Performance Measurement Report

January 1 – December 31, 2020

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Introduction

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. This report reflects changes made in 2020. Given that many of indicators require a full year of data collection, some performance measures, indicators and targets have been deferred by one year. 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's Mission and Values

Mission: Supporting people to live as full citizens.

Values:

Respect
- Every person is a unique individual, with strengths, abilities and value
- Making choices is a right, with support as necessary from friends, family and trusted advisers
- Each person is entitled to live with dignity and equality in a safe and secure environment

Community
- Community is where we are known as individuals and as citizens
- Each community is strengthened by the inclusion of people from all walks of life
- We support social change that contributes to stronger, healthier communities for everyone

Integrity
- We are honest and dependable in our interactions with each other
- We support staff through training and engagement to advance our mission
- Best practices guide our efforts to provide flexible and responsive supports and services

Accountability
- Personal outcomes of the people we serve guide decision making
- We use feedback to learn, grow and improve performance
- Our financial resources are used in innovative, cost-effective ways

Quality of Life Framework, developed by Dr Robert Schalock

This framework measures quality of life in 3 areas:
- Independence
- Social participation
- Well-being

These are further broken down into 8 domain areas of quality of life:
- Emotional well-being – contentment, self-concept, lack of stress.
- Interpersonal relations – interactions, relationships, supports.
- Material well-being – financial status, employment, housing.
- Personal development – education, personal competence, performance.
- Physical well-being – health and health care, activities of daily living, leisure.
- Self-determination – autonomy/personal control, personal goals, choices.
- Social inclusion – community integration and participation, roles, supports.
- Rights – legal, human (respect, dignity, equality).

CLS's mission is - *Supporting People to Live as Full Citizens.* This mission is represented in the outcomes for each of the 5 program areas:

Home Share: Home Share is a program that fosters relationships between individuals, families, and their communities. Home Share is for people who want to share a home with a family, couple or single person who will assist them to build relationships and access their community. The Home Share provider may also help with self-care, meal preparation and the development of other life skills. In a Home Share situation, the person receiving support and the Home Share Provider (or family) live as equal participants in the home, sharing a close relationship that supports inclusion, growth, and opportunity for all.

Community Inclusion: Community Inclusion is designed for individuals who require ongoing support to participate in community in a meaningful way and operates outside the individual participants' homes (community based) or may operate within the individual participants' homes (home based). Both services may have a vocational, social / recreational, life-skill focus or, a combination of these supports.

Staffed Homes: Staffed Homes provide individuals with a home and supports on a 24 hour, 7 days a week basis. Individual's receive staff support to take care of their home, maintain their health and safety, improve ability to communicate, stay in touch with family and friends and engage in and contribute positively to their community. The goal is to help people gain the skills needed to determine their own lifes. We support family and friends to be part of the individual's life and help them to make decisions.

Supported and Independent Living: Supported and Independent Living are options for people who want to live independently in their own home, but still need some help with daily living. Support staff assist individuals in their home and in the community with things like banking, medical appointments and cooking healthy meals, etc. Supported Independent Living is possible for a wide range of individuals with different support requirements, as long as the person has the desire to live more independently and make choices for themself.

Employment Services: Employment Services helps individuals to find employment in the community or to develop the skills they need to obtain employment of their choice. CLS supports individuals to obtain meaningful, community-based employment and to earn competitive wages and benefits like other members of the community.

For each of these program areas, outcomes and measurement indicators were identified for the following domains:
- Effectiveness – how well things work compared to the results expected.
- Efficiency – how well CLS makes use of the resources available.
- Service Accessibility – how easy it is for people to get the services they need.

Satisfaction is the fourth domain of which information is gathered and analyzed Society wide.

Information is collected from many stakeholders of CLS: individuals we support, families, caregivers, funders, employers, customers, professionals.

Each year, the Board of Directors reviews the results and approves all recommendations that arise from the analysis and results. The results are reported to the Society membership in the Annual General Meeting package and this year will be included in the CLS's newsletter. Recommendations from the Performance Measurement Report are included in the Business Improvement Plan and addressed throughout the year by CLS staff. Results will also be summarized in an easy read Quality of Life Report. This report enables individuals to see how the feedback they provide is used to change or improve services.

Methods

Three different methods were employed to gather information regarding supports and services provided by CLS surveys, interviews, and documentation reviews.

Surveys
Surveys are submitted either in paper form or online. CLS staff follow up with all respondents that indicate that they would like to speak to a CLS representative about the service or their response.

For many years, survey questions were customized for each service. In 2020 CLS revised the surveys and developed one survey for all program areas and aligned the surveys with the agency's service values. This streamlined approach will allow for better comparative analysis across programs and with less duplication.

Moreover, simplifying the survey process means that family members were not required to complete multiple surveys if their loved one participated in more than one CLS programs. Families are still given the opportunity to provide feedback regarding specific programs, if so desired.

Four stakeholders receive satisfaction surveys:

- Individuals supported by CLS
- Family/caregivers
- Home Share Providers
- External Stakeholders

<u>Interviews</u>
Interviews are conducted with families that do not have access to email and/or prefer to be interviewed. In 2020, 16 family members were interviewed using the survey questions to guide the interview.

All individuals receive a paper survey. They are interviewed by staff, using the survey questions, if the individuals require assistance to complete the survey. Some individuals are unable or unwilling to compete the survey.

<u>Documentation reviews</u>
As mentioned above, CLS completed a full review of its Performance Measurement Plan in 2020. Given that many of indicators require a full year of data collection, some outcomes and indicators have been deferred by one year. Also, CLS uses an electronic information 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.

Parameters and Omissions

In order to capture the opinions of a representative group the process was designed to solicit input from a broad range of people. It is important to mention that some people may not be well represented. Specifically, individuals who are not able to communicate in ways that can be clearly understood by others, do not have a strong voice in the report. A second group of people that are not well represented are those individuals that do not have family involvement, especially if the individual is also unable to communicate in ways that can be clearly understood.

Although the process adopted methods and practices consistent with research, the process and report do not conform to the stringent guidelines of empirical research practices. The final conclusions contained in the report are based largely on information and opinions gathered from the surveys, interviews and a review of specific documentation. That said, given that stakeholder groups were consulted and, three methods were used to obtain information, CLS is confident that the results and conclusions do represent many commonly held beliefs and opinions of self-advocates, families and other stakeholders regarding services provided by CLS. Therefore, the results can be used to inform the Society of practices that successfully respond to the needs of the people CLS supports and highlight areas that require some improvement.

Executive Summary

I watched many agencies in the lower mainland struggle with the challenge of integration. Few have done as stellar a job as CLS. Family Members

CLS Demographics
CLS continues to grow. Service such as Employment, Independent and Supported Living and Home Share seem to be attracting the greatest growth, especially by individuals from the younger age groups. The growth and interest in Home Share, Employment Services and Independent and Supported Living (especially with the younger generations), suggests that further development of these newer CLS services is appropriate.

Although Home Share, Independent Living and Employment services have attracted the younger generation, increasingly, most (67% - 51 years or older) people living in staffed homes are in the later stages of life. As many of the people we support (especially in staffed homes) are aging, further development of resources, supports and guidance for staff to support people in the later stage of their life is appropriate.

In the reporting year 23 people transitioned between residential services. Although most moves were planned as a response to the needs or desires of the individual, this is a significant number of transitions in one year, especially during a pandemic.

At the present time most of the people we support report that they are Caucasian, and English is their first language. Given the ethnic diversity in the Lower Mainland and Fraser Valley, it is important to undertake further analysis to identify 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 taken to support increased accessibility of our services for different ethnic groups.

Satisfaction Survey Results

You have stepped up and made difficult decisions during the pandemic without losing sight of the individuals and their needs. Family Members

The survey results from individuals, family members and external stakeholders were overwhelmingly positive. We received a satisfaction rating of over 90% on all survey questions. Although the results were very favourable, the response rate from family members (21%) and external stakeholders (28%) is lower than expected. An increased response rate from family members and external stakeholders would strengthen the reliability of the results. Therefore, further actions to increase the response rates for both groups is required.

Upon review of the results and comments, some themes emerged:
- CLS staff are actively providing and supporting individuals to make their own choices. Family members commented that their loved one was supported to make choices, regardless of their abilities. Also, CLS staff focus on the unique strengths of each person. CLS commitment to Person-Centred Active Support (PCAS) may be the reason why these two themes have emerged.
- Many respondents commented on the challenges of COVID 19 and how the pandemic has interfered with the options available to individuals. However, comments about the challenges were often countered with gratitude for how CLS's responded to and supported people through the pandemic.

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 indicate that individuals feel included in home life (86%), are content with their living situation (100%), feel like they belong when they are in their community (94%) and have opportunities to make decisions and choices (100%).

Stability is measured in different ways such as longevity, unplanned moves and turnover of Home Share Providers. This year's results seem to indicate that individuals in Home Share experience stability in their living arrangement. Unplanned moves (3%) and turnover (8%) are low. In future years, a year over year comparison will provide better data to analyze the stability of the program.

To continue to provide quality support, the Home Share Providers must feel supported by the agency and receive support in a timely manner. The survey response rate (72%) is a very good indication that Home Share Providers feel engaged and are willingly to freely share their opinions. The survey results also indicate that Home Share Providers feel supported by CLS (91.6%) and receive timely respond from CLS staff (91.6%).

Community Inclusion

The Community Inclusion programs were the most directly impacted by the pandemic and therefore, some of the targets were not met because of the safety restrictions and reduced activities available in community.

This year, data was available for two of the five effectiveness measures. Survey results indicated that 94% 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 75.8% of activities that individuals were engaged in were linked to an individual's goals. Upon further investigation the restrictions related to the pandemic is the reason for this result.

In a typical year tracking the number of hours delivered (paid) in relation to the number that where funded, would provide a good indication of how the organization efficiently managed its resources. However, given the pandemic in 2020, the measurement was not reliable as services were drastically altered to address the crisis. Community Inclusion (including day programs and Individualized Services) were closed and/or the numbers of participants significantly reduced for safety reasons. Individuals living in Staffed Homes, who would have otherwise attended a Day Program, received all their supports from their home. Consequently, in 2020 Community Inclusion significantly underdelivered in relations to its funding envelope and, Staffed Homes and Supported Independent Living overdelivered.

The results of 2020 were impacted by the changes to our performance measurement plan and the disruption to regular service delivery caused by the pandemic. We expect that 2021 reporting year will be more reflective of the typical operations of the program with more fulsome data available.

Staffed Homes

This year, data was available for two of the four effectiveness measures. Survey results indicated that 96% 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 0.5% as opposed to 5% (target) were unplanned. This is a positive result and indicates that people living in staffed home experience stability in their living arrangements.

The results for 2020 in this program area were positive. We expect that 2021 reporting year will be more reflective of the typical operations of the program with more fulsome data available.

Supported and Independent Living

This year, data was available for three of the four effectiveness measures. Survey results indicated that 100% individuals believed they were able to make choices and learn new skills. These results exceeded the target of 90%. The second effectiveness measure also met its target. Of all moves out of or between placements only 0.5% as opposed to 5% (target) were unplanned. This is a positive result and indicates that people living in Supported and Independent Living experience stability in their living arrangements.

In 2020, 3 people were accommodated which took an average of 15.33 months from referral to placement. Although the average length of time between referral and placement did not meet the target of 12 months, upon further investigation the reason for the delays related to funding availability and building delays. Both factors are out of the control of CLS. It is, however, impressive that despite the pandemic the Supported and Independent Living Department continued to support individuals to move into new living arrangements.

The Supported and Independent Living Program is one the fastest growing programs at CLS. The growth of this 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 two years, CLS will develop a fulsome policy framework, practice guidelines and client information system for this program area.

Employment Services
Despite the pandemic Employment Services programs continued to show very positive results on most of their performance measurements for the reporting year. Employment Services continued to assist people to find and secure employment throughout the pandemic (37 in 2020). Although, some individuals experienced job loss during this time (29), 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 (46%) and the number of individuals that received career enhancements (35.9% of employed individuals) is impressive.

Overall, the results were positive for this reporting year. 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. In order 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.

Demographic Summary

The vast majority of CLS services are located and provided in the Metro Vancouver area. CLS has a small presence in Abbotsford and Chilliwack which as considered the Fraser Valley.

Metro Vancouver Map

Metro Vancouver is a multi-ethnic society. There remains a small population, less than 2%, of indigenous people. From the time of the region's first non-indigenous settlement in the second half of the 19th century, people from Britain and Ireland were the largest group of immigrants and, collectively, remain the largest ethnic grouping in Vancouver to this day. The largest non British or Irish ethnic groups situated in Vancouver include Chinese, Indians and Germans. The metropolitan area has one of the most diverse Chinese-speaking communities with several varieties of Chinese being represented.

Pan-ethnic groups in Vancouver CMA (2016)[3]

Ethnic origin	Population	Percent
European	1,195,185	49.3%
East Asian	557,745	23%
South Asian	291,005	12%
Southeast Asian	168,075	6.9%
Aboriginal	74,700	3.1%
Middle Eastern	62,440	2.6%
Latin American	34,805	1.4%
Black	29,830	1.2%
Other	41,780	1.7%
Total population	2,426,235	100%

Top ethnic origins in Vancouver CMA (2016)[4]

Ethnic origin	Population	Percent
Chinese	499,175	20.6%
English	470,340	19.4%
Scottish	341,075	14.1%
Canadian	331,205	13.7%
Irish	275,355	11.3%
Indian	243,135	10.1%
German	222,025	9.2%
French	147,835	6.1%
Filipino	133,925	5.5%
Ukrainian	94,400	5.03%

*Canadian Census Profile 2016

In the City of Vancouver and four adjacent municipalities (Surrey, Burnaby, Richmond, and Coquitlam), there is no visible majority. Hence, the term visible minority is used here in contrast to the overall Canadian population which remains predominantly of European descent.
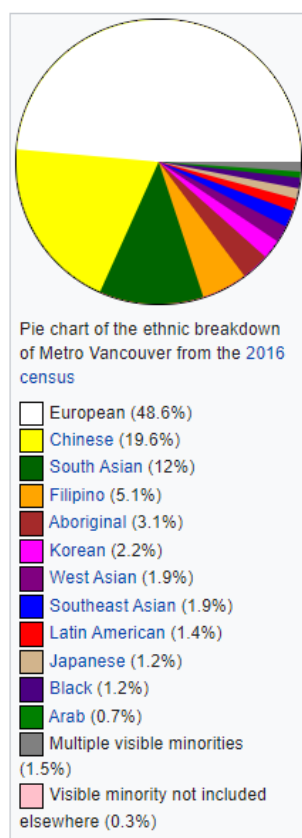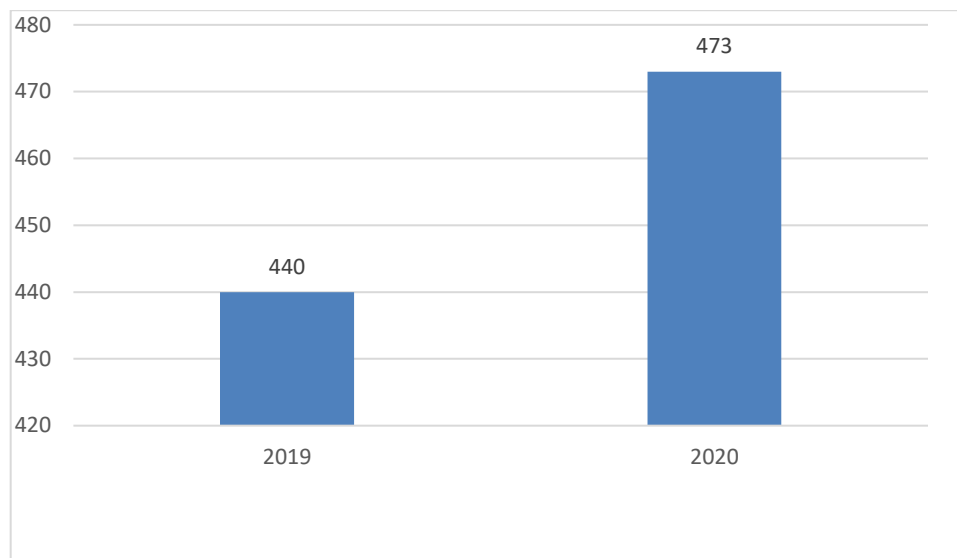
Greater Vancouver continues to be one of the most expensive areas to live in the world. Escalating housing costs has resulted in an affordable housing crisis. Most of the people we support live on Person with Disability Benefits (PWD) provided through the Ministry for Social Development and Poverty Reduction. Although the monthly payment has increased in the last two years, the annual amount is still below the poverty level.

Through its advocacy and actions, CLS has endeavoured address some of the poverty issues experienced by the people we support by:

- Advocating for increased PWD rates
- Developing and expanding Employment Services
- Developing a 10-year Housing Plan
- Forming partnerships with Housing Providers and the Cooperative Housing Federation to BC to access affordable housing for the people we support
- Building affordable housing (e.g., 43 Hastings)

Pie chart of the ethnic breakdown of Metro Vancouver from the 2016 census

- European (48.6%)
- Chinese (19.6%)
- South Asian (12%)
- Filipino (5.1%)
- Aboriginal (3.1%)
- Korean (2.2%)
- West Asian (1.9%)
- Southeast Asian (1.9%)
- Latin American (1.4%)
- Japanese (1.2%)
- Black (1.2%)
- Arab (0.7%)
- Multiple visible minorities (1.5%)
- Visible minority not included elsewhere (0.3%)

Total Number of Supported Individuals

*Note - 473 represents the total individuals in an CLS service at some point throughout 2020.
As of January 1, 2021 there are 410 individuals being supported by the CLS. These 410 individuals can be supported in multiple programs as indicated below.

Total Number of Supported Individuals in Each Program
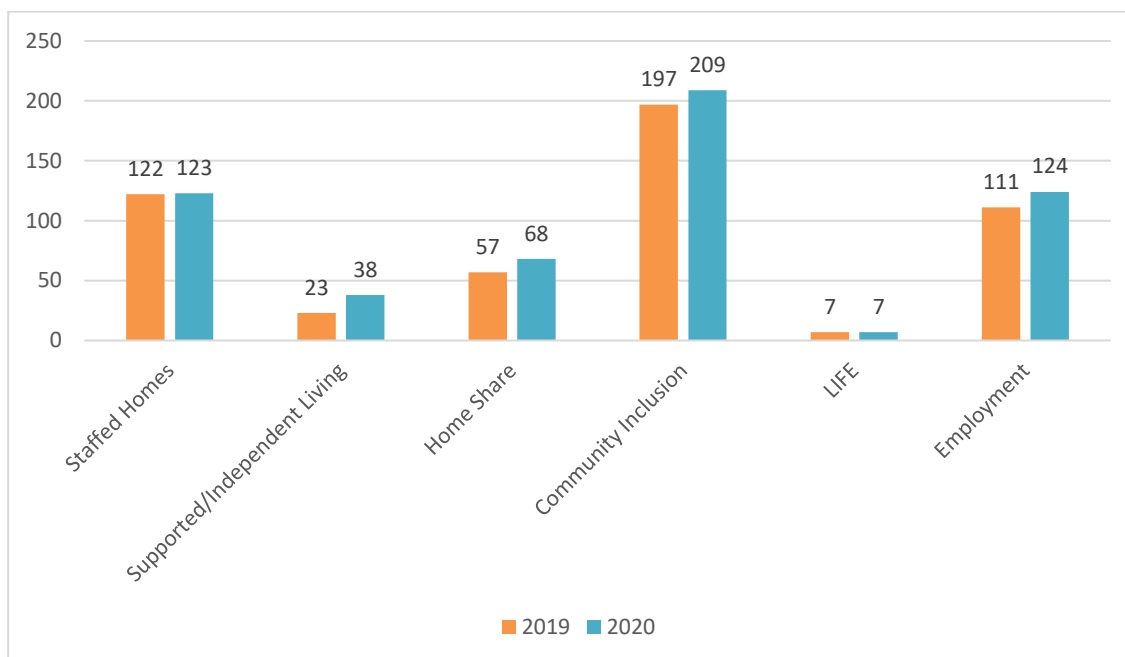
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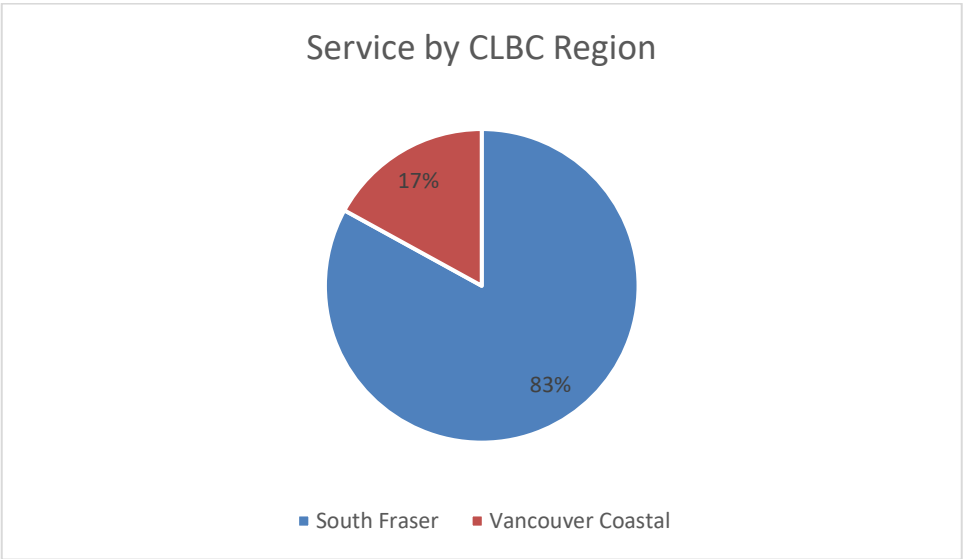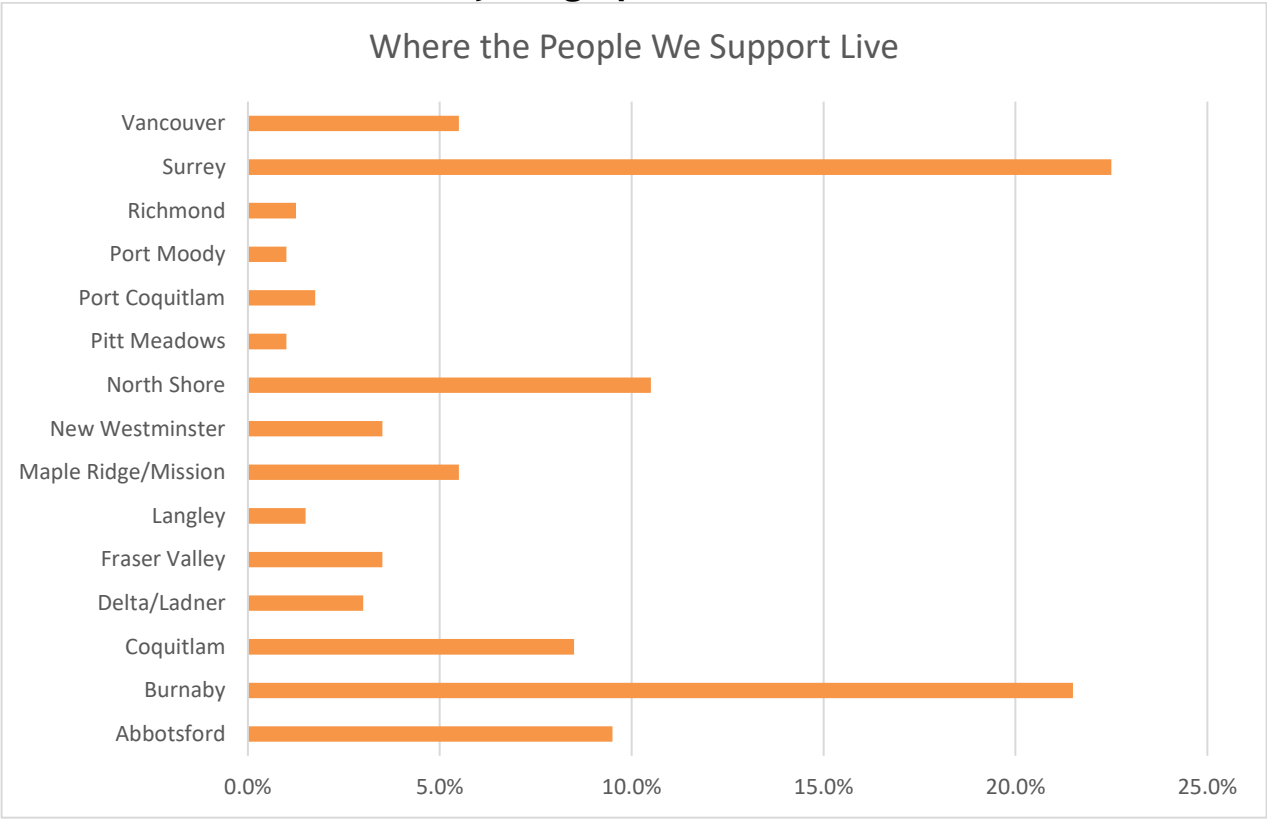- The above numbers do not add up to 473 as people can be in more than one service. These numbers are for the totals in each service. 473 is the total number of people supported. In 2020 CLS began separating the specific programs with Community Inclusion to identify growth trends year over year.
- Some of the growth in the Supported and Independent Living program is due to the re-alignment service (10 people) as opposed to new referrals.

Community Inclusion totals break down as follows for 2020:
- Day Programs   59
- Studios   21
- Individualized Supports   129

➢ 44 new people started services with the CLS in 2020
➢ 67 people exited services with the CLS
  o an Employment Program contract ended which makes up the majority of these leavings
➢ 9 people passed away
➢ 14 people transitioned from one staffed home to another within CLS (These were all planned moves but not because of a lifestyle decision on the part of the individuals (e.g., mobility issues, home renovations, support needs, etc.)
➢ 3 people who lived in a staffed home/supported living home transitioned to a different service provider due to care level change
➢ 6 people living in a home share moved to a different home share arrangement

Total Number of Individuals by Geographic Location

Where the People We Support Live

Location	Percentage
Vancouver	~5.5%
Surrey	~22.5%
Richmond	~1.3%
Port Moody	~1.0%
Port Coquitlam	~1.7%
Pitt Meadows	~1.0%
North Shore	~10.5%
New Westminster	~3.5%
Maple Ridge/Mission	~5.5%
Langley	~1.5%
Fraser Valley	~3.5%
Delta/Ladner	~3.0%
Coquitlam	~8.5%
Burnaby	~21.5%
Abbotsford	~9.5%

Service by CLBC Region

- South Fraser: 83%
- Vancouver Coastal: 17%

Demographics by Program

Staffed Homes
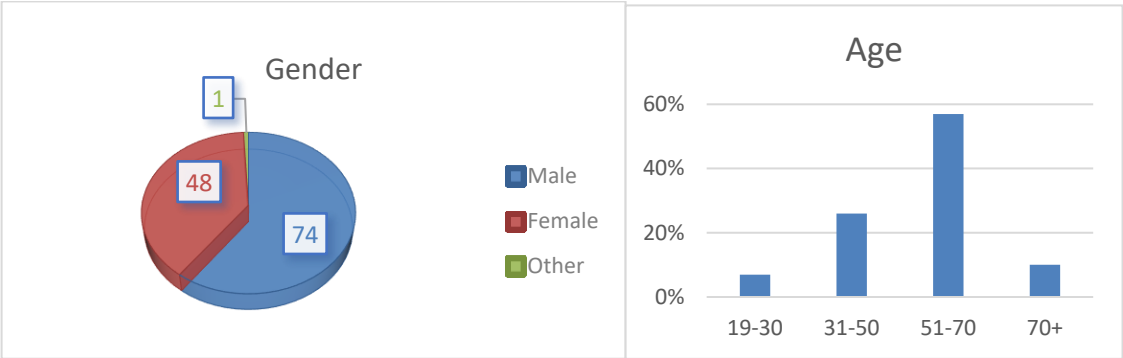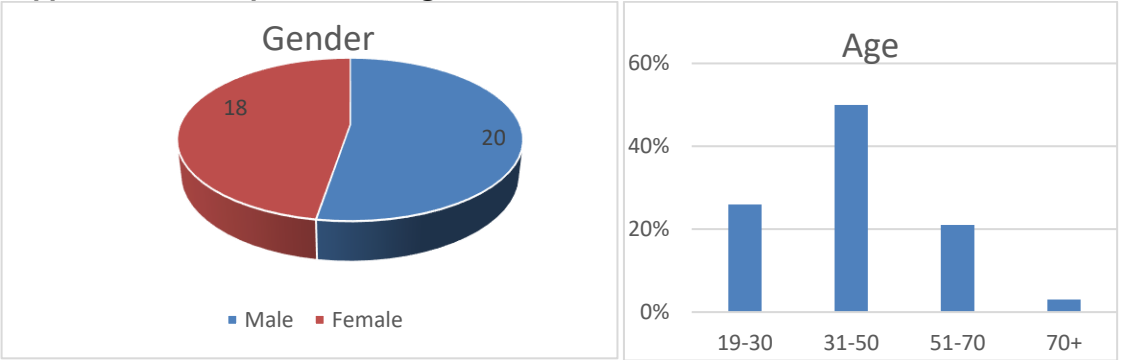
Gender

- Male: 74
- Female: 48
- Other: 1

Age

Age	Percentage
19-30	~7%
31-50	~26%
51-70	~57%
70+	~10%

Supported and Independent Living

Gender

- Male: 20
- Female: 18

Age

Age	Percentage
19-30	~26%
31-50	~50%
51-70	~21%
70+	~3%

Home Share

Gender

- Male: 34
- Female: 31

Age

Age	Percentage
19-30	~43%
31-50	~29%
51-70	~23%
70+	~5%

CLS | community living society

Day Programs

Gender

Age

Studios

Gender

Age

Individualized Supports

Gender

Age

LIFE

Gender

Age

Employment

Gender

Age
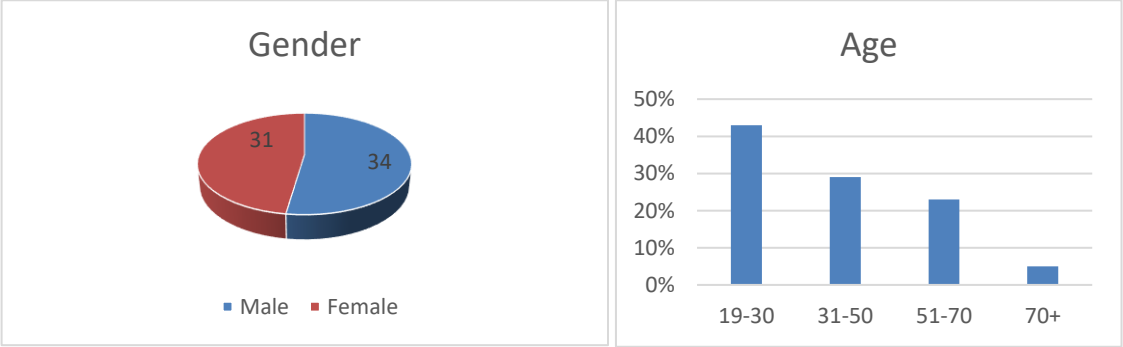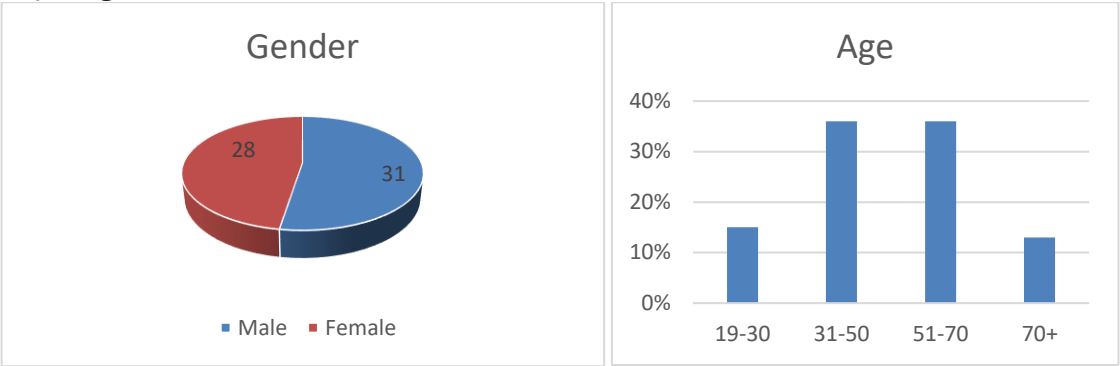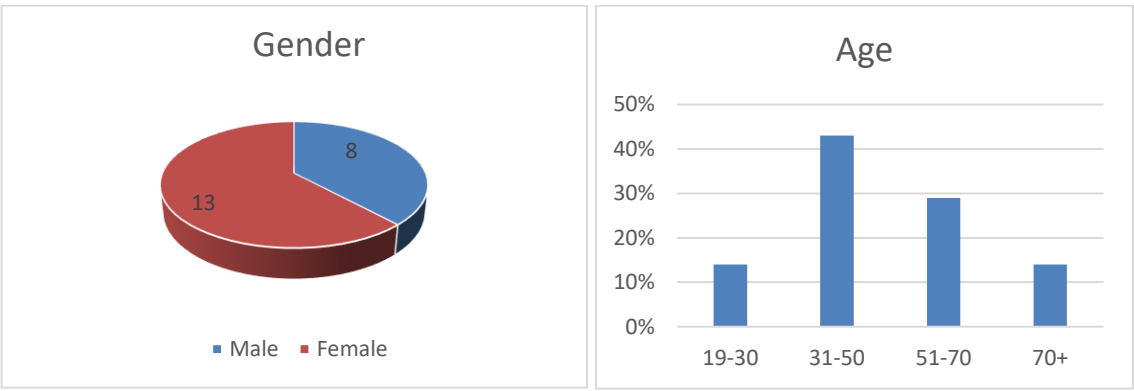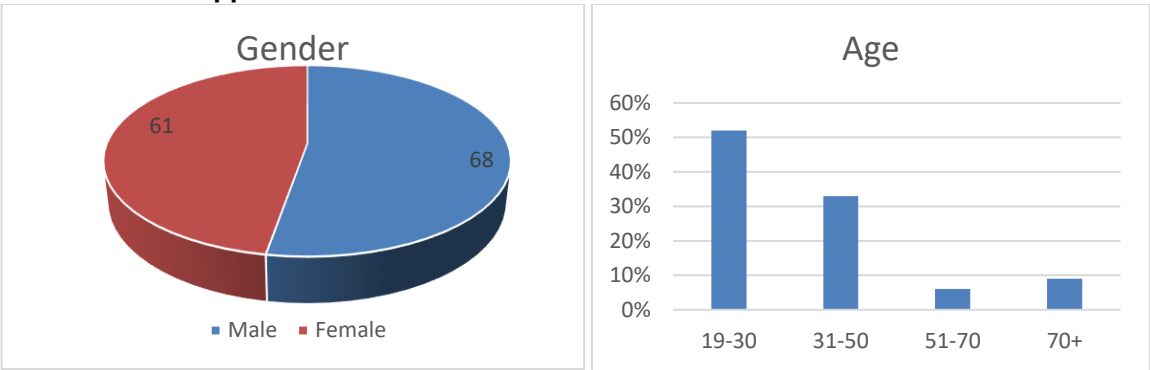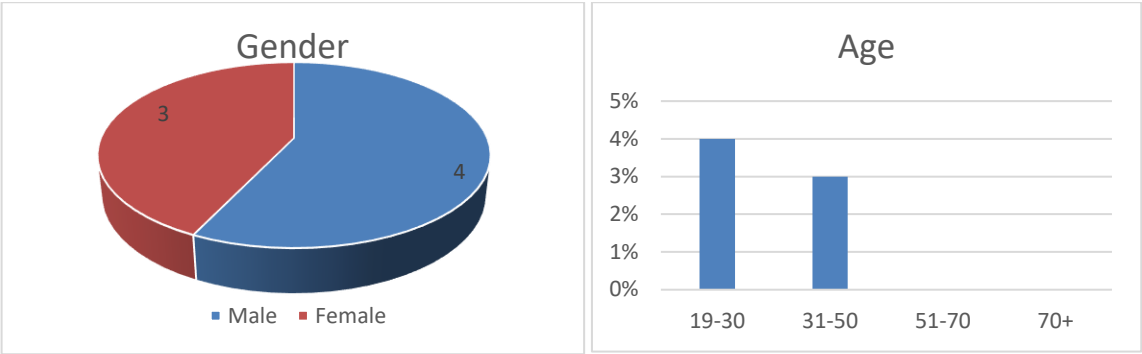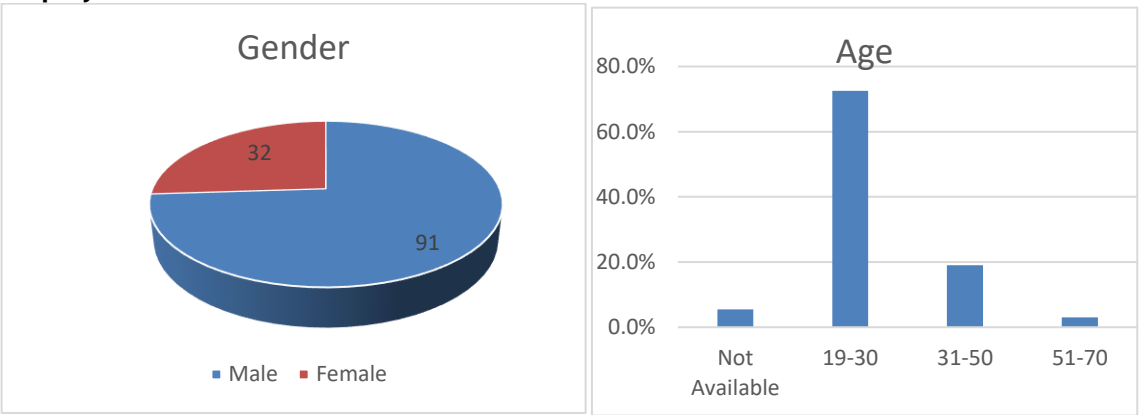
Demographics – All Programs

Age

Declared Ethnicity

- Caucasian — 49.0%
- Not Declared — 26.0%
- First Nation/Indigenous — 6.5%
- Asian — 6.5%
- South Asian — 3.5%
- African American — 2.0%
- Arabic — 0.5%
- Other — 6.0%

Declared Gender

- Male — 58%
- Female — 41%
- Transgender — 1%
- Other — 0%

Primary Diagnosis

Category	Percentage
Other	~18%
Prader-Willi Syndrome	~1%
ADHD	~1%
Tramatic Brain Injury	~1%
Asperger's Syndrome	~4%
Down Syndrome	~4.5%
Fetal Alcohol Syndrome	~5%
Cerebral Palsy	~8%
Developmental Disability	~17%
Autism	~17.5%
Not Available	~23%

Note – we do not collect diagnosis for individuals in the Employment Program

First Language

Language	Percentage
Other	9.0%
Spanish	0.5%
Italian	0.5%
German	0.5%
Arabic	0.5%
Japanese	0.5%
Somali	0.5%
Farsi	0.5%
French	1.5%
Hindi	1.0%
Punjabi	1.5%
Cantonese & Mandarin	3.5%
Non-Verbal	5.0%
ASL	4.0%
English	71.0%

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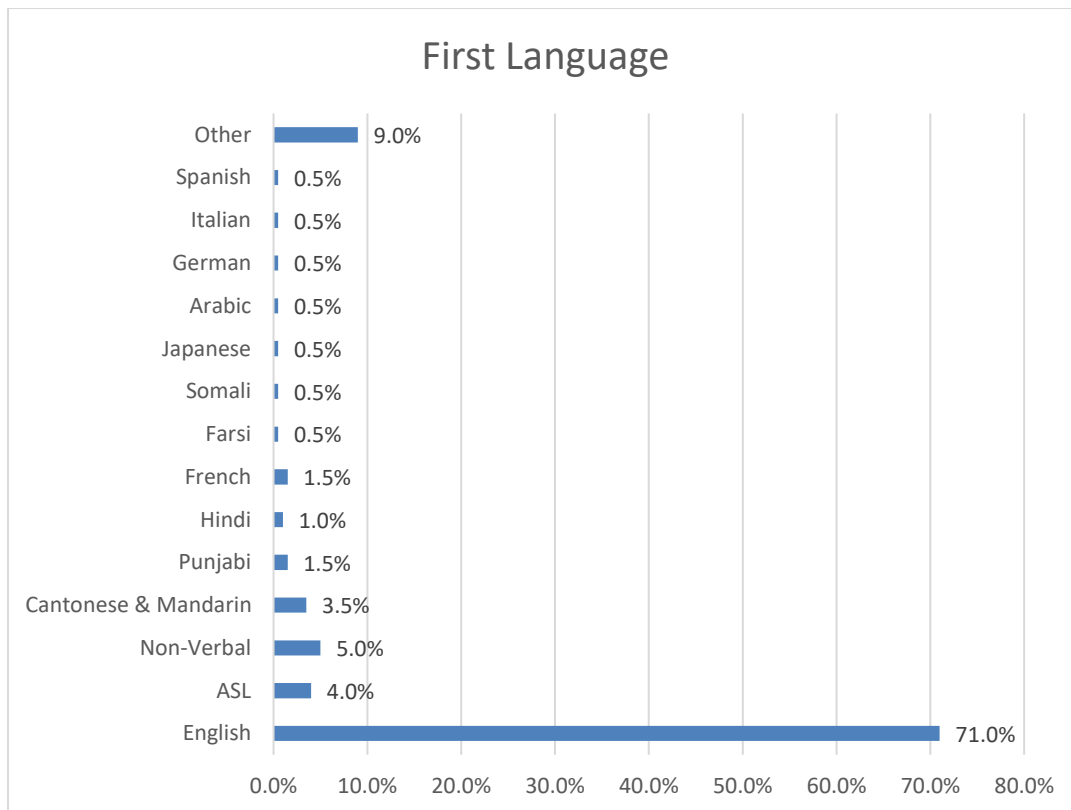
Analysis

The review and analysis of the CLS demographics has highlighted several themes:

1. Growth: CLS continues to grow. New people are referred by CLBC and preference by individuals and families. Of note, service such as Employment, Independent and Supported Living and Home Share seem to be attracting the greatest growth especially by individuals from the younger age demographics. Community Inclusion has also seen an increase in referrals. In 2020, CLS has begun tracking the growth for the different programs in this category. Over time it will be important to track any trends that emerge between in these individual programs.

2. Age: As mentioned above, the younger generation of individuals are increasingly attracted to the service such as Home Share and Independent Living and Employment services. The reason for this trend may be threefold:
   - The services better reflect the choices and preferences of the young generation.
   - CLS have the last five years has made a concerted effort to develop services to provide a wider repertoire of options for the people we support.
   - Funding for these services is more available.

   Although Home Share, Independent Living and Employment services have attracted the younger generation, increasingly, most (67% - 51 years or older) people living in staffed homes are in the later stages of life. There are two main reason for this trend:
   - During deinstitutionalization (1981 to 1996) CLS developed many staffed homes to support people moving into community from the institutions. The preferred residential option at the time was staffed homes (i.e., 4-person group homes). Although these individuals were typically in their middle years at the time of their move, many are now in the later stage of life.
   - As residential options have expanded, new people referred to staffed homes typically have more complex care needs and/or are aging.

3. Transitions: 23 people transitioned between residential services in the reporting year. Although most moves were planned were a response to the needs or desires of the individual, this is a significant number of transitions in one year especially during a pandemic.

4. Diversity: The vast majority of the people we support report that they are Caucasian, and English is their first language. This result is not fully consistent with the ethnic diversity in the Greater Vancouver area.

Looking Forward

The growth and interest in Home Share, Employment Services and Independent and Supported Living (especially with the younger generations), suggests that further development of these newer CLS services is appropriate.

As many of the people we support (especially in staffed homes) are aging, further development of resources, supports and guidance for staff to support people in the late stage of their life is appropriate.

Given the ethnic diversity in the Greater Vancouver area, it is important to undertake further analysis to identify 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 taken to support increased accessibility of our services for different ethnic groups.

Stakeholder Satisfaction - Service Quality (Feedback/Satisfaction) – All Programs

Satisfaction surveys are intended to solicit the opinions and perspectives of individuals, family members and/or long- term caregivers and, external stakeholders who were involved in the lives the people served by the Society.

Survey Response Rates

Stakeholder Satisfaction Surveys
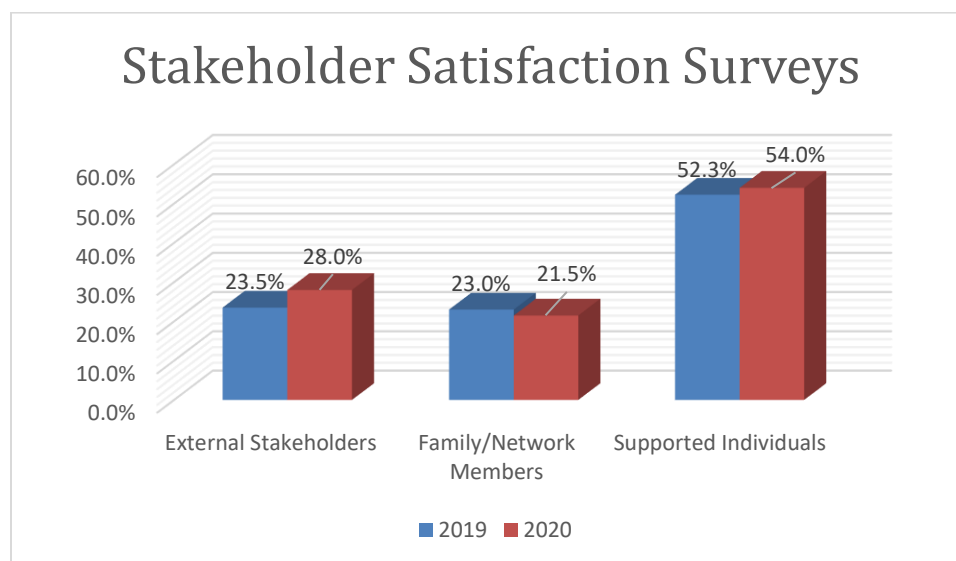
Supported Individuals

Objective/ Outcome	Link to Agency Values	Indicator	Who Applied to	Data Source	2020 Results from Surveys	Target Goal/Expectancy
Individuals are treated as unique, with strengths, abilities, and value	Respect	% of individuals that indicate staff are interested in them.	All individuals	Participant Survey (Appendix A)	96% Does not include the Employment program	90% agree
		% of individuals that indicate staff know what they are good at.	All individuals	Participant Survey (Appendix A)	96%	90% agree
		% of individuals that indicate staff help them with what they need.	All individuals	Participant Survey (Appendix A)	97%	90% agree
Individuals are supported to exercise their right to make choices with support as necessary from friends, family and trusted advisers	Respect	% of individuals that indicate staff let them make their own choices/decisions.	All individuals	Participant Survey (Appendix A)	97% Does not include Employment	90% agree

Individuals are supported to live with dignity and equality in a safe and secure environment	Respect	% of individuals that indicate feeling safe in their program/ or where they live	All individuals	Participant Survey (Appendix A)	99% Does not include Employment	90% agree
		% of individuals that indicate staff listen to them.	All individuals	Participant Survey (Appendix A)	96%	90% agree
Individuals are supported to be known as individuals and as citizens in their community	Community	% of individuals that indicate staff support them to go out in their community if they want to.	All individuals	Participant Survey (Appendix A)	94% Does not include employment	90% agree
Individuals are supported to be included in their community	Community	% of individuals that indicate staff help them to do things with others in their community.	All individuals	Participant Survey (Appendix A)	90.5% Does not include employment	90% agree
Individuals and families can depend on CLS	Integrity	% of individuals that indicate they can depend on their staff.	All individuals	Participant Survey (Appendix A)	94.5% Does not include Employment	90% agree
CLS will be responsive and follow through on our commitments to individuals and families	Accountability	% of individuals served that indicate staff do what they say they are going to do.	All individuals	Participant Survey (Appendix A)	96.5%	90% agree

Individuals either completed the survey or were interviewed using the survey questions. Individuals communicated their choices verbally or by using another communication system (e.g., pictorial symbols, augmentative communication device, etc.). The response from individuals was overwhelmingly positive. The survey results all exceed the target of 90%. Below are some comments for individuals CLS supports:

I am happy with how they have supported me through out the years.

I am always thankful to Job Coach who is consistently helping me search for the job which fits my needs for the last more than 2 years.

The fact they have given me a chance to live my best life and do my dream job.

Know me well. Let me know what my plan but respect to me what is in my mind.

The support and being cared about just glad to have a great amazing place to live. I love my home share family.

I'm safe and secure no matter what.

During this pandemic it has been good to have someone outside of immediate family to connect with regularly that us a safe circumstance like the precautions taken during the pandemic.

My staff help me achieve what I want to do. My staff is good.

I make my own choices.

Family Members / Caregivers

Objective/Outcome	Link to Agency Values	Indicator	Who Applied to	Data Source	2020 Results from Surveys	Target Goal/Expectancy
Individuals are treated as unique, with strengths, abilities, and value	Respect	% of family members/caregivers that indicate CLS staff know their family member's strengths.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	98%	90% agree or strongly agree
		% of family members/caregivers that indicate CLS staff see their family member as a unique individual.	All family members/ caregivers	Participant Survey (Appendix A)	100%	90% agree or strongly agree
Individuals are supported to exercise their right to make choices with support as necessary from friends, family and trusted advisers		% of family members/caregivers that indicate their family member's choices are respected by CLS staff.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	100%	90% agree or strongly agree
		% of family members/caregivers that indicate CLS staff support their family member to make their own choices/decisions.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	100%	90% agree or strongly agree
Individuals are supported to live with dignity and equality in a safe and secure environment		% of family members/caregivers that indicate their family member is safe participating in the program/ living in their home.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	98%	90% agree or strongly agree
Individuals are supported to be known as individuals and as citizens in their community	Community	% of family members/caregivers indicate CLS staff support their family member to be involved in their community, if they want to be.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	96%	90% agree or strongly agree
CLS supports social change that contributes to stronger, healthier communities for everyone		% of family members/caregivers that indicate CLS staff are advocates for my family member.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	98%	90% agree or strongly agree
		. % of family members/caregivers that indicate CLS advocates for people with disabilities.	All family members/ Caregivers	Family Member/Caregiver Survey (Appendix B)	100%	90% agree or strongly agree

Individuals and families can depend on CLS	Integrity	% of family members that indicate CLS acts with integrity.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	93.5%	90% agree or strongly agree
		% of family members that indicate CLS staff respond in a timely manner.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	93.5%	90% agree or strongly agree
CLS will be responsive and follow through on our commitments to individuals and families	Accountability	% of family members that indicate CLS staff follow through on the things they say they will do.	All family members/ Caregivers	Family Member/Caregiver Survey (Appendix B)	98%	90% agree or strongly agree
		% of family members/caregivers that indicate CLS listens and responds to their feedback.	All family members/care givers	Family Member/Caregiver Survey (Appendix B)	100%	90% agree or strongly agree

As indicated in the data table above, families are overwhelmingly satisfied with CLS services and how the identified values are being applied in the everyday work of the Society. Below is a sample of comments for family members:

It is not easy to interpret my brother's different behaviours, but the staff at his home are amazing at doing that.

Staff have developed a relationship with my son based on his strengths. They adapt the activities based on those even during this difficult period of time.

He is unique and special and is treated as such.

The house liaise with me on a regular basis to provide information and updates. They constantly adjust with my son's needs and makes sure he is well and happy even during such unusual times.

Even though he is not able to speak or understand most things, he is always given choices and the option to make a decision, which is something he was never given the opportunity to do before joining CLS.

So many participants truly have been given voices through art.

I appreciate the accommodations that have been made during these Covid times.

CLS has supported her sister as an individual - not as a person with disabilities and the organization also cares about people.

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External Stakeholders

Objective/Outcome	Link to Agency Values	Indicator	Who Applied to	Data Source	2020 Results from Surveys	Target Goal/Expectancy
Individuals are supported to be included in their community	Community	% of stakeholders that indicate CLS works to ensure individuals are involved in their community.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS Advocates for people with disabilities.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS works to make a stronger, healthier community for everyone.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS acts with integrity.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS is dependable as an organization.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
CLS will ensure services and supports are flexible and responsive	Integrity	% of stakeholder that indicate CLS is a responsive organization.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
CLS will be accountable to all our stakeholders	Accountability	% of stakeholders that indicate the CLS is an accountable organization.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree

The response from external stakeholders were overwhelmingly positive. All the results exceeded the target. Below are some comments from external stakeholders:

CLS provides support for their clients. They also allow for space and autonomy. This allows the individual to create a safe circle of external support, that they choose, in their community. This allows for folks to create a stronger sense of self.

As a community partner, I appreciate the open communication, and the responsiveness from CLS.

They are willing to think outside the box and a good organizational partner.

They bring knowledge and innovative solutions to the challenges their clients face.

Excellent attention to self-advocacy.

Willingness to share its expertise with others.

Analysis
Although the survey results from individuals, family members and external stakeholders were overwhelmingly positive, the response rate from family members (21%) and external stakeholders (28%) is lower than expected. Due to low response rate, the results are not as reliable as they would be with a higher response rate.

Upon review of the results and comments, some themes emerged:
- CLS staff are actively providing and supporting individual to make their own choices. Family members commented that their loved one was supported to make choices, regardless of their abilities. Also, CLS staff focus on the unique strengths of each person. CLS commitment to Person-Centred Active Support (PCAS) may be the reason why these two themes have emerged.
- Many respondents commented on the challenges of COVID 19 and how the pandemic has interfered with the options available to individuals. However, comments about the challenges were often countered with gratitude for how CLS's responded to and supported people through the pandemic.

Looking Forward
Person-Centred Active Support (PCAS) is an important focus for CLS which forms the foundation of its training for its staff. Given the results, continued development and promotion of this approach is encouraged.
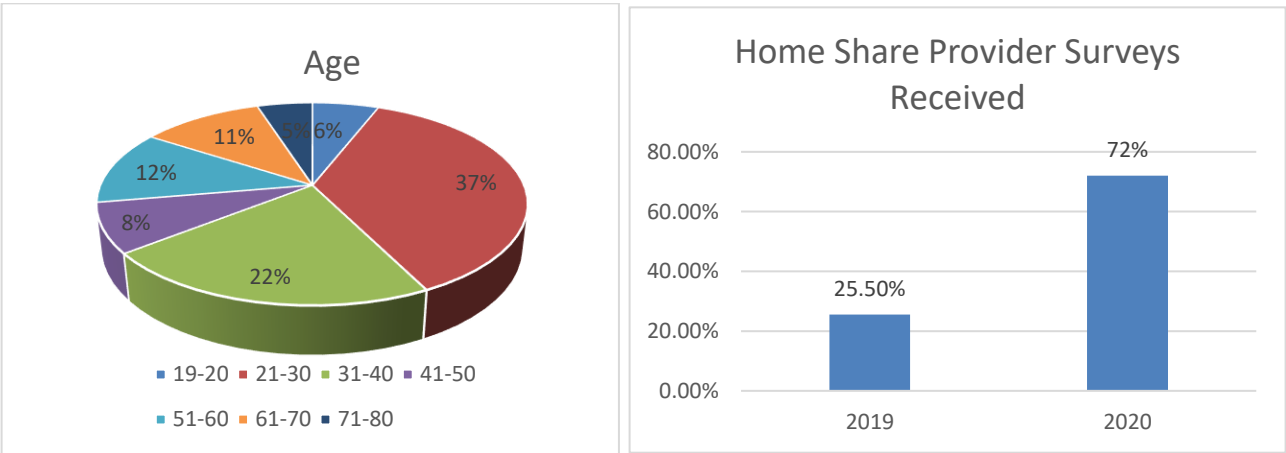
An increased response rate from family members and external stakeholders would strengthen the reliability of the results. Therefore, further actions to increase the response rates for both groups is required.

Program Performance Measurement

Home Share

Home Share is a program that fosters relationships between individuals, families and their communities. Home Share is for people who want to share a home with a family, couple or single person who will assist them to build relationships and access their community. The Home Share provider may also help with self-care, meal preparation and the development of other life skills. In a Home Share situation, the person receiving support and the Home Share Provider (or family) live as equal participants in the home, sharing a close relationship that supports inclusion, growth, and opportunity for all.

Total number of individuals served   65

Age

- 19-20
- 21-30
- 31-40
- 41-50
- 51-60
- 61-70
- 71-80

6%
37%
22%
8%
12%
11%
5%

Home Share Provider Surveys Received

Year	Percentage
2019	25.50%
2020	72%

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2020 Results	Performance Goal
Individual Impact Measures (Effectiveness)							
Home Share Providers will feel supported by the agency	N/A	% of Home Share Providers that feel that support offered by the agency met their needs.	Home Share providers that have provided services for at least two months	Annually (cross section of providers at one point in time)	Survey Item - four-point scale from strongly agree to strongly disagree (Home Share Provider Survey Appendix D)	91.6%	TBD after 2020 Reporting Year
Individuals will experience inclusion in their community	Social Inclusion	Average number of community activities that individuals participate in	Sample of individuals that have been receiving services for at least three months	Two Week Tracking sheet applied twice a year to all or a sample of individuals, minimum of 15 completed annually	Tracking all community activities participated in	Not collected this year	To be collected in 2021 and reported in 2022
		% of individuals that self-report feeling like they belong when they are in the community	All individuals being supported in the home sharing program	Annually	Survey item – three-point scale (Participant Survey- Appendix A)	94%	TBD after 2020 Reporting Year
Individuals' self-determination will be encouraged and supported	Self Determination Rights	% of individuals in Home Share that indicate having opportunities to make decisions and choices	All individuals being supported in the Home Share program	Annually	Survey item – three-point scale (Participant Survey- Appendix A)	100%	TBD after 2020 Reporting Year
Individuals will experience stability and contentment in their home	Physical Well-Being Emotional Well Being	% of all moves out of or between placements that are unplanned per year	All individuals experiencing a move between or out of a Home Share placement	Annually	Individual file review	2 individuals 3%	TBD after 2020 Reporting Year
		% of individuals in Home Share that indicate feeling included in home life	All individuals being supported in the Home Share program	Annually	Survey item – three-point scale (Participant Survey- Appendix A)	86% 2 people said 'no' and 3 people said 'sometimes'	TBD after 2020 Reporting Year

		% of individuals in Home Share that indicate feeling content with their living situation	All individuals being supported in the Home Share program	Annually	Survey item – three-point scale (Participant Survey-Appendix A)	100% 6 people did not respond to the question and 1 said 'unsure'	TBD after 2020 Reporting Year
		Average length of stay of individuals in the program	All individuals	Analysis completed annually of the mean, mode and median	Individual file review	Mean = 4.81 years Median = 3 years Mode = 1 year	TBD after 2020 Reporting Year
Service Management Measures - Efficiency							
Minimizing turnover in Home Share providers	N/A	% of Home Share providers that exit from providing services each year	All Home Share Providers that were active at any time in the given year	Annually	File data	8% 4 in 2020 2 due to deaths, 1 termination by CLS and 1 move to new agency	TBD after 2020 Reporting Year
Service Management Measures – Service Access							
Minimize the time from intake to placement	N/A	Average number of days from intake to placement	All intakes (individuals matched)	At time of placement	Referral and intake forms	Not collected this year	To be collected in 2021 and reported in 2022
Maximize placements of individuals	N/A	% of accepted referrals that we are able to successfully match	All accepted referrals	At time of placement	Referral and intake forms	Not collected this year	To be collected in 2021 and reported in 2022
Home Sharing Providers will be responded to in an efficient, timely manner	N/A	% of Home Share Providers indicating that their needs were responded to in a timely way by staff	Home Share Providers that have provided services for at least two months	Annually (cross section or providers at one point in time)	Survey Item - four-point scale from strongly agree to strongly disagree (Home Share Provider Survey – Appendix D)	91.6%	TBD after 2020 Reporting Year

Analysis

As this is the first reporting year using the new performance measurement plan, many of the targets were not predetermined. The results during this year will help to determine reasonable targets for future year. That said, the results from this year give a good indication of whether CLS is achieving its intended outcomes for the program. 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 indicate that individual feel included in home life (86%), are content with their living situation (100%), feel like they belong when they are in their community (94%) and have opportunities to make decisions and choices (100%). Stability is measured in different ways; longevity, unplanned moves and turnover of Home Share Providers. This year's results seem to indicate that individuals in Home Share experience reasonable stability. Unplanned moves (3%) and turnover (8%) are low. In future years, a year over year comparison will provide better data to analyze the stability of the program.

Lastly, to continue to provide quality support the Home Share Providers must receive support in a timely manner and feel supported by the agency. The survey response rate (72%) is a very good indication that Home Share Providers feel engaged and are willingly to freely share their opinions. The survey results also indicate that Home Share Providers feel supported by CLS (91.6%) and receive timely respond from CLS staff (91.6%).

Looking Forward

Overall, the results were positive for this reporting year. Year over year results will help to assess and determine future changes and modifications to the program. During the reporting year all Home Share policies were reviewed and revised. A Sharevision site was developed for the Home Share programs which aligns with the new policies. These changes have led to better consistency and accountability in the program. Future developments and changes to the Home Share program are not planned for this upcoming year.

Community Inclusion

Community Inclusion is designed for individuals who require ongoing support to participate in community in a meaningful way and operates outside the individual participants' homes (community based) or may operate within the individual participants' homes (home based). Both services may have a vocational, social / recreational, life-skill focus or, a combination of these supports.

Total number of individuals served   200

Age pie chart:
- 19-20: 2.0%
- 21-30: 38.0%
- 31-40: 22.0%
- 41-50: 12.0%
- 51-60: 9.0%
- 61-70: 12.0%

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2020 results	Performance Goal
Individual Impact Measures (Effectiveness)							
Individuals will have access to and actively participate in community-based activities.	**Social Inclusion**	% of individuals that participate in at least 1 community-based activity per supported day	All individuals participating in the program	Sampling of two-week periods twice per year	Activity Log	Not collected this year	90% To be collected in 2021 and reported in 2022
Individuals will be supported to contribute to their communities	**Rights** **Social Inclusion**	% of individuals engaged and involved in making a contribution to their community each quarter	All individuals participating in the program	Quarterly	Activity log	Not collected this year	90% To be collected in 2021 and reported in 2022

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Individuals will have opportunities to learn new skills.	**Personal Development**	% of individuals engaged and involved in skill acquisition each quarter	All individuals participating in the program	Quarterly	Activity log	Not collected this year	90% To be collected in 2021 and reported in 2022
Self-determination will be encouraged and supported	**Self Determination**

Rights | % of individuals in community inclusion that indicate having opportunities to make choices | All individuals participating in the program | Annually | Survey Item - three-point scale of being able to make choices in plain language – Participant Survey (Appendix A) | 95% 16 people did not answer the question or said unsure. | 90% |
		% of activities that an individual engages in that are linked to the individual's goals	All individuals participating in the program	Quarterly	Activity log	75.8%	90%
Service Management Measures - Efficiency							
Maximize service hours received	**N/A**	% of hours paid in relation to hours that were funded	All funded hours	Monthly - aggregated annually	Tracking of direct service hours provided	62%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	**N/A**	Average time from referral to beginning of service	All new referrals	All individuals referred and in program	Program tracking	13 weeks – 7 new referrals to CLS CI were accommodated in 2020. 2 decided not to follow through at the time of the referral because of the pandemic	8 weeks
Definition of Terms & Acronyms							

Community Activities - activities that occur outside of the home where there are opportunities to participate and interact with other community members.

Active Participation – activities where an individual is involved in planning and is able or chooses to engage in the activity to the best of their ability or capacity.

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Analysis

As this is the first reporting year using the new performance measurement plan, some results will be delayed until 2021 as data is collected for the first time. Consequently, 2021 will be a more fulsome report on this programs area. Moreover, the Community Inclusion programs were the most directly impacted by the pandemic and therefore, some of the targets were not met because of the safety restrictions and reduced activities available in community.

This year, data was available for two of the five effectiveness measures. Survey results indicated that 94% 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 75.8% as opposed to 90% (target) of activities that individuals were engaged in were linked to an individual's goals. Upon further investigation the restrictions related to the pandemic is the reason for this result.

In a typical year tracking the number of hours delivered (paid) in relation to the number that where funded, would provide a good indication of how the organization efficiently managed its resources. However, given the pandemic in 2020, the measurement was not reliable as services were drastically altered to address the crisis. Community Inclusion (including day programs and Individualized Services) were closed and/or the numbers of participants significantly reduced for safety reasons. Individuals living in Staffed Homes, who would have otherwise attended a Day Program, received all their supports from their home. Consequently, in 2020 Community Inclusion significantly underdelivered in relations to its funding envelope and Staffed Homes and Supported Independent Living overdelivered.

In 2020, 7 new referrals were accommodated in the Community Inclusion programs (Day Programs or Individualized Services). The average time from the date of the referral to the start of service, was 13 weeks. This did not meet our target of 8 weeks. As many new referrals involve the recruitment of new staff or reassignment of existing staff, 8 weeks is an ambitious, but reasonable target in a typical year. Given the pandemic in 2020, timeframe was altered due to recruitment delays, program closures (spring 2020) and alterations for safety measures.
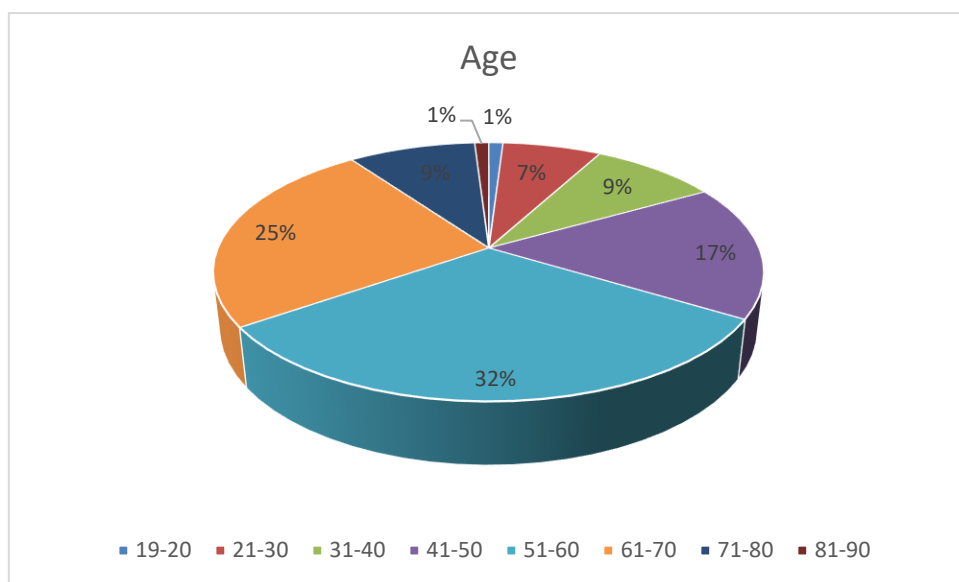
Looking Forward

The results of 2020 were impacted by the changes to our performance measurement plan and the disruption to regular service delivery caused by the pandemic. We expect that 2021 reporting year will be more reflective of the typical operations of the program with more fulsome data available.

Staffed Homes

Staffed Homes provide individuals with a home and supports on a 24 hour, 7 days a week basis. Individual's receive staff support to take care of their home, maintain their health and safety, improve ability to communicate, stay in touch with family and friends and engage in and contribute positively to their community. The goal is to help people gain the skills needed to be determine their own life. We support family and friends to be part of the individual's life and help them to make decisions.

Results

Total number of individuals served   123

Age pie chart with legend: 19-20, 21-30, 31-40, 41-50, 51-60, 61-70, 71-80, 81-90. Values shown: 1%, 1%, 7%, 9%, 17%, 32%, 25%, 9%.

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2020 data	Performance Goal
Individual Impact Measures (Effectiveness)							
Individuals will experience stability in their living arrangement	Physical Well-Being

Emotional Well Being | % of all moves out of or between placements that are unplanned (see definition below) | All individuals experiencing a move between or out of a Staffed Home Placement | Annually | Individual file review | 0.5% | Less than 5% |
| *Self determination will be encouraged and supported* | Self Determination/Rights | % of individuals in Staffed Homes that indicate having opportunities to make choices | All individuals that participate in the survey | Annually | Survey Item - three point scale of being able to make choices in plain language – Participant Survey – Appendix A | 96% | 90% |

Individuals will experience inclusion and participation in their community	**Social Inclusion**	% of individuals that participate in at least one community activity per week	All individuals	ongoing	Activity log	Not collected this year	95% To be collected in 2021 and reported in 2022
Individuals supported will have a network of healthy, positive and stable relationships	**Interpersonal Relations**	% of individuals with at least two people with whom they have a relationship with and regularly interact with every month	All individuals	ongoing	Quarterly Report – Additional Comments	Not collected this year	65% To be collected in 2021 and reported in 2022
Service Management Measures - Efficiency							
Maintain use of funded service level hours	**N/A**	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Tracking of direct service hours provided	103%	95%
Service Management Measures – Service Access							
Client accessibility needs related to choosing their living environments successfully accommodated	**N/A**	Average number of months between expressed desire to move and placement for the individuals that were accommodated in the reporting year	All individuals expressing an interest or need to move	At time of move – aggregated annually	Tracking of moves – Making It Happen meetings	9 months (one person)	12 months
Definition of Terms & Acronyms							

Community Participation - activities that occur outside of the home without paid staff where individuals participate and interact with other community members.

Community Inclusion – being a contributing member of the community while being valued for one's abilities and uniqueness — regardless of disability.

Unplanned Placement Move - all moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move or having choice in the move.

Analysis

As this is the first reporting year using the new performance measurement plan, some results will be delayed until 2021 as data is collected for the first time. Consequently, 2021 will be a more fulsome report on this programs area.

This year, data was available for two of the four effectiveness measures. Survey results indicated that 96% 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 0.5% as opposed to 5% (target) were unplanned. This is a positive result and indicates that people living in staffed home experience a degree of stability in their living arrangements. Also, during the reporting year, one person expressed an interest in moving to another staffed home and was accommodated within 9 months which is below the target of 12 months.

In a typical year tracking the number of hours delivered (paid) in relation to the number that where funded, would provide a good indication of how the organization efficiently managed its resources. However, given the pandemic in 2020, the measurement was not reliable as services were drastically altered to address the crisis. Community Inclusion (including day programs and Individualized Services) were closed and/or the numbers of participants significantly reduced for safety reasons. Individuals living in Staffed Homes, who would have otherwise attended a Day Program, received all their supports from their home. Consequently, in 2020 Community Inclusion significantly underdelivered in relations to its funding envelope and Staffed Homes and Supported Independent Living overdelivered.

Looking Forward

The results for 2020 in this program area were positive. We expect that 2021 reporting year will be more reflective of the typical operations of the program with more fulsome data available.

Changes and modifications to this service area are a result of the demographic information as opposed to the service measurement measures. As mentioned above, many (67% - 51 years or older) people living in staffed homes are in the later stages of life. For this reason, CLS will undertake some initiatives in the next year to explore and determine the resources and support required to best serve individuals in the later stage of their life.

Supported and Independent Living

Supported and Independent Living are options for people who want to live independently in their own home, but still need some help with daily living. Support staff assist individuals in their home and in the community with things like banking, medical appointments and cooking healthy meals, etc. Supported Independent Living is possible for a wide range of individuals with different support requirements, as long as the person has the desire to live more independently and make choices for themself.

Results

Total number of individuals served   38

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2020 Data	Performance Goal
Individual Impact Measures (Effectiveness)							
Support to maintain stability in their living arrangement	**Physical Well-Being** **Emotional Well Being**	% of all moves out of or between living arrangements that are unplanned (see definition below)	All individuals experiencing a move between or out of a Residential Placement	Annual	Individual file review (Sharevision)	0%	Less than 5%
Self-determination will be encouraged and supported	**Self Determination/ Rights**	% of individuals that indicate having opportunities to make choices	All individuals that participate in the survey	Annually	Survey Item - three-point scale of being able to make choices in plain language – Participant Survey (Appendix A)	100%	90%

Opportunities to learn skills that support independence	**Personal Development**	% of individuals that indicate having learned new skills	All individuals that participate in the survey	Annually	Survey Item - three point scale of being able to make choices in plain language – Participant Survey (Appendix A)	100%	90%
Individuals will be connected to community professional supports and resources	**Physical Well-Being** **Emotional Well-Being**	% of individuals that are connected to the community supports and resources they need	All individuals that have a goal that incudes or requires connection to community supports and resources	Quarterly	Activity Log	Not collected this year	To be collected in 2021 and reported in 2022
Service Management Measures - Efficiency							
Minimum levels of support are being provided to all persons served	**N/A**	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Service Level Hours review	110%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	**N/A**	Average number of months between referral and/or expressed desire to move, and placement for the individuals that were accommodated in the reporting year	All new referrals	At time of program entry	Program tracking	3 people moved into Supported and Independent Living. Averaged time between referral and placement was 15.33 months.	12 months
Definition of Terms & Acronyms							

Unplanned Placement Move - all moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move.

Analysis

As this is the first reporting year using the new performance measurement plan, some results will be delayed until 2021 as data is collected for the first time. Consequently, 2021 will be a more fulsome report on this programs area.

This year, data was available for three of the four effectiveness measures. Survey results indicated that 100% individuals believed they were able to make choices and learn new skills. These results exceeded the targets of 90%. The second effectiveness measure also met its target. Of all moves out of or between placements only 0.5 % as opposed to 5% (target) were unplanned. This is a positive result and indicates that people living in Supported and Independent Living experience a degree of stability in their living arrangements.

In 2020, 3 people were accommodated which took an average of 15.33 months from referral to placement. Although the average length of time between referral and placement did not meet the target of 12 months, upon further investigation the reason for the delays related to funding availability and building delays. Both factors are out of the control of CLS. It is, however, impressive that despite the pandemic the Supported and Independent Living department continued to support individuals to move into new living arrangements.

In a typical year tracking the number of hours delivered (paid) in relation to the number that where funded, would provide a good indication of how the organization efficiently managed its resources. However, given the pandemic in 2020, the measurement was not reliable as services were drastically altered to address the crisis. Community Inclusion (including day programs and Individualized Services) were closed and/or the numbers of participants significantly reduced for safety reasons. Individuals living in Staffed Homes, who would have otherwise attended a Day Program, received all their supports from their home. Consequently, in 2020 Community Inclusion significantly underdelivered in relations to its funding envelope and Staffed Homes and Supported Independent Living overdelivered.

Looking Forward

The Supported and Independent Living Program is one the fastest growing programs at CLS. The growth of this programs has been enabled by our partnerships with Housing Providers (e.g., New Chelsea) and Housing Cooperatives (e.g., CHF BC). Due to the growth and interest in this program, CLS is 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 two years, CLS will develop a fulsome policy framework, practice guidelines and client information system for this program area.

Employment Programs

Employment Services helps individuals to find employment in the community or, develop the skills they need to obtain employment of their choice. The CLS supports individuals to obtain meaningful, community-based employment, earning competitive wages and benefits like other members of the community.

Results

Total number of individuals served   124

Age

- Not Available
- 19-20
- 21-30
- 31-40
- 41-50
- 51-60

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2020 Data	Performance Goal
Individual Impact Measures (Effectiveness)							
Individuals will secure and maintain employment (*see definition of employment below)	**Social Inclusion** **Material Well-being**	% of new individuals successfully placed in employment within the first six months Average number of weeks to attain first employment placement	All new individuals served by the employment program	At six months of service	Client file review	18.3% 10 weeks	TBD after 2020 Reporting Year

	Social Inclusion **Material Well-being**	Average weeks of employment per year across all individuals (Note: For individuals that have been receiving services for less than one year, their results should be pro-rated)	All individuals that have been placed in at least one job	Annual review of all individuals that have had at least one job placement	Tracking of individual employment status	23.26 weeks (44.74% of the year – including unemployed individuals and pro-rated for length of service)	TBD after 2020 Reporting Year
Maximize career enhancements for all employed individuals (*see definition of career enhancement below)	**Material Well-being**	% of employed program participants that exceed minimum wage	All program participants that have achieved employment	Annual review of all individuals that have had at least one job placement	Tracking of individual employment information	46%	TBD after 2020 Reporting Year
		Average wage across all individuals	All program participants that have achieved employment	Annual review of all clients that have had at least one job placement	Tracking of individual employment information	$15.69 (only employed individuals)	TBD after 2020 Reporting Year
		% of individuals that receive a job or career enhancement each year	All program participants that have achieved employment	Annual review of all clients that have had at least one job placement	Tracking of individual employment information	35.9% (of employed individuals)	TBD after 2020 Reporting Year
Service Management Measures - Efficiency							
Minimize preventable employment breakdowns	**N/A**	% of at-risk situations (job in jeopardy) where breakdown is prevented	All at-risk situations	At the time of identification of imminent breakdown	Job in jeopardy tracking	77.6%	TBD after 2020 Reporting Year
Maximize the efficiency of staff resources in maintaining successful employment	**Social Inclusion**	Average # of hours/individual from intake to first job placement	All new individuals served by the employment program	Measured at time of first placement	Staff tracking of hours of service to each individual	Not reported this year	To be collected in 2021 and reported in 2022
		Average # of hours/client for ongoing clients	All individuals that have had at least one successful job placement	Weekly for all ongoing clients	Staff tracking of hours of service to each individual	Not reported this year	To be collected in 2021 and reported in 2022

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Service Management Measures – Service Access							
Individuals will receive service in a timely manner (Note: follow-up analysis of reasons that service has not been timely)	**N/A**	% of Individuals in active job search within 3 months of intake	All individuals that have received three months of service	At three months from time of intake	Individual file	62.5% - 16 people	TBD after 2020 Reporting Year
Individuals will be employed in a variety of employment sectors reflective of their community	**N/A**	# of employment sectors in which individuals are employed	All employed individuals	Annually (Use 4-digit National Occupational Codes matrix for classification)	Employment Sector Tracking	22 sectors 9537, 4212, 1241, 6622, 1521, 6611, 7321, 6711, 6731, 7514, 1513, 9522, 1524, 6421, 6742, 6541, 7452, 6222, 7611, 1414, 9619, 9617	TBD after 2020 Reporting Year

Definition of Terms & Acronyms

Employment - Paid work that takes place in an integrated community setting; and where wages, benefits and working conditions comply with industry standards and relevant laws (e.g., Employment Standards). Employment does not include work experience or volunteering. It may include self-employment. It is sometimes referred to as "*real work for real pay*". (from CLBC's Employment Policy, with modifications).

Career Enhancements – an increase in pay, hours of employment, secondary positions, positive appraisals, or an increase in scope of responsibility for the individual.

At Risk of Breakdown – any situation where an employer or employee indicates that they are considering ending the employment relationship due to issues or concerns either party has with the employment arrangement (i.e., excluding situations where the parties mutual agree on ending the relationship, where the job loss is due to layoffs or re-structuring, or where an individual decides to seek a new employment option unrelated to an issue with the present employer)

National Occupational Codes (NOC) key
9537 – Other products assemblers, finishers and inspectors
4212 – Social and community service workers
1241 – Administrative assistants
6622 – Store shelf stockers, clerks and order fillers
1521 – Shippers and receivers
6611 – Cashiers
7321 – Automotive service technicians, truck and bus mechanics and mechanical repairers
6711 – Food counter attendants, kitchen helpers and related support occupations
6731 – Light duty cleaners
7514 – Delivery and courier service drivers
1513 – Couriers, messengers and door-to-door distributors
9522 – Motor vehicle assemblers, inspectors and testers
1524 – Purchasing and inventory control workers
6421 – Retail salespersons
6742 – Other service support occupations, n.e.c.
6541 – Security guards and related security service occupations
7452 – Material handlers
6222 – Retail and wholesale buyers
7611 – Construction trades helpers and labourers
1414 – Receptionists
9619 – Other labourers in processing, manufacturing and utilities
9617 – Labourers in food and beverage processing

Analysis

Despite the pandemic, the Employment Services programs continued to show very positive results on most of their performance measurements for the reporting year. Employment Services continued to assist people to find and secure employment throughout the pandemic (37 in 2020). Although, some individuals experienced job loss during this time (29), 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 (46%) and the number of individuals that received career enhancements (35.9% of employed individuals) is impressive.

Looking Forward

Overall, the results were positive for this reporting year. 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, starting in 2014. Its success has led to new referrals and growth. In order 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.

Agency Management (Business Function) Measurement Plan – All Programs

Human Resource Objectives	Indicator	Data Source	Report	2020 Data	Target
Staff will have an up to date performance evaluation	% Performance Plans & Reviews completed bi-annually	HRS	Workforce Management Report	87% HR did not have the capacity to follow up with Leaders to ensure these were completed	100%
Staff will be sufficiently trained for their positions	% of staff completed Way of Thinking training within 6 months of hire	HRS	Training Report	25% Sessions not offered for the majority of 2020 due to covid	95%
CLS will have an engaged workforce	% of staff that complete the annual Employment Engagement Survey	Simple Survey	Workforce Management Report	66.7% in 2020 compared to 18.5% in 2019	50%

Health & Safety/Facility Objectives	Indicator	Data Source		2020 Data	Target
Staff will be familiar with Emergency Response Procedures	Six drills completed annually	Sharevision, Health and Safety Report	Health and Safety Report	95.4%	100%
Staff will be fully trained on Health & Safety Policies and Procedures	% Annual Health and Safety Training completed	Sharevision, HRS	Training Report Health and Safety Report	95%	100%

File Management Objectives	Indicator	Data Source		2020 Data	Target
Critical Incident reports will be submitted on time	% Critical Incident reports submitted on time and with follow up completed	Sharevision	Quality Assurance Report	99.75% Out of 272 incidents filed, 1 was one day late. This was not a serious incident.	100%
Formal complaints in writing are appropriately documented	% Are responded to within 10 working days	Sharevision	Quality Assurance Report	100%	100%

Checking & Reflecting on Results: Data Analysis & Dissemination Plan

Type of Data	Reporting to	Frequency & Format	Comparative Analysis	Potential Extenuating or Influencing Factors
Agency Management Measures Data	• Board of Directors • Staff	Annually • Business Improvement Plan • Training Report • Quality Assurance Report • Health and Safety Report	Results compared against targets and with previous year's results for trends	• Changes in the job market • Changes in government policy • Pandemic
Client Characteristics	• Board of Directors • Staff • External Stakeholders (members, families)	Annually • Performance Measurement Report	Compared with previous years for trends	No factors identified
Individual Impact Measures (Effectiveness)	• Board of Directors • Staff • External Stakeholders (members, families) • Supported Individuals	Annually • Performance Measurement Report • Annual Report • Newsletter	• Results compared against targets and with previous year's results for trends. • Results to be broken out by client characteristics, including gender and cultural background	• Changes in the job market • Changes in government policy • Pandemic
Service Quality Measures (Feedback/Satisfaction)	• Board of Directors • Staff • External Stakeholders (members, families) • Supported Individuals	Annually • Performance Measurement Report • Annual Report • Newsletter	• Results compared against targets and with previous year's results for trends	• Changes in the job market • Changes in government policy • Pandemic
Service Management Measures (Efficiency/service access)	Staff	Annually • Performance Measurement Report • Annual Report • Newsletter	• Results compared against targets and with previous year's results for trends	• Changes in the job market • Changes in government policy • Pandemic

Acting on Results: Business Improvement Plan Development, Implementation & Communication

The analysis of performance information outlined above will be contained in the annual Performance Measurement Report and other annual reports indicated above. These plans will include both service level and agency level actions to improve our performance based on our reflections on results. All action plans will be included in the Business Improvement Plan, which is monitored regularly, and results are reported to the Board of Directors on an annual basis (see Integrated Planning Framework). These plans will be communicated to our staff and key stakeholders (where appropriate) to support organization-wide understanding of our work to continuously improve.

2019 Performance Measurement Goals & Results						
Goal	**Indicator of Success**	**Plan Origin**	**Staff Responsible**	**Year**	**Status**	**Comments**
Enhance IS employee onboarding process	Develop a survey process to be completed in which 80% of newly hired IS employees feedback states that the onboarding / training process meets their needs	Performance Measurement Report	Roxanne Wiseman, Elke Tilgner, Judy Wilson	2021		
Implement stage 2 of the PCAS sustainability across CLS and integrate into process, practice, and training	Identify next steps of sustainability for PCAS training for Coordinators and Managers	Performance Measurement Report	Gillian Rhodes	2021	In Progress	70% complete
Increase independence with the use of technology for the participants in the L.I.F.E pilot project	Assess, evaluate and implement appropriate assistive technology for each pilot participant in L.I.F.E.	Performance Measurement Report	Max Sumner	2021		
Increase availability and awareness of routine optional training	Develop and populate a training calendar with rotating optional training ie: dysphagia, dementia, and autism ASD	Performance Measurement Report	Judy Wilson	2021		
Increase independent living housing options for supported individuals	Increase Co-op housing pilot available for 4 supported individuals	Performance Measurement Report	Gillian Rhodes	2020	Complete	By the spring of 2021, 6 people had moved into Coop housing with the support of CLS. This has been a very successful initiative. Continued expansion is expected.
Increase family/network communications with the CLS	Deliver quarterly - CEO video addresses to families/networks to increase engagement, information sharing and communications.	Performance Measurement Report	Janice Barr	2020	Complete	

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Increase family/network communications with the CLS	Ensure that Leaders have contact with family/network quarterly	Performance Measurement Report	Brenda Henderson, Marcela Herrera, Max Sumner, Elke Tilgner	2021	Deferred	A systematic way of recording and tracking contacts is required.
Increase communication, knowledge of family/networks with introductions of new home or program Leader(s)	Review the process for informing families of a new of change in Leader	Performance Measurement Report	Gillian Rhodes	2020	Deferred	Deferred to 2021 due to COVID 19
Increase educational opportunities for aging families provided by the CLS	Provide 1-2 focus groups (virtual webinars or in-person) hosted by CLS	Performance Measurement Report	Gillian Rhodes, Roxanne Wiseman	2021	Complete	Webinars are being presented to families 4 times per year on relevant topics. Organized by FSI.
Increase uptake for annual Home Share Provider survey	Develop a plan to increase response rate to 80% on the annual survey	Performance Measurement Report	Elke Tilgner, Roxanne Wiseman	2021	In Progress	Survey distributed. 2020 response rate was 72%
Identify Home Share Providers who are willing to provide additional respite to other CLS Home Share Providers	Modify the annual survey question regarding respite to identify those willing to provide additional respite	Performance Measurement Report	Elke Tilgner, Roxanne Wiseman	2020	Complete	
Promote staff mobility and career path development	Complete a review of the current promotion and information sharing surrounding opportunities and career pathing at CLS including, review of Sharevision "jobs" site, review of weekly emails re: opportunities, sharing information regarding career pathing at Town Halls and the CEO quarterly video address	Performance Measurement Report	Judy Wilson	2021		
Increase uptake and completion of the annual employee satisfaction survey	Increase the survey response rate by utilizing the following strategies: weekly email, reminders, and ERC promotion	Performance Measurement Report	Judy Wilson, Gillian Rhodes	2020	Complete	
Increase engagement with IS and Independent Living staff who work remotely	Complete baseline study regarding engagement with the Society for IS employees who work remotely	Performance Measurement Report	Elke Tilgner, Judy Wilson, Brenda Henderson	2021		To include Independent Living in the baseline study to be conducted.
Build knowledge and skills regarding building relationships, problem solving and conflict resolution	Provide additional training and materials to Leaders on building relationships, problem solving and conflict resolution	Performance Measurement Report	Gillian Rhodes, Judy Wilson	2021	In Progress	New Leaders II training program in development. The program will include a component on conflict resolution.

Goal	Indicator of Success	Plan Origin	Staff Responsible	Year	Status	Comments
Review and include Leaders in the CLS conflict resolution policy and process	Develop a procedure for responding to staff feedback in a timely manner by Leaders	Performance Measurement Report	Gillian Rhodes, Judy Wilson	2021		
Increase direct engagement with each CLS frontline employee (CLC)	Provide monthly video address to CLS staff	Performance Measurement Report	Janice Barr	2020	Complete	
Increase employee education regarding how to support and facilitate friendships for and with supported individuals	Train Leaders on how to support and facilitate friendships for and with supported individuals	Performance Measurement Report	Gillian Rhodes	2021		
Increase friendship and networks for supported individuals in L.I.F.E.	Baseline the existing number of friendships and networks for pilot participants of the L.I.F.E program reported at the start of service	Performance Measurement Report	Max Sumner	2021	Deferred	Unable to complete due to COVID-19
Increase supported individuals' understanding of their rights and responsibilities	Revise the wording of the annual survey question regarding responsibilities to increase clarity	Performance Measurement Report	Roxanne Wiseman	2021	Complete	
Re-evaluate and revise CLS' outcomes management system	Develop a revised outcomes system for CLS that aligns with the Mission, Vision and Values of the Society and CARF standards	Performance Measurement Report	Janice Barr	2020	Complete	
Ensure that CLS staff are well trained for their positions	Align PCAS training with Quality-of-Life indicators and integrate Stage 2 PCAS into CLS staff practices and training. Add the 8 quality of life indicators to the existing PCAS training module	Performance Measurement Report, Training Report	Judy Wilson, Roxanne Wiseman, Gillian Rhodes	2020	Deferred	Deferred to 2021 due to COVID 19
Increase supported individual's understanding of their rights and responsibilities	Develop a self-advocate written and produced training video on rights and responsibilities	Performance Measurement Report	Roxanne Wiseman	2021	Complete	Video and plain language booklet was developed and launched in early 2021.
Increase supported individual's understanding of their rights and responsibilities	Ensure minimum of 80% or persons supported in residential, or day services programs have the opportunity to view this video	Performance Measurement Report	Roxanne Wiseman	2021		

2021 - New Performance Measurement Goals

Goal	Indicator of Success	Plan Origin	Staff Responsible	Year	Status	Comments
Ensure that CLS services are accessible to individuals and families of all ethnic backgrounds	Complete an analysis of the ethnic diversity of the people supported by CLS and determine if it aligns with the demographics of CLBC and the communities in which CLS delivers its service	Performance Measurement Report	Roxanne Wiseman	2021		

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Increase the reliability of the family members survey responses by increasing the response rate	Increase the family members response rate to 40% by implementing: • Directors follow up • Email follow up • CEO Video address • Family Maters Newsletter	Performance Measurement Report	Roxanne Weisman, Vicky Pascoe, Elke Tilgner, Max Sumner, Marcela Herrera, Brenda Henderson, Heather Jones	2021	
Increase the reliability of the external stakeholder's survey responses by increasing the response rate	Increase the external stakeholder's response rate to 40%	Performance Measurement Report	Roxanne Weisman, Vicky Pascoe	2021	
Ensure that individuals are well supported during the late stage of their life	Develop resource materials, planning processes and policies to guide staff on how to support individuals during the late stage of their life	Performance Measurement Report	Janice Barr, Heather Jones	2022	In Progress
Ensure that individuals are well supported during the late stage of their life	Train all CLS leaders on Advanced Care Planning	Performance Measurement Report	Gillian Rhodes	2021	In Progress
Ensure that individuals are well supported during the late stage of their life	Develop resource materials to inform and support individuals to learn about options and responsibilities during the late stage of life	Performance Measurement Report	Janice Barr, Heather Jones	2022	In Progress
Ensure that individuals are well supported during the late stage of their life	Develop resource materials to inform and support family members to learn about options and responsibilities during the late stage of life	Performance Measurement Report	Janice Barr, Heather Jones	2022	In Progress
Develop Sharevision	Develop a Supported and Independent Living program site	Technology Plan, Performance Measurement Report	Vicky Pascoe, Sam Dickson, Brenda Henderson	2022	
Ensure that Employment Service has a strong foundation of practice guidelines and policy framework that reflect best practices	Review and update Employment Service policy framework, practice guidelines	Performance Measurement Report	Sam Dickson, Max Sumner	2022	
Develop Sharevision	Develop an Employment Services program site	Technology Plan, Performance Measurement Report	Vicky Pascoe, Sam Dickson, Max Sumner	2022	
Ensure that Supported and Independent Living has a strong foundation of practice guidelines and policy framework that reflect best practices	Review and update Supported and Independent Living policy framework, practice guidelines	Performance Measurement Report	Sam Dickson, Brenda Henderson	2022	

Appendix A: Participant Survey
Staffed Homes, Day Programs, Individualized Supports, Studios, Home Share

I receive support from the CLS in
- ☐ Individualized Supports
- ☐ Staffed Home
- ☐ Studio
- ☐ Day Supports

This survey has been completed
- ☐ On my own
- ☐ With assistance from CLS staff
- ☐ In person
- ☐ On the phone
- ☐ Video call

Ratings for 1-11

☐ Yes ☐ No ☐ Sometimes ☐ Unsure

1. Staff are interested in me
2. Staff know what I am good at
3. Staff help me with what I need
4. Staff listen to me
5. I can depend on my staff
6. Staff do what they say they are going to do
7. Staff support me to go out in my community if I want to
8. Staff help me to do things with others in my community
9. Staff support me to have friends
10. Staff let me make my own choices/decisions
11. I feel safe in my program/living here
12. What I like best about CLS is…..

Home Share

Ratings for 1-13

☐ Yes ☐ No ☐ Sometimes ☐ Unsure

1. My Home Share Provider is interested in me
2. My Home Share Provider knows what I am good at
3. My Home Share Provider helps me with what I need
4. My Home Share Provider listens to me
5. I can depend on my Home Share Provider
6. The people I live with ask me to do things with them (like eat together, watch TV, or go out together)
7. My Home Share Provider does what they say they are going to do
8. My Home Share Provider supports me to go out in my community, if I want to
9. I get to do things with others in my community, if I want to
10. My Home Share Provider supports me to have friends
11. My Home Share Provider lets me make my own choices/decisions
12. I feel safe in my home
13. I like where I live
14. What I like best about CLS is……

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Supported and Independent Living

I receive support from the CLS in   ☐ Independent Living
                                          ☐ Supported Living

This survey has been completed   ☐ On my own
                                          ☐ With assistance from CLS staff
                                          ☐ In person
                                          ☐ On the phone
                                          ☐ Video call

Ratings for 1-12

☐ Yes ☐ No ☐ Sometimes ☐ Unsure

1. Staff are interested in me
2. Staff know what I am good at
3. Staff help me with what I need
4. Staff listen to me
5. I can depend on my staff
6. Staff do what they say they are going to do
7. Staff support me to go out in my community if I want to
8. Staff help me to do things with others in my community
9. Staff support me to have friends
10. Staff let me make my own choices/decisions
11. I feel safe in my program/living here
12. I have learned new skills this year
13. What I like best about CLS is…..

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Appendix B: Family/Network Member Survey

Ratings for 1-13

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

1. CLS staff know my family member's strengths
2. CLS staff see my family member as a unique individual
3. My family member's choices are respected by CLS staff
4. CLS staff support my family member to make their own choices
5. My family member is safe participating in the program/living in their home.
6. CLS staff support my family member to be involved in their community, if they want to be
7. CLS staff are advocates for my family member
8. CLS advocates for people with disabilities
9. The organization acts with integrity
10. CLS staff respond in a timely manner
11. CLS staff follow through on the things they say they will do
12. CLS listens and responds to my feedback
13. I would recommend the services offered by the CLS to someone close to me
14. Please share one thing (or more) that you appreciate most about the CLS
15. Would you like to discuss your survey responses with the Director of Quality and Innovation?

Appendix C: External Stakeholder Survey

1. My organization's relationship with the Community Living Society is

    please check all that apply

    ☐ Funder

    ☐ Another non-government agency service provider in the community

    ☐ A public organization (eg: Health, Municipal/Regional/Provincial/Federal Government)

    ☐ An organization that partners to deliver services in the community

    ☐ An advocacy or other community Group

    ☐ Other – please specify

2. I have

    ☐ Regular contact with the CLS

    ☐ Occasional contact with the CLS

    ☐ Very little contact with the CLS

Ratings for 3-10

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

3. CLS works to ensure individuals are included in their community

4. CLS advocates for people with disabilities

5. CLS works to make a stronger, healthier community for everyone

6. CLS acts with integrity

7. CLs is dependable as an organization

8. CLs is a responsive organization

9. CLS is an accountable organization

10. I would recommend the services offered by CLS to someone close to me

11. Please share one thing (or more) that you appreciate most about the CLS and/or the Home Share Provider

12. Would you like to discuss your survey responses with the Director of Quality and Innovation?

Appendix D: Home Share Provider Survey

Ratings for 1-10

☐ Strongly Agree ☐ Agree ☐ Disagree ☐ Strongly Disagree

1. In the last year I feel the support offered by CLS meets my needs.
2. In the last year my needs were responded to in a timely way by CLS.
3. I feel supported by the CLS during the pandemic
4. I understand what the expectations are of me as a Home Share Provider
5. In the last year I feel that the Home Share Coordinators(s) has responded to me in a reasonable amount of time.
6. In the last year I was been made aware training opportunities that may be of use to me in my role as a Home Share Provider.
7. Would you be interested in receiving information on workshops or training.
8. I would recommend the services offered by the CLS to someone close to me.
9. I would recommend CLS to other people interested in becoming a Home Share provider.
10. I would you be willing to provide Respite to other Home Share providers.
11. Please share one thing (or more) that you appreciate most about the Community Living Society
12. Would you like to discuss your survey responses with the Director of Quality and Innovation?

Appendix E: Participant Survey - Employment Programs

1. I am in the following age range
    - ☐ 19-21
    - ☐ 22-25
    - ☐ Over 25
2. I am
    - ☐ Currently Employed
    - ☐ Seeking Employment
3. I live in
    - ☐ The Lower Mainland
    - ☐ The Fraser Valley
4. I am satisfied with the length of time it took to be referred to the CLS Employment Services from CLBC.
    Yes   No   Unsure
5. My CLS Job Coach knows what I am good at.
    Yes   No   Unsure
6. My CLS Job Coach helps me with what I need.
    Yes   No   Unsure
7. My CLS Job Coach listens to me.
    Yes   No   Unsure
8. My CLS Job Coach does what they say they are going to do.
    Yes   No   Unsure

Questions 9-12 are to be completed only if you are currently working. If you are not currently working, please skip to Question 13

9. I am satisfied with how long it took to find work through CLS Employment Services.
    Yes   No   Unsure
10. I am satisfied with my employer.
    Yes   No   Unsure
11. I am satisfied with the on-the-job support from CLS.
    Yes   No   Unsure
12. I am satisfied with the follow up of my Job Coach after getting my job.
    Yes   No   Unsure
13. Is there anything else you would like to share with us about your experience with the CLS Employment Services?
14. Do you want to discuss your responses to this survey with a member of the CLS team? If "yes" please enter your name and phone number below