



**Shuswap Association
for Community Living**

Performance Measurement & Improvement Plan

2016



April 1, 2016 – March 31, 2017



Performance Measurement & Improvement Plan 2016

(April 1, 2016 – March 31, 2017)

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SACL Performance Measurement & Improvement Plan – 2016/2017

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, 2016 to March 31, 2017.

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:

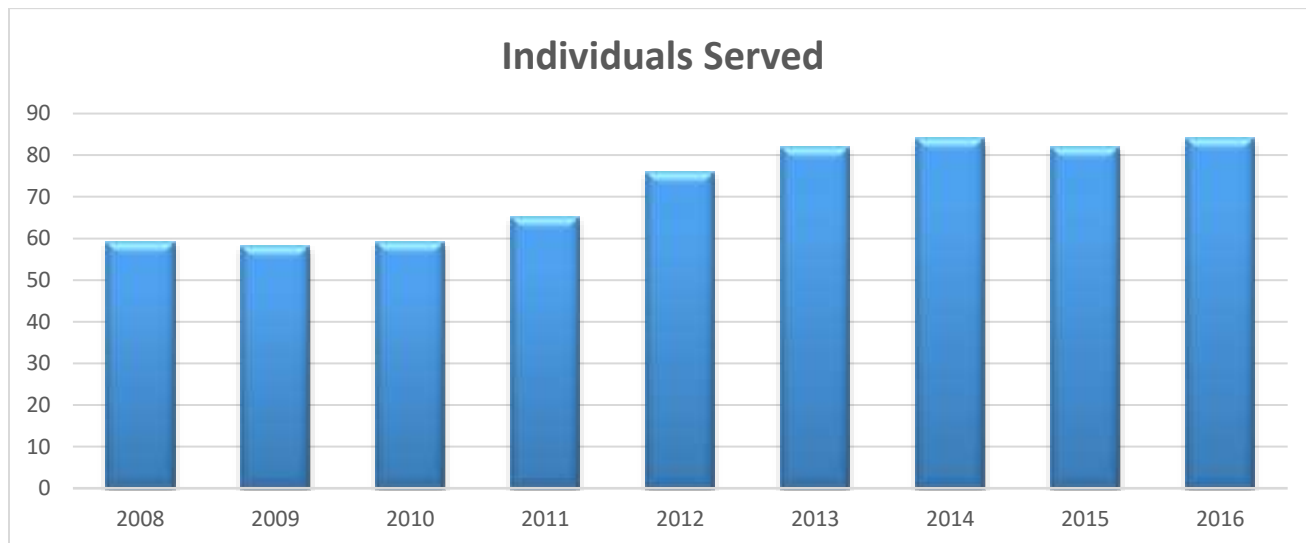
Shuswap Association for Community Living exists to provide the appropriate support and services to improve the quality of life on an increasing number of individuals with intellectual disabilities through cost effective stewardship of resources. SACL will increase and promote community awareness, knowledge,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

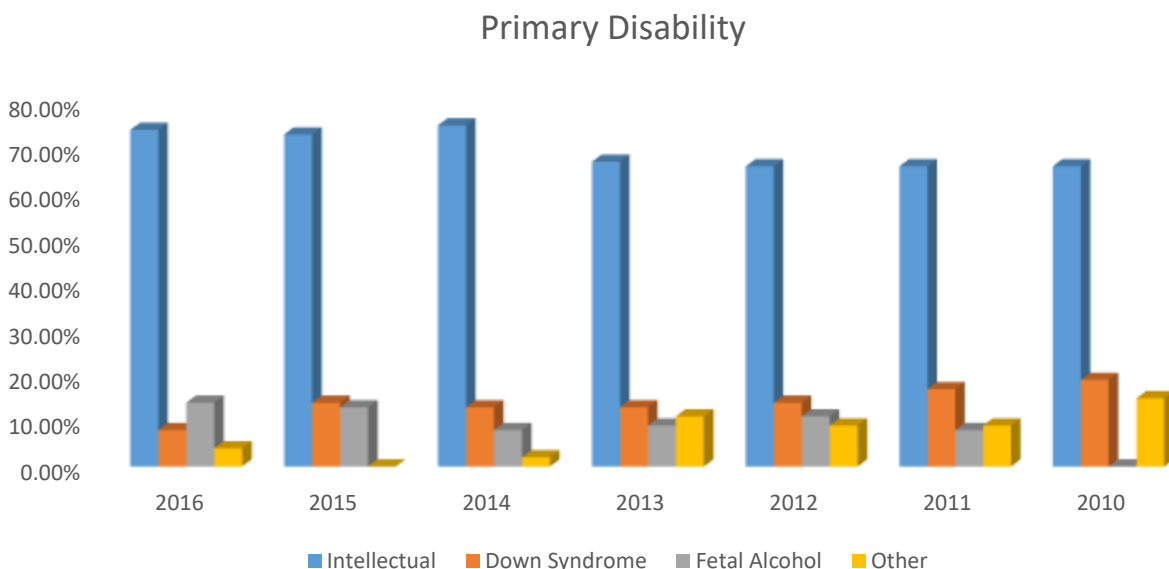
- ❖ Friendships & Relationships
- ❖ Meaningful Activities
- ❖ Life Long Learning
- ❖ Having a Say
- ❖ Being Safe & Healthy
- ❖ A Welcoming Community
- ❖ Honoring the Past and Embracing the Future



Demographics for Persons Supported



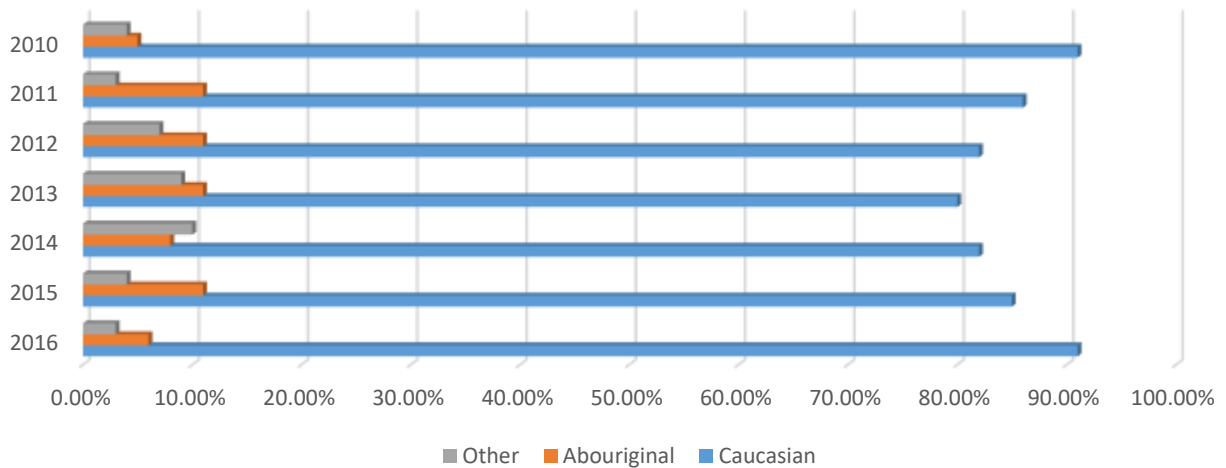
SACL Served 84 Persons Supported from April 1, 2016 to March 31 2017. The number of Persons Supported has remained fairly consistent over the past 5 years.



Intellectual Disabilities have consistently been the most prevalent for the persons we support. Persons with Down Syndrome supported has declined from 14% to 8% in the past year, and has declined from 19% to 8% since 2010. Fetal Alcohol Syndrome fluctuated between 8% and 14% from 2010 to present date.

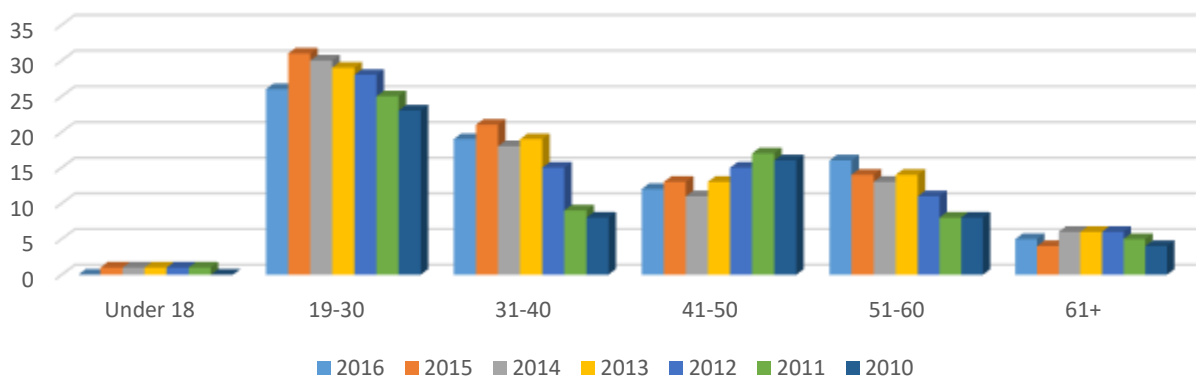


Ethnicity



Caucasian Individuals continue to be the most prevalent ethnicity served at SACL. A decrease from 11% to 6% was noted in services provided to Aboriginal persons in comparison with a 3% increase in 2015. After a move to a new Client Management data system SACL has begun broadening the Ethnicity categories to include more defined ethnicities such as those of Asian, East Indian, African, and European decent to better meet the individual ethnic diversities of our Persons Supported.

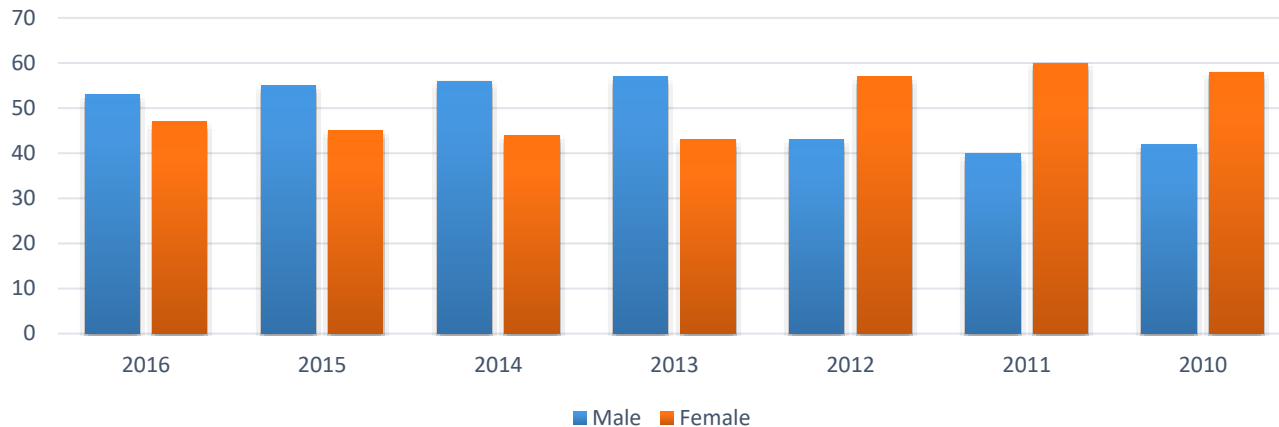
Age of Persons Supported



The 65+ age range has remained consistent since 2010. A consistent increase in Persons Supported in the 51-60 age, Persons Supported in this age group have increased 50% in 6 years. The 19-30 age range is still the predominant age range for Persons Supported, but has shown a 16% decrease from 2015 that is contrary to the upward trend shown from 2010 – 2015. The decline this year is contributed to a wider variety of service providers in the area, individuals moving out of the area or discontinuing services due to increased independence, and persons aging into the next category.

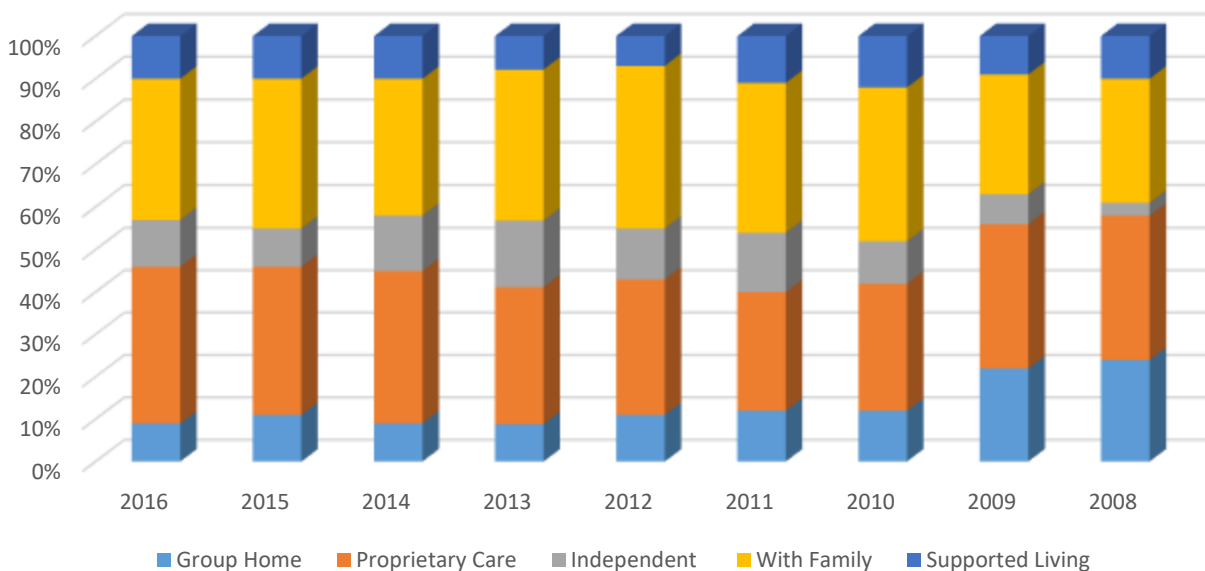


Gender of Persons Supported



Trends from 2010 to 2012, clearly indicated a higher female component to the Persons we support. In 2013, we saw a dramatic change that brought the male component higher than the female component by almost 25%. From 2014-2016, the levels are moving towards a more equivalent ratio.

Living Situation



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. Group Homes & Supported Living are now the lowest percentages with a trend of consistency, while an encouraging and successful rise in the amount of People Supported are living with minimal support services or independently.



Agency Wide Effectiveness, Efficiency & Service Access

2016 Goal Outcomes

Apr 1, 2016 - March 31, 2017

Service Area	Goal	Objective	Efficiency	Effectiveness
Agency Objectives	Review Strategic Plan	Conduct a review of the SACL Strategic Plan.	The SACL Board met in November of 2016 to complete the review of the current Strategic Plan. Changes and updates were approved at the March, 2017 Board Meeting.	Complete (100%) November, 2016
	Review Mission & Vision Statement	Review the agency Mission & Vision statements to ensure alignment with current organizational direction.	The SACL Board met in November of 2016 to complete the review of the current Mission and Vision Statements. Changes and updates were suggested and approved for further review at the May, 2017 Board Meeting.	Partially Complete (80%) 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.	Leadership roles have been clarified and there is some added capacity with the additional Services Manager currently working 3 days per week. However, leadership remains stretched due to capacity issues. The organization's size makes it difficult to achieve economy of scale with regard to funding administrative positions.	Complete (100%) 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.	Okanagan College provided a business student to complete her practicum within the SACL Administration department. We have requested a practicum student for each year, but may not be successful in obtaining depending on available students. We did not receive applications for a practicum student for services this year.	Complete (100%) 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.	A partnership was developed with CASSSA and two other agencies to share a meeting room. The room was available to us on Tuesdays and Thursdays from 8:30 am - 3:30 pm for additional service provision. The costs are minimal, as they are shared between the partners for the space. In January, 2017, the partners gave up the space, and SACL acquired the space in its entirety for additional service provision.	Complete (100%) 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.	Additional service space was acquired in the current leased building. Re-location of one-to-one support services to the new space has alleviated many issues. Persons Supported and staff are much more comfortable in their environment. This will be a semi-permanent solution, until such time as a suitable location is found to purchase.	Complete (100%) January, 2017



			<p>The organization continues to examine space issues and opportunities. The current lease ends in 2017 and there may be opportunities to move into another space that is owned (instead of leased) by the agency. In the meantime, SACL acquired additional service space in the same building and re-located the one-to-one supports to this area, alleviating space concerns for the mid-term. SACL will review criteria for space needs prior to the end of the current lease in November of 2017. Suggestions include purchasing a group home or apartment building that may also house administrative offices.</p>	<p>Partially Complete (75%) January, 2017 (Ongoing)</p>
Increase Visibility and Presence in the Community				
	<p>Seek out/initiate partnerships or sponsorships with other community organizations (e.g., local theatre group)</p>	<p>Seek out community partnerships to further service delivery, expansion and growth, and fundraising initiatives.</p>	<p>The Clothing Bin fundraising initiative has fostered partnerships/sponsorships with; Inclusion BC, Askew's Foods (Salmon Arm & Armstrong), Shuswap Re/Max Realty, Gem Diesel, Home Restaurant Sorrento, Chase Chamber of Commerce, Tappen Co-operative, Jeff Stacer (Realtor), Warner Rentals, AAA Mini Storage, and Salmar Theatre.</p>	<p>Complete (100%) November, 2016</p>



			SACL has formed a relationship with Community Connections in Revelstoke to facilitate expansion of services. Services are scheduled to start on April 1, 2017. (see below)	Complete (100%) March 31, 2017
	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.	We have formed a relationship with Community Connections in Revelstoke. Our 2 agencies will work together to address the contracts for the transitioning youth in Sicamous area. Services are Scheduled to start in April of 2017.	Complete (100%) March 31, 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.	The high schools indicated that they may not accommodate a promotion of our services via the school without inviting all other community services organizations to participate. They were not currently interested in pursuing that option at this time. However SACL staff attend all transition fairs, where youth who are transitioning from high school attend.	Complete (100%) September, 2016 (Ongoing)
	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	The new logo and brochure design was updated. Individual handouts for separate services areas (Community Inclusion, Community Employment & Supported Living/Home Share/Respite services) were also designed. A handout for the clothing bin initiative was also designed as a separate pamphlet. The	Complete (100%) August, 2016



		Share, and clothing donation bins.	website was updated as well with the current branding and information.	
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.	SACL re-submitted the Request for Proposal and received confirmation in February of 2017 that we are now qualified to operate a Staffed Residential Facility (Group Home).	Complete (100%) February, 2017
		SACL will explore expansion of Community Employment Services into surrounding communities.	SACL applied for, and was awarded a contract in partnership with Work BC to provide Employment Services to individuals in the Malakwa, Sicamous, Grinrod and Enderby areas. Services will commence April 1, 2017	Complete (100%) March, 2017
		Explore funding arrangements or partnerships that could allow for increased evening/weekend activities for persons with disabilities.	SACL has been able to accommodate some evening /weekend oriented activities with some Persons Supported receiving one-to-one services. However staffing these types of activities continues to be both a funding and scheduling challenge.	Partially Complete (40%) 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	Bookkeeping services were transferred to Shuswap bookkeeping after the annual audit was completed in June of 2016.	Complete (100%) June, 2016



		the financial audit, and complete the transfer when the audit is complete.		
	Implement PayWorks Payroll & Scheduling System	SACL will implement the change to Pay Works payroll and scheduling system.	SACL has completed the transfer and implementation of PayWorks	Complete (100%) 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.	The 3 bins ordered were placed in the community, expanding this initiative to areas outside the local community of Salmon Arm (Gemm Diesel, Askew's Armstrong, Home Restaurant in Sorrento)	Complete (100%) May, 2016
	Initiate Phase 3 of the Clothing Drive Initiative	Order 2 more bins & secure placement locations.	2 more community partners were secured as clothing bin hosts (Chase Chamber of Commerce & Tappen Co-op), further expanding this initiative. 2 more bins were ordered and delivered to accommodate the new partnerships.	Complete (100%) November, 2016
	Hold a Spring Clothing Drive	Advance awareness of the Clothing bin initiative by holding a Spring clothing drive and BBQ.	A spring clothing drive and community BBQ was held to raise awareness of the clothing bin fundraising initiative.	Complete (100%) April, 2016
	Produce a Clothing Bin Commercial	Develop and design a commercial to submit to Salmar Theatre to advertise the clothing bin fundraising initiative.	SACL supported youth initiative by allowing a community youth volunteer to film and produce a 30 second clothing bin commercial. Many SACL Persons Supported and Staff contributed by appearing in the commercial. The commercial was produced to be shown	Complete (100%) August, 2016 - February, 2017



			at the local theatres before and after each show. It is estimated that the commercial received approximately, 8,000 views in the month of running. The commercial was run for a nominal set-up fee by local community partners. The commercial was updated with new bin locations and played again at the local theatres for the month of February, 2017	
	Explore option to hire fund development support	SACL will explore the option to hire fund development support or fundraising coordinator	After exploration, it was determined that there is not sufficient funding at this time to entertain the hire of fund development support.	Complete (100%) 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.	After much research, it was determined that the Nucleus human resources component was more costly and not as efficient as the PayWorks module. The implementation of the Nucleus Module has been cancelled. SACL will use PayWorks for HR Data collection.	Complete (100%) 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).	SACL chose HR Downloads to provide the new survey venue, as we currently have HR Training services with this venue and the economic benefits of bundling services was desirable. All current surveys were transferred to the HR Downloads venue.	Complete (100%) 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.	Staff have been trained on development and reviewing processes for Persons Supported PCPs. Training was provided in a staff meeting environment, as	Complete (100%) March, 2017



			well as implementing review of the training presentation for all staff on an annual basis. Updating and reviewing PCPs in the new system (Nucleus) is completed from transfer and each is being updated at least annually or as required.	
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.	Violence in the Workplace drills have been implemented. They are conducted in each location several times annually, and include scenarios that require familiarity with both evacuation and lock-down procedures.	Complete (100%) 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.	A 'Safety Officer' has volunteered or been chosen by the worker representatives of the JOHS committee. A responsibility description has been implemented to ensure all safety inspections, emergency drills, first aid kit replenishment, MSDS updates and safety concerns are executed and recorded on a regular and consistent basis by a single individual. All results are reviewed by the JOHS Committee.	Complete (100%) 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.	All Persons Supported with a current Safety Plan and each SACL operated service provision location has had an annual risk assessment completed. These risk assessments will be reviewed annually, and developed as needed for any new Persons Supported and locations.	Complete (100%) March, 2017



Technology	Research Payroll/Scheduling Program	SACL will research and implement a new scheduling/payroll system.	See 'Financial' section	Complete (100%) November, 2016
	Increase security features on CaCloud system	SACL will strengthen security on the Cloud by purchasing a Security Certificate	A SSL was purchased for the SACL cloud system to enforce additional security and protection of personal and agency information. Due to the cloud system being separate from our website, technical issues occurred while installing the SSL license. Completion estimated for the end of April, 2017	Partially Complete (90%) March, 2017
Service Access	See 'Agency Objectives' regarding acquiring additional service space.	SACL will continue to look for additional service space	As noted in 'Agency Objectives' new service space was acquired	Complete (100%) 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.	Completed as noted in 'Agency Objectives' above.	Complete (100%) January, 2017
		SACL will endeavour to improve communications between the agency and Persons Supported/Caregivers.	SACL has updated and promoted our agency website as a continual form of updated communication. Phone systems are also updated to provide current information. Information for direct agency contacts have been sent out via our annual Service Handbook and via letter to all Persons Supported & Caregivers.	Complete (100%) December, 2016
Staff Input	Staff indicate a frustration with mixed communications and directives	SACL will review the areas of concern, clarify managerial duties and responsibilities, and	Management continues to streamline communications processes amongst ever changing circumstances	Complete (100%) December, 2016



	from Services Managers.	provide additional training to management staff for communications.	and scheduling complications. Staff have now been assigned to specific Services Managers to avoid conflicting information between different Managers. There is still the challenge of not reaching your specific Services Manager when accessing the afterhours emergency cell phone, but Managers are further streamlining communication processes to ensure consistency of information. Services Managers have taken additional Supervisory and communications training.	
Service Area	Goal	Objective	Efficiency	Effectiveness
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	SACL has flexed staffing scheduled within the limitations of funding restrictions to accommodate as many additional evening and weekend activities as possible. Advocacy with parents and caregivers to support individuals to attend activities in the community after hours continues. SACL distributes information about evening and weekend events to both Persons Supported and parents/caregivers	Complete (100%) March, 2017 (Ongoing)



		community activities outside SACL services.		
	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.	Although the funder objective is to have all Persons Supported pursue employment or volunteer opportunities in the community. SACL continues to offer community integration day services for those not interested in pursuing employment.	Complete (100%) March, 2017 (Ongoing)
	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.	Challenges with personalities arise when many Persons Supported are all together in a small area. With the expansion of space, many of these issues have been alleviated. Remaining issues are personal between individuals, and SACL continues to foster an environment where all persons and their opinions should be respected (even if not agreed with).	Complete (100%) January, 2016 (Ongoing)
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.	SACL Employment Staff requested email contacts from Employers for those who were involved in the hiring and support processes for Persons Supported to attempt to reduce the 'unknown' factor in completed surveys.	Complete (100%) January, 2017



	<p>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.</p>	<p>Explore Employment opportunities that offer a higher chance of advancement opportunity and availability of benefits etc.</p>	<p>Salmon Arm offers many seasonal or entry level opportunities. Unfortunately, this level of employment often does not have opportunities for advancement in many cases. Although SACL focuses on employment opportunities that may provide advancement, many Persons Supported are comfortable or happy with their positions and are not interested in changing their position at this current time. SACL will continue to seek employers who offer advancement within the offered opportunities.</p>	<p>Complete (100%) March, 2017</p>
	<p>26.7% of Persons Supported indicated that they will not be looking for employment or volunteer opportunities in the near future.</p>	<p>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.</p>	<p>After investigation into this area, it was discovered that many individuals stated that they would not be looking for employment or volunteer opportunities in the near future, as they are already employed or volunteering. This left a small percentage who were actually not interested in volunteering/employment. Many of those individuals are nearing retirement age, or financially stable in their situation and do not require employment.</p>	<p>Complete (100%) March, 2017 (Ongoing)</p>



	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.	Employment Supports' and 'Job Development' now have clear and separate distinctions within the current database system (Nucleus). This allows for updated and accurate transitional information between services (SACL services or external services)	Complete (100%) 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.	SACL is awarded contracts for Supported Living services based on vacancies in available residences (unless being supported in their own home). If Persons Supported do not have additional financial means to afford a residence of their own choosing to receive services at, it is a challenge to provide many choices. SACL continues to provide as many choices to Persons Supported as are available within the funding, residential availability, and personal financial situation of each Person Supported.	Complete (100%) June, 2016 (Ongoing)
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	As SACL has now provided a full year of Service as a Home Share provider, Satisfaction surveys for this service area were developed in relation to CARF and funder requirements, and distributed to Persons Supported for input in January of 2017.	Complete (100%) 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	SACL has and is currently advertising for applicable persons who would have suitable accommodation to provide additional Home Share services. We acquired 3 new Home Share contracts/locations in 2016. We are still interviewing candidates for additional Home Share support providers.	Complete (100%) November, 2016 (Ongoing)
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	Although both MCFD and CLBC has stated that there are no respite service contract opportunities available at this time, SACL will continue to compete for any contracts as they come available.	Complete (100%) March, 2017 (Ongoing)



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.

Summary of Results

Agency Objectives

In November of 2016, SACL completed the annual review of the Strategic Plan. Changes were suggested to update our Mission and Vision statements to align more specifically with our current direction, and will be finalized in 2017. SACL continued to strengthen internal operational capacity by examining and defining current leadership roles and responsibilities, investigating and implementing the use of volunteers, seeking out community partnerships to increase operational efficiencies, and to help address space issues by obtaining additional service provision space in our current building. Increased visibility and presence in the community, and expanding service provision was accomplished by initiating new relationships with community partners to expand both the clothing bin fundraising initiative (Salmon Arm, Sorrento, Tappen, Chase, and Armstrong) and services provision into surrounding areas (Revelstoke, Grinrod, Sicamous & Malakwa). SACL has obtained confirmation of qualifications to be able to operate a Staffed Residential Facility (Group Home), and continues to submit applications for additional Home Share and Respite contracts.

Satisfaction:

Overall satisfaction with our services has increased from 89% to 94.5% in the past year, which is an additional increase from 81% satisfaction from 2014.

Service Access:

Service space continues to be an obstacle, however the new space acquired in January of 2017 greatly addressed many of these concerns. SACL will continue to assess the current space and look for long term solutions to encompass concerns and service expansion. SACL has focused on improving communications between the agency and Persons Supported and parents/caregivers, by keeping our agency website updated with pertinent information, and by sending letters and agency information home via email and regular post. Our voicemail system also is designed to help persons receiving services and their support system with communication through the appropriate service area channels.



Business Functions Summary and Results

Financial – Bookkeeping services were successfully transferred to Shuswap Bookkeeping after SACL’s previous service provider closed its doors. The transfer took place in June of 2016. PayWorks payroll and scheduling system was also implemented in October of 2016.

Fundraising - SACL continues to expand the clothing donation bin initiative. Between May and November of 2016, 5 additional bins were placed in the community and surrounding area (Gemm Diesel Salmon Arm, Askew’s Armstrong, Home Restaurant in Sorrento, Chamber of Commerce in Chase, and Tappen Co-op) for a total of 8 bins. A Spring clothing drive and BBQ was held in April to raise awareness of the bins, and SACL supported a local youth volunteer who developed a commercial that was shown in the local theatre in August 2016, and February 2017, which reached approximately 8,000 viewers each month aired. Fund development support options were explored, however the current budget does not allow for this option at this time.

Human Resources – SACL explored several options for Human Resources data collection, and after extensive review, determined that the newly implemented PayWorks system will be the most effective data collection venue for HR information. As of January, 2017, SACL has started entering new HR information into the PayWorks system.

Technology & Information Management – As well as the implementation of PayWorks to address issues with payroll, scheduling and Human Resources information, SACL moved to HRDownloads survey program to replace the defunct Fluid Surveys, which was our current system. We already have an established relationship with HRDownloads via our online training system for staff and the agency is secure and hosted in Canada, which meets priority obligations. Staff have also been trained and have updated and implemented the new Person Centered Plans in Nucleus. SACL has also increased security on technology, including implementing a Security Certificate on our Cloud document storage site (not fully completed until April, 2017).

Health & Safety – This year, SACL implemented a ‘Safety Officer’. A union representative of the JOHS Committee volunteers to fulfill this responsibility list, which includes; conducting all emergency drills, safety inspections, first aid kit supplies, maintenance of fire/emergency equipment, and ensuring all WHMIS data is current at each applicable SACL location. This process has helped to ensure the timely and consistent execution of all safety and emergency requirements. Violence in the workplace drills that provide violence scenarios for staff to practice both emergency evacuation and lock-down procedures has been implemented. Risk assessments have been completed for all SACL locations as applicable.

Service Access – See Agency Objectives above.

Staff Input – Staff indicated a frustration with communications between management and front line staff that is affecting morale. SACL continues to provide training to Services Managers who are still learning all the intricacies of the job in an ever changing environment. Staff changes, scheduling complications and the adjustment to new space and data systems have been a stressful learning curve for the agency as a whole. Management staff have attended various supervisory and communication training sessions and webinars, and the management team continues to streamline policies and procedures to ensure communication and expectations are clear and concise.



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*

Service Area Summary of Results

Community Integration

The challenge this year continued to be an issue of space. In January of 2017, additional space was obtained in the same building as current services, and one-to-one supports were separated from the Health Wellness & Life skills program (HWLS) to give more space to both the program recipients and staff. This space change also helps define the different outcome objectives of these two programs (group setting vs. one to one integration into community activities). SACL has adjusted staff scheduling to accommodate additional evening and weekend activities for one-to-one participants within the operational and funding restrictions. Additional funding is required to expand on this initiative. CLBC has indicated that no additional funding will be forthcoming to achieve this goal, as it is felt that community volunteers and support networks (family and friends) should be initiating this type of activity for Persons Supported. CLBC has rescinded their past directive that they will no longer be placing individuals in 'day program' group settings due to the amount of Persons Supported that are not interested in obtaining employment due to level of disability, age, or financial/living stabilities that do not require Persons Supported to gain employment or seek volunteer opportunities. SACL continues to provide encouragement and training for employment if desired, and provides volunteer opportunities with participants from the day programs. Activities continue to be provided to day program participants based on the democratic system. The majority chooses activities desired within the limitations of financial resources, operational and staffing availability, healthy living objectives, and safety requirements.

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)
Complaints
Exit Interviews*



Community Employment Services

Several Employers surveyed indicated many 'unsure' answers to the satisfaction survey questions. Employers clarified that they were not always the main person involved in hiring/training individuals, and could not properly address the questions asked. SACL will review both the Employer Satisfaction Survey, and the Employer contact list to ensure the questions are clear and detailed, and that the survey may be directed to the individual within the organization that can best address the questions on the survey. Employers indicated that there is little or no likelihood of Persons Supported gaining advancement or increases to responsibilities, hours of work, wages or benefits within their organization. SACL continues to search out employers who are able to offer advancement, however Salmon Arm is a small town that offers many seasonal only or entry level positions. There is high competition for all employment opportunities. Many employers no longer offer full-time positions, but favour employing more people on a part-time basis, which allows agencies to save on benefit provision. Entry level positions often do not offer much in the way of advancement or increased responsibility. Persons Supported are often comfortable and happy in their current role and do not pursue advancement. SACL continues to encourage Persons Supported to seek employment opportunities that challenge their abilities, and offer optimum rewards.

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

42.8% of Persons Supported indicate that they have little or no input into where they live. This continues to be an ongoing challenge for SACL. We provide as much choice as available, but must work within the limitations of available accommodations (agency owned). Many residences that provide Supported Living services are providing services to more than one person in a location. Persons Supported may wish to live on their own (without a roommate) or in a different setting, but due to level of service required, availability of accommodation, financial limitations of both the individual and the funder, the choices can be very limited. Persons Supported may attain their ideal living situation with appropriate supports if their financial situation allows for expansion of choices. However SACL does not have the financial ability to accommodate all requests. Persons Supported are educated as to the restrictions and limitations of the process, and given every opportunity to choose from the available options.

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

SACL obtained 4 new Home Share service contracts in 2016. A satisfaction survey that addresses the wants and needs of the Person Supported, CARF accreditation, and funder requirements was developed and sent to Persons Supported this year for data collection and trend assessment. This is the first full year SACL has provided Home Share services. SACL continues to advertise for and interview potentially appropriate Home Share providers to continue expansion of services in this area.

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

Respite Services

Currently SACL provides respite services to only one individual. We continue to apply for any available contracts for respite, but have been informed by both CLBC and MCFD that they do not have any respite contracts available at this time. The persons surveyed regarding Respite services was thoroughly satisfied with services, and submitted no comments or suggestions that require attention at this time. SACL will continue to provide quality Respite services to parents and caregivers, and continue to be competitive in attaining new contracts in this service area.

Information for the Outcomes Management Plan is based on:

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



Accredited Services Satisfaction Results 2016

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 January of 2017, 8 Satisfaction Surveys were sent out to gain feedback on each area of SACL Services for the 2016 service year.

1. Community Integration - Stakeholders (Community Members, Partners, Funders, Staff etc.)
2. Community Integration - Persons Supported
3. Community Employment Services - Employers (Employers of Persons Supported via Community Employment Services)
4. Community Employment Services – Persons Supported
5. Supported Living - Persons Supported receiving services
6. Home Share Services – Persons Supported
7. Respite - Person receiving services
8. Staff Satisfaction – All SACL Staff are requested to participate

Questions are based on CARF requirements for accreditation, funding and operational 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 and the agency as a whole.

Community Integration Services

Health, Wellness & Life Skills

Persons Supported help plan a schedule of meaningful activities that 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

Between April 1, 2016 and March 31, 2017, SACL provided 52 persons with Community Integration Services in the following areas:

HWLS – 33 Persons Supported (average of 23.2 supported daily)

One-to-One Supports – 19 Persons Supported (average of 13.2 persons supported Mon – Friday, and 2 people supported Sat/Sun.)

CNN – provided supports to 7 individuals this year

2016 Community Inclusion Satisfaction Survey Results:

Community Integration – Persons Supported (48 responses)

1. 93.75% of Persons Supported enjoy coming to SACL. Only 2.08% indicated that they did not enjoy attending services.
Comments:
 - 'Only attends large functions and really enjoys them...'
 - "I don't like being part of SACL but the do help me maneuver some areas of my life."
2. 97.92% of persons surveyed enjoy (or sometimes enjoy) activities & events in the Community.
Comments:
 - "I don't like going to the gym too often."
 - "Sometimes they are too hard for me to do."
3. 77.08% 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. 81.25% of Persons Supported indicated they would like to get a job where they are paid. 18.75% indicated they were not interested in employment. Many indicated they were not interested in employment as they already have jobs.

Comments:

- "This is relevant to my situation as a single mom."
- "Why?"
- "I like having fun."

5. Persons Supported were asked what they would like to do for paid work:

Comments:

- Janitor
- Washing cars
- Paper route
- Doing dishes
- Dog sitting
- Swimming
- Restaurant work or grocery store. Stacking shelves, counter work etc.
- Helping other people
- Anything
- Something that does not require substantial physical labour
- Child care

6. 95.83% of Persons Supported indicated that SACL Staff was nice to them. 4.17% indicated that staff were only nice to them sometimes.

7. 89.58% of Persons Supported feel that SACL Staff listen when they have something to say. 10.42% felt that Staff only listened sometimes.

Comments:

- "We have found SACL extremely flexible and accommodating through many changes that we have required. M always wants to know how EC is doing and what they might be able to do to help her. I cannot say enough good works about the society."

8. 97.92% of Persons Supported feel that staff always or sometimes help when they need it.

Comments:

- "I think so."
- "They even helped us arrange for EC's teeth to be done. They know how things work and who to call which has helped us a lot in caring for EC's needs."

9. 91.67% of Persons Supported indicated that they knew who to talk to if they needed help while at SACL. 8.33% indicated they did not know who to talk to.

Comments:

- "Talk to the Staff."
- "I don't know"
- "I do."



10. 89.58% of Persons Supported indicated that other people who go to SACL Services are nice to them. 10.42% indicated that others are only sometimes nice to them.

Comments:

- "I just don't like being around some people."
- "I think so."
- EC really does seem to enjoy the company of her friends at the Program."
- "I have a personal disagreement with one other person. Everyone else is nice to me."
- "Don't really talk to them."

11. 95.83% of Persons Supported indicated that they felt safe when they attended SACL Services. 4.17% indicated that they only felt safe sometimes.

Comments:

- "When I see this other person supported, I need staff support to keep me calm and reassured that I am safe."

12. 81.25% of Persons Supported indicated that SACL Services meet their needs. 10.42% indicated that SACL services only met their needs sometimes, and 8.33% felt services do not meet their needs.

Comments:

- "Not really sure what they could do."
- "Talking about basic living needs not daily services by workers."
- "I don't know."
- "No, I don't think so."

13. 91.67% of Persons Supported indicated that they felt they are making progress towards their personal goals at least some of the time. 8.33% felt they were not making appropriate progress.

Comments:

- "Don't know." (2)
- "JW's goal is to fix his truck."
- "I want a job where I get money for working. I want to go recycling like I did before."
- "No, I want to move to Kelowna. It hasn't happened. I want to have assistance in doing activities that other adults do or have the choice to do."
- SACL asks on a regular basis what I want to see EC learn and work on."

14. 95.83% of Persons Supported feel they have, or sometimes have input as to what they do when attending SACL Services.

Comments:

- "I don't always have things to choose that I want to do."
- "At times yes."
- "At program meeting."
- "Basically have to get tasks done that I cannot do with my Community Support Worker."
- "I don't know."

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	16.67%	8.33%	70.83%	4.17%
Environmental	25.00%	25.00%	39.58%	10.42%
Attitudinal	64.58%	4.17%	25.00%	6.25%
Financial	54.17%	4.17%	27.08%	14.58%
Communications	64.58%	10.42%	16.67%	8.33%
Transportation	58.33%	4.17%	25.00%	12.00%
Community Integration	22.92%	16.67%	50.00%	10.42%
Other	20.83%	6.25%	50.00%	22.92%
(Overall Satisfaction)	38.28%	9.12%	31.77%	8.27%

Comments:

- "No privacy, the walls are very thin. Walking longer distances causes more pain in legs."
- "Crowded areas. I'd like to do the thing I want to do."
- "Sometimes too noisy. Icy when on outdoor walks."

16. If you found anything above hard, what do you think might make it easier for you?

Comments:

- "Make my own goals."
- "BH yelling."
- "Not going to Vernon Science Center."
- "Friends."
- "It's OK."
- "I'm fine, I can get myself to where I need to go."
- "I am OK thank you."

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

What is liked the best	Percent
The activities I get to do when at SACL	31.25%
The people I get to visit with when at SACL	20.83%
Getting to learn to do new things	8.33%
The location	2.08%
The Staff	22.92%
Other	14.58%

Comments:

- "I like being able to get out and do stuff."
- "Going on drink outings, going to music, getting the movie tickets."



- "I really enjoy the activities, the people, learning to do new things and the staff. All of these things make me like SACL..."
- "I like everything." (2)
- "What you say privately stays private."
- "I enjoy activities like getting to be on a computer, and watch YouTube."
- "All the names on the white board and the job names."
- "It's fine."

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

What is liked the least	Percent
The activities	6.25%
The other people at SACL	4.17%
Having to learn or do things that don't interest me	27.08%
The location	8.33%
The Staff	6.25%
Other	47.92%

Comments:

- "Too Loud."
- "I am enjoying everything I am involved in."
- "Watching movies."
- "Don't like expensive lunch outings."
- "There's nothing that I don't like about SACL." (14)
- "Nothing I can think of."
- "Getting different answers to the same question from all the Staff."
- "The games."
- "When others bug me."
- "When people tell me what to do."
- "I don't know." (2)
- "I wish we lived in town for everyone's sake. SACL has made it happen for us but I don't like having SACL Staff drive out here to get her because it is so far and the time would be better used on activities. We really appreciate your efforts."
- "Waiting for services (Employment)."
- "People saying the same thing over and over to me."

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

Comments:

- "No" (16)
- "Computers, shopping."
- "More cooking."
- "More games and things to do. Video games, board games etc."
- "Colouring etc."
- "More crafts."
- "More time at the Food Bank."



- "In the Spring, go to kangaroo farm to hold baby joey."
- "If I could do what I want and not what others want."
- "More Staff."
- "I don't know." (5)
- "Music and dancing."
- "I really want to be there every day."
- "I would like to learn how to tell the time using a digital clock. Help to do things with my friends, have coffee in my room with friends."
- "Computer course where staff teaches us how to use it more. EG. When it quits working, what to do."
- "Everything, especially going out for coffee and going back to SACL after we're done."
- "Roll back M's timeclock so she could stay with SACL for the next 30 years to help me get us both through the coming stages in life. Honestly we have nothing negative to say about the services or the people, it's been a wonderful experience for EC and for us as a family. I appreciate everything they do."
- "Acting in a play at Shuswap Theatre."

Community Integration - Stakeholders (7 responses)

1. 100% of persons surveyed felt that Persons Supported increased or somewhat increased their level of participation in the community due to attending SACL Services.
2. 100% of persons surveyed felt that Persons Supported increased or somewhat increased their level of independence since attending SACL Services. 71.43% felt expectations have been exceeded in this area.
Comments: Comments indicate that the funding representative felt that the purpose is not to increase independence but to increase the quality of life.
3. 100% of persons surveyed felt that Persons Supported are encouraged and assisted to learn new life skills while at SACL.
Comments: Comments from the funding representative indicated that 'Any new skills learned may be a benefit, but enjoyment of the programs and quality of life are the expectations.'
4. 100% of persons surveyed felt that SACL provides Services that help minimize less restrictive community environments and encourage greater participation in community based exercises. 14.29% indicated that SACL consistently exceeds expectations in this area.
5. 100% of persons surveyed felt that Persons Supported are positively encouraged or somewhat encouraged and supported to reach their individualized outcomes. 28.57% indicated exceeded expectations in this area.
6. 100% of persons surveyed felt that Persons Supported are encouraged and educated to feel safe at home, in the Community, and at SACL Services.
7. 100% of persons surveyed felt that Persons Supported are given input and information on SACL Services and their direction.



Comments: “I’ve heard that SACL has satisfaction surveys that are given to individuals and to families, but that the response rate is low. Perhaps other methods of exploring feedback/input could be explored?”

8. 100% of persons surveyed Indicated that Overall, services meet the needs and requirements of Persons Supported.
9. 100% of persons surveyed felt that Persons Supported are encouraged and supported to express their own views, and pursue their own relationships and interests.
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 appropriately addressed Architectural, Environmental, Attitudinal, Financial, Employment, Communications, Transportation, Community Integration & Other barriers;

Barrier	Strongly Agree	Agree	Neither Agree/Disagree	Disagree	Strongly Disagree
Architectural	14.29%	57.14%	28.57%	0.00%	0.00%
Environmental	0.00%	57.14%	42.86%	0.00%	0.00%
Attitudinal	0.00%	100.00%	0.00%	0.00%	0.00%
Financial	0.00%	42.86%	42.85%	14.29%	0.00%
Employment	28.57%	57.14%	14.29%	0.00%	0.00%
Communications	0.00%	85.71%	14.29%	0.00%	0.00%
Transportation	14.29%	71.43%	14.29%	0.00%	0.00%
Community Integration	0.00%	100.00%	0.00%	0.00%	0.00%
(Overall Satisfaction)	7.14%	71.43%	19.64%	1.79%	0.00%

98.21% of persons surveyed felt that SACL addressed the above barriers either satisfactorily, or often or consistently exceeding expectations.

1.79% indicated that they felt unsatisfied with the efforts SACL made to address any barriers listed above.

Comments:

- “Parking when loading/unloading can be an issue at times.”
- “Not familiar with financial issues – all agencies can function better with more money.”
- “Regular and ongoing reviews and increases to funding levels for existing and future programs is critically important to keep pace with increased costs and program improvements.”
- “I’ve not seen an agency like SACL that has appropriate funding but I’m not sure how that relates to defining and addressing the financial barriers to persons supported. Seems like two different questions.”



- *“The SACL employment program has demonstrated creativity, and seen a lot of success in terms of supporting individuals with their employment goals.”*
- *“The Community Connector Program has seen some interesting planning for individuals – a person-centered focus, and working towards the goal of true inclusion in the community.”*

57.14% of persons surveyed indicated that they felt there were no other barriers to address
42.86% felt there were additional barriers.

Comments:

- *“It would be nice, but likely not financially possible, to provide more individualized activities – more one-to-one activities – depending on the needs of the individual.”*
- *“Ongoing government support for increases to services (programs and funding) must be maintained and regularly increased to maximize the quality of experience for clients and the delivery of program objectives.”*
- *The most significant barrier is the initial access to services. Waiting lists mean not enough resources are available for the agency to meet the needs of the community.”*

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, 2017, SACL provided Employment Support services 47 Persons Supported in the Community Employment Services area. Of the 48 currently served, 28 Persons Supported are currently gainfully employed in their community.

Community Employment Services – Persons Supported Satisfaction Survey Results (35 responses)

1. 100% of Persons Supported think it's important to volunteer or get a job in the community.

Comments:

- "I like the paper route job."

2. 97.14% of Persons Supported are currently working or volunteering in the community.

Comments:

- "I will start at the Boathouse again in March 2017."
- "I'm working"

3. 85.71% of Persons Supported would like to be working or volunteering in the community in the future if they aren't now.

Comments:

- "Doing paper route currently."
- "Currently working."
- "Do both already."
- "I got too many jobs now."
- "I'm trying that."
- "I am content with my job."



4. 88.57% of Persons Supported indicate that SACL Staff help them figure out what they would like to do for work.

Comments:

- "I don't really know." (2)

5. 85.71% of Persons Supported felt Staff helped them to get the employment/volunteer opportunity they wanted.

Comments:

- "Job interviews, going for employment discovery walks, and discussing what I would be doing there."
- "Got my own job."
- "I don't think so."
- "I don't know."

6. 82.86% of Persons Supported felt like SACL Staff helped them to learn new skills to acquire the opportunity they wanted.

Comments:

- "Independent."
- "Me and B have a paper route together."

7. 82.86% of Persons Supported feel they have learned new skills since attending SACL Services

Comments:

- "Yes, painting & music."
- "Attending Woodshop years ago."
- "I haven't learned new skills since I started with Canadian Tire. I think it would do me good to learn new skills."

8. 91.43% of Persons Supported felt that Staff helped them to understand all the things they have do to at their job/volunteer opportunity.

Comments:

- "Pretty well..."

9. 91.43% of Persons Supported know who to contact at SACL if they need help.

Comments:

- "Joanne."
- "Vicki."
- "SACL Staff."
- "I usually call my caregiver."

10. 94.29% of Persons Supported feel safe at the place they work or volunteer.

Comments:

- "Not working."

11. 94.29% of Persons Supported feel respected by the people they work/volunteer with

12. Persons Supported were asked what else SACL Staff could help them get the work/volunteer opportunities they would like:

Comments:



- “Staff could go talk to the guys at the paces I’d like to work.”
- “Not Applicable.”
- “I’m not sure.”
- “Not Really”
- “I don’t have a clue.”

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	75%	0%	25%
Work History & Experience	87.5%	0%	12.5%
Strengths & Abilities	75%	0%	25%
Previous training & education	87.5%	0%	12.5%
Benefits available to Employee	62.5%	0%	37.5%
Options for advancement or increased hours	75%	0%	25%
Availability of Transportation	50%	0%	50%
Legal history (if applicable)	75%	0%	25%

Comments: Overall comments indicate a high level of satisfaction for SACL Staff, support and services. The most notable trend is that the Employers filling out the surveys indicated that they aren’t necessarily the ones who go through the hiring process with the Person Supported, and therefore do not have first-hand knowledge of the questions asked. This factor causes a higher percentage within the ‘unsure’ category than if the person directly responsible for hiring and working with the Person Supported were responsible for completing the satisfaction survey.

2. 87.5% of Employers feel that Persons Supported have input and has approved the position with the employer. 12.5% are unsure.
3. 87.5% of Employers felt that SACL Staff was available to help the Person Supported to fully understand their duties and obligations of the employment position. 12.5% were unsure.

Comments:

- “Always perform above expectations here.”

4. 75% of Employers felt that SACL Staff helped the Person Supported to understand the obligations and duties of the employer. 25% were unsure.
5. 75% 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. 25% were unsure.



6. 62.5% of Employers they felt that Persons Supported gained independence in their employment position. 37.5% were unsure.

Comments:

- "Our employee is very well suited to the job she does for us, but I wasn't the person who was involved with hiring her."

7. 75% of Employers felt that their employee has gained self-confidence in their employment position. 25% were unsure.

Comments:

- "Our employee is very well suited to the job she does for us, but I wasn't the person who was involved with hiring her."

8. 62.5% of Employers felt that their employee has gained self-worth since becoming employed with their organization. 37.5 were unsure.

Comments:

- "Our employee is very well suited to the job she does for us, but I wasn't the person who was involved with hiring her."

9. 62.5% of Employers felt that their employee has gained increased financial independence since becoming employed with their organization. 25% were unsure, and 12.5 said no.

10. 50% of Employers felt that Persons Supported increased their skill-set since becoming employed with their organization. 37.5% were unsure, and 12.5% said no.

11. 75% of Employers felt that their employee has gained self-worth since becoming employed with their organization. 25% were unsure.

12. 37.5% of Employers felt that their employee has gained increased involvement in the community since becoming employed with their organization. 62.5% were unsure.

Comments:

Employers responses to this question indicate that most employers do not have access to information about the Persons Supported activities outside the workplace and cannot appropriately comment on this question.

13. 12.5% of Employers felt that Persons Supported may gain an increase in responsibilities, hours of work, wages or benefits, or options for advancement. 87.5% indicated that advancement was not likely in their current position.

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. Some positions have been specially created to align with the abilities of the individual, and the Person Supported is comfortable with the duties and responsibility level of the current position.*

14. 37.5% of Employers indicated that there may be an opportunity to increase the hours of the current position. 62.5% indicated that it was not likely.

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. Some positions have been specially created to align with the abilities of the individual, and the Person Supported is comfortable with the duties, hours, and responsibility level of the current position.

15. 62.5% of Employers felt there may be an opportunity for Persons Supported to gain an increase in wages or benefits within their organization. 35.7% indicated this was not likely.

Comments:

- "Probably not – that is what I think."
- "Just hired so not immediately."

16. 12.5% of Employers indicated that there may be an opportunity to advance within the company for Persons Supported. 87.5% indicated that this was not likely.

17. 100% of Employers were satisfied that SACL Staff were available to meet their needs and concerns. 75% felt Staff often, or consistently exceeded expectations in this area.

18. 62.5% of Employers 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. 37.5% noted there could be improvement in this area, or that their employee did not need assistance as they worked independently.

Comments:

- "Our employee works independently and does a good job."

19. 100% of Employers indicated that they were satisfied that SACL Staff communicated effectively and efficiently with all levels with the employment site. 75% indicated that SACL Staff exceeded expectations in this area.

Comments:

- "I am open for communication at any time regarding any concern."
- "Not applicable."

20. 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 100% of Employers felt that SACL Staff helped Persons Supported to achieve these expectation. These questions were tracked individually this year rather than as a collective group to secure better data.

Employer Comments:

- "Not applicable" (10)



- “Don’t know” (4)
- “Again I do not know anything about medication management but I do know that our employee endeavours to stay healthy.”
- “Unsure, has not come up as an aspect of employment.”
- “I am not sure this question is applicable to this work environment.”

21. 100% of the Employers surveyed indicated that the Community Employment Services met the needs of the Person Supported. 100% of those surveys felt that SACL often, or consistently exceeded expectations in this area.

22. 87.5% of the Employers surveyed indicated that the Community Employment Services met the needs of the Employer. 12.5% indicated their needs were not met.

Comments:

- “When the minimum wage was going up, I asked N if he could pass long to his worker a request to see if there was any programs to help defer the costs of a SACL employee. They seemed concerned for the future of N’s job, but I never did get a satisfactory answer to my question.”

23. 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.

24. No additional comments were provided for improvement.

25. 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.

Supported Living Services

SACL provided Supported Living services 7 individuals from April 1, 2016 – March 31, 2017

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 (4 responses)

1. 50% of the Persons Supported indicated that they have the choice or have some input to where they live.

Comments: *There are only so many available options for Supported Living circumstances. Choices are made in relation to the Persons Supported wants and needs and in accordance with the available options, funder requirements, financial situation, and level or service requirements of each individual.*

Person Supported Comments:

- *“This was supposed to be temporary but has turned into full time.”*

2. 75% of Persons Supported indicated that they get to choose or have some input as to who they live with. 25% felt they had no choice.

Comments:

- *“The walls are not insulated properly so I can hear things right though the wall. Brings no privacy.”*

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.

4. 50% of Persons Supported indicated that they feel safe in the place that they live.

Comments:

- *“The way BL acts, I’m afraid for me and Morris and the staff.”*

5. 75% of Persons Supported indicated that there was always or ‘somewhat’ a SAACL Staff member around to help them if they need it.

Comments:

- *“Medicine – On Sunday mornings especially I need to hunt down staff to get my medicine so I can be on time for Church.”*

6. Persons Supported were asked if SAACL Staff help them with:

	Yes	Sometimes	No
<i>Healthy Eating/Exercise</i>	100%	0%	0%
<i>Personal Care</i>	75%	25%	0%
<i>Household Maintenance</i>	75%	25%	0%
<i>Expectations of a Tenant</i>	100%	0%	0%
<i>Helping with decisions & understanding rights</i>	100%	0%	0%
<i>Family Contact</i>	100%	0%	0%
<i>Encourage outings with friends or activities</i>	100%	0%	0%
<i>Encourage fun activities or how to meet new people</i>	100%	0%	0%
<i>Help with money matters if you require</i>	100%	0%	0%

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



8. Persons Supported were asked if there was anything more SACL Staff might do to help them become independent:

Comments:

- *“My basic needs are not being met. Ex: stairs – too many and too steep, shower is unsafe for me – not appropriate for people with disabilities. I want out.”*

Home Share Services

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 4 individuals from April 1, 2016 – March 31, 2017

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 Services (Shared Living) Results – Persons Supported (2 responses)

1. The age range of current Persons Supported in Home Share services is age 56 and above.
2. 100% of the Persons surveyed indicated that they were happy living with their Home share provider or had experienced an improved quality of life.
3. 50% of those surveys felt that they were able to do more thing on their own since entering Home Share services. 50% felt they still needed help with some things.



4. 100% of Persons Supported felt their community activities increased or somewhat increased since entering Home Share services.
5. The response to this question was answered “other” all surveyed for the following reasons:
Comments:
 - *“D lives with family members as she always has been with her whole life. Only when D goes to respite is she with a person she has become familiar with since moving in with sister.”*
 - *“L. is my sister and lived with mother all her life. When Mom passed away, she was happy that L would be cared for by a family member. Mother, L and myself, wouldn’t want it any other way.”*
6. 100% of the Persons Supported indicated that friends, family and other people do, or sometimes do come and visit them in their Home Share setting.
7. 100% of Persons Supported indicate that they do, or sometimes belong to clubs or go to activities in the community.
8. 100% of those surveyed stated that they did, or sometimes get to meet new people.
9. 100% of Persons Supported feel they have everything they need to live in a comfortable and happy manner in their Home Share situation.
10. 100% of Persons Supported feel safe in their Home Share environment.
11. 100% of those surveyed felt that their Home Share provider provides all the assistance needed.
12. 100% of Persons Supported feel that they are listened to and respected in their home.
13. When asked what was liked most about their current Home Share situation, Persons Supported responded:
Comments:
 - *“I am with family and get to see other members of my family. I also get to talk on the phone with family members who do not live close by. IE: my foster brothers and oldest sister.”*
 - *“Living with my brother is a pleasure in that he loves me and truly cares for me.”*
 - *“L is always helping with small chores she can handle and is a great help on a daily basis. Outdoor interests are many and enjoyed on the property (small acreage).”*



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, 2016 to March 31, 2017.

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.

100% of the people surveyed feel that SACL Respite services meet the medical needs of the Person Supported.
Comments:
- “No medical needs are needed.”
3. 100% of the people surveyed feel that SACL Respite services accommodate their preferences, needs, and expectations.
4. 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.
5. 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.

Comments: SACL rated 'Exceeds Expectations' in this category.

6. 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.
7. 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.



Staff Satisfaction

SACL has approximately 50 people providing services on behalf of SACL. 38 are union staff, 6 are non-union or excluded, and the remaining service providers are contracted. Contracted employees provide feedback through quality of life reports, and service satisfaction surveys rather than taking part in Staff Satisfaction surveys, as many of the questions do not apply to them as non-union or externally operating service providers. Of the 38 staff, 18 chose to participate in this year's survey.

Staff Satisfaction Survey (18 Responses)

Demographics

1. 50% of staff have worked for SACL for 3 years or under. The other 50% have been with SACL from 4-20+ years.
2. Staff positions (excluding contractors) held with SACL consist of:
 - 44.44% Full-Time (Union)
 - 11.11% Part-time (Union)
 - 33.33% Casual (Union)
 - 11.11% Management (Excluded)
3. SACL Staff spend their time in the following Service areas:
 - 35.29% - Community Inclusion (HWLS)
 - 41.18% - Community Inclusion (1-1, or CCN)
 - 17.65% - Community Employment Services
 - 5.88% - Supported Living Services
4. Staff education consists of:
 - 5.56% - Completion of high school
 - 27.78% - Certification in Human/Social Services field
 - 55.56 - College
 - 11.11% - University
5. SACL staff feel their responsibility level is best described:
 - 33.33 % - Front Line (no supervisory responsibility)
 - 44.44% - Front Line (sometimes assist other staff)
 - 11.11% - Team Leader (responsible for some supervision of staff)
 - 5.56% - Services Manager (Supervisor of other staff)
 - 5.56% - Administration (assist in enforcement of policies and give some direction)



Job Description & Performance

6. 100% of staff feel they have a positive attitude and support fellow staff members.
7. 100% of staff feel they are present and fully prepared in their Service area prior to each shift.
8. 94.44% feel that SACL provides a clear job description outlining duties and responsibilities for each position.
9. 83.33% of Staff feel that SACL communicates clear expectations about job performance.
10. 77.78% of Staff indicate they are satisfied with the training and education provided to enable understanding and adherence to SACL policies and procedures.
11. 83.33% of Staff feel that SACL provides adequate feedback and evaluations regarding performance.
12. 72.22% of Staff feel that SACL institutes practices and policies to ensure that the workplace is balanced and fair. 27.78% disagree.
13. 77.78% of Staff feel SACL follows the progressive disciplinary process to encourage compliance with agency policies and procedures.

Comments regarding SACL job performance:

- *“I would benefit with training in leadership roles in a classroom setting.”*
- *“My job description evolves and changes often, so sometimes my job description does not encompass all my duties.”*
- *“I feel more confident now that I have been with SACL for over a year. It’s not the type of employment that a person can be completely trained for on the first day. This job must be experienced hands on and learn as you go. There is so much to know, between the persons we support to the policies and procedures. Now that I know more, I am more able to support my co-workers if need be.”*
- *NVCI should not be a computer based training. To be effective in the workplace, it needs to be a full class setting, with ‘hands-on’ training. Practices and policies do not reflect being human, and having different situations in life. There is zero flexibility when it comes to policies.”*

Supervisor/Employee Relations

Services Managers are responsible for the following (staff):

- Michele Weber (47.06%)
- Alana Loyd (35.29%)
- Gary Arbuckle (17.65%)



14. 58.82% of Staff agree that their supervisor is an effective leader. 23.53% disagree, and 17.65% strongly disagree.
15. 58.82% of Staff agree that their supervisor handles complaints and resolves questions directly. 23.53% disagree, and 17.65% strongly disagree.
16. 76.47% of Staff are satisfied with the assistance, training and guidance provided by their supervisor. 11.76% are not satisfied, and 11.76% are extremely dissatisfied.
17. 55.55% of Staff feel that their supervisor has enough authority and resources to provide the necessary assistance, training, and guidance that our department needs to succeed. 44.44% either disagree or strongly disagree.
18. 82.35% of staff understand what their supervisor expects from them and feel the expectations are reasonable. 17.65% disagree.
19. 70.58% of Staff feel their supervisor is consistent in their dealings with all employees. 29.3% disagree or strongly disagree.

Comments regarding SACL Supervisor/Employee relations:

- *“I have had problems getting clear and accurate communication regarding persons serviced. When I have asked for assistance or information I have been directed to consult the person serviced caregiver, and then been told that they already discussed or gave the information to my services manager. In other instances I have made plans for persons served passed on approval from services manager, and later been told by other management that my plan could not be approved. I feel I have been made to look unorganized in my position because of these problems and it has resulted in much wasted time. I have no confidence in going to this service manager for assistance.”*
- *“Alana struggle in her daily duties. She struggles with scheduling employees with their shifts, and ensuring all the people SACL provides services for have a worker that day. Alana often misses a person supported while scheduling, and they are left without services that day, or have to call SACL and find out what has happened. When staff have a question that needs an answer, Alana generally does not have an answer for it, or knows where to find the answer.”*
- *“I think my service manager is very effective at her job.”*
- *“Jo-Anne Crawford is my direct supervisor” (2)*



Staff Relations & Services Provision

20. 52.94% of Staff either agree that the team or department they work in works well together and accomplishes their assigned tasks. 47.06% neither agree nor disagree.
21. When goal or tasks are not accomplished, staff feel that it is contributed to:
 - Lack of time (50%)
 - Communication breakdowns/waiting for approval from others (37.5%)
 - Confusion over job responsibilities (12.5%)
22. 88.23% of Staff feel they are encouraged to exchange ideas and opinions. 11.76% disagree.
23. 94.11% of Staff feel their team is invested in the organization and cooperates well with other departments in the organization. 5.88% disagree.
24. 64.70% of Staff are satisfied with the morale in their team/department. 35.29% disagree or strongly disagree.

Comments regarding Staff Relations & Service Provision:

- *“My team struggles with Service Managers: Alana and Gary. Alana provides no support to the team. She does not know what it is that the team does, and she does not know the people that are supported. She can’t provide adequate back up during an incident, because she doesn’t spend more than a few minutes with the Persons Supported, and because she does not know the Persons Supported, she is unable to adequately schedule. Gary is unable to answer a question. When gone to for guidance or suggestions, or an answer to a question, Gary is unable to do so. He does not provide any clear guidance to a problem.”*
- *“Morale changes almost daily?!”*
- *“The workload for management staff is overwhelming, and can affect morale.”*
- *“I feel that our team gets pretty well, both at HWLS and downstairs. It’s not realistic to have everyone get along, but I feel for the most part we are professional and civil. I respect the majority of my co-workers as I feel they respect me.”*
- *“Lack of resources, lack of time, and communication breakdown are all key factors in not being able to accomplish tasks.”*



Performance Feedback

25. 76.47% of staff feel that the Services Manager provides useful information and constructive feedback to help me improve performance. 17.65% disagree, and 5.88% strongly disagree.
26. Feedback could be improved by:
 - Receiving more specific feedback/targeted to me (10%)
 - Feedback that includes how to improve (40%)
 - Receiving a balance of positive and negative feedback (30%)
 - Receiving more feedback (20%)
27. 88.84% of staff feel they are recognized and praised for the work they do. 11.76% disagree.
28. The recognition staff receive comes from:
 - Co-workers (57.14%)
 - Team Leaders (28.57%)
 - The Executive Director (14.29%)
29. Staff feel they are recognized;
 - Weekly (20%)
 - Semi-monthly (20%)
 - Monthly (40%)
 - Annually (20%)
30. 94.11% of Staff feel they are encouraged to participate in their personal goal setting process. 5.88% disagree.
31. 88.24% of Staff are satisfied that employee evaluations are fair and consistent. 11.76 people disagree.
32. Staff feel employee performance evaluations could be improved by:
 - Having more input into the evaluations (55.56%)
 - Having them more consistently (33.33%)
 - Having them less often (11.11%)

Comments regarding Performance Feedback:

- *“Question: The feedback I receive could be improved by: (please select the most appropriate answer). The actual answer is, receiving feedback that is correct. When Alana provides information, she often does not have all her facts correct, or is unable to provide any feedback, because she doesn’t know what it is that’s being discussed.”*
- *“I feel supported and heard.”*



- *“The questions asked on this page really miss the mark, meaningful evaluations need to be held with someone who really knows what you do. My evaluation is very general and yes, I am asked as to what I feel my goals should be but the constraints on time and the ability to even complete my basic work are of major concern. Our team leader has moved to another group within SACL and some of the work she had performed has been offloaded to the regular full-time staff. As a result, having found it difficult to complete all the work required originally and now having these additional duties added has only added to the workload and sense of not being able to meet the timelines.”*
- *“Regarding the recent performance evaluation, I felt it did not seem relevant and the working needed work. It did make you put a comment so you can explain your answer.”*
- *“Management does seem to want to hear what staff have to say. Management seems to offer a lot of criticism. Need to take time for recognition and thanks as well. I think lots of staff have gotten to the point where they don’t care whether or not they have management approval and recognition. Staff care more about recognition for their co-workers; it seems more genuine.”*

Growth & Education

33. 76.47% of Staff feel they have room to grow professionally at SACL. 17.65% Disagree, and 5.88% strongly disagree.
34. Staff who do not feel room for growth attribute it to:
 - Lack of opportunity (50%)
 - I am satisfied with my current role (25%)
 - Lack of Time (12.5%)
 - Organizational policies (collective agreement/policy restrictions) 12.5%
35. 94.11% of Staff feel that SACL encourages and supports career development. 5.88% disagree.
36. 29.41% of Staff feel they can meet their career objectives by remaining with SACL. 64.71% are unsure, and 5.88% disagree.
37. Staff who may anticipate leaving SACL to accomplish their career objectives indicate the time frame as:
 - I do not anticipate leaving SACL (75%)
 - Within the next five years and above (16.67%)



- Within the next 2 years (8.33%)

38. 88.23% of Staff feel that the process used for promotions is balanced and in accordance with the collective agreement. 11.76% disagree.

39. 100% of staff are in agreement that SACL responds to Staff complaints in a timely fashion.

40. 100% of Staff acknowledge that SACL has attempted to address the main concern from the 205/2016 Staff Input Survey, which was a request for more space.

Comments:

- *“More space for staff work undistracted is still an issue.”*
- *“I feel that SACL is attempting to address the concern and with doing so we also lost connection with other Persons Supported and Staff. The person Supported are missing each other. Staff are trying to get Persons Supported together to make these connections.*

41. When Staff were asked what they liked best about working at SACL, the results indicated;

- Persons Supported (68.75%)
- Opportunities for personal & professional growth (12.5%)
- Other (12.5%)
- Pay rate/salary (6.25%)

Comments:

- *“I could choose just one thing that I like most because I enjoy the job so much! I enjoy most of my co-workers and the Persons Supported and the management team as well. I ‘m sure there is room for improvement, which is the case anywhere, but it’s one of the best places I’ve worked considering it’s mostly women.”*
- *“I like working with the Person’s service and co-workers. I enjoy the job I perform right now. I enjoyed my past full-time position. I also enjoy the benefits, even though it’s not a great benefit package.”*

42. When Staff were asked what they liked least about working for SACL, the result indicated;

- Other (25%)
- Employee/Service Manager relationships (25%)
- Communication between employees & management (18.75%)
- Scheduling Practices (12.5%)
- Lack of training opportunities (6.25%)
- Wages (6.25%)
- Employee relationships (6.25%)

Comments regarding Growth & Education:

- *“The lack of funding. This however is not the fault of SACL.”*
- *“There is quite a bit of negativity among staff and between staff and management. I feel that staff seem to feel that they could be involved in all decisions at a management level, and are personally offended if they are not, which affect staff morale.”*



- *“I think that communication in general could be improved. Sometimes I find things out from other employees about certain persons supported that I feel should have been sent in a quick email to ensure that I (as a casual staff) can provide the best care to that particular person. I think people think that it’s not a big deal, but to me it’s important to me to know what is going on in their lives so that I can be prepared for a possibly, different behavior. I honestly think that we would benefit greatly from having an interpersonal communication course every six months to keep us on track. I am taking one right now for the second time and you forget so much. I can see many ways in which we could improve just by taking this course.”*
- *“The constant conflict of information between managers. The constant need to redirect staff to something other than what they were scheduled for. Managers no knowing their roles, or performing them fully.”*
- *“I feel there is lack of communication between employees and management. When there is communication at times it is unclear or we get different answers. Especially with emails there is misunderstandings and confusion. Do miss our monthly staff meetings as that is when SACL felt like a team. We are able to discuss and clarify what we are trying to get across.*

Compensation & Benefits

43. 100% of staff feel they are paid in accordance with the requirements of the collective agreement.
44. The following statistics indicate who is eligible or participating in company benefits;
 - I am a member of SACL’s benefits package (50%)
 - I am awaiting eligibility to participate in SACL’s benefit package (31.25%)
 - I am ineligible to participate in the benefit program (18.75%)
45. 92.31% of Staff feel the benefit program is fair, competitive and in accordance with the requirements of the collective agreement. 7.69% disagree.

Comments regarding Compensation & Benefits:

- *“The benefits program is in accordance with the requirements of the collective agreement but is not a good one.”*
- *“Although I feel the rate of pay is fair for the work I do, Management staff do not receive salary increases very often, even if their duties increase. I do know that it is related to the funder not providing enough administration funding, however it would be nice if management employees received at least nominal increases at the same time as the union staff as per minimal inflation rates. The trend indicates that staff will soon catch up to the wages of management.”*



- *“I don’t really know much about the benefit program as I do not partake as of yet. Of course I feel that we should be compensated more, as our job is extremely important and we are responsible for a lot. That being said, I had an opportunity to make \$6 more an hour and turned it down because I love my job and that is immeasurable to me. I do appreciate the wage increases though.”*
- *“It’s a hoke package. We need better benefits for all. And staff who work 20 hours plus a week in regularly scheduled positions should be entitled to benefits as well. Including casuals.”*

Job Satisfaction

46. 100% of Staff feel their job is meaningful and gives personal satisfaction.
47. 87.5% of Staff feel challenged in their current role.
48. Those who do not feel challenged in their role attribute it to:
 - Job duties do not keep my attention (50%)
 - Nobody checks to see whether I finish my work (25%)
 - I am ready to leave my position and am just waiting until my last day (25%)
49. 87.5% of Staff feel confident in their job security as long as job duties are completed to the best of their abilities. 6.25% disagree, and 6.25% strongly disagree.
50. 62.5% of Staff feel that working conditions at SACL are healthy and safe for everyone. 37.5% disagree.
51. 87.5% of Staff understand how their work directly contributes to the success of SACL. 12.5% do not.
52. 100% of Staff feel proud of the work they do with SACL.
53. Staff were asked if they rarely think about leaving the organization. 18.75% rarely consider leaving. 37.5% are unsure, 31.25% have thought about leaving, and 12.5% feel strongly about leaving.

Comments regarding Job Satisfaction:



- *“Maybe more opportunities to meet as a team or do team building would improve moral and relationships between all SACL staff, management and administration.”*
- *“Work conditions have improved with the new one-to-one space. The one-to-ones have their own space and HWLS has its own space. The new work stations themselves have greatly improved in recent months as well.”*
- *“Although I very much like the job I do, I find uncooperative, resistant and negative attitudes of some staff members affect the agency as a whole. SACL could be an excellent place to work with less negativity, a better understanding of the reality between management and staff roles, and cooperation & constructive suggestions, rather than ongoing defensive complaints.”*
- *“There have been some times that I feel that there should be more than one staff, particularly at HWLS. Now that I haven’t been up there as much, I’m not certain what has been going on, but that is one area that I have felt concerned about in the past.”*
- *As we work with more and more higher needs people, we need more safety plans in place for them BEFORE staff start working with them. We need management to take complaints about safety seriously, and not trivialize safety concerns. We need an unbiased person on the OH&S committee, for every meeting, to help mediate between the two parties.”*
- *I am hoping that there will be more respectful interactions between staff and the upper management team. Personally I have only had a few negative interactions but listening and trying to support my fellow team mates is very concerning to me. I struggle to understand why it has to be this way.*



2017 Goals

April 1, 2017 – March 31, 2018

Service Area	Goal	Objective	Target Date
Agency Objectives	Update Mission & Vision	Suggested changes to the Mission & Vision will be reviewed, finalized and updated as appropriate.	May, 2017
	Acquire New Space for Programming and Administration		
	<i>The current operational space does not meet organization needs. There are growth opportunities if the organization has space to accommodate group care or independent apartments for Persons Supported. Owning a space would also create greater organizational stability over time through ownership.</i>		
	Clearly identify space/programming needs	Management staff to meet and submit feedback on space requirements to the Board Committee	June, 2017
	Consult with real estate professionals based on identified needs.	Once the space needs and direction are determined, the ED/Board will consult with Realtors to assess options.	September, 2017
	Implement action plan to achieve strategic direction	A timeline to move forward with strategic planning objectives in relation to service space will be reviewed after consulting with realtors and assessing current options.	March, 2018
	Explore and Initiate Strategic Partnership to Enhance Sustainability		
	<i>Although organic growth through expansion will be important, the agency may be able to enter into a strategic partnership or relationship with an organization that would enhance stability and sustainability. This could include a merger. Increased size would provide greater economy of scale for administrative supports and may also allow for better succession planning.</i>		
	Identify a priority list of potential partners	SACL ED & Board Members will identify a list of potential partners	April, 2017
	Initiate discussions with the highest priority partner first which may require Board to Board engagement.	SACL Board & ED will determine which potential partnership would be a priority match, and initiate discussion with that organization. Define SACL criteria prior to approaching potential partner.	July, 2017
	Develop and formalize partnership/relationship based in mutual interests	Initiate discussion and negotiation to determine a common end result for partnership.	September, 2017
	Expand/Grow Services		



	Explore expansion of Employment program to Vernon.	Approach CLBC to express interest in expanding our Employment Services into the Vernon area. Apply for any available, related RFPs in this area	June, 2017 (Ongoing)
	Expand Home Sharing where possible	SACL will continue to seek appropriate Home Share service providers, as well as applying for any available HomeShare contracts that come available.	March, 2018 (Ongoing)
	Review feasibility of providing independent apartments for individuals.	Review strategic direction regarding providing apartments for Persons Supported after analyzing results gleaned from partnership and realtor meetings.	September, 2017
Maintenance Goal: Continue to Deliver High Quality Services			
	Complete successful re-accreditation	SACL will endeavour to complete its 5th successful accreditation. Home Share services will be added to our current accredited services.	June, 2017
	Continued development/training for staff at all levels of the society.	Maintain & expand required and service oriented training for staff at all levels of SACL as funding allows.	March, 2018 (Ongoing)
	Capitalize on fundraising opportunities with low input requirements and high yield.	Evaluate expansion of clothing bin initiative. Evaluate operational & maintenance costs vs. profit and assess expansion of bins (locally), and possible maintenance of the initiative in the Penticton/Summerland area.	November, 2017
Business Functions			
Financial	Increase funding	SACL will continue to seek additional funding sources and seek new or expand current fundraising initiatives to improve services and meet the increasing administrative requirements.	March, 2018 (Ongoing)
Fundraising	Implement Phase 4 of the Clothing Bin Initiative	Order 4 more clothing bins & secure placement locations in the Bal-Moral, Blind Bay, Enderby, Grinrod or Sicamous areas.	March, 2018



	Explore the options to providing clothing bin services in the Summerland/Penticton areas. (Inclusion BC)	It was suggested by Inclusion BC that there may be an opportunity to be the service provider for the clothing bin initiative in the Summerland/Penticton are. Explore the availability and viability of this option	September, 2017
	Explore partnerships with organizations wishing to donate to the clothing bin initiative	Connect with the organizers of the community swap meets and request donations of left over items from these events	September, 2017
Human Resources	Update future Outcomes Management Reports to include historical Human Resources data from the CSSEA Employee Turnover surveys	Include historical data for employee turnover within SACL, and our industry to identify trends and areas of improvement.	March, 2018
Information Management	Initiate use of Human Resources System in PayWorks.	Start collecting (transfer) Human Resources data within the PayWorks system.	September, 2017
	Develop 'discipline wide' reporting process	Work with Nucleus Labs to further streamline required reports, and to implement 'discipline wide' reporting features.	March, 2018
	Maximize PayWorks Human Resources component usage	Fully assess the remaining functions in PayWorks (unused portion) to determine if PayWorks functionality is more efficient and accurate than current systems.	September, 2017
	Review & Streamline Satisfaction Surveys	Streamline Agency surveys to more accurately pinpoint specific data and eliminate answer choices that lead to inconsistent and inaccurate data collection.	January, 2018
Health & Safety	Re-Assess Working in Isolation requirements	Although SACL has developed a comprehensive policy	December, 2017
	Research additional training for staff regarding remaining safe while working with individuals with	Research training options for staff that would increase knowledge of de-escalation procedures, recognizing and preventing escalation (techniques), and working in isolation tools.	November, 2017



	developmental/physical disabilities.		
Technology	Increase security features on Cloud system. (Goal Brought forward from 2016 - 90% complete)	Complete installation and activation of SSL certificate on SACL Cloud system.	April, 2017
	Increase security features on all SACL technology	Update policy to industry standards for passwords, encryption for mobile media and laptops, and further define and enforce compliance through policy and progressive discipline.	
Service Access	Persons Supported indicated that Attitudinal, Financial, Communication and Transportation barriers can make it more difficult to attend services. However, no comments were provided to help identify trends.	SACL will review information, and adjust data collection methods to be clearer, defined, and require specific feedback to better determine and address trends. When investigated, it was suggested that the question was worded in a confusing manner, and the data collected may not be accurate.	March, 2017
Staff Input	22.2% of staff feel that training and education provided to enable adherence to SACL policies and procedures is unsatisfactory	SACL provides all mandatory training required by WSBC and CARF, as well as monthly reviews of policies. It is felt that staff would like to see less training of this type and more training specific to Persons Supported. SACL will review the internal training criteria and assess if any current training can be cut back to allow for additional Person Centered training to be provided.	January, 2018



	<p>27.8% of staff surveyed feel that not all SACL policies are fair or balanced.</p>	<p>SACL reviews policies and applies changes within legislative requirements and staff input. SACL will review staff satisfaction comments to determine why Staff feel that policies are unfair or unbalanced.</p>	<p>March, 2018</p>
	<p>22.2% of staff surveyed feel that SACL does not follow appropriate 'progressive disciplinary procedures</p>	<p>SACL has strived in the past year to initiate appropriate, defined, and equal progressive disciplinary processes in accordance with policy. SACL will review staff comments from the satisfaction survey to determine why staff feel that progressive disciplinary procedures are not being followed appropriately.</p>	<p>September, 2017</p>
	<p>41.8% of staff feel that their supervisor is not an effective leader</p>	<p>The Executive Director will conduct interviews/review with staff and management to determine how to address staff's concerns regarding the effectiveness of their supervisor.</p>	<p>December, 2017</p>
	<p>41.8% of staff feel that their supervisor does not handle complaints or resolve questions directly.</p>	<p>The Executive Director will conduct interviews/review with staff and management to determine how to address staff's concerns regarding the ability of their supervisor to handle complaints or resolve questions directly.</p>	<p>December, 2017</p>
	<p>23.53% of staff feel they are not satisfied with the assistance, training, and guidance provided by their supervisor.</p>	<p>The Executive Director will conduct interviews/review with staff and management to determine how to address staff's dissatisfaction with the assistance, training, and guidance provided by their supervisor.</p>	<p>December, 2017</p>



	<p>44.45% of staff feel their supervisor does not have enough authority and resources to provide the necessary assistance, guidance or training required to succeed.</p>	<p>After assessing the result of interviews/review with staff, SACL will determine how to educate and train supervisors to provide the necessary assistance, guidance or training required to staff for them to feel they can succeed.</p>	<p>January, 2018</p>
	<p>47.06% of Staff feel that their department does not work well together to accomplish assigned tasks.</p>	<p>The Executive Director will conduct interviews/reviews with staff and management to determine why staff feel their department does not work well together to accomplish assigned tasks.</p>	<p>January, 2018</p>
	<p>35.3% of staff are not satisfied with the morale in their department.</p>	<p>The Executive Director will conduct interviews/reviews with staff and management to determine why staff are unsatisfied with the morale in their department.</p>	<p>January, 2018</p>
	<p>23.5% of Staff feel their Services Manager does not provide useful information or constructive feedback to help staff improve.</p>	<p>The Executive Director will conduct interviews/reviews with staff and management to determine how Services Managers can be trained to provide useful information or constructive feedback to help staff improve in their work.</p>	<p>January, 2018</p>
	<p>23.53% of Staff fell they do not have room to grow professionally in their current position.</p>	<p>SACL Offers advancement if/as it becomes available in accordance with the collective agreement and operational requirements. SACL will review staff satisfaction comments to determine if any clarification can be provided to staff regarding this process. Although SACL does not currently have the budget to provide additional training within the scope of the workday, we will explore options for additional training opportunities for staff (online training), and offer a variety of training to be available should staff wish pursue</p>	<p>January, 2018</p>



		additional skills to pursue any available advancement opportunity.	
	Staff feel that employee/manager relations, communication between employees/management, and scheduling practices are what they liked least about working at SACL	Staff/Management relations will be reviewed as indicated above. Scheduling continues to be a complicated process, but SACL has now moved to PayWorks, and will be solidifying scheduling procedures. Staff will be reminded that they are required to work with any Person Supported and be flexible with changes as is required by conditions of employment, the collective agreement, and operational requirements.	September, 2017
	37.5% of Staff feel that SACL is not a safe and healthy environment for all.	As Home Share and Supported Living services to individuals that may exhibit difficult or even aggressive behaviour increases, SACL will continue to provide staff with tools and training regarding appropriate violence prevention and de-escalation procedures, and to review (on an annual basis), risk assessments for Persons Supported, and Working Alone safety procedures.	December, 2017
Service Area	Goal	Objective	Target Date
Community Inclusion	Continue to explore funding arrangements or partnerships that may allow for increased evening and weekend activity support for Persons Supported. Brought forward from 2016 (40%) Complete.	Some adjustments have been able to be made in Staff schedules to provide weekend/evening support to some one-to-one supports. Additional funding or partnerships required to expand on this initiative. Approach CLBC to request additional funding for evening/weekend staffing & support, and continue to foster opportunities for partnerships.	March, 2018
	42.8% of Stakeholders Surveyed indicated 'other' barriers, and would like to SACL	SACL is continuing to explore expansion of services, hours, and space as outlined in this report.	March, 2018 (Ongoing)



<p>Address the following: expansion of services, expansion of hours/days of services, parking issues, space issues, funding issues, better variety of activities for Persons Supported & waitlists for services</p>	<p>Parking issues will be an ongoing issue while at this location. There is limited parking for all downtown locations. SACL will explore what options are available to increase or alleviate parking issues.</p>	<p>October, 2017</p>
	<p>SACL will continue to advocate for additional funding form CLBC, explore additional funding sources & fundraising opportunities as outlined in this report.</p>	<p>March, 2018 (Ongoing)</p>
	<p>SACL will approach Persons Supported & care givers to determine what kind of activities they would like to see offered. A request will be sent to caregivers to determine if they will contribute extra funding and volunteer their time for transportation etc. to allow provision of additional activities that lay outside the realm of current funding, staffing & operational limitations. This process was done in 2014/2015, however the response indicated that parents/caregivers were not in favour of contributing additional funds to expand the current activity range. SACL will repeat the process in the coming year to determine if the response is different at this time.</p>	<p>August, 2017</p>
	<p>Waitlists for services are determined by the funder. SACL is attempting to increase service provision to allow the funder to place more individuals within our areas of service provision.</p>	<p>(Ongoing)</p>
<p>22.92% of Persons Supported that they do not get to go out to meet friends or attend activities in the Community when not at SACL.</p>	<p>SACL will continue to advocate for funding from CLBC to expand services to include more evening and weekend hours & to encourage caregivers and community volunteers to engage in community activities with Persons Supported during evening and weekend hours.</p>	<p>February, 2018 (Ongoing)</p>



Community Employment Services	Only 12.5% of Employers Surveyed felt that Persons Supported may gain increases in responsibilities, hours of work, wages or benefits, or options for advancement.	CES staff will explore reasons for the lack advancement opportunities with local employers. Training & education will be provided where applicable, and ongoing job search for opportunities that offer advancement will take place.	March, 2018 (Ongoing)
	62.5% of Employers Surveyed indicated that it was not likely for Persons Supported to see an increase of hours in their current position.	CES staff will explore reasons for the lack of availability for an increase in hours within Persons Supported current positions. Training & education will be provided where applicable, and ongoing job search for opportunities that offer advancement will continue to take place. Questions to determine the reasoning for this will be added to the next Employer Satisfaction Survey.	March, 2018 (Ongoing)
	87.5% of Employers indicated that it was not likely that Persons Supported would have the opportunity to advance within the company.	CES staff will explore reasons for the lack of advancement within Persons Supported current positions. Training & education will be provided where applicable, and ongoing job search for opportunities that offer advancement will take place.	March, 2018 (Ongoing)
Supported Living	50% of Persons Supported surveyed felt they did not have input into where they live	This continues to be a challenge due to availability of choices. SACL will endeavour to expand Supported Living accommodations to give Persons Supported more option as to where they live.	March, 2018 (Ongoing)
	25% of Persons Supported feel they did not have a choice as to who they live with.	This continues to be a challenge due to availability of choices. SACL will endeavour to expand Supported Living accommodations to give Persons Supported more option as to who they live with.	March, 2018 (Ongoing)



	50% of Persons Supported do not feel completely safe in the place they live	As Persons Supported are often placed with roommates, and this may not be their ultimate goal, behaviour and habits of roommates can be conflicting with the individual's personalities. SACL attempts to place individuals together who will be compatible. SACL will continue to educate individuals on behavior that supports a positive home life.	March, 2018 (Ongoing)
	25% of Persons Supported indicated that SACL Staff were not always available to help when needed.	Some Persons Supported would wish to have more supports than they are funded for. SACL will continue to advocate for additional services with CLBC while continuing to encourage Persons Supported to move towards independence.	May, 2017 (Ongoing)
Home Share	50% of Persons Supported indicated that they were able to do more things on their own since entering Home Share services	Some Individuals are not interested or capable of completing some tasks on their own and rely on supports as required. SACL will continue to support Persons Supported to become as independent as appropriate.	March, 2018 (Ongoing)
	Increase HomeShare service providers and locations to accommodate additional choices of living accommodation for Persons Supported.	SACL will interview and secure additional qualified Home Share providers to expand the choices of accommodation for Persons Supported.	March, 2018 (Ongoing)
Respite	All results provided for Respite were positive.	No Trends or corrective measures identified	No Action Required



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 Implement)	Complete Action Plan (From Comply 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, Brochures, SACL Website, Agency Handbook, Newsletters	Strategic Plan Review/Community/Stakeholders/Persons Supported/Staff & Management/Board Members/Performance Action 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	Persons Supported
Agency Wide Measurement	Strategic Plan	Every 3-5 years (re-done) with annual review	6 mos. from Start	3 mos. from review	BOD/ED	Community Mtgs./Staff & Mgmt. Mtgs./Board Mtgs & Retreat/ Strat Planning session & demographics (Contractor)/Cloud/Website	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 (Gary)	Risk Management Plan Review from previous yr./Management Team Minutes/Board Meeting Minutes/Cloud/Calendar	Collected concerns and input from current reports & surveys/review of previous plan/Incident review results/Financial & Business concerns presented by Shuswap Bookkeeping, 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/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/SM/AS	Board Minutes/Mgmt. Minutes/Board Minutes/Cloud files, 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	ED/AS	Board Minutes/Mgmt. Team Minutes/Cloud, & calendar	CARF Standards Manual, CLBC requirements, agency policy, Outcomes review, satisfaction survey results,
	Performance Improvement Plan	Annually	Ongoing (Annually)	Ongoing (Annually)	BOD/ED/AS/SM	Mgmt. Team Minutes/Board Mtg. Minutes/CARF Accreditation results/Cloud/Website/calendar.	Satisfaction Surveys/Complaints/Exit Interviews/feedback, training input & reports from staff, persons supported, community, stakeholders, board/legal, funding & accreditation requirements
Business Functions	Complaint Process External - From Persons Supported/Stakeholder	As Rec'd	3-7 days	7-14 days (Annual Review)	ED/AS/SM	Mgmt. Team Minutes/Board Mtg. Minutes/Cloud	Service Recipient, Person Supported, Community Member
	Complaint Process Internal - Complaints/Suggestions from Staff	AS Rec'd	3-14 days	Weekly review	ED/SM/AS	Management Team Minutes/Cloud	Submitted Suggestion/Complaint Forms
	Financial Reports	Monthly & Quarterly	1 month from Implement	1 month from review	BOD/ED/Auditor/SB	Reports from Shuswap Bookkeeping, Board Mtg. Minutes/Simply Accounting files/PayWorks	Simply Accounting & PayWorks financial reports (Shuswap Bookkeeping), ED reports (Cloud)

	Audited Financial Statement	Annually	At AGM	Board Mtg. following AGM	BOD/ED/Auditor/SB	Board Mtg Minutes/AGM Minutes/Annual General Report/Audit Results/Cloud	Co-op & ED present all information to Auditor (Simply Acct/PayWorks)
	Board/Ed Compliance Reports	Ongoing/Monthly	At Implement	At Review	BOD/ED	Board Mtg. Minutes/Cloud	ED compliance reports
	Annual General Report	Annually	2 months from Implement	At AGM	AS	Completed AGR/Cloud/Website	Summary of PMP reports + agency & area demographics & statistics (Simply Accounting/Simply/Nucleus/Other)
	Community & Industry Trends Summary	Semi-Annually	1 month from Implement	1 month from review	ED/SM/TL	Staff Meeting/TL Meeting/Management Mtg/Board Meetings.	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	legal, funding, action plan items & accreditation requirements
	Human Resources Summary Report	Annually	At Implement	1 month from review	CSSEA/ED/AS/SB	CSSEA Report, Mgmt Minutes, AGR, Cloud	HR information provided by ED/Mgmt/Co-op to CSSEA, CSSEA provides an annual report to the ED
	Staff Professional Development	Ongoing/Monthly	2 months from Implement	1 month from review	SM/AS	Mgmt Mtg Minutes/HR Downloads/Cloud	HR Downloads (Staff Training & Renewables Database)/Cloud
	Staff Performance Evaluations	Annually	3 mos. from Implement	At Implement	ED/SM/AS	HR Downloads/Cloud	Staff Input, Management Review of Annual Objectives & Performance
	Staff Mandatory Renewables	Ongoing/Monthly	At Implement	As required	AS	Mgmt Mtg Minutes/Cloud/Calendar	Cloud/MR Binders/HRDownloads/Calendar
	Staff Exit Interviews	At Exit	At Implement	1 month from review	ED/SM/TL/Staff	Mgmt Mtg Minutes/Nucleus & Cloud (Persons Supported)/HrDownloads & Cloud (Staff)	Exit Interviews (Staff) - Cloud/HRDownloads
Community Inclusion Services	Service Delivery - Community Integration (CI)						
CIS-Community Supports	CI Satisfaction Survey - Persons Supported	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	HR Download Results/Website/Newsletters/Performance Action Plan/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	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	Stakeholders, Staff, Caregivers & Community Members
	Person Centered Plan (Goals & Outcomes)	Quarterly/As Needed	at Implement	at Review	SM/Person Supported/TL/Staff	PS logs/goals (Nucleus), PS reports, Staff mtg minutes, Team Leader Mtg Minutes	PCPs/Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM/TL/Staff	Mgmt Mtg Minutes/Nucleus & Cloud (Persons Supported)/HrDownloads & Cloud (Staff)	Exit Interviews (Person Supported) - ShareVision or Fluid Surveys
Community Employment Services	Service Delivery - Community Employment Services - Job Development (CES-JD)						

CES-Job Development	CES Satisfaction Survey - Persons Supported	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	All Persons Supported who receive Community Employment Services from SACL
	CES Satisfaction Survey - Employers	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	Employers of Persons Supported
	Person Centered Plan (Goals & Outcomes)	Quarterly/As Needed	At Implement	At Review	SM/Person Supported/TL/Staff	PS logs/goals, PS reports, Staff mtg minutes, Team Leader Mtg Minutes	PCPs/Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM/TL/Staff	Mgmt Mtg Minutes/Nucleus & Cloud (Persons Supported)/HrDownloads & Cloud (Staff)	Exit Interviews (Persons Supported) - Cloud/HRDownloads
Community Employment Services	Service Delivery - Community Employment Services - Employment Supports (CES-ES)						
CES-Employment Supports	CES Satisfaction Survey - Persons Supported	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	All Persons Supported who receive Community Employment Services from SACL
	CES Satisfaction Survey - Employers	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	Employers of Persons Supported
	Person Centered Plan (Goals & Outcomes)	Quarterly/As Needed	At Implement	At Review	SM/Person Supported/TL/Staff	PS logs/goals, PS reports, Staff mtg minutes, Team Leader Mtg Minutes	PCPs/Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM/TL/Staff	Mgmt Mtg Minutes/Nucleus & Cloud (Persons Supported)/HrDownloads & Cloud (Staff)	Exit Interviews (Person Supported) - Cloud/HRDownloads
Respite Services	Service Delivery - Respite						
Respite Services	Respite Satisfaction Survey - Persons Supported & Caregivers/Family Members	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	All Persons Supported who receive Respite Services from SACL
	Person Centered Plan	Quarterly/As Needed	At Implement	At Review	SM/Person Supported/Service Provider	PS logs/goals, PS reports, Staff mtg minutes, Team Leader Mtg Minutes	PCPs/Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM	Mgmt Mtg Minutes/ShareVision files, tasks & calendar	Exit Interviews (Person Supported) - Cloud/HRDownloads
Supported Living Services	Service Delivery - Supported Living (SL)						

Supported Living Services	Supported Living Satisfaction Survey - Persons Supported & Stakeholders/Community Members	Annually	3 mos. from Implement	2 mos. from Review - Ongoing (Annually)	AS	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	All Persons Supported who receive Supported Services from SACL
	Person Centered Plan (Goals & Outcomes)	Quarterly/As Needed	At Implement	At Review	SM/Person Supported/Service Provider	PS logs/goals, PS reports, Staff mtg minutes, Team Leader Mtg Minutes	PCPs/Individual Person Supported goals & outcome results
	Exit Interviews	At Exit & 6 mos. Follow-up	At Implement	1 month from review	SM	Mgmt Mtg Minutes/Nucleus & Cloud (Persons Supported)/HrDownloads & Cloud (Staff)	Exit Interviews (Person Supported) - Cloud/HRDownloads
Home Share (Shared Living)	Service Delivery - Home Share						
Home Share (Shared Living)	Home Share Satisfaction Survey - Persons Supported & Service Providers	Annually	1 Yr. from Implement	3 months from review	AS	HR Download Results/Website/Newsletters/Performance Action Plan/calendar	All Home Share Persons Supported and Service Providers
	Quality of Life Report	Bi-Annually	Jan/July	1 month from review	SM/Service Provider	Nucleus, PCP Reports	All Persons Supported receiving HomeShare Services.
	Person Centered Plan (Goals & Outcomes)	Upon Intake	Upon Intake/Ongoing	6 months from implementation + ongoing as required	SM/Person Supported/Service Provider	Nucleus, PCP Reports	All Persons Supported receiving HomeShare Services.
	Exit Interviews	Upon Exit	Upon Exit	3 mos. from review	SM	Mgmt Mtg Minutes/Nucleus & Cloud (Persons Supported)/HrDownloads & Cloud (Staff)	All Persons Supported leaving SACL HomeShare Services.
Health & Safety	Health & Safety (HS)						
	External Safety Inspections	Annually	At Implement	1 mos. from Review	OH&S/SO	OH&S & Management Mtg Minutes/Cloud	Externally conducted (unannounced) Fire Drills & Safety Inspections
	Internal Safety Inspections	Annually	1 mos. from Implement	1 mos. from Review	OH&S/SO	OH&S & Management Mtg Minutes/Cloud	Internal safety checklists/Accessibility reports/Input from PS, Staff & Community
	Emergency Drills	Monthly	1 mos. from Implement	At implement	SO	OH&S & Management Mtg Minutes/Cloud	Safety Drill Reports (Nucleus)
	Risk Assessments	As Required/Annually	2 months from implement	At implement	SM (Gary Arbuckle)	SM, OH&S, Management Team, Staff	WSBC forms, investigation and inspection of individual locations or Persons Supported.
	Critical Incident Reports/Investigations (Persons Supported)	As Rec'd/Quarterly	1 mos. from Implement	At Implement	SM	OH&S & Management Mtg Minutes/Nucleus	Staff critical incident reports (Cis, NRIs, MIRs)
	Non-Reportable Incident Reports	As Received/Quarterly	1 mos. from Implement	At Implement	SM	OH&S & Management Mtg Minutes/Nucleus	Non-Reportable Incident Reports (Nucleus)
	Staff Injury Reports	Quarterly	1 mos. from Implement	At Implement	OH&S/AS/SM	OH&S & Management Mtg Minutes/Cloud/WSBC as required	Staff Reports (Form 6, 6a, & 7), EIRR's (WSBC)
	Staff/Person Supported Safety Issue submissions	As Received	1 mos. from Implement	At Implement	OH&S/Management/AS	OH&S & Management Mtg Minutes/Cloud	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/HR Downloads/Cloud	Professional Development Forms (Staff), Mandatory Renewables, Training & Policy Review Schedule (Binder/Calendar)
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Legend

Board of Directors	BOD
Executive Director	ED
Shuswap Bookkeeping	SB
Services Manager(s)	SM
Administrative Supervisor	OC
Team Leaders	TL
Staff	STF
Safety Officer	SO
Persons Supported	PS
Stakeholders	SH
Community Members	CM

Reliability
Validity
Completeness
Accuracy