

Annual Report 2021-2022



Artist: Dan Tell



Artist:

2021 - 2022 Board of Directors



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Vision

Communities where every person lives with dignity and enjoys a full life.

Mission

Supporting people to live as full citizens.

Values

Respect

Community

Integrity

Accountability



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Thank you to our Donors

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Learning from the Past While Moving Forward

Hope and cautious optimism characterized the early part of the year. The COVID-19 infection rate had started to decline in the spring of 2021, and the availability of vaccines gave us hope that we would soon return to past life without masks, COVID-19 protocols and worry. However this was not the case, but we knew we had to keep moving forward. Although some relief came with the decline in the infection rate and the availability of vaccines, COVID-19 continued to dominate our time and demand our resources throughout the year. The late fall and winter months saw a significant increase in infection rates with the arrival of the Omicron variant. This placed immense pressure on the resources of the organization that had an impact on the delivery of some services. Although these were very difficult times, the new variants, combined with the high vaccination rate in BC, provided some relief from the severity of the disease.

As the severity of COVID-19 waned, we also shifted to new ways of thinking about how we viewed and managed the pandemic. The past is not our goal. It appears that COVID-19 will be with us for some time, and we must learn to live with this reality while we move forward.

Although the pandemic interfered with many of our hopes and plans for the year, it did not prevent us from proceeding with existing initiatives and embarking on some new projects.

Commission on Accreditation of Rehabilitation Facilities (CARF) Accreditation Survey – In November of 2021 CLS underwent its 5th CARF Accreditation Survey. CARF is an international accrediting body that evaluates the quality of social services in BC. CLS was pleased to, once again, receive the maximum 3-year accreditation award.

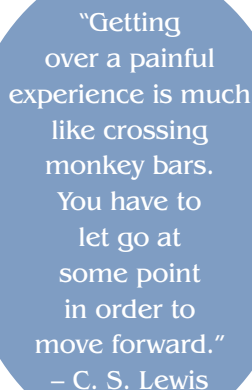
Housing Partnerships & Ross Road Redevelopment – BC, and especially the Lower Mainland, continues to experience a housing crisis. The brunt of this crisis is often more keenly felt by

the people we serve who require affordable and/or accessible housing. CLS has embarked on several initiatives to help address the housing needs of the people we support. For the last number of years, CLS has partnered with housing providers to gain access to existing and new housing at low-income rates. This year, we assisted three more individuals to move into their own apartments. We are also looking forward to assisting another 5 people to move into a new condominium building in the summer of 2022.

As the population ages, so do the people we support. Increasingly, we are challenged to support people to age in place when their housing cannot accommodate their changing mobility needs. In 2021, CLS embarked on the redevelopment of one of our existing homes. Ross Road will be demolished and rebuilt as a fully wheelchair accessible home for four people. As we consider changes and redevelopment of other CLS homes, accessibility will be a priority in all future planning.

Aging in Place – In order to support people as they age, we must consider more than their housing needs. With this in mind, we have partnered with the BC CEO Network to create resource materials and tools to assist service providers, individuals, and families to plan for these later years. These materials will be available to service providers throughout the province in the fall of 2022.

We Deserve to Work Theater Project – The work on a new theater project “We Deserve to Work” continued throughout the year. Working with industry experts, a group of self-advocates are co-creating a theater production on the importance of employment for people with disabilities. Although some of the planning and development had to be conducted virtually, the theater troupe is on target to present their new play in November 2022 at the Massey Theater. This production is a partnership with the Canadian Institute for Inclusion and Citizenship at UBC, the Massey Theater and with the funding from the Vancouver Foundation.



“Getting over a painful experience is much like crossing monkey bars. You have to let go at some point in order to move forward.”
– C. S. Lewis

PotteryWorks and Studio 73 – In spite of the challenges this year, great things have continued at both art studios. Artists have gained greater recognition through their many opportunities to express themselves and show their work locally, provincially, and nationally.

Emergency Preparedness and Health & Safety – The advent of a world pandemic prompted us to reevaluate all health and safety and emergency preparedness policies and practices. In the last year, CLS overhauled and modernized all its policies, procedures, and practices. Partnering with experts in the field, we standardized equipment, supplies and policies across the organization to conform to best practices in emergency preparedness and health & safety.

Organization Restructuring and Modernization of Systems – The continued growth of CLS, coupled with a constantly evolving business environment, has led to the realization that we need to focus on the modernization of many of our electronic systems and the sustainability of our organizational structure. After several years of work, we are now approaching the completion of a new management structure that will provide a better foundation for future growth and advancements.

The pandemic highlighted the need for fulsome electronic systems to access information quickly and efficiently. In 2021 CLS began the process of evaluating and replacing several of our legacy systems. In the next year we will replace many of our Finance and Human Resource systems with more contemporary technologies.

Strategic Planning – In 2022 the Board of Directors began the process of developing a new Strategic Plan for CLS. A Strategic Plan sets the broad directions for an organization; it is a blueprint for the future. The Strategic Plan will identify goals and directions the organization will pursue over the next 3 to 5 years. The process of developing a Strategic Plan involves the input of the organization's stakeholders (e.g. supported individuals, families, employees, funders, etc.). During the early spring of 2022 CLS began engaging with our stakeholders in this process through focus groups, interviews, and surveys. After an extensive

consultation process, we hope to announce a new Strategic Plan for CLS in the fall of 2022.

Although this last year was, once again, a challenging year we were able to continue to move forward with work that will enhance the lives of the people we support.

In closing, we want to thank the individuals we support and their families for their understanding and flexibility during this very challenging year. As we endeavored to manage during this ever-evolving pandemic, we were aware that individuals and families were impacted. We also want to express our sincere gratitude to the CLS employees, Home Share Providers and the management team who continued to provide essential and quality services throughout these challenging times.



Janice Barr



Susan Powell



Leadership Team



Janice Barr
Chief Executive
Officer



Gillian Rhodes
Chief Operating
Officer



Laura Barroetavena
Chief Financial
Officer



Aaron McQueen
Director of Finance



Samantha Dickson
Director of
Projects and Policy



Roxanne Wiseman
Director of
Quality Assurance



Brenda Henderson
Director of Programs



Marcela Herrera
Director of Programs



Max Sumner
Director of Programs



Elke Tilgner
Director of Programs



Heather Jones
Director of Programs



Judy Wilson
Manager of
Human Resources



Vicky Pascoe
Manager of
Administration



Scott Baitz
Manager of Information
Technology



Spring Harvest

Strategic Plan



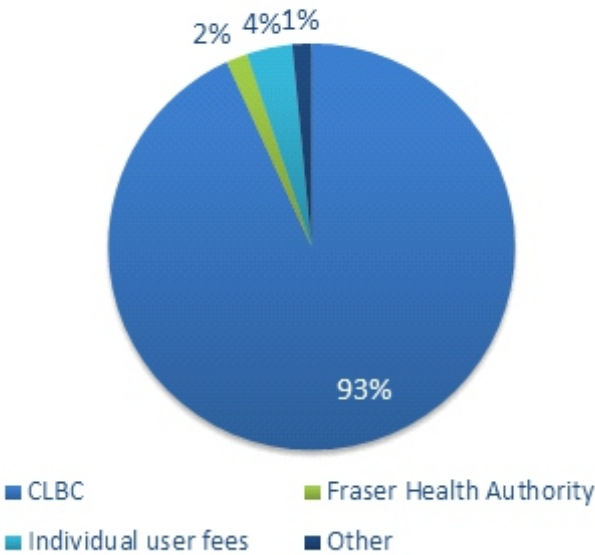
Finance Report

For the fiscal year ended March 31, 2022:

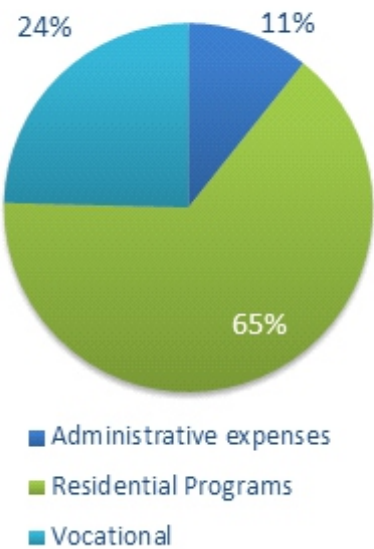
- Total operational revenues have increased from \$34,509,335 to \$34,625,717, an increase of 0.33% over the prior year. Approximately \$1.2M one-time payment was received in Fiscal 2021, as additional pandemic pay. The revenue increase in Fiscal 2022 is mainly due to the annual wage increase, funded from Community Living British Columbia (CLBC) contracts.
- Total expenditures have increased from \$33,998,474, to \$34,234,156, an increase of 0.69% over the prior year. This is mainly due to increased costs for employee wages and benefits, repairs and maintenance and technology modernization initiatives.
- Total operational revenues exceeded total operational expenditures for the year resulting in a surplus of \$3,300,311, which includes \$2,908,750 gain on land sale of the Yukon property. The operational surplus before the gain on sale of land was \$391,561 in Fiscal 2022.
- Consistent with Fiscal 2021, non-essential programs were temporarily interrupted as part of province-wide measures. All programs continue to move towards pre-pandemic levels.
- During the year, changes in capital assets are as follows:
 - o Three vehicles were replaced
 - o Yukon Property was sold

CLS continues to pursue operational efficiencies and systems improvements to sustain anticipated needs and to direct as much of our funding as possible to support individuals.

Revenues \$34.6M



Expenses \$34.2M





MS Rainbowish Vase



CB Heart



KL Dog Order

Projects and Initiatives

The past year has continued to be somewhat unpredictable and challenging across all areas of CLS operations and human resources, due to the ongoing global COVID pandemic, and particularly the Omicron variant that impacted us significantly towards the latter part of the year. Coupled additionally, with an extensive focus on preparing the organization for our CARF accreditation, which we successfully attained in November, 2021! We have continued to adapt to the changing conditions placed on our operations, and with our commitment to a person-centred approach in the face of this changing and demanding landscape.

Organizational Review

CLS has been engaged in a front-line management restructuring process over the last three years, following an in-depth review by external consultants, and extensive feedback from our supported individuals, employees and families and networks. We commenced the transition to this new management structure (Manager and Team Lead roles), starting with a pilot in late 2018. Since that time, this redesign has been gradually and thoughtfully rolled out, over many months, across the organization.

We are now at the point where the majority of locations have transitioned, and we are busily working to transition a handful of remaining locations. We are very excited to see the 'finish line' in sight, of what we endearingly refer to as "Podding", and anticipate the completion by Summer 2022.

This is a tremendous accomplishment for CLS and has been a significant amount of work for all involved. We are thrilled to be so close to the successful culmination of this restructure.

This review and process also highlighted some significant capacity issues in certain areas. As a result (and with external support and analysis), some key positions were identified and added during the course of 2021, in the areas of Information Technology and Operations, in order to better support the organization and ultimately the lives of the people we support.

Emergency Response Standards

2021 was indeed a busy year, particularly for the health and safety program at CLS, as several major initiatives were completed. In particular, we focused on the comprehensive review of all equipment, manuals, training and processes, and re-writing several health and safety policies to align with updated industry practices and approach. We further developed new policies in relation to emergency preparedness. This significant undertaking included:

- Development of new e-learning modules on Emergency Preparedness, Universal Precautions and WHMIS.
- Introduction of new Emergency Preparedness equipment to ensure consistency.

- Provision of new First Aid Kits across the organization.
- Testing of the CLS Communication Tree procedures, during BC's annual Shake Out event.
- Conducting fulsome re-training and additional training on Emergency Preparedness equipment and procedures with SOS Emergency Response Technologies.



This increased focus on our Emergency Response standards has been well received by all employees, with feedback that they too feel better prepared personally.

Remote Technology Initiative

This initiative was first established back in 2020, to explore the possibility of using technology to provide remote supports to individuals living independently. It considers various factors necessary for remote supports to be a viable service and support option that CLS can offer supported individuals.

Throughout 2021, CLS continued to work with this coalition of interested parties to explore and pilot remote support. The coalition includes, InclusionBC, the Canadian Institute for Inclusion and Citizenship (CIIC) at UBC, three other and like-minded service providers, and a representative from an Information Technology provider.

The coalition has successfully received grants from CLBC, the Vancouver Foundation and recently received a MITACS grant by which Masters/PHD students will be hired to complete an ethical and privacy assessment, develop guidelines and evaluate the project.

An application for a Federal Accessibility Grant has been submitted and further exploration of other grant options continue, to support this 3-year pilot project.

Software for the project has also been reviewed and chosen to test during the pilot, is scheduled to commence in Fall 2022.

Participatory Theatre Project

In 2020, CLS in partnership with the Canadian Institute for Inclusion and Citizenship received a grant from the Vancouver Foundation for a three-year commitment to create another theatre production – this time focusing on Employment.

This past year, the 'We Deserve to Work' theatre group have built on the initial research and planning and have been actively meeting, initially virtually and more recently in person, at rehearsals.

All the participants are very excited and engaged. They have divided into groups, focusing on writing and performing their own scenes which was presented for feedback at the Inclusion BC Conference in May 2022. The group is now planning set design, costume design, lighting and set up and, are actively working towards the 'live' performance which will take place in November 2022 at the Massey Theatre in New Westminster.

CLS is a member of the BC Employment Network (BCEN). The BCEN is a provincial network that is committed to advancing employment for people with intellectual disabilities in the province. The BCEN will be co-hosting the World Conference on Supported Employment in June 2023 in Vancouver. CLS is participating on the organizing committee for this conference and the theatre group will be performing “We Deserve to Work” at the closing event for the conference!

Modernization of Technology Systems

CLS has initiated the process of reviewing and modernizing our technology systems in response to increased demands and the need for integration of data across the organization.

These much-needed technologies will commence with switch over of some of CLS financial systems onto one platform providing integrated full cycle accounting and financial reporting.

We are also starting on the initial phase transition to an integrated Workforce Management System to replace some of the stand-alone, home-grown legacy databases.

This modernization will ultimately result in less duplication and manual data entry, more timely information and improved analysis. The Workforce Management System is expected to be implemented by the end of 2022.

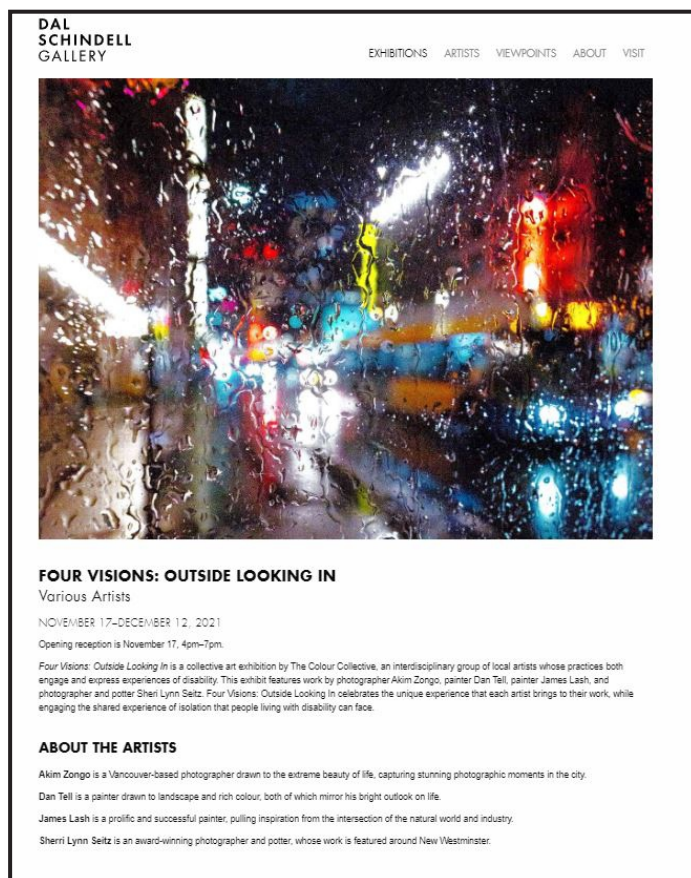


Studio Seventy-three

Studio Seventy-three is home to a group of artists who work with glass to create beautiful glassware, decorative pieces and wearable art. Through this past year, despite the challenges faced, they have continued to reach beyond their doors into the community, the City of Newton (Surrey) where the studio and storefront is located.

They are well known locally not just for their stunning fused glass artwork, but most importantly, for their significant community contributions. Over the past year the artists have donated their time and fused glass products to the Surrey Women's Centre, Newton Cultural Centre, the Moving Forward Program, Habitat for Humanity, and Dan's Legacy (Job skills training program for youth at risk in Vancouver). They have also maintained the local community library kiosk and the street they have participated in the Adopt a Street program for the street where they are located. The artists represent the studio at every Surrey Business Improvement Association (BIA) meeting and have now been asked to become Board members on the Newton BIA, an honour indeed.

This year, all the studio artists and employees completed a 12-week online course on Indigenous Canada and continue to attend events on Zoom to enhance this learning and understanding with a live event (part of an Art show) being planned. They hosted a 2-month display at the Fleetwood Library and through the Inclusion Art Show hosted a learning/informational event about fused glass.



During 2021, the studio intentionally focused on developing and increasing their online presence. Online sales boomed in 2021, as well as an increase in several large, fused glass orders through the community connections with the Downtown BIA, the King George Hub and with the Downtown Surrey Business Improvement Association.

<https://www.studioseventythree.ca>

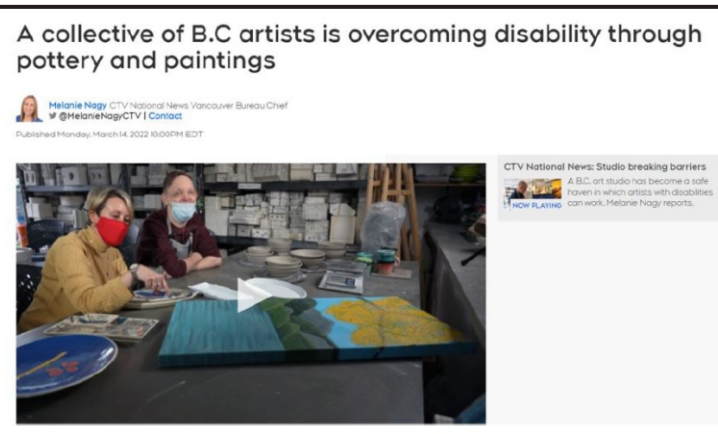


PotteryWorks

Although the PotteryWorks studio in New Westminster and the store located at River Market, have been closed to the public at some points during 2021 (due to the pandemic), artists have still been supported to both produce art work and exhibit these works through multiple platforms. The evening and weekend wheel throwing, and slab building classes have continued to be hosted at certain times, with all pandemic precautions respected and adhered to. There is a high demand for these classes with long waitlists.

The Colour Collective is a group of artists within PotteryWorks that focuses on the foundations of painting, such as colour theory and the elements of design. In November last year, (November 17th – December 12th) the Colour Collective group held another show, “*Four Visions: Outside Looking In*” which featured work by photographer Akim Zongo, painter Dan Tell, painter James Lash, and photographer/potter Sherri Lynn Seitz. “*Four Visions: Outside Looking In*” celebrated the unique experience that each artist brings to their work, while engaging the shared experience of isolation that people living with disability can face. The show received glowing reviews.

Online pottery sales continue to grow, and with a well thought out and visually stunning website and strong social media presence, PotteryWorks is gaining international notoriety, with people reaching out from all over Canada and the United States. PotteryWorks continues to build partnerships with Lower Mainland businesses, adding new stores each year that want to sell or showcase pottery, paintings, jewelry, and photographs created by the many artists within this studio.



<https://www.potteryworks.ca>

Finally, PotteryWorks was also recently featured on CTV National News. This was a wonderful opportunity for the artists to received national recognition. The reporter learned about the program through PotteryWorks' posts on Twitter.

Labour Market

The market for hiring at all employee levels has continued to be extremely challenging during this past year, especially given the qualities in people we are looking for to join the CLS, the available pool, COVID-19, the significant competitive environment, and the increase in inflation and cost to live in Metro Vancouver. This has placed increased stress on the system, our Leaders, and employees in general.

We have continued to enhance our referral program and explore many options with partnerships, students, hiring fairs, social media and other creative approaches to recruiting. It will remain a key focus for 2022 and beyond to ensure we maintain the highest quality employees providing the best service for all individuals supported by the CLS.





Artist:

2021 Performance Measurement Report Summary

The Community Living Society (CLS) has produced a Performance Measurement Report (formerly called the Outcomes Management Report) annually since 2017. Prior to this date, the information was included in the Annual General Report. This report tracks and summarizes the identified outcomes of CLS programs and services. The information and analysis derived from the Performance Measurement process is used to highlight areas of strengths and identify areas requiring improvements. The annual Performance Measurement Report is part of CLS's continuous quality improvement and Integrated Planning Framework.

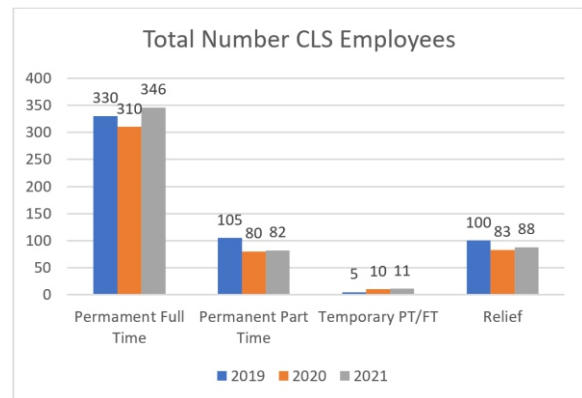
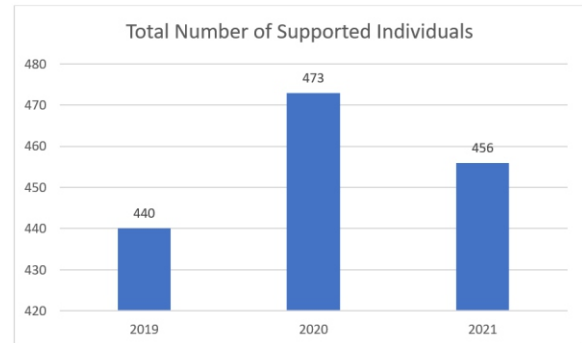
The Performance Measurement Plan which identifies the expected outcomes for CLS programs and services, is designed to provide essential information to CLS's management and Board of Directors to allow them to monitor and make improvements to service delivery. It is expected that the outcome results will assist the CLS staff to be more responsive to the needs of adults with an intellectual disability and their families who are served by the Society.

The Performance Measurement Plan has been refined over the years; outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised. In 2020 CLS completed a full review of CLS's Performance Measurement Plan. It is important to note that some indicators continue to require an additional year of data collection in order to set a reasonable target. Also, in 2013 CLS moved its documentation to an electronic system called ShareVision. This system is referenced many times throughout this report as it serves as the main source for file reviews and data collection from program operations.

During the review and redevelopment of CLS's Performance Measurement Plan, the desired outcomes for each program were evaluated and aligned with CLS's articulated values and the internationally validated Quality of Life Framework, developed by Dr Robert Schalock.

*"CLS demonstrates a strong commitment to community collaboration, learning, growth and development to support the best for the individuals they support."
- CLS External Stakeholder*

CLS Demographics



CLS remains relatively stable in the number of individuals supported. In 2021, 456 individuals were supported in one or more programs at the same time (a reduction of 4% from 2020). Independent and Supported Living, L.I.F.E. -based services and Home Share are attracting the greatest growth, especially amongst individuals from the younger age groups. Employment typically sees growth year over year, however, in 2021 there was a 23% drop from 2020, mainly due to COVID -19. The growth and interest in Home Share, Employment Services, L.I.F.E. -based services and Independent and Supported Living (especially with the younger generations), suggests that further development of these newer CLS services is appropriate, including responding to applications for funding proposals from CLBC where appropriate.

Although Home Share, Independent Living, Employment services and L.I.F.E. -based services have attracted the younger generation, increasingly, a larger proportion (68% - 51 years or

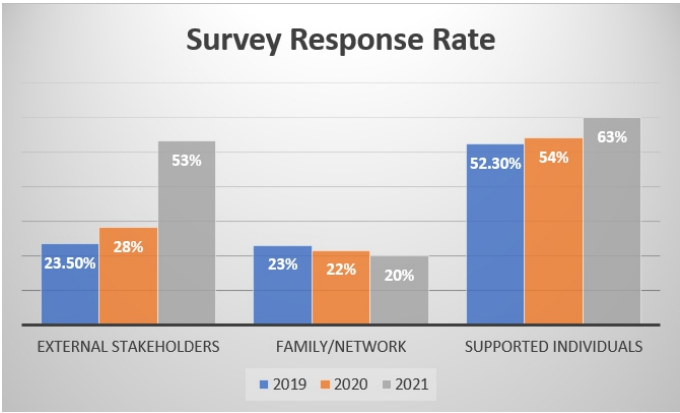
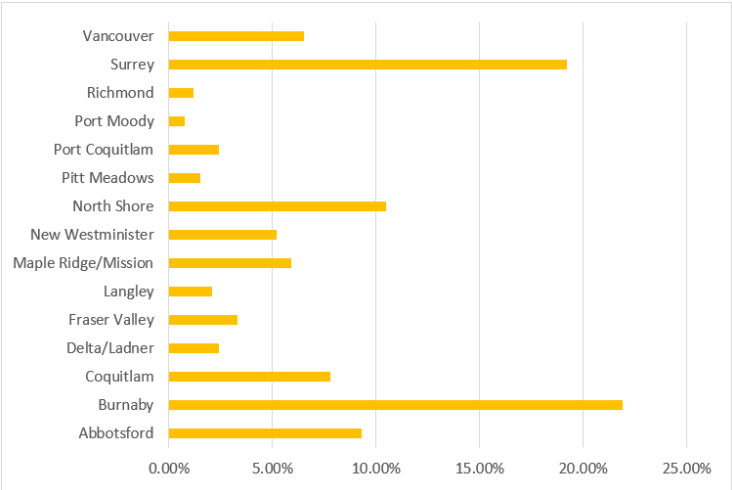
older) of people living in CLS staffed homes are in the later stages of life. With this aging demographic, further development of resources, support and guidance for staff to support people in this demographic, continues to be appropriate.

In the reporting year, 14 people transitioned between staffed homes (residential services). Most of these moves were planned as a response to the changing needs and/or desires of the individuals. This is a significant number of transitions in one year, especially during a pandemic.

At the present time most of the people CLS supports, report that they are Caucasian, and English is their first language. Given the ethnic diversity in the Lower Mainland and Fraser Valley, CLS has started to explore whether the ethnic diversity of the people supported by CLS aligns with the demographics of CLBC and the communities in which CLS delivers its service. As diversity and accessibility is important to CLS, further analysis will help determine if action needs to be considered, to support increased accessibility of our services for different ethnic groups.

Note – CLBC is the government agency that provides funding for services for people with an intellectual disability

Total Number of Individuals by Geographical Location



Satisfaction Survey Results

The survey results from individuals, family members and external stakeholders continue to be overwhelmingly positive, with a satisfaction rating of over 90% on all survey questions. Although the results were very favourable, the response rates were lower from family members (21% this year, down by 12% from 2020) and Home Share Providers (61% this year, down by 11% from 2020) - this may in part be due to Covid related fatigue. On a positive note, the external stakeholder's response rate has risen to 53% (from the 28% response last year, an 89% increase), and the supported individual's response rate was 63% (up 17% from 2020). An increased response rate for all surveys would strengthen the reliability of the results. Therefore, further action to increase the response rates or adapt the survey structure to survey a targeted number of stakeholders from each stakeholder group, is required.

Upon review of the results and comments, some themes emerged:

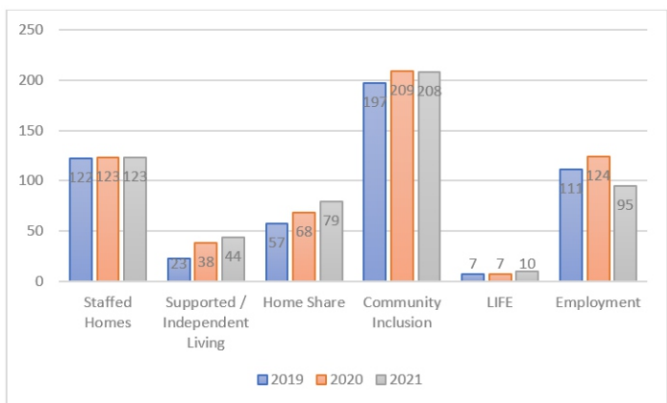
- CLS staff are experienced as kind and compassionate, they actively support individuals to make their own choices. Family members commented that their CLS staff never waiver in their support, no matter the challenges that arise, and they focus on the unique strengths of each person. The CLS's continued commitment to Person-Centred Active Support (PCAS) could explain this commentary.

"I appreciate everything that they do to take the best care of my family member. He is at the best possible place he could be. They create a safe and caring home for him and help him with all of his needs. I know he is happy there and I feel assured that his quality of life is the best it could be."

- Family Member

Many respondents commented on the continued challenges of COVID, including how staffing shortages has challenged moves, and recruiting of staff. However, comments about the challenges were often countered with gratitude for how CLS has responded to and supported people through the pandemic and the province-wide staffing crisis.

Total Number of Supported Individuals in Each Program



Home Share

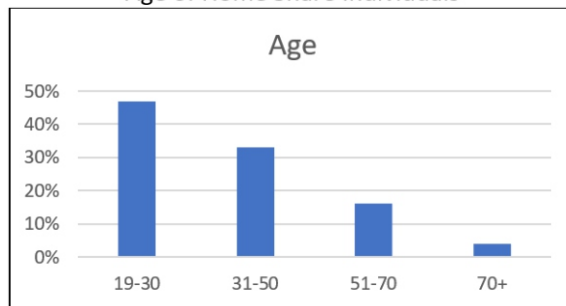
It is the intention of CLS to deliver a service in which the individuals experience stability and feel included in their home and community. Survey results overwhelmingly indicate that individuals feel safe in their home (100%), are content with their living situation (100%), feel supported to be in their community (100%) and are supported to make decisions and choices (100%).

Stability is measured through longevity of the Home Share, by any unplanned moves and through any turnover of Home Share Providers. This year's results indicate that individuals in Home Share experience stability, with unplanned moves remaining low (2.5% in 2021 compared to 3% in 2021). There was a slightly higher turnover rate amongst Home Share Providers compared to last year (an increase from 8% in 2020 to 14% in 2021), in large part due to retirements. A continued year over year comparison will provide consistent data to better analyze the ongoing stability of the program.

Support people with disability in high regards, and value their choices and respect their dignity.

In order to provide quality support, Home Share Providers must feel supported by the agency and receive support in a timely manner. The survey response rate of 61%, although below the target of 80%, remains a good indication that Home Share Providers feel engaged and are willing to freely share their opinions. The survey results also indicate that Home Share Providers feel supported by CLS (100%) and receive timely response from CLS staff (100%).

Age of Home Share Individuals



Community Inclusion

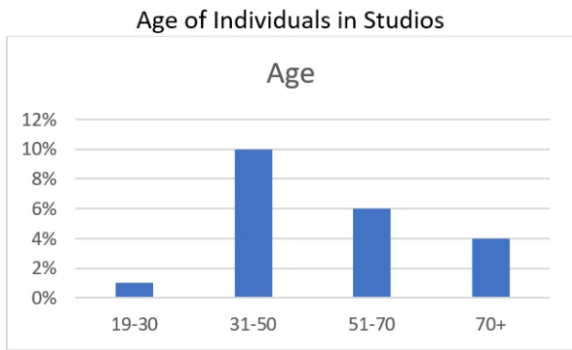
The Community Inclusion programs continue to be the most directly impacted by the ongoing pandemic and therefore, some of the targets were not met because of family / self-advocate fear (of their loved one attending), the mandated safety restrictions and reduced activities available in community.

This year, data was available for all five of the effectiveness measures. Survey results indicated that 100% of individuals believed they were able to make choices in their program. This result exceeded the target of 90%. The second effectiveness measure did not meet the target. Only 76% (on par with 2020) of activities that individuals were engaged in, were linked to an individual's goals. Upon further investigation, staffing challenges, the ongoing restrictions related to the pandemic, and individuals or family / network fear of their loved one being exposed to COVID-19 in the community, are the main determinant for this result.

In a typical year, tracking the number of hours delivered (paid) in relation to the number that were funded would provide a good indication of how the organization efficiently managed its resources. However, given that the pandemic continued to

impact throughout 2021, the measurement was again not reliable, as services continued to be altered in response to the crisis. Community Inclusion (including day programs and Individualized Services) were closed at times, and/or the numbers of participants continued at lower numbers for safety reasons. Individuals living in Staffed Homes, who would have otherwise attended a Day Program, continued for some of the year, to receive their supports from their home. Consequently, in 2021 although there was an increase in the number of hours delivered (paid) in relation to the number that were funded, from 2020, the Community Inclusion programs continued to underdeliver (82% in 2021). Supported Independent Living also underdelivered for the same reasons.

While the delivery of Community Inclusion services in 2021 was impacted by both the continued disruptions to regular service delivery caused by the pandemic, and the province wise staffing crisis, we anticipate that the 2022 reporting year will be more reflective of the typical operations of these programs with the lessening of pandemic regulations and an increased focus on targeted hiring initiatives.

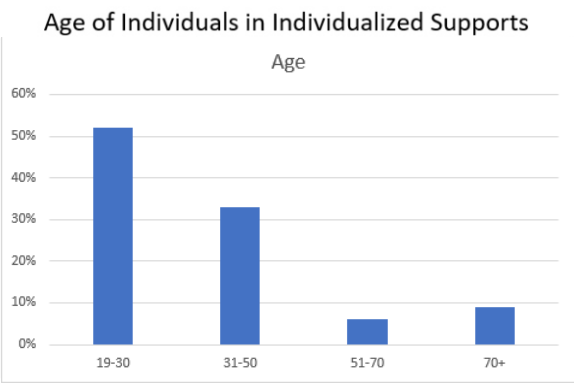
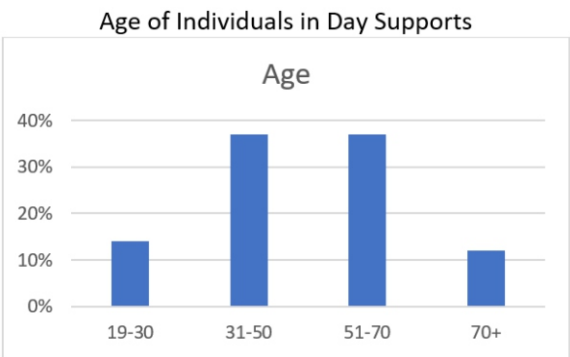


“With support I am not afraid of swimming anymore and I am comfortable taking transit again. I am independent.”

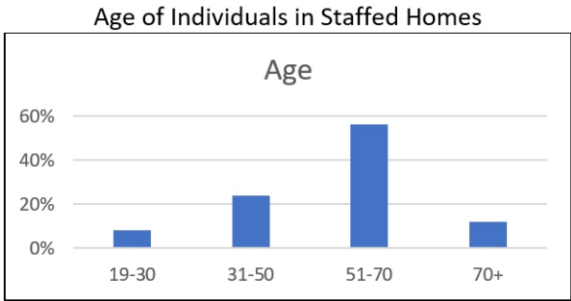
Staffed Homes

This year, data was available for all four of the effectiveness measures. Survey results indicated that 100% (increase from 96% in 2020) of individuals believed they were able to make choices in their home. This result exceeded the target of 90%. The second effectiveness measure also met its target. Of all moves out of or between placements, only 1.5% (0.5% in 2020), as opposed to the 5% target were unplanned. This continues to be a positive result and indicates that people living in staffed homes experience stability in their living arrangements. The third effectiveness measure indicated the percentage of individuals that reported participating in at least one community activity per week (66%) against an initial target of 95%. The final effectiveness measure was to look at the percentage of individuals who have at least two people with whom they have a relationship and regularly interact with each month. 2021 was the first year of data collection for this measure, with 55% of individuals reporting regular interactions against an overall target of 65%. As data collection for measures three and four are new in 2021, they will require further investigation based on these results and a comparative analysis against the data to be collected in 2022.

Given the continued pandemic in 2021, for staffed homes, the measurement for the number of hours delivered (paid) in relation to the number that where funded, continues to be skewed (96% in 2021 – under delivery as a staffing crisis remains) although it is more reliable than in 2020 (103% - over delivery as day supports were being provided out-of-house).



Overall, the results for 2021 in this program area were mixed. We expect that the 2022 reporting year will be more reflective of the typical operations of the program with more fulsome data available for effectiveness measures three and four.



"I love my home and I like my friends and CLS staff."

Supported and Independent Living

This year, data was available for all four of the effectiveness measures. Survey results again indicated that 100% of supported individuals believed they were able to make choices and 97% indicated that they had learned new skills. These results exceeded the targets of 90%. The effectiveness measure for connecting individuals to community supports and resources was reported at 60%. A target for this measure will be established in 2022, once a baseline has been established, and further comparison will provide for better comparative analysis. Of all moves out of or between placements only 2.5% (0.5% in 2020) as opposed to 5% (target) were unplanned. This continues to be a positive result and indicates that people living in Supported and Independent Living experience stability in their living arrangements.

In 2021, 7 people were accommodated which took an average of 4.7 months (compared to 3 people and an average of 15.33 months in 2020) from referral to placement. The average length of time between referral and placement falls far below the target of 12 months, this transition time is impressive particularly given the pandemic and housing shortages.

The Supported and Independent Living Program continues to be one the fastest growing programs at CLS. The growth of these programs has been enabled by our partnerships with Housing Providers and Housing Cooperatives. Due to the growth and interest in this program, CLS recognizes that a solid foundation of

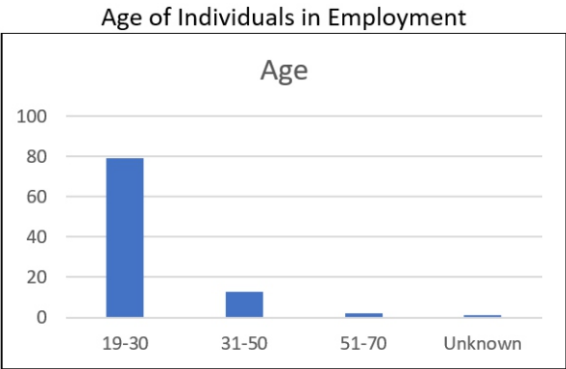
policies, procedures, training, and systems must be in place to support future growth and sustainability. For this reason, over the next year, CLS will continue to develop a fulsome policy framework, practice guidelines and client information system for this program area.

"I feel free to do what I want;
I like that its goal based so I can succeed."

Employment Services

Despite the pandemic, Employment Services programs continued to show very positive results on all of their performance measurements for the reporting year. Employment Services has continued to assist people to find and secure employment throughout the pandemic (33 in 2021 and 37 in 2020). Although some individuals have experienced job losses during this time (20 in 2021 and 29 in 2020), many were able to regain employment after the initial phase of the pandemic (16). The variety of job options (22 sectors), the number of individuals making more than minimum wage (48% in 2021 and 46% in 2020) and the number of individuals that received career enhancements (57% in 2021 and 35.9% in 2020 of employed individuals) is impressive.

The results continue to be positive for this reporting year. As performance goals are set, year over year results will help to assess and determine future changes and modifications to the program. The Employment Services is a relatively new program, started in 2014. Its success has led to new referrals and growth. To support future growth and sustainability over the next two years, CLS will review and update its policy framework, practice guidelines and client information system.



Very dependable, created a great comfortable
relationship with CLS. Always felt listened to.

Artist:

In Memory

Alfred Monk

Doug Williamson

Pamela Kerswell

Ricardo (Ricky) Manuli

Darren Fisher

Julia Chiang

Valecia Lamb

Eileen Postnikoff



Employee Awards

The red carpet was rolled out on March 3rd (albeit virtually) to celebrate employees who were nominated by their peers for achievements, and employees who reached milestone years of employment at the Community Living Society. Congratulations to all recipients.

Woodlands Parents Group Award for Vision, Courage and Creativity.

The Woodlands Parents' Group Award is awarded perpetually to someone who demonstrates a sincere motivation towards Vision, Courage and Creativity in their approaches to support and thinks consistently outside the conventional mindset to get things achieved for an individual or group. This year there were 19 employees nominated for this award by their peers. Congratulations to two very deserving people who will share this award in a tie this year.

Tiziana Nolet (day Supports)

Tiziana has been with the CLS just 5 years this summer, but during this time has had a tremendous positive impact on all who work with and know her!

During the past year, and during the pandemic, Tiziana has done so much to benefit Community Living Society. She was a ride share person, and helped staff get to their shifts on time. She assisted using her dispatching and organizational skills to contribute to the trip planning process. She was asked to help out with technology and she single-handedly contacted each home to see if they needed assistance with technology and helped everyone to use technology and stay connected. She taught people how to use their tablet to join zoom parties to connect with their friends and to use Facetime to connect with family members while in isolation.

She helped source out and purchase PPE and deliver it as well. She made so many wonderful connections with everyone in staffed homes! She made new friends and helped, in a small way, to help people feel connected. She shared all the great of the people she connected with the Admin Centre in a time where they couldn't go and witness these great things themselves.

This triggered the "Good News Stories" time during our Leaders conference calls and she is now the spokesperson for all the good news for CLS!

Tony Maravilla (holly)

Tony has been a staff at CLS since 2000 and during this time, has worked in multiple locations in a variety of roles. Currently Tony is the Team Lead at Holly house as well as a member of the CLS Occupational Health and Safety committee. Tony's passion towards the work we do stands out.

Every home or location he works at, always centers around "does the space work for the supported folks" and "will it work for them in the future". Tony is a strong advocate who always speaks up for the people he supports. He supports the folk to get out and meet all the neighbors in their community and build up strong connections.

Tony is a great role model and leader to the staff, not only ensuring his team know what to do and are comfortable doing so, but that they also know why they are doing it and linking this to the quality of life for the people they support. He goes above and beyond in trying to ensure people live their lives to the fullest.



Tiziana Nolet



Tony Maravilla

Employee Awards



Trevor Poburn



Rosemary (Rosie) Marginson

Community Integration and Inclusion Award:

This award is presented to someone who consistently and significantly achieves success in a community integration and inclusion goal for an individual or group, specifically which engages them in a number of differing and creative ways. This year there were 10 nominees for this award. The recipient this year was Trevor Poburn.

Trevor has been with the CLS just under two years and is already becoming well known for his energy, passion, dedication and enthusiasm! He has worked during this time at both day supports and some homes on the North Shore and latterly has been integral in making the lives of the individuals at Paisley interesting and inclusive during this challenging year.

Trevor has made it his personal goal to creatively find ways to engage the individuals he works with in their communities. This includes searching for opportunities available for them. He has made sure they have all had opportunities to swim or try other fitness activities. The last two years have been difficult for many of the individuals we work with but Trevor has done his best to motivate and encourage those he supports.

The individuals at Paisley know their neighbours by name due to Trevor engaging with them. As well this has also occurred in the local village of Edgemont. The staff at the local coffee shops know the everyone by name and welcome them into their establishments.

Person Centred Active Support Award

This is the forth year we have been presenting this award to an employee or a team who has demonstrated through multiple examples of sustained active support, attitude and passion, a commitment and embracement of the Person Centered Active Support philosophy and approach. Congratulations to this year's winner – Rosemary (Rosie) Marginson.

Rosie has only been with CLS since the middle of 2019, but in that short time has developed some very strong relationships with many individuals and staff across the CLS.

Rosie has consistently shown a strong understanding of implementing of Person Centered Active Support and has used this understanding to maximize the choice and control for all the people she supports in a time where control over many things is often limited. In particular, predictability and independence are very important to one of these people she supports, so Rosie creatively used different ways to continue these routines and offer new opportunities to help her master tasks and skills important to her autonomy and independence.

Rosie helped her create a visual list of opportunities in the community where she has been able to participate and volunteer. Being known in the community is very important to this person and by attending the same places regularly, Rosie has helped her build strong community connections. Rosie embraces a true Person Centred approach to support and is a very worthy winner!

Team Award

This year, for the sixth year running, in addition to our years of service awards and the Peer Nominated Awards, a “Team” award is presented, nomination is voted on by the Management team. This is an award that

- recognises a team that deserves special recognition
- that has gone above and beyond others to embrace and live the CLS values and demonstrated true team spirit
- This year the Team Award goes to a team of people that have ensured CLS has come through the last year intact.

The winning team this year is



The Home Share Team - members include: Christine Bateman, Julie Maxim, Amanda Johnson, and Harrison Nguyen

The Home Share Program team comprised of Coordinators Christine Bateman, Amanda Johnson, Julie Maxim, and administrative support through Harrison Nguyen, often go unnoticed, yet they provide support to so many people in some extremely challenging and stressful situations. This past year, not only have they worked through handling many COVID situations with individuals and Home Share Providers and their families; but additionally, there has been regulatory changes to implement and tremendous pressure to continue providing options for many people to move into homes, in spite of COVID. The CLS Home Share program is acclaimed as being very strong and has been one of the only programs continuing to accept new referrals and successfully find people a home to live in through this past two years.

On top of this, the team have completely updated and implemented all CLS Home Share policies and procedures. This has entailed many, many hours of work, consolidation, and training on the updated Share Vision platform, alongside the day-to-day pressures.

They have continued to support the quality of life of every Individual living in a CLS Home Share placement, develop and maintain collaborative partnerships with the Home Share Providers, and positive and nurturing connections and engagement in community and with their personal network of family and friends. They have successfully survived this past year by pulling together as a team and truly deserve this TEAM award.



Thank you to all of the individuals and organizations
who contributed to and supported CLS this past year



Donors 2021

Terry Greenaway
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