



*Providing a  
Spectrum of Supports  
to Community Inclusion*

Technology  
Plan

2016-  
2018

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## 1 Introduction

The purpose of this technology plan is to evaluate Arcus Community Resources' existing technology infrastructure and usage in order to make recommendations for future planning and direction. For a lighthearted, fun approach to this plan, please visit our website to review the PowerPoint presentation entitled "Technology at Arcus: the Great Big Road Trip".

## 2 About Arcus Community Resources

Arcus opened its first residential facility in 1981, an expansive home supporting twenty eight children.

During the deinstitutionalization of major institutions (Woodlands, Tranquille and Glendale), and in an effort to normalize the delivery of care to clients with high medical needs, Arcus started the decentralization process in 1993. Arcus, under its former name, Rainbow Ridge, had already embraced community living with the addition of school and community access programs. This process continued the development of smaller, more intimate residential homes service 3-5 individuals.

In 2010 Arcus was faced with funding cutbacks, so started looking into new areas to branch out into, in December of 2010 Arcus took on the first contract for a residential home supporting clients with autism. Between 2010 and 2015, Arcus experienced growth of 2-3 homes per year serving this population and projects this to continue. In 2018, Arcus has the privilege of supporting individuals at 32 locations across the lower mainland including Maple Ridge, New Westminster, Ladner, Langley, Delta, Surrey, Burnaby, Vancouver and North Delta. For context, our furthest West and furthest East home span 50 miles and we support 2 remote management team members living 200 miles away.

### 3 Executive Summary

Arcus' history with technology, for staff purposes, was limited to stand-alone desktop computers for its administrative and nursing staff. Arcus has always made use of any technologies that could improve the quality of life for or safety of our clients (i.e. ceiling lifts, electric wheelchairs, switches, etc).

During 2010 the CEO/President decided, on the request of staff, to look into Direct Deposit for payroll. After presentations from numerous companies it was determined that ComVida would be a fit for Arcus. One of the deciding factors was that 83% of Arcus contracts are for wages and ComVida are driven by scheduling. ComVida demonstrated a rigorous ability to schedule and populate payroll from the schedule. Among ComVida's strengths, was the ability for staff to log in remotely and view their schedules. This would be of particular interest for casual employees whose schedules are changing and dynamic. The staffing department also needed to move away from paper based systems and ComVida appeared to be able to meet important scheduling needs: tracking staff skill sets, sorting by seniority, tracking time off requests.

In 2015 Arcus' technology challenges included no network capabilities between group homes, older computers, incompatible versions of office software, fragmented email strategy, a website needing revision, and gaps in training.

The plan herewith took 6 months of planning and consultation, 2.5 years to roll out, experienced two major setbacks and is now a living document whose importance in the organization cannot be overstated. At the time of writing, Arcus supports over 80 email clients, manages a SharePoint server for over 100 clients and their documents, engages in digital correspondence through Slack and archives financial documents in Sync. The organization has rigorous Privacy Compliance training, policies and processes, holds staff accountable for breaches, and has a principled adherence to legislation.

## 4 Current Level Of Technology

In 2015, Arcus management staff possessed:

- Computer access
- Microsoft outlook account
- Corporate Shares (client/server topology; centralized storage-office; daily back-ups)
- Network access
- Scan folder access
- ComVida access (sporadically used and not universally understood)

Some Team Leaders ('TLs') in our Behavior Support community possessed:

- Desktop computer in home
- Some laptops
- Dropbox accounts linked to personal accounts
- Personal email accounts used for Arcus purposes

TL on our medical team possessed:

- Fax machines

## 5 Project Goals

The goal of Technology Plan, simply put, is to realistically lay out the assessment and plan based on: requirements, justifications, timelines and resources – whilst remaining philosophically grounded.

## 6 Strategic Plan

Simply put: Arcus leadership wanted more agility in managing its needs (vis a vis technology). In order to proceed, the following items were of critical importance to establish, on the philosophical level:

1. **What are our client's rights?**
2. **What do our people want?**
3. **What can Arcus infrastructure support?**

## 7 Strategic Partnerships

In 2016 Arcus met with Dynawork (a contracted Information Technology company, 'Dynaworx') to solidify the relationship, express the needs, explain the plan, secure buy-in and develop a budget. At the time of the meeting, Dynaworx expressed sincere dedication and commitment to Arcus and the project moved ahead.

Based on the meeting with Dynaworx, Arcus ran a simple Craigslist ad calling for SharePoint consultation. Arcus was honest, open, forthright and vulnerable in the ad: "We need help! We are a not for profit and believe this is the way to go, but we don't know where to start".

## 8 The Plan

In late 2015, the Arcus Vice President came on board and assumed responsibility for this project. She determined that the plan would be as follows:

### 8.1 Phase 1: The Right People

1. Secure strategic relationship with Dynaworx
2. Concurrently review legislative requirements
3. Inventory current hardware and skills
4. Plan for the hire of a SharePoint administrator

### 8.2 Phase 2: The Right Tools

5. Purchase secure storage space in Canada
6. Develop new privacy policies
7. Bring the website in-house
8. Bring email off the active directory and manage in the cloud
9. Purchase SharePoint software
10. Retain a SharePoint consultant
11. Rebuild the website, in house, and link all necessary resources from the website
12. Secure a third party communication tool (Arcus chose "Slack")
13. Test and troubleshoot the first 10 users
14. Plan the roll out

### 8.3 Phase 3: The Roll Out

15. Have a Roll-Out party, where all users were educated/trained on the process, signed our first electronic policy, and were assigned their new credentials in one day.
  - a. The first 10 users met with 4 people each through the course of one day.
  - b. By the end of the roll out party, Arcus had provisioned 40 people with their IT credentials

## 8.4 Phase 4: Testing, User Implementation

16. Based on implementation and use, phases 5-8 were developed and are not listed in the scope of this document.

## 9 Ongoing Needs: Living Document

### 9.1 IT Policy and Procedures

Part of Dynaworx's responsibility is to ensure for legislative compliance with respect to:

- Computer system disaster recovery
- Computer back up (all items now on the Dynaworx cloud)
- Licensing requirements
- Licensing permissions
- Virus protection software

In 2017, Arcus began to plan for the 2018 inventory of all computers, printers, peripherals and handhelds. The inventory begins November of 2018.

### 9.2 Policy Needed

In January of 2019, Arcus begins negotiations with its Union partner and will negotiate a new Arcus policy that addresses and captures the following:

- |                                     |                            |
|-------------------------------------|----------------------------|
| • Use of computers and printers     | • Password use             |
| • User of electronic media security | • Software use Network use |
| • Use of social media               | • Wifi use                 |
| • Remote access                     |                            |

The new and policy will be addressed at staff meetings, at all worksites in February 2019. The policy will be the 2<sup>nd</sup> electronic policy and will be the first that Arcus asks all staff to sign. This will also be the first step towards the conversion of all HR files to electronic (Summer 2019).



### 9.3 Expand Training

Arcus will continue to offer personalized, 1:1, coaching and/or training in technologies. In 2019, Arcus will dedicate further resources to training staff and managers on the following topics:

- i. Privacy! Why it matters
- ii. PFC! We need your Pre Frontal Cortex! How to reduce distractions, minimize interruptions, control your screen time and tap into creativity.
- iii. Slack! Communicating swiftly in the digital age
- iv. SharePoint! Basics of Information Management
- v. Reducing our Impact! What, Why, How

### 9.4 Internet Presence

- The Arcus website went through 2 rebuilds between 2016 and 2017
- In 2017, Arcus secured a 3<sup>rd</sup> party, user friendly software platform (Wix)
- In 2017, Arcus hired a web and sharepoint administrator
- In 2017, Arcus began uploading all job postings the website
- In 2018, Arcus began streamlining recruiting strategies and employer presence
- In 2019, Arcus will determine social media needs, if any.

### 9.5 Expand ComVida access

- In 2016, ComVida permission levels were established and a ComVida specialist, in-house, was identified
- In 2017, staff began accessing ComVida and the Behaviour Support team began accessing ComVida
- In 2019, ComVida training will be included in the training for the new hires' classroom component (see Workforce Planning)

## 9.6 Sync

- In 2018, Arcus financial team began to migrate documents from the server to Sync and has a goal of using Sync exclusively by the end of 2019
- In the summer of 2018, the Arcus Sharepoint administrator tested the functionality of Sync for migration of HR files to electronic
- Testing was successful and Arcus planned for the 2019 conversion of paperless HR files

## 9.7 SharePoint

- The first SharePoint build (in 2016) did not contain the required functionality
- A 2<sup>nd</sup> sharepoint build took place in late 2016 and Arcus began planning for a SharePoint administrator
- In 2017, all Dropbox use was discontinued and external consultants were given unique usernames and passwords to support our use of SharePoint

## 10 Conclusion

The only constant is change. Arcus leadership commits to leading from the front while remaining humble in its awareness that at the end of the day, Arcus is not a technology company. Every decision that we make with respect to technology must ultimately have answers to the questions that were outlined in the Strategic Plan:

1. *What are our client's rights?*
2. *What do our people want?*
3. *What can the Arcus infrastructure support?*

In assessing potential efficiencies, there is one additional question that Arcus leadership asks itself:

*is the identified problem a Gordian knot or a precious necklace?*

Every "problem" requires careful consideration through the lens of the Gordian Knot parable.