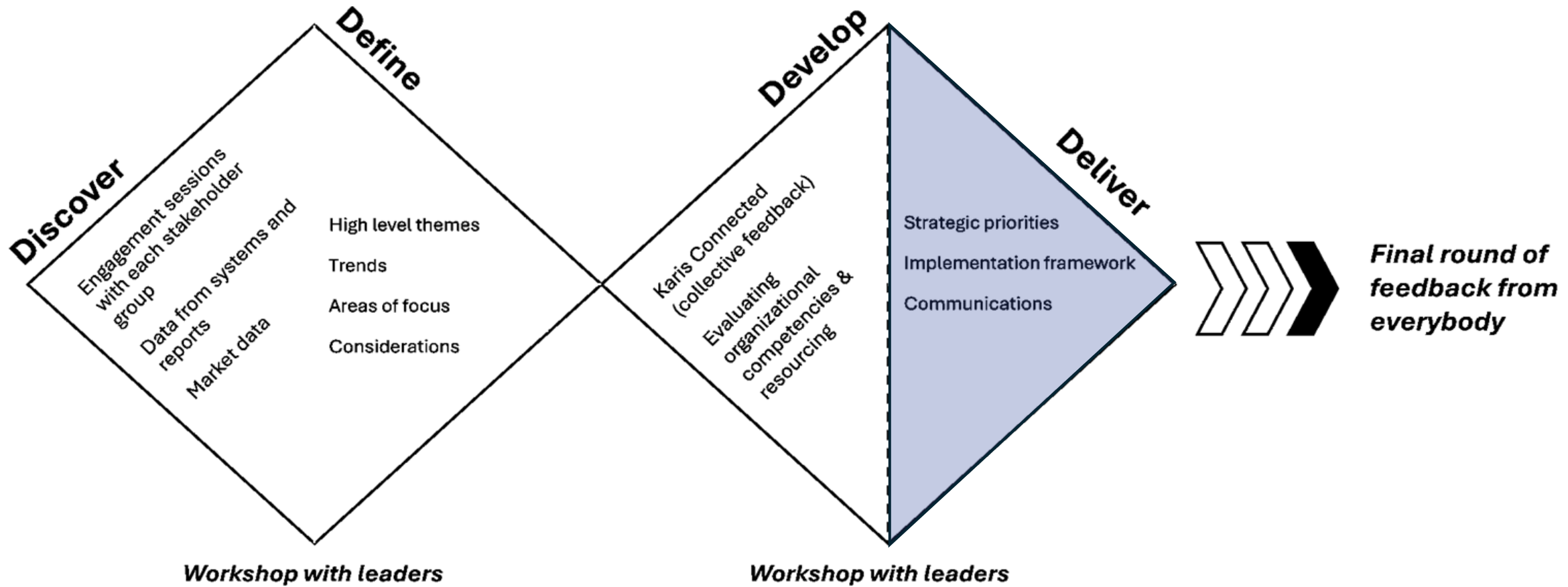
Project Approach

The following details the project approach used between January and June 2025. This Engagement Report concludes Phase 2.

Phase 1		Phase 2		Phase 3
Market Research & Environmental Scan 	Phase 1 Engagements 	Engagement Plan & Design of 'Karis Connected Everybody Engages' 	Engagement & Analysis 	Strategic Planning Support & Knowledge Transfer
Purpose				
Establish a clear understanding of current realities, trends, and future direction of developmental services sectors in regions of focus.	Gather input to identify key thematic areas, which will shape the broader engagement in the Karis Connected Everybody Engages Initiative.	Leverage insights gathered during Phase 1 to inform the design of the 'Karis Connected Everybody Engages' initiative.	Execute the engagement sessions for the Karis Connected Everybody Engages initiative using approaches grounded in co-design.	Support Karis in developing its 3-year Strategic Plan and map out Year 1 implementation plan.
Deliverables				
<ul style="list-style-type: none">Market research outlining trends and current realities (including funding) in developmental sectors in Ontario, Saskatchewan and Nova ScotiaSurvey of people on wait lists in Ontario	<ul style="list-style-type: none">Engagement with Our Voices Matter on engaging people supported and families in communitiesEngagement with internal staff teams across the organizationEngagement with Community Advisory CouncilsEngagement with OLT/SLT	<ul style="list-style-type: none">Presentation to Karis Leaders on Initial Thematic FindingsDesign WorkshopsFinalized Engagement PlanEngagement MaterialsRecruitment Communications	<ul style="list-style-type: none">Co-facilitation with self-advocatesPre-read and other materialMethod for collectively engaging people with varying levels of abilitiesFormat of session to account for having different key groups representedConsolidating feedback to inform drafting of strategic plan	<ul style="list-style-type: none">Workshop with leaders to draft strategic planWorkshop with leaders to map the first year's implementation planFinal round of feedback on strategic plan with everybody

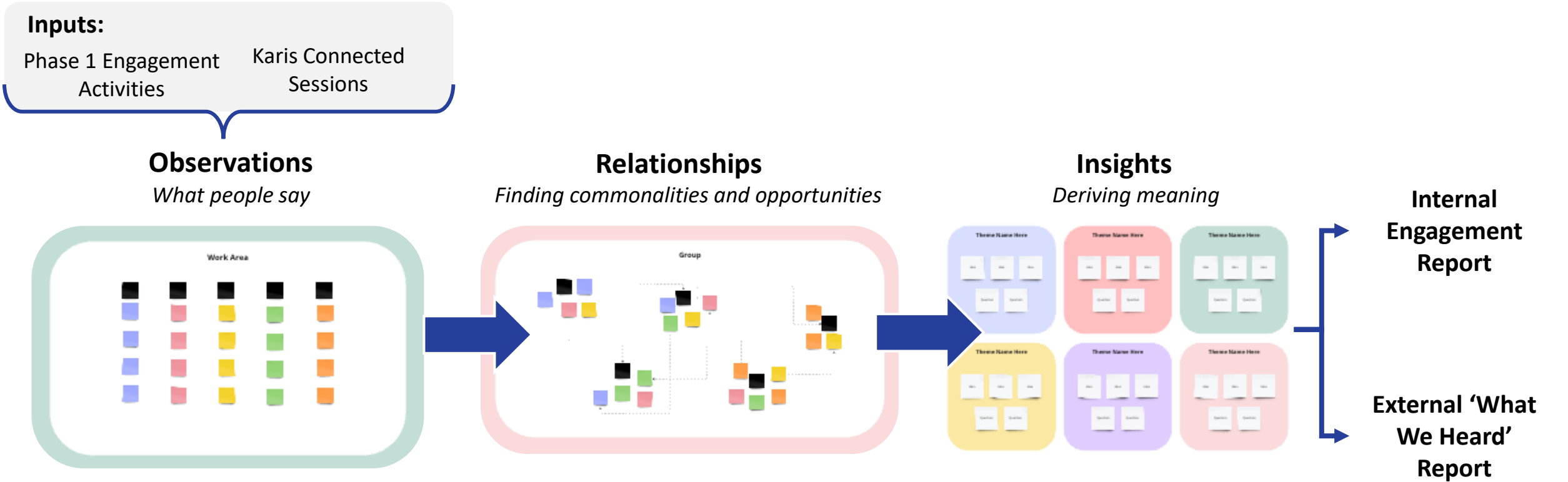
Engagement Framework

The following illustrates the methodology the project approach has followed and how information sources from Phase 1 (i.e., engagement sessions and market research) and Phase 2 (i.e., Karis Connected Everybody Engages Sessions) will ultimately inform Karis’s 3-Year Strategic Plan:



Synthesis & Dissemination of Engagement Results

Following the Karis Connected Everybody Engages sessions, Davis Pier worked with Karis to produce this internal Engagement Report that packages insights that emerged from what people shared through engagement activities. The process that used to synthesize information gathered is illustrated below and led the development of the key insights seen in this report, which can be used as inputs for the development of Karis’ 3-year Strategic Plan:



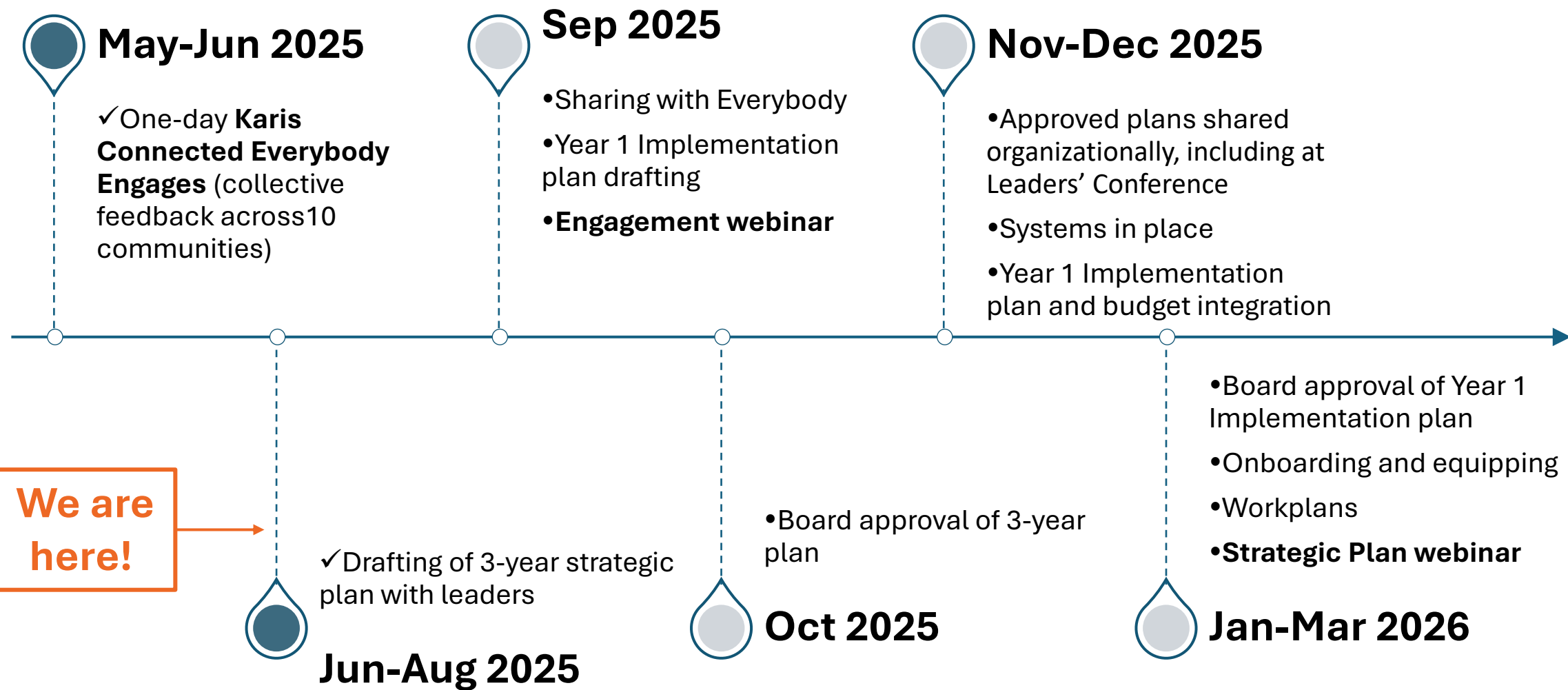
Our Co-Design Journey

The timeline below captures the journey of co-designing Karis’ next strategic plan. We started the journey in October 2023, and we will conclude the journey in March 2026 when the plan is officially launched.



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About Co-Design



Co-Design with Persons with Disabilities

What is Co-Design?

Co-design is a process that prioritizes lived experiences, collaboration, and shared decision-making

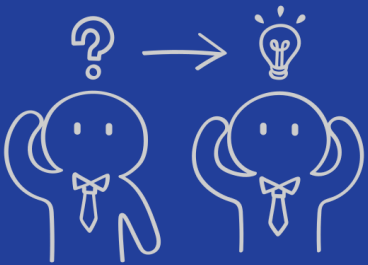
“Co-design happens over time and across structures – it requires a different kind of relationship between people which incorporates trust, open and active communication and mutual learning.” (Burkett, 2012)

Why Co-Design Matters?

Elevates voices of those with lived experience

Leads to better, more inclusive decisions

Strengthens trust and relationships



Co-design is an approach to **designing with, not for, people.**

Co-Design with Persons with Disabilities | Key Principles

Understanding the core concepts and principles of co-design is important as they form the foundation for creating truly collaborative and empowering support services that align with the needs and preferences of individuals with disabilities.

Empowerment and Agency

Central to co-design is empowering persons with disabilities to make decisions about their own services. This fosters independence and ensures that services are genuinely responsive to their needs.

Collaboration and Partnership

Effective co-design relies on a true partnership between service providers and persons with disabilities. Both parties contribute equally to the design process, creating solutions that reflect the real needs and preferences of persons with disabilities.

Iterative Feedback and Development

Co-design is an ongoing process. It involves continuous feedback and refinement, allowing for improvements based on input from all participants.

Inclusivity and Equity

To be effective, co-design must be inclusive, ensuring that all voices are heard and valued. This principle helps in creating a fair and balanced approach to service design.

Transparency and Flexibility

Transparency in processes and decisions builds trust and encourages honest input. Flexibility allows the co-design process to adapt based on feedback and evolving needs.

Sustainability

Co-design practices should be integrated into the organization's operations, ensuring that they are not temporary but become a permanent part of how services are designed and delivered.



Engagement Approach



Engagement Approach



Engagement Design

We designed a thoughtful and inclusive engagement approach grounded in co-design methodology, working closely with Karis leadership, staff, families, people supported, and external partners to gather meaningful input that would shape the direction of this work.

Key Deliverables

- **Engagement Plan**



Phase 1 Engagements

In Phase 1, the Karis team supported dozens of facilitated conversations and surveys with staff, teams, external partners, people using services, and their families to listen and learn—gathering feedback on Karis’ Values, Vision, and Mission, identifying needs and opportunities, and drawing on data from research and systems to deepen our understanding.

Key Deliverables

- **Engagement summary presented at OLT**
- **Survey results**
- **Raw data**



Phase 2 Engagements

In Phase 2, we delivered 10 in-person co-design sessions with staff, people supported, and their families to collaboratively imagine the future of Karis—generating new ideas, prioritizing what matters most, and envisioning possibilities through a co-design methodology.

Key Deliverables

- **Detailed engagement report**
- ***What we Heard* document**



Strategic Focus Areas

We supported two OLT workshops to define key strategic areas and identify both short-term and long-term actions.

Key Deliverables

- **Strategic Plan Focus Areas**



Approach | First Voice Centered Engagement

The project team thoughtfully designed the engagement process to prioritize and value first voice experiences. A variety of tools and methods were used to reach people with disabilities, families, and staff. Engagement activities were sequenced to build on each other, starting with broad input on what matters most, then exploring why these issues are important, envisioning the future, and finally identifying shared priorities. Prompts were tailored to ensure each audience could meaningfully participate and reflect on their unique experiences and aspirations.



Surveys & Virtual Focus Group – Karis employees, Our Voice Matters council, family networks, people on the Ontario waitlist, and external and church partners were engaged via 4 surveys and 26 sessions.



Interactive Feedback Wall - People supported, support staff and families were engaged via 10 in-person sessions across Ontario and Saskatchewan. This activity involved participants interacting with prompts on the walls across 10 topics and placing sticky notes to share feedback.



Future Visioning – As the second activity of the in-person sessions mentioned above, this round table activity involved the participants imagining an ideal future and describing the kinds of supports, relationships, and opportunities they would like to see.



Card Sorting (*see Appendices for voting results*) – As the third activity of the in-person sessions mentioned above, this round table activity involved participants sorting and prioritizing cards with statements that would be important to persons supported, staff and families.

Engagement | Virtual Focus Groups Participation

Karis Employees

- **Method of engagement:** Virtual meetings & in-person sessions
- **Employee groups engaged:** Personal Plan Facilitators, Workplace Relations Specialists, Talent Acquisition Mangers, Community Development Managers, Service Standards Managers, Employee Engagement Representatives, Program Managers, Area Managers, Human Resources Business Partners, Community Facilities Specialists, Direct Support Professionals, Admin Staff and the Organizational Leadership Team.
- **Gathered employee insights** on Values, Vision, and Mission & key challenges faced by employees and opportunities for improvement.

Our Voices Matter & Family Advisory Networks

- **Method of engagement:** Virtual meetings
 - Our Voices Matter Council meeting in March 2025
 - Community Advisory Networks meetings: Central, East, West, North, Central East, South, Saskatchewan (September).
- **Overall, 26 engagement sessions** held during January through early April with staff groups, Community Advisory Networks, and Our Voices Matter Council.
- **Gathered insights** on areas of opportunities and improvement for Karis and insights on engaging with first voice.



394 Karis Employees



10 first voice engaged



50 families engaged

Engagement | Survey Participation

Waitlist Survey

- A survey was sent out to the people on the waitlist in Ontario to understand their support needs in March 2025, via Community Living Ontario's newsletter.

Key demographics of the survey respondents:

- **Age group:** 50% of supported persons are aged 18–29; the rest are evenly distributed across other age groups.
- **Neighbourhood type:** 61% live in cities, while 33% are in rural areas.
- **Region:** Most are from South-Western Ontario (28%), followed by Toronto (22%) and Central Western Ontario (17%).

Partner & Church Survey

- A survey was sent out to gather feedback from key external and church partners in March-June 2025.

Organizations that responded to the survey:

- Mary Centre
- Lutheran Community Care- DSO/Passport for Northern Region
- Your Support Services Network
- The Ottawa Rotary Home
- Fanshawe College
- KW Habilitation
- Family Service Toronto
- Contact Hamilton
- OASIS
- Reena
- OCAPDD
- Crossfire Assembly

Values, Vision, Mission Survey

- A survey was shared from March-June 2025 to gather feedback on Karis' Values, Vision and Mission.

Groups who responded include:

- People supported and self-advocates
- Families
- Employees



18 total survey responses



13 of organizations that responded



22 total survey responses

Engagement | Karis Connected Everybody Engages Participation



In-Person Co-Design Sessions

- **10 Sessions conducted** across Ontario and Saskatchewan.
- **Locations:** Ottawa, Kingston, Regina, Saskatoon, Toronto, Peterborough, Chatham, Oakville, Sudbury and Huntsville.
- The sessions involved **self-advocates co-hosting the session alongside the Karis Executive Directors** and talking about their journey and/or what co-design means to them.
- The sessions involved collaborative activities: **Interactive feedback wall, future visioning, and prioritization (card sorting).**

Number of people who participated per district

- East, ON: **110**
- Saskatchewan: **101**
- Central, ON: **61**
- Central East, ON: **54**
- South, ON: **39**
- West, ON: **54**
- North, ON: **102**



521 people reached



**312 people who
responded to the survey
felt that their voice was
heard**

Engagement | Karis Connected Everybody Engages User Groups Engaged

Karis Clients & Self Advocates

Why Engage?

The individuals who receive support from Karis are at the heart of everything we do. Their insights, experiences, and aspirations will help shape a strategy that directly reflects their needs.

Key Insights:

We wanted to understand what aspects of Karis' support are most valuable, where gaps or challenges exist, and how services can be better aligned with their evolving needs and aspirations.

Families & Support Networks

Why Engage?

Families, caregivers, and support networks play an essential role in the well-being of those Karis serves. Their experiences provided valuable perspectives on service quality, areas for improvement, and opportunities for greater collaboration.

Key Insights:

We learned how Karis can strengthen collaboration with families, provide better resources, & enhance overall support systems.

Karis Staff & Leaders

Why Engage?

The Karis team is instrumental in delivering high-quality support. Their firsthand experiences and insights will be critical in shaping a strategy that has impact at the service level.

Key Insights:

We gathered input on operational improvements, staff support and training, and innovative ideas for service enhancement.

External & Church Partners

Why Engage?

External and church partners play a vital role in building inclusive communities and expanding the reach of Karis' mission. Their unique perspectives and experiences will help identify opportunities for collaboration and holistic support.

Key Insights:

We wanted to explore how Karis can strengthen partnerships and align efforts to improve outcomes for the people we support.



PHASE 1:

Engagement Insights



‘What we heard’ Themes | Overview

There were 8 key themes that emerged from the engagements with staff, families, and Our Voices Matter Council during January through April 2025. These themes were identified through a thematic analysis approach, which involves organizing and interpreting patterns across qualitative feedback to uncover core ideas, needs, and opportunities.

Improve **staff training and support**, **hire more staff**, and increase **workforce diversity**

Improve **communication and engagement** for staff, people supported, and families, and enhance **transparency, appreciation, and feedback** loops.

Streamline and integrate systems and **digitize** information. **Involve** system users more.

Provide **growth opportunities** for staff, and proactively address **employee relations issues and conflict**. Strengthening succession planning and team connections to build a supportive, service-oriented culture.

Ensure continued funding by **diversifying funding sources** and provide more **housing** options and more **programs**.

Create shared spaces for **community connections**, build **natural support networks**, and **empower people** to actively participate in their communities.

Simplify processes and establish **standard operating procedures** for **sustainable growth** and **knowledge transfer**.



100+

People engaged
through April 2025
Everybody Engages
webinar

Insights from Phase 1 Engagement (1/3)

Employees, families, and self-advocates identified key needs to guide the path forward.

Staff Training and Support

- Enhance training for staff in working with non-verbal individuals and supporting people with complex needs.
- Provide comprehensive training on use of systems (e.g., AlayaCare, UKG) and compliance reporting
- Provide resources and support for workplace health, mental health, and wellbeing.
- Improve training and onboarding processes, including mentorship, technical skills training, and understanding and meeting of expectations for accountability
- Streamline trainings and resources, making them more accessible and relevant.

Hiring and Workforce Diversity

- Hire more staff through alternative funding options and competitive compensation and benefits.
- Increase workforce diversity and quality of applicants. Consider immigration streams as an avenue.
- Leverage skills matching to hire outside of Direct Support Worker field (e.g., recreational therapists).
- Address high turnover through career visibility, staff rotations, and impact of staff leaves on workload to ensure continuity of care

Communication and Engagement

- Enhance transparency, appreciation, and feedback loops across the organization by creating more spaces for shared learning and co-design, communicating rationale for decisions, improving communications among staff teams (particularly between shifts for DSPs), and improving response time from head office.
- Provide direct communication to families and people supported.
- Improve communication between families and staff to clarify boundaries and expectations, and champion self-direction for individuals.
- Foster connections among people supported through accessible and adequate transportation to events and programs, and more group activities.



Insights from Phase 1 Engagement (2/3)

Employees, families, and self-advocates identified key needs to guide the path forward.

Funding and Services

- Ensure continued funding through diversifying funding sources and continuing to invest in better utilization of passport funding.
- Consider developing housing models with private donors.
- Inform families about advocacy efforts related to funding to reassure them of continuity of service.
- Provide more housing options for people, particularly people with complex needs, and more flexibility in choice for where people live and who they with.
- Provide more programs around employment and art and creativity to help individuals achieve their goals and discover their talents and skills.

Community Connections

- Create shared spaces for events and activities to foster connections for people supported and increase visibility of Karis
- Build and leverage natural supports for people supported.
- Increase agency of people to engage with their community and participate in community connections.

Simplicity and Knowledge Transfer

- Simplify processes and eliminate disjointed resources/training for employees.
- Ensure accessible language for policies and better integration with overall training, including streamlining policy and compliance language.
- Invest in building a structure and system for knowledge transfer to retain organizational memory.
- Create standard operating procedures and assess capacity to determine growth/expansion strategy



Insights from Phase 1 Engagement (3/3)

Employees, families, and self-advocates identified key needs to guide the path forward.

System Integration and Resource Management

- Streamline and integrate systems (AlayaCare, UKG, compliance) to reduce duplication, and ease of use.
- Digitize documents to save physical space in homes and simplify processes.
- Improve intake/admission and transition processes tailored to each service model through partnership with community organizations and cities.
- Greater involvement of system users (e.g. SSMs and DSPs) in selecting, developing, and rolling out new systems.
- Facilities management support including reviewing building and fire codes for group homes to re-assess capacity.

Leadership and Growth

- Provide opportunities and resources for staff growth and more time and spaces for sharing experiences and learning.
- Invest in succession planning through staff rotations, highlighting growth opportunities and demonstrate valuing staff from the start.
- Simplify the Program Manager role to reduce the number of direct reports and create manageable workload.
- Address employee relations issues proactively through providing support and resources.
- Provide clarity on processes for addressing conflicts and instill a culture where staff feel comfortable navigating conflict.
- Strengthen connections between staff and supervisors to promote a team-oriented approach to foster a customer service mindset.

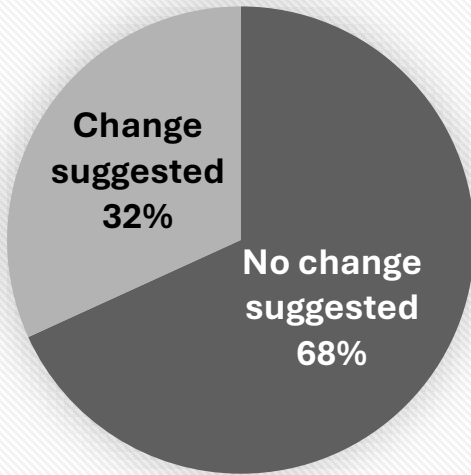


Values, Vision and Mission Survey Insights



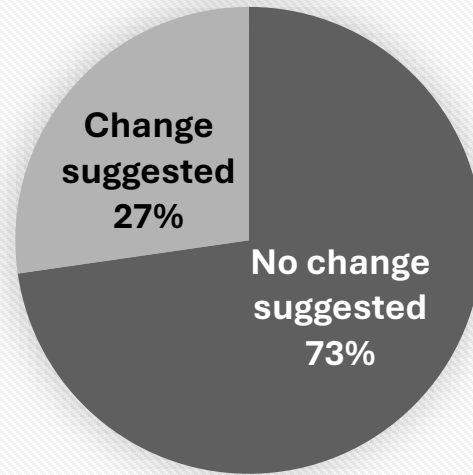
Values, Vision, Mission Survey Insights

Values



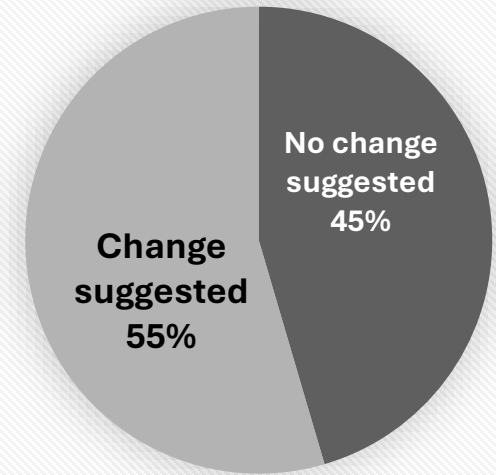
- More action-oriented or specific language (e.g. engaging people)
- Highlight Self-Directed Services link
- Clarify word "gifts" (i.e. not donations)
- Values not being practiced enough due to admin tasks (e.g. reporting in AlayaCare)

Vision



- Clarify word "disability" (i.e. intellectual disabilities)
- Clarify word "gifts" (i.e. not donations)
- Inconsistent use of "gifts" in Values vs Vision (i.e. use "God-given" to align with faith foundation)
- Admin burdens detract from engaging in communities

Mission



- Simplify and shorten
- Clarify word "work" (e.g. collaborate/ join /partner)
- Clarify word "disability" (i.e. intellectual disabilities)
- Karis shifting away from Christian values. Clarify Christian foundation (explain how Christianity is important, align practices with Biblical values, one does not have to be Christian to work at Karis, how Karis is differentiated from version of Christianity associated with exclusion)

22 respondents including Staff, OVM Council members, and Families

Waitlist Survey Insights



Waitlist Survey – *Who We Heard From*

18

Responses received
in total

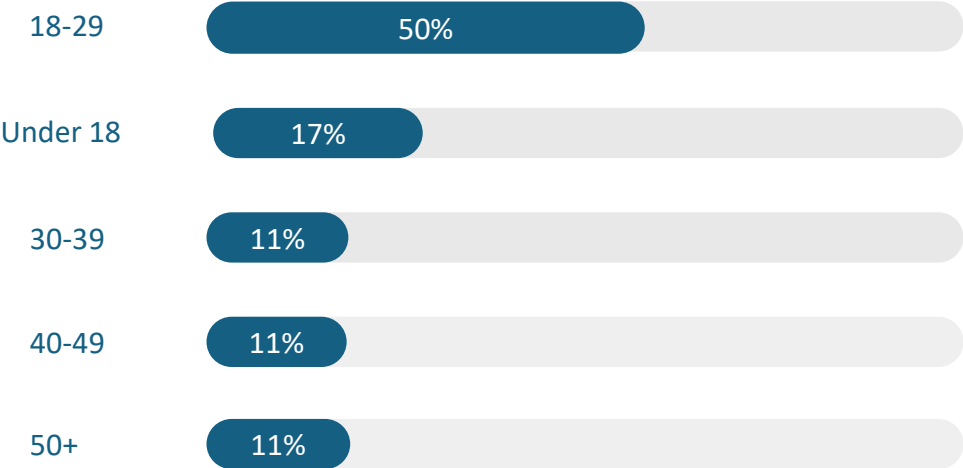
100%

Responses were from
a family member or
support person

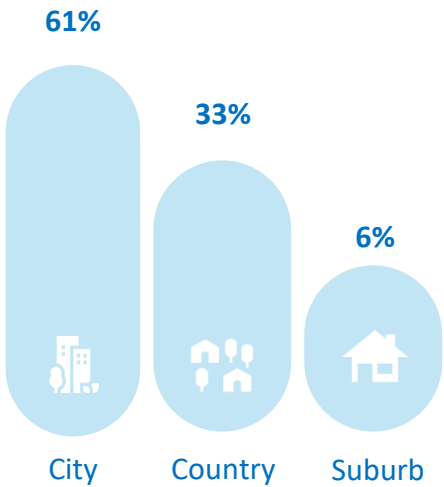
KEY TRENDS

- 1. **Age group:** 50% of supported persons are aged 18–29; the rest are evenly distributed across other age groups.
- 2. **Neighbourhood type:** 61% live in cities, while 33% are in rural areas.
- 3. **Region:** Most are from South-Western Ontario (28%), followed by Toronto (22%) and Central Western Ontario (17%).

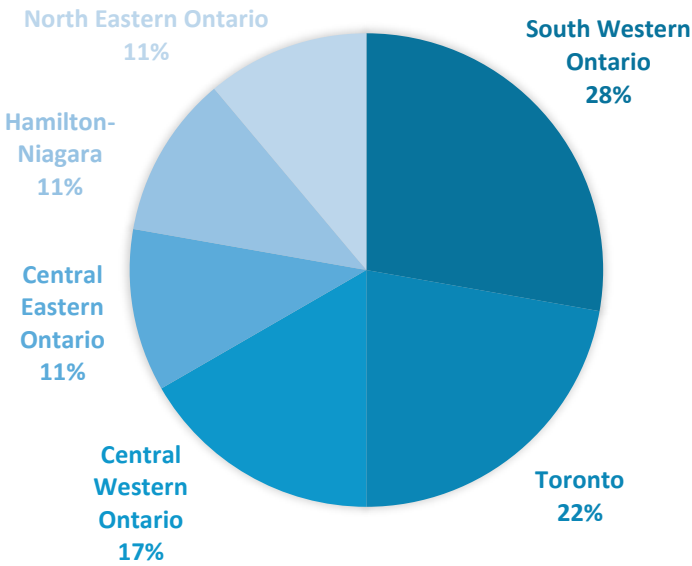
1. Age groups of persons supported



2. Neighbourhood type



3. Region



Waitlist survey – Needs & Barriers

Families are seeking essential supports like **specialized health services, group living options, and opportunities for community participation or independent living**. However, they face significant barriers, including **long wait times, a lack of responsiveness from the system, and financial strain**. Many have been **waiting for years without progress**. These delays impact both the individuals needing support and their caregivers.

Support Needs on waitlist for

- 50% Specialized services for health needs
- 33% Group living & community participation
- 28% Supported independent living

These were followed by adult respite (22%), family camp & host family services (16%), children's respite (11%) and employment supports (11%)

Challenges While Waiting

- 67% Long wait times
- 33% Feeling unheard or unsupported
- 33% Financial strain

Other challenges included lack of interim support, unclear timelines, and difficulty accessing available options, all contributing to the uncertainty and stress experienced while waiting.

Waitlist Duration

- 44% Over 5 years
- 33% 2-5 years

Factors impacting service provider choice

- 39% Location (close to where I live)
- 22% Experienced and skilled staff



Waitlist survey – Emerging Themes & Insights

Persistent Wait Times & Systemic Delays

- **Long delays for key funding** like SSAH (3+ years) and OAP (5–7 years).
- Repeatedly cited: *“waiting too long,” “not knowing what will happen,”* and *“nothing on the horizon.”*

Caregiver Burnout & Aging Parents

- Aging caregivers (some over 80) fear what happens when they can no longer care for their loved ones.
- **Emotional and physical exhaustion is common.**
 - Quotes include: *“we are getting old,”* and *“he lives in terror of group homes when I’m gone.”*

Core Goals: Independence, Belonging, and Health Stability

- **Independence:** Supported living arrangements and skill building & real employment opportunities.
- **Belonging:** Inclusive opportunities that enable socialization & meaningful engagement within the broader community.
- **Health stability:** Maintaining both physical and emotional health—for individuals and their families—with respite care and consistent therapeutic support identified as key to sustaining overall well-being.

Unmet Needs in Respite, Employment, & Transition Support

- High demand for **respite, affordable day programs, employment supports, and transitions from youth to adulthood.**
- Services are limited, oversubscribed, or inaccessible (e.g., lottery-based registration).
- *“After-school programs are booked within minutes or use unfair systems.”*

Navigation, Communication & Equity Gaps

- Families feel **unheard, uninformed, and isolated.**
- Issues with duplicative processes, a lack of centralized information, and poor communication.
 - Services are often unavailable or misaligned with individual diagnoses (e.g., ASD-specific barriers).



External Partners Survey Insights



External Partner Survey Insights

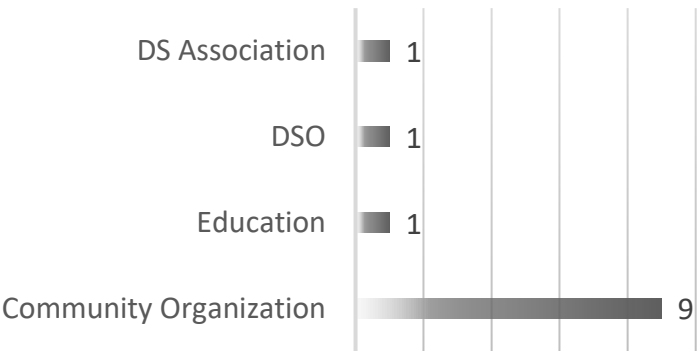
Pressing Challenges

- **Housing:** Lack of accessible, affordable, and appropriate housing options.
- **Workforce:** Difficulty recruiting and retaining trained, passionate staff.
- **Funding:** Inadequate or frozen government funding, especially with rising service demands.
- **Complex Support Needs:** Increasing complexity in the needs of individuals, including behavioral and dual diagnoses.
- **System Navigation:** Limited placement resources and service availability.

Resource Needs

- **Training & Workforce Development:** Shared training initiatives and partnerships with educational institutions.
- **Housing & Health Services:** Partnerships to access housing, health care, and homecare services.
- **Cross-Sector Collaboration:** Integration with education, justice, health, and long-term care sectors.
- **Technology & Business Support:** In-kind support from businesses for marketing, tech, and employment opportunities.
- **Family Support:** Resources to help families with planning and transitions.

TYPE OF ORGANIZATION



Regions/Locations

- Toronto and Central West
- Northern region
- Central East Region
- East region
- Southwestern primarily
- Central
- City of Toronto and Province of Ontario
- Hamilton-Niagara
- Ontario
- Greater Toronto
- Eastern Ontario
- Waterloo

12
Responses
received



External Partner Survey Insights

Strategic Opportunities for Karis

- **Faith Identity:** How can Karis and faith partners help people recognize that faith is important.
- **Inclusive Supports:** Emphasis on meeting people where they are and addressing disparities and inequities.
- **Individualized Funding:** Planning for and adapting to individualized funding models.
- **Strong workforce:** Qualified workforce that is equipped to support people with complex support needs.
- **Sector Leadership:** Calls for Karis to lead in advocacy for funding and continue building sector capacity.
- **Aging Population:** Preparing for the needs of aging individuals with disabilities.

Collaboration Opportunities

- **Advocacy:** Joint advocacy with government and sector partners.
- **Training & Development:** Staff training and development, employment/volunteer training for individuals with disabilities.
- **Sector leadership:** Lead the way for sector-wide standards, quality, and data use. i.e. Passport efficiencies
- **Cross-Sector Engagement:** Work with health, education, and housing sectors for holistic support.
- **Data & Research:** Collaborating on data collection and research to identify service gaps and strengthen mutual understanding.



Church Partners Survey Insights



Church Partner Survey Insights

Engagement Insights

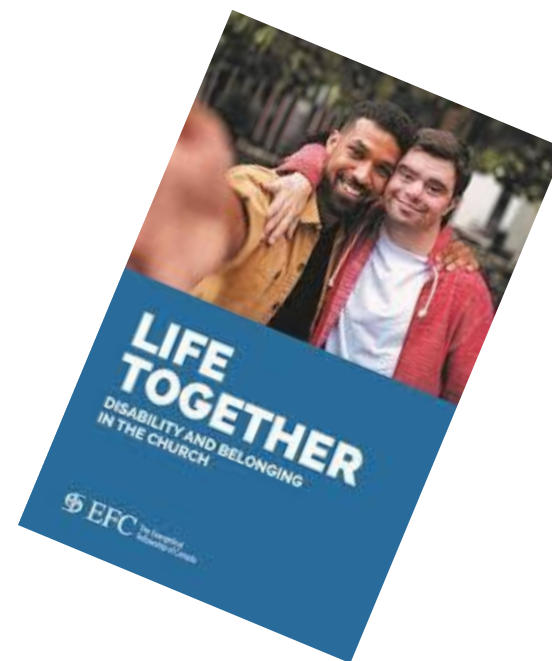
- Engagement varies widely—from unaware to deeply connected
- Most churches want to grow in inclusion, but don't know where to begin
- They need help using existing resources and being made aware of conferences/learning opportunities, not necessarily a lot of new ones (now that we've created them).
- Continue to share our story and journey (Christian Horizons -> Karis Disability Services).
- What makes the biggest difference? Personal interaction.
- Key needs: Training (22), Volunteers (14), Outreach (14), Coaching (13), Conferences (12).
- Invest in local/regional support for ongoing church connection.

1

Response from
our church
partners survey

35

Responses to our
feedback survey
(personal invitation)



Leadership Workshop Insights

(Workshop #1 – April 2025)



Strategic Focus Areas Activity – Insights

1

Person-Directed, Rights-Based Support

- There is a need to define and embed a rights-based, person-directed approach to customer service.
- Karis can lead sector change & influence public policy (rather than wait for government).
- Staff mindset & competence must be developed toward person-directedness.

2

Employee Engagement & Wellbeing

- To strengthen staff engagement, Karis can focus on role clarity, supervisor training, & modern communication strategies.
- Promotion of available resources (i.e., EAP, mental health support, etc.) & celebrating staff excellence.
- Develop a more responsive & inclusive workplace.

3

Assistive Technology as a Service Offering

- Karis should explore & define its role in providing/supporting assistive technology use for people supported.
- Should be used to increase independence and supplement – not replace– human support.
- Can support staff & people to understand how technology can be part of a broader support system.

4

Community & Partner Connections

- Karis wants to deepen its community presence & partnerships by being a visible and inclusive resource.
- Roles like community connectors & regionally tailored services can help increase reach and impact.
- Strengthening advocacy and building on partnerships will support Karis' role as a sector/community leader.

5

Evolving Services & Supports Based on Needs/Choice

- To ensure services are responsive to peoples' needs/choices ongoing co-design and consultation with people supported is needed.
- Decision on direction of predominate model of service needed as group living will not grow due to funding.
- Create sustainable services that support rights, choices, & needs.



PHASE 2:

Karis Connected Everybody Engages Insights



‘What we heard’ Themes | Overview

The following slides provide an overview of the 10 key themes that emerged from the co-design engagements with people supported, families, support networks, and staff. These themes were identified through a thematic analysis approach, which involves organizing and interpreting patterns across qualitative feedback to uncover core ideas, needs, and opportunities. This process allowed us to:

Center lived experience as the foundation of insight

The engagement process was grounded in the voices of people directly affected by services — individuals with disabilities, families, frontline staff, and support networks. Their experiences were not simply referenced; they formed the core of the analysis. This ensured that the themes and future directions identified were not assumptions or top-down interpretations, but reflections of real lives, needs, and aspirations.

Identify areas of strength and opportunities for growth

Participants shared not only challenges but also examples of what’s working — from trusted relationships with staff to joyful community events and personal planning that felt meaningful. These strengths are important foundations to build on. At the same time, areas of concern and unmet needs were candidly expressed, offering clear direction for improvement and innovation.

Reveal systemic issues that impact quality of life and support

Through the sessions, systemic barriers became clear — including staffing shortages, rigid scheduling, funding complexity, and communication gaps. These issues often limit autonomy, inclusion, and well-being, regardless of individual effort. Naming these patterns helps move the conversation from individual “fixes” to broader systems change.

Elevate voices that are often underrepresented in strategic planning

The process was intentionally inclusive of people supported, many of whom have historically had limited opportunities to shape the systems around them. Their words, ideas, and contributions are embedded throughout the themes. The engagement also created space for families and frontline staff to speak openly about their experiences.



'What We Heard' Themes | Karis Connected Everybody Engages (1/2)

The key themes emerging from the 10 Karis Connected Everybody Engages sessions highlight shared priorities across people supported, families, and staff, alongside overarching enablers that will help Karis continue to provide quality support, strengthen operations, and foster innovation. The following slides provides an overview of what we heard for each key theme:



Personal Choice and Autonomy

People want to make everyday and long-term decisions about their lives, including food, clothing, routines, relationships, and goals. Real choice requires flexibility in routines and funding (e.g., Passport clarity and control), respectful,/trust-based staff relationships, accessible communication, including for those with non-verbal needs.



Community Participation and Inclusion

Participants desire active roles in their communities — not just access, but visibility, recognition, and contribution. Barriers include transportation, staffing limitations, stigma, lack of inclusive spaces, and unawareness of local opportunities.



Home and Housing Supports

A “home” should feel safe, welcoming, personalized, and relational. People value choice in roommates and décor, comfortable, well-maintained, and accessible environments, clear communication and preparation during transitions, consistent staff who understand routines and preferences.



Financial Autonomy and Services

People want control over their money, including budgeting, shopping, saving for goals, and understanding available funding. People want clear communication and training for staff and families on systems like Passport, RDSP, ODSP transitions, accessible tools for tracking and planning finances, reduced gatekeeping in group homes.



Employment and Meaningful Contribution

People want real jobs and/or volunteering opportunities that match their skills and interests and offer purpose, recognition, and learning opportunities. People want job readiness training, coaching, and on-the-job support, outreach to inclusive employers, recognition of diverse employment pathways, including entrepreneurship.

'What We Heard' Themes | Karis Connected Everybody Engages (2/2)

The key themes emerging from the 10 Karis Connected Everybody Engages sessions highlight shared priorities across people supported, families, and staff, alongside overarching enablers that will help Karis continue to provide quality support, strengthen operations, and foster innovation. The following slide provides an overview of what we heard for each key theme:



Future Planning and Goal Setting

Participants are eager to set goals, track progress, and dream big—from moving homes to planning vacations or starting businesses. People want personalized, visual, and accessible planning tools, staff who follow through and keep goal conversations alive, inclusion of financial planning and family engagement where appropriate.



Staff Experience and Capacity

Staff want to feel valued, supported, and connected. Staff want fair pay, manageable workloads, and professional development, clear communication, positive workplace culture, and recognition, emotional safety, space to share ideas, and opportunities for fun.



Recruitment and Retention of Great Staff

People want consistent, kind, and compatible staff who build strong relationships. People want wage parity across regions, bonuses, and clear job expectations, leadership development and internal career pathways, community engagement in recruitment and referral programs.



Quality of Support

Individualized, respectful, and empowering support is essential. People want time for meaningful connection, continuous training on communication, boundaries, and cultural safety, peer mentors, family involvement, and shared accountability.



Communication and Collaboration

People want transparent, consistent, and inclusive communication. People want tools and practices that include team charters, shared calendars, visual aids, direct contact with individuals (not just families), regular feedback loops with staff and people supported.

What We Heard

Themes and Insights



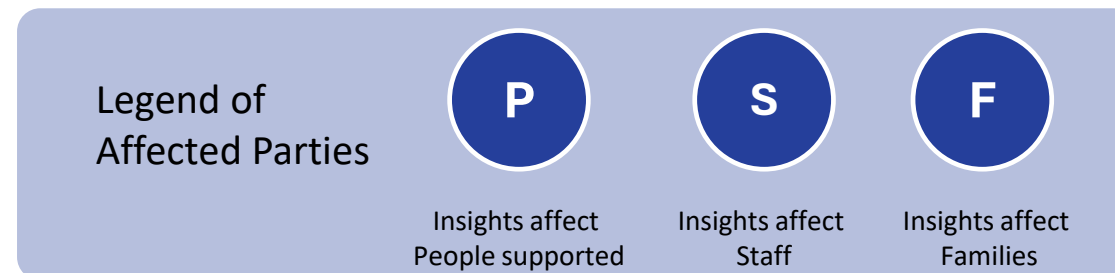
Karis Connected Everybody Engages | Thematic Insights Review

This section highlights key insights identified during the 10 Karis Connected Everybody Engages sessions with people supported including self-advocates, families and support network as well as Karis employees and the leadership team. Each slide focuses on a specific theme, detailing how it impacts key groups, and is supported by insights gathered from the engagement activities.

As you review these slides, consider how the insights align with the broader goals of co-designing your next strategic plan.

Each slide is structured to include the following:

- **What It Means to People:** A summary of what the specific theme means to the affected parties' based on what we heard from each session.
- **Changes and Improvements People:** Key insights on what the affected parties' want to see changed and improved on for the specific theme moving forward.
- **Direct Voices:** Key direct quotes heard that supports the insight harvested in the engagement sessions.
- **Legend of Affected Parties:** An indication of whether people supported, Karis employees/leaders, or families and support networks were identified as being affected by the insights.



Personal Choice and Autonomy | What We Heard



What it means to people: Empowering people supported to make meaningful decisions about their daily lives, supports, routines, and long-term goals. Choice is not just about picking between options - it's about having agency, being heard, and being supported to make decisions that reflect who you are.

Changes and Improvements People Want to See

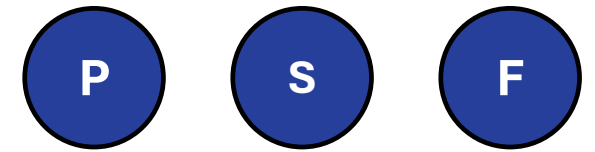
- People want to choose who they live with, how their home looks, and who supports them.
- Daily routines - like when to eat, sleep, go out, or have visitors - should reflect individual preferences, not staff schedules.
- Communication needs must be respected, including non-verbal or alternative ways of expressing choice.
- There's a strong call for staff to slow down, listen, and create space for people to communicate decisions in their own way and time.
- Access to flexible resources (like Passport funding) enables real autonomy - but only if people understand and control it.

Direct Voices

"Ask me like a normal person. I want to make my own choices."

"Choices are important – sometimes structured options work better than open-ended ones."

Key Groups Impacted



Community Participation and Inclusion | What We Heard



What it means to people: Creating genuine opportunities for people supported to be active, visible, and valued members of their communities. This means more than just “being out in public” - it’s about having roles, relationships, and recognition in the places people live.

Changes and Improvements People Want to See

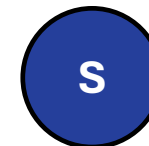
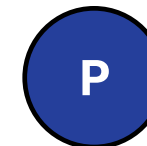
- People want to volunteer, work, attend local events, and take part in public life in ways that reflect their interests and abilities.
- Knowing neighbours, being greeted by name, or contributing to community life builds confidence and belonging.
- Many shared their desire to help others — whether through churches, animal shelters, food banks, or advocacy groups — and to feel useful and appreciated.
- Participants expressed a need for accessibility improvements, transportation, and staff availability to make inclusion possible.
- Some suggested ideas like community calendars, shared spaces, and inclusive events co-hosted by Karis as ways to bridge the gap between homes and neighborhoods.

Direct Voices

*“I want to volunteer and help people.
People should know my name.”*

*“Being known, noticed and missed in my
community!”*

Key Groups Impacted



Home and Housing Supports | What We Heard



What it means to people: Building home environments that reflect personal identity, foster comfort and safety, and support meaningful relationships. A home is more than just a place to live – it is where people want to feel in control, respected, and connected with those they live with or around.

Changes and Improvements People Want to See

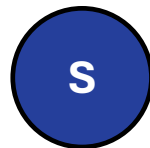
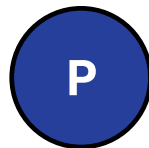
- People want to choose who they live with and want to have the opportunity to assess compatibility (i.e., age, communication style, lifestyle preferences, etc.) with others before moving into a home.
- Consistent, well-matched staff make a big difference as people want relationships with staff who know them, not a revolving door of unfamiliar faces.
- Bedrooms and shared spaces should reflect personal style, with flexibility to decorate.
- It is important to some people that families and friends should feel welcome in the home and be part of the circle of support without being restricted or left out of communication.
- People supported emphasized the importance of clear communication, staff respecting people’s privacy and space, and involvement in day-to-day household chores and decisions.

Direct Voices

“When choosing folks to move into existing homes, it is important to make sure they are compatible with the people already there.”

“I want to design and organize my own space the way I want.”

Key Groups Impacted



Financial Autonomy and Services | What We Heard



What it means to people: Supporting people to understand, manage, and make meaningful decisions about their money and services. It's more than just budgets, it's about transparency, autonomy, and ensuring funding works for people rather than just around them.

Changes and Improvements People Want to See

- People want to know what funding is available to them – whether it’s Passport, ODSP, or other supports – and how much they can actually use. Many shared that they rarely receive updates or clear breakdowns on how much Passport funding they have left to use in the year.
- There is a strong call for individualized financial education from learning how to budget or use a debit card, to understanding how benefits change over time (e.g., aging out of ODSP) and navigating funding transitions when people turn 65 (e.g., OAS/GIS).
- People want to be directly involved in financial planning and decision-making, including purchases, savings, and financial goal setting – this includes small choices like grocery shopping and big one like vacation planning.
- Staff want better training to support people in managing money and families want clearer systems and greater visibility into how funds are being used.

Direct Voices

“We don’t get statements – I don’t know how much Passport funding is left.”

“I want to make more decisions about my money.”

Key Groups Impacted



Employment and Meaningful Contribution | What We Heard



What it means to people: Creating pathways to meaningful, fulfilling employment or volunteer opportunities through personalized support, skill-building, and inclusive workplaces. This is not just about people getting jobs, it's about supporting people to thrive and keep jobs.

Changes and Improvements People Want to See

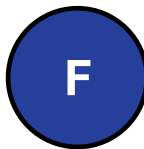
- People want to discover jobs that reflect their interests and strengths, and they want help figuring out what brings them joy and purpose.
- Thriving at work also means being supported by peers and managers who understand disability, provide flexibility, and value people's contributions.
- Some people are interested in starting business or exploring social enterprises while others want volunteer opportunities with the potential to grow into paid work.
- Supports with resume building, interview preparation, and workplace etiquette are some essential areas of support that people and staff identified as areas of need which should also continue beyond the first day of a job.
- Some suggested that employment support should be embedded in personal planning rather than being treated as an add-on.

Direct Voices

"It's important to help people find jobs that match their skills and interests."

"People at work should take time to listen and understand my speech."

Key Groups Impacted



Future Planning and Goal Setting | What We Heard



What it means to people: Creating clear, personalized pathways to a meaningful future through goal-setting, skill-building, and consistent support. This goes beyond developing personal plans. It is about helping people take real steps toward what matters to them (i.e., moving, learning new things, building relationships, etc.).

Changes and Improvements People Want to See

- People want personal planning to be meaningful, consistent, and focused on what they truly want.
- They want to be active participants in setting their own goals, with support from staff and family who listen, check in regularly, and help turn those goals into action.
- Planning should include a balance of practical life skills like using transit, budgeting, and cooking, as well as bigger dreams like travel, relationships, or moving homes.
- People also want planning to feel flexible and personal, not just paperwork—using tools and systems that make it easy to track progress and celebrate achievements along the way.
- Some emphasized the need for planning to start early and be built into everyday life, not as a one-time event, but as an ongoing, supported journey toward the future they want.

Direct Voices

“There is a lot of talking about goals and desires, but we need to be more intentional with following through with action on personal plan goals.”

“Greater planning and intention around specific goals chosen by service users and family advocates would be good.”

Key Groups Impacted



Staff Experience and Capacity | What We Heard



What it means to people: Staff want to feel supported, valued, and connected to both their peers and the people they support. A healthy workplace is one where roles are clear, expectations are reasonable, and there's time to build meaningful relationships. When staff thrive, the quality of support also improves.

Changes and Improvements People Want to See

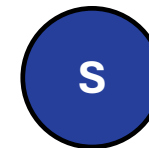
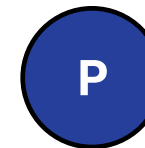
- Staff want time to recharge, connect with peers, and access emotional support through wellness initiatives and team-building activities.
- Onboarding and training should reflect real-world experiences and include person-specific approaches to care.
- Clear communication from managers paired with opportunities for staff to share ideas and concerns builds trust and collaboration.
- People want to see the mission reflected in everyday work, with more time supporting people directly rather than completing administrative tasks.
- Recognizing and celebrating staff contributions helps build morale and encourages personal growth.
- Regular opportunities for peer support and reflection help staff feel less isolated and more confident in their roles.
- Staff appreciate hearing stories of impact that remind them why their work matters and keep them connected to the organization's values.
- Ongoing access to mental health resources and flexible scheduling supports well-being and sustainability.
- Predictable, consistent scheduling allows staff to better balance their lives and provide stable support to others.

Direct Voices

"We need time for connection, not just task-based interaction."

"We need better communication, time to connect, and support from leadership."

Key Groups Impacted



Recruitment and Retention | What We Heard



What it means to people: Great staff are essential to feeling safe, respected, and supported. People supported, families, and colleagues all want to see kind, well-trained, and committed staff who stay long-term and understand the needs of those they support.

Changes and Improvements People Want to See

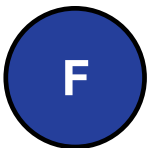
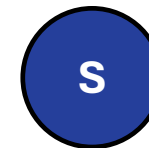
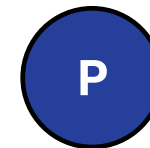
- People want faster and more transparent hiring, with involvement from people supported and families in selecting new staff.
- Competitive wages and full benefits, paired with pay equity across regions, are important to attract and retain great staff.
- Strong mentorship and onboarding help new staff feel confident and contribute consistently from the start.
- Many want to see more opportunities for staff to grow within the organization through leadership and career development.
- Hiring practices should prioritize shared values and a good fit between the organization and potential staff.
- People supported want to help choose their staff and see compatibility as essential to building meaningful relationships.
- A diverse workforce including people with lived experience makes people feel more understood and represented.
- Ongoing recognition, such as awards, team celebrations, or verbal appreciation, makes staff feel seen and valued.
- People want staff who are kind, empathetic, and good listeners, hiring practices that look for “the right fit” beyond credentials are important

Direct Voices

“Make the process faster - it takes too long to hire, and we lose great people who are ready to work.”

“Staff need to be matched with the people they support - don’t just fill the role, fill it right.”

Key Groups Impacted



Quality of Support | What We Heard



What it means to people: Quality support is about more than completing tasks, it’s about being seen, understood, and valued. People supported want consistent staff who know their preferences, respect their autonomy, and help them build fulfilling lives. Families want to know that care is person-centered.

Changes and Improvements People Want to See

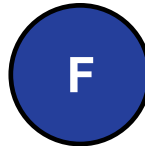
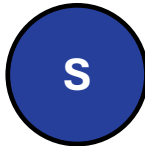
- People want more 1:1 time and person-directed planning, including follow-through on personal goals.
- Staff training should focus on communication, trauma-informed care, and empathy.
- There was a high emphasis on staff consistency. People want to avoid disruptions and build long-term relationships with staff they know and trust.
- Support should involve increased attention to social, emotional, and cultural needs, not just physical care.
- Families want to be welcomed into planning and feedback processes in ways that respect the voice of the person supported.
- Support routines should be co-created with people supported, not handed down from staff or management.
- People want more support for accessing community and employment opportunities outside of the home.
- People want to feel heard, valued and supported as whole individuals, not just clients receiving task-based care.

Direct Voices

“Tailored training to the individual specific to their needs and circumstances.”

“Staff help with daily activities and interests.”

Key Groups Impacted



Communication and Collaboration | What We Heard



What it means to people: Good communication creates trust, reduces stress, and keeps everyone informed and connected. People supported, families, and staff want tools and practices that make it easier to share information, solve problems, and work together as a team.

Changes and Improvements People Want to See

- People want consistent tools—like shared calendars, visuals, or email templates, to help keep everyone informed and on the same page.
- Regular check-ins and meetings that include people supported and their families to help strengthen trust and alignment.
- Have clear protocols for sharing staff changes, updates, and care decisions.
- Better onboarding for new staff to ensure that important information is passed along and relationships are built early.
- People want a culture of openness and shared responsibility in decision-making and problem-solving.
- Development of collaborative planning practices that involve people supported from the start—“nothing about us without us.”
- Consistency and clarity on use of tech-enabled solutions (e.g., apps, shared docs, communication logs) to ensure transparency between shifts and across staff teams.
- Staff need training on inclusive communication—especially when it comes to plain language, cultural understanding, and conflict resolution.
- Families want timely updates, but privacy and the preferences of people supported must always be respected.

Direct Voices

“Tell me what’s happening in my life. Don’t just assume I don’t need to know.”

“Use tools that make sense to everyone - pictures, colours, simple calendars.”

Key Groups Impacted



Future Vision Storyboard Summary



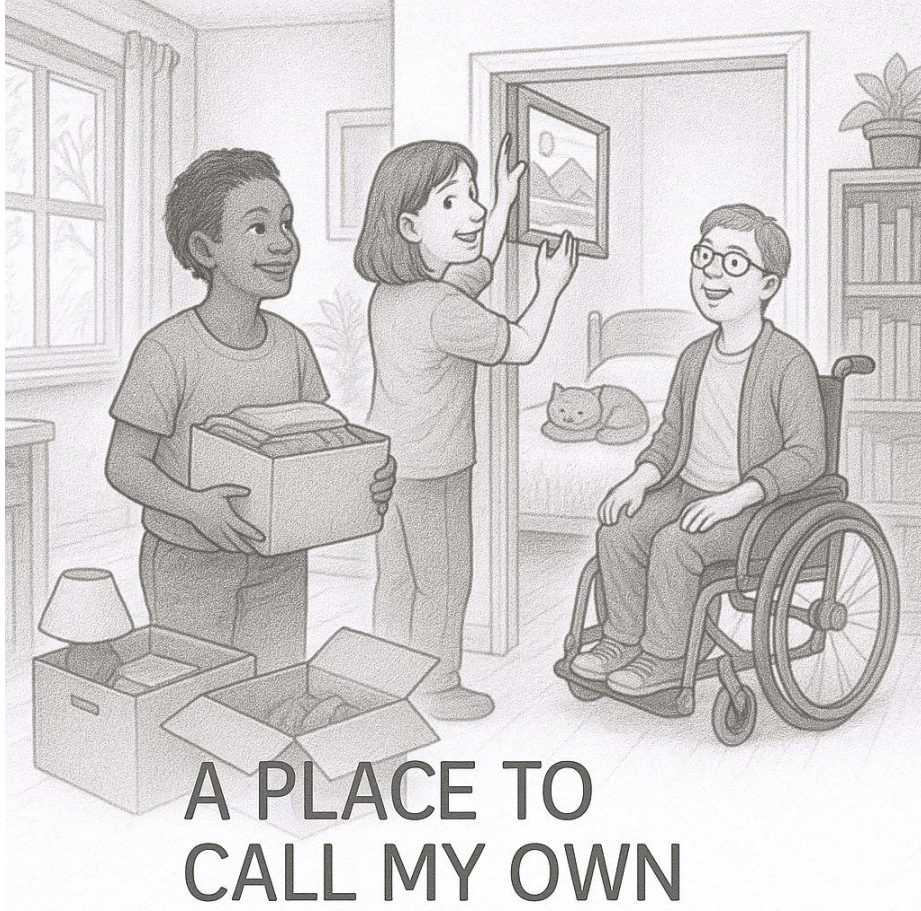
A Future Where We All Belong: Visions from the Karis Community

A Storyboard summary from our future visioning sessions



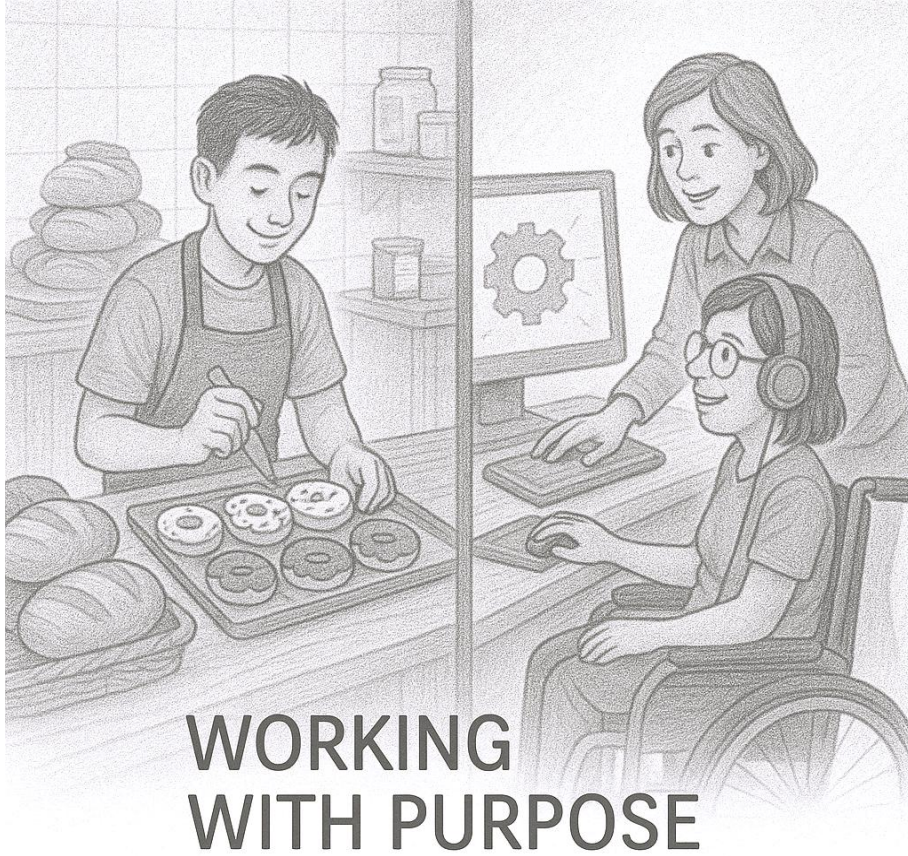
Over 10 engagement sessions, people supported, families, and staff imagined a better future together. This storyboard brings their collective hopes to life.

A Future Where We All Belong: Visions from the Karis Community



People envisioned living where and with whom they choose, and being active, valued members of their communities.

A Future Where We All Belong: Visions from the Karis Community



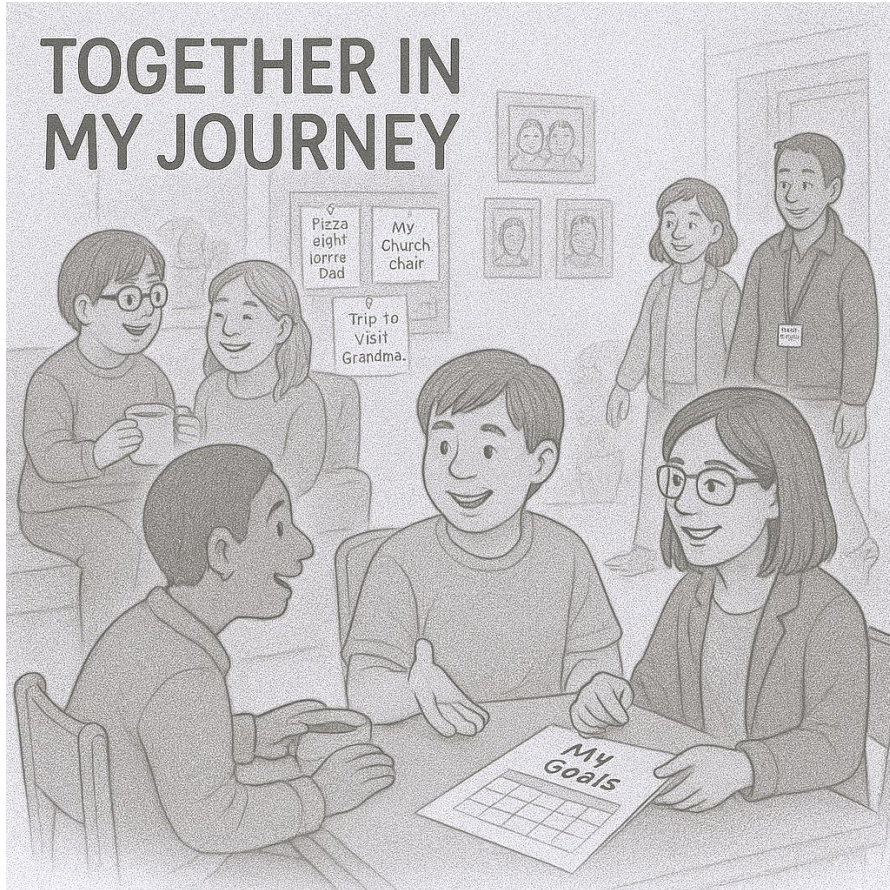
A desire for meaningful roles, jobs, and shared life at home filled with joy, connection, and personal choice.

A Future Where We All Belong: Visions from the Karis Community



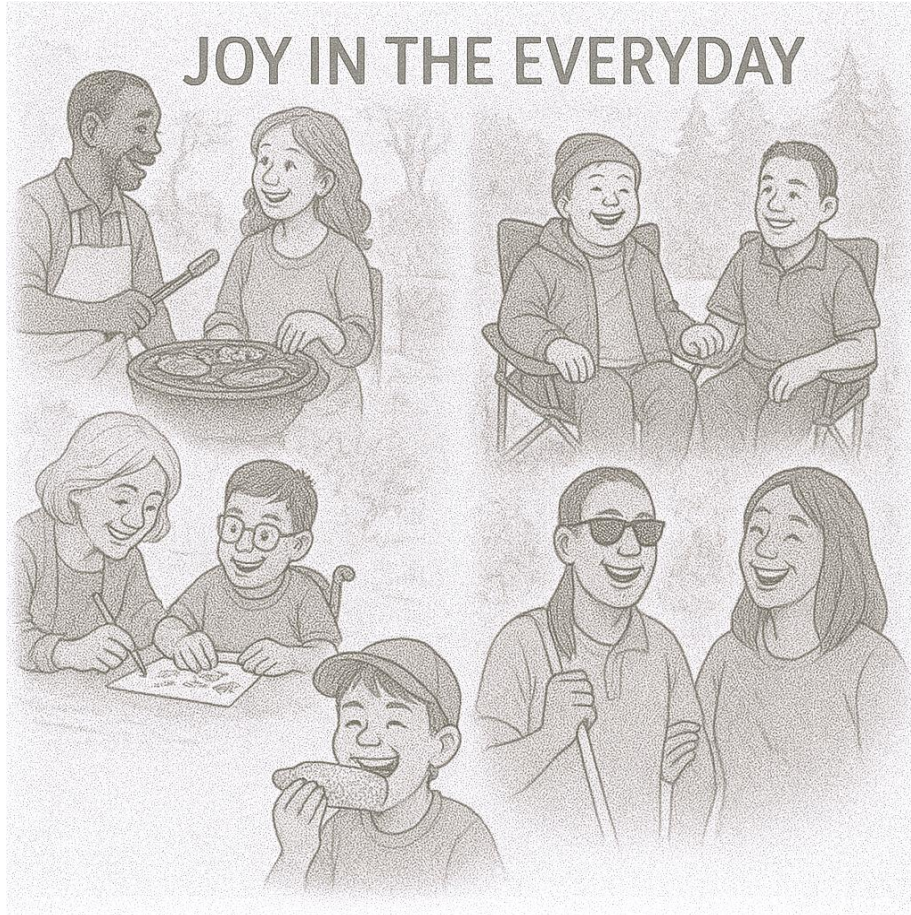
People asked for enhanced staff engagement, systems, appreciation, and a clear growth path. Staff seeks for work-life balance and engaging in team building.

A Future Where We All Belong: Visions from the Karis Community



Persons supported want to set goals for their future and have a clear plan to follow. Families want to have a comfortable space to spend time with their loved ones and to be meaningfully involved in a person's planning.

A Future Where We All Belong: Visions from the Karis Community



From crafting to BBQs to simply laughing together, these everyday joys are essential and deeply desired.

PHASE 3:

Leadership Workshop Insights



Strategic Focus Areas

1

Workforce Strength & Leadership

- Redesign frontline leadership roles to distinguish people leadership from operational oversight.
- Build transparent pathways for growth through stretch roles, coaching, and succession planning.
- Promote team development and psychological safety as core drivers of engagement and retention.

2

Innovative & Inclusive Services

- Expand person-directed planning, with a focus on aging, employment, and cultural identity.
- Leverage technology to support personalization, inclusion, and self-direction.
- Align services with each person's unique gifts, goals, and life transitions.

3

Systems & Tools That Work for People

- Prioritize system usability and staff confidence through training, clarity, and support.
- Optimize and embed existing tools (e.g., Karis Support App) before introducing new ones.
- Redesign team structures and admin supports to enable effective, tech-enabled workflows.

4

Belonging, Connection & Inclusion

- Invest in roles and partnerships that foster authentic, unpaid community connections.
- Address transportation and accessibility barriers to social participation.
- Position Karis as a thought leader in community inclusion and disability advocacy.

5

Communication, Planning & Family Partnerships

- Engage families proactively from the outset and throughout the support journey.
- Shift communication practices to be more relational, localized, and consistent.
- Reduce administrative burden on key roles to protect time for planning and relationships.

6

Housing, Security & Future Readiness

- Define housing-related responsibilities (e.g., builder, partner, connector).
- Co-create diverse, person-driven housing options with community and government partners.
- Prepare for aging caregivers and life transitions through education and systems advocacy.



Summary



Summary – What’s Needed by the Key Groups Engaged

The following provides a summary of ‘**What’s Needed**’ moving forward for each key User Group engaged across all engagement activities through Phases 1 and 2 (*detailed in the previous sections of this Engagement Report*):

People Supported

- **Greater autonomy** in daily routines, finances, and decision-making.
- Expanded **access to inclusive/appropriate housing**, employment, and volunteer opportunities.
- More consistent, respectful, and **person-directed supports and relationships**.
- **Real community participation** - not just access but belonging and contribution.

Families & Support Networks

- **Meaningful involvement** in planning & decision-making with respectful collaboration between families and staff.
- **Improved transparency and responsiveness**, including timely updates, clear escalation paths, and consistent information sharing across shifts and teams.
- **Simplified service navigation** and clearer funding information.
- Responsive **support for critical transitions** and long-term planning.

Karis Staff & Leaders

- Clearer role definitions, fair workloads, and **streamlined tools and systems** for knowledge sharing.
- Less admin time and **more time supporting people**.
- A **stronger culture** of psychological safety, peer connection, and staff recognition.
- **Robust training**, onboarding, and growth pathways.
- **Redesigned leadership roles** to separate operational oversight from people leadership, and to strengthen coaching and mentoring.

External & Church Partners

- **Stronger collaboration** across sectors (health, housing, education, justice).
- Opportunities for shared training, resource exchange, and **joint initiatives**.
- **Leadership from Karis** on advocacy, system innovation, and inclusive practice.
- Continued investment in **faith-based identity** and community connection.



Summary - Why we chose our engagement approach



Engagement Process

Feedback from Managers, Directors, Executive Directors, Senior Leaders, and Our Voices Matter Council on process and approach to co-designing the 3-year plan to ensure inclusion, and account for capacity and availability.



Phase 1 Engagements Design

Meeting with people where they gather for minimal impact to workflow, and to prepare for incorporating planning cycles. Capturing and validating input during sessions to demonstrate commitment to listening and learning.



Phase 2 Engagements Design

Gathering groups across communities to create a space for shared experiential learning, and for connections among and across groups. Reinforce commitment to listening.



Strategic Plan

Working with organizational leaders and senior leaders to set direction for the organization and ensure subject matter expertise informs framing of strategic plan. Account for pacing and capacity, and cross-functional collaboration.

Intended Outcomes

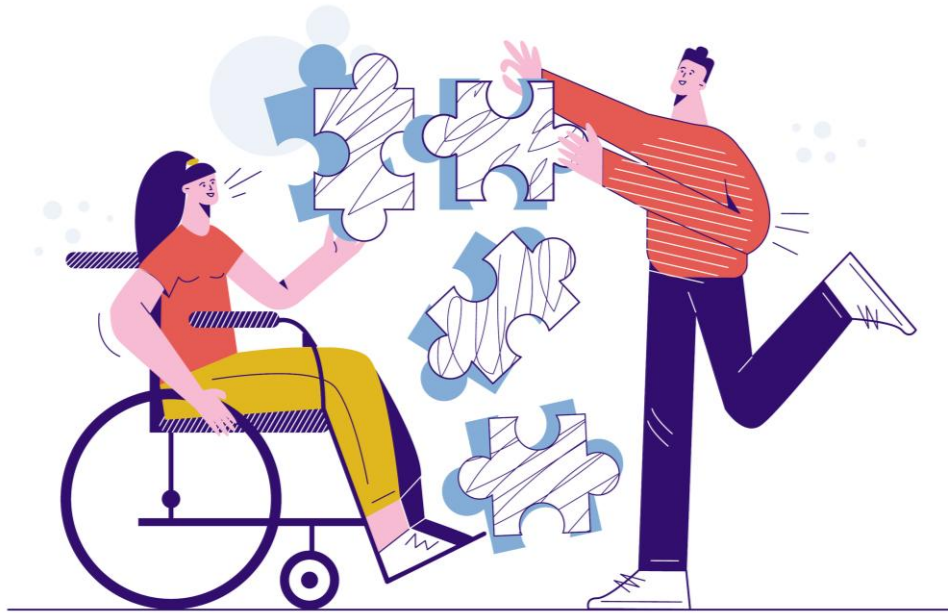
- Inclusion
- Contribution to outcomes
- Relationship-building through connections

- Space for planning and connection
- Making concepts accessible
- Trust-building through listening

- Co-design in practice
- Empowering people
- Consensus-building through collective decision-making

- Collective ownership and meaning-making
- Alignment to shared vision
- Strengthening commitment to organizational priorities

Summary - Concluding Reflections



- Over the past six months, co-design has powerfully surfaced the insights and aspirations of those most impacted by Karis' work.
- Across conversations with people supported, families, staff, and partners, one message was clear: ***creating a future of belonging with a shared vision, sustained collaboration, and bold action.***
- The voices captured in this process are strategic guideposts grounded in dignity, autonomy, and inclusion.
- Karis is now positioned to invest in what matters most and build the systems and supports that truly reflect its values.
- ***This report marks a shift from listening to doing*** with a clear mandate shaped by the community itself.

Appendices



Acknowledgements

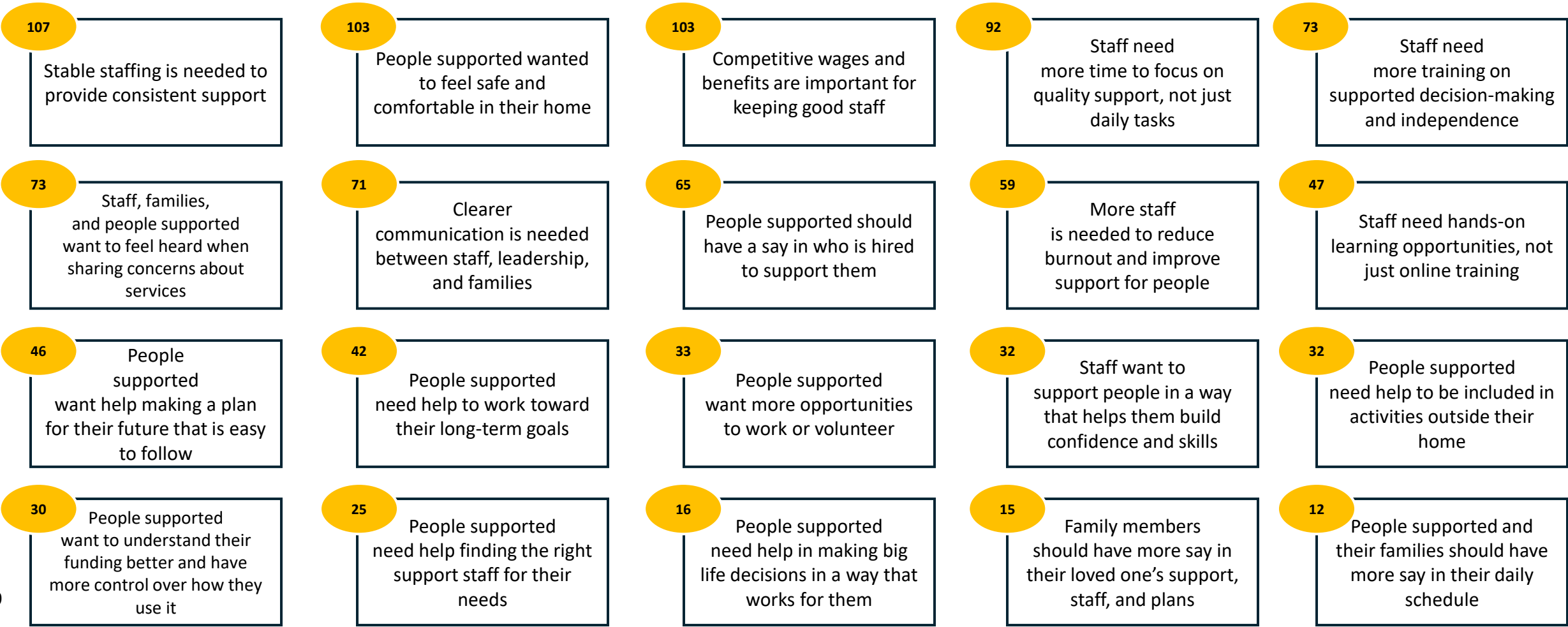
We are deeply grateful to everyone for their contributions throughout our co-design journey.

- People supported by Karis Disability Services
- Our Voice Matter Council
- Families of people supported by Karis Disability Services
- Community Advisory Networks
- Ministry of Children, Community and Social Services
- Developmental Services Ontario agencies
- Community Living Ontario
- Family Service Toronto
- Christian partners
- Community partners
- Karis Employees and Employee groups:
 - Administrative Staff
 - Area Managers
 - Community Development Managers
 - Community Facilities Specialists
 - Direct Support Professionals
 - Employee Engagement Representatives
 - Human Resources Business Partners
 - Personal Plan Facilitators
 - Program Managers
 - Service Standards Managers
 - Talent Acquisition Managers
 - Workplace Relations Specialists
- Individuals who co-hosted Karis Connected Everybody Engages sessions:
 - Aimee Fleger
 - Aimee Sutton
 - Anne Chaput
 - Carolyn Engen
 - Dean Henderson
 - Dzidra Halar
 - Elizabeth (Liz) McDonough
 - Genie Lupton
 - Harold Shreve
 - Joanna Sylvestre
 - Kevin Deguere
 - Linda Lafontaine
 - Lorie Downie
 - Patricia Morgan
 - Ray Ellis
 - Sean Davis
 - Shawn Duncan
 - Stephen Grundy
 - Steven Welbourne
 - Tammy Laskowski
 - Trevor Hoy
 - Wayne Jones



Card Sorting Activity | What We've Heard (1/2)

To engage people supported, families, and staff in identifying and prioritizing key themes for Karis Disability Services' future, a hands-on card sorting activity was conducted, allowing participants to categorize important ideas, discuss what matters most, and help shape priorities for the strategic plan. Participants worked together to place statements on a spectrum from 'Least Important' to 'Most Important'. They then voted on which statements were most important to them. **The following details the distribution of all 1,076 votes placed across these statements:**



Card Sorting Activity | What We've Heard (2/2)

Participants had the opportunity to contribute customized statements that they felt were missing from the pre-written card statements. These customized statements varied from session to session and in general there were few added per session. **The following details statements that participants added to the sorting board that were important to them but not pre-written on the cards provided for the activity:**

Live where and with whom I'd like - maybe move	Family connections & belonging need to be facilitated	Make more friends	More spaces/events for the broader Karis community to share feedback and dream together	More effort to communicate what Karis has to offer
Customizing supports to needs rather than trying to fit people into a static model	Funding	Want to feel "at home" in their home - that it's where they belong and can be themselves	To reduce burnout and improve support for people, it's not about more staff but about better training + less admin	Staff should respect people supported and their opinions
Staff should be on the same page supporting people	Clearer, unified policies, practices, communication and procedures for all staff, across departments, programs, locations, roles	Surveys/information should be expanded to include family members	Streamlining 'silos' for purpose of decision making re: health mental/physical	People supported will direct the involvement of their loved ones.
People supported should be offered opportunities for support in making big life decisions	Having a community space for people to go to do activities (life skills, music therapy, etc.)	Having proper transportation to meet the needs of the people supported	The right amount of support hours for each location	Communication - input from the people to whom the change will impact directly, follow up when concerns are raised
Both online and hands on learning are important	Access and understand more and other funding services as people age + discount and govt. services, OAS-CBS govt. dental etc.	Mindful of international students and making this path work and attractive	Matching employees and people supported	



Celebrate Every Journey

60
Years

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karis 
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