



*Shuswap Association  
for Community Living*

# **Performance Measurement & Improvement Plan 2025**



**For Services Provided**

**January 1 – December 31, 2024**



## Contents

<b>SACL PERFORMANCE MEASUREMENT &amp; IMPROVEMENT PLAN – 2025</b>	<b>2</b>
<i>Introduction</i>	2
<i>Mission</i>	2
<i>Vision</i>	2
<i>Values</i>	2
<b>DEMOGRAPHICS FOR PERSONS SUPPORTED</b>	<b>3</b>
<b>ACCREDITED SERVICES &amp; OBJECTIVES</b>	<b>6</b>
<i>Agency Objectives</i>	6
<i>Community Inclusion Services</i>	6
<i>Community Employment Services</i>	7
<i>Supported Living Services</i>	8
<i>Community Housing Services</i>	8
<i>Home Share Services</i>	8
<b>2024 ACTION PLAN – RESULTS</b>	<b>9</b>
<i>Agency &amp; Business Objectives - Results</i>	9
<i>Service Delivery Standards Results - Community Inclusion</i>	10
<i>Service Delivery Standards Results - Community Employment Services (Job Development)</i>	12
<i>Service Delivery Standards Results - Community Employment Services (Employment Supports)</i>	14
<i>Service Delivery Standards Results - Supported Living &amp; Community Housing</i>	16
<i>Service Delivery Standards Results - Home Share</i>	17
<b>SATISFACTION SURVEY 2025 (FOR THE 2024 SERVICE YEAR)</b>	<b>18</b>
<b>SUMMARY OF SATISFACTION RESULTS FOR 2024</b>	<b>19</b>
<i>Overall Satisfaction</i>	19
<i>Service Area Overall Satisfaction</i>	19
<b>EMPLOYEE SATISFACTION</b>	<b>20</b>
<i>Feedback from SAEL Employees</i>	20
<i>Progress and Areas Needing Improvement - Comparing 2023 to 2024</i>	20
<b>SERVICE ACCESS</b>	<b>20</b>
<b>BUSINESS FUNCTIONS SUMMARY AND RESULTS</b>	<b>23</b>
<i>Agency &amp; Business Function Goals and Outcomes</i>	23
<i>Financial</i>	24
<i>Fundraising</i>	25
<i>Human Resources</i>	26
<i>Technology &amp; Information Management</i>	27
<i>Health &amp; Safety</i>	28
<b>2025 ACTION PLAN</b>	<b>29</b>
<i>Agency &amp; Business Objectives</i>	29
<i>Service Delivery Standards - Community Inclusion</i>	30
<i>Service Delivery Standards - Community Employment Services (Job Development)</i>	31
<i>Service Delivery Standards - Community Employment Services (Employment Supports)</i>	32
<i>Service Delivery Standards - Supported Living &amp; Community Housing</i>	33
<i>Service Delivery Standards - Home Share</i>	34
<b>MONITORING &amp; REPORT DISTRIBUTION</b>	<b>35</b>



## **SACL Performance Measurement & Improvement Plan – 2025**

### **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

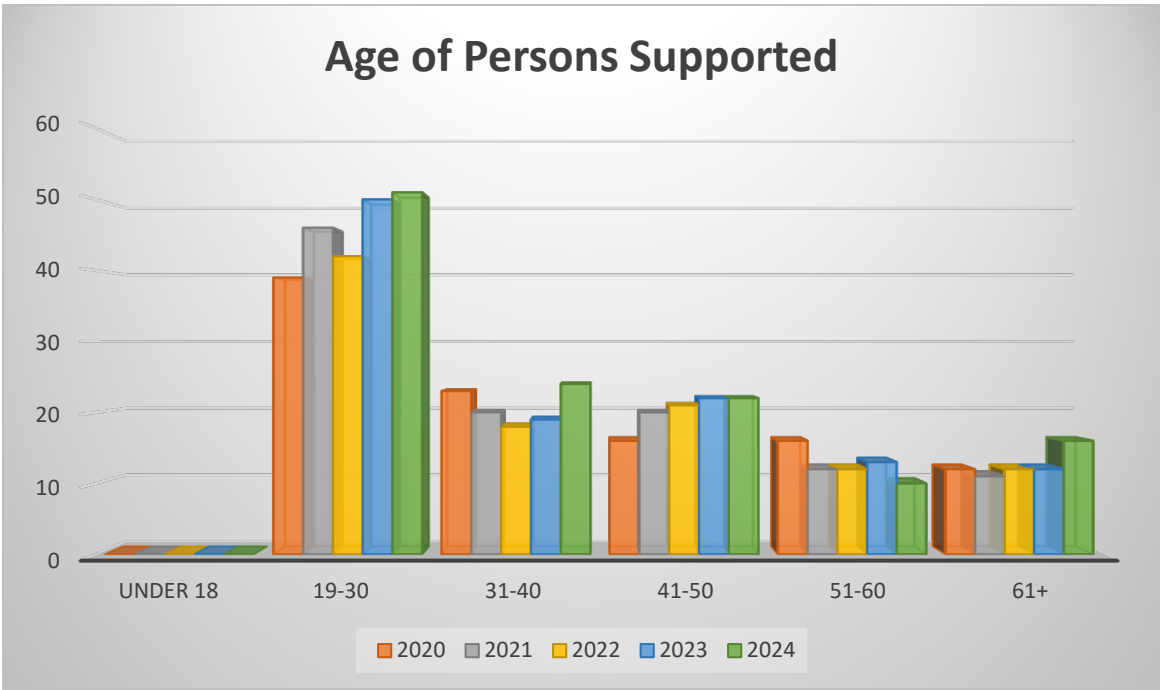


## Demographics for Persons Supported

Demographics represented below are based on data from 2019 to 2024. SACL strives to be inclusive and constantly examines its methods and reporting.

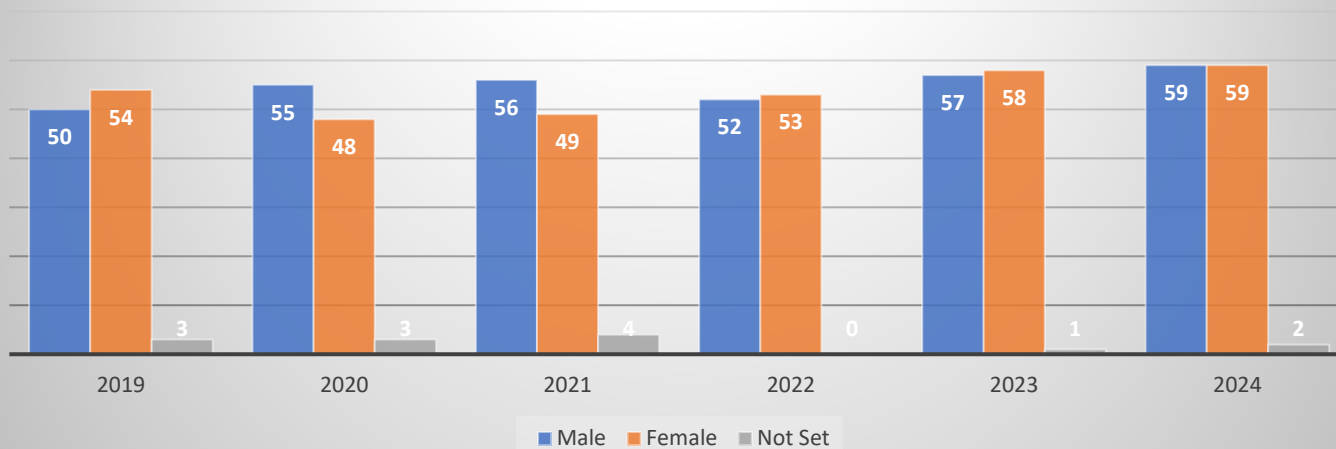


123 Persons Supported initiated services with SACL from January 1, 2024 to December 31, 2024. Three of these individuals chose not to accept SACL services in the end. This is an increase from 2023, in which 114 people were served.



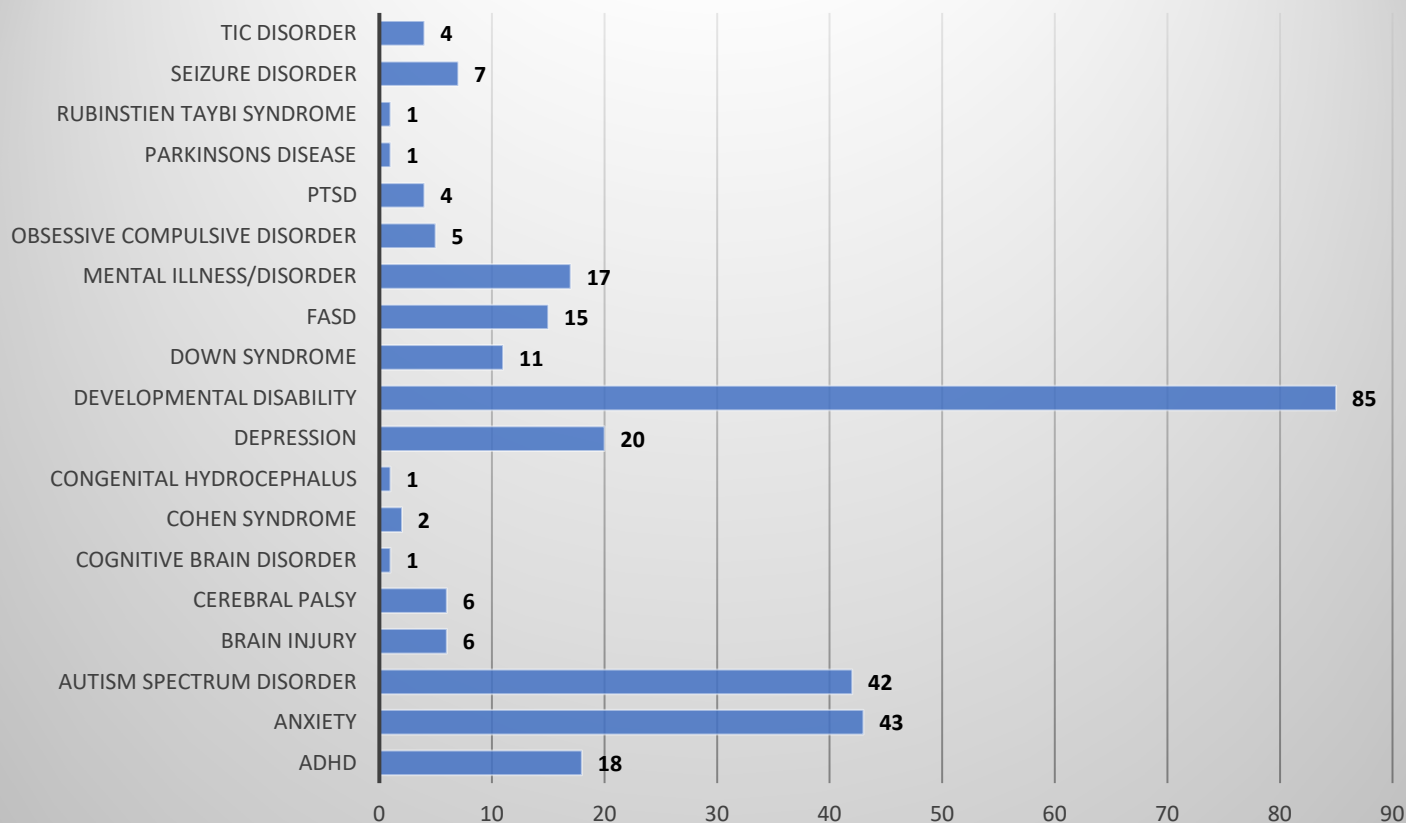


### Gender of Persons Supported

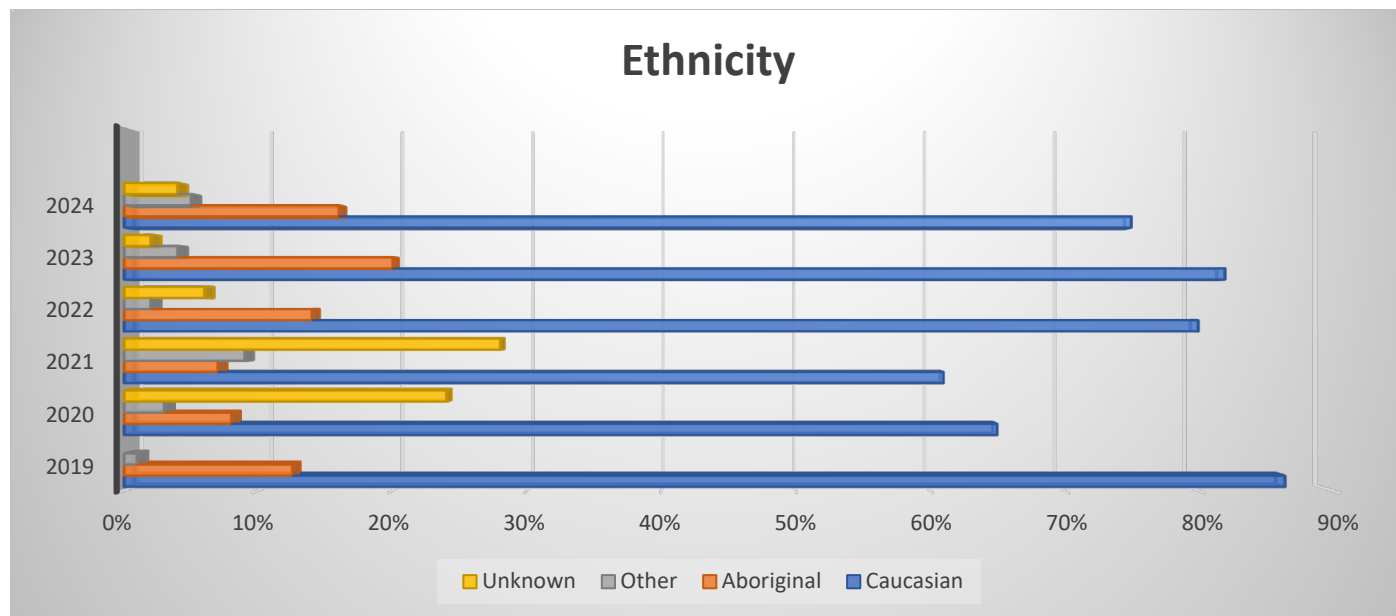


In 2024, there was an increase in all genders accessing SACL services.

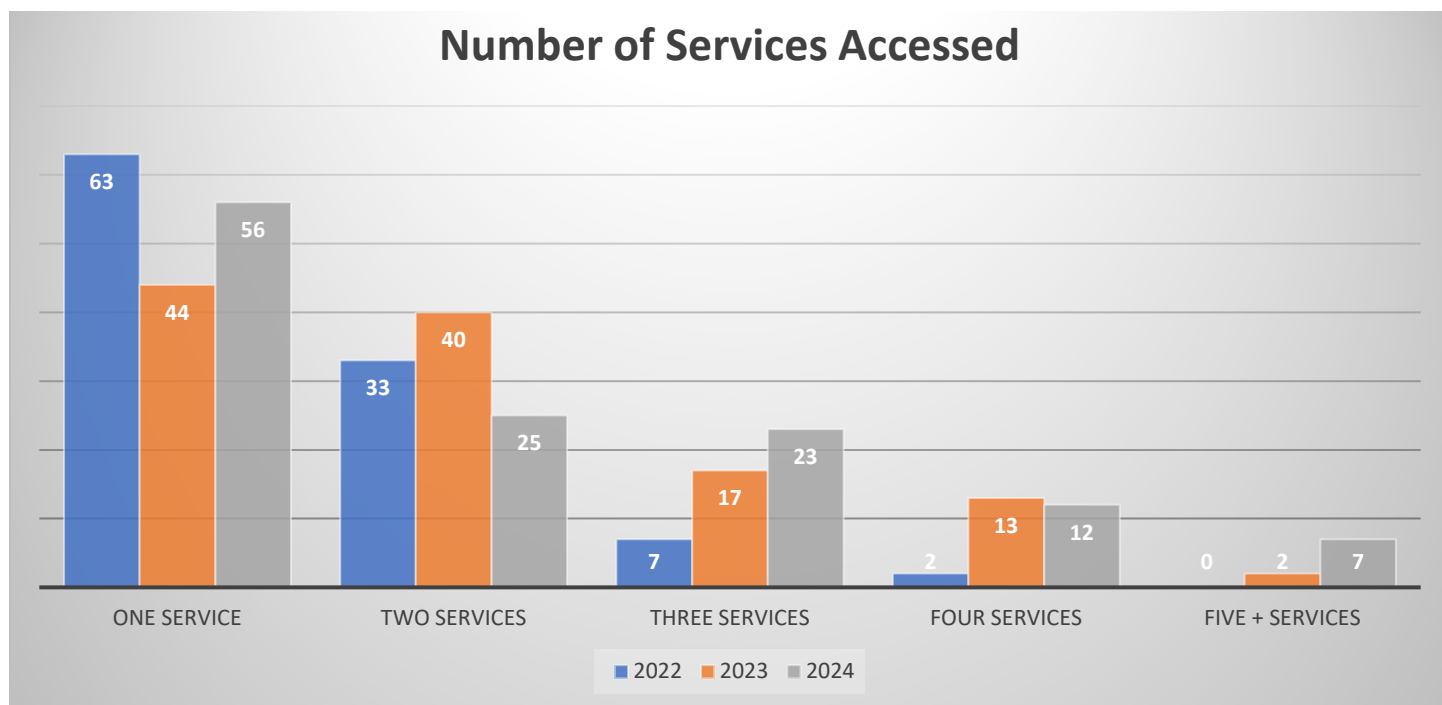
### Diagnosis of Persons Supported 2024



In 2024, developmental disabilities continued to be the most prevalent for the persons we support.



In 2024, individuals identifying as Caucasian continue to be the most prevalent served at SACL.



SACL provided services to 123 individuals between January 1, 2024 and December 31, 2024. Of those individuals, 67 (down from 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, 2024 and December 31, 2024, SACL provided 87 persons with Community Inclusion Services.

### **Global Community Inclusion (GCI)**

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 Inclusion One to One**

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 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, 2024 to December 31, 2024, SACL Community Employment Services provided Job Development Services to 26 individuals and Employment Supports to 19 individuals.

### Job Development

After an initial assessment, Vocational Counsellors work with job seekers to develop an employment plan that meets the job seeker's needs. In some cases, this may be assisting the job seeker in a traditional employment search - updating resume, and seeking out available job openings that match interest, skills, and abilities. In other cases, Job Development Services could involve 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, 2024 and December 31, 2024, 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

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, 2024 and December 31, 2024, 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 they are a valued people in the home and have support available, as desired, to be a participating member of the community. Between January 1, 2024 and December 31, 2024, SACL provided 16 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



## 2024 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 2024, SACL ended the fiscal year with a \$62,494 revenue. <b>Target met.</b>
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 In 2024, Donations/fundraising was \$10,429 (as per 2023-24 Financial Statement) In 2024, Data not available until July or August 2025. <b>Target met.</b>
Human Resources Reduce Overtime paid	% difference of overtime paid	Agency	Annually (Calendar yr.)	ComVida Overtime reports	Bookkeeper, Executive Director	10% Reduction	2021 – OT hrs – 194 2022 – OT hrs – 515 2023 – OT hrs – 442 (down 14%) 2024 – OT hrs – 137 (down 69%) <b>Target met.</b>



### Service Delivery Standards Results - Community Inclusion

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
<b>Manager's Comment:</b> <u>Effectiveness</u> — reasons for not meeting target were: absenteeism, not getting the opportunity to work on the goal or chose not to work on the goal. Solution - Employees will be given clear direction regarding how to follow up when these issues arise. <u>Services Access</u> - Increase target to 80% as PS are regularly attending and staffing is stable. <u>Families/Caregivers Satisfaction</u> - We support 72 PS at CI. When a keyworker contacts the parent/caregiver the keyworker will document in the PS file under a caregiver contact note in Nucleus. Each month the keyworker will do their monthly check list and mark that they have completed the task and hand into their service manager. As well the Services Manager can check in PS file monthly to see they are completed.							
<b>Effectiveness</b>							
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 2024, 64% of Persons Supported achieved their expected outcomes from their PCP.  <b>Target not met</b>
<b>Efficiency</b>							
Maintain program capacity	% of unused contract hours	Service Level Hours	Quarterly/Annually	Service Level Report	Services Manager Bookkeeper	0%	In 2024, there was 88% (down from 95%) usage of service level hrs. Which means 12% (up from 5%) were not used.  <b>Target not met.</b>
<b>Services Access</b>							
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%	In 2024, 80% attendance was achieved.  <b>Target met.et met.</b>
<b>Stakeholder Input/Satisfaction</b>							



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 2024, 93% (up from 86%) of Persons Supported indicated overall satisfaction with SACL services <b>Target met Target met. .</b>
Community Partners & Families/Caregiver 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 2024, 100% Community Partners indicated overall satisfaction with SACL services, <b>Target met</b> 87% (down from 100%) of Families/Caregivers indicated overall satisfaction with SACL. <b>Target not met..</b>



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

Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
<p>Manager Comments: Regarding Services access training, the outcome indicator was how many certificates were obtained by Persons Supported as a result of SACL services. When this measurement is used, the target was not met. However, staff became more connected with services available at WorkBC. Although certificates were not presented for training there, individuals were supported to attend 12 training courses re: job development skills through WorkBC.</p> <p>Efficiency - Fill all available space in the job development program - 94% - target met</p> <p>Services Access - Persons supported to receive training re: job development skills - 9 targets not met</p>							
<b>Effectiveness</b>							
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 2024, 9 (down from 11) jobs annually <b>Target not met.</b>
<b>Efficiency</b>							
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 2024, 94% (up from 75%) were filled. <b>Target met.</b>
<b>Services Access</b>							
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 2024, 9 (down from 10) certificates were obtained. <b>Target not met.</b>
<b>Stakeholder Input/Satisfaction</b>							



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 2024, 92% (down from 93%) of Persons Supported indicated overall satisfaction with SACL Job Development Services <b>Target met.</b>
Stakeholders (Employers) To maintain overall satisfaction of services	% of Stakeholders indicating overall satisfaction of service	Employers	Annually	Satisfaction surveys	Quality Assurance Coordinator	90%	In 2024, 100% of Stakeholders indicated overall satisfaction with SACL services <b>Target met.</b>



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
<p>Manager's Comment: In 2024, CLBC released an Employment Services Best Practice Guide. This guide clearly states that individuals should remain in maintenance to stay connected to their Employment Service. Past practice was for CLBC to request that individuals in maintenance be exited from the service in order to build capacity. With this change there was an increase in individuals maintaining employment for longer than 6 months, and a decrease in the number of participants being exited from services because of successful employment.</p>							
<b>Effectiveness</b>							
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 2024, 76% of those Persons Supported indicate satisfaction with their current employment opportunity. <b>Target met.</b>
<b>Efficiency</b>							
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%	In 2024, 81% of Persons Supported maintained employment for more than 6 months. <b>Target met.</b>
	# of Persons Supported exiting Employment Services due to successful independent employment	Service Area	Quarterly	CLBC Participation Update	Services Manager	5	In 2024, 4 Persons Supported exited Employment Services due to successful independent employment. <b>Target not met.</b>
<b>Services Access</b>							
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 2024, 70% (up from 29%) of Persons Supported are able to access independent modes of transportation to attend work. <b>Target met.</b>



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 2024, 100% of Persons Supported indicated overall satisfaction of Employment Support Services <b>Target met.</b>
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 2024, 100% of Stakeholders indicated overall satisfaction with SACL services <b>Target met.</b>





Service Delivery Standards Results - Supported Living & Community Housing							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
<b>Manager's Comment:</b> <u>Effectiveness:</u> Data was not collected in 2024. There is no evidence that Persons Supported were offered the opportunity to complete goals, data for 2025 will be available and up-to-date.							
<b>Effectiveness</b>							
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 2024, No data <b>Target not met.</b>
<b>Efficiency</b>							
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Agency global vacancy report	Services Manager	75%	In 2024, maintained 100% capacity throughout the year <b>Target met.</b>
<b>Services Access</b>							
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 2024, No data <b>Target not met.</b>
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 2024, 75% participated in their community and developed relationships <b>Target met.</b>
<b>Stakeholder Input/Satisfaction</b>							
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 2024, 83% (down from 100%) Surveyed indicated overall satisfaction with Services <b>Target met.</b>
Community Partners To maintain overall satisfaction of services	% of Community Partners indicating overall satisfaction of service	Community Partners	Annually	Satisfaction surveys	Quality Assurance Coordinator	60%	In 2024, 100% of Stakeholders indicated overall satisfaction with SACL services <b>Target met.</b>



Service Delivery Standards Results - Home Share							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
<b>Manager's Comment</b> In 2024, there was discussion province-wide regarding insurance and liability issues that may threaten Home Share contractors and/or associations providing Home Share Services. We therefore, put a pause on actively enrolling new Home Share contractors until these concerns were addressed. Two Home Shares were ended, one retired and another moved out of the area.							
<b>Effectiveness</b>							
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 2024, 81% (down from 90%) outcomes worked on were met. <b>Target met.</b>
<b>Efficiency</b>							
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, 93% Home Share spaces were occupied. <b>Target met.</b>
<b>Services Access</b>							
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 2024, 0 (down from 1) new home share provider was attained. <i>Note: the number of providers decreased by 2 in 2024. One retired and one moved.</i> <b>Target not met.</b>
<b>Stakeholder Input/Satisfaction</b>							
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 2024, 88% (down from 100%) of Persons Supported indicated overall satisfaction with Home Share Services. <b>Target not met.</b>
Home Share Providers To maintain overall satisfaction of services	% of Home Share Providers indicating overall satisfaction of service	Home Share Providers	Annually	Satisfaction surveys (S drive)	Quality Assurance Coordinator	90%	In 2024, 100% of Home Share providers indicated overall satisfaction with SACL services and supports. <b>Target met.</b>



## **Satisfaction Survey 2025 (For the 2024 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 2025, 10 different surveys adapted to each service area or its stakeholders, were distributed to 297 people and/or organizations. The purpose of these surveys was to gather feedback concerning SACL Services for the 2024 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.

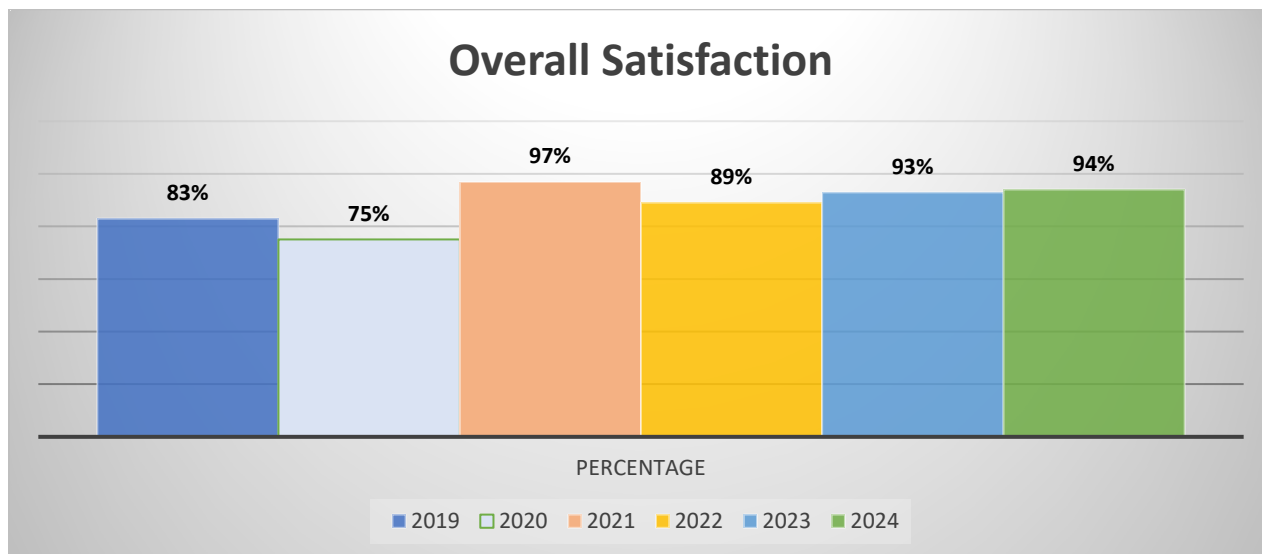
A timetable of data collection, review, analysis, and action improvement has been developed, continually updated, and improved upon according to CARF Accreditation & Funder requirements, and in accordance with identified trends from the analysis of the data collected. Identifying factors such as Persons/Departments 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 2024

### Overall Satisfaction

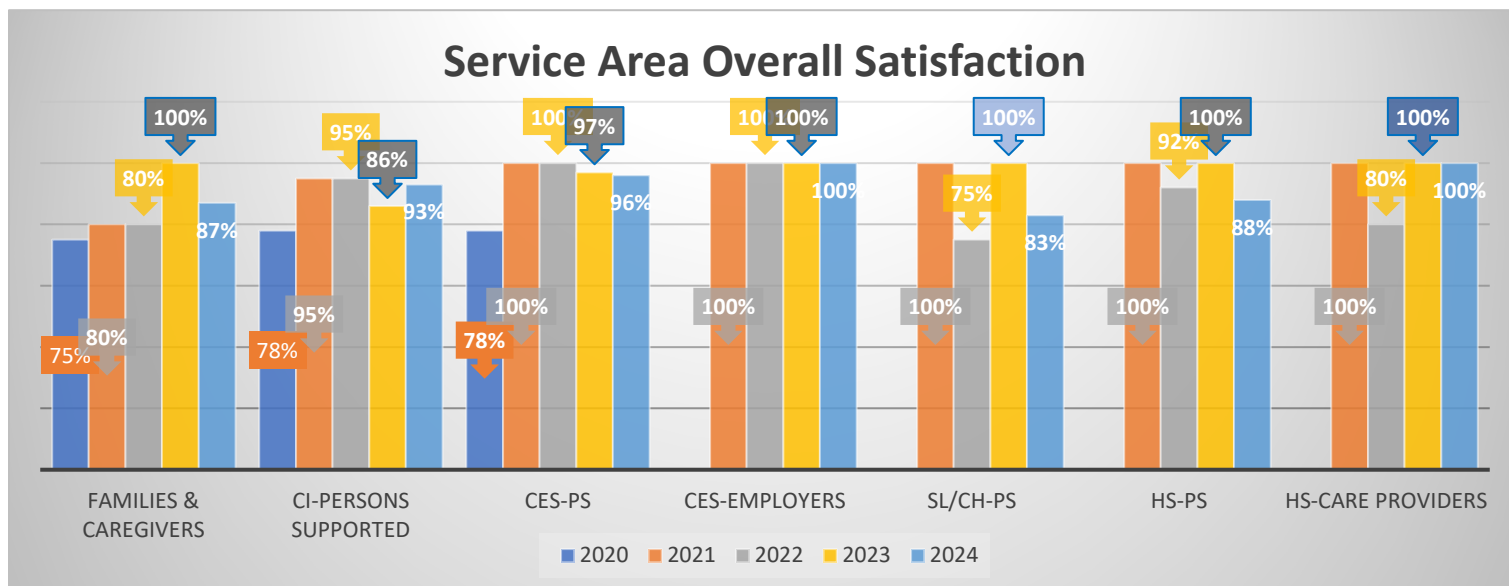
In 2024, Overall satisfaction was 94% (up from 93%).



### Service Area Overall Satisfaction

In 2024, Overall satisfaction

- Families and caregivers for all areas indicated a 87% satisfaction rating, a decrease of 13%.
- Persons Supported accessing CI services indicated a 93% satisfaction rating, a 7% decrease in overall satisfaction.
- Persons Supported accessing CES services indicated a 96% satisfaction rating, a 1% decrease in satisfaction.
- Persons Supported accessing SL/CH services indicated an 83% satisfaction rating, a 17% decrease in satisfaction.
- Persons Supported accessing HS services indicated an 88% satisfaction rating, 12% decrease in satisfaction.
- Home Share Providers indicated 100% overall satisfaction rating and is consistent with 2023.





## Employee Satisfaction

### Feedback from SACL Employees

For the 2024 service year, employees' input indicated **100%** (up from 89%) overall satisfaction.

### Progress and Areas Needing Improvement - Comparing 2023 to 2024

The SACL Satisfaction Survey Summary for 2023 Services completed by employees indicated 4 areas as needing improvement. Of these areas, all 4 areas were identified by employee surveys as being improved in 2024.

1. I am provided with constructive feedback from my manager. In 2023, 80% (down from 90%). **In 2024, 93% (up from 80%)**
2. I am recognized for the good work I do. In 2023, 66% (down from 77%). **In 2024, 71% (up from 66%)**
3. Health and safety are priorities at SACL. In 2023, 77% (down from 87%). **In 2024, 93% (up from 77%)**
4. Issues brought forward by employees from Employee Satisfaction Surveys have been effectively addressed. In 2023, 36% (down from 47%). **In 2024, 56% (up from 36%)**

In 2024, significant changes (+/- 10%) were noted in the following areas:

1. In 2024, 78% **(up from 66%)** of employees felt **supported by SACL in their career development.**
2. In 2024, 78% **(down from 86%)** of employees agreed that they are encouraged to **participate in their professional goal-setting process.**
3. In 2024, 76% **(up from 60%)** of employees feel that SACL **responds to staff complaints and suggestions in a timely manner.**

## Service Access

In June 2024, SACL moved its services and administration offices to new sites. It is important to remember that the surveys were done in January 2025 and therefore responses could be based on the older sites or the newer sites.

When asked if they felt that SACL identified and addressed accessibility barriers, 99% of respondents surveyed agreed or responded neutrally.

### Architectural Barriers

No architectural barriers were identified in the 2024 services Satisfaction Surveys. However, some were identified in the Accessibility Checklists and an action plan was developed and items have been or are being addressed. All new worksites underwent and passed required inspections.

### Environmental Barriers

While Satisfaction Surveys, conducted in January 2025, indicated there were issues with noise, crowding and temperature, Community Inclusion employees and Persons Supported provided positive feedback since the move. Interactions have changed between Persons Supported for the better, they feel they have more choice in activities and have reported that parking has improved. In the new space for Community Inclusion there is a quiet craft room and a room designated for quiet activities for those who have trouble with noise. The team will experiment with scattering lunch times, teaching Persons Supported appropriate noise levels using Volume Meters and add visuals throughout the space.



### **Financial Barriers**

While, overall, data indicated that 70% to 100% of respondents were satisfied with the amount of funding available, there were comments from Employees, Persons Supported and Families & Caregivers stating they would like more funding or more service.

As always, SACL continues to explore long term sustainable fundraising opportunities to meet the needs of Persons Supported and their families and caregivers. SACL fundraising efforts for 2024 resulted in a total of \$113,481.91 (up from \$69,530.80) raised.

Two event planners have been contracted to plan a large SACL fundraising event for 2025. They hope it will become an annual event.

SACL continues to negotiate and request increased funding from CLBC. SACL received increases for mileage with the new Collective Agreement. SACL also continues to request increased funding so smaller groups can attend more activities SACL includes these issues when negotiating each contract and addendum/revision. SACL advocates for increased funding for more employment services spaces.

### **Communication Barriers**

For services in 2024, Satisfaction Surveys indicated that Families and Caregivers felt people were helped to move towards surveys indicated lowest response rates for: Increased use of natural supports, Self-Advocacy, Access to non-disability related resources. One respondent commented that knowing who the keyworker is would be beneficial as there have been several changes and they are unsure of who to contact. As a result of this feedback Service Managers will check with Keyworkers to ensure they are doing monthly check ins. This will be added to month-end checklists for staff and Service Managers.

In June 2024, SACL introduced a new web-based phone system, Ring Central. The Executive Director reports that she has not heard complaints of the new phone system. One of the advantages to the new system is that voicemails are automatically emailed to the appropriate people so a likely quicker response time and messages don't get forgotten.

Home Share Provider Surveys indicated an overall drop in satisfaction with the amount of information provided regarding Standards, laws and regulations (down 17%), Communication methods (down 33%), Authorization to make decisions regarding supports, healthcare, finances & legal issues (down 17%), Performance monitoring process (down 33%), The process for resolution should they or the Person Supported be unsatisfied with something (down 17%). It is suspected that the lower satisfaction rates is more about CLBC than SACL. The Home Share Services Manager reports that this information is reviewed with Home Share Providers and will ensure that SACL's responsibilities are clearly communicated.

Employee Surveys indicated general improvement or stability regarding communication. However, there were comments indicating that continued work on team building, management transparency and approaching problems or concerns with curiosity are still employee concerns. In an effort to SACL is doing all it can to improve and maintain healthy, professional communication at all levels, SACL will be providing training for emotional intelligence and assertive communication in 2025. SACL continues to work with the Union to address any communication issues that arise. Union members are reminded to go to Managers/Union Reps when they have concerns. Wellness Wednesdays are sent weekly and are a good way to share information with all personnel and provide an opportunity to provide positive feedback to fellow employees as well.

Accessibility Checklist indicated that not all documents are in plain language. SACL will continue to develop documents that are easy to read and understand.



### **Technology Barriers**

Accessibility Checklists indicated that there was a need to gather feedback from users of the SACL website. SACL will review, assess and develop a way to obtain feedback from users of the website. i.e. a survey on the website, add a question to the annual satisfaction survey. In March 2025, SACL implemented Text to Speech (TTS) on its website, allowing those that do not read to access the SACL website.

### **Transportation Barriers**

SACL continues to support and educate Persons Supported on use of available modes of transport and how to access them (walking, busses, taxi, friends etc.) SACL continues to actively explore, support and advocate for the development of natural supports in the lives of Persons Supported. Previously reported insufficient parking has been alleviated with the new locations which allow for increased parking nearby or a close walk away, free of charge.

### **Attitudinal Barriers, Community Inclusion & Barriers Employment Barriers**

No Barriers were identified





## **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:

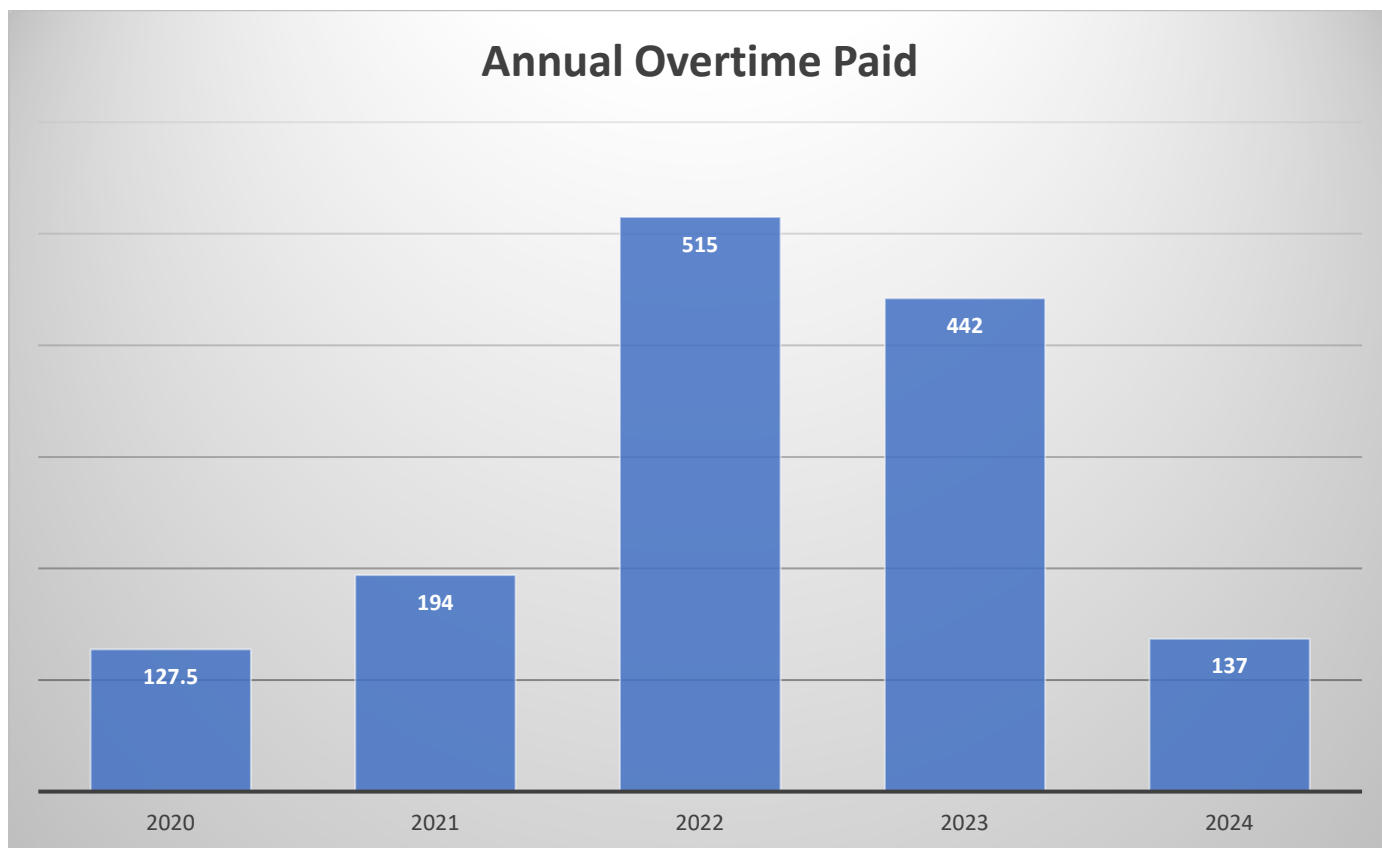
- Strategic Plan
- Risk Management Plan
- Accessibility Plan
- Technology Plan
- Performance Measurement & Improvement Plan
- Complaint Process (Persons Supported/Stakeholder)
- Complaint/Suggestion Process
- Financial Reports
- Audited Financial Statement
- Board/ED Compliance Reports
- Annual General 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. Contracts SACL ended the year at very close to 4.4M revenue.





## Fundraising

SACL ensures fundraising activities follow Federal, Provincial, & Municipal laws, CARF Requirements and SACL's ethical fundraising policies and practices. SACL fundraising efforts for 2024 resulted in a total of \$113,481.91 (up from \$69,530.80) raised.

- Community Inclusion Accessible Door **\$5,425.75**
- Equipment Storage **\$2,500.00**
- Leasehold Improvements **\$1,000.00**
- Wheelchair Accessible Van **\$94,000.00**
- Discount on gift cards **\$427.00**
- Fundraiser for Moving Costs **\$278.40**
- Discount on gift cards **\$300.00**
- General Donation **\$393.80**
- Heaven Can Wait **\$456.00**
- Training Grants **\$6,300.96**
- Faster than Light **\$2,400.00**

## 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. Federal Funds through the Rural Transit Solutions Fund were awarded, in principle, in 2024 to purchase a Wheelchair Accessible Van. Vehicle was ordered in Jan. 2025 and delivered in Mar.2025

## Renovations for new workspace and building

In December 2023, SACL received an SASCU grant to go toward renovation costs for a new building. When our partnership plans with Shuswap Children's Foundation changed, we informed SASCU that the scope of our grant had changed. We had to reapply and SASCU granted \$10,000 toward renovation costs for our move, allowing us to keep the money we received originally. Funds were raised to improve accessibility at the entrance of our new Community Inclusion site. Work has been booked with contractor but not yet completed. Grants awarded by City of Salmon Arm, Grant in Aid and Shuswap Community Foundation plus additional fundraising contributed to this fund.

## Grants

Equipment Storage – a grant was received from Shuswap Community Foundation to purchase a storage shed for Social Enterprise equipment. The shed was purchased and installed in the backyard at 1<sup>st</sup> Ave.

Open Future Learning Grant – BCCEO provided grant money to agencies to expand access to OFL training to Home Share Providers. Funds were given in 2024 and 2025.



## Human Resources

Since the last contracted pay raises came into effect moving toward pay equity with other sectors we have had an easier time attracting and retaining qualified new applicants. 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. As there is still some pay inequity SACL has chosen to bump up staff's wages for new staff as follows: 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 2025.

Staff turnover and extended leave of absences have continued to be obstacles for maintaining the integrity of service provision in 2024. We still have some staffing issues regarding staff on sick leaves and/or leaves due to injuries.

SACL hired 17 persons in 2024 and 18 persons exited the organization. As well, 2 of 3 staff returned to work, who were on a LOA due to the Provincial Health Order regarding staff in this sector having to have Covid-19 Vaccinations was lifted. One staff who was affected by this order did not return to work due to health issues. 1 staff who worked casually in retirement left due to tax reasons/retired, 2 staff on probation left as they had second jobs and could not meet availability requirements, 2 staff moved, 5 left for other jobs, 1 left for school, 1 staff who was just a bit past probation resigned after some progressive discipline actions seemed to continue without change, 4 staff left after being on LOAs and 1 staff was terminated for cause.

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 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 and in 2024 we hired 4 male staff. Currently, we have 6 male staff. 3 of the 4 male staff we hired in 2024 left on probation due to lack of availability. This was going to be a second job for them and they ended up finding it to be too much of a commitment.

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. In March 2024 we started up a Diversity Equity and inclusion team at our organization and we have met to discuss strategies for promoting DEI and we have put on a couple of luncheons/events and shared DEI information.

A new Human Resources initiative that started in July 2022 is having SACL team meetings with all staff. The goal is to have them on average every quarter. The purpose of these meetings is to share information with staff, discuss changes, challenges and set goals & expectations. We continue to have these meetings.



## 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 (2025 Technology Plan for 2024 services)

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

To provide documentation that meets CARF standards by December 2024.

In June 2024, after some collaboration, Cory Booker of FTL provided a report that explained the testing of Technology that is completed weekly and monthly. This report will be provided within the annual Technology Plan annually from this time forward

**Target Met**

Complete the reconfiguration of the S Drive.

To provide simplicity for the navigation and security of the S Drive by December 2024.

**Target Met**

### Items to be Completed (2025 Technology Plan)

Provide text to speech on the SACL website.

To expand SACL's reach to the public, families and Persons Supported as well as enhance their experience, improve accessibility and foster greater inclusivity.

**December 2025**

Conduct phishing simulations as a component of security awareness training.

To improve awareness of phishing threats and increase the likelihood that employees will respond correctly when they encounter a suspicious email.

**December 2025**

Restrict employee access to Persons Supported information in Nucleus

To allow employees access only to those Persons Supported information that is required to do their job.

**December 2025**



## 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.



## 2025 ACTION PLAN

Agency & Business Objectives						
Objective	Indicator	Applied To	Time of Measure	Data Source	Obtained By	Target
<b>Executive Director's Comment:</b> 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
Raise funds through a large annual event	Amount of funds raised though the large annual event	Agency	Annually	Quarterly Financial Reports	Bookkeeper, Executive Director	\$5,000 raised above all costs
Human Resources keep Overtime paid to a minimum	Number of hours of overtime paid	Agency	Annually	ComVida Overtime reports 2020 - OT hrs – <b>127.5</b> 2021 - OT hrs – <b>194 (increased 52%)</b> 2022 - OT hrs – <b>515 (increased 165%)</b> 2023 - OT hrs – 442 ( <b>decreased 14%</b> ) <b>2024 – OT hrs - 137 (decreased 69%)</b>	Human Resources	Less than 150 hours



Service Delivery Standards - Community Inclusion						
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
<b>Manager's Comment:</b> None						
<b>Effectiveness</b>						
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
<b>Efficiency</b>						
Maintain program capacity	% of unused contract hours	Service Level Hours	Quarterly/Annually	Service Level Report	Service Manager/Bookkeeper	0%
<b>Services Access</b>						
Increase access to volunteer programs. Thrift Store Food bank	% of staffed program availability for PS to attend	Program availability	Weekly	Excel Spreadsheet	Service Manager	80%
Increase communication with caregivers/parents	% of actual contacts vs. possible contacts	Key Workers	Monthly	Caregiver Contact Notes in Nucleus and Key worker Monthly Checklist	Service Manager	80%
<b>Stakeholder Input/Satisfaction</b>						
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
<b>Manager's Comment:</b> None.						
<b>Effectiveness</b>						
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	2 jobs quarterly or 8 jobs annually
<b>Efficiency</b>						
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%
<b>Services Access</b>						
Persons Supported to receive training re: job development skills	# of training courses taken by Persons Supported as a result of SACL services.	Persons Supported	Bi-annually	Employment Plans Service Delivery Objective Tracking	Services Manager Staff	10
<b>Stakeholder Input/Satisfaction</b>						
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%
Employers To maintain overall satisfaction of services	% of Employers 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
<b>Manager's Comment:</b> None						
<b>Effectiveness</b>						
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%
<b>Efficiency</b>						
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%
<b>Services Access</b>						
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	50%
<b>Stakeholder Input/Satisfaction</b>						
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%
Employers To maintain overall satisfaction of services	% of Employers 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
<b>Manager's Comment:</b> None.						
<b>Effectiveness</b>						
To support Person Supported to access the community independently.	% of outcomes obtained by Persons Supported	Persons Supported	Bi-Annually	Excel Spreadsheet	Services Manager	25%
<b>Efficiency</b>						
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Personal Service Plan	Services Manager	75%
<b>Services Access</b>						
To support persons supported to learn new skills to foster independence	% of Persons Supported who participate in at least one community group outing per month	Persons Supported	Annually	Personal Service Plan	Services Manager	25%
<b>Stakeholder Input/Satisfaction</b>						
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%



Service Delivery Standards - Home Share						
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Performance Target
<b>Manager's Comment:</b> None						
<b>Effectiveness</b>						
To support participants to achieve their expected outcomes	% of outcomes obtained by persons supported	Persons Supported	Bi-Annually	Person Centered Plan	Services Managers	70%
<b>Efficiency</b>						
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%
<b>Services Access</b>						
Attain additional Home Share providers to increase service capacity	# of Increase to Home Share spaces	Agency	Annually	Home Share provider list	Services Manager	1 Home Share space
<b>Stakeholder Input/Satisfaction</b>						
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:

<https://shuswapacl.com/resources/>