



***Shuswap Association
for Community Living***

Performance Measurement & Improvement Plan 2022



For Services Provided January 1 – December 31, 2021



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SACL Performance Measurement & Improvement Plan – 2022

Introduction

SACL is a CARF– accredited organization and as such demonstrates a culture of accountability by developing and implementing a Performance Measurement and Improvement Plan (PMIP). This plan provides information that enables SACL to improve services for persons supported, other stakeholders and SACL itself.

The foundation for successful performance measurement and management, according to the CARF standards manual, includes:

- Leadership accountability and support
- Mission-driven measurement
- A focus on results achieved for the person supported
- Meaningful engagement of stakeholders
- An understanding of extenuating and influencing factors that may impact performance
- A workforce that is knowledgeable about and engaged in performance measurement and management
- An investment in resources to implement performance measurement and management
- Measurement and management of business functions to sustain and enhance the organization

Special Note

The 2022 SACL Performance Measurement & Improvement Plan - 2021 Action Plan Results are based on 2020 objectives. The results, however, are based on 2021 service year data, which is from January 1, 2021 to December 31, 2021.

Mission

Shuswap Association for Community Living creates opportunities and provides support to optimize the potential of individuals with diverse abilities in our community.

Vision

We envision our community as a caring and supportive place where people with diverse abilities are valued and included.

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.

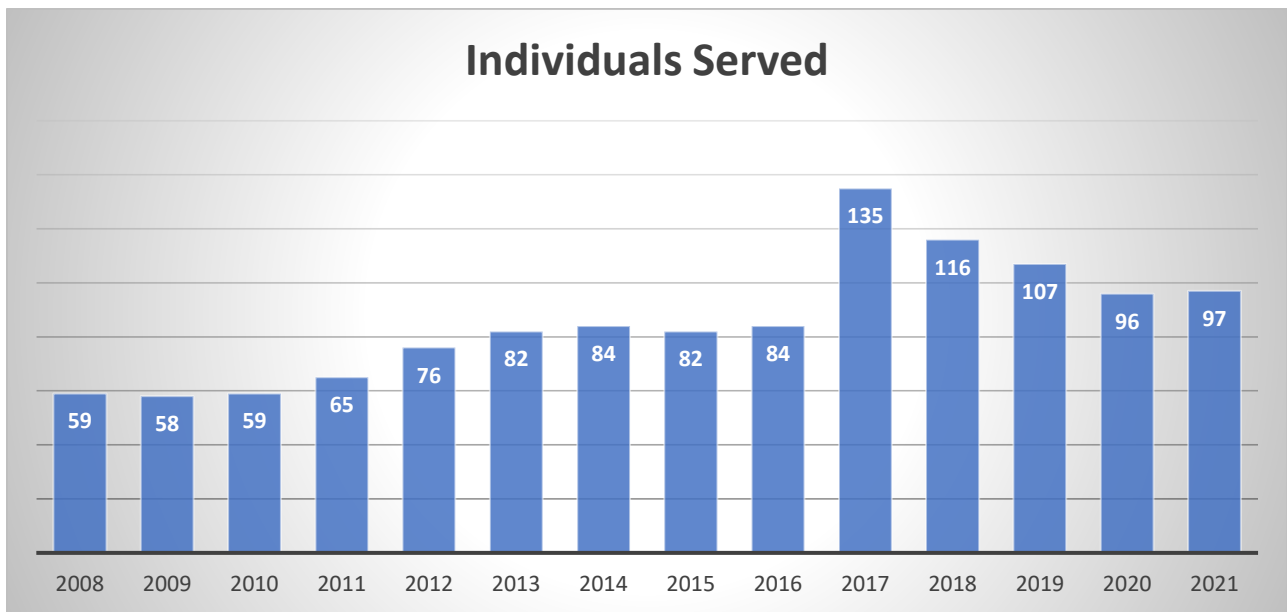
Persons we Support were asked what the most important service direction were for each of the and here is what they had to say...



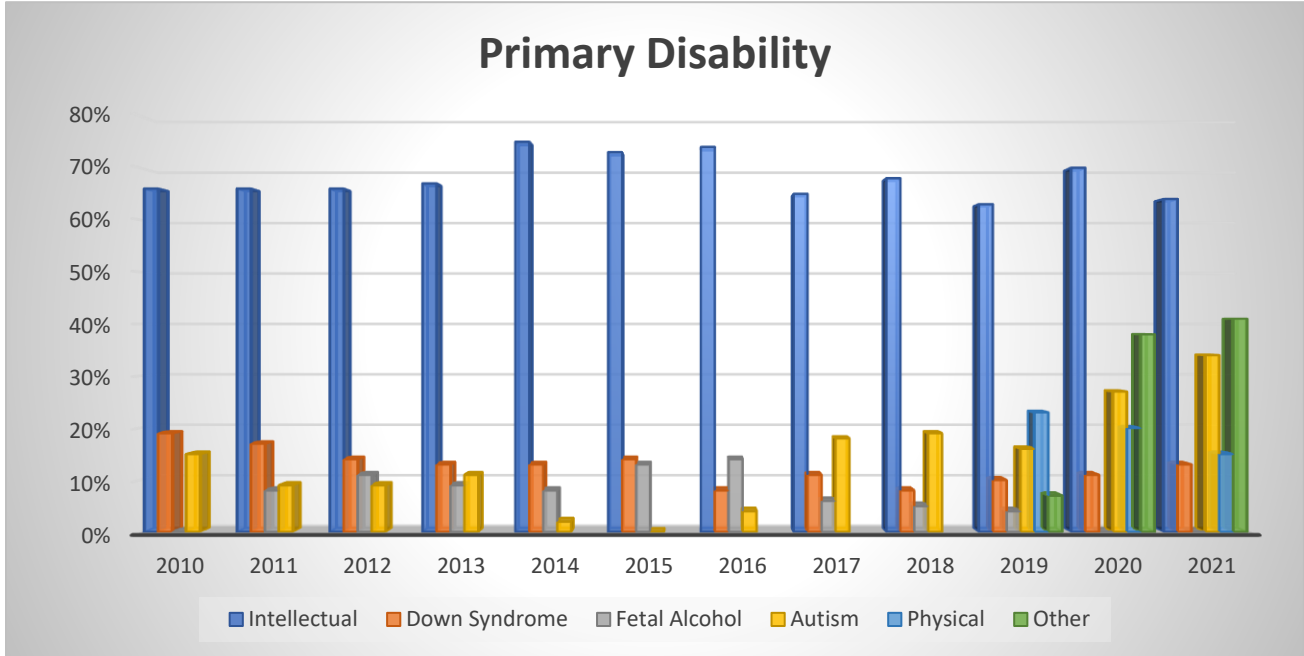
- Friendships & Relationships
- Meaningful Activities
- Life
- Long Learning
- Having a Say
- Being Safe & Healthy
- A Welcoming Community
- Honoring the Past and Embracing the Future

Demographics for Persons Supported

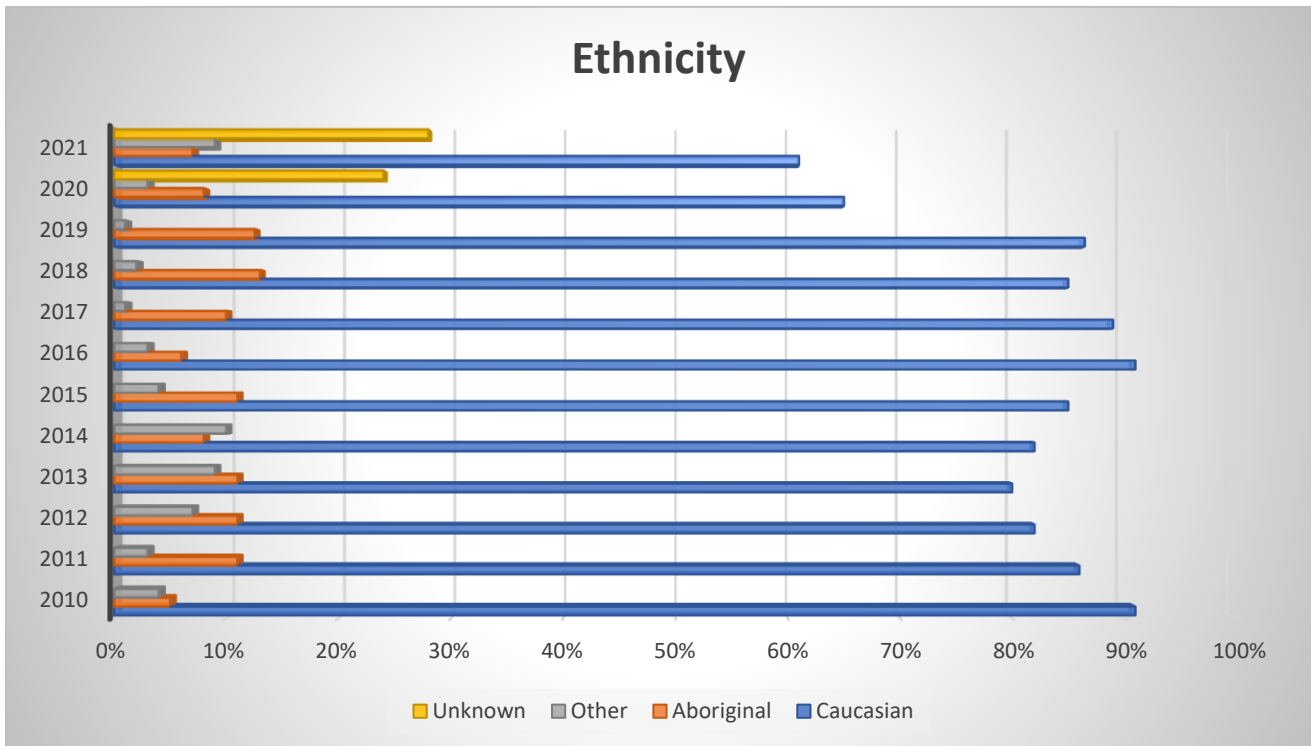
Demographics represented below are based on data from 2008 to 2021. Historically, data collection methods have changed over the years and may not have always been inclusive. SACL strives to be as inclusive as possible and continues to examine its methods and reporting.



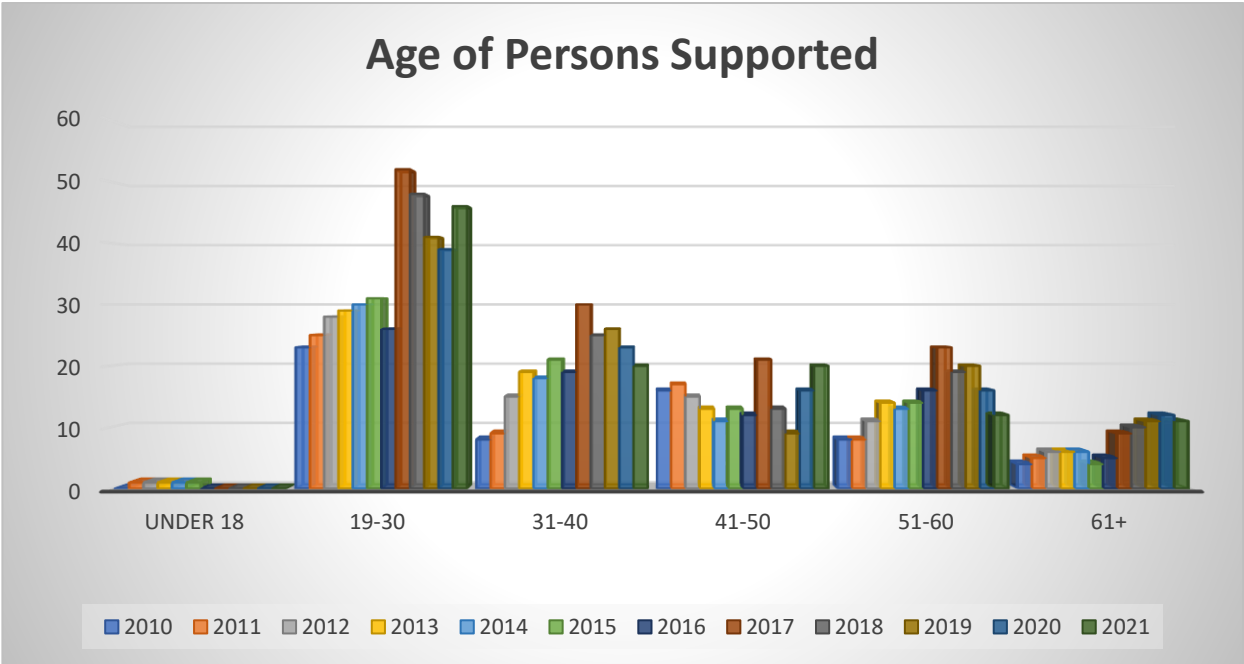
97 people received services from SACL from January 1, 2021 to December 31, 2021. This is a slight increase from 2020, in which 96 people were served. In 2021, Services were provided to 138 people total, however in some cases, multiple services were provided to the same individual.



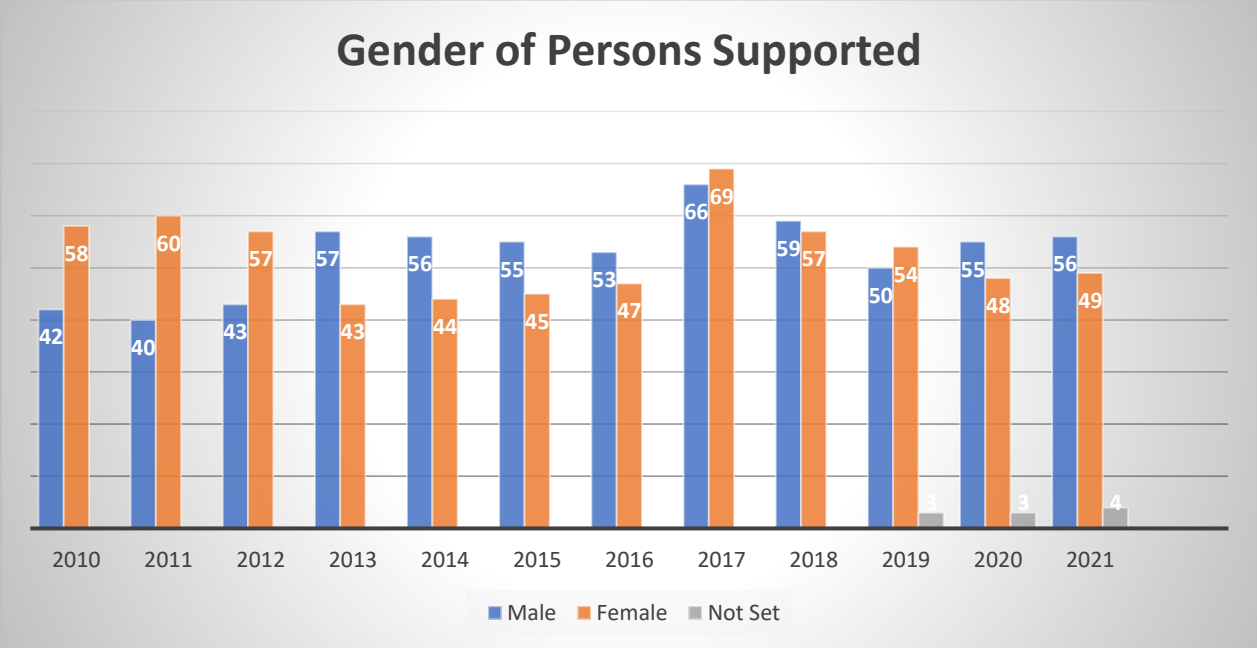
Intellectual Disabilities continue to be the most prevalent for the persons we support.



Caucasian Individuals continue to be the most prevalent ethnicity served at SACL. An Unknown category has been added to the listing as there is a significant number where this information is not provided.



In 2021, there is a noted increase in the 19 – 30 age group (from 39 to 26), while there are some small decreases in other age groups.



Trends from 2010 to 2012, indicate 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 2017-2019, the levels moved towards a more equivalent ratio, with the statistics in 2019 showing female Persons Supported at a slightly higher ratio. In 2020 and 2021, there is an increase in male persons supported. The category ‘Not Set’ was added to the gender portion for those who do not wish to classify themselves as Male or Female.



Accredited Services & Objectives

SACL provided services to 109 individuals between January 1, and December 31, 2021. 29 Persons Supported received multiple services, which indicates that SACL provided 138 services to 109 individuals.

Community Inclusion Services

Between January 1 and December 31, 2021, SACL provided 67 persons with Community Inclusion Services; 32 individuals in HWLS and 30 individuals in One-to-One Supports & Community Connection Network (CCN).

Health, Wellness & Life Skills (HWLS)

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

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 (CCN)

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 Inclusion Services (CI) Objectives

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



Community Employment Services

Community Employment Services assist persons to obtain successful community employment that considers their choices and preferences. Through a strengths-based approach the program provides person-directed services/supports to individuals to choose, achieve, and maintain employment in integrated community employment settings. This is accomplished through two individually accredited service types called Job Development Services and Employment Support Services.

From January 1 – December 31, 2021 SAAC Community Employment Services provided Job Development Services to 28 individuals and Employment Supports to 22 individuals.

Job Development

Job Development Services involves the use of assessment activities that provide invaluable material for matching a job seeker's interests, skills and 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.

Employment Supports

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 Supported. Ongoing support and routine follow-up with the employer and the employee ensure continued job success.

Community Employment Services (CES) Objectives

- Persons obtain community employment
- Employment matches interests and desires of persons
- Wages, benefits, and hours of employment achieved as desired
- Average number of hours worked per week meets the desires of the person served
- Transition; youth move directly from their educational environment into community employment
- Self-sufficiency
- Integration
- Employment retention
- Increase in natural supports from coworkers
- Minimize length of time for supports
- Employer satisfaction



Supported Living Services

Supported living addresses the desires, goals, strengths, abilities, needs, health, and safety of persons usually living in their own homes (apartments, townhouses, or other residential settings). Supported living services are generally long-term in nature but may change in scope, duration, intensity, or location as the needs and preferences of individuals change over time.

Between January 1 and December 31, 2021, SACL provided 11 persons with Supported Living Services.

Supported Living Services (SL) Objectives

- Increasing independence for Persons Supported
- Minimizing individual risks and feeling safe in their home
- Persons Supported have access to the benefits of community living
- Persons Supported have autonomy and independence in making life choices

Home Share Services

Home Share services assist a Person Supported to find a shared living situation in which he/she is a valued person in the home and has supports available, as desired, to be a participating member of the community.

Between January 1 and December 31, 2021, SACL provided 11 persons with Home Share Services.

Home Share Services (HS) Objectives

- Quality of life as identified by the Person Supported is enhanced
- Increased independence and community access
- Persons served choose whom they will live with and where
- Support for personal relationships and networks
- Supports accommodate individual needs
- Persons feel that the supports they need/want are available



2021 Action Plan – Results

Agency & Business Objectives							
Objective	Indicator	Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results (2021)
Financial To develop and execute a balanced budget	% difference between actual expenditures and budget expenditures	Board of Directors, Executive Director	Annually, Quarterly	Audited Financial Statement, Quarterly Financial Reports	Bookkeeper, Executive Director	0 or above	In 2020, SACL ended the year with a 14,068 deficit. In 2021, SACL ended the year with a \$1,076 surplus. Objective achieved
Fundraising To maintain or increase revenue from fundraising initiatives	% difference of fundraising profits	Agency	Annually	Clothing Bin Reports (shut down in 2020), Inclusion BC/Value Village revenue reports	Admin. Supervisor, Bookkeeper	0% or better	In 2020, Donations/Fundraising was \$7,858. In 2021, Donations/fundraising was \$5430.00 31% Short of objective
Human Resources MAINTAIN an adequate casual pool of staff	Total number of casual staff available	Agency	Monthly, quarterly, as needed	HR Reports	Services Managers	8	1 new employee was hired. 7 employees short of objective



Service Delivery Standards - Community Inclusion							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Create opportunities & optimize potential of individuals with diverse abilities in our community							
Effectiveness							
To support participants to achieve their expected outcomes	% of outcomes that have been achieved	Persons Supported	Bi-annually	Person Centered Plan/Goal Review Plan/(Nucleus Rpt. 178)/(% of outcomes achieved vs. not achieved)	Services Manager, Key Workers, Staff	75% of persons supported will achieve their expected outcomes from their PCP	78% of Persons supported have greater than or expected outcomes Objective Achieved
Efficiency							
Maintain program capacity	% of unused contract hours	Service Level Hours	Quarterly/Annually	Service Level Report	Services Manager/Bookkeeper	0%	100% of contract hours were used Objective Achieved
Services Access							
Increase or improving the appeal of the program to younger adults	% of program participants that are under the age of 25.	Persons Supported	Annually	Agency global vacancy report	Services Manager	35% will be under the age of 30	35% of Persons Supported were under the age of 30 Objective Achieved



Stakeholder Input/Satisfaction							
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys (S drive)	Admin. Supervisor	90%	95% of Persons Served indicated overall satisfaction with SACL services Objective Achieved
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders (Including Employers)	Annually	Satisfaction surveys (S drive)	Admin. Supervisor	90%	80% Stakeholders indicated overall satisfaction with SACL services 10% short of Objective



Service Delivery Standards - Community Employment Services (Job Development)							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Create opportunities & optimize potential of individuals with diverse abilities in our community							
Effectiveness							
To support participants to gain meaningful employment	% of Persons Supported who attain employment	Persons Supported	Annually	Periodic Reports of Employment (PRE) – DD & PSI combined. Report Summary PAGE – Service Summary & Stats box - # individuals currently served & total employment.	Services Manager	75%	18 out of 26 participants (72%) have attained employment 3% short of objective
Efficiency							
Fill all available space in the Job Development Program	% of contracted time available to be filled.	Agency	Quarterly	CLBC participation Update (Global Vacancy Report – DD and PSI combined. Total gross hrs per week as per current FGT & total hours used per week.	Services Manager	100%	72 hrs per week out of 79.75 hours (90%) per week were filled. A 24% improvement. 10% short of objective



Services Access							
Persons Supported to attend SACL Educational Seminars that support Job Development skills	% of Persons Supported attending educational seminars	Persons Supported	Annually	Seminar Attendance Records, POMS	Services Manager	75%	Data not available
Stakeholder Input/Satisfaction							
Persons Supported To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys (S drive)	Admin. Supervisor	90%	100% of Persons Supported indicated overall satisfaction with SACL Job Development Services Goal Achieved
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders (Employers)	Annually	Satisfaction surveys (S drive)	Admin. Supervisor	90%	80% of Stakeholders indicated overall satisfaction with SACL services 10% short of Objective



Service Delivery Standards - Community Employment Services (Employment Supports)							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Create opportunities & optimize potential of individuals with diverse abilities in our community							
Effectiveness							
Support Persons to find gainful employment that meets their personal needs & requirements to be contented at their job	% of Persons Supported that indicate satisfaction with their current employment opportunity	Persons Supported	Annually, Bi-annually	Employment Plan, Person Supported Feedback, Satisfaction Surveys CES-ES-1	Staff, Services Manager, Admin. Supervisor	85%	100% of Persons Supported indicated on the 2021 Satisfaction Survey that they were happy with their current job. Objective Achieved
Efficiency							
Persons Supported maintain employment for an extended period of time with same employer	% of employees working for the same employer for at least 3 months	Service Area	Annually	PRE Report Summary Page – Sustainability of Employment Total unique jobs & adding together #'s greater than 6 months.	Services Manager	75%	13 out of 18 (72%) jobs lasted 6 months or longer. 3% short of objective



Services Access							
Supporting and Training Persons Supported to access independent modes of transportation.	% of Persons Supported able to access independent modes of transportation to get to work.	Persons Supported	Bi-Annually	Employment plane	Services Manager	100%	19 out of 27 (70%) of Persons Supported are able to access independent modes of transportation to attend work. 30% short of objective
Stakeholder Input/Satisfaction							
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys (S drive)	Admin. Supervisor	90%	100% of Persons Served indicated overall satisfaction of Employment Support Services Goal Achieved
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Employers	Annually	Satisfaction surveys (S drive)	Admin. Supervisor	90%	80% of Stakeholders indicated overall satisfaction with SACL services 10% short of Objective



Service Delivery Standards - Supported Living							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Create opportunities & optimize potential of individuals with diverse abilities in our community							
Effectiveness							
Increase client involvement in peer-based development	% of clients that participate in at least 3 activities/month	Persons Supported	Annually	Activity Report	Services Manager	75%	Data not available
Efficiency							
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Agency global vacancy report	Services Manager	100%	12 of 12 spaces were full for 2021. Goal Achieved
Services Access							
Support participants to source and access available sources of transportation	% of persons using public or alternate forms of transportation 3 times each month.	Persons Supported	Monthly	PCP, Transportation Report	Services Manager	80%	Data not available



Stakeholder Input/Satisfaction							
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys (S drive)	Admin. Supervisor	90%	100% of Persons Surveyed indicated overall satisfaction with SACL Supported Living Services Objective Achieved
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys (S drive)	Admin. Supervisor	90%	80% of Stakeholders indicated overall satisfaction with SACL services 10% short of Objective



Service Delivery Standards - Home Share							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Create opportunities & optimize potential of individuals with diverse abilities in our community							
Effectiveness							
To support participants to achieve their expected outcomes	% of Persons Supported who reach their life-skill goals	Persons Supported	Bi-Annually	HS-Person Centered Plan Review (Nucleus)	Services Managers	75%	8 out of 23 (35%) of outcomes worked on were met. 40% short of objective
Efficiency							
To fill the available home share spaces while leaving accommodation choices for Persons Supported	% of available home share spaces occupied	Persons Supported	Annually	Home Share Files (S Drive)	Services Manager	80%	As of Dec. 31, 2021, 12 out of 13 (92%) Home share spaces were occupied. A 29% improvement. Objective achieved
Services Access							
Attain additional Home Share providers to increase service capacity	# of Increase to Home Share Providers	Agency	Annually	Home Share Files (S Drive)	Services Manager	2 Home Share providers	1 new home share provider with 2 home share spaces added in 2021. 50% short of objective



Stakeholder Input/Satisfaction							
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys (S drive)	Admin. Supervisor	90%	100% of Persons Supported indicated overall satisfaction with Home Share Services. Objective Achieved
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Home Share Providers	Annually	Satisfaction surveys (S drive)	Admin. Supervisor	90%	100% of Home Share providers indicated overall satisfaction with SACL services and supports. Objective Achieved



Satisfaction Survey 2022 (For the 2021 Service Year)

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

In March 2022, 10 different surveys adapted to each service area or its stakeholders, were distributed to 213 people and/or organizations. The purpose of these surveys was to gather feedback concerning SACL Services for the 2021 service year. The surveys were designated as follows:

1. Stakeholders (Volunteers, funders, associates and community partners)
2. Employment Supports – Persons Supported
3. Job Development – Persons Supported
4. Community inclusion - Persons Supported
5. Supported Living - Persons Supported
6. Home Share Services - Person Supported
7. Home Share Services – Service Providers
8. Employers of Persons Supported
9. Families & Caregivers of Persons Supported
10. Employees

Survey questions are based on CARF standards for accreditation and CLBC funding requirements. The questions are devised to collect information to determine SACL's areas of strength as well as areas needing improvement. The data collected from these surveys will be used to develop organizational goals and thus better meet the needs of the Persons Supported. The surveying, analysis and goal setting process also allows employees to provide input and insight into their working environment.

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.

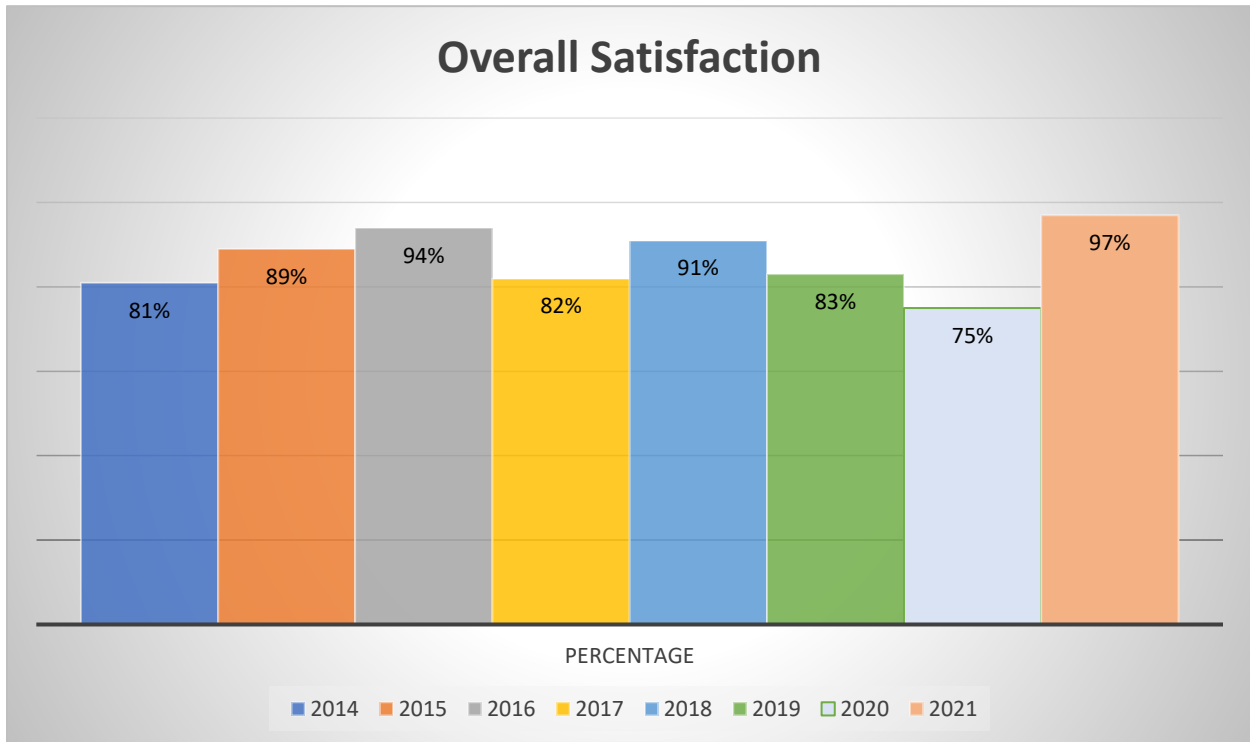


Summary of Satisfaction Results 2022 (For Services Provided from January 1, 2021 – December 31, 2021)

Agency Objectives

SACL reorganized and added to the management team in 2021. A Director of Services and Human Resource Management position was created to streamline and focus on creating a positive working environment and addressing staffing challenges that arose in the last couple of years throughout the sector. A Quality Assurance Coordinator was hired to act as CARF liaison, maintain the quality improvement cycle, as well as research, develop and maintain plans, reports and policies in support of the Executive Director.

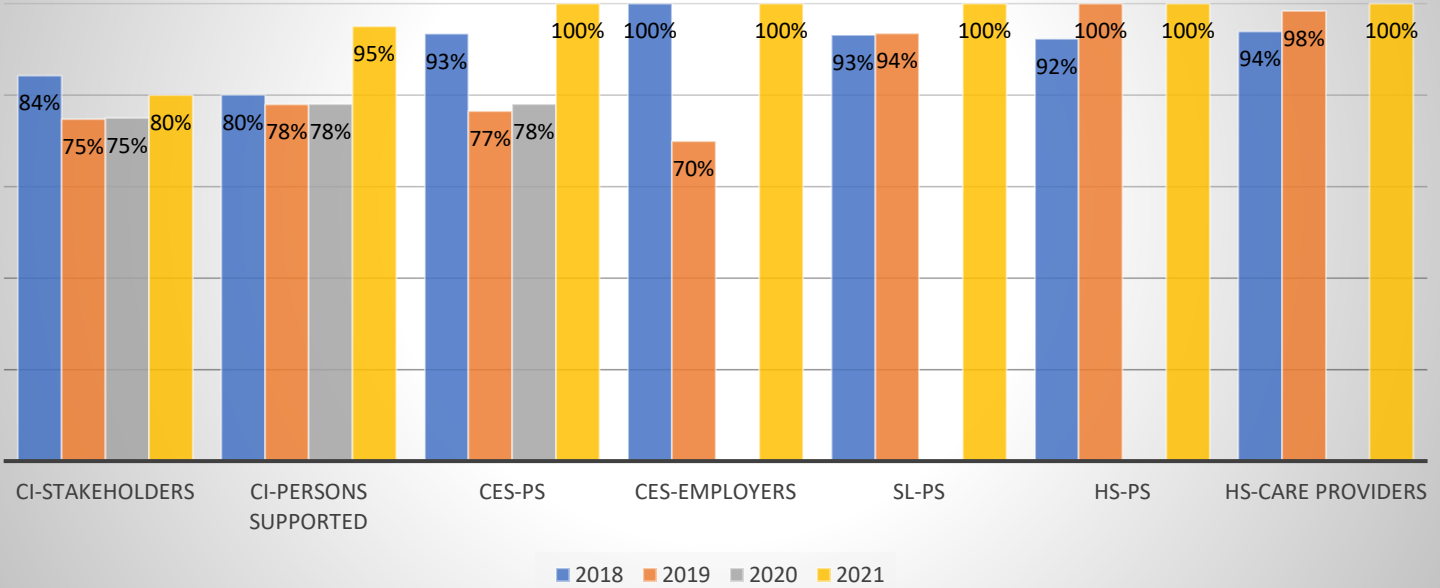
Overall Satisfaction



In 2021, Overall satisfaction reached an all-time high at 97%. SACL services showed an 81% Satisfaction rate in 2014, 89% in 2015, 94.5% in 2016, 82.34% in 2017, 91.01% in 2018.



Service Area Overall Satisfaction



Service Area Overall Satisfaction

In 2020, there were no statistics available regarding Overall Satisfaction for CES Employers, Supported Living, Home Share Persons Supported and Home Share Care Providers.

Service Access

Improvement and expansions have been made to Service spaces over the past few years. Additional space has been added on the lower floor of the main location to enable the separation of the HWLS department and the PEP (or Personal Enrichment Program). Separate entrances and drop-off for individual programs has allowed for a less congested atmosphere. Internal space has been reorganized to allow for different areas for activities & quiet spaces for Persons Supported, and private areas for staff to complete paperwork. SACL has expanded the objectives of the Strategic Plan to look for long term solutions to encompass concerns and service expansion. Availability of public transportation continues to be a challenge, but SACL continues to advocate for expanded bus routes, to promote activities and events that are centrally located, and to educate and support people to access walking routes or encouraging connections that may be able to provide transportation options for those who live out of town. SACL has entered into a rental agreement with the Lakeside Community Church to rent space from them for our HWLS program.



Business Functions Summary and Results

Financial

ComVida payroll and scheduling system was implemented in 2021. SACL continues to advocate for additional funding from CLBC for service expansion.

Fundraising

SACL ensures fundraising activities follow Federal, Provincial, & Municipal laws, CARF Requirements and SACL's ethical fundraising practices.

SACL held four fundraisers in 2021 which produced \$5430.00 – Women Who Wine, Penguin Meats, Donation and Purdy's.

SACL supports approximately 60 people in Community Inclusion Services through its existing day program and 1:1 supports. The CI program currently has one minivan that is used for recreational activities and is always fully booked. SACL used funds from the last fiscal year to purchase a car for an Outreach worker who provides daily supports to several individuals in Blind Bay and Sorrento.

SACL's current project is to purchase a pick-up truck that will be used to create employment opportunities. We support a number of individuals who have challenges being successful in regular employment; they require flexibility that SACL can provide through the creation of Customized Employment. SACL Community Inclusion participants already pick up bottles from several local businesses and are often asked to do more (ie. recycling, cardboard, snow shoveling, dump runs, etc.). A work truck will allow SACL to provide flexible, paid employment for more individuals as well as support the needs of our local businesses. **Projected Cost: \$30,000**

Human Resources

Staff turnover and extended leave of absences still are the major obstacle for maintaining the integrity of service provision and scheduling procedures. SACL has been working diligently to hire new staff to keep the casual pool at an acceptable level. SACL hired 13 staff in 2021. In addition to focusing on hiring, in 2021, SACL introduced "Not Myself Today" to support its staff. NMT is a social enterprise of the Canadian Mental Health Association. The purpose of this program is to build greater awareness about mental health, reduce stigma about mental illness, foster safe and supportive work cultures.

Employee surveys reflected that 70% of staff either loved or liked the program. While less than 1% disliked it.

SACL Human Resources has also made some marked changes in the format for staff performance reviews; the new format allows for a more meaningful annual evaluation. In addition, HR has also implemented a formal bi-annual check-in for all staff.



The changeover to ComVida has allowed HR to digitally track data related to staff such as: mandatory renewals, seniority lists, agency property, etc. These had all been previously tracked manually and took considerable time to compile and often contained errors. Tracking and printing reports on ComVida has immensely improved this process.

Much of SACL's onboarding and ongoing training is now being assigned to staff through HR Downloads, allowing for more efficient and accurate tracking as well as a significant reduction in paper used.

Technology & Information Management

SACL is committed to exploring and providing technology systems and solutions that support and enhance:

- Business processes and practices
- Privacy and security of protected information
- Service delivery
- Performance management and improvement
- Satisfaction of persons supported, staff and other stakeholders

Completed Items (2022 Technology Plan)

In the spring of 2021, the ComVida system was implemented. ComVida provides for all SACL payroll, scheduling & human resource needs.

Three cell phones were purchased for the staff in the Employment Program, one cell phone was purchased for the Shuswap Supportive Housing Program, and one for the Outreach Program. This has alleviated the issue of staff in these programs giving their personal cell number to persons supported. **Completed February 2021.**

A new procedure was implemented in 2021, whereby all staff, upon hire are introduced to our technology and trained on how to work with it. Managers are available to assist as needed and we have a contract with "Faster Than Light Inc" that also provides technology support to managers and staff as needed. **Completed April 2021.** A procedure was developed for updating the Technology Plan assets as they are acquired.

Items to be Completed (2022 Technology Plan)

SACL will research and implement an agency password protection program for encrypted passwords by November 2022.

Purchase of 2 to 3 new laptops for management team will be included in the 2022 – 2023 budget.



Health & Safety

SACL believes Health and Safety is everyone's business. SACL has a robust Occupational Health and Safety committee (OH&S) that includes both Union and Management members that work together to ensure a well-functioning progressive approach to ensure that Health and Safety is a priority for all. The OH&S promotes that all staff work towards ensuring that our work environments are safe and that any health and safety matters are addressed as expeditiously as possible.

SACL worksites conduct monthly emergency drills on a variety of scenarios in various areas including natural disasters (such as flood, earthquake, forest fire), fire (house, building, vehicle, etc.), gas leak, violence in the workplace, medical emergency, and bomb threat. These drills are reviewed by managers and OH&S.

SACL worksites conduct quarterly safety inspections of worksites checking emergency equipment, signage and information. Such checks include Material Safety Data Sheets & that containers have labels, fire extinguishers & smoke detectors, first aid kits and emergency preparedness kits. These safety inspections are reviewed by managers and OH&S.

OH&S ensures that Risk Assessments are completed following Work Safe British Columbia (WSBC) guidelines as required.

OH&S ensures that incident investigations regarding workplace accidents or injuries are completed following WSBC guidelines.

OH&S also compiles information from various resources regarding Emergency Preparedness planning for usage as required.

Agency & Business Function Goals and Outcomes

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

- Strategic Plan
- Risk Management Plan
- Accessibility Plan
- Technology Plan
- Performance Measurement & Improvement Plan
- Complaint Process (Persons Supported/Stakeholder)
- Complaint/Suggestion Process Financial Reports
- Audited Financial Statement
- Board/ED Compliance Reports
- Annual General Report Community & Industry Trends
- Annual Board Governance Policy Reviews
- Human Resources Summary Report
- Staff Professional Development
- Staff Performance Evaluations
- Staff Exit Reviews
- Persons Supported Exit Reviews



Staff Satisfaction

For the 2021 service year, staff input indicated 100% overall satisfaction. Although there has been marked improvement since the last PMIP the following are identified areas of possible improvement:

- 66% of staff feel that SACL responds to staff complaints and suggestions in a timely manner. **This is an improvement of 33%.**
- 61% of staff feel that the promotion process is fair, balanced, and in accordance with the collective agreement. **This is an improvement of 23%.**
- 43% of staff feel that issues brought forward by staff from the 2018 staff satisfaction survey have been effectively addressed. **This is an improvement of 10%.**



2022 Action Plan

For January 1 – December 31, 2022

Agency & Business Objectives						
Objective	Indicator	Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Financial To develop and execute a balanced budget	% difference between actual expenditures and budget expenditures	Board of Directors, Executive Director	Annually, Quarterly	Audited Financial Statement, Quarterly Financial Reports	Bookkeeper, Executive Director	0 or above
Fundraising To maintain or increase revenue from fundraising initiatives	% difference of fundraising profits	Agency	Annually	Audited Financial Statement, Quarterly Financial Reports	Bookkeeper, Executive Director	0% or better
Human Resources Reduce Overtime paid	% difference of overtime paid	Agency	Annually	ComVida Overtime reports 2020 OT hrs – 127.5 2021 – OT hrs – 194 (increase of 52%)	Human Resources	10% Reduction



Service Delivery Standards - Community Inclusion						
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Create opportunities & optimize potential of individuals with diverse abilities in our community						
Effectiveness						
To support persons supported to increase life skills.	% of outcomes that have been achieved	Persons Supported	Bi-annually	Person Centered Plan/Goal Review Plan/ (Nucleus Rpt. 178)/% of outcomes achieved vs. not achieved	Service Manager/Key Worker/Staff	75% of persons supported will achieve their expected outcomes from PCP
Efficiency						
Maintain program capacity	% of unused contact hours	Service Level Hours	Quarterly/Annually	Service Level Report	Service Manager/Bookkeeper	0%
Services Access						
Increase or improving the appeal of the program to younger adults	% program participants under the age 25	Persons Supported	Annually	Agency global vacancy report	Service Manager	35% will be under the age of 30



Stakeholder Input/Satisfaction						
Persons Served To maintain overall satisfaction of services	% Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys	Quality Assurance Coordinator	90%
Stakeholders To maintain overall satisfaction of services	% Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	90%



Service Delivery Standards - Community Employment Services (Job Development)						
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Create opportunities & optimize potential of individuals with diverse abilities in our community						
Effectiveness						
To support participants to gain meaningful employment	# of Persons Supported who attain employment	Persons Supported	Quarterly	Periodic Reports of Employment (PRE) – DD & PSI combined. Report Summary PAGE – Stage of service # in Job Development/Service Summary & Stats # who started a job for the quarter.	Services Manager	4 jobs quarterly or 16 jobs annually
Efficiency						
Fill all available space in the Job Development Program	% of contracted time available to be filled.	Agency	Monthly	CLBC participation Update (Global Vacancy Report – DD and PSI combined. Total gross hrs per week as per current FGT & total hours used per week.)	Services Manager	90%
Services Access						
Persons Supported to attend SACL Educational Seminars that support Job Development skills	% of Persons Supported attending educational seminars	Persons Supported	Annually	Seminar Attendance Records (Spaces filled/Spaces available)	Services Manager	75%



Stakeholder Input/Satisfaction						
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Quarterly	Satisfaction Surveys	Quality Assurance Coordinator	90%
Stakeholders (Employers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	90%



Service Delivery Standards - Community Employment Services (Employment Supports)						
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Create opportunities & optimize potential of individuals with diverse abilities in our community						
Effectiveness						
Support Persons to find gainful employment that meets their personal needs & requirements to be contented at their job	% of Persons Supported that indicate satisfaction with their current employment opportunity	Persons Supported	Bi-annually	Employment Plan	Staff, Services Manager	85%
Efficiency						
Persons Supported maintain employment for an extended period of time with same employer	% of employees working for the same employer for at least 6 months	Service Area	Quarterly	PRE Report Summary Page – Sustainability of Employment Total unique jobs & adding together #'s greater than 6 months.	Services Manager	70%
Services Access						
Supporting and Training Persons Supported to increase independence in accessing transportation.	% of Persons Supported requiring training to access independent modes of transportation.	Persons Supported	Bi-Annually	Employment plan (% of Persons Supported successfully transition to independent modes of transportation)	Services Manager	75%



Stakeholder Input/Satisfaction						
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys	Quality Assurance Coordinator	90%
Stakeholders (Employers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Employers	Annually	Satisfaction surveys	Quality Assurance Coordinator	90%



Service Delivery Standards - Supported Living						
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Create opportunities & optimize potential of individuals with diverse abilities in our community						
Effectiveness						
Increase Person Supported involvement in accessing side by side Open Future Learning Modules of their choice.	% of Persons Supported that access Open Future Learning Modules one time per year	Persons Supported	Bi-Annually	Supported Living Side by Side Modules Excel Spreadsheet	Services Manager	25%
Efficiency						
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Agency global vacancy report	Services Manager	75%
Services Access						
Persons supported have access to health information provided in a manner they understand	% of Persons Supported who participate in at least one education session per year with IH Nurse, offered on a quarterly basis	Persons Supported	Annually	Tracking Excel spreadsheet	Services Manager	40%
Support persons supported to participate in their community and develop relationships	% of Persons Supported who participate in at least one community group outing per year, offered quarterly.	Persons Supported	Annually	Tracking Excel Spread Sheet	Services Manager	50%



Stakeholder Input/Satisfaction						
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys (new PS and families in 2021, so service manager adjusted objective)	Quality Assurance Coordinator	60%
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys (new PS and families in 2021, so service manager adjusted objective)	Quality Assurance Coordinator	60%



Service Delivery Standards - Home Share						
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Create opportunities & optimize potential of individuals with diverse abilities in our community						
Effectiveness						
To support participants to achieve their expected outcomes	% of Persons Supported who reach their life-skill goals	Persons Supported	Bi-Annually	Person Centered Plan Goal Review Plan	Services Managers	75%
Efficiency						
To fill the available home share spaces while leaving accommodation choices for Persons Supported	% of available home share spaces occupied	Persons Supported	Annually	Home Share Files (S Drive)	Services Manager	80%
Services Access						
Attain additional Home Share providers to increase service capacity	# of Increase to Home Share Providers	Agency	Annually	Home Share Files (S Drive)	Services Manager	1 Home Share providers



Stakeholder Input/Satisfaction						
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys	Quality Assurance Coordinator	90%
Service Providers To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	90%



Monitoring & Report Distribution

The Executive Director reports the 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 (Annual Staff Training)
- Persons Supported
- Families & Caregivers
- Stakeholders
- Community Living BC
- The General Public

The Performance Measurement & Improvement Plan is also available on the SACL Website:

www.shuswapacl.com