Shuswap Association for Community Living

Performance Measurement & Improvement Plan 2024

For Services Provided

January 1 – December 31, 2023

Contents

SACL Performance Measurement & Improvement Plan – 2024

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

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Demographics for Persons Supported

Demographics represented below are based on data from 2019 to 2023. SACL strives to be inclusive and constantly examines its methods and reporting.
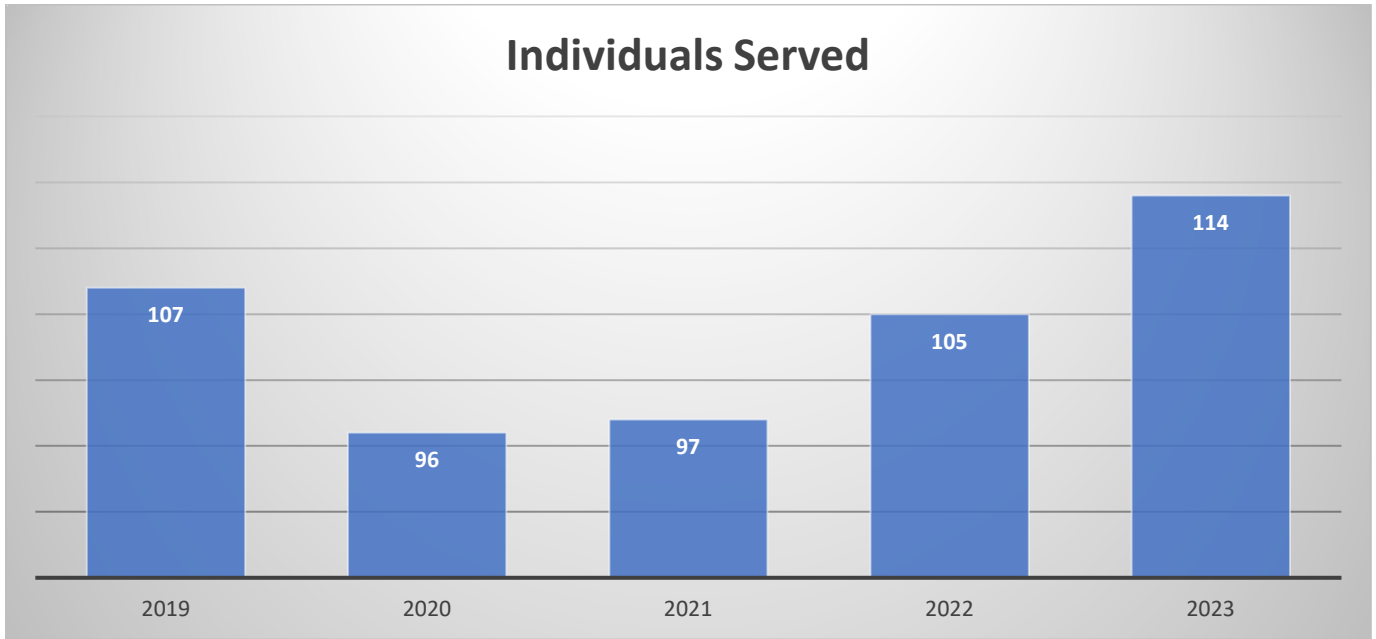
116 people initiated services from SACL from January 1, 2023 to December 31, 2023. Two of these individuals chose not to accept SACL services in the end. This is an increase from 2022, in which 105 people were served.

Gender of Persons Supported

Year	Male	Female	Not Set
2019	50	54	3
2020	55	48	3
2021	56	49	4
2022	52	53	0
2023	57	58	1
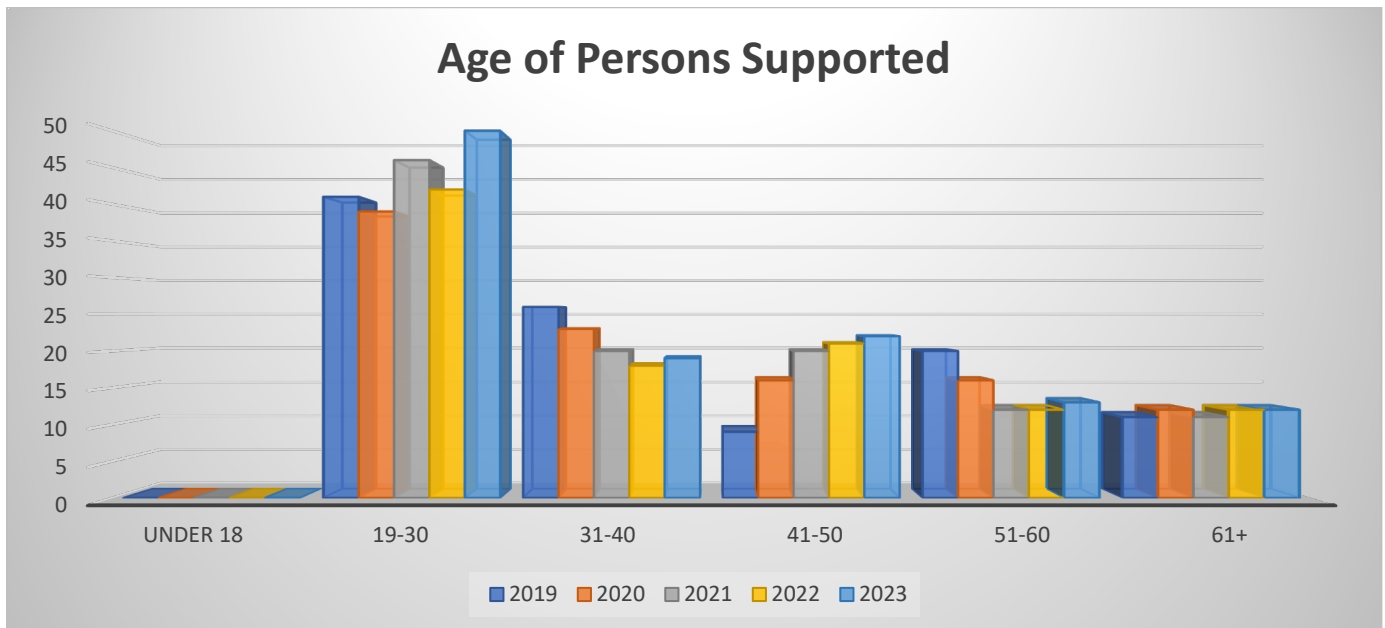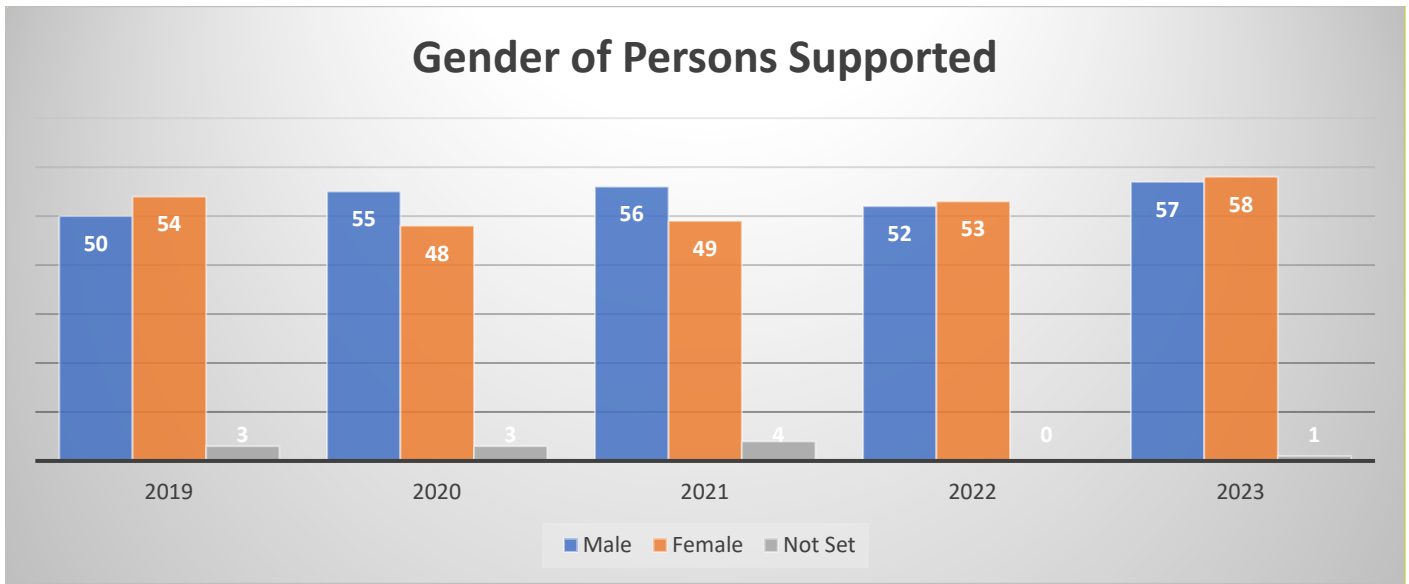
In 2023, there was an increase in all genders accessing SACL services.

2023 - Diagnosis of Persons Supported

Diagnosis	Count
TIC DISORDER	2
	6
RUBINSTIEN TAYBI SYNDROME	1
	1
PTSD	2
	3
MENTAL ILLNESS/DISORDER	11
	16
DOWN SYNDROME	11
	73
DEPRESSION	16
	1
COHEN SYNDROME	1
	2
CEREBRAL PALSY	5
	5
AUTISM SPECTRUM DISORDER	38
	35
ADHD	12
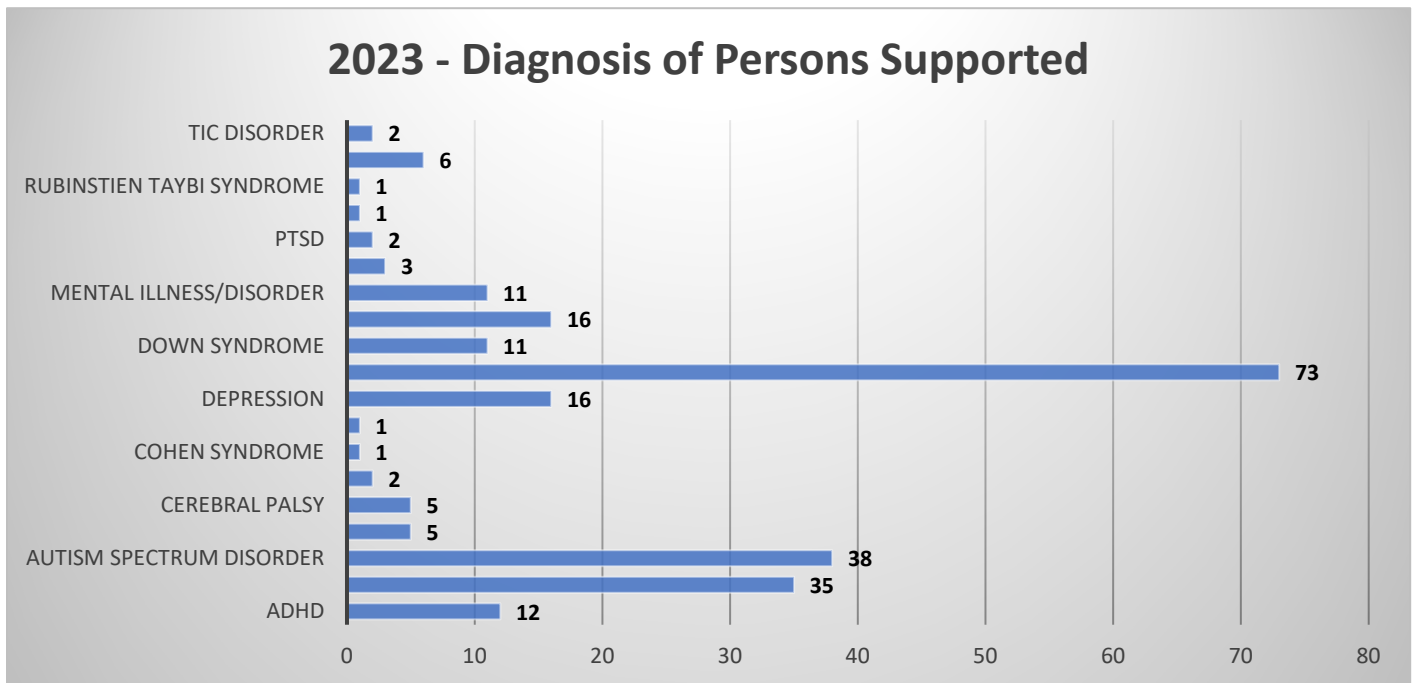
In 2023, developmental disabilities continued to be the most prevalent for the persons we support.

Ethnicity
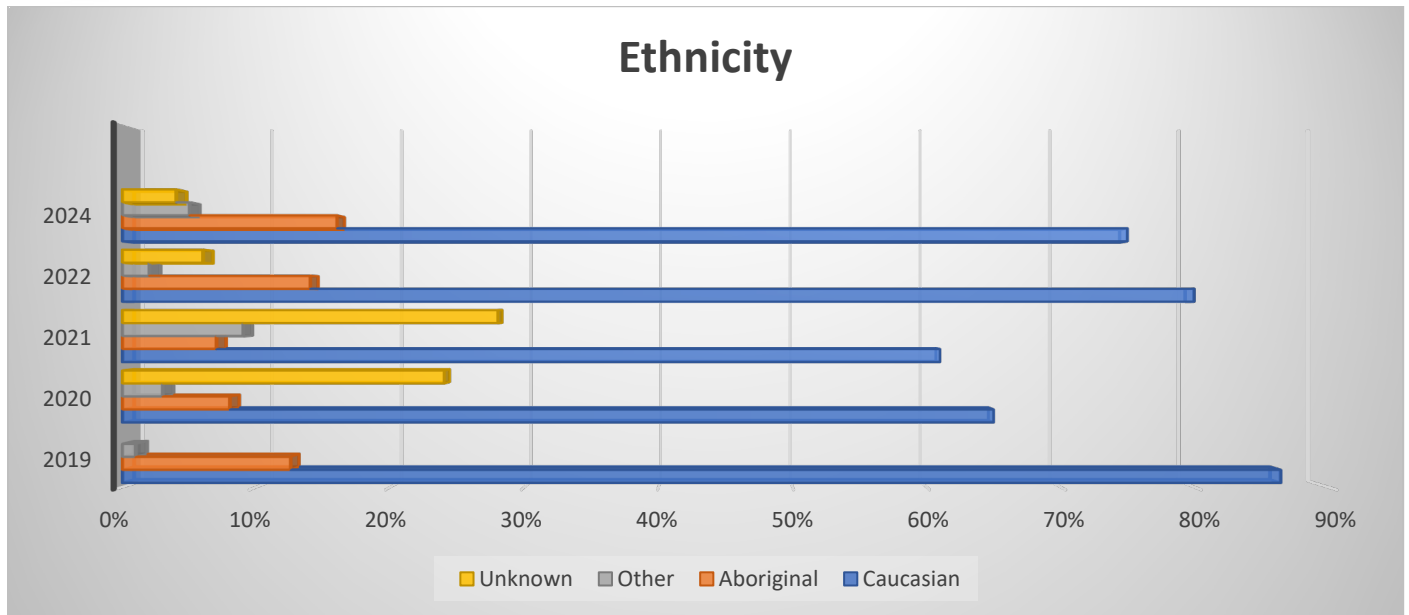
In 2023, Although there is a small decrease in the percentage, individuals identifying as Caucasian continue to be the most prevalent served at SACL.

Number of Services Accessed
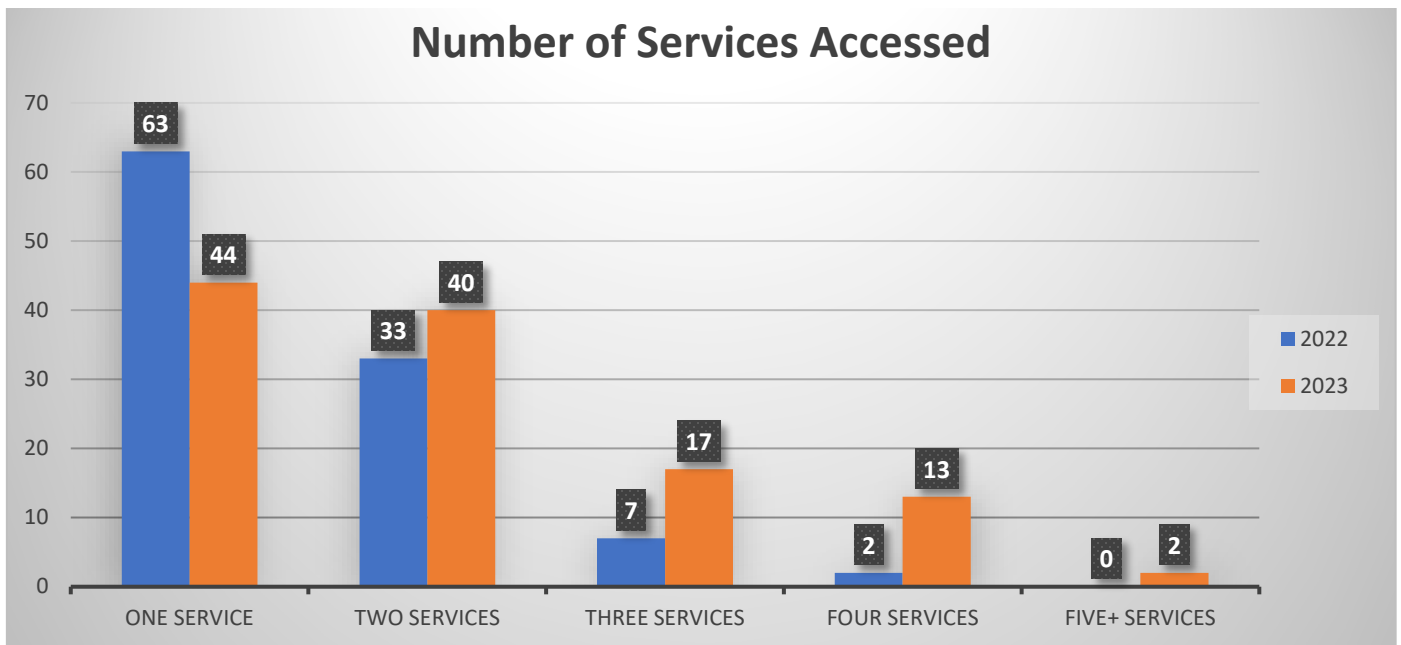
SACL provided services to 114 individuals between January 1, and December 31, 2023. Of those individuals, 72 Persons Supported received multiple services.

Accredited Services & Objectives

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 supported 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 supported 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

Community Inclusion Services

Between January 1 and December 31, 2023, SACL provided 79 persons with Community Inclusion Services.

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.

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Community Inclusion Services (CI) Objectives

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

Community Employment Services

Community Employment Services assists 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, 2023, SACL Community Employment Services provided Job Development Services to 21 individuals and Employment Supports to 16 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 supported
- 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, 2023, SACL provided 12 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

Community Housing Services

In 2023, CLBC and CARF required a change in the designation of one of SACL's services from Supportive Living to Community Housing.

Community Housing provides supports in a residential setting. Services are designed to help Persons Supported live their daily life as well as engage in productive community activities that promote independence, healthy lifestyle, and personal choice. Between January 1 and December 31, 2023, SACL provided 1 person with Community Housing Services.

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, 2023, SACL provided 18 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 Supported 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

2023 Action Plan – Results

Agency & Business Objectives - Results

Objective	Indicator	Applied To	Time of Measure	Data Source	Obtained By	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 2023, SACL ended the fiscal year with a $13,549 revenue. **Target met.**
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 $5,430.00 In 2022, Donations/fundraising was $5,603.77 In 2023, Donations/fundraising was $43,102.97 **Target met.**
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 2023 – OT hrs – 442 (down 14%) **Target met.**

Service Delivery Standards Results - Community Inclusion

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
Manager's Comment: Throughout the year we maintained a 99.2% usage of our service level hours. In December, that dropped to 95% due to the passing of one of one of the people supported. CLBC has since filled those hours.							
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	In 2023, 89.4% 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 2023, there was 95% usage of service level hrs. Which means 5% were not used. **5% short of target.**
Services Access							
Increase access to volunteer programs. Restore Thrift Store Food bank	% of staffed program availability for PS to attend	Program availability	Weekly	Excel Spreadsheet	Service Manager	60%	In 2023, Restore – No data - Closed Thrift Store - 80% attendance Food Bank – 90% attendance. **Target met.**
Stakeholder Input/Satisfaction							
Persons Supported to maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Survey Summary (S drive)	Quality Assurance Coordinator	90%	In 2023, 86% of Persons Supported indicated overall satisfaction with SACL services **4% short of target .**

Stakeholders to maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders (Including families & Employers)	Annually	Satisfaction surveys Summary (S drive)	Quality Assurance Coordinator	90%	In 2023, 100% Stakeholders indicated overall satisfaction with SACL services **Target met.**

Service Delivery Standards Results - Community Employment Services (Job Development)

Manager's Comment:

Effectiveness – Staff turnover at CES; new staff needed to learn her role before being effective at her job. We will leave performance target as is for 2024.

Efficiency – Staff turnovers and absences at CLBC impacted SACL receiving referrals ; therefore, although we had vacancies in our programs there were people waiting for our services.

Services Access – When setting performance target, there was a misunderstanding regarding how Persons Supported would receive certificates for in-house training. Services Manager thought they would receive a certificate for each module; but intention was that they would receive one certificate after completing all modules. Therefore, performance target was not met, and will be decreased to 10 for 2024.

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	In 2023, 11 jobs annually **Missed target by 8%.**
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%	In 2023, 56.83 hrs out of 75.77 hours (75%) per week were filled. **Missed target by 5%.**
Services Access							
Persons Supported to receive training re: job development skills	# of certificates obtained by Persons Supported as a result of SACL services	Persons Supported	Bi-Annually	Employment Plans Service Delivery objective Tracking	Services Manager Employees	25	In 2023, 10 certificates were obtained. **Missed target by 40%.**
Stakeholder Input/Satisfaction							

| Persons Supported 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, 93% 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 | Employers | Annually | Satisfaction surveys | Quality Assurance Coordinator | 90% | In 2023, 100% of Stakeholders indicated overall satisfaction with SACL services **Target met.** |

Service Delivery Standards Results - Community Employment Services (Employment Supports)

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target	Results
Manager's Comment: Services Access - Several of the Persons Supported who were working on increasing their independence in transportation were receiving assistance to study for their Driver's license. It has taken longer than a year for them to feel prepared to take their test. The performance target may not be attainable, so it has been lowered to 25% for 2024.							
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%	In 2023, 75% 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 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%	In 2023, 72% of Persons Supported maintained employment for more than 6 months. **Target met.**
	# of Persons Supported exiting Employment Services due to successful independent employment	Service Area	!quarterly	CLBC Participation Update	Services Manager	5	In 2023, 5 Persons Supported exited Employment Services due to successful independent employment. **Target met.**
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 Service Delivery Objective Tracking	Services Manager Employees	33%	In 2023, 29% of Persons Supported are able to access independent modes of transportation to attend work. **Missed target by 4%.**
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)	Quality Assurance Coordinator	90%	In 2023, 100% of Persons Supported 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 2023, **100%** of Stakeholders indicated overall satisfaction with SACL services **Target met.**

Service Delivery Standards Results - Supported Living & Community Housing

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
Manager's Comment: **Effectiveness:** No interest, **Service Access:** two sessions were offered and there was a lack of interest. One person used Anxiety BC side by side learning modules.							
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 2023, No interest **Target missed by 25%.**
Efficiency							
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Agency global vacancy report	Services Manager	75%	In 2023, 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 2023, **Target missed by 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%	In 2023, **Target met.**
Stakeholder Input/Satisfaction							
Persons Supported 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, 100% (up from **75%**) Surveyed indicated overall satisfaction with 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 2023, **100%** of Stakeholders indicated overall satisfaction with SACL services **Target met.**

Service Delivery Standards Results - Home Share

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
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%	In 2023, 26 of 29 (90%) outcomes worked on were met. **Target met.**
Efficiency							
To fill 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%	In 2023, 16 out of 17 **(94%)** 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 provider list	Services Manager	1 Home Share providers	In 2023, 1 new home share provider was attained. **Target met.**
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)	Quality Assurance Coordinator	90%	In 2023, **100%** 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, 67% (down from **80%)** of Home Share providers indicated overall satisfaction with SACL services and supports. **Missed target by 23%.**

Satisfaction Survey 2024 (For the 2023 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 January 2024, 10 different surveys adapted to each service area or its stakeholders, were distributed to 267 people and/or organizations. The purpose of these surveys was to gather feedback concerning SACL Services for the 2023 service year. The surveys were designated as follows:

1. Stakeholders (Volunteers, board members, funders, associates and community partners)
2. Employment Supports – Persons Supported
3. Job Development – Persons Supported
4. Community inclusion - Persons Supported
5. Supported Living/Community Housing- 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 for 2023

Overall Satisfaction

In 2023, Overall satisfaction was 93%, an increase from 89% in 2022.
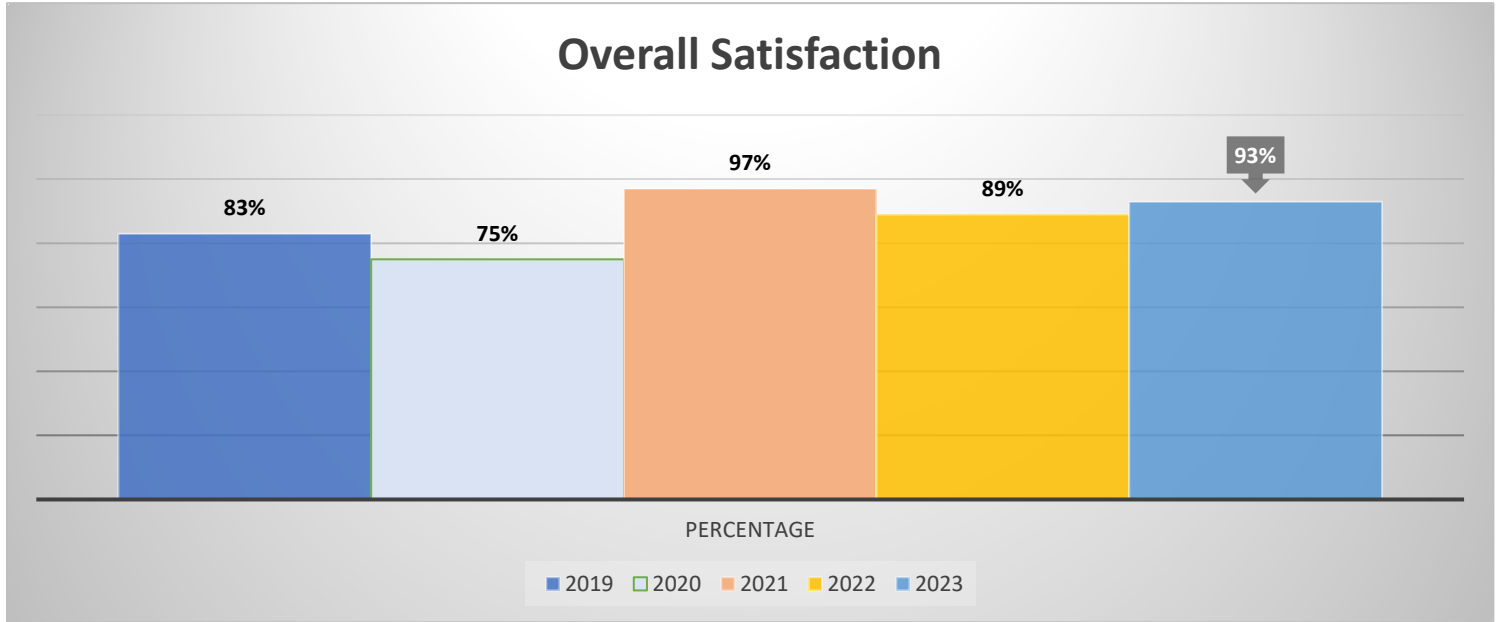
Service Area Overall Satisfaction

In 2023, Overall satisfaction

- Families and caregivers for all areas indicated a 100% satisfaction rating, the highest in four years.
- Persons Supported accessing CI services indicated a 9% decrease in overall satisfaction.
- Persons Supported accessing CES services indicated a 6% decrease in satisfaction.
- Persons Supported accessing SL/CH services continue with a 100% overall satisfaction.
- Persons Supported accessing HS services indicated a slight decrease in overall satisfaction from 100% to 98%.
- Home Share Providers indicated another drop in overall satisfaction to 67%.
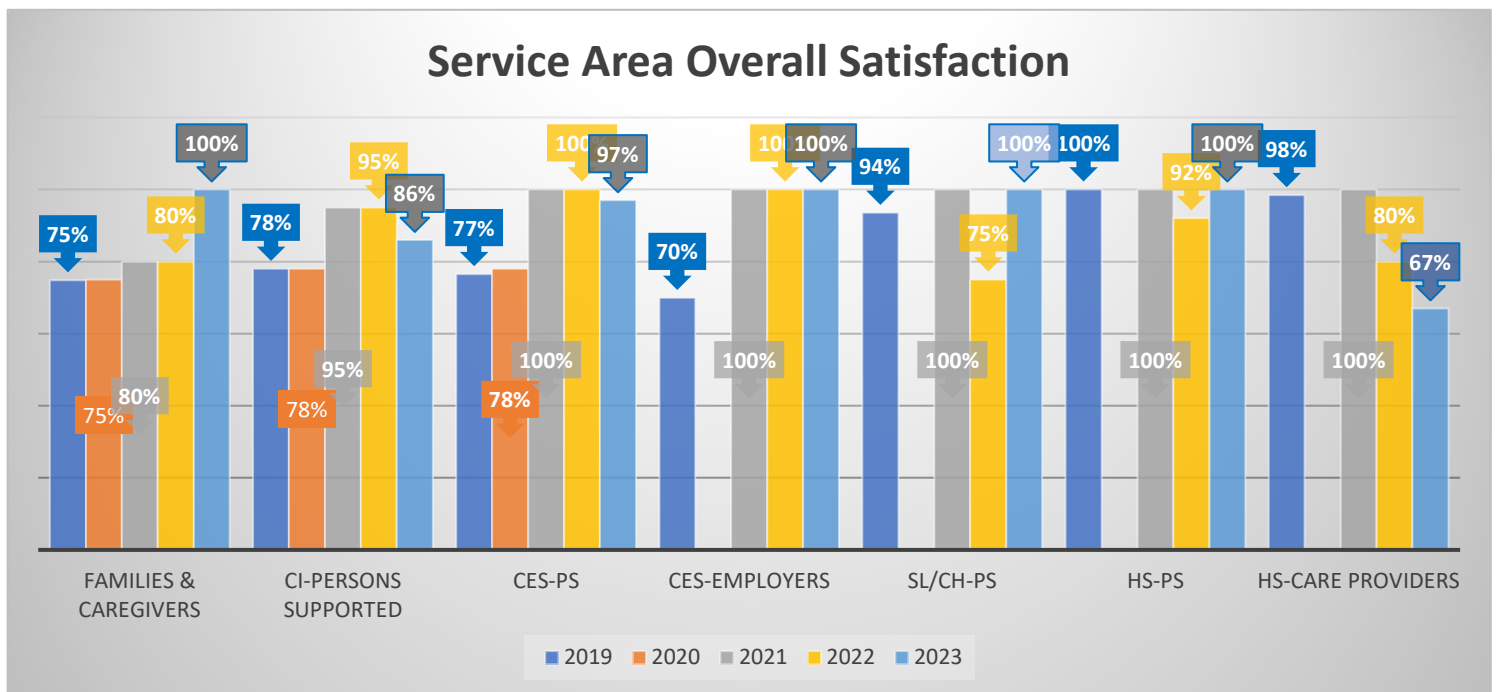
Service Access

In the 2023 SACL Accessibility Plan, 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 raised funds and purchased a 2018 Dodge Caravan in October 2023.

Employee Satisfaction

Feedback from SACL Employees

For the 2023 service year, employees' input indicated **89%** (up from 83%) overall satisfaction.

In an effort to glean more specific employee feedback seven new questions were added to the Employee Satisfaction Survey for the 2023 Service Year. Summaries of responses are provided below:

1. ***How could SACL help its teams work together better?***

Responses from the employee survey indicated team development like workshops and team activities as well as Communication training/education were priority. Surveys indicated the following suggestions from employees:

1. Presence of team leads and services managers at worksites (it was noted that this was already happening and it was hoped it would continue)
2. Clear expectations
3. Standardized training and checklists when onboarding
4. Communication improvements i.e. returning calls, messages
5. Building work relationships
6. Supporting the team
7. Respectful communication
8. More team celebrations like Team Day
9. Workshops for professional development and communication
10. More staff willing to work all areas
11. More engagement with PS while on the job

2. ***How do you help your team work well together?***

Employees' responses:

1. Communication
2. Problem solving
3. Listening
4. Offering help
5. Respectful communication
6. Asking questions
7. Seeing value in differences
8. Having fun
9. Avoid gossip and drama
10. Positive attitude
11. Don't make assumptions
12. Encouragement
13. Clearly defining roles and responsibilities
14. Honesty
15. Participating in discussions and meetings

3. ***The feedback I receive from my manager could be improved by...***

1. Less feedback   0%
2. Balance of positive/negative feedback   6%
3. Specific feedback that is targeted towards supporting me   17%
4. More feedback   9%
5. Feedback on how to improve   3%
6. I am happy with the feedback I receive   66%
    Comments: responding to emails/calls regularly, a balance of positive and constructive feedback

4. ***Employee performance evaluations could be improved by...(new question)***

1. Having them more consistently   11.5%
2. Having more input into the evaluations   3%
3. Having them more often   3%
4. Having them less often   3%
5. I am happy with the current process 80%

5. I would prefer to be recognized...(How, by whom, with what?)

1. Compliments
2. In a small group
3. By my manager
4. Awards
5. Happy with the current practice
6. Positive feedback
7. In a variety of ways by a variety of people
8. In writing

6. How might SACL help in your career development?

1. SACL has helped me
2. Providing more programs
3. Refreshers re: Autism, FASD and other relevant topics
4. More experience with all Persons Supported
5. Advocate for more funding for training
6. Ask employees what they would like to learn about
7. Monthly courses/education – even if its short training for advancement offering more to casuals
8. Computer courses
9. Discussion about options that exist
10. Provide opportunities for advancement
11. Offering administrative experience

7. SACL values are listed below, what would you add to this list?

- *Friendships & Relationships*
- *Meaningful Activities*
- *Life-long Learning*
- *Having a Say*
- *Being Safe & Healthy*
- *A Welcoming Community*
- *Honouring the Past & Embracing the Future*

Employees' responses:
1. Transparency, respect, support our community, communication, courage, healthy boundaries, 'Shared vision, shared responsibility', 'Equal in importance, difference in roles'.
2. I wouldn't add anything.
3. A safe space when required.
4. Community participation
5. These are all good but they are all focused on the PS/What about our values as an organization and how we conduct ourselves?
6. Opportunity for growth.

Progress and Areas needing improvement - Comparing 2022 to 2023

The SACL Satisfaction Survey Summary for 2022 Services indicated 9 areas as needing improvement. Of these areas 7 were identified by employee surveys as being improved in 2023. One area, however, has not improved - Employees indicated a steady decline in the belief that they are recognized for their work since 2022.

1. In 2023, 86% of employees felt their **team worked well together**. In 2022, 77% - **A slight improvement of 9%.**

2. In 2023, 66% of employees felt they were **recognized for the good work they do**. In 2022, 77% - **A decrease of 10% (from 87%) in 2022 and yet another decrease of 11% in 2023.**

3. In 2023, 69% of employees felt satisfied with the **amount of recognition** they received, In 2022, 67% - **A slight improvement of 2%.**

4. In 2023, 86% of employees felt their **evaluations were fair**. In 2022, 73% - **An improvement of 13%.**

5. In 2023, 86% of employees agreed that they are encouraged to **participate in their professional goal-setting process**. In 2022, 73% - **An improvement of 13%.**

6. In 2023, 60% of staff feel that the **promotion process is fair**, balanced, and in accordance with the collective agreement. In 2022, 47% - **An improvement of 13%.**

7. In 2023, 60% of employees feel that SACL **responds to staff complaints and suggestions in a timely** manner. In 2022, 40% - **An improvement of 20%.**

8. In 2023, 90% of employees felt SACL provided **appropriate access to the technology** they needed. In 2022, - 73% - **An improvement of 17%.**

9. In 2023, 91% of employees **agreed their job was meaningful** and gave them a personal sense of satisfaction. In 2022, 90%.

In 2023, employee surveys indicated possible areas of improvement for SACL:

1. I am provided with constructive feedback from my manager. **80% (down from 90%)**

2. I am recognized for the good work I do. **66% (down from 77%)**

3. Health and safety are priorities at SACL. **77% (down from 87%)**

4. Issues brought forward by employees from Employee Satisfaction Surveys have been effectively addressed. **36% (down from 47%)**

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
- Occupational Health & Safety Report
- Staff Professional Development
- Staff Performance Evaluations
- Staff Exit Reviews
- Persons Supported Exit Reviews

Financial

SACL continues to advocate for additional funding from CLBC for service expansion. There has been substantial Contracts seem to constantly change and the SACL ended the year at very close to 4M revenue.

Annual Overtiime Hours Paid

Year	Hours
2020	127.5
2021	194
2022	515
2023	442
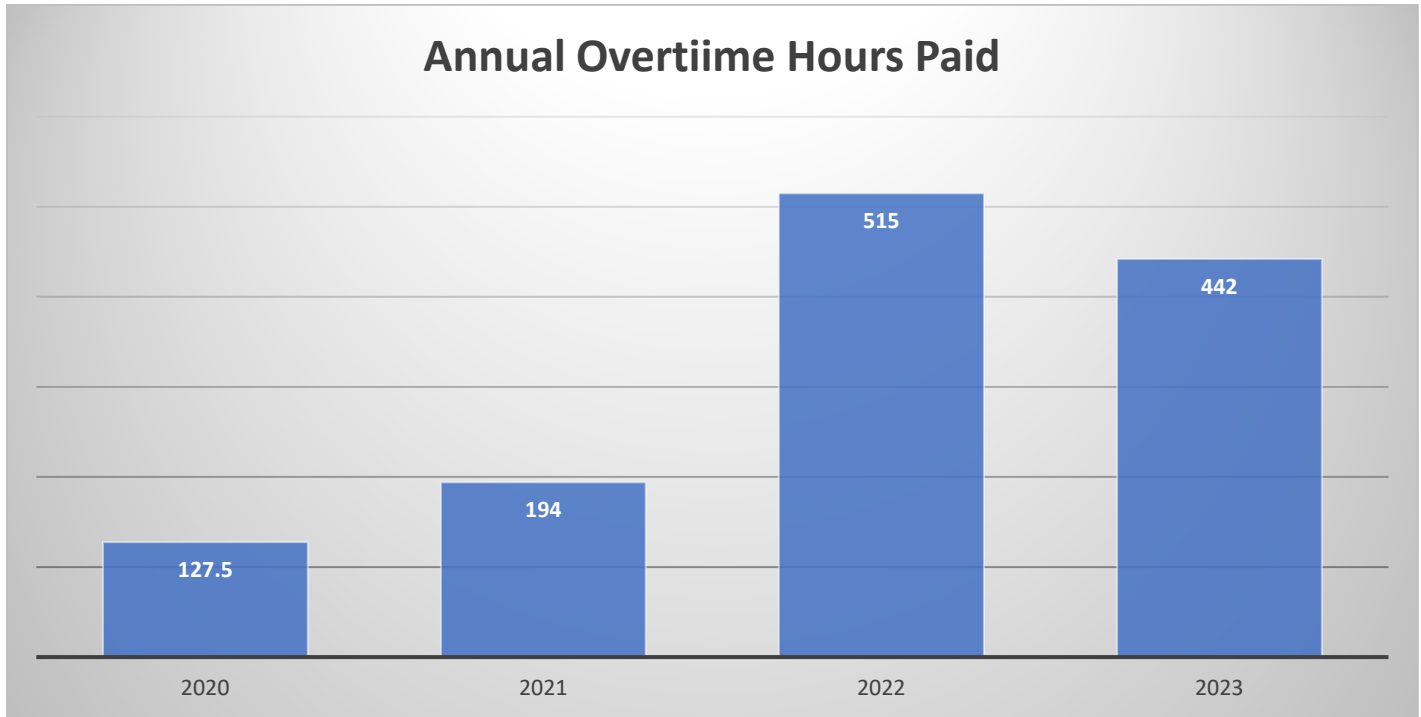
Fundraising

SACL ensures fundraising activities follow Federal, Provincial, & Municipal laws, CARF Requirements and SACL's ethical fundraising policies and practices. SACL fundraising efforts for 2023 resulted in a total of $69,530.80 raised.

- Wheelchair Van replacement funds **$30,927.93**
- Renovations for new workspace and building **$12,175.04**
- Work Opportunity Grant **$18,963.35**
- Salmon Arm City Grant in Aid – distributed by Shuswap Community Foundation **$3,000.00**
- General Donations **$4,464.48**

Any funds leftover from fundraising projects are being set aside for renovations/new building.

Wheelchair Van Replacement

In January 2023, SACL received a donation of a wheelchair van. Shortly after, the van was stolen and written off. Plans were made to use any insurance money and fundraise for a new vehicle for Community Inclusion Services. In August, Shuswap Community Foundation awarded SACL a $10,500 grant for the Van Replacement Fund. In October 2023, a new van was purchased.

Work Truck

SACL continues to serve a number of businesses, mostly in the Salmon Arm area, by collecting recycling with the new work truck purchased in February 2023. The work truck is also used in customized employment supports. Decals and running boards were also purchased for the truck.

Renovations for new workspace and building

Nov finished reviewing the upper floor plans with Shuswap Children's Association this week and they're being sent to the architect - some minor changes on what originally planned but good changes. In December SACL was received an SASCU grant to go toward renovation costs for the new building.

Grants

In January 2023, SACL received a $2000 grant from the Community Social Services Technology Fund - Client Technology Stream money to purchase iPads that started a technology lending library.

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 2023, some progress has been made regarding staff turnover and we seem to have an easier job attracting staff after our sector received a wage increase once the collective agreement was ratified. We still have some staffing issues regarding staff on sick leaves and/or leaves due to injuries. 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 did help considerably in 2022 but it was decided to no longer move forward with this step increase automatically in 2023. At the discretion of SACL and based on its needs, if new hire has at least 2 or more years related experience SACL will put them at step 2 once probation is completed. If a new hire has greater than 5 years related experience plus at least 1-year management experience in this or a related field then they will start at step 4 once probation is completed. HR may still use the Porting option per the collective agreement whereby a new employees wages and vacation rate are calculated based on hours brought over. This will continue into 2024.

In 2023, SACL hired 21 persons. SACL and had 18 staff exit the organization. 2 staff were unsuccessful on probation, 3 staff left for other jobs, 3 moved, 1 staff passed away, 2 staff decided school was a priority, 2 staff had SACL as a second casual job and decided it was too much work, 1 left due to child care of grand kids, 4 other staff left for other reasons.

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. In 2023 we hired 7 male staff, 5 remain of the 7, 1 was unsuccessful on probation and 1 left due to travel distance to work and (too long) and he did not want to work in S/L even though he was hired as a float and expected to work at all Community Inclusion and Supportive Living sites. Also, one of our other male staff was on a leave for much of the year and exited our employment this year and another left our organization for personal reasons & had another job.

Related to the goal of SACL being a work force that is representative of the community that we live in and support we are looking toward being an employer that embraces Diversity, Equity and Inclusion and are examining ways to achieve this including engaging with our staff, the community and examining strategies to work towards and achieve this goal.

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 quarter. In 2022 we had three such meetings and in 2023 we had 4. The purpose of these meetings is to share information with staff, discuss changes, challenges and set goals and expectations. Also, on October, 2023 SACL HR Manager Lesley Campbell and CUPE Union representative Cinda McIvor conducted joint learning day around Anti-Harassment. The purpose of this was for staff and management to become familiar with definitions of Harassment and of expectations around conduct in the workplace, what actions to take if you see or experience harassment or unwanted behaviours and of responsibilities of staff and employer.

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 (2024 Technology Plan for 2023 services)

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. **Completed May 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.

Completed July 2023 - Two iPads, defender cases, one Apple keyboard and one Apple pen were purchased with grant money for a Person Supported lending library.

Items to be Completed (2024 Technology Plan)

Develop a reporting format for an annual test of technology that meets CARF standards.

To provide documentation that meets CARF standards.

December 2024

Complete the reconfiguration of the S Drive.

To provide simplicity for the navigation and security of the S Drive.

December 2024

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 unannounced 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 semi-annual safety inspections of worksites checking emergency equipment, signage and information. Such checks include Material Safety Data Sheets & containers that 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. This assessment now includes asking all staff to complete a semi-annual survey in order to ensure that everyone is given an opportunity to share any concerns they might have.

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.

2024 ACTION PLAN

Agency & Business Objectives						
Objective	**Indicator**	**Applied To**	**Time of Measure**	**Data Source**	**Obtained By**	**Target**
Executive Director's Comment: None						
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 wheelchair van or bus	Purchase of a new vehicle	Agency	Quarterly	Quarterly Financial Reports	Bookkeeper, Executive Director	October 2025
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%)** 2023 - OT hrs – 442 **(decreased 14%)**	Human Resources	10% Reduction from 2023.

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 volunteer programs. Thrift Store Food bank	% of staffed program availability for PS to attend	Program availability	Weekly	Excel Spreadsheet	Service Manager	60%

Stakeholder Input/Satisfaction						
Persons Supported 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: None.						
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	10
Stakeholder Input/Satisfaction						
Persons Supported 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	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	25%
Stakeholder Input/Satisfaction						
Persons Supported 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 & Community Housing

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	Personal Service Plan	Services Manager	60%
Efficiency						
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Personal Service Plan	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	Personal Service Plan	Services Manager	50%
Stakeholder Input/Satisfaction						
Persons Supported To maintain overall satisfaction of services	% of Persons Supported indicating overall satisfaction of service	Persons Supported	Annually	Satisfaction Surveys	Quality Assurance Coordinator	75%
Stakeholders To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Stakeholders	Annually	Satisfaction surveys	Quality Assurance Coordinator	75%

Shuswap Association for Community Living

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 provider
Stakeholder Input/Satisfaction						
Persons Supported 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 available on the SACL Website:

www.shuswapacl.com