



**Shuswap Association
for Community Living**

Shuswap Association for Community Living

**Performance Measurement
& Improvement Plan
2015**



April 1, 2015 – March 31, 2016



Performance Measurement & Improvement Plan 2015

(April 1, 2015 – March 31, 2016)

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SACL Performance Measurement & Improvement Plan – 2015

SACL is committed to continually improving our organization and its services to Persons Supported. Data is collected and analyzed, and information is used to manage and improve service delivery.

Data for this report is collected from April 1, 2015 to March 31, 2016.

Mission:

We envision a caring and supportive community where all people are valued.

Vision:

Shuswap Association for Community Living creates opportunities and provides support to optimize the potential of individuals with intellectual disabilities.

Values:

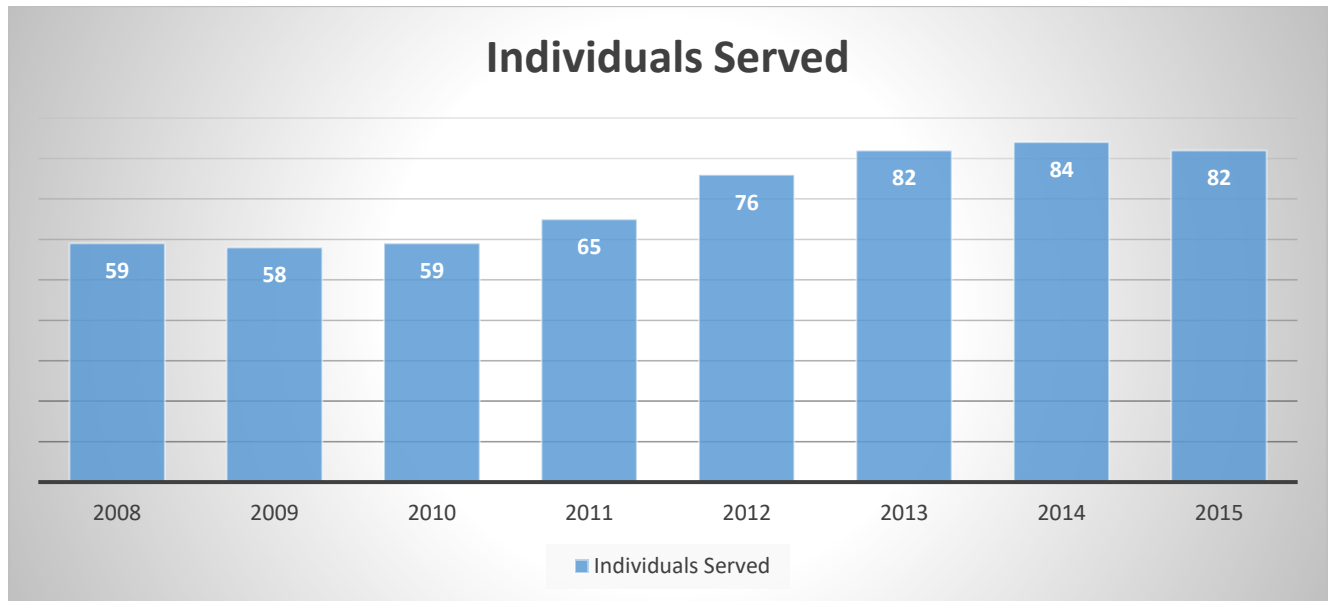
Shuswap Association for Community Living exists to provide the appropriate support and services to improve the quality of life on an increasing number of individuals with intellectual disabilities through cost effective stewardship of resources. SACL will increase and promote community awareness, knowledge, understanding and all-inclusive acceptance of individuals with intellectual disabilities.

Persons we Support were asked what the most important service direction were for each of the, and here is what they had to say...

- ❖ Friendships & Relationships
- ❖ Meaningful Activities
- ❖ Life Long Learning
- ❖ Having a Say
- ❖ Being Safe & Healthy
- ❖ A Welcoming Community
- ❖ Honoring the Past and Embracing the Future

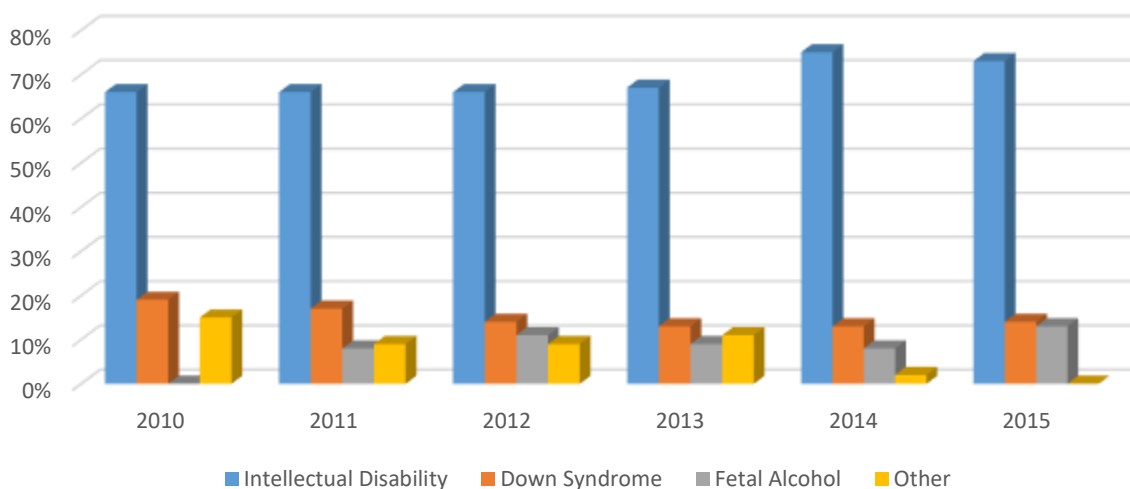


Demographics for Persons Supported



SACL Served 82 Persons Supported from April 1, 2015 to March 30 2016. The number of Persons Supported has remained fairly consistent over the past 4 years.

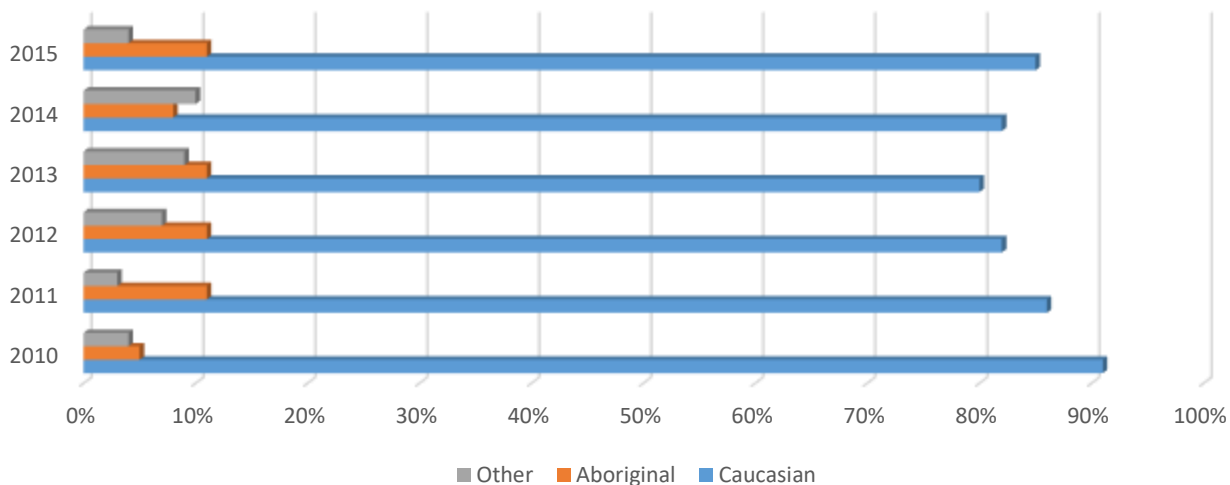
Primary Disability



Intellectual Disabilities have consistently been the most prevalent for the persons we support. There has been a notable decline in Downs Syndrome, from 14% to 8% since 2010, and the statistics for Fetal Alcohol Syndrome remain consistent.

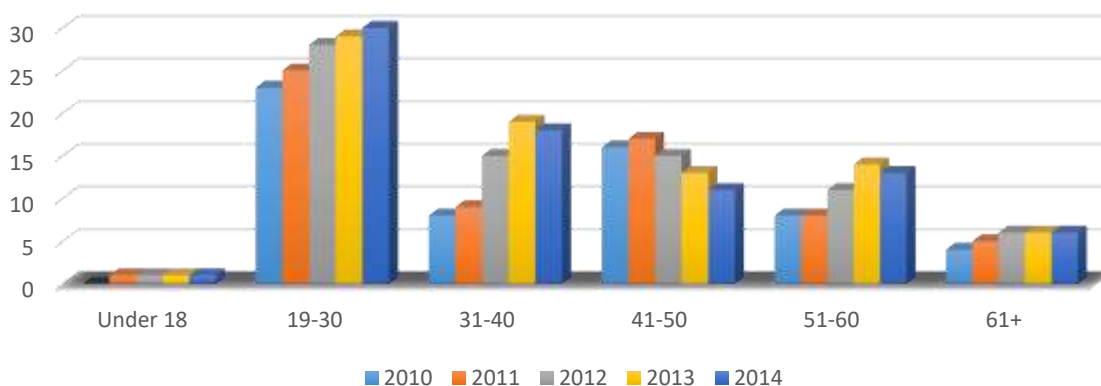


Ethnicity



Caucasian Individuals continue to be the most prevalent ethnicity served at SACL. An increase from 8% to 11% was noted in services provided to Aboriginal persons from last year. As SACL moves to a new Client Management data system we will be determining the categories of ‘Caucasian’ and ‘Other’ to include further definition for those of Asian, European, and East Indian decent to better meet the individual ethnic diversities of our Persons Supported.

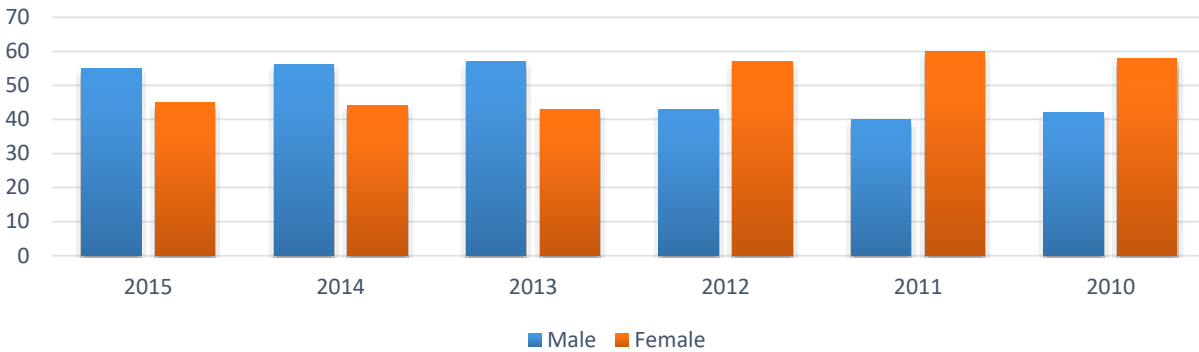
Age of Persons Supported





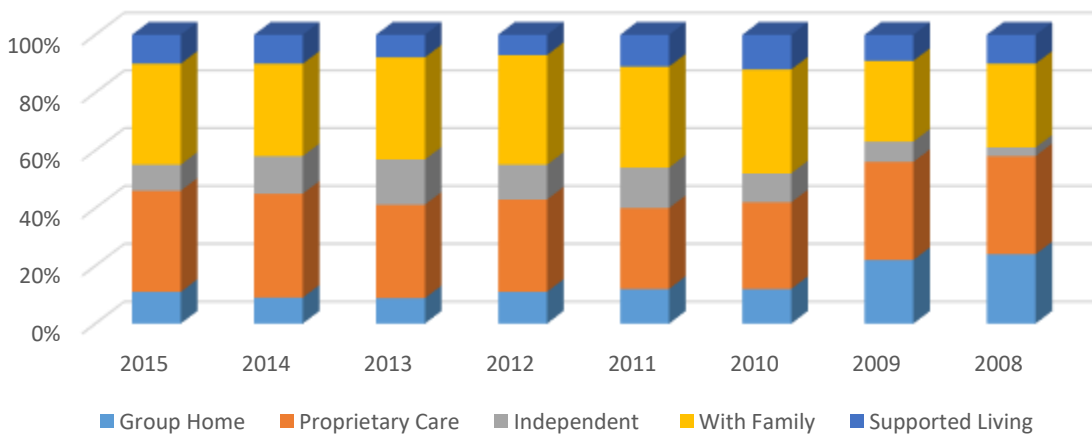
The 19-30 age range is still the predominant age range for Persons Supported and has shown a consistent increase since 2010. An increase in Persons Supported in the both the 31-40 and 51-60 age range are noted as people age into those categories. There is a fairly consistent decline in the 41-50 age range, however there is a slight increase in this age range for this past year.

Gender of Persons Supported



Trends show a fairly consistent decline in the Female Persons Supported since 2010, and almost an equivalent incline to the Male Persons Supported in the same time frame. In 2010, 58% of persons Supported were female and 42% male. In 2015, the ratio has changed to 55% male and 45% female.

Chart Title



Consistency is noted over the last 6 years in living situations of Persons Supported, data indicates that most Individuals served live with family members, and with Proprietary Care (Home Share with Caregivers) as a close second. Supported Living situations have remained fairly consistent at an average of 9.63% since 2008. Group Home living situations consistently declined from 24% to 9% between 2008 to 2014, but a notable increase was noted this year from 9% to 11%. Persons living independently has increased from 3% to a high of 16% in 2013. A decline from 16% to 9% has taken place from 2013 to 2015.



Effectiveness, Efficiency & Service Access

Goal Outcomes 2015

April 1, 2015 – March 31, 2016

Service Area	Goal	Objective	Efficiency	Effectiveness
Agency Objectives	Strengthen our Internal Operational Capacity			
	Examine current leadership roles/responsibilities (100%)	Examine current leadership roles/responsibilities – propose and implement specific changes to leadership roles (as necessary) and/or short term investments in administrative or leadership capacity from existing finances.	2 Services Managers were hired in 2014. One Full-Time, and one Part-Time. The full-time Manager assists the current Manager with service provision of the HWLS and CES programs. The Part-Time Services Manager continues to work 3 days per week. He is presently working with a UBC professor and one of her master practicum students on the Vancouver Foundation Research Project. He oversees the Community Connector Network program and will be responsible for current and upcoming Home Share contracts.	Partially Complete (80%) March, 2015
	Investigate the use of volunteers (75%)	Investigate the use of volunteers to enhance administrative capacity or free up leadership time – implement use of volunteers to support enhanced admin capacity.	SACL has applied for summer and practicum students from Okanagan College for both Administrative and Services supports from available students. We were not selected for a Services area student this year, and we did not receive any applications for an administrative summer student. We will continue to apply for students on an annual basis	Partially Complete (50%) September, 2015



	Seek out/initiate partnerships with other community organizations to increase operational efficiencies	SACL will explore partnership options with other community non-profits that could increase operational efficiencies such as the sharing of costs and resources.	We share a 'back-office' resource services with CMHA & SAFE Society through the Shuswap Community Resource Cooperative. We approached SAFE Society with the possibility of a shared space but they did not feel this would work for them at this time.	Partially Complete (60%) March, 2015
	Examine space issues and propose alternatives for review/approval by the Board	SACL will explore the advantages of repurposing existing space and/or developing new space.	SACL met with CLBC. CLBC is adamant that they will not provide and additional funds for more service space. Their vision is that we use space that is available and free in the community to provide services (E.G. Community Employment Services and One-to-One staff meet Persons Supported out in the community instead. The mutual decision made was that no new Persons Supported would be placed into the HWLS program (day program), but that an additional position would be created to work with youth transitioning out of high school and assist to navigate the system to become more independent (Community Outreach Worker).	Complete (100%) May, 2015
Increase Visibility and Presence in the Community				
	Seek out/initiate partnerships or sponsorships with other community	Seek out community partnerships to further service delivery,	SACL has met with the Salmon Arm Arts Center, however, to date, no viable partnerships have been established.	Not Completed



	organizations (e.g., local theatre group)	expansion and growth, and fundraising initiatives.	<p>SACL received a Community Building grant from the Vancouver Foundation. This opportunity lead to active partnerships with Shuswap Settlement Society, Okanagan College (Aboriginal Advisor), and the Community Connexions self-advocate group.</p>	Complete (100%) November, 2015
			<p>The Clothing Bin initiative has produced partnerships or sponsorships with Inclusion BC, Askew's Foods (uptown & downtown), Shuswap Re/Max Realty, Jeff Stacer (realtor), AAA Mini Storage, and Warner Equipment Rentals.</p>	Complete (100%) July, 2015
			<p>SACL entered into a partnership with Community Connections with the objective to build group home/housing, but this initiative required Board involvement and hiring a fundraiser, which is not financially viable at this time. A Board member approached a local land /business owner, to see if he may be able to donate any unused space. He is interested in contributing and will keep us in mind, but does not have anything available at this time.</p>	Not Completed



	Explore opportunities for fundraising that will be designated for capacity building purposes (could include hiring fund development support)	Develop and submit proposal for supporting fund development for Board approval	SACL entered into a partnership with Inclusion BC and Value Village to initiate a clothing donation bin initiative. Other fundraising opportunities, including a Halloween costume gala, and a Spring clothing drive were executed. (See Fundraising)	Complete (100%) July, 2015 - March, 2016
	Develop and implement a sticker campaign for "Disability Friendly Employers" to enhance visibility of those that choose to employ persons with disabilities.	Develop and print stickers to distribute to promote equal opportunity employers.	SACL designed a sticker with our new logo to promote employers who employ persons with intellectual disabilities. The stickers have been printed and distributed to all current employers. All future employers will be included in this initiative, and the 'employer's package' has been updated to include the sticker.	Complete (100%) July, 2015
	Enhance relationships with existing community groups	SACL will focus on strengthening current relationships with community groups such as non-profit service providers, service clubs, Chamber of Commerce, Downtown Improvement Association.	SACL has renewed our membership with the Chamber of Commerce, and has worked in partnership (Clothing donations) with CSRD.	Complete (100%) September, 2015
	Enhance relationships with Children's Association and local Elementary schools to increase visibility amongst parents of young children with disabilities.	Specific emphasis will be placed on relationships between SACL and the Shuswap Children's Association and School District	The new Community Outreach Worker position started in May of 2015. It has been a slow start to further define the role of this position. The next step will be to present to parents & potential	Partially Complete (50%) September, 2015



		#83 to promote service awareness to youth of Salmon Arm and area.	persons supported about the service in the high schools.	
Expand and Grow our Services				
	Successfully Apply to be a qualified supplier of group home services for CLBC	Submit Request for Qualifications to CLBC for approval to provide group home services	A proposal was submitted in response to a request for qualifications in January 2015, to operate a group home for persons with intellectual disabilities. We were successful in obtaining approval due to incomplete information provided. SACL updated the requested information and re-submitted the Request in July of 2015.	Partially Complete (80%) January, 2015
	Apply to CLBC to be a successful candidate to provide Home Share services.	SACL will endeavor to increase Home Share venues and contracts.	SACL has been approved to provide Home Share Services in the community. Our first contract was awarded in November of 2015	Complete (100%) November, 2015
	Explore provision of respite services for individuals with disabilities with MCFD/CLBC.	Explore opportunities to expand respite services with funders.	MCFD and CLBC have been contacted in regards to available Respite service expansion. Although we are accredited and approved to provide these services, there has been confirmation from both agencies that no contracts are available at this time. We will be considered for future contracts as they become available.	Not Completed



	Explore funding arrangements or partnerships that could allow for increased evening/weekend activities for persons with disabilities.	Expand evening and/or weekend services	SACL submitted a proposal in April of 2015 to MCFD to operate a 2 bed Specialized Residential Services home for 2 youth with challenging behavior. We were not the successful applicant for this contract. The successful candidate has many years of experience providing this type of service to youth. SACL will submit a Request for Qualifications for this service area.	Partially Completed (45%) June, 2015
	Explore possible social enterprise opportunities	SACL will explore opportunities to apply commercial strategies to maximize improvements to services	We have entered into the Clothing Bin initiative with Inclusion BC and Value Village.	Completed (100%) July, 2015

Business Functions

Financial	Prepare for the movement of Bookkeeping services from Shuswap co-operative (going out of business) to an alternate source	ED to research bookkeeping and accounting services for transfer.	Our current bookkeeping and payroll service (Shuswap Co-op) is resolving and discontinuing services. The Executive Director researched and reviewed replacement candidates. Shuswap Bookkeeping has been deemed the successful candidate. The owner of the company is a former employee of the co-op and is familiar with our organizational needs and comes highly recommended.	Complete 100% May, 2015
	Research Payroll system	Explore a new payroll system that will capacitate SACL's	Payroll systems were researched with input from relevant sources. It has been decided that	Complete 100% March, 2016



		complicated scheduling system.	PayWorks will be purchased as our new Payroll and scheduling system.	
Fundraising	Complete phase one of the Clothing Bin Initiative	Place the 3 bins that have been ordered in the Community & develop a regular schedule for delivery and maintenance.	3 clothing bins were delivered to Warner Rentals in Salmon Arm and placed in the community at Askew's Foods Uptown, Askew's Foods Downtown and Re/Shuswap Re/Max Realty.	Complete 100% July, 2015
	Initiate Phase 2 of the Clothing Bin Initiative	Order additional clothing bins to expand the current initiative. Secure 3 more community settings for the bins.	3 more clothing bins were ordered to place in the community and surrounding areas. Clothing bin host/partnerships were confirmed with Askew's Foods in Armstrong, Gemm Diesel in the Salmon Arm Industrial Park, and the Home Restaurant in Sorrento. This will expand our clothing bin initiative into 2 other communities. The bins are scheduled to arrive in April of 2016.	Complete 100% November, 2015
	Complete a Halloween Fundraising event	Research and execute a Halloween Costume Gala fundraising event.	The costume gala was held at Outlaws Saloon (donated space for the event), on October 31, 2015. Many local businesses contributed to the prizes for the event, and over \$2,000 was raised.	Complete 100% October, 2015
Human Resources	Convert SKM Respite contract workers to union Community Support Workers	Respite contract has been re-evaluated and is now Community Inclusion. All Respite contractors to be hired as regular staff	All SKM respite contracts were cancelled, and respite providers were hired as SACL staff to provide community inclusion services to this Person Supported.	Complete 100% December, 2015



Information Management	Complete transfer to Nucleus. Implement new Client Management System to Staff.	Provide all required data to Nucleus Labs for entry into the new system. Take ShareVision offline and implement Nucleus.	All data submitted to Nucleus for upload to new system. All transfers complete. ShareVision has been cancelled, and Nucleus is now live.	Complete 100% November, 2015
	Review and Complete updated Person Centered Plans in Nucleus	All PCP's are due for annual review and need to be updated in Nucleus	All Person Centered Plans (PCP) have been reviewed and updated to ensure accuracy of data within Nucleus, as well as complying with Dr. Shalock's required 8 quality of life domains.	Complete 100% March, 2016
Health & Safety	Update Non-Violence Crisis Intervention training	Research training options for NVCI. There are no licensed training facilities in our area.	NVCI training is becoming more difficult to attain in our area. There are no qualified instructors in our area at this time, and it is not financially feasible to send all staff to the coast for training. We have obtained permission to access the Health Employers Assn/ of BC (HEABC) website that provides Violence Prevention training that is specific to community and health care.	Complete 100% March, 2016
	Develop training and drill procedures for Violence in the workplace.	Develop violence in the workplace drills with the JOHS Committee.	This process proved to be a challenge for us. There are many tools available for policy writing for violence in the work place, but we had difficulties sourcing drill tools. The JOHS Committee assessed and created drills which include 'scenario' drills that would implement either emergency evacuation, or	Complete 75% March, 2016



			'lock-down' procedures. The drills will be implemented after staff training in 2016.	
	Conduct Risk Assessments	SACL will conduct a risk assessment for all locations of SACL, and for individuals served that have an active Safety Plan.	Risk assessments were completed (with WSBC risk assessment tools) for all Persons Supported with active Safety Plans.	Complete 75% March, 2016
Technology	Update all Computers to Windows 10.	SACL will update all computers and laptops to Windows 10	All SACL computers were updated to Windows 10	Complete 100% January, 2016
	Transfer all stored electronic files to a secure (Canadian based) cloud system to ensure security for remote access, and appropriate data back-up & restoration for emergency situations.	SACL will research and implement Cloud.ca as our cloud based file storage venue.	CaCloud has been implemented as our online electronic storage venue. CaCloud is Canadian based and information storage and back-up all remain within Canada. This system is a separate and designated cloud system for SACL (separate IP), and is secured for external, password protected access for staff.	Complete 100% April, 2015
		All non-client managed files to be transferred.	All files have been transferred, and access limited by assigning permissions and passwords for access.	Complete 100% September, 2015



Services Access	See "Agency Objectives" for goal to seek short/long-term services space expansion.	SACL will continue to restructure current available space, and try to obtain new space.	SACL has advertised in local newspapers and put the word out to community partners to seek donated or economical space for additional service provision. Local community (realtor) partners are also looking for availabilities that suit the criteria. So far, no applicable options have been offered or presented.	Partially Complete (40%) December, 2015
	Restructure available space at HWLS to ensure maximum comfort and usability.	SACL will collect input from Persons Supported and Staff, and reorganize the current space to best meet the needs of Persons Supported.	After analyzing input from Persons Supported, Staff, and operational requirements, the HWLS service space was restructured to meet the immediate needs of Persons Supported (and Staff).	Complete 100% December, 2015
Staff Input	Staff indicate a concern with the amount of space in the HWLS department. It is felt that there is not appropriate space in some of the rooms for all services.	SACL will review the use of space in the HWLS department and reorganize in accordance with the needs of Persons Supported. (See service access)	See "Services Access" - Complete	Complete 100% December, 2015



	<p>31.2% of staff feel that the rate of pay for the work done is not appropriate.</p>	<p>SACL ensures that staff are paid in accordance with the collective agreement. SACL will review with Staff that it is the Union that negotiates for their wage amounts, and SACL is not able to determine this factor.</p>	<p>Staff wages are determined by the collective agreement and are out of the control of SACL to change. Staff were made aware of this at Staff meetings, and it was suggested to contact the union for suggestions for wage negotiations.</p>	<p>Complete (100%) January, 2015</p>
	<p>43% of staff indicated that the morale in their department was poor.</p>	<p>SACL will endeavour to research and address the reasons for low morale, and propose solutions to improve morale.</p>	<p>The many changes in location, space, service direction, and technology coupled with the new Services Managers and the transfer in duties etc. has produced confusion. SACL clarified changes with staff through staff meetings and policy as to new procedures and reporting requirements.</p>	<p>Complete (100%) March, 2016</p>



	25% of staff indicated that they did not have a good relationship with Administration	SACL will review the comments and suggestions from staff and propose solutions to establish a better relationship between Staff and Administration.	Comments and suggestions were reviewed. Consensus is that staff are frustrated with increased workload and accountability of policies and procedures. This frustration tends to rest on the administration, who assigns and sometimes determines progressive discipline. Enforcement of policy reviews and mandatory renewable completion is required, and policies and procedures and processes have been updated and reviewed to provide clear instruction. Administration Staff has also taken communication courses to smooth the process and relations.	Complete (100%) September, 2015
Service Area	Goal	Objective	Efficiency	Effectiveness
Community Inclusion	Explore re-organization of the HWLS department to allow for separate space for Persons Supported who require 'down time' or a quiet space. Also to allow for appropriate privacy for staff when dealing with confidential information. Continue to explore additional space for the	SACL will re-organize HWLS space to create more room and separate private space for Persons Supported. Create appropriate confidentiality space for staff working on sensitive or private information.	See "Services Access" - Complete	Complete 100% December, 2015



	community based one-to-one individuals to have a separate area from HWLS.			
Community Employment Services	Develop and implement a sticker campaign for "Disability Friendly Employers" to enhance visibility of those that choose to employ persons with disabilities. (See "agency objectives")	Develop and print stickers to distribute to promote equal opportunity employers.	See "Agency Objectives" - Complete	Complete 100% December, 2015
Supported Living	Persons Supported felt they did not have enough input into where they live.	SACL will endeavour to provide more options to Persons Supported as to where they live and whom they live with.	SACL provides the maximum amount of choice available to Persons Supported. SACL may only provide Supported Living services in the places we have available or in the Persons own home. Funding & contractual requirements, limited choice in available residences, and the personal financial situation of each individual also may limit choices. These criteria have been outlined with Persons Supported to create an understanding of choices of living situations.	Complete 100% March, 2016



Home Share	This is a new Service for SACL. Data and objectives will not be available Until the 2016/2017 Outcomes Management Report.			Not Applicable
	Initiate new HomeShare contract.	SACL will determine hiring and interview criteria for HomeShare service providers.	Criteria and credentials have been established and a hire package created for Home Share providers by the P/T Services Manager.	Complete 100% December, 2015
Respite	Update SKM respite contract to Community Inclusion hours	SKM Staff will be orientated to become regular staff and provide community inclusion hours rather than respite.	All respite contracts were cancelled and former Respite contractors hired on as SACL Community Integration Staff members.	Complete 100% December 2015
	Complete WSBC Risk assessment for SKM contract	SACL will work with WSCB Representative to effectively complete a risk assessment of the SKM Service environment.	P/T Services Manager worked in conjunction with WSBC Representative to complete a Risk Assessment on the SKM Service Location and implement corrective actions.	Complete 100% September, 2016
Include Me Survey Results				
819 Persons Supported were surveys across the province, to help identify where SACL services are rated in comparison with the region, and overall scores.				
Domain	Goal	Effectiveness/Objective	Effectiveness	Results
Emotional Well Being	Evaluate and address trends for providing services that promote and support Emotional Well-Being	SACL rated equal to the overall scores in this area, and only .1 behind the regional scores. No trends were identified in this category	SACL will continue to promote emotional well-being through active community participation and healthy living.	No Action Required



Physical Well-being	Evaluate and address trends for providing services that promote and support Physical Well-Being	SACL rated .3 lower than the overall scores, and .2 lower than the regional scores in this area. SACL will continue to promote a healthy lifestyle that includes exercise and activity as well as healthy eating habits (Canadian Food Guide)	SACL continues to promote healthy activity, and includes aquafit & chair yoga as regular day program activities. Meals are prepared in accordance with the Canadian Food Preparation Guide, and all Persons Supported are encouraged to participate in daily activity.	Complete (100%) January, 2015 (Ongoing)
Material Well-Being	Evaluate and address trends for providing services that promote and support Material Well-Being	SACL rated .2 lower than both the overall & regional scores in this category. No Trends were identified.	SACL will continue to promote and support individuals to attain material well-being by assisting with gaining meaningful employment and supporting individuals with budgeting skills where applicable.	No Action Required
Rights	Evaluate and address trends for providing services or supports that promote the rights of Persons Supported.	SACL rated .2 lower than the Regional score and .3 lower than the overall score for this category. No Trends were identified.	SACL will continue to review rights with Persons Supported on an annual basis, and publish those rights in the SACL Handbook. SACL continues to advocate for the rights of all individuals with developmental disabilities	No Action Required
Self-Determination	Evaluate and address trends for providing services or supports that promote Self-Determination in Persons Supported.	SACL rated .1 below the regional score and were equal to the overall scores in this category. No Trends were identified.	SACL will continue to promote Self-Determination by providing information and services that assist Persons Supported to attain their personal goals.	No Action Required



Personal Development	Evaluate and address trends for providing services that promote and support Personal Development	SACL rated .5 below both the regional and overall scores in this category. SACL will explore options to increase Personal Development in service delivery.	SACL has developed a partnership with Okanagan College to promote educational development options. Persons Supported are encouraged to try new things and learn new skills on a regular basis.	Completed (100%) June, 2015 (Ongoing)
Interpersonal Relations	Evaluate and address trends for providing services that promote and support Interpersonal Relationships for Persons Supported.	SACL rated equivalent to both the regional and overall scores in this category. No Trends were identified.	SACL will continue to encourage strengthened relationships with family, friends and community members to all Persons Supported.	No Action Required
Social Inclusion	Evaluate and address trends for providing services that promote Social Inclusion	SACL rated .2 higher than the regional scores, and .4 above the overall scores in this category. Social Inclusion is indicated as the agency's strength.	SACL will continue to promote and support individuals to strengthen or explore new social opportunities in the community, focusing on independence where applicable	No Action Required
<p>** The statistics and objectives above are based on the overall domain scores from the 'Include Me' survey result. Further statistics and specific results can be found under the summary of results further on in this report.</p>				



Accredited Services & Objectives:

A time table of data collection, review, analysis, and action improvement has been developed, continually updated, and improved upon according to CARF Accreditation & Funder requirements, and in accordance with identified trends from the analysis of the data collected. Identifying factors such as Persons/Departments responsible for collecting & defining improvement trends, timelines, and follow-up of the data and results have also been designated in the Performance Measurement Plan.

Agency Objectives

SACL is actively seeking to expand current service provision and add additional services, in November of 2015, SACL was awarded our first Home Share service contract. The search for both a group home property and an appropriate service area space for expansion continues, Advertisements have been run in the local newspapers, local realtors have been given the criteria for our needs. Board Members and the Executive Director have contacted community partners. The limited market for these items has made meeting the required criteria for these items challenging.

Satisfaction:

Overall satisfaction with our services has increased from 81% to 89% in the past year.

Service Access:

Barriers to services this year included the continued adjustment to the new location. The smaller space and change in programs has taken a fair amount of adjustment time. Ongoing re-organization of space continues as the needs of the Persons Supported are assessed. There was a notable improvement towards attitudinal barriers as defined by the Persons Supported. SACL will continue to look for additional service space, but the focus on service provision is community inclusion, therefore services are being provided more and more in the community, rather than at the SACL location. Transportation continues to be a barrier in a small town. The public transit system does not operate in the evening hours.

Business Functions

Financial – SACL currently uses Shuswap Community Co-operative for payroll and bookkeeping services, however this organization is closing its doors. The Executive Director researched agencies to take over these duties. A former employee of the Co-op who now has a successful bookkeeping business, and has worked with SACL in the past was determined the successful candidate. The transfer to Shuswap bookkeeping will take place after the next audit. The management team is now working with, and testing PayWorks to confirm that the program meets not only our payroll needs, but our complicated scheduling needs.



Fundraising – The 3 bins ordered, arrived in May, and were placed in the community by a community partner at the determined locations (Askew’s Uptown, Askew’s Downtown, and Outlaws Saloon). Another community partner donated a storage unit to house the donations, and a Person Supported is now servicing the bins as an employment opportunity. 3 more locations have been secured (Askew’s Armstrong, Gemm Diesel, and Home Restaurant in Sorrento), and three more bins have been ordered. The Halloween Costume Gala fundraising event was held on October 31, 2015. Many community partners donated to the prize packages. Great fun was had by all, and over \$2,000 was raised by the event.

Human Resources – Funding criteria changed on one of our current Respite contracts, changing the service provision area to Community Inclusion services. This allowed SACL to end the Respite contracts for service providers and hire as employees. This change allowed SACL to pay more competitive wages, and implement the appropriate taxation, WSBC, and labour regulations requirements for regular staff versus contractor requirements. Converting contractors to staff members also requires the staff to be in compliance with SACL policies & procedures, training, and reporting requirements.

Technology & Information Management – Nucleus Labs was the successful candidate for the new client management system. 2015/2016 was a challenging year, having once again, to transfer data and learn a new system. SACL feels that Nucleus is more compatible with our technological requirements, as well as meeting the objectives for CARF related improvements to the Person Centered Plan and integrity of data collected. Recommendations made by CARF at the last survey were implemented with the new system.

Health & Safety – NVC (Non-Violent Intervention Training), is no longer provided in our area by an authorized professional. We were able to attain access to the same training that Interior Health staff are required to take in lieu of NVC. The new training is less generic, and deals specifically with violence coming from clients with disabilities or in distress in the health care/home care industry. This competency training has been implemented and is renewed by all staff on an annual basis. A great challenge this year was obtaining appropriate information to implement violence in the work place emergency drills. This topic is very important in our field, and criteria for developing this process is a high priority. However, when researched, it was discovered that there were many resources for developing policy in this area, but a lack of resources to develop and implement drills. The JOHS Committee worked on this project for an extended amount of time before being comfortable with the results. SACL conducted risk assessments on all persons supported that have a safety plan (may present the risk of violence in their behavior), after Management staff took WorkSafe BC Risk Assessment training. Separate risk assessments will be done for each SACL location as well.

Staff Input – SACL continues to source additional space for services. After reviewing staff and Persons Supported input, a reorganization of the HWLS space was completed over the winter break in services. Linoleum flooring replaced older carpets, space was created for Persons Supported needing a break from the noise of the main service area, and staff have separate space to work on confidential or sensitive information when required.



Agency & Business Function Goals and Outcomes are based on (but not limited to) information collected through the following sources:

Strategic Plan
Accessibility Plan
Performance Measurement & Improvement Plan
Complaint/Suggestion Process
Audited Financial Statement
Annual General Report
Annual Board Governance Policy Reviews
Staff Professional Development
Staff Exit Reviews

Risk Management Plan
Technology Plan
Complaint Process (Persons Supported/Stakeholder)
Financial Reports
Board/ED Compliance Reports
Community & Industry Trends
Human Resources Summary Report
Staff Performance Evaluations
Persons Supported Exit Reviews

Accredited Services Objectives & Satisfaction Results 2015

SACL endeavours to provide quality, relevant, & ethical services designed to meet the needs of Persons Supported and their support networks while increasing independence, self-worth, and quality of life through community participation and inclusion in accordance with accreditation guidelines and all required federal/provincial/municipal legislation, while operating within the parameters required by the funding contracts (CLBC).

In March of 2016, 6 Satisfaction Surveys were sent out to gain feedback on each area of SACL Services for the 2015/2016 fiscal year.

1. Community Integration - Stakeholders (Community Members, Partners, Funders, Staff etc.)
2. Community Integration (Persons Supported)
3. CES - Employers (Employers of Persons Supported via Community Employment Services)
4. CES – Persons Supported
5. Supported Living (Persons Supported receiving services)
6. Respite (Family or Caregiver of Person Supported receiving services)

Questions are based on CARF requirements for accreditation and funder requirements, and are devised to collect information to determine SACL's areas of strength as well as the focus moving forward for improvement and action to better meet the needs of the Persons we support.

Community Integration Services

Health, Wellness & Life Skills

Persons Supported help plan a schedule of meaningful activities than may include taking part in activities at the program site, in Salmon Arm, or in the surrounding communities. Activities are encouraged towards goals of inclusion, healthy living, cultural awareness and diversity, and learning building life skills.

Community Supports

Support Services for daily living are provided to an individual or group to promote rich lives and community inclusion through residential living, employment, skill development and individual supports.

Community Connection Network

The Community Connector Network assists individuals to develop social support networks in their community. SACL's Community Inclusion Worker assesses the person's interests, lifestyle, safety and support needs to develop a plan to increase their involvement in the community. The Community



Inclusion Worker directly assists the individual throughout the process to ensure they experience a successful and satisfying inclusive lifestyle within their community.

Community Integration Services (CI) Objectives

- ❖ Increased Community Participation
- ❖ Increased Independence
- ❖ Skill Development
- ❖ Health & Safety

As of March 31, 2016, SACL supported 35 persons in our Community Integration Services, with an average of 22.9 Persons Supported daily.

2015 Community Inclusion Satisfaction Survey Results:

Community Integration – Persons Supported (47 responses)

Please note that 6% of the Persons Supported chose not to participate in the survey, and therefore are marked as 'unknown' to all the questions not completed. This slightly affects the other percentage amounts for accuracy.

1. 85% of Persons Supported enjoy coming to SACL. Only 6% indicated that they did not enjoy attending services.
 - ❖ *Comments: 'I like getting out of the house to do stuff.', "yes, but I want a job."*
2. 98.4% of persons surveyed enjoy (or sometimes enjoy) activities & events in the Community.
 - ❖ *Comments: "The horse riding was nice and crazy creek." I like participating in the community, but like event of my choice – not the activities and events that my caregiver wants me to do", "We need more free ones".*
3. 74.5% of persons surveyed stated that do, or sometimes, go out to meet friends or go to activities when not attending SACL services.
 - ❖ *Comments: Comments indicate that individuals are fairly dependent on caregivers to participate in the community from home, but that several persons supported get out for activities or with friends at least sometimes.*
4. 63.8% of Persons Supported indicated they would like to get a job where they are paid. 17% indicated they were not interested in employment.
 - ❖ *Comments: Comments are mixed. Quite a few Persons Supported completing this survey already have a job. Others are closing in on retirement or have other reasons to be uninterested in obtaining employment.*
5. Persons Supported were asked what they would like to do for paid work:
 - Being an actor in a movie
 - Fill grocery bags at Askew's
 - Work at White Spot (or other restaurants)
 - Recycling
 - Working with dogs
 - At a bookstore
 - Working with kids
 - Working at a book store



6. 88% of Persons Supported indicated that SACL Staff was nice to them. 4% indicated that staff were not nice to them.
 - ❖ *Comments: “not always”, ‘Thumbs Up!’, I don’t know*
7. 85% of Persons Supported feel that SACL Staff listen when they have something to say. 4% felt that Staff did not listen.
 - ❖ *Comments: “not always”*
8. 95.8% of Persons Supported feel that staff always or sometimes help when they need it.
 - ❖ *Comments: ‘not always’, ‘they help me with some things, but not others.’*
9. 70% of Persons Supported indicated that they knew who to talk to if they needed help while at SACL.
 - ❖ *Comments: Comments indicated that most individuals may not know the specific person that they should ask (between staff and management etc.), but most indicated either a staff member, a key worker or a manager.*
10. 73% of Persons Supported indicated that other people who go to SACL Services are nice to them. 8.5% indicated that others are not nice to them.
 - ❖ *Comments: ‘not always’, ‘Everyone’s nice to me”, ‘I don’t know anyone at SACL (services in the community), ‘some of them are, not all of them’*
11. 91% of Persons Supported indicated that they felt safe when they attended SACL Services.
 - ❖ *Comments: There were no definitive or descriptive comments submitted for this question.*
12. 81% of Persons Supported indicated that SACL Services
 - ❖ *Comments: ‘SACL Services meet my needs, but not my wishes’, ‘not sure’, ‘don’t know’*
13. 80% of Persons Supported indicated that they felt they are making progress towards their personal goals.
 - ❖ *Comments: ‘I don’t know’, ‘I got my fishing license, I need to get my camping pass’, ‘I do not really feel like I am making progress towards my personal goals because I am not getting the support I need to do so’, ‘Try to go for walks from time to time, banking down to 1 day a week, learning crib better, clean shelves in my room’, ‘not sure’*
14. 80% of Persons Supported feel they have input as to what they do when attending SACL Services.
 - ❖ *Comments: ‘yes, because we do the schedule for the month’, ‘I come up with ideas for activities and outings’, ‘I do not have any choices and/or input as to what I do when attending SACL Services’*
15. Persons Supported were asked if any of the following barriers made it harder to attend SACL Services:

Barrier	Yes	Sometimes	No	I Don’t Know
Architectural	30.4%	10.9%	45.7%	13%



Environmental	21.7%	23.9%	41.3%	13%
Attitudinal	28.3%	6.5%	52.2%	13%
Financial	22.2%	6.7%	42.2%	28.9%
Communication	33.3%	15.6%	35.6%	15.6%
Transportation	26.1%	8.7%	45.7%	19.6%
Community Integr	8.7%	13.0%	56.5%	21.7%
Other	23.9%	4.3%	31.9%	32.6%

- ❖ In all instances “No” to the question was the highest percentage. The areas for concern an investigation into corrective action were Communication Issues and Architectural concerns followed by attitudinal concerns.
- ❖ *Comments:* A summary of issues to review would be how to make the environment at HWLS compatible for the varying needs of each individual (re temperature, noise level, brightness etc.). Public transportation availability & more participants from a younger age group to participate in Services.

16. Persons Supported were asked what they liked most about SACL Services

- ❖ *Comments:* A summary of items include: meeting new friends and being around nice people, having someone listen to me and what I want, going places and doing things I enjoy.

17. Persons Supported were asked what they liked least about SACL Services

- ❖ *Comments:* A summary of items include: Nothing, attitude or conflict with other Person’s Supported personality or point of view, preference not to follow a ‘schedule’ of activities, not having enough young people in the programs.

18. Persons Supported were asked what they think would make services better

- ❖ *Comments:* increasing activity variety and times (dances, acting in a play, night activities), more ‘normal’ things – don’t focus on disability, make me feel like a staff member not a person with a disability, advertise the agency and services more to attract more young people.

Community Integration - Stakeholders (20 responses)

1. 95% of persons surveyed felt that Persons Supported increased or somewhat increased their level of participation in the community due to attending SACL Services.

- ❖ *Comments:* Many comments indicate that Persons Supported only get out to community activities when at SACL. Suggestions for added funding, staffing and increased activities.

2. 100% of persons surveyed felt that Persons Supported increased or somewhat increased their level of independence since attending SACL Services.

- ❖ *Comments:* Comments indicate that not all persons supported are capable of increasing their independence due to the level of their disability, and some may lose a portion of their independence over time due to aging or increased levels of disability. All feel that SACL helps to encourage as much independence as appropriate for each Person Supported.

3. 95% of persons surveyed felt that Persons Supported are encouraged and assisted to learn new life skills while at SACL.

- ❖ *Comments:* Comments indicate that more funding, staff and variety would be welcome to provide more support and learning opportunities. It was noted that it can be challenging to expand activities when Persons Supported indicate that they are comfortable with certain activities and wish to repeat the same ones.



4. 100% of persons surveyed felt that SACL provides Services, or somewhat provides services that help minimize less restrictive community environments and encourage greater participation in community based exercises.
 - ❖ *Comments: Many comments feel that due to lack of funding for smaller groups, that Persons Supported can still seem segregated as they take part in activities in larger groups together, rather than smaller groups that can integrate easier with other people. Increased funding for a wider scope of staff, activities & access to activities is noted. Also noted that it would be helpful to have the funding to expand services beyond 9 am – 3 pm, Monday to Friday. Evenings and weekend support would help with Persons Supported individual social needs.*
5. 90% of persons surveyed felt that Persons Supported are positively encouraged or somewhat encouraged and supported to reach their individualized outcomes.
 - ❖ *Comments: Comments indicate a need for review and updating individual outcomes, and a more effective process for monitoring and updating individuals desired outcomes.*
6. 70% of persons surveyed felt that Persons Supported are encouraged and educated to feel safe at home, in the Community, and at SACL Services. 25% indicated that they did not know if this was the case.
 - ❖ *Comments: Comments indicate that the responders were unclear as to what 'safe' means. This question will be clarified in future surveys to include examples. It was indicated that SACL staff to a great job to make sure Persons are safe when in attendance at SACL services, but did not note the additional training provided on recognizing abuse or neglect etc.*
7. 80% of persons surveyed felt that Persons Supported are given input and information on SACL Services and their direction.
 - ❖ *Comments: Staff indicated that they felt they (Staff) should have more information on the direction of SACL Services in general, but that Persons Supported were informed well about the services they attend.*
8. 85% of persons surveyed Indicated that Overall, services meet the needs and requirements of Persons Supported. 10% Felt needs aren't being met.
 - ❖ *Comments: Frustration that service direction is dictated by funder and not persons supported. It was noted that SACL does it's best to meet the diverse needs of many persons supported within the funding limitations.*
9. 95% of persons surveyed felt that Persons Supported are encouraged and supported to express their own views, and pursue their own relationships and interests.
 - ❖ *Comments: More funding for additional supports and cooperation from caregivers/parents to expand on this after (SACL) hours. Many persons supported can be restricted by the views and limitations imposed by their caregivers.*
10. 100% of survey responses indicated that Persons Supported are encouraged to practice a healthy lifestyle and encourage activity.
11. Stakeholders were asked if SACL addressed Architectural, Environmental, Attitudinal, Financial, Employment, Communications, Transportation, Community Integration & Other



barriers.

68%-87.5% of those surveyed felt that SACL addresses the barriers above.

- ❖ *Comments: Staff still indicate that there is not enough room in the HWLS area, that there is not enough space for individuals to go when they need quiet time, and that some find it hot and noisy. The requests for additional funding is also continuous (added supports and services).*

Summary and Results – Community Integration

The smaller space of the HWLS department has been an ongoing issue since the move to the new location. The objective of both HWLS and the one-to-one supports are to be community based services, spending most of the time out in the community, and not at the SACL location. However, there are still space challenges for morning and lunch time routines, group activities, and discomfort (noise levels etc.) and safety issues (cramped spaces for accessibility with walkers or wheel chairs) during the times when service areas are at full capacity. Input was assessed from both Persons Supported and Staff to determine the most operationally effective way to address the situation. As a result, a re-organization of the current space took place during the winter service break in December. Separate spaces were created for activities, quiet space, computer areas, and office space for staff requirements. Carpeting was replaced with linoleum for safety and cleanliness, and a door separating the group area and the quieter activity spaces was installed. Other space saving and storage items were initiated at this time.

Staff worked with individuals to clarify the meaning of safety at SACL services, and Persons Supported are encouraged to bring forward any safety concerns to the monthly group meeting. Items are addressed and reviewed at the program and management level.

Information for the Outcomes Management Plan is based on:

Community Inclusion Satisfaction Surveys – Persons Supported

Community Inclusion Satisfaction Surveys – Stakeholders

Person Centered Plans (Goals & Outcomes)

Input from monthly HWLS meetings (Persons Supported)

Exit Interviews



Community Employment Services (CES)

SACL Employment Services seeks to identify the specific needs of your business operations and to identify how an individual with diverse abilities can meet those needs.

This is accomplished through Job Development Services and Employment Support Services.

Job Development Services

Job Development Services involves the use of assessment activities that provide invaluable material for matching a job seeker's interests, skills and the abilities to the right job. The needs of the employer may result in creating a customized job. Customizing a job involves restructuring strategies that result in job responsibilities being customized and individually negotiated to fit the needs of both the employer and the employee.

CES – JD – Job Development Objectives

- ❖ Increased Community Participation
- ❖ Increased Independence
- ❖ Skill Development
- ❖ Health & Safety
- ❖ Services define employment preferences for Person Supported according to wants/needs
- ❖ Employment Readiness (Information & Education for taking part in the workforce)
- ❖ Exploring community employment opportunities
- ❖ Obtained employment that meets the needs of Persons Supported

SACL provided Job Development services 48 Persons between April 1, 2015 and March 31, 2015.

Employment Support Services

Employment Support Services are activities that promote successful training of an individual to a new job, adjustment of tasks, retention and advancement. Supports can include assisting the employee with understanding the job culture, industry practices, and work behaviours expected by the employer. Training and orientation services are available for staff as well as the person with a disability. Ongoing support and routine follow-up with the employer and the employee ensures continued job success.

CES – ES – Employment Supports Objectives

- ❖ Increased Community Participation
- ❖ Increased Independence
- ❖ Skill Development
- ❖ Health & Safety
- ❖ Person Supported meets job and duty requirements
- ❖ Person Supported increases skills and/or productivity
- ❖ Increase to hours Person Supported works independently



- ❖ Person Supported obtains upward mobility (wages/hours/benefits/responsibility)

As of March 31, 2015, SACL provided Employment Support services 48 Persons Supported in the Community Employment Services area. Of the 48 currently served, 35 Persons Supported are currently gainfully employed in their community.

Community Employment Services – Persons Supported Satisfaction Survey Results (29 responses)

Please note that although 30 Persons Supported registered for the survey, 3 people did not complete the survey. This slightly affects the other percentage amounts for accuracy.

1. 100% of the completed responses for Persons Supported indicated that they think it's important to Volunteer or get a Job in their community.
Comments: 'I'd like to get a job at Dairy Queen', 'It's good to volunteer and make some extra money', 'I do a job'
2. 90% of Persons Supported indicated that they are currently employed, volunteering or actively seeking volunteer opportunities or employment.
Comments: Of those surveyed who are not actively seeking employment or volunteer activities, the reason for not doing so was indicated as 'health reasons'.
3. 73.3% of Persons Supported will be looking for employment/volunteer opportunities in the future.
Comments: For those who will not be actively seeking employment in the future, the comments/reasoning indicate that they either already have a job they enjoy, or have not found an opportunity that interests them so will not be searching further for other opportunities at this time.
4. 80% of Persons Supported indicated that SACL Staff assisted or somewhat assisted them in determining what they would like to do for employment or volunteer opportunities.
Comments: Comments indicate that some already had a goal/direction in mind, or are still unsure what they would like to do.
5. 96% of Persons Supported indicated that SACL Staff assisted them obtaining employment or volunteer opportunities that matched their interests and skill sets.
6. 100% of Persons Supported indicated that SACL Staff assisted with gaining the new skills to work towards what they would like to do.
7. 88% of Persons Supported feel that they have learned new skills since attending SACL Employment Services.



Comments: 'I have learned to burlap around trees'

8. 100% of Persons Supported indicated that SACL Staff assisted or somewhat assisted them to understand what's expected for their employment or volunteer opportunities.
9. 100% of Persons Supported indicated that they knew who to contact as SACL when they needed help.
10. 100% of Persons Supported indicated that they feel safe at the place where they work or volunteer.
11. 92% of Persons Supported indicated that they felt that the people they work with respect them. 8% indicated 'somewhat' to this question. There was no one who answered 'no' to this question.
12. Persons Supported were asked what suggestions or comments they have that would help make their employment or volunteer experience better:

Comments:

- *'Make it better so I can be happy. Be nicer to everyone'*
- *'Better wages – minimum wage is too low'*
- *'I would like to learn how to be in the Shuswap Theatre plays and to learn how to be a violin player'*
- *Others are happy with services the way they are. (23 people)*

Community Employment Services – Employers (7 responses)

1. Employers were asked if SACL met the following criteria when matching a Person Supported to an Employer;

	Yes	No	Unsure
Preference of Employee	71.4%	0%	28.6%
Work History & Experience	87.5%	0%	14.3%
Strengths & Abilities	100%	0%	0%
Previous training & education	71.4%	0%	28.6%
Benefits available to Employee	71.4%	0%	28.6%
Options for advancement or increased hours	57.1%	0%	42.9%
Availability of Transportation	85.7%	0%	14.3%
Legal history (if applicable)	28.6%	0%	71.4%



Comments: Overall comments indicate a high level of satisfaction for SACL Staff, support and services. The most concerning trend is that the Employers feel they don't know a lot about some of our services (background e.g. legal responsibilities etc.).

2. 72% of Employers feel that Persons Supported have input and has approved the position with the employer. 28% are unsure.

Comments: Indicated that the percentage that was 'unsure' had not yet worked with the employee to determine this answer.

3. 72% of Employers felt that SACL Staff was available to help the Person Supported to fully understand their duties and obligations of the employment position. 28% were unsure.

Comments: Indicated that the percentage that was 'unsure' had not yet worked with the employee to determine this answer.

4. 72% of Employers felt that SACL Staff helped the Person Supported to understand the obligations and duties of the employer. 28% were unsure.

Comments: Indicated that the percentage that was 'unsure' had not yet worked with the employee to determine this answer.

5. 72% of Employers felt that SACL Staff provided appropriate support to the Person Supported to enable them to fulfill the required duties to the best of their abilities. 28% were unsure.

Comments: Indicated that the percentage that was 'unsure' had not yet worked with the employee to determine this answer.

6. Employers were asked if they felt that Persons Supported gained independence, self-confidence, self-worth, financial independence, increased skill-set, increased life/social skills, and increased community involvement.

Comments: All employers felt that some independence was gained, or that they, as Employers, did not necessarily have the personal knowledge of the Person Supported to accurately answer this question. The most noted area for improvement would be financial independence.

- 7/8. Employers were asked if they felt that Persons Supported may gain an increase in responsibilities, hours of work, wages or benefits, or options for advancement

Comments: Employers indicated that due to the nature of their business or the size of their organization, in most occasions, advancement would not be likely in many of these areas. It was noted that additional training and skills must be learned for certain individuals to advance any further within any of the organizations where advancement was available.

9. Employers were asked if they felt SACL Staff were available to meet their needs and concerns. *Comments: This question did not function properly in the survey, and did not collect valid data.*

10. Employers were asked if they felt that SACL Support staff had sufficient knowledge if the position, had an appropriate back-up plan in the event of Staff illness or absence, and that



Support Staff was able to communicate efficiently and effectively within the employment site.

Comments: All employers who had first-hand knowledge of the Person Supported and their support staff answered yes to these questions. However there were 29% - 42% who were unsure.

11. Employers were asked if they felt that Persons Supported were instructed and encouraged to demonstrate appropriate expectations for attendance & punctuality, grooming & dress, job safety practices, skill performance, communication requirements, work ethics & practices, health & medication management, work culture & hierarchy, literary skills, work related academic skills, work related technology and assertiveness & self-advocacy.
 - ❖ *Comments: Comments and results indicate that 42% - 88% felt that SACL Staff helped Persons Supported to achieve these expectation. There was a 'somewhat' response to Persons Supported understanding of corporate culture, literary skills, academic skills, technology skills and assertiveness. 14% - 28% of the employers felt that these expectations were not necessarily applicable to the position within their organization.*
12. 100% of the Employers surveyed indicated that the Community Employment Services met the needs of the Person Supported.
 - ❖
13. 100% of the Employers surveyed indicated that the Community Employment Services met the needs of the Employer.
 - ❖
14. Employers were asked what they liked best about having a SACL Person Supported as an employee.

Comments: Positive attitude & consistent work ethic. Dedicated and reliable, gratification for providing employment to individuals who may experience difficulties gaining employment.
15. No additional comments were provided for improvement other than 'fine as it is'. Supported Living Services.

Summary and Results – Community Employment Services

Employment opportunities within Salmon Arm and area can prove to be challenging with regards to benefit packages and advancement opportunities. Many opportunities are of a seasonal or part-time nature, and are at entry or mid-level. There are limited positions available that provide benefits for any employee (as is the trend provincially or even nationally in most instances for entry level positions). CES Staff work closely with the Employers and the Person Supported to ensure all the tools and skills are present for the position to provide eligibility for advancement opportunities where applicable. As per Labour Standards, all Persons Supported are eligible for benefits in any position that offers them, once meeting the appropriate criteria for probation and hours etc.

The Community Employment Staff have developed a comprehensive 'Employers Package' that provides information on the agency, the services we provide, the Persons Supported, and the benefits of both SACL services and Persons Supported for the employer. Stickers that allow employers to advertise that they are an equal opportunity employer have been designed and distributed to those who employ Persons Supported.



Information for the Outcomes Management Plan is based on (but not limited to):

Community Employment Services Satisfaction Surveys – Persons Supported
Community Employment Services Satisfaction Surveys – Stakeholders
Community Employment Services Satisfaction Surveys - Employers
Person Centered Plans (Goals & Outcomes)
Exit Interviews

Supported Living Services (SL)

Providing Persons Supported who live independently in the community with assistance in the activities of daily living. Supports are directed towards healthy lifestyle choices and enhancing life skills to encourage independence and the fostering of meaningful community relationships.

SACL provided Supported Living services 7 individuals from April 1, 2015 – March 31, 2016

Supported Living Services (SL) Objectives

- ❖ Increased Community Participation
- ❖ Increased Independence
- ❖ Skill Development
- ❖ Health & Safety
- ❖ Achieve choice of housing options (rent or ownership)
- ❖ Person Supported choose with who/where to live
- ❖ Minimize risks to Person Supported in home environment

Supported Living Satisfaction Survey Results – Persons Supported (7 responses)

1. 85.7% of the Persons Supported indicated that they have the choice or have some input to where they live.

Comments: Comments indicated that a full choice for the Person Supported is not always available due to parent/caregiver directives or availability of suitable and affordable options.

2. 57.2% of Persons Supported indicated that they get to choose or have some input as to who they live with. 42.9% felt they had no choice.

Comments: Choices can be limited to Persons Supported due to availability and selection of applicable residences within their income level and with appropriate accessibility features as required.



3. 100% of Persons Supported indicated that they get to choose or have some input as to what things to have around them for comfort and décor.

Comments: ‘Half the house is mine, and I made it mine’

4. 100% of Persons Supported indicated that they feel safe in the place that they live.
5. 100% of Persons Supported indicated that there was always or ‘somewhat’ a SACL Staff member around to help them if they need it.
6. Persons Supported were asked if SACL Staff help them with:

	Yes	Sometimes	No	Not Applicable
<i>Healthy Eating/Exercise</i>	85.7%	0%	0%	14.3%
<i>Personal Care</i>	57.1%	14.3%	14.3%	14.3%
<i>Household Maintenance</i>	57.1%	28.6%	0%	14.3%
<i>Expectations of a Tenant</i>	57.1%	14.3%	14.3%	14.3%
<i>Helping with decisions & understanding rights</i>	71.4%	14.3%	0%	14.3%
<i>Family Contact</i>	71.4%	14.3%	0%	14.3%
<i>Encourage outings with friends or activities</i>	57.1%	28.6%	0%	14.3%
<i>Encourage fun activities or how to meet new people</i>	71.4%	14.3%	0%	14.3%
<i>Help with money matters if you require</i>	85.7%	0%	0%	14.3%

7. 100% of Persons Supported indicated that SACL Staff help or somewhat help them to learn things that help them to live on their own or do new things by themselves.

Summary and Results – Supported Living Services

SACL still faces the challenge of balance between allowing the Person Supported to choose where they live (and with whom) within the parameters of available locations and funding guidelines for the individual. The challenges are that currently SACL is able to offer a choice of available space within our 2 residences, but should a Person Supported not have additional personal funding, the choices of external locations can be very limited. Persons Supported are given every available choice to their location and living conditions and surroundings.

Information for the Outcomes Management Plan is based on:

Supported Living Services Satisfaction Surveys – Persons Supported
Supported Living Services Satisfaction Surveys – Caregivers
Person Centered Plans (Goals & Outcomes)
Exit Interviews



Home Share Services (Shared Living)

SACL contracts with paid community members to share their home and life with an individual who has a developmental disability. Home Sharing is for people who want to share a home with a family, couple or single person who will assist them to build relationships and access their community. The Home Share provider may also help with self-care, meal preparation and the development of other life skills.

In a Home Sharing situation, the person receiving support and the Home Share provider or family live as equal participants in the home, sharing a close relationship that supports inclusion, growth and opportunity for all. Our Home Shares provide opportunities for individuals to make friends, develop meaningful relationships and participate in the community all while maintaining strong connections with their families. All contracted Home Share providers must pass a thorough screening process.

SACL provided Home Share services to 2 individuals from April 1, 2015 – March 31, 2016

Home Share Services (HS) (Shared Living) Objectives

- ❖ Enhancement of Quality of Life
- ❖ Increased Independence
- ❖ Increased Community Access and Participation
- ❖ Persons Supported have input as to where they live and who they will live with
- ❖ Opportunities and Support for Personal and Community Related Relationships
- ❖ Services/Supports are safe for Persons Supported
- ❖ Services/Supports are available to satisfy the Person's Supported needs and wants
- ❖ Support to Develop Natural Supports

Home Share Service is a new service provided by SACL, at this time we have not been providing services for Persons Supported for a full year. Our first contract for this Service commenced on November 1, 2015. Therefore, we have not collected survey data at this time. Home Share Services will be included in our next CARF accreditation process, and data will be collected to determine strengths, weaknesses, and trends for service improvement for the 2016/2017 fiscal year from the following sources;

Information for the Outcomes Management Plan is based on:

Home Share Services Satisfaction Surveys – Persons Supported
Quality of Life Reports
Person Centered Plans (Goals & Outcomes)
Exit Interviews

NOTE: As Home Share Services are new services being offered by SACL this year, historical data and satisfaction survey information will not be available until the 2015/2016 report.



Respite Services

Providing families of Persons Supported with alternate care options from the continuous demands of caregiving. Families can use this service in the manner that best suits their unique circumstances. The service may be delivered in the family home, the home of a respite provider, or within the community.

SACL provided Respite services 2 from April 1, 2015 to March 31, 2016.

Respite Services (R) Objectives

- ❖ Increased Community Participation
- ❖ Increased Independence
- ❖ Skill Development
- ❖ Health & Safety
- ❖ Services/Supports meet the needs of the family/caregiver

Outcomes are based on the following sources:

Respite Services Satisfaction Surveys – Persons Supported/Family & Caregivers
Person Centered Plans (Goals & Outcomes)
Exit Interviews

Respite Satisfaction Survey Results - Parent/Caregiver (1 response)

1. 100% of the people surveyed feel that SACL Respite services are responsive to their needs.
2. 100% of the people surveyed feel that SACL Respite services are safe for the Person Supported.
3. 100% of the people surveyed feel that SACL Respite services meet the medical needs of the Person Supported.
4. 100% of the people surveyed feel that SACL Respite services accommodate their preferences, needs, and expectations.
5. 100% of the people surveyed feel that SACL Respite services meet both the needs of the Parent/Caregiver and the needs of the Person Supported.
6. 100% of the people surveyed feel that SACL Respite services are flexible around; the schedule of the Person Supported & the Parent/Caregiver, the specific needs of the Person Supported & Parent/Family/Caregiver, and the location of Respite services.



7. 100% of the people surveyed feel that SACL would have replacement Respite providers available should illness or emergency prevent a regular respite worker from attending a scheduled service.

8. 100% of the people surveyed feel that when they access SACL Respite services, there are clear instructions/procedures in place for;
 - necessary medications
 - required medical technology (respirators, blood pressure machines etc.)
 - if medical attention is required
 - addressing special needs
 - addressing any patterns or triggers for the comfort and safety of Persons Supported

There were no additional comments provided for improvement of services.

Summary and Results – Respite Services

As Respite providers are contractual, in the past they have not been required to enter data into the client management system, but kept paper documentation. This process has been updated to ensure completion and validity of data, and to ensure satisfaction.

Staff turnover in this area is still high, due to lower wages and increasing responsibility for reporting requirements. SACL continues to streamline this process and attempts to record and collect relevant data for service improvement.

Information for the Outcomes Management Plan is based on:

Respite Satisfaction Surveys – Caregivers
Quality of Life Reports
Person Centered Plans (Goals & Outcomes)
Exit Interviews



2016 Goals

Apr 1, 2016 - March 31, 2017

Service Area	Goal	Objective	Target Date
Agency Objectives	Review Strategic Plan	Conduct a review of the SACL Strategic Plan.	November, 2016
	Review Mission & Vision Statement	Review the agency Mission & Vision statements to ensure alignment with current organizational direction.	November, 2016
	Strengthen Internal Operational Capacity		
	Examine current leadership roles/responsibilities	Examine current leadership roles/responsibilities – propose and implement specific changes to leadership roles (as necessary) and/or short term investments in administrative or leadership capacity from existing finances.	November, 2016
	Investigate the use of volunteers	Investigate the use of volunteers to enhance administrative capacity or free up leadership time – implement use of volunteers to support enhanced admin capacity.	September, 2016
	Seek out/initiate partnerships with other community organizations to increase operational efficiencies	SACL will explore partnership options with other community non-profits that could increase operational efficiencies such as the sharing of costs and resources.	November, 2017
	Examine space issues and propose alternatives for review/approval by the Board	SACL will explore the advantages of repurposing existing space and/or developing new space.	January, 2017
	Increase Visibility and Presence in the Community		



	Seek out/initiate partnerships or sponsorships with other community organizations (e.g., local theatre group)	Seek out community partnerships to further service delivery, expansion and growth, and fundraising initiatives.	November, 2016
	Enhance relationships with existing community groups	SACL will focus on strengthening current relationships with community groups such as non-profit service providers, service clubs, Chamber of Commerce, Downtown Improvement Association.	March, 2017
		Enhance relationships with the Children's Association and local Elementary Schools to increase visibility amongst parents of your children with disabilities who may require future services.	September, 2016
	Update agency promotional material	Update agency promotional items with new look and logo design. Include an agency brochure, and individual 'insert' pamphlets for Community Employment Services, Supported Living/Respite/Home Share, and clothing donation bins.	August, 2016
Expand and Grow Services			
	Expand Services	SACL will submit a Request for Qualification to CLBC to provide Staffed Residential Services (Group Home Services). RFQ was returned with a request for more information. Goal Brought forward from 2015 (80%) complete.	February, 2017
		SACL will explore expansion of Community Employment Services into surrounding communities.	March, 2017



		Explore funding arrangements or partnerships that could allow for increased evening/weekend activities for persons with disabilities.	March, 2017
Business Functions			
Financial	Move Bookkeeping services from Shuswap co-operative to Shuswap Bookkeeping	Transfer all information to Shuswap Bookkeeping. Shuswap Co-op to work with Shuswap Bookkeeping through the financial audit, and complete the transfer when the audit is complete.	June, 2016
	Implement PayWorks Payroll & Scheduling System	SACL will implement the change to Pay Works payroll and scheduling system.	October, 2016
Fundraising	Explore opportunities for fundraising that will be designated for capacity building purposes		
	Complete Phase 2 of the Clothing Drive Initiative	Place 3 more bins in the community.	May, 2016
	Initiate Phase 3 of the Clothing Drive initiative	Order 2 more bins & secure placement locations.	November, 2016
	Hold a Spring Clothing Drive	Advance awareness of the Clothing bin initiative by holding a Spring clothing drive and BBQ.	April, 2016
	Produce a Clothing Bin Commercial	Develop and design a commercial to submit to Salmar Theatre to advertise the clothing bin fundraising initiative.	August, 2016
	Explore option to hire fund development support	SACL will explore the option to hire fund development support or fundraising coordinator	November, 2016
Human Resources	Research appropriate data collection venue for Human Resources information.	SACL will review the Human Resources data collection venues (Nucleus or Pay Works) to determine which best meets the needs of the agency.	January, 2017



Information Management	Research and implement a new Survey program.	SACL will research and implement a new survey service provider. The current Survey program is converting to Survey Monkey (information not hosted in Canada).	August, 2016
	Complete and (annual) update all PCP's in the Nucleus format.	Ensure all Staff are trained to complete and update the annual PCP review, and record in Nucleus.	March, 2017
Health & Safety	Implement Violence in the Workplace drills.	SACL will implement the violence in the workplace drills developed by the JOHS Committee. The drills will address evacuation and lock-down procedures.	October, 2016
	SACL will implement a 'Safety Officer' as a worker representative of the JOHS Committee.	SACL will implement the Safety Officer to focus on safety drills, inspections and first aid needs at all locations.	June, 2016
	Risk Assessments for all locations & Persons Supported with Safety plans	SACL will complete a risk assessment for each external location and all persons supported with an active safety plan.	March, 2017
Technology	Research Payroll/Scheduling Program	SACL will research and implement a new scheduling/payroll system.	November, 2016
	Increase security features on CaCloud system	SACL will strengthen security on the Cloud by purchasing a Security Certificate	March, 2017
Service Access	See 'Agency Objectives' regarding acquiring additional service space.	SACL will continue to look for additional service space	January, 2017
	Persons supported indicated that they felt there were barriers both Architecturally, and with Communication to attending SACL Services.	SACL will continue to look for additional service space to accommodate the needs of Persons Supported and Staff.	January, 2017
		SACL will endeavour to improve communications between the agency and Persons Supported/Caregivers.	December, 2016



Staff Input	Staff indicate a frustration with mixed communications and directives from Services Managers.	SACL will review the areas of concern, clarify managerial duties and responsibilities, and provide additional training to management staff for communications.	December, 2016
Service Area	Goal	Objective	Target Date
Community Inclusion	25.5% of Persons Supported indicate that they do not get out to enjoy meeting friends or attending activities in the community when not attending SACL programs	SACL will advocate for parent/caregiver participation for facilitating friendships and social events for Persons Supported outside agency services hours, continue to advocate for additional funding from CLBC to provide afterhours staffing supports, and provide applicable life skills and facilitation of friendships and community individuals who may assist Persons Supported in accessing social and community activities outside SACL services.	Complete (100%) March, 2017 (Ongoing)
	36.2% of Persons Supported indicate that they are not interested in gaining employment in the community	SACL will continue to provide volunteer, educational, and day services opportunities to Persons Supported who do not wish to seek employment in the community.	March, 2017
	27% of Persons Supported indicated that other persons who attend SACL services were not always nice to them.	SACL will endeavour to ensure all Persons Supported are respectful of others and equally, respected by others. Ongoing support and coaching regarding respect for differences of opinion and interests will be provided.	January, 2016



Community Employment Services	Several of the Employer Satisfaction Surveys were showing an 'unsure' trend. Employers completing the survey are not directly involved in the hire process with Persons Supported, and don't have the information to complete the survey accurately.	SACL will endeavour to direct the satisfaction survey to the person who was responsible for hiring the Person Supported to be able to gain more accurate feedback. Several of the questions asked this year only rated a 72% average as some of the employers were unaware of the answer.	January, 2017
	Employers indicated that there was currently little, or no likelihood of increased responsibilities, hours of work, wages or benefits within their organization for Persons Supported.	Explore Employment opportunities that offer a higher chance of advancement opportunity and availability of benefits etc.	Complete (100%) March, 2017
	26.7% of Persons Supported indicated that they will not be looking for employment or volunteer opportunities in the near future.	SACL will continue to emphasize the importance of community participation and financial independence to Persons Supported who are not interested in seeking employment or volunteer opportunities in their community. Many surveyed are already currently working.	March, 2017
	Separated 'Job Development' stats from 'Employment Support' stats.	SACL will further define Community Employment Services statistically in Nucleus into 'Job Development' and 'Employment Supports'. Transitions from one service to another will be clarified in the historical data and moving forward as per CARF requirements.	December, 2016
Supported Living	42.8% of Persons Supported indicated that they have little or no input into where they live.	SACL will continue to provide Persons Supported with the maximum choices as to where they live within the existing limitations of available accommodations, funding requirements, and personal financial circumstances of each individual.	June, 2016



Home Share	Ensure a satisfaction data collection process is in place for the new Home Share Services for 2017.	Develop/implement a Home Share satisfaction survey for 2017	January, 2017
	Increase Home Share Contract service providers & service provision	SACL will advertise and interview new prospective Home Share providers and apply for additional service provision contracts from CLBC	November, 2016
Respite	There was no negative feedback provided from survey results for individuals receiving Respite Services.	N/A	N/A
	Expand Respite service provision	SACL will continue to compete for additional respite services contracts as they become available	March, 2017

Monitoring & Report Distribution

The Executive Director reports Measurable Outcomes Results to the Board of Directors. The Outcome Management results are documented annually and provided in a complete format and is available to:

SACL Board of Directors

Staff

Persons Supported

Families & Caregivers

Stakeholders

Community Living BC

The General Public

The Outcomes Management Report is distributed to the Membership at the Annual General Meeting

The Outcomes Management Report is also available on the SACL Website:

<http://shuswapacl.com/>

Service Area	Performance Indicators	Implement Review (Start Review)	Complete Review (From Implementation)	Complete Action Plan (From Compl. Review)	Responsibility (for Collection, Review & Action Plan)	Tracking (Where to find documented results of review/action plan)	Data Source (Where data comes from to conduct the review & compile action plan)
Agency Wide	Business Functions & Agency Objectives						
	Mission, Vision & ENDS	Annually	3 mos. from Implement	1 mos. from Review	BOD/ED	Board Minutes/Cloud, tasks & calendar	Community/Stakeholders/Persons Supported/Staff & Management/Board Members/Performance Measurement Plan & Community & Industry Trends Summary
	Goals & Values	Annually	1 mos. from Implement	1 mos. from Review	ED/SM/Persons Supported	Website/Agency Handbook/Agency Newsletter/Cloud, tasks & calendar	Persons Supported
Agency Wide Measurement	Strategic Plan	Every 3-5 years (re-done) with annual review	6 mos. from Start	3 mos. from review/as applicable	BOD/ED	Community Mtgs./Staff & Mgmt. Mtgs./Board Mtgs & Retreat/ Strat Planning session & demographics (Contractor)/Cloud, tasks & calendar	Community/Stakeholders/Persons Supported/Staff & Management/Board Members/Various agencies (for required demographics & statistics)
	Risk Management Plan	Annually	2 weeks from Start	1 month from review	BOD/ED/SM	Risk Management Plan Review from previous yr./Management Team Minutes/Board Meeting Minutes/Cloud, tasks & calendar	Collected concerns and input from current reports & surveys/review of previous plan/Financial & Business concerns presented by bookkeeper, audit & HR reports.
	Accessibility Plan	Annually	1 month from Start	1 month from review	BOD/ED/AS	Accessibility Checklist/Management Team Minutes/Board Minutes/Cloud, tasks & calendar	Collected concerns and input from survey results & checklist results/review of previous plan/complaints (if applicable)
	Technology Plan	Annually	1 month from Start	1 month from review	ED/AS	Mgmt. Minutes/Board Minutes/Cloud, tasks & calendar	TEC Plan Review and update from previous Yr./Identified trends from technical & data collection issues/update requirements of Operating systems, programs & database
	Performance Measurement Plan	Annually	1 month from Review	2 months from review	BOD/ED/AS	Mgmt. Team Minutes/Nucleus files, tasks & calendar	CARF Standards Manual, CLBC requirements, agency policy
	Performance Improvement Plan	Annually	Ongoing (Annually)	Ongoing (Annually)	BOD/ED/AS	Staff Mtg. Minutes/Mgmt. Team Minutes/Board Mtg. Minutes/CARF Accreditation results/Cloud, tasks & calendar. (All data sources have input to this process)	Satisfaction Surveys/Periodicals/Complaints/Exit Interviews/feedback, training input & reports from staff, persons supported, community, stakeholders, board/legal, funding & accreditation requirements
	Business Functions	Complaint Process	As Rec'd	3-7 days	7-14 days (Annual Review)	ED/AS/SM/BOD	Mgmt. Team Minutes/Board Mtg. Minutes/Nucleus files, tasks & calendar.
Financial Reports		Monthly & Quarterly	1 month from Implement	1 month from review	BOD/ED/Bookkeeper	Reports from the Bookkeeper, Board Mtg. Minutes/Cloud, tasks & calendar	simply accounting financial reports (bookkeeper), ED reports (Cloud)
	Audited Financial Statement	Annually	At AGM	Board Mtg. following AGM	BOD/ED/Auditor/Bookkeeper	Board Mtg Minutes/AGM Minutes/AGR/Audit Results/Nucleus files, tasks & calendar	Co-op & ED present all information to Auditor (Simply Acct/Cloud)

	Board/Ed Compliance Reports	Ongoing/Monthly	At Implement	At Review	BOD/ED	Board Mtg. Minutes/Cloud, tasks & calendar	ED compliance reports
	Annual General Report	Annually	2 months from Implement	At AGM	AS	Completed AGR/Cloud, Website, tasks & calendar	Summary of PMP reports + agency & area demographics & statistics (Nucleus/Simply/Other)
	Community & Industry Trends Summary	Semi-Annually	1 month from Implement	1 month from review	ED/SM/TL	Management Mtg/Strategic Plan	Community sources including funding meetings & events, area demographics and trends
	Annual Board Governance Policy Reviews	Ongoing/Monthly	At Implement	1 month from review	BOD/ED	BOD Mtg Minutes/Cloud, tasks & calendar	legal, funding, action plan items & accreditation requirements
	Human Resources Summary Report	Annually	At Implement	1 month from review	CSSEA/ED/AS/Bookkeeper	CSSEA Report, Mgmt Minutes, AGR, Cloud, tasks & calendar	HR information provided by ED/Mgmt/AS/Bookkeeper to CSSEA, CSSEA provides an annual report to the ED
	Staff Professional Development - 2014/2015	Ongoing/Monthly	2 months from Implement	1 month from review	AS/SM	Mgmt Mtg Minutes/Cloud, tasks & calendar	Cloud (Staff Training & Renewables Tracking), tasks & calendar
	Staff Performance Evaluations	Annually	3 mos. from Implement	At Implement	ED/SM	Cloud, tasks & calendar	Staff Input, Management Review of Annual Objectives
	Staff Mandatory Renewables	Ongoing/Monthly	At Implement	As required	AS	Mgmt Mtg Minutes/Cloud, AS tracking sheets, tasks & calendar	Cloud & Manual Tracking System
	Staff Exit Interviews	At Exit	At Implement	1 month from review	ED/SM/TL	Mgmt Mtg Minutes/Cloud, tasks & calendar	Exit Interviews (Staff) - Cloud or Fluid Surveys
Community Inclusion Services	Service Delivery - Community Integration (CI)						
CIS-Community Supports	CI Satisfaction Survey - Persons Supported	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	AS	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Nucleus files, tasks & calendar	All Persons Supported who receive Community Integration Services from SACL
	CI Satisfaction Survey - Stakeholders & Community Members	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Nucleus files, tasks & calendar	Stakeholders, Caregivers & Community Members
	Satisfaction Survey - Staff	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Nucleus files, tasks & calendar	SACL Staff
	Person Supported Goals & Outcomes	Quarterly/As Needed	at Implement	at Review	SM/TL/Staff	PS logs/goals, PS reports, Staff Mtg Minutes	Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM/TL	Mgmt Mtg Minutes/Nucleus files, Cloud, tasks & calendar	Exit Interviews (Person Supported) - Nucleus, Cloud, Fluid Surveys

Community Employment Services	Service Delivery - Community Employment Services - Job Development (CES-JD)						
CES-Job Development	CES Satisfaction Survey - Persons Supported	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	AS	Fluid Survey Results/Website/Newsletters/Performance Action Plan/Nucleus files, tasks & calendar	All Persons Supported who receive Community Employment Services from SACL
	CES Satisfaction Survey - Stakeholders & Community Members	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	AS	Fluid Survey Results/Website/Newsletters/Performance Action Plan/Nucleus files, tasks & calendar	Stakeholders, Caregivers & Community Members
	CES Satisfaction Survey - Employers	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	AS	Fluid Survey Results/Website/Newsletters/Performance Action Plan/Nucleus files, tasks & calendar	Employers of Persons Supported
	Person Supported Goals & Outcomes	Quarterly/As Needed	At Implement	At Review	SM/TL/Staff	PS logs/goals, PS reports, Staff mtg minutes, Team Leader Mtg Minutes	Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM/TL	Mgmt Mtg Minutes/Nucleus files, tasks & calendar	Exit Interviews (Person Supported) - Nucleus, Cloud, Fluid Surveys
Community Employment Services	Service Delivery - Community Employment Services - Employment Supports (CES-ES)						
CES-Employment Supports	CES Satisfaction Survey - Persons Supported	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	OC	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Cloud, tasks & calendar	All Persons Supported who receive Community Employment Services from SACL
	CES Satisfaction Survey - Stakeholders & Community Members	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	OC	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Cloud, tasks & calendar	Stakeholders, Caregivers & Community Members
	CES Satisfaction Survey - Employers	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	OC	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Cloud, tasks & calendar	Employers of Persons Supported
	Person Supported Goals & Outcomes	Quarterly/As Needed	At Implement	At Review	PD/TL/Staff	PS logs/goals, PS reports, Staff mtg minutes	Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	TL/PD	Mgmt Mtg Minutes/Nucleus files, Cloud, tasks & calendar	Exit Interviews (Person Supported) - Nucleus, Cloud, Fluid Surveys
Home Share Services	Service Delivery - Home Share						

Home Share Services	Home Share Satisfaction Surveys - Persons Supported	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	AS/SM	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Cloud, tasks & calendar	All Persons Supported who receive Home Share Services
	Quality of Life Reports	Annually	1 mos. from Implement	1 mos. from Review	SM	Results reviewed at Management Team & posted on Cloud.	All Persons Supported who receive Home Share Services
	Persons Supported Goals & Outcomes	Quarterly/As Needed	At Implement	At Review	Service Provider/Staff	PS logs/goals, PS reports, Staff mtg minutes	Individual Person Supported goals & outcome results
	Exit Interviews	Upon Exit of Services	At Implement	1 month from review		Mgmt Mtg Minutes/Nucleus files, Cloud, tasks & calendar	Exit Interviews (Person Supported) - Nucleus, Cloud or Fluid Surveys
Supported Living Services	Service Delivery - Supported Living (SL)						
Supported Living Services	Supported Living Satisfaction Survey - Persons Supported & Stakeholders/Community Members	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	AS/SM	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Cloud, tasks & calendar	All Persons Supported who receive Respite Services from SACL
	Person Supported Goals & Outcomes	Quarterly/As Needed	At Implement	At Review	SM/TL/Staff	PS logs/goals, PS reports, Staff mtg minutes, Team Leader Mtg Minutes	Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM/TL	Mgmt Mtg Minutes/Nucleus files, Cloud, tasks & calendar	Exit Interviews (Person Supported) - Nucleus, Cloud or Fluid Surveys
Respite Services	Service Delivery - Respite[®]						
Respite Services	Respite Satisfaction Survey - Persons Supported & Stakeholders/Community Members	Annually	Jan-March Annually	2 mos. from Review - Ongoing (Annually)	AS/TL	Fluid Survey Results/Website/Newsletters/Performance Measurement Plan/Cloud, tasks & calendar	All Persons Supported who receive Respite Services from SACL
	Person Supported Goals & Outcomes	Quarterly/As Needed	At Implement	At Review	SM/TL/Staff	PS logs/goals, PS reports, Staff mtg minutes, Team Leader Mtg Minutes	Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM/TL	Mgmt Mtg Minutes/Nucleus files, Cloud, tasks & calendar	Exit Interviews (Person Supported) - Nucleus, Cloud or Fluid Surveys
Health & Safety	Health & Safety (HS)						
Health & Safety	External Safety Inspections	Annually	At Implement	1 mos. from Review	OH&S/Fire Chief/Shuswap Fire & Safety	OH&S & Management Mtg Minutes/Cloud, tasks & calendar	Externally conducted (unannounced) Fire Drills & Safety Inspections
	Internal Safety Inspections	Annually	1 mos. from Implement	1 mos. from Review	OH&S/Safety Officer	OH&S & Management Mtg Minutes/Cloud, tasks & calendar	Internal safety checklists/Accessibility reports/Input from PS, Staff & Community
	Emergency Drills	Monthly	1 mos. from Implement	at implement	OH&S/Safety Officer	OH&S & Management Mtg Minutes/Cloud, tasks & calendar	Safety Drill Reports (Cloud)
	Critical Incident Reports/Investigations	As Rec'd/Quarterly	1 mos. from Implement	At Implement	AS/SM/OH&S/Mgmt. Team	OH&S & Management Mtg Minutes/Cloud, tasks & calendar	Critical Incident Reports & Quarterly reports(Nucleus/Cloud)

Non-Reportable Incident Reports	As Received/Quarterly	1 mos. from Implement	At Implement	Staff/TL/SM/Management Team	OH&S & Management Mtg Minutes/Nucleus files, tasks & calendar	Non-Reportable Incident Reports (Nucleus)
Staff Injury Reports	Quarterly	1 mos. from Implement	At Implement	AS/OH&S/Mgmt. Team	OH&S & Management Mtg Minutes/Cloud, tasks & calendar	Accident/Injury Reports (Cloud & WSBC as required)
Staff/Person Supported Safety Issue submissions	As Received	1 mos. from Implement	At Implement	OH&S/AS/Mgmt. Team	OH&S & Management Mtg Minutes/Cloud, tasks & calendar	Concerns submitted by Persons Supported &/or Staff
Internal Staff H&S Training	Ongoing/Monthly	2 mos. from Implement	1 mos. from Review	AS	OH&S & Management Mtg Minutes/Cloud, tasks & calendar	HR Downloads/Fluid Survey Results/Cloud

Legend

Board of Directors	BOD
Executive Director	ED
Services Manager	SM
Administrative Supervisor	AS
Team Leaders	TL
Staff	STF
Persons Supported	PS
Stakeholders	SH
Community Members	CM

Reliability
Validity
Completeness
Accuracy