Shuswap Association for Community Living

Performance Measurement & Improvement Plan 2023

For Services Provided January 1 – December 31, 2022

Shuswap Association for Community Living

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SACL Performance Measurement & Improvement Plan – 2023

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 allows 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

Mission
SACL 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
SACL exists to provide appropriate support and services to improve 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 them and here is what they had to say….

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

Items of Note
In 2022, SACL unexpectedly reorganized when Jo-Anne Crawford, SACL Executive Director for fifteen years, announced her retirement earlier than planned. By July 1, 2023, Karen Hansen was named Executive Director and Jo-Anne stayed on as Chief Operating Officer to support the transition. Lesley Campbell became Human Resource Manager and Seana Stirrett was promoted from Team Leader to Residential Service Manager. Rhonda Stevens joined the admin team in November as an Administrative Assistant. Managers once again report to the Executive Director.

Demographics for Persons Supported

Demographics represented below are based on data from 2010 to 2022. 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.

Individuals Served

2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
59	58	59	65	76	82	84	82	84	135	116	107	96	97	105

Age of Persons Supported

Legend: 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022
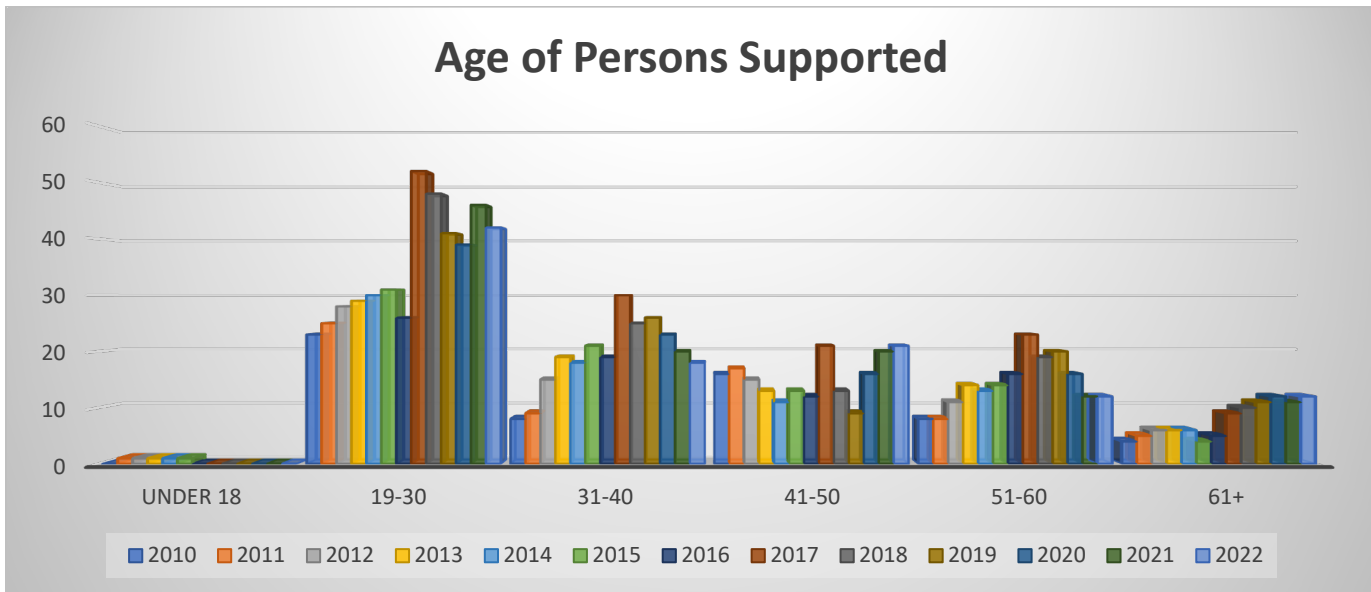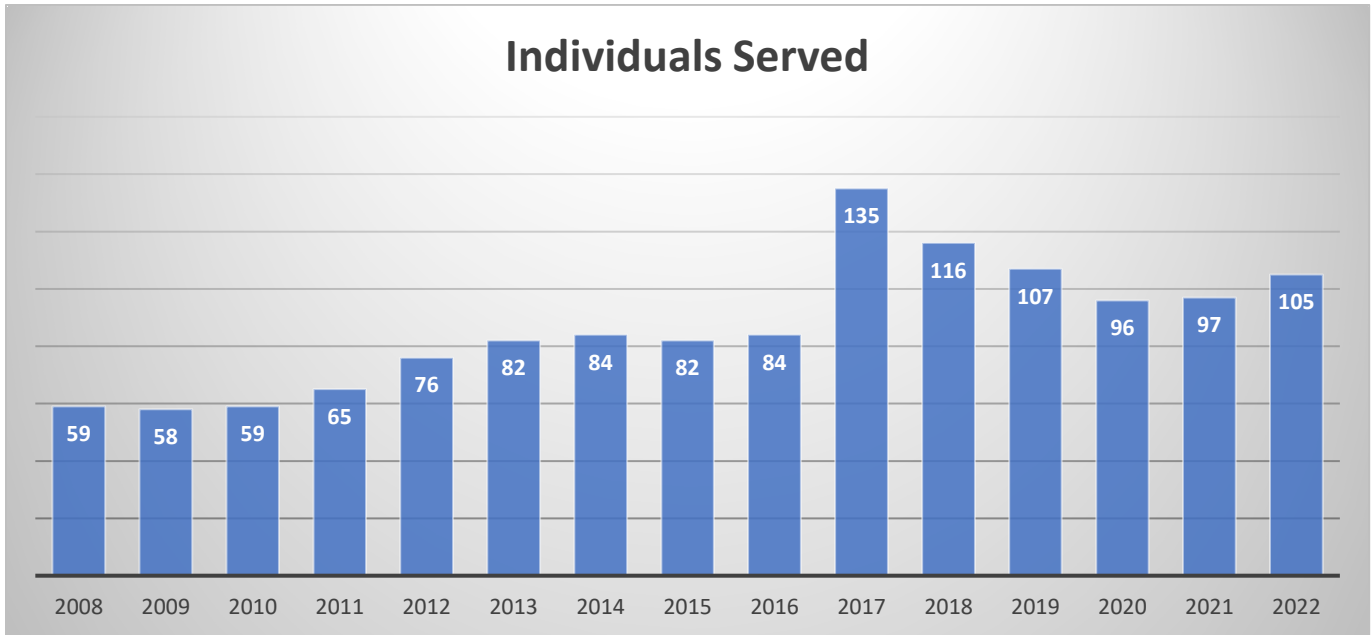
105 people received services from SACL from January 1, 2021 to December 31, 2021. This is a slight decrease from 2021, in which 109 people were served. In 2022, there is a minor decrease in the 19 – 30 age group and an increase in the 31 – 40 age group.

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Gender of Persons Supported

Year	Male	Female	Not Set
2010	42	58	
2011	40	60	
2012	43	57	
2013	57	43	
2014	56	44	
2015	55	45	
2016	53	47	
2017	66	69	
2018	59	57	
2019	50	54	3
2020	55	48	3
2021	56	49	4
2022	52	53	0
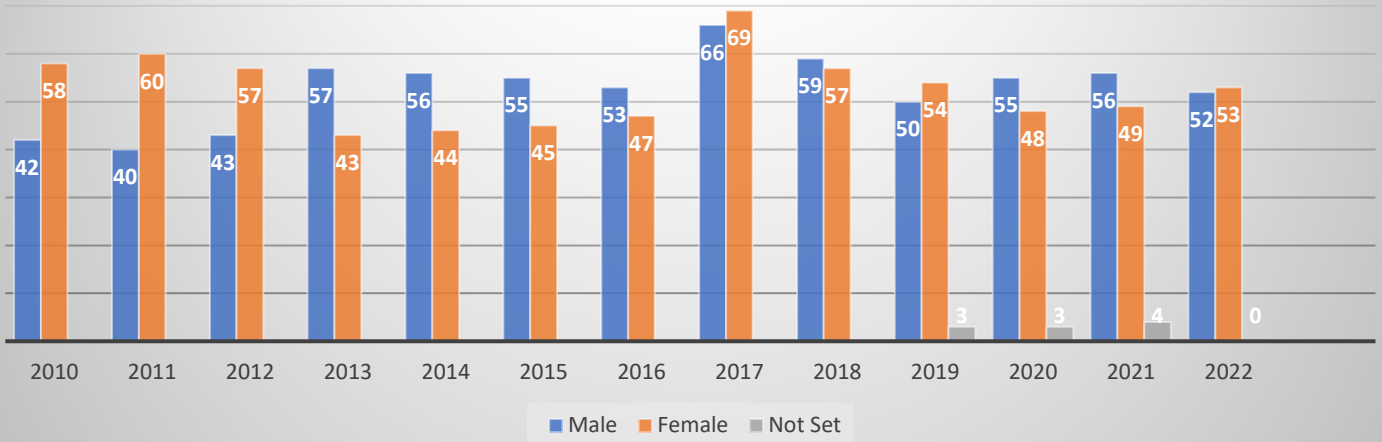
In 2022, data indicates that those with "no gender" identified in 2021 had identified as female or male. This result could be due to documentation that was in error or incomplete.

In 2022, developmental disabilities continued to be the most prevalent for the persons we support.

Diagnosis Breakdown of Persons Supported

Ethnicity

Individuals identifying as Caucasian continue to be the most prevalent served at SACL.

Number of Service Breakdown

ONE SERVICE	TWO SERVICES	THREE SERVICES	FOUR SERVICES
63	33	7	2

Accredited Services & Objectives

SACL provided services to 105 individuals between January 1, and December 31, 2022. Of those individuals, 42 Persons Supported received multiple services.
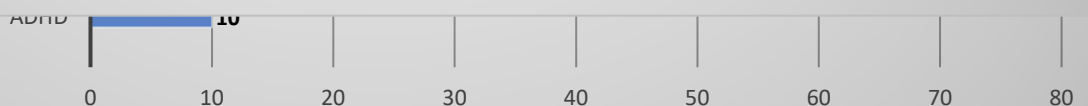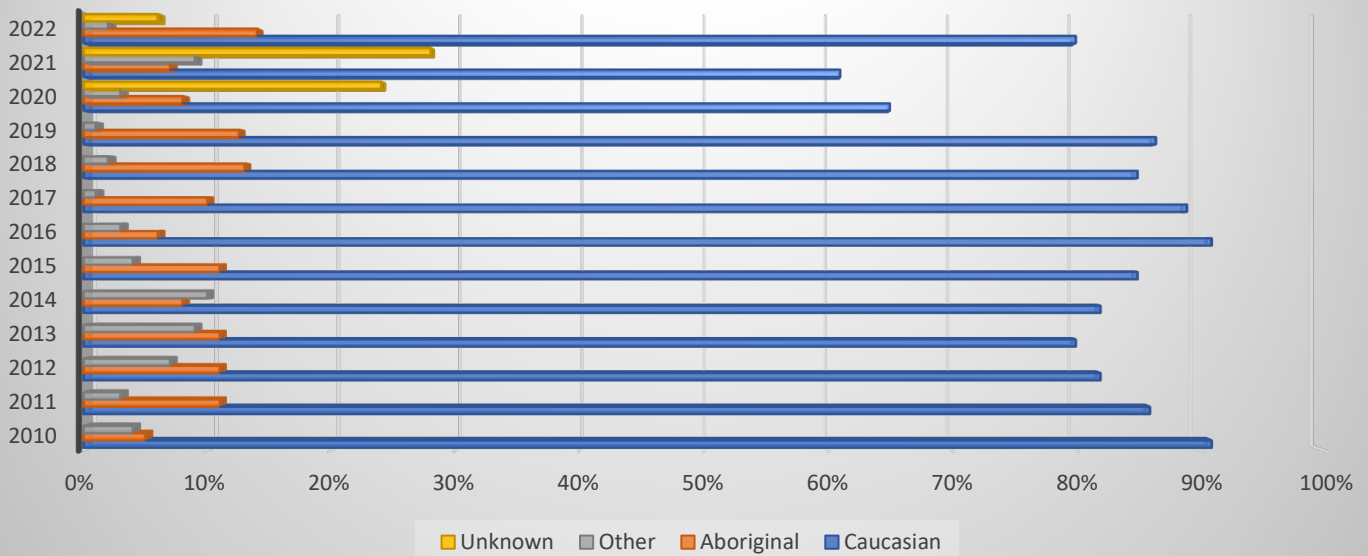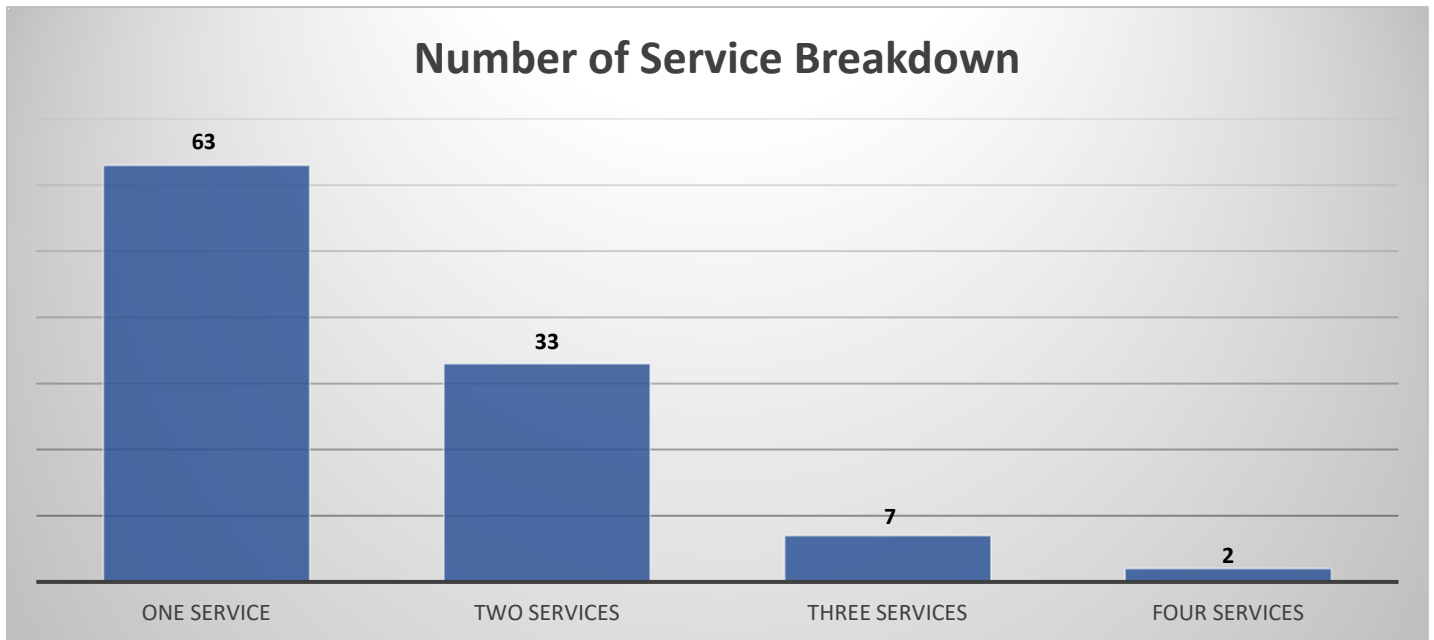
Community Inclusion Services
Between January 1 and December 31, 2022, SACL provided 50 persons with Community Inclusion Services; 38 individuals accessing HWLS and 33 individuals accessing One-to-One Supports & Community Connection Network (CCN).

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 support.

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, 2022 SACL Community Employment Services provided Job Development Services to 26 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, 2022, SACL provided 14 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 support available, as desired, to be a participating member of the community. Between January 1 and December 31, 2022, 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

2022 Action Plan – Results

Agency & Business Objectives							
Objective	**Indicator**	**Applied To**	**Time of Measure**	**Data Source**	**Obtained By**	**Performance Target**	**Results (202)**
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 2022, SACL ended the year with a $24,193 deficit. **Missed target**
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	In 2021, Donations/fundraising was $5430.00 In 2022, Donations/fundraising was $5,603.77 **Met target**
Human Resources Reduce Overtime paid	% difference of overtime paid	Agency	Annually	ComVida Overtime reports	Bookkeeper, Executive Director	10% Reduction	2021 – OT hrs – 194 2022 – OT hrs – 515 **Missed Target by 195%.**

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Service Delivery Standards - Community Inclusion

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Manager's Comment: Volunteer programs were cancelled, due to understaffing, many times in 2022. This could be the cause of some dissatisfaction with families and persons supported.							
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	In 2022, **78%** of Persons Supported achieved their expected outcomes from their PCP. **Target met**
Efficiency							
Maintain program capacity	% of unused contract hours	Service Level Hours	Quarterly/Annually	Service Level Report	Services Manager/Bookkeeper	0%	In 2022**,** capacity was increased by 18 hours/week. **Target met**
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	In 2022, 37.9% of Persons Supported were under the age of 30. **Target met**
Stakeholder Input/Satisfaction							
Persons Served To maintain overall satisfaction of services	% of Persons Supported indicating overall	Persons Supported	Annually	Satisfaction Survey Summary (S drive)	Quality Assurance Coordinator	90%	In 2022, 95% of Persons Served indicated overall satisfaction with SACL services **Target met**

	satisfaction of service						
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders (Including Employers)	Annually	Satisfaction surveys Summary (S drive)	Quality Assurance Coordinator	90%	In 2022, 100% Stakeholders indicated overall satisfaction with SACL services **Target met**

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Service Delivery Standards - Community Employment Services (Job Development)

Manager's Comment:
Services Access - Due to lack of interest, individualized training is offered as appropriate.

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	In 2022, **3.25 jobs** were attained on average per quarter, or **13 jobs** annually **Missed target by 19%.**
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%	**I**n 2022, 75.48 hrs out of 76.45 hours **(98.7%)** per week were filled. **Target met**
Services Access							
Persons Supported to attend SACL Educational	% of Persons Supported attending	Persons Supported	Annually	Seminar Attendance Records (Spaces	Services Manager	75%	In 2022, **50%** - one group seminar was held 4 Persons Supported attended out of a possible 8 spaces. 25 Persons Supported were invited.

Seminars that support Job Development skills	educational seminars			filled/Spaces available)			**Missed target by 25%.**
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%	In 2022, **100%** of Persons Supported indicated overall satisfaction with SACL Job Development Services **Target met**
Stakeholders (Employers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	90%	In 2022, **100%** of Stakeholders indicated overall satisfaction with SACL services **Target met**

Service Delivery Standards - Community Employment Services (Employment Supports)

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Manager's Comment: None.							
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	Staff, Services Manager	85%	In 2022, **100%** of those Persons Supported indicate satisfaction with their current employment opportunity. **Target met**
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%	In 2022, on average 10.25 of 15.25 jobs **(69.5%)** lasted longer than 6 months. **Target met**
Services Access							
Supporting and Training Persons Supported to increase independence in	% of Persons Supported requiring training to access independent	Persons Supported	Bi-Annually	Employment plan (% of Persons Supported successfully transition to	Services Manager	75%	In 2022, **70%** of Persons Supported are able to access independent modes of transportation to attend work. Of the 30% who required additional training to increase their independence around transportation, 39% transitioned to

accessing transportation.	modes of transportation.			independent modes of transportation)			more independent modes of transportation **Missed target by 5%**
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)	Quality Assurance Coordinator	90%	In 2022, **100%** of Persons Served indicated overall satisfaction of Employment Support Services **Target met**
Stakeholders (Employers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Employers	Annually	Satisfaction surveys (S drive)	Quality Assurance Coordinator	90%	In 2022, **100%** of Stakeholders indicated overall satisfaction with SACL services **Target met**

Service Delivery Standards - Supported Living

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Manager's Comment: Service Access - two sessions were offered and there was a lack of interest. Persons supported will be provided with education on topics such as sexuality and mental health on an individual basis.							
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%	In 2022, 24 goals were created for personal development of those 24 goals created 89.1 % were expected outcome or greater than. **Target met.**
Efficiency							
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Agency global vacancy report	Services Manager	75%	In 2022, Maintained 100% capacity throughout the year **Target met.**
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%	In 2022, two were set up 33% participated **Missed target by 7%.**

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%	In 2022, 78.2% of interpersonal relationships/ social participation goals were expected or greater than expected outcomes **Target met**
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	60%	In 2022, **75%** of Persons Surveyed indicated overall satisfaction with SACL Supported Living Services **Target met**
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	60%	In 2022, **100%** of Stakeholders indicated overall satisfaction with SACL services **Target met**

Service Delivery Standards - Home Share

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Manager's Comment: None.							
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%	In 2022, 36 of 50 (72%) outcomes worked on were met. **Missed target by 3%.**
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%	In 2022, as of December 31, 2022 14 out of 16 (87.5%) Home Share spaces were occupied. **Target met.**
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	In 2022, 3 new home share providers with 5 home share spaces were added. **Target met**
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)	Quality Assurance Coordinator	90%	In 2022, **92%** of Persons Supported indicated overall satisfaction with Home Share Services. **Target met.**
Stakeholders (Home Share Providers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Home Share Providers	Annually	Satisfaction surveys (S drive)	Quality Assurance Coordinator	90%	In 2022, **80%** of Home Share providers indicated overall satisfaction with SACL services and supports. **Missed target by 10%.**

Satisfaction Survey 2023 (For the 2022 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 and April 2023, 10 different surveys adapted to each service area or its stakeholders, were distributed to 318 people and/or organizations. The purpose of these surveys was to gather feedback concerning SACL Services for the 2022 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 timetable 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 2023
(For Services Provided from January 1, 2021 – December 31, 2022)

Agency Objectives

In May of 2022, SACL initiated a comprehensive review and renewal of its strategic plan. Three strategic themes emerged:

1. Growth of Services

   Objectives:
- Identify and implement opportunities to use technology to expand or diversify services
- Explore opportunities to create housing for persons served and staff
- Continue to act on opportunities to expand service delivery to CLBC
- Explore potential partnerships/mergers that would allow for expansion of services
- Acquire more space/different space to support future service delivery
- Actively gather and use feedback from persons served and other stakeholders on current and future service needs

2. Investing in Staff/Team Growth & Development

   Objectives:
- Experiment with different approaches or methods to recruit and retain staff
- Continue to invest in learning opportunities for staff
- Implement initiatives to ensure that the agency remains a supporting and positive work environment (staff appreciation, flexible work arrangements, etc.)
- Value/encourage innovation in how we support people (clients and staff)

3. Diversifying Funding Sources

   Objectives:
- Identify and implement new fundraising initiatives
- Explore social enterprise opportunities

Overall Satisfaction

In 2022, Overall satisfaction was 89%, a drop from an all-time high at 97% in 2021.
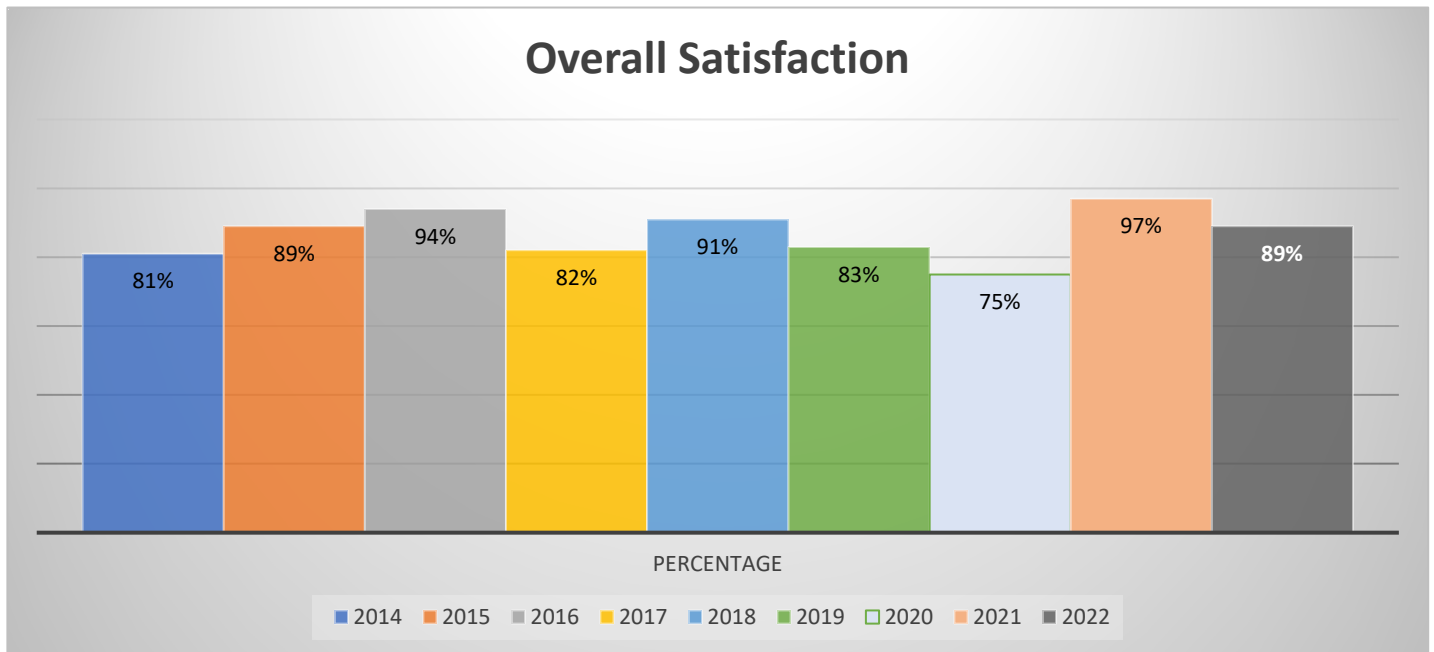
Service Area Overall Satisfaction

In 2022, Persons Supported indicated a 25% decrease in overall satisfaction, Home Share Persons Supported indicated an 8% decrease in overall satisfaction and there was a 20% decrease in overall satisfaction for Home Share Providers.

Service Access

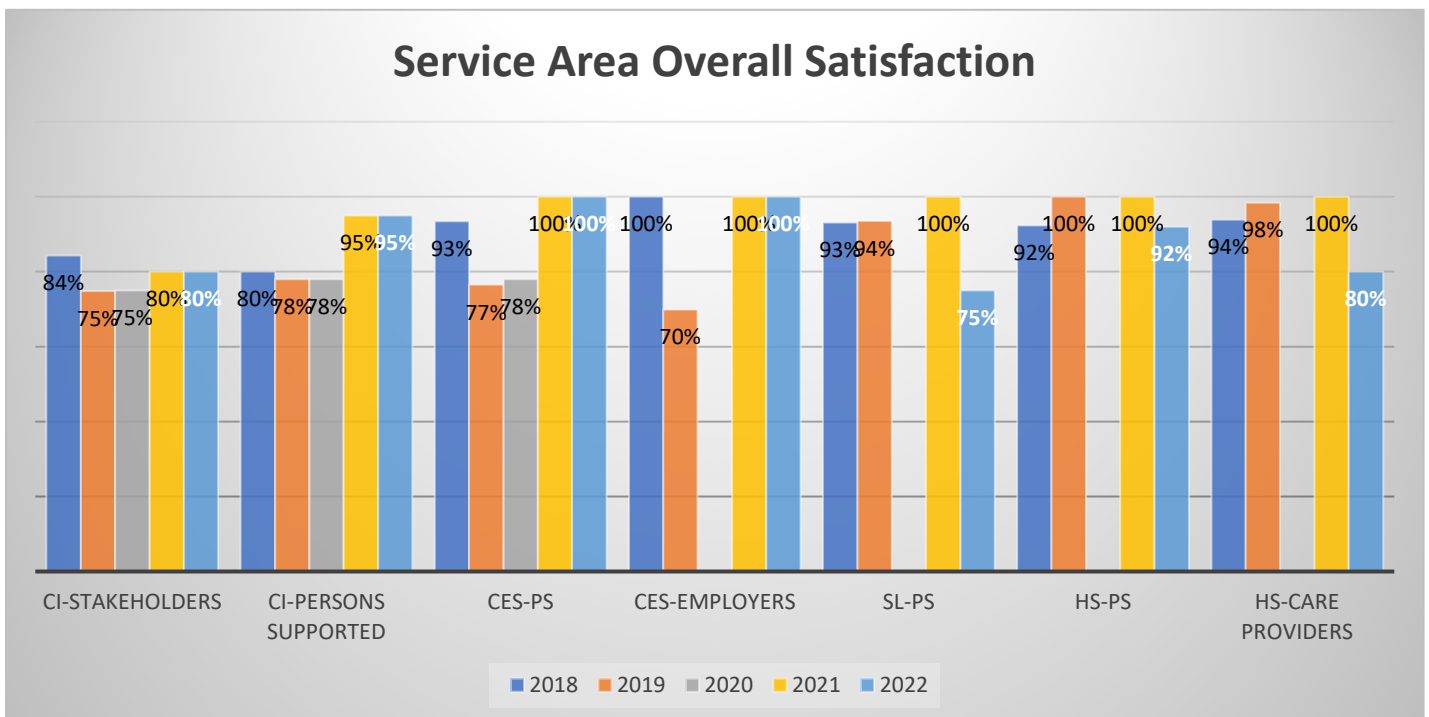In the SACL Accessibility Plan (2021), the predominant barrier indicated by those surveyed was environmental barriers. Of those surveyed, 30% indicated there were environmental barriers to receiving SACL services. This marks a decrease of 30% in environmental barriers. Comments were aimed at noise levels and crowding in SACL Community Inclusion service area. Some comments indicated that the issues have since been addressed. Distance from services and comfort with new workers were also mentioned. In 2021, 2% of respondents felt there were transportation barriers, a decrease of 98%. This indicates a drastic shift from 2020 when 100% of respondents felt there were transportation barriers.

SACL continues to seek opportunities to find a larger, more suitable space to provide Community Inclusion Services and Employment Services. In the meantime, SACL has secured additional rental space on the lower floor of the existing building and surveys indicate it has improved the issues brought forward.

There was a drastic drop in the number of people feeling there were transportation barriers (from 100% to 2%). This could be attributed to improvement in public transportation in the last couple of years. 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

In January 2023, SACL received a generous donation of a used wheelchair van by Gary Arsenault. Unfortunately, in early March the van was stolen and damaged beyond repair. SACL plans to raise funds to purchase a new wheelchair van.

Business Functions Summary and Results

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

Financial

ComVida payroll and scheduling system was implemented in 2021. SACL continues to advocate for additional funding from CLBC for service expansion. Contracts seem to constantly change and the SACL budget revenue surpassed $3M.

Annual Overtime Paid

Year	Overtime
2020	127.5
2021	194
2022	515
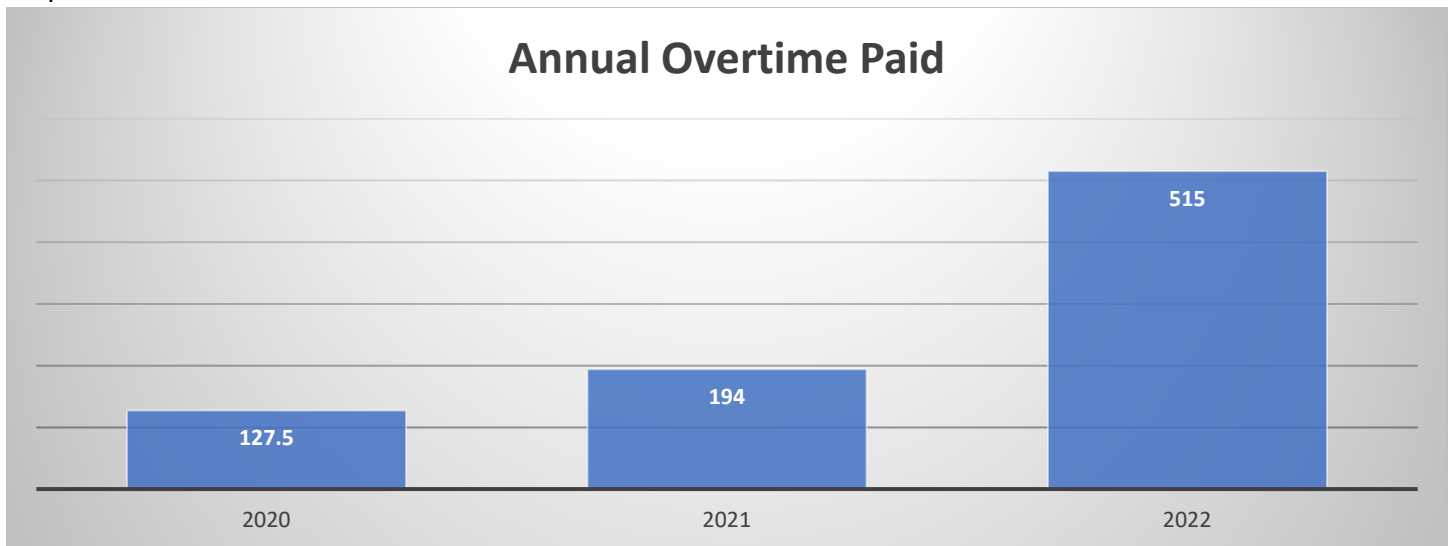
Fundraising

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

SACL has been serving a number of businesses, mostly in the Salmon Arm area, by collecting recycling with a van. It became clear that the van was no longer meeting the needs of this ever-expanding activity and a new vehicle was needed. In 2021, SACL began a venture to fundraise for the purchase of a work truck to aide in fundraising and customized employment supports. In 2022, funds specifically for the work-truck were raised through a variety of endeavours:

- Women Who Wine
- Browne Johnson Land Surveyors
- Epicure
- Chances Casino
- Grillers Meats
- Purdy's
- Grants from SASCU
- Shuswap Community Foundation
- Elks
- City of Salmon Arm.
- Individual community members donations

SACL gratefully acknowledges Landmark Solutions Ltd. for their generous support with the purchase of our work truck.

The truck was purchased in February 2023 and services using it began immediately! Fundraising continues with the goal being to purchase decals for the truck.

Another fundraising endeavour being pursued is the replacement of the wheelchair van that was donated in January of 2023 and then stolen and destroyed.

Human Resources

Staff turnover, extended leave of absences, wage disparity vis-à-vis other employers and challenges staffing evening, overnight & weekend shifts were obstacles for maintaining the integrity of service provision in 2022. In 2022, a large number of potential staff were interviewed, references checked and persons were set to start at the organization. Unfortunately, many of these persons advised just before their starting date that they got a better paying job and/or a job that is solely Monday – Friday days; therefore, they declined working here.

In September 2022, SACL implemented a staffing initiative to attract qualified persons to work at our organization. Qualified persons from a HR perspective would be persons with relative educational background such as Human Service Worker diploma, Community Support Worker diploma, Health Care aid certificate, Early Childhood Educator diploma, Teacher/Education Assistant certificate, Behavioural Consultant, Counsellor (various), BA Psychology/Sociology and other related degrees or certificates and/or related work experience. This initiative involved raising staff wages to step 3 from step 1 after successfully completing probation. This has helped considerably to attract qualified persons to be hired and stay at our organization. In 2022, SACL hired 27 persons. Of those 27 persons 10 left the organization after starting for a variety of reasons within the same year.

Just for reference, it can be noted that from April 1, 2022 and for the remainder of the year the industry in British Columbia was in contract negotiations and without a new contract being finalized.

A goal that SACL has set for itself towards the end of 2022 is to have a work force representative of the community we live in and support. The Community Living field seems to have significant challenges hiring men to work in this industry. In fact, in 2022 only one male was hired at SACL of the 27 persons hired. At the end of 2022 SACL only had 4 male staff employed at the organization. SACL has set this a primary goal moving forwards into 2023. We are striving to at least have one-quarter of our staff be male.

A new Human Resources initiative that started in July 2022 is having SACL team meeting with all staff. The goal is to have them on average every two months. In 2022 we had three such meetings as follows: July 7, 2022, September 20, 2022, and November 10,2022. The purpose of these meetings is to share information with staff, discuss changes, challenges and set goals and expectations.

In the first team meeting July 7, 2022 staff were advised that we would be having such meetings on a regular basis to share information, discuss changes, challenges and set goals and expectations. The main topic in this meeting was to promote staff teamwork. Staff were reminded to be kind and supportive of each other. Staff were reminded of our bullying and harassment policies. Staff were reminded that we should not be talking behind each other's back or gossiping. They were reminded that each of us have the power to make that stop by setting boundaries and letting others know that such behaviours are not acceptable. Staff were reminded that if they have an issue or concerns with someone bring it to their attention and work towards solutions. They were advised that if they have already tried to deal with it on their own or if it is too uncomfortable to deal with then bring it to their manager. A message was sent that it is important to deal with issues and problems instead of letting them fester. These meetings have been recorded and saved in S Drive for access of all staff.

We received extra staffing funding, 49 hours per week, from CLBC in January 2022 for a Person Supported in Supportive Living and it was announced that this extra funding was made permanent long term because CLBC is confident in SACL's ability to support those with complex behaviour challenges.

In the second team meeting September 20th, 2022 the Strategic Plan for SACL was reviewed with staff. SACL's Facebook page was talked about and staff were reminded to check media consents and grammar when posting to the site as it represents our organization. General feedback is that the site is a hit and staff were thanked for contributing to this site. Staff were reminded that it is a CARF accreditation year coming up and that there would be much work being done to make sure that we are meeting all CARF standards. Staff were thanked for continuing to show up and reminded to be kind and supportive of others on their work team. Lastly, staffing challenges were discussed and difficulties in attracting new staff. It was announced that we were initiating an increase in wages for all new staff to step 3 once they completed their probation and that all existing staff as of September 18th would be increased to step 3.

For the November meeting, we brought in a Laurel Behaviour Consultant to do a session on Compassion Fatigue.

During September Six Month Check-Ins with staff, it became evident that many in our CI team would benefit from more self-care. As a result, SACL brought in a yoga instructor one day per week, after program hours. A few staff consistently showed up but not as we expected so that initiative was terminated in December, 2022.

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)

Create a Procedure for updating the Technology Plan assets as they are acquired.

With the departure of the previous Quality assurance Coordinator and the lapse of time in hiring into that position, the asset information was not kept up to date. A written procedure will assist in keep the information up to date. Incomplete – new goal set.

SACL will research and implement an agency password protection program for encrypted passwords

The pandemic has meant our work load was focused away from implementing this program. This year we will implement a Password Policy that will help staff create secure passwords and implement a regular schedule for changing passwords. Completed March 2022.

Purchase of new laptops for management team.

The present laptops of Managers are old or refurbished. The 2022 – 2023 budget will include funds to purchase 2 to 3 new laptops. Completed April 2022.

Items to be Completed (2022 Technology Plan)

Create a Procedure for updating the Technology Plan assets as they are acquired.

With the departure of the previous Quality Assurance Coordinator and the lapse of time in hiring into that position, the asset information was not kept up to date. A written procedure will assist in keeping the information up to date. Estimated completion - April 30th 2023

Identify and implement opportunities to use technology to expand or diversify services

In alignment with the SACL Strategic Plan, use of technology, a SACL strength, will be used to achieve its mission and vision.

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.

Staff Satisfaction

For the 2022 service year, staff input indicated 83% overall satisfaction, a **17% decrease in satisfaction**. The following are identified areas of possible improvement:

- 77% of employees felt their team worked well together. A decrease of 14%. There is a 7% increase in disagreement with this statement.
- 77% of employees felt they were recognized for the good work they do. A decrease of 10%.
- 67% of employees felt satisfied with the amount of recognition they received, a decrease of 12%.
- 73% of employees felt their evaluations were fair, a decrease of 10%.
- 73% agreed that they are encouraged to participate in their professional goal-setting process, a decrease of 10%.
- 47% of staff feel that the promotion process is fair, balanced, and in accordance with the collective agreement. This is a decrease of 14%. It should be noted that in 2021, 0% disagreed with this statement, a 3% increase in dissatisfaction.
- 40% of staff feel that SACL responds to staff complaints and suggestions in a timely manner. This is a decrease of 26%. It should be noted that 53% of employees indicated they "neither agree or disagree" with the statement.
- 73% of employees felt SACL provided appropriate access to the technology they needed, a decrease of 14%. It should be noted that 10% disagreed with the statement and this is an increase of 10% in disagreement.
- 90% of employees agreed their job was meaningful and gave them a personal sense of satisfaction. A 10% decrease.

2023 Action Plan

For April 1, 2022 – March 31, 2023

Agency & Business Objectives						
Objective	**Indicator**	**Applied To**	**Time of Measure**	**Data Source**	**Obtained By**	**Performance Target**
Executive Director's Comment: In 2022, SACL ended the fiscal year (March 2022) with a $24,193 deficit. Likely pandemic related costs, technology, cleaning supplies, PPE, etc. In 2022, Short staffing resulted in a drastic increase in OT paid.						
Financial To develop and execute a balanced budget	$ Amount of operating surplus/deficit for the fiscal year	Board of Directors, Executive Director	Annually, Quarterly	Audited Financial Statement, Quarterly Financial Reports	Bookkeeper, Executive Director	0 deficit or better
Fundraising Raise funds to purchase a CI vehicle to replace the stolen van.	Purchase of a new vehicle	Agency	Quarterly	Quarterly Financial Reports	Bookkeeper, Executive Director	August 2024
Human Resources Reduce Overtime paid	% difference of overtime paid	Agency	Annually	ComVida Overtime reports 2020 - OT hrs – **127.5** 2021 - OT hrs – **194 (increased 52%)** 2022 - OT hrs – **515 (increased 165%)**	Human Resources	10% Reduction from 2022.

Service Delivery Standards - Community Inclusion						
Objective	**Indicator**	**Who/What Applied To**	**Time of Measure**	**Data Source**	**Obtained By**	**Performance Target**
Manager's Comment: None						
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 contract hours	Service Level Hours	Quarterly/Annually	Service Level Report	Service Manager/Bookkeeper	0%
Services Access						
Increase access to the volunteer programs. • Restore • Thrift Store • Food bank	% of staffed program availability for PS to attend	Program availability	Weekly	Excel Spreadsheet	Service Manager	60%

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	75%
Stakeholders To maintain overall satisfaction of services	% Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	75%

Service Delivery Standards - Community Employment Services (Job Development)

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Manager's Comment: Service access (where data is) due to lack of interest in educational seminars we moved to individualized training as appropriate						
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 Service Summary & Stats # who started a job for the quarter.	Services Manager	3 jobs quarterly or 12 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	80%
Services Access						
Persons Supported to receive training re: job development skills	# certificates obtained by Persons Supported as a result of SACL services	Persons Supported	Bi-annually	Employment Plans Service Delivery Objective Tracking	Services Manager Staff	25
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	75%
Stakeholders (Employers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	75%

Service Delivery Standards - Community Employment Services (Employment Supports)

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Manager's Comment: None						
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 Service Delivery Objective Tracking	Staff, Services Manager	50%
Efficiency						
Persons Supported maintain employment for a period of at least 6 months with same employer.	% of Persons Supported currently receiving services working for the same employer 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%
	# of Persons Supported exiting Employment Services due to successful independent employment.	Service Area	Quarterly	CLBC Participation Update	Services Manager	5
Services Access						
Supporting and Training Persons Supported to increase independence in accessing transportation.	% of Persons Supported successfully transition to independent modes of transportation.	Persons Supported	Bi-Annually	Employment plan Service Delivery Objective Tracking	Services Manager Staff	33%
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	75%
Stakeholders (Employers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Employers	Annually	Satisfaction surveys	Quality Assurance Coordinator	75%

Service Delivery Standards - Supported Living

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Manager's Comment: Effectiveness - Increased number of modules from one to four for 2023. Modules may be repeated because Persons Supported sometimes want to watch the same module more than once. As a result of this goal Persons Supported and staff are exploring outside of OFL and attending the local library and order books and CD's about topics.						
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 four times per year	Persons Supported	Bi-Annually	Supported Living Side by Side Modules Excel Spreadsheet	Services Manager	50%
Efficiency						
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Agency global vacancy report	Services Manager	75%
Services Access						
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	Quality Assurance Coordinator	75%

Stakeholders	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	75%
To maintain overall satisfaction of services						

Service Delivery Standards - Home Share

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
Manager's Comment: None						
Effectiveness						
To support participants to achieve their expected outcomes	% of outcomes obtained by persons supported	Persons Supported	Bi-Annually	Person Centered Plan	Services Managers	70%
Efficiency						
To fill the available home share spaces while leaving accommodation choices for Persons Supported	% of available home share spaces occupied	Home share spaces	Annually	Home Share provider list	Services Manager	80%
Services Access						
Attain additional Home Share providers to increase service capacity	# of Increase to Home Share Providers	Agency	Annually	Home Share provider list	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 | 75% |
| Service Providers

To maintain overall satisfaction of services | % of Stakeholders indicating overall satisfaction of service | Stakeholders | Annually | Satisfaction surveys | Quality Assurance Coordinator | 75% |

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