



*Shuswap Association
for Community Living*

Performance Measurement & Improvement Plan 2026



For Services Provided

January 1 – December 31, 2025



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SACL Performance Measurement & Improvement Plan – 2026

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, families, caregivers, community partners 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 community partners
- 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.

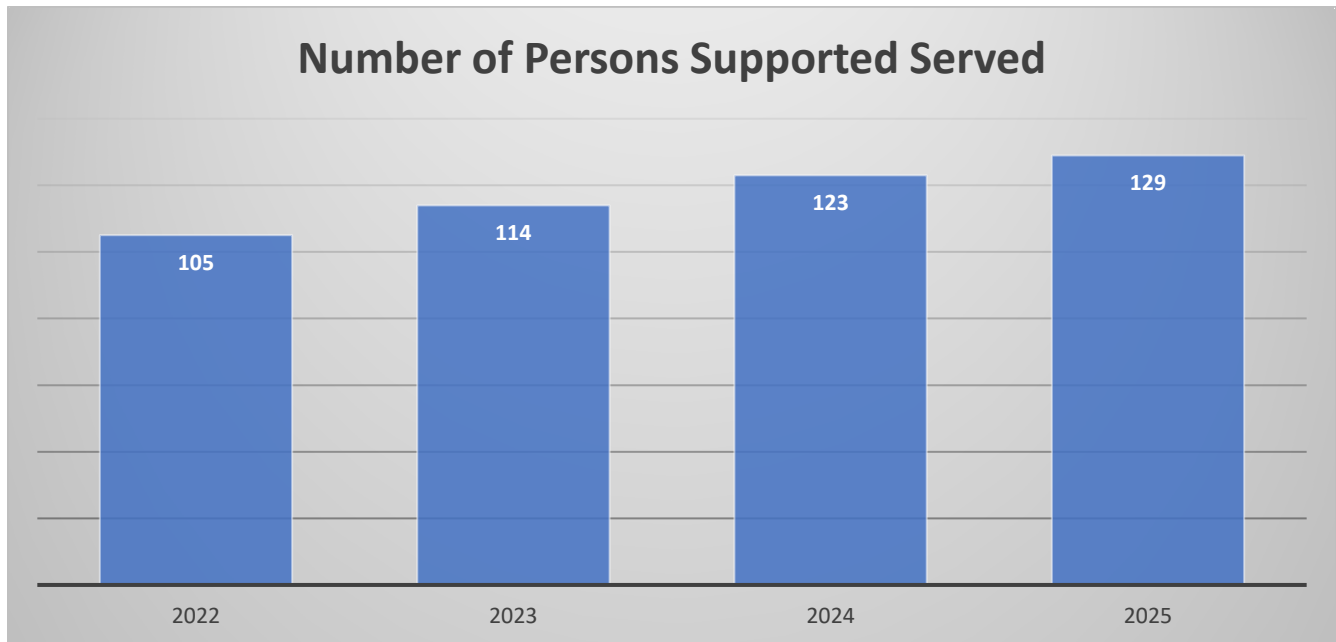
Persons we support were asked what the most important service direction were for each of them and here is what they had to say....

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

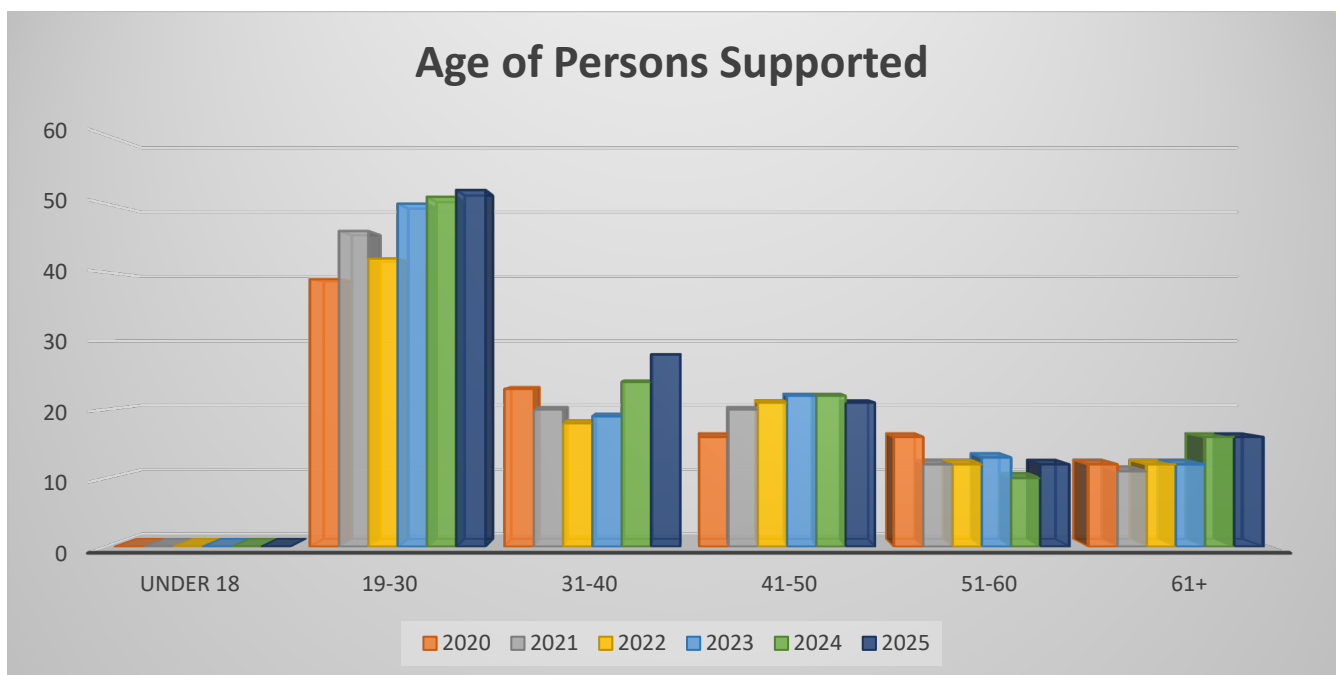


Demographics for Persons Supported

Demographics represented below are based on data from 2022 to 2025. SACL strives to be inclusive and constantly examines its methods and reporting.

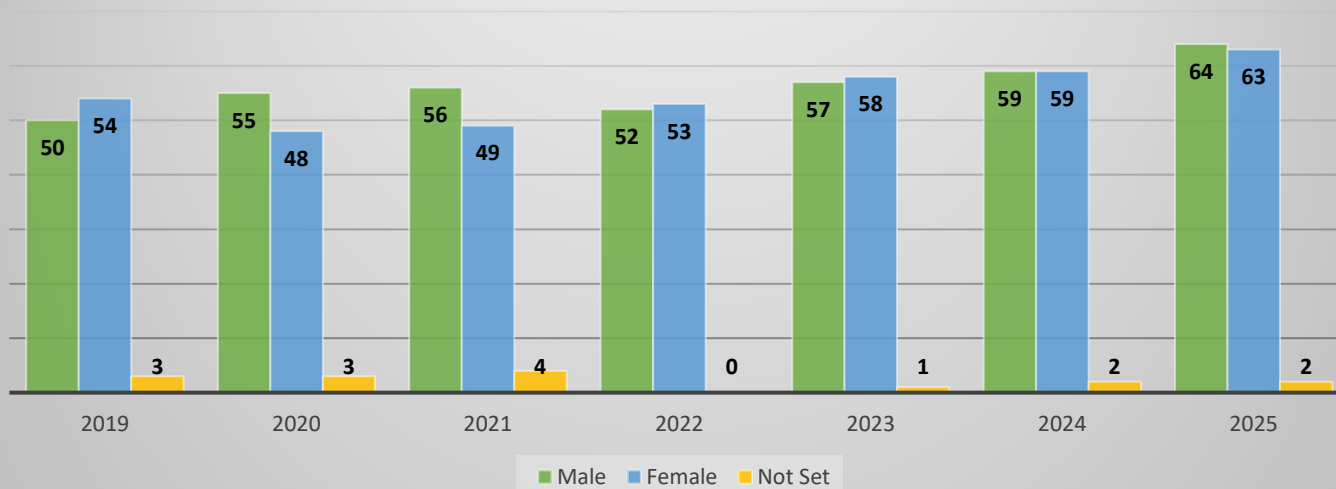


129 Persons Supported initiated services with SACL from January 1, 2025 to December 31, 2025. This is an increase from 2024, in which 123 people were served.



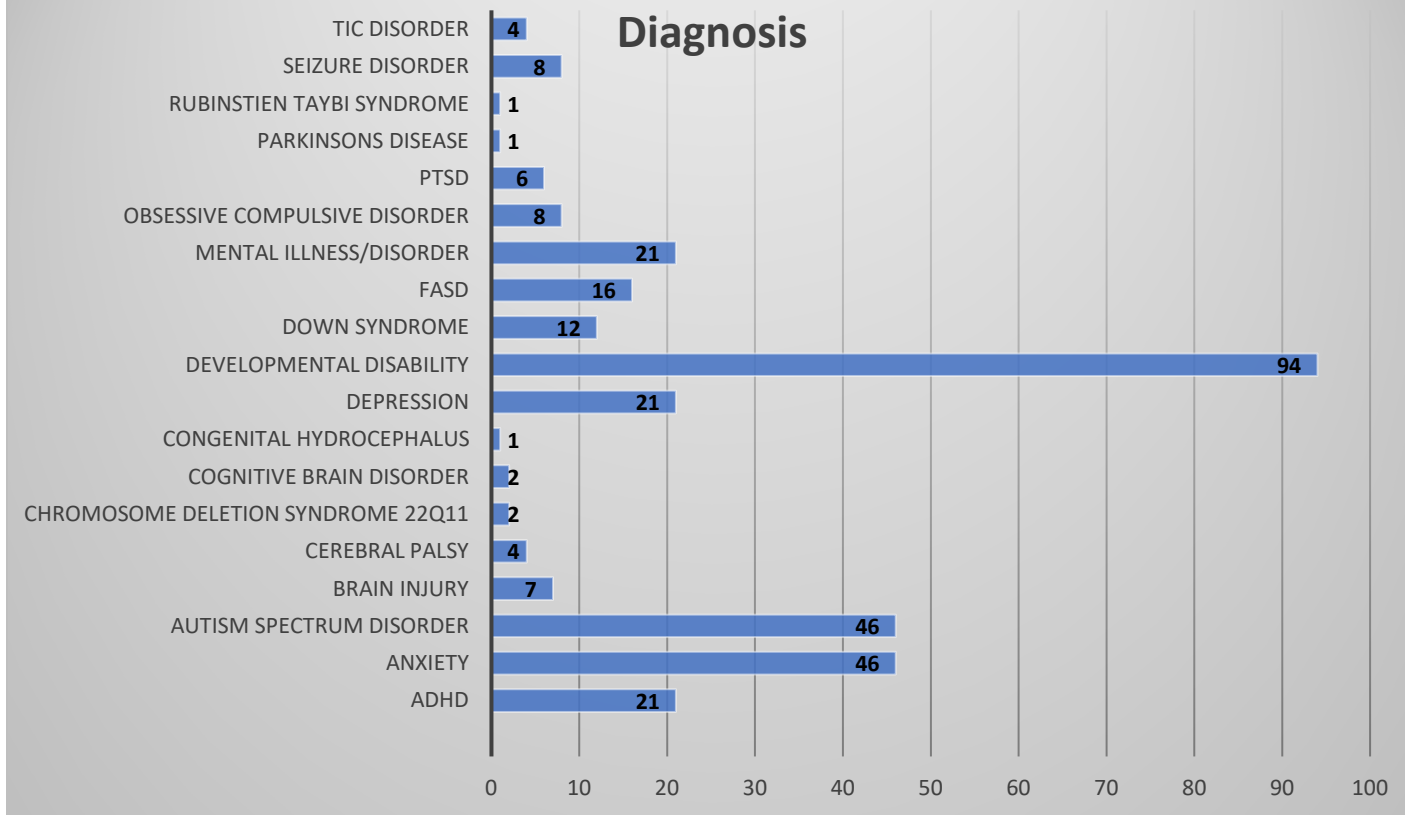


Gender of Persons Supported

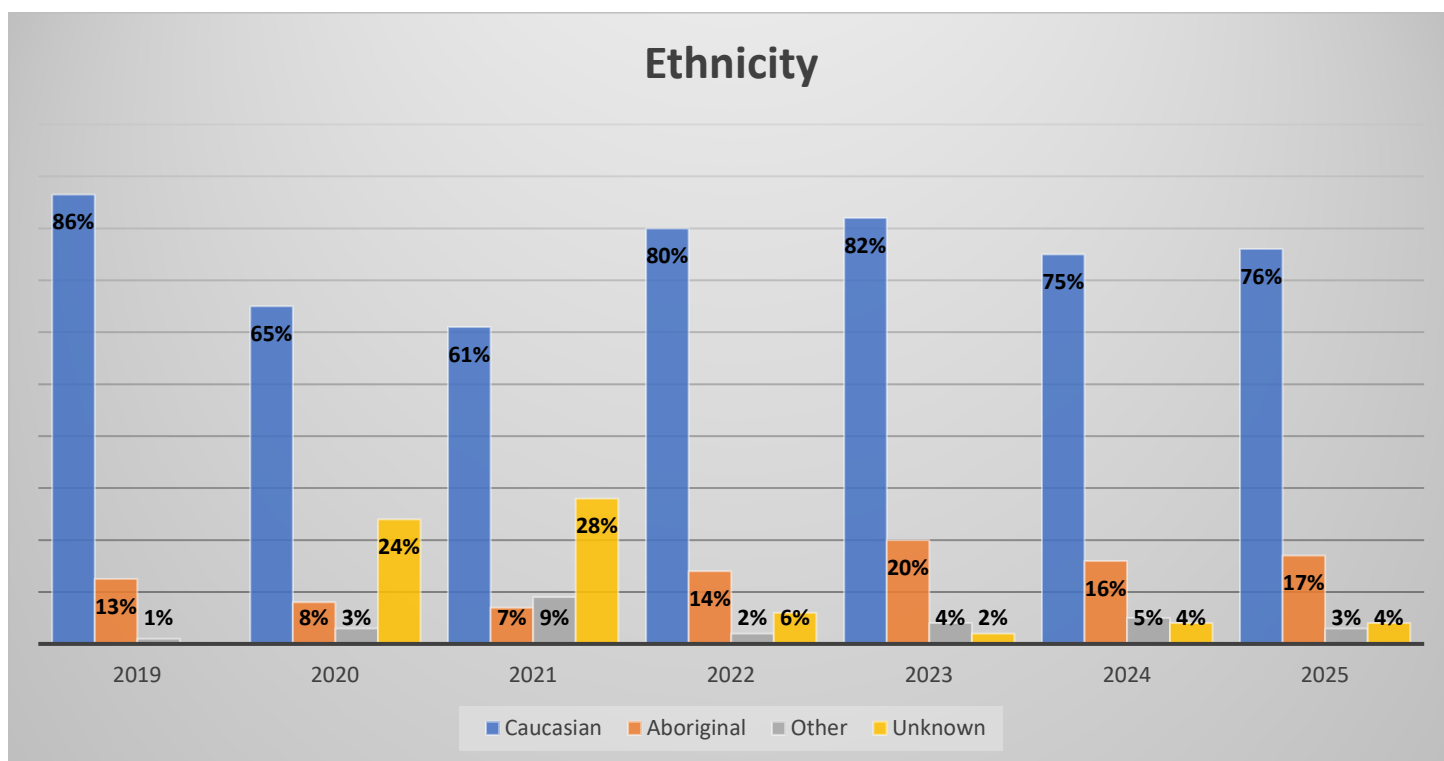


In 2025, there was an increase in male and female genders accessing SACL services.

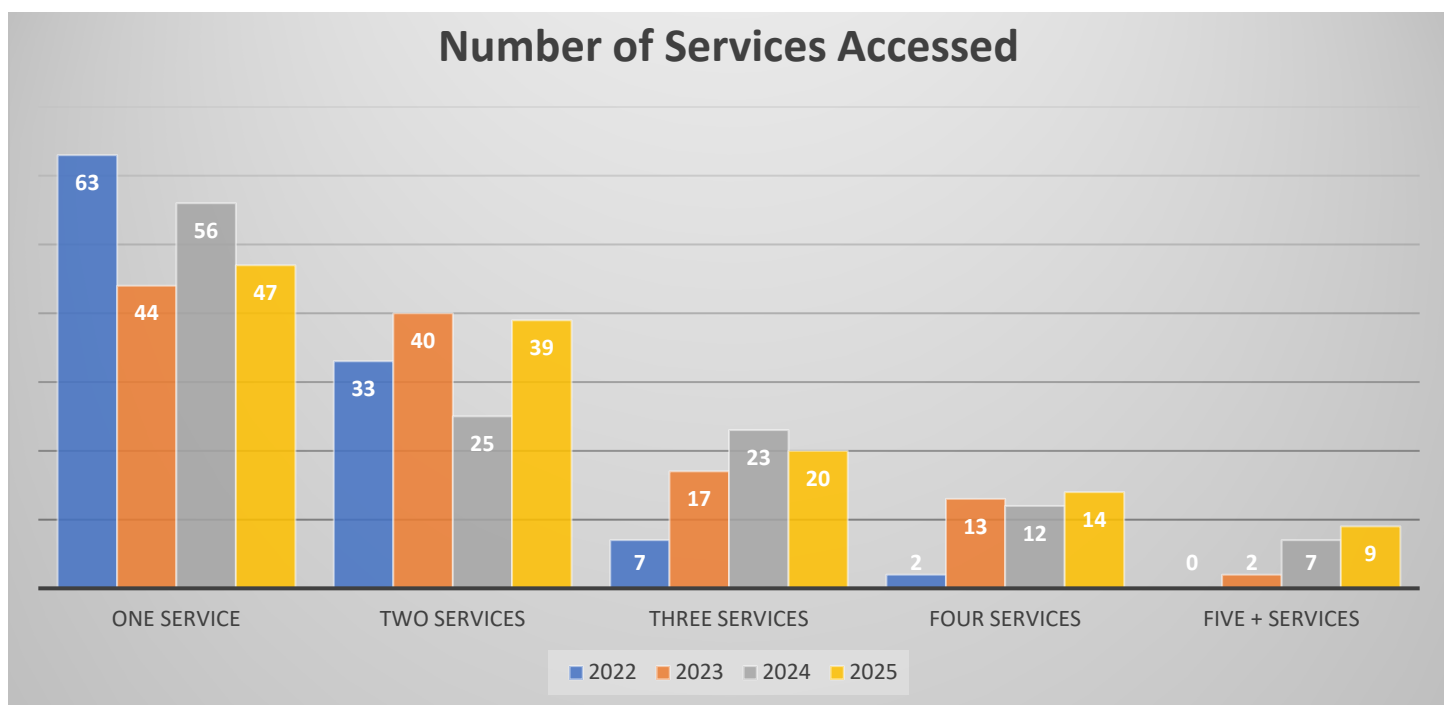
Diagnosis



In 2025, developmental disabilities continued to be the most prevalent for the persons we support.



In 2025, individuals identifying as Caucasian continue to be the most prevalent served at SACL.



SACL provided services to 129 individuals between January 1, 2025 and December 31, 2025. Of those individuals, 82 (up from 67) 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 community partners 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, 2025 and December 31, 2025, SACL provided 92 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, 2025 to December 31, 2025, SACL Community Employment Services provided Job Development Services to 21 individuals and Employment Supports to 26 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, 2025 and December 31, 2025, SACL provided 13 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, 2025 and December 31, 2025, 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, 2025 and December 31, 2025, 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



2025 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	Finance, Executive Director	0 or above	In 2025, SACL ended the fiscal year with a \$94,870 revenue. Target met.
Fundraising To maintain or increase revenue from fundraising initiatives	% difference of fundraising profits	Agency	Annually	Audited Financial Statement-Statement of Operations – 2025, Quarterly Financial Reports	Finance, 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 2025, Donations/fundraising was \$10,583. Target met.
Human Resources Reduce Overtime paid	% difference of overtime paid	Agency	Annually (Calendar yr.)	ComVida Overtime reports	Finance, Executive Director	10% Reduction	2021 – OT hrs – 194 2022 – OT hrs – 515 2023 – OT hrs – 442 (down 14%) 2024 – OT hrs – 137 (down 69%) 2025 – OT hrs – 41.33 (down 70%) 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: <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> - PS were not able to participate due to shortage of staff. At the Food Bank PS were not able to attend 7 times in 2025. At the Thrift Store PS were not able to attend 7 times in 2025. 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. Regarding Communication with caregivers/parents - The reason why the percentage is low on staff calling parents/caregivers as the staff were not recording in the caregiver contact notes. Staff were given keyworker checklists so this will help them remember to provide a caregiver contact note whenever they communicate either by email, in person, phone or text.							
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 2025, 49% (down from 64%) of Persons Supported achieved their expected outcomes from their PCP. Target not met
Efficiency							
Maintain program capacity	% of unused contract hours	Service Level Hours	Quarterly/Annually	Service Level Report	Services Manager Finance	0%	In 2025, there was 87% (down from 88%) usage of service level hrs, 13% (up from 12%) were not used. Target not met
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%	In 2025, 98% attendance was achieved. Target met



Increase communication with caregivers/parents	% of caregiver contact notes to Person Supported	Person Supported/ Caregivers/ Parents	Monthly	Caregiver contact notes in each Person Supported file in Nucleus.	Service Manager/Key workers/Team Leader	80%	37% Parents/Caregivers were contacted throughout the year. Target not met
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 2025, 92% (down from 93%) of Persons Supported indicated overall satisfaction with SACL services Target met
Community Partners & Families/Caregivers to maintain overall satisfaction of services (Note: data for Families and Community Partners collected is for SACL services, not specifically CI)	% of Community Partners & Families indicating overall satisfaction of service	Community Partners & Families (Including families & Employers)	Annually	Satisfaction surveys Summary (S drive)	Quality Assurance Coordinator	90%	In 2025, 100% Community Partners indicated overall satisfaction with SACL services. Target met 80% (down from 87%) of Families/Caregivers indicated overall satisfaction with SACL. Target not met



Service Delivery Standards Results - Community Employment Services (Job Development)							
Objective	Indicator	Who/What Applied To	Time of Measure	Data Source	Obtained By	Target	Results
Manager Comments:							
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 2025, 14 (up from 9) jobs annually Target met.
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 2025, reporting methodology changed. Data not available.
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	15	In 2025, 17 (up from 9) certificates were obtained. Target met.
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 2025, 100% (up from 92) of Persons Supported indicated overall satisfaction with SACL Job Development Services Target met.
Employers	% of Employers indicating overall	Employers	Annually	Satisfaction surveys	Quality Assurance Coordinator	90%	In 2025, 100% of Employers indicated overall satisfaction with SACL services

ChatGPT or Copilot may have been used to check for spelling and grammar errors and enhance language clarity. All suggestions are reviewed individually and final decisions on all edits are made by the writer.



To maintain overall satisfaction of services	satisfaction of service						Target met.
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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:							
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 2025, 87% (up from 76%) of those Persons Supported indicate satisfaction with their current employment opportunity. Target met.
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%	In 2025, 82% (up from 81%) of Persons Supported maintained employment for more than 6 months. 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. PS get to work without assistance of SACL support,	Persons Supported	Bi-Annually	Employment plan Service Delivery Objective Tracking	Services Manager Employees	33%	In 2025, 96% (up from 70%) of Persons Supported are able to access independent modes of transportation to attend work. Target met.
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 2025, 94% (down from 100%) of Persons Supported indicated overall satisfaction of Employment Support Services Target met.
Employers To maintain overall satisfaction of services	% of Employers indicating overall satisfaction of service	Employers	Annually	Satisfaction surveys (S drive)	Quality Assurance Coordinator	90%	In 2025, 100% of Employers 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							
To support Person Supported to access the community independently.	% of outcomes obtained by Persons Supported	Persons Supported	Bi-Annually	Excel Spreadsheet	Services Manager	25%	In 2025, 25% of PS accessed the community independently. In 2024, there was no data available. Target met.
Efficiency							
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Agency global vacancy report	Services Manager	75%	In 2025, maintained 100% capacity throughout the year. This is consistent with 2024. Target met.
Services Access							
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%	In 2025, 75% of PS participated in at least one community group outing per month. Target met.
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 2025, 70% (down from 83%) Surveyed indicated overall satisfaction with Services Target met.
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 2025, 100% of Community Partners 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 2025, 90% (up from 81%) 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 2025, 94% (up from 93%) 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 2025, 1 (up from 0) new home share provider was attained. Target met.
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 2025, 89% (up from 88%) of Persons Supported indicated overall satisfaction with Home Share Services. Target not met.
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 2025, 100% of Home Share providers indicated overall satisfaction with SACL services and supports. Target met.



Satisfaction Survey 2026 (For the 2025 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 2026, 10 different surveys adapted to each service area or its community partners, were distributed to 381 people and/or organizations. The purpose of these surveys was to gather feedback concerning SACL Services for the 2025 service year. The surveys were designated as follows:

1. Community inclusion - Persons Supported
2. Employment Supports – Persons Supported
3. Job Development – Persons Supported
4. Supported Living/Community Housing- Persons Supported
5. Home Share Services - Person Supported
6. Employers of Persons Supported
7. Home Share Services – Service Providers
8. Community Partners (Volunteers, board members, funders, associates, etc.)
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.

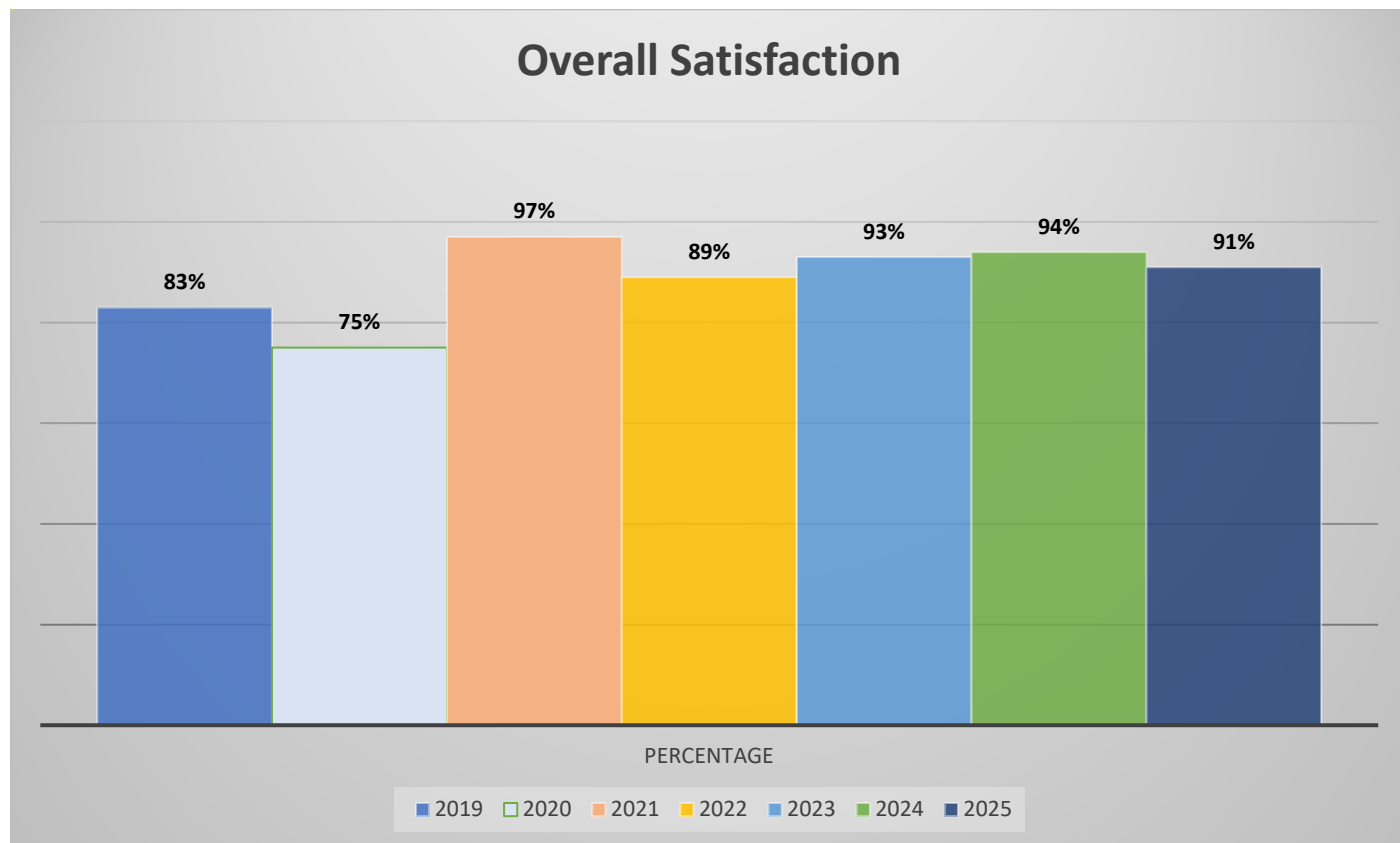
A timetable of data collection, review, analysis, and action improvement has been developed, continually updated, and improved upon according to CARF Accreditation & Funder requirements, and in accordance with identified trends from the analysis of the data collected. Identifying factors such as Persons/Departments 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 2025

Overall Satisfaction

In 2025, Overall satisfaction was 91% (down from 94%).



Service Area Overall Satisfaction

In 2025, Overall satisfaction

- Employees indicated an 87% satisfaction rating, a 7% decrease in overall satisfaction.
- Families and caregivers for all areas indicated an 80% satisfaction rating, a decrease of 7%.
- Persons Supported accessing CI services indicated a 92% satisfaction rating, a 1% decrease in overall satisfaction.
- Persons Supported accessing CES services indicated a 96% satisfaction rating, the same as 2024.
- Persons Supported accessing SL/CH services indicated an 70% satisfaction rating, a 13% decrease in satisfaction.
- Persons Supported accessing HS services indicated an 89% satisfaction rating, 1% increase in satisfaction.
- Home Share Providers indicated 100% overall satisfaction rating and is consistent with 2024.
- Employers of Persons Supported indicated a 100% satisfaction rating and is consistent with 2024.
- Community Partners indicated 100% overall satisfaction rating and is consistent with 2024.



EMPLOYEE SATISFACTION

Feedback from SACL Employees

For the 2025 service year, employees' input indicated **87%** (down from 100%) overall satisfaction. It should be noted that **13%** indicated a neutral response.

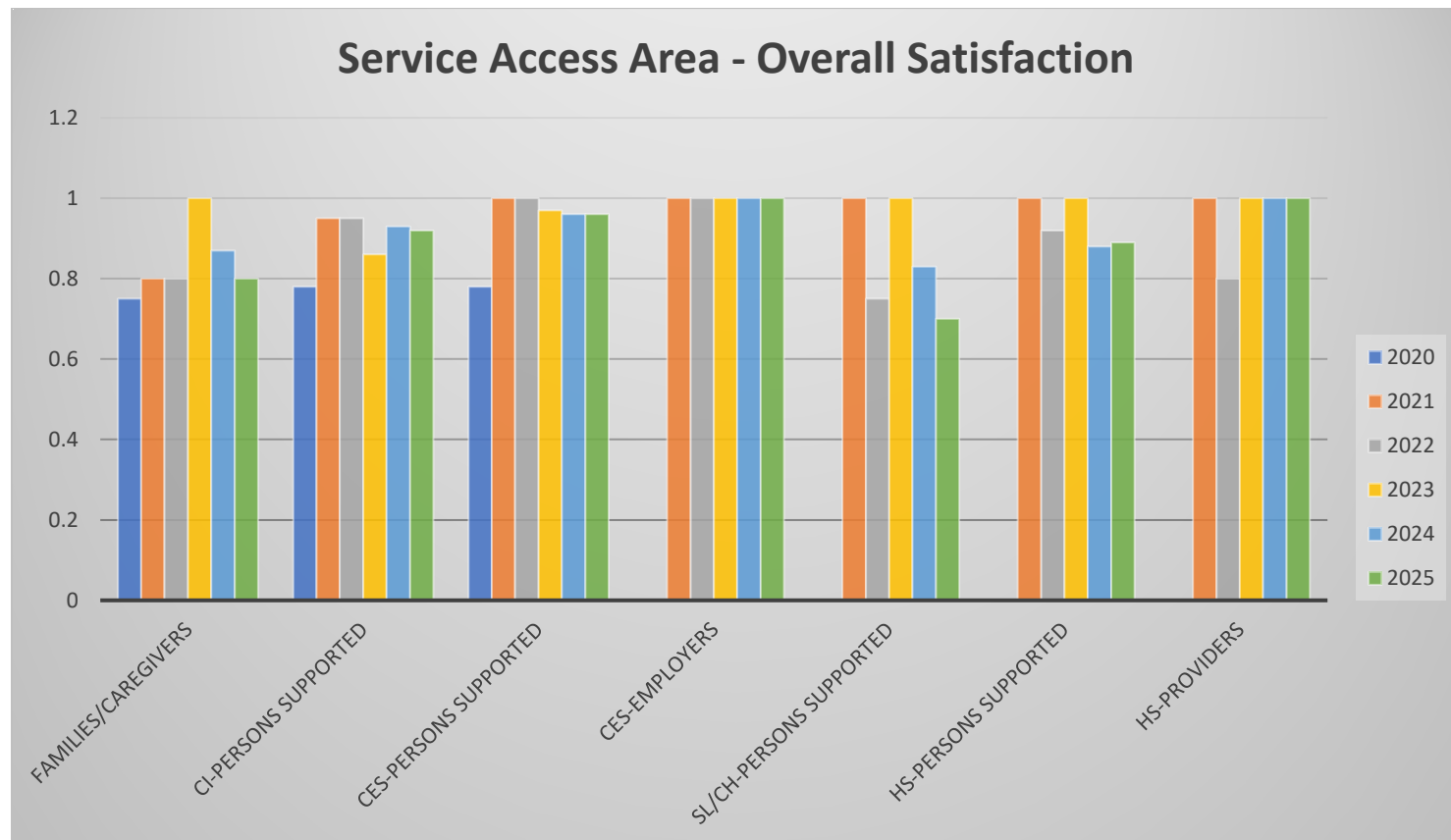
Comparing 2024 to 2025 - Progress and Areas Needing Improvement or Review

The SACL Satisfaction Survey Summary for 2025 Services completed by employees indicated areas with significant (+/- 10% in satisfaction) change:

1. How could SACL help its teams work together better? (new question)
 - a) **40% of staff chose Communication** i.e. workshops, emails, discussions, etc.
2. SACL demonstrates a commitment to diversity. (Diversity is defined as differences due to cognitive or physical ability, culture, ethnicity, language, religion, economic status, gender, age, or sexual orientation.)
 - b) **84.78% (down from 95%)**
3. My employee performance evaluations are fair.
 - c) **93.48% (up from 80%)**
4. My employee performance evaluations are consistent.
 - d) **93.48% (up from 80%)**
5. SACL responds to Staff complaints and suggestions in a timely manner.
 - e) **58.7% (down from 76%)**
6. SACL provides appropriate access to the technology you need to fulfill your job requirements (computers, printers etc.).
 - f) **76.09% (Down from 88%)**



Service Access



Overall satisfaction with SACL services remains strong, with most respondent groups reporting satisfaction rates above 90% in 2025. Satisfaction among community partners was particularly strong, with both Employers and Providers reporting 100% satisfaction. Satisfaction among Persons Supported remained high in Community Employment Services (96%) and Community Inclusion (92%). Areas for improvement include satisfaction among Families/Caregivers (80%) and SL/CH Persons Supported (70%), which experienced declines compared to previous years. Overall, the results demonstrate strong satisfaction across SACL service areas while identifying opportunities to enhance the experience of some Persons Supported and families/caregivers.

When asked if they felt that SACL identified and addressed accessibility barriers, 99% of respondents surveyed agreed or responded neutrally. This is consistent with 2024.

Architectural Barriers

2025 Findings

No architectural barriers were identified in the 2025 Satisfaction Surveys. Accessibility Checklists identified three outstanding concerns: inadequate colour contrast on door frames at Admin/CES, inadequate stair nosing contrast at 1st Avenue, and a missing grab bar beside a toilet in Community Inclusion.

2026 Actions

Address identified accessibility features through environmental modifications, including improved visual contrast and installation of a grab bar.



Environmental Barriers

2025 Findings

93% of Families and Caregivers agreed that services were provided at locations that met the needs of Persons Supported, an increase from 80% in 2024. However, 59% of Community Inclusion respondents reported the space was too crowded, up from 36% in 2024. Additionally, 25% of Persons Supported reported barriers to accessing services, compared to 23% in 2024. Accessibility Checklists identified concerns related to noise, distractions, unsecured mats, fragrances, and accessibility signage.

2026 Actions

Continue implementing strategies to reduce noise and distractions, improve safety within program spaces, and address accessibility concerns identified through inspections and feedback.

Attitudinal Barriers

2025 Findings

No attitudinal barriers were identified through Satisfaction Surveys or Accessibility Checklists.

2026 Actions

Continue promoting inclusive and respectful practices throughout the organization.

Financial Barriers

2025 Findings

64% of respondents reported satisfaction with available funding. Feedback identified concerns regarding transportation funding, mileage, programming resources, training opportunities, and overall service funding. Accessibility Checklists also identified concerns regarding insufficient funding for services.

2026 Actions

Continue advocacy with CLBC and pursue fundraising opportunities to increase funding available for services, transportation, activities, and employee development.

Employment Barriers

2025 Findings

The most frequently identified employee concern was pay and salary, representing 26.23% of responses. Despite this, 29.51% of respondents indicated there was nothing they disliked about working at SACL. Accessibility Checklists confirmed the availability of flex time, job sharing, and part-time work opportunities.

2026 Actions

Continue supporting flexible work arrangements where operationally feasible and maintain recruitment and retention strategies.

Communication Barriers

2025 Findings

25% of Persons Supported reported barriers to accessing services, with communication identified as one factor. Home Share Provider satisfaction decreased in several areas, including responsibilities as a Home Share Provider (down 33%), standards and regulations (down 17%), authorization for decision-making (down 17%), and resolution processes (down 17%). Employee feedback indicated that 40% believed additional communication supports, workshops, discussions, and team-building opportunities would improve teamwork, up from 27% in 2024. Accessibility Checklists also identified that not all organizational documents are written in plain language.



2026 Actions

Continue providing Home Share resource binders, strengthen communication practices, support employee engagement initiatives, and continue converting documents to plain language.

Technology Barriers

2025 Findings

90% of Persons Supported agreed or responded neutrally that SACL provides access to technology when required, down from 97% in 2024. Employee satisfaction regarding technology software and management systems improved to 93%, up from 76% in 2024. However, employee satisfaction regarding access to technology needed for work decreased to 93%, down from 98% in 2024. Accessibility Checklists identified no website accessibility concerns.

2026 Actions

Continue monitoring technology needs, addressing equipment concerns, and improving access to computers and other workplace technology

Transportation Barriers

2025 Findings

Transportation was not identified as a significant barrier. However, 25% of Persons Supported reported barriers to accessing services, and comments included concerns related to public transit availability and transportation equipment. Accessibility Checklists did not identify transportation barriers.

2026 Actions

Continue supporting Persons Supported in accessing available transportation options and monitor transportation-related concerns.

Community Inclusion Barriers

2025 Findings

No Community Inclusion barriers were formally identified. However, Families and Caregivers reported the lowest ratings in the areas of increased use of natural supports (46%), educational development (46%), and access to non-disability-related resources (44%). Additionally, 100% of Employees, Families/Caregivers, Community Partners, and Home Share Providers agreed or responded neutrally that SACL demonstrates a commitment to inclusion and diversity.

2026 Actions

Continue promoting community inclusion opportunities, natural supports, educational development, and access to community resources.

Other Barriers

2025 Findings

No other barriers were identified through Satisfaction Surveys or Accessibility Checklists.

2026 Actions

Continue monitoring for emerging accessibility barriers through surveys, feedback, and annual Accessibility Checklists.



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:

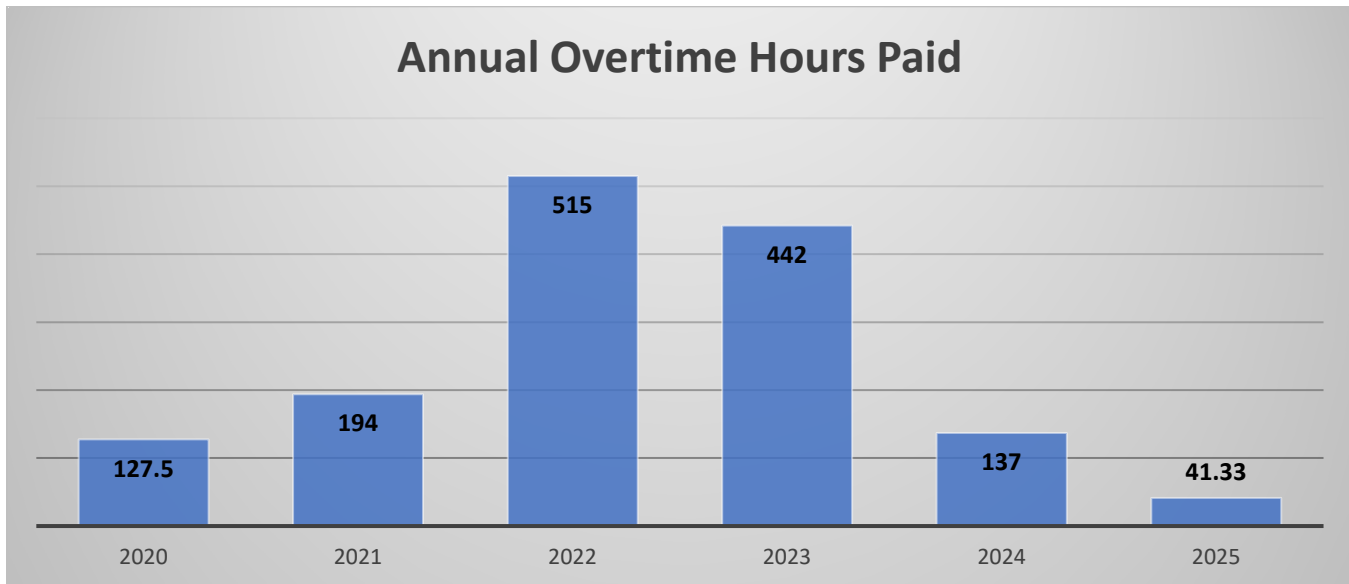
- Strategic Plan
- Risk Management Plan
- Accessibility Plan
- Technology Plan
- Performance Measurement & Improvement Plan
- Complaint Process (Persons Supported/Stakeholder)
- Complaint/Suggestion Process
- Financial Reports
- Audited Financial Statement
- Board/ED Compliance Reports
- Annual General 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

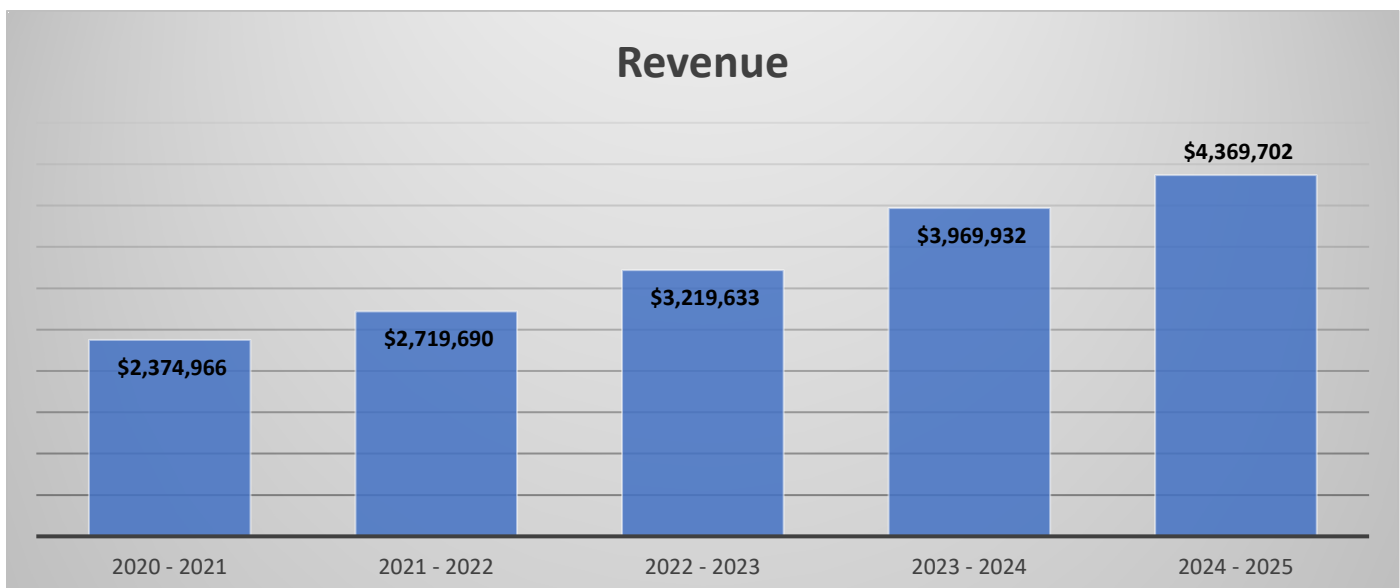
Overtime

Overtime hours peaked at 515 hours in 2022, likely reflecting staffing shortages, employee absences, and recruitment challenges being experienced across the sector at that time. Since then, overtime has steadily declined, reaching 41.33 hours in 2025. This improvement suggests increased workforce stability, enhanced recruitment and retention efforts, and more effective scheduling practices.



Revenue

SACL continues to advocate for increased funding from CLBC to support service growth and meet rising community needs. In fiscal year 2024 - 2025, SACL reported total revenue of \$4,369,702, an increase of \$399,770 (10.1%) from \$3,969,932 in 2024.





SACL experienced consistent revenue growth between 2020–2021 and 2024–2025. Revenue increased from \$2.37 million to \$4.37 million during this period, representing an overall increase of 84%. The continued growth reflects expanded services, increased funding, and the SACL’s ability to respond to growing community needs. In 2024–2025, revenue increased by a further 10.1%, demonstrating ongoing financial stability and capacity to support service delivery.

During the same period that revenue increased, the number of persons supported also grew, demonstrating that increased funding has enabled SACL to expand services and meet rising community demand. In 2025, SACL supported 129 individuals, compared to 105 in 2022.



Fundraising

SACL ensures fundraising activities follow Federal, Provincial, & Municipal laws, CARF Requirements and SACL's ethical fundraising policies and practices. SACL fundraising efforts for 2025 resulted in a total of **\$60,060.44** (down from \$113,481.91) raised.

Fundraising/Donations - \$5,810.44

- Faster than Light **\$2,400.00**
- Arlene Smith **\$96.00**
- Grillers Meats **\$316.00**
- Arlene Smith **\$133.44**
- Co-op Forest Products **\$1,000.00**
- Serenity Now Landscapes **\$200.00**
- Browning Electric **\$1,000.00**
- Helen Hall **\$100.00**
- Jan Loos **\$192.00**
- Rita Chu **\$477.50**
- Maxine Davis **\$95.50**

Grants - \$54,250.00

- United Way Work Experience Opportunities Grant **\$5,000.00**
- BC Social Care Training - Supervisor Training Project **\$9,250.00**
- SASCU Workday Warriors - SASCU **\$40,000.00**



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 also use the Porting option per the collective agreement to attract qualified staff but in 2025 we never used this porting option.

Staff turnover and extended leave of absences have continued to be obstacles for maintaining the integrity of service provision in 2025. We still have some staffing issues regarding staff on sick leaves and WSBC leaves. Safety is everybody's business and all staff are encouraged to bring up any safety concerns or risk management concerns vis-à-vis persons supported to their manger and or our joint occupational safety committee should the employee feels the matter has not been addressed fully.

SACL hired 16 persons in 2025 and 15 persons exited the organization. 1 staff retired; 2 staff on probation left as they had second jobs and could not meet availability requirements; 1 staff on probation was unsuccessful; 3 staff moved, 4 left for other jobs, 3 left unknown reasons and one left as their new workplace was specific to their other job and could no longer work for SACL.

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. In 2025 we hired 3 male staff at our organization but 3 male staff also left. This continues to be a goal.

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. We continue to do this and we are planning at least 2 informational luncheons in the coming year. Currently, we have 6 persons on this committee including one board member.

In 2024 we were investigating and wanting to join the Rural Community Immigration Pilot initiative. The program was put on hold and re-opened in 2025. We applied in May 2025 to become part of this pilot. On May 6, 2025 we became a designated employer able to participate under priority sector 4 (education, law, social, community and government services). To date we submitted four applications for existing staff, two have received their permanent residency and 2 are still pending decisions. This program assists our organization in finding qualified staff in this



field in our sector and supports persons looking to become permanent residents and productive members of our North Okanagan area.

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 community Partners

2025 - Completed Items (2026 Technology Plan for 2025 services)

1) 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.

In Mar. 2025, text to speech was available on the SACL website. We continued to work on minor issues. As of Nov. 2025, it was running smoothly.

Target Met

2) 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.

May.16.25, A simulation was done with administration - Some passed and some didn't. Lesley took a course through FTL to see if pertinent staff should take and it was decided to not do at this time. A set of lessons was to go out prior to simulation, but it didn't. This is a great base line. There is training available that is competency based. It can be pricey. FTL reported that we did a trial run, but did not proceed with the regular program. The Executive Director reports that the Human Resources Manager took the training and didn't feel it added much more to the current training and was expensive.

Chose not to move forward

3) 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.

HR Manager reports we have been doing this since Feb.2025. Oct.16.25 HR Manager added line to change of position checklist for updating Nucleus access as required.

Target Met

4) Strengthen encryption for Adobe and Microsoft systems

Adding "John the Ripper" software, as recommended by Cory Booker (FTL). Mar.4.26, FTL reports that both Adobe and Microsoft have improved their encryption in recent years so this was unnecessary.

Chose not to move forward. N/A



5) Improve security in the case of email attackers.

Provide an application to ensure recipient's email password is not retrievable by attackers. As recommended by Cory Booker (FTL). 1password was implement in 2024 and meets this need.

Target met

2026 - Items to be Completed (2026 Technology Plan)

1) Create a simple process to track all technology devices when they are purchased.

A device tracking log and clear procedures are created, and all new devices are recorded.

Administrative time to set up the process and coordinate with FTL reports.

Target - September 2026

2) Review and update important technology policies (acceptable use, passwords, MFA, and AI use).

Policies are reviewed, updated if needed, and approved by leadership. Time from Technology Committee, leadership and Human Resources, and possible consultation with IT.

Target - December 2026

3) Ensure we continue to meet CARF, CLBC, and cyber insurance technology requirements.

Requirements are reviewed and any needed actions are completed during the year. Administrative oversight and coordination with our IT provider.

Target - Ongoing in 2026

4) Review all technology tools and subscriptions to ensure they are necessary, secure, and cost-effective.

Annual review completed and unnecessary tools or subscriptions identified. Leadership review time and consultation with IT provider or vendors.

Target - November 2026

5) Technology Committee to review how teams communicate and recommend a standard platform (e.g., Teams, Outlook).

A recommendation is provided that includes cost, usability, and risks. Technology Committee, IT input, and comparison of available tools.

Target - October 2026

6) Technology Committee to review how the organization stores documents and determine whether SharePoint or OneDrive or another platform should replace or support the current shared drive.

A clear recommendation and implementation plan are approved by leadership. Microsoft expertise, review of current system, and a pilot group.

Target - November 2026



Health & Safety

The SACL Joint Occupational Health & Safety Committee operates in accordance with WorkSafeBC Occupational Health and Safety Regulation requirements and supports the organization's Internal Responsibility System. It consists of equal representation from employer and worker representatives. In 2025, membership included:

- Employer Representatives: Joanne Reitan (early 2025), Kirstyn Allen and Cheryl Ludeman
- Worker Representatives: Jenn Wallis (early 2025), Ashleigh Egeland and Amanda Reidford
- Worker Alternate: Cara Hanssens (early 2025), Teaira Vigue (later in 2025 prior to her leave)

The committee's mandate is to identify, evaluate, and address workplace health and safety concerns, promote safety awareness, and support compliance with occupational health and safety legislation and regulatory requirements. The committee provides a forum for consultation and collaboration between workers and management regarding workplace safety.

During 2025, the committee reviewed and monitored relevant updates to occupational health and safety standards, including:

- Updates related to mental disorder claim policies, which impact the recognition and management of psychological workplace injuries.
- Emergency planning requirements involving hazardous substances, including ensuring appropriate preparedness and response procedures.

The committee continues to monitor regulatory updates to ensure the organization remains aligned with current occupational health and safety requirements.

During the early part of 2025, the committee experienced challenges maintaining consistent union representation at scheduled OH&S meetings.

Contributing factors included:

- Scheduling conflicts affecting attendance
- Limited awareness among some representatives that time away from regular duties can be requested to participate in OH&S committee meetings

These challenges improved later in the year as new members joined the committee and meeting schedules were adjusted to better accommodate availability.

Administrative delays related to union voting processes for committee appointments also created challenges in maintaining consistent representation. Despite these challenges, the committee successfully maintained regular monthly meetings in compliance with OH&S regulatory requirements.

Key accomplishments during 2025 included:

- Development and distribution of an Occupational Health & Safety Newsletter
- Continued timely review and response to health and safety concerns
- Ongoing collaboration between worker and employer representatives to support workplace safety initiatives

These activities contributed to strengthening safety awareness and communication across the organization.



Throughout 2025, the committee carried out the following activities:

- Conducted monthly Joint Occupational Health & Safety Committee meetings
- Reviewed workplace safety concerns, incidents, and hazards
- Supported compliance with WorkSafeBC regulations and internal safety policies
- Ensured committee members maintained required training in accordance with the Terms of Reference
- Promoted workplace safety awareness initiatives, including the introduction of the SACL OH&S Newsletter

The committee remains committed to continuous improvement in occupational health and safety practices and to maintaining a safe and healthy workplace for all employees.



2026 ACTION PLAN

Agency & Business Objectives						
Objective	Indicator	Applied To	Time of Measure	Data Source	Obtained By	Target
Executive Director's Comment: The contractors we'd selected to organize a large fundraising event didn't work out; however, it resulted in no money lost for the organization and plans to engage a new contractor remain a priority.						
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	Finance, Executive Director	0 deficit or better
Contract with someone to raise funds through a large annual event	Contract is awarded	Agency	Annually	Signed contract	Executive Director, Human Resources	1 person contracted
Improve employee mental health & well-being while reducing the financial impact of workplace psychological injury claims.	Total dollar value of WorkSafeBC (WSBC) surcharges attributable to mental health-related claims.	Agency	Annually	WSBC surcharges	Finance, Human Resources	10% reduction from the 2026 baseline by the end of 2027.



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/Finance	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	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%
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%
Community Partners To maintain overall satisfaction of services	% Community Partners indicating overall satisfaction of service	Community Partners	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: Effectiveness - Although this target was met, I feel 1 job quarterly with 4 jobs annually is a reasonable target for this given our small community, and limited number of referrals.						
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	1 job quarterly or 4 jobs annually
Efficiency						
Individuals move from Job Supports (JD) to Maintenance within six months, allowing space for new referrals as per the CLBC Employment Best Practices Guidelines.	# of individuals who have moved from JD to Maintenance within six months.	Persons Supported	Monthly	PRE-Report	Services Manager	80%
Services Access						
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 Plan Service Delivery Objective Tracking	Services Manager Staff	10
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%
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 - 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%
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	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%
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
Manager's Comment: None.						
Effectiveness						
To support Person Supported to access the community independently.	% of Persons Supported who access the community independently at least 3x/month	Persons Supported	Bi-Annually	Excel Spreadsheet	Services Manager	25%
Efficiency						
Maintain full service capacity.	% of vacant spaces in service area	Spaces	Annually	Personal Service Plan	Services Manager	75%
Services Access						
To support Persons Supported to participate in an independent living skill	% of Persons Supported who participate in at least 2 independent living tasks per month	Persons Supported	Annually	Personal Service Plan	Services Manager	25%
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%
Community Partners To maintain overall satisfaction of services	% of Community Partners indicating overall satisfaction of service	Community Partners	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
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 spaces	Agency	Annually	Home Share provider list	Services Manager	1 Home Share space
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 Service Providers indicating overall satisfaction of service	Community Partners	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
- Community Partners
- Community Living BC
- The General Public

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

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