



CLS PERFORMANCE MEASUREMENT REPORT

January 1st, 2021 – December 31st, 2021

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. It is important to note that some indicators continue to require an additional year of data collection in order to set a reasonable target. Also, in 2013 CLS moved its documentation to an electronic system called ShareVision. This system is referenced many times throughout this report as it serves as the main source for file reviews and data collection from program operations.

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

CLS'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 life. 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 themselves.

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.

L.I.F.E.-Based Service: The L.I.F.E.-based service combines support for people interested in employment who also want to connect to their community, pursue life-long learning, and build meaningful relationships. The L.I.F.E.-based service is provided in community and occurs when and where the person's goals will best be achieved. It is a flexible and responsive service that offers support when it's needed and not when it's not. The service is driven by the people and reflects their strengths, rights, and choices.

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, 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 report and annually 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 a short plain language Quality of Life Report and shared in the CLS newsletter and on the website. This report enables individuals to see how the feedback they provide is used to change or improve services.

Methods

Four 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, online or by phone. 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. In 2021 the CLS solicited survey feedback from individuals in each program area to allow for more accurate comparative analysis between services.

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 (in a variety of ways including the annual satisfaction survey) regarding specific programs, if so desired.

Five stakeholders receive satisfaction surveys:

- Individuals supported by CLS (all service categories)
- Family/Caregivers
- Home Share Providers
- External Stakeholders
- Employment Program Employers

Interviews

Telephone interviews are conducted with families that do not have access to email and/or prefer to be interviewed. In 2021, 14 family members were interviewed by phone using the survey questions to guide the interview.

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

Documentation reviews

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, four 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

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

CLS Demographics

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

Although Home Share, Independent Living, Employment services and L.I.F.E. -based services have attracted the younger generation, increasingly, a larger proportion (68% - 51 years or older) of people living in CLS staffed homes are in the later stages of life. With this aging demographic, further development of resources, support and guidance for staff to support people in this demographic, continues to be appropriate.

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

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

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

Satisfaction Survey Results

The survey results from individuals, family members and external stakeholders continue to be overwhelmingly positive, with a satisfaction rating of over 90% on all survey questions. Although the results were very favourable, the response rates were lower from family members (21% this year, down by 12% from 2020) and Home Share Providers (61% this year, down by 11% from 2020) - this may in part be due to COVID-19 related fatigue. On a positive note, the external stakeholder's response rate has risen to 53% (from the 28% response last year, an 89% increase), and the supported individual's response rate was 63% (an increase of 17% from 2020). An increased response rate for all surveys would strengthen the reliability of the results. Therefore, further action to increase the response rates or adapt the survey structure to survey a targeted number of stakeholders from each stakeholder group, is required.

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

- CLS staff are experienced as kind and compassionate, they actively support individuals to make their own choices. Family members commented that CLS staff never waiver in their support, no matter the challenges that arise, and they focus on the unique strengths of each person. The CLS's continued commitment to Person-Centred Active Support (PCAS) could explain this commentary.
- Many respondents commented on the continued challenges of COVID-19, including how staffing shortages has challenged moves, and recruiting of staff. However, comments about the challenges were often countered with gratitude for how CLS has responded to and supported people through the pandemic and the province-wide staffing crisis.

Home Share

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

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

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

Community Inclusion

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

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

In a typical year, tracking the number of hours delivered (paid) in relation to the number that were funded would provide a good indication of how the organization efficiently managed its resources. However, given that the pandemic continued to impact throughout 2021, the measurement was again not reliable, as services continued to be altered in response to the crisis. Community Inclusion (including day programs and Individualized Services) were closed at times, and/or the numbers of participants continued at lower numbers for safety reasons. Individuals living in Staffed Homes, who would have otherwise attended a Day Program, continued for some of the year, to receive their supports from their home. Consequently, in 2021

although there was an increase in the number of hours delivered (paid) in relation to the number that were funded, from 2020, the Community Inclusion programs continued to underdeliver (82% in 2021). Supported Independent Living also underdelivered for the same reasons.

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

Staffed Homes

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

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

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

Supported and Independent Living

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

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

The Supported and Independent Living Program continues to be one of the fastest growing programs at CLS. The growth of these programs has been enabled by our partnerships with Housing Providers and Housing

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

Employment Services

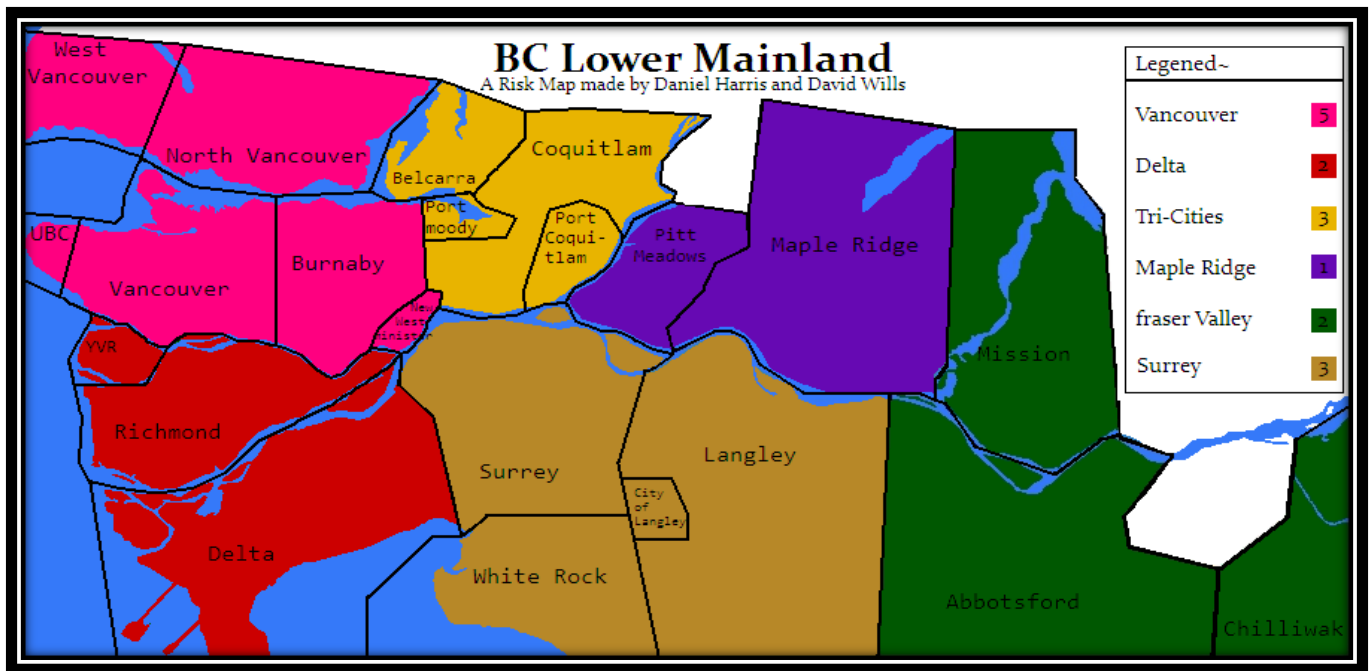
Despite the pandemic, Employment Services programs continued to show very positive results on all of their performance measurements for the reporting year. Employment Services has continued to assist people to find and secure employment throughout the pandemic (33 in 2021 and 37 in 2020). Although some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

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

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 are considered the Fraser Valley.

Metro Vancouver Map



BC Population

Population history		
Year	Pop.	±%
2001	2,224,515	+8.3%
2006	2,373,612	+6.7%
2011	2,590,921	+9.2%
2016	2,759,385	+6.5%

Source: [Statistics Canada](#)
[5][6][7][8][9][10]

As of the 2016 census, the population of the Lower Mainland totals 2,759,385:

- 295,934 in the [Fraser Valley Regional District](#)^[8]
- 2,463,431 in [Metro Vancouver Regional District](#)^[9]

These figures are slightly inflated due to the inclusion of areas within the Regional Districts which are not normally considered to be part of the Lower Mainland, notably the lower [Fraser Canyon](#) and the heads of [Harrison](#) and [Pitt Lakes](#), which are within the [FVRD](#), and Lions Bay and Bowen Island, which are within the [Greater Vancouver Regional District](#).

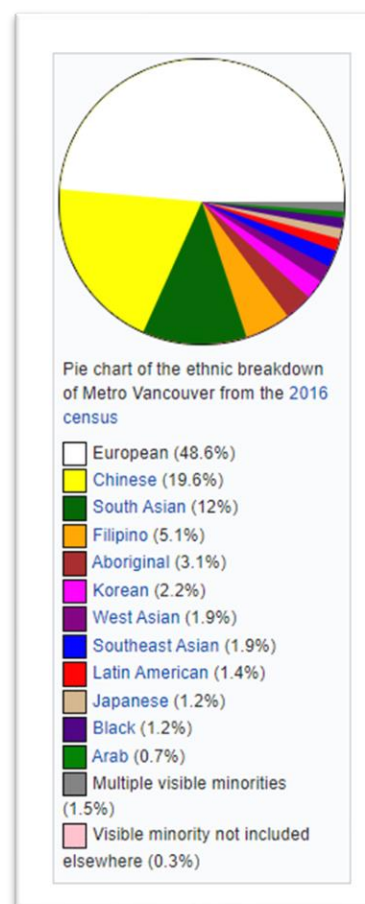
Ethnicity

The Lower Mainland is among the most diverse regions in Canada. Europeans form a slight majority at 51.5 percent, followed by East Asians at 20.8 percent and South Asians at 12.2 percent.

Language

Knowledge of language (2016)^{[13][14]}

#	Language	Population	Percent
1	English	2,569,215	94.63%
2	Mandarin	252,265	9.29%
3	Cantonese	224,650	8.27%
4	Punjabi	223,510	8.23%
5	French	185,420	6.83%
6	Tagalog (Filipino)	98,395	3.62%
7	Spanish	79,885	2.94%
8	Hindi	75,120	2.77%
9	Korean	52,650	1.94%
10	German	47,825	1.76%



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-European ethnic groups situated in Vancouver include East Asian, South Asian and Southeast Asian. The metropolitan area has one of the most diverse Chinese-speaking communities with several varieties of Chinese being represented.

*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.

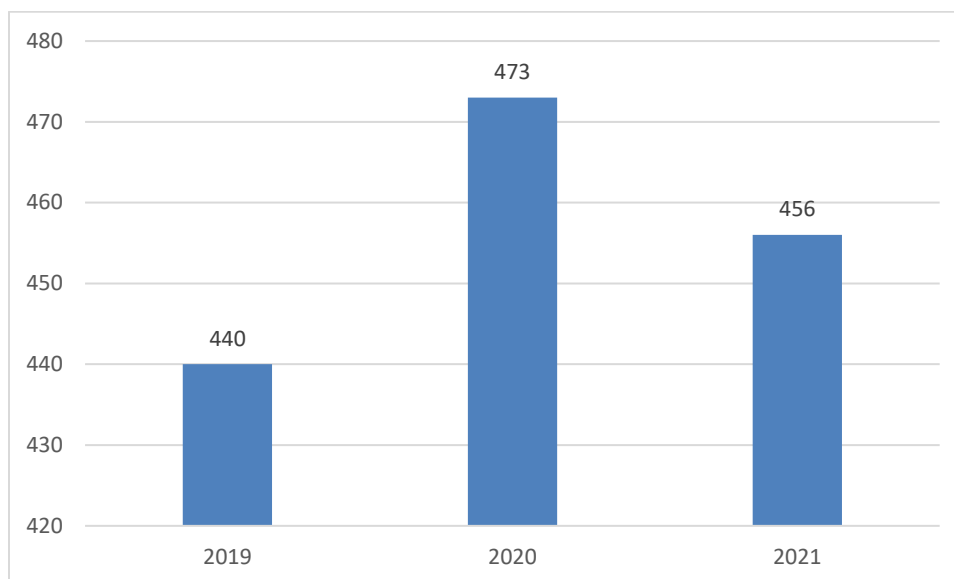
Greater Vancouver continues to be one of the most expensive areas to live in the world. Escalating housing costs has resulted in an affordable housing crisis. Most of the people we support live on Person with Disability Benefits (PWD) provided through the Ministry for Social Development and Poverty Reduction. Although the monthly payment has increased in the last three years, the annual amount is still below the poverty level.

- *A year's income at 2022 BC PWD rates for single persons is roughly \$16,300. The poverty rate for Canada is approximately \$26,000 for a single person.*
- *Persons on BC disability assistance receive \$375 a month for shelter. The average monthly rent in BC is over \$2000.*
 - BCDisability.com

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

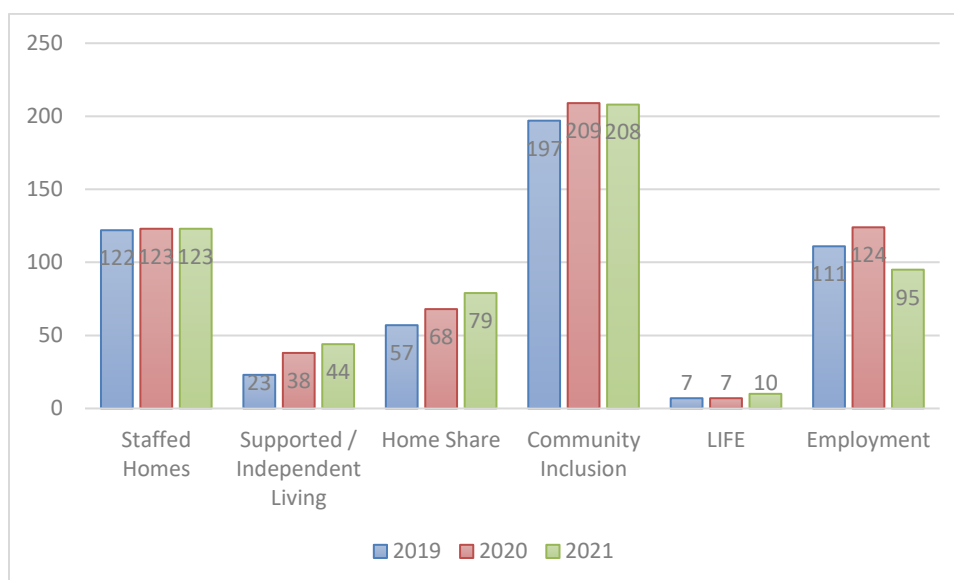
- Advocating for increased PWD rates
- Developing and expanding Employment Services
- Developing a 10-year Housing Plan
- Forming partnerships with Housing Providers and the Cooperative Housing Federation to BC to access affordable housing for the people we support
- Building affordable housing (e.g.,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

Total Number of Supported Individuals



*Note - 456 represents the total individuals in a CLS service at some point throughout 2021. As of January 1, 2022, there are 413 individuals being supported by the CLS. These 413 individuals can be supported in multiple programs as indicated below.

Total Number of Supported Individuals in Each Program



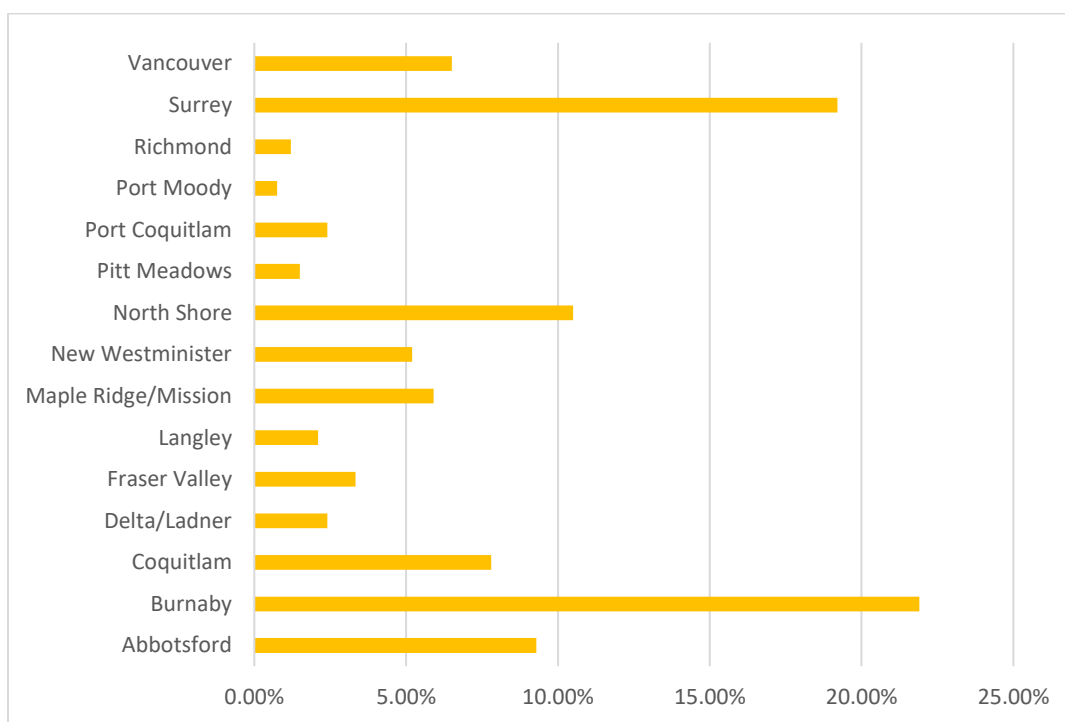
*Note

- The above numbers do not add up to 456 as people can be in more than one service. These numbers are for the totals in each service. 456 is the total number of people supported. In 2020 CLS began separating the specific programs within Community Inclusion to identify growth trends year over year.

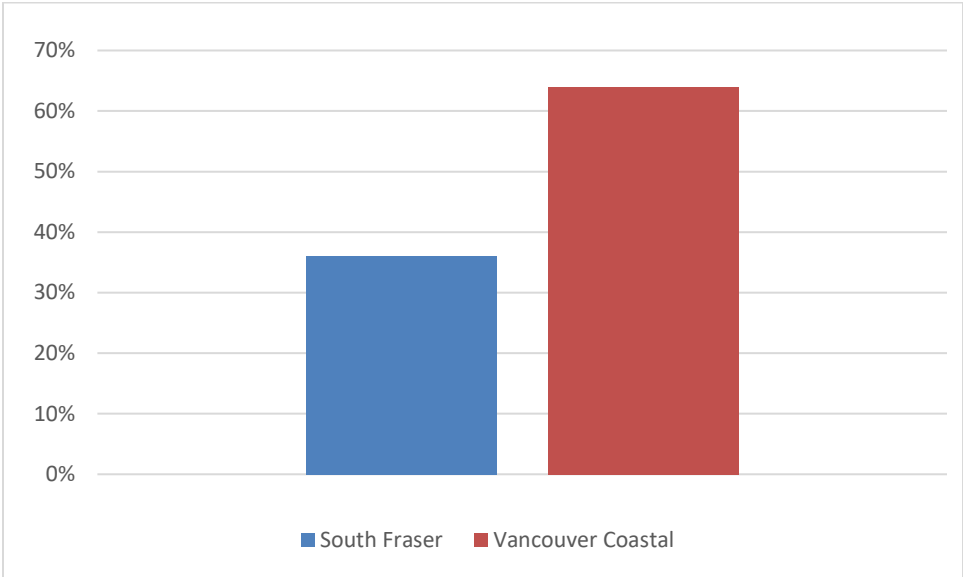
Community Inclusion totals break down as follows for 2021:

- Day Programs 59
 - Studios 21
 - Individualized Supports 128
-
- 60 new people started services with the CLS in 2021
 - 34 people exited services with the CLS
 - 9 people passed away
 - 14 people transitioned from one living arrangement to another. These were all planned moves based on increased accessibility needs of the individuals (e.g., mobility issues, home renovations required, support needs increased, etc.):
 - From one Home Share to a different Home Share 7
 - From one Supported Living home to another 3
 - From a Staffed Home to a Home Share 1
 - From a Staffed Home to another Staffed Home 2
 - From a Supported Living Home to a Staffed Home 1
 - 2 people who lived in a Staffed Home/Supported Living home transitioned to a different service provider due to care level change.

Total Number of Supported Individuals by Geographic Location

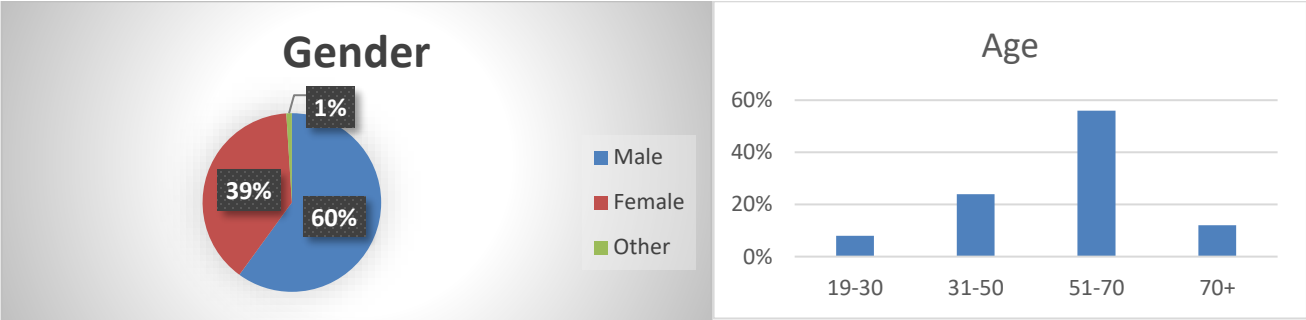


Total Number of Supported Individuals by CLBC Region

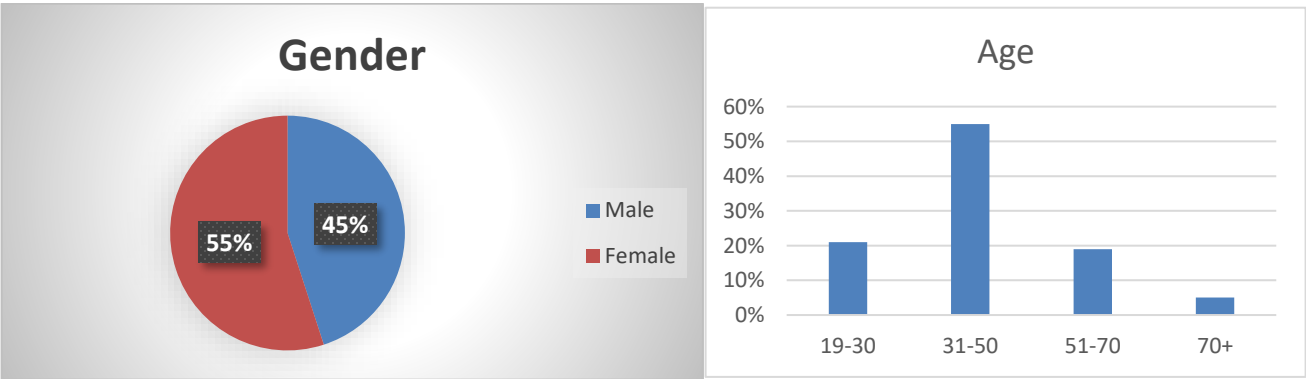


Demographics by Program

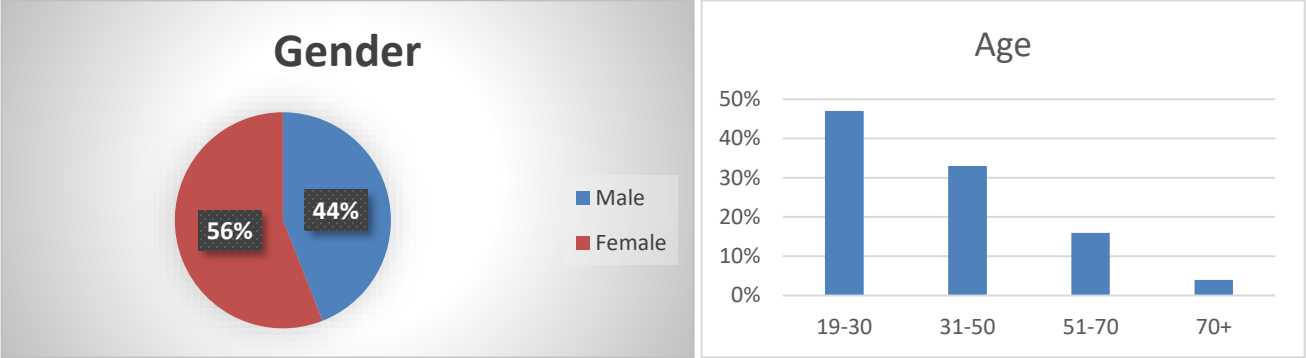
Staffed Homes



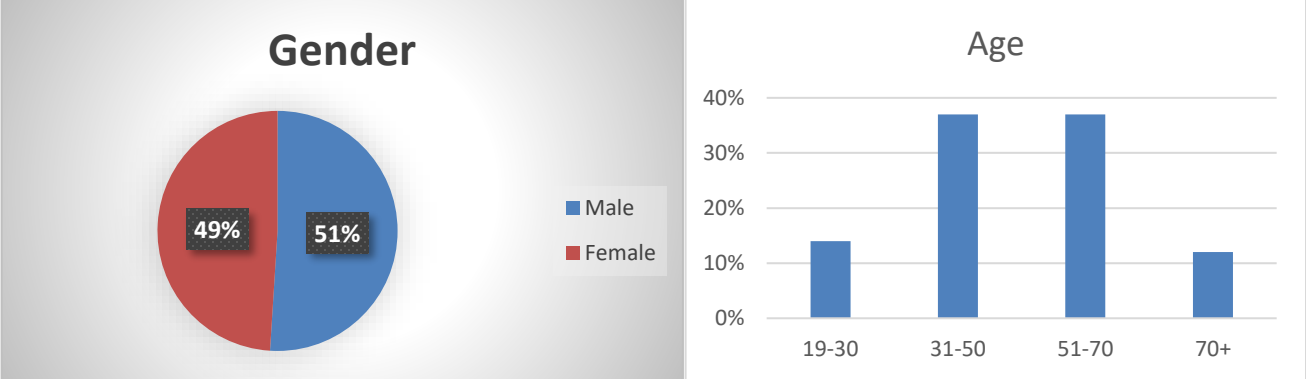
Supported and Independent Living



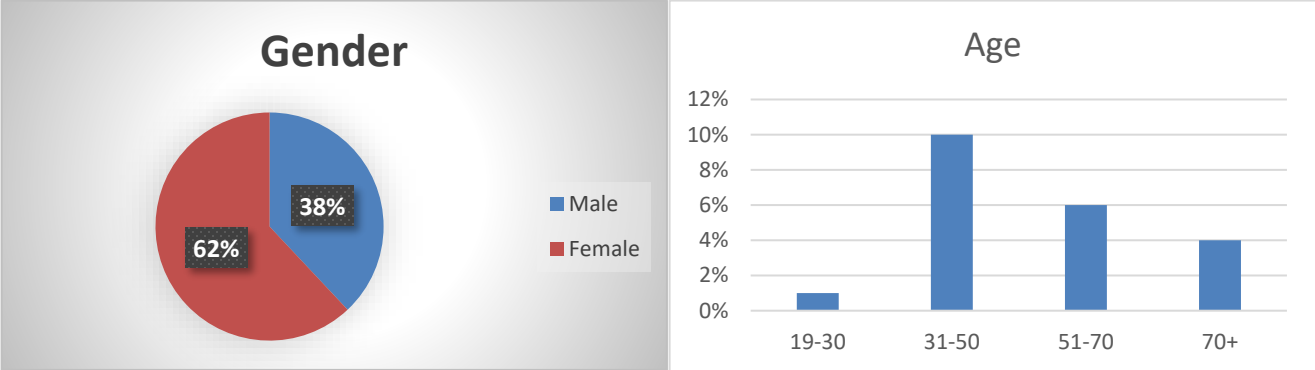
Home Share



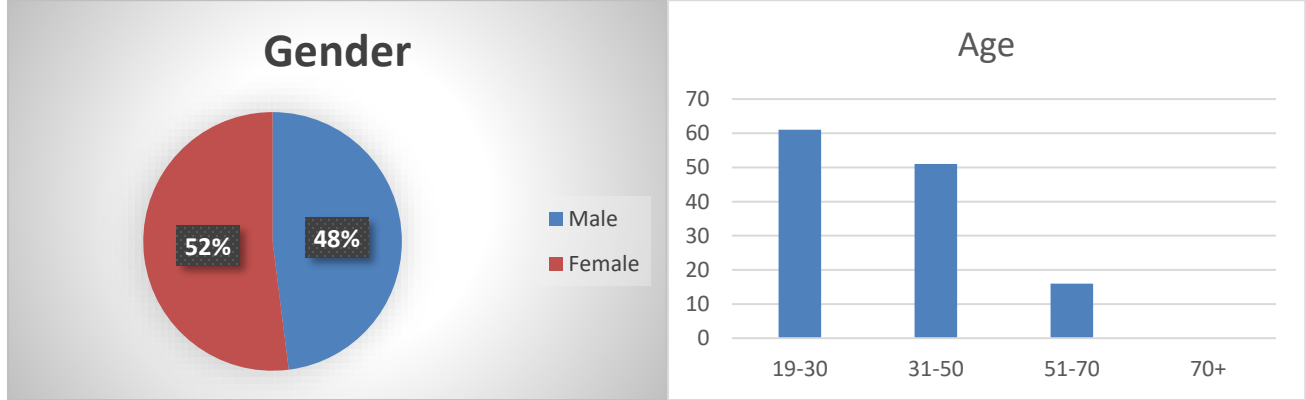
Day Programs



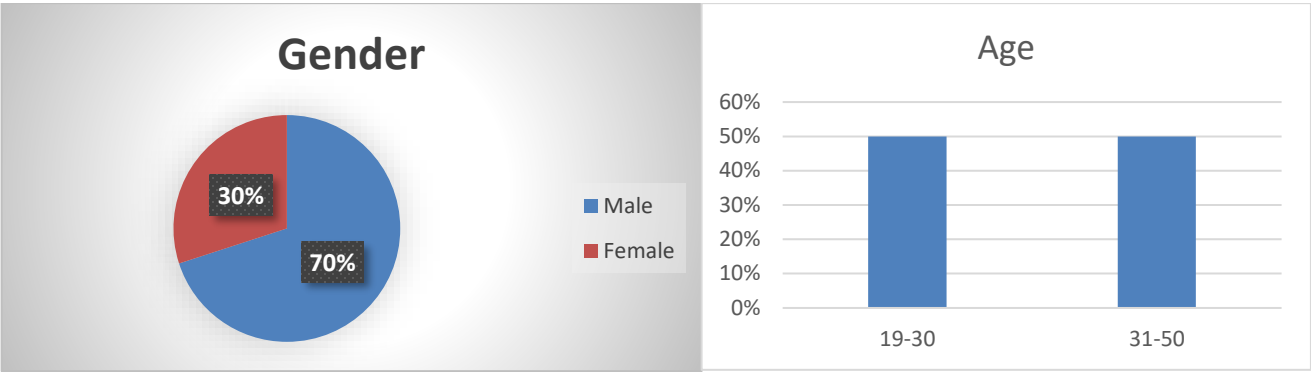
Studios



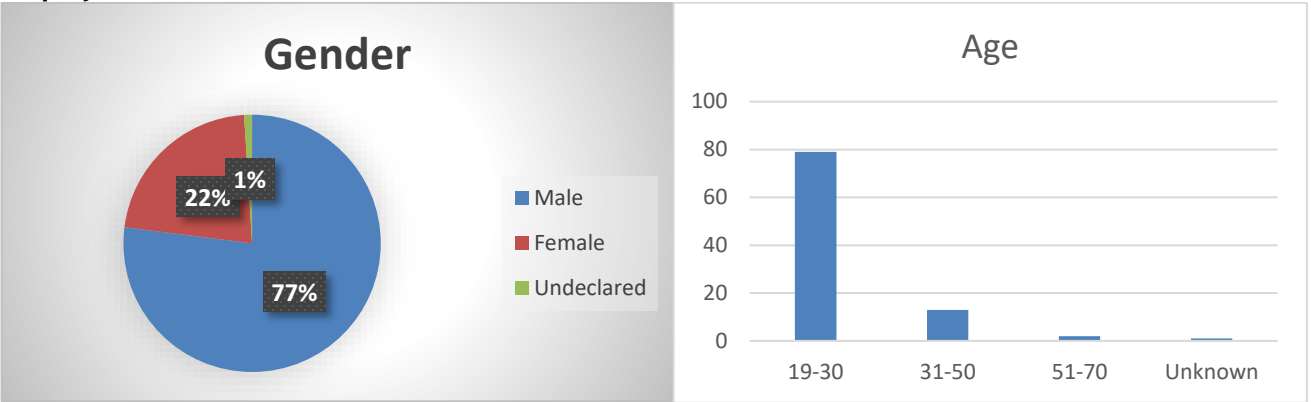
Individualized Supports



LIFE

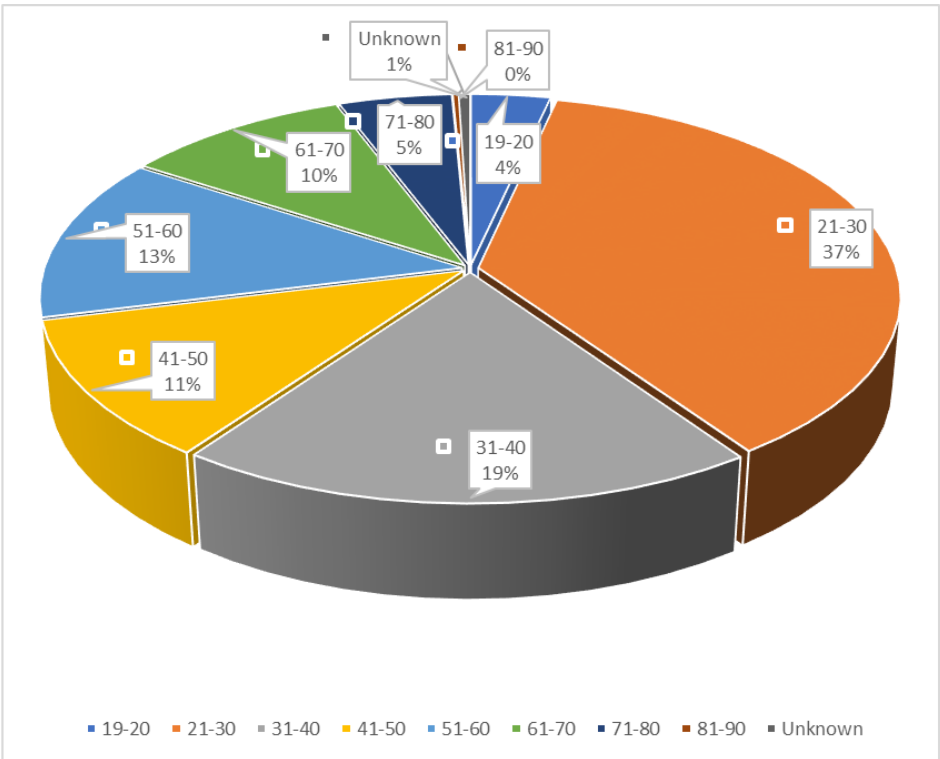


Employment

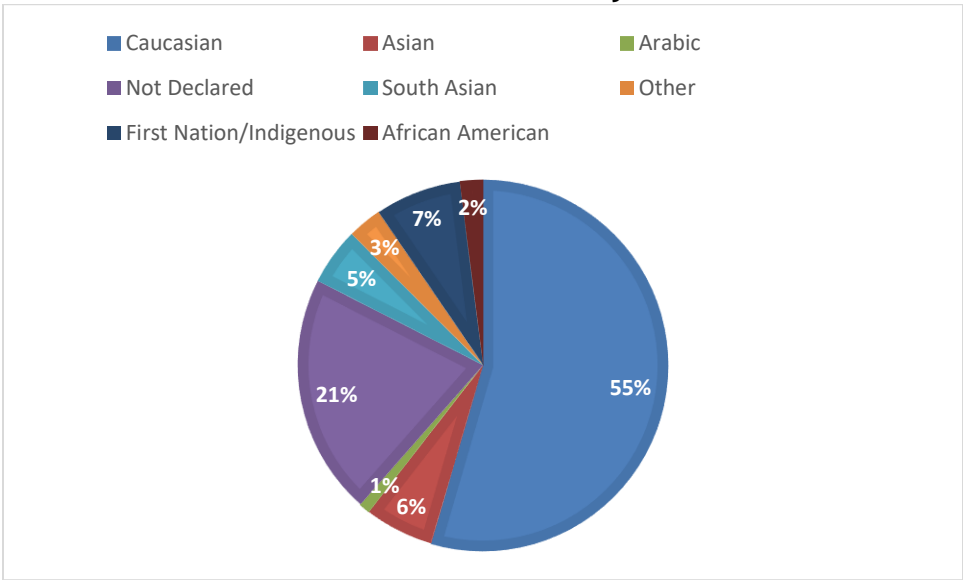


Demographics – All Programs

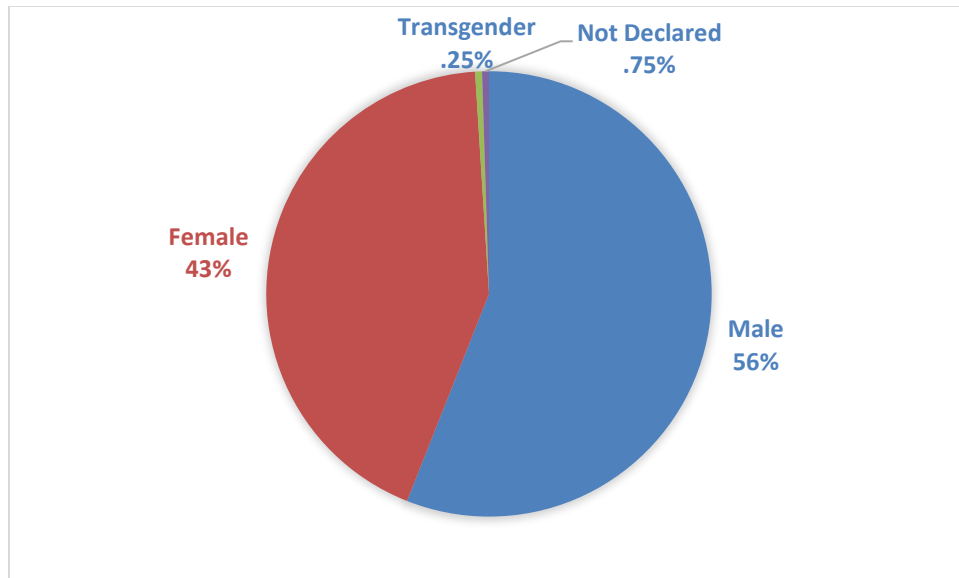
Age



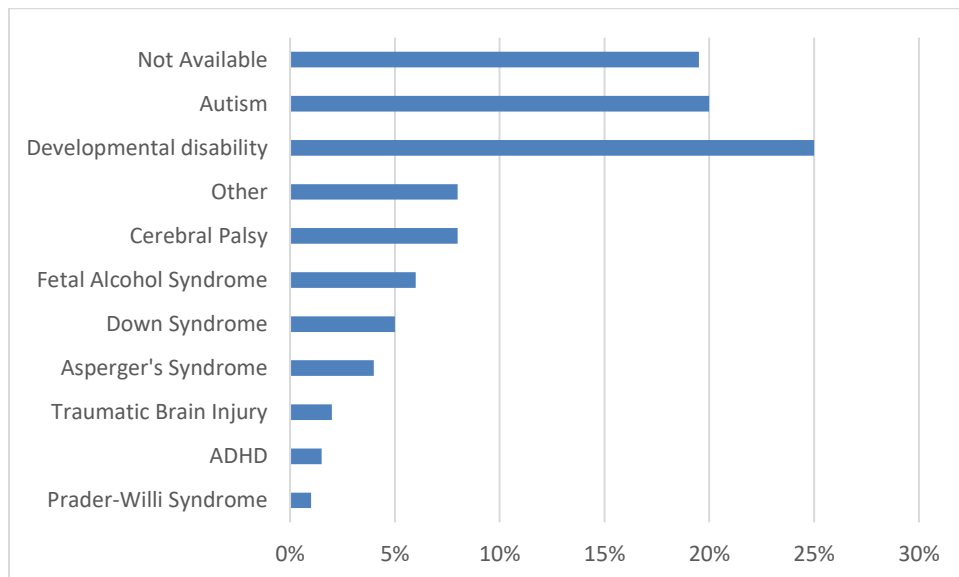
Declared Ethnicity



Declared Gender

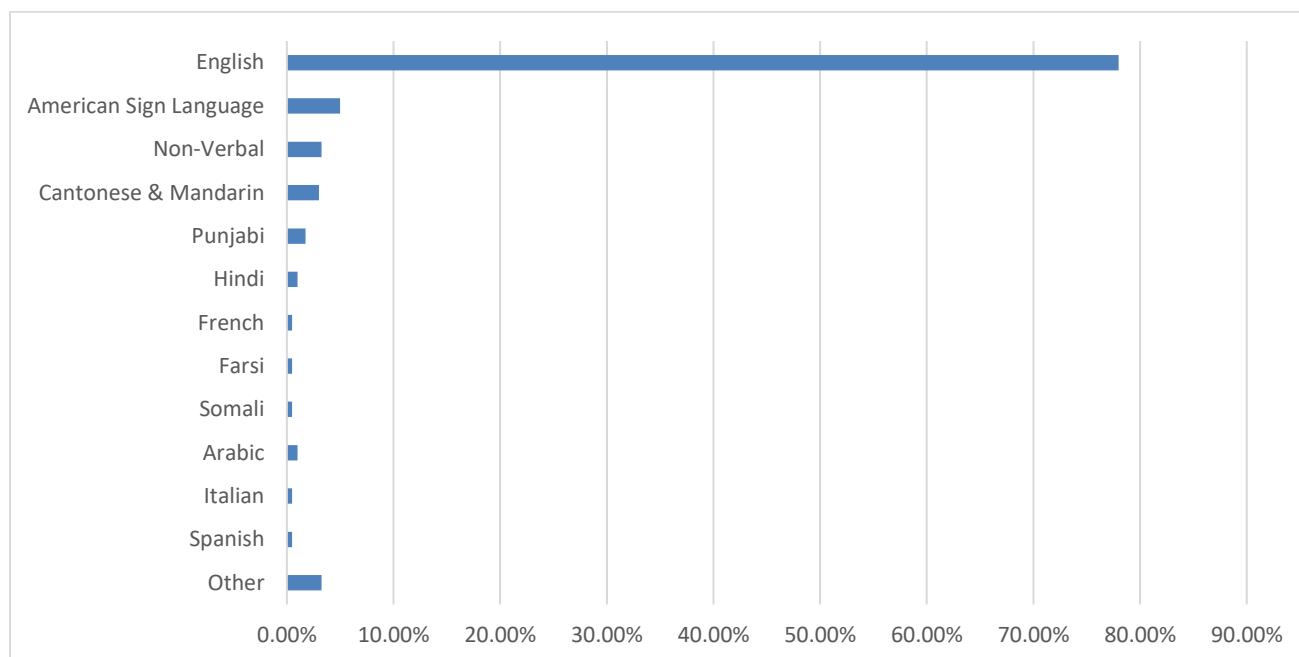


Primary Diagnosis



Note – we do not collect diagnosis for individuals in the Employment Program, therefore the diagnosis is listed as not available.

First Language



Analysis

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

1. **Growth:** CLS saw decline in 2021 by 4% mostly due to supported individuals exiting out of the Employment program (did not want employment, mental health, no longer wanted services). New people are referred to CLS by CLBC and preference by individuals and families. Of note, services such as L.I.F.E. -based services, 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 a slight increase in referrals as it now includes the L.I.F.E. -based service. 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 these individual programs.
2. **Age:** As mentioned above, the younger generation of individuals are increasingly attracted to service such as Home Share and Supported / Independent Living and L.I.F.E. -based services. Employment services typically sees an increase however, there was a slight decrease in 2021 due to COVID-19 and the decline in job availability during that time. Also, there was an increased fear surrounding COVID-19 preventing some job seekers from actively working towards their employment goals.

The reason for the younger generation choosing the above-mentioned service may be threefold:

- The services better reflect the choices and preferences of the young generation.
- CLS have over the last five years 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, L.I.F.E. 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 reasons 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: 14 people transitioned between residential services in the reporting year. Although most moves were planned, some were a response to the needs or desires of the individual, such as increased accessibility needs (decline in mobility, home no longer suitable), or wanting a new or different living environment (seeking a change). This is a 48% reduction in transitions from 2020.
 4. Diversity: The vast majority of the people we support report that they are Caucasian, and English is their first language. This result is consistent with the Ministries data on languages spoken in the Greater Vancouver area. Note: CLBC uses language information (not ethnicity) from the Ministry to target communications to supported persons and their personal networks from the agency.

Looking Forward

The growth and interest in L.I.F.E. -based service, 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. CLS has submitted two funding proposals to CLBC for L.I.F.E. – based service and continues to partner with housing organizations for increased Independent and Supported Living options.

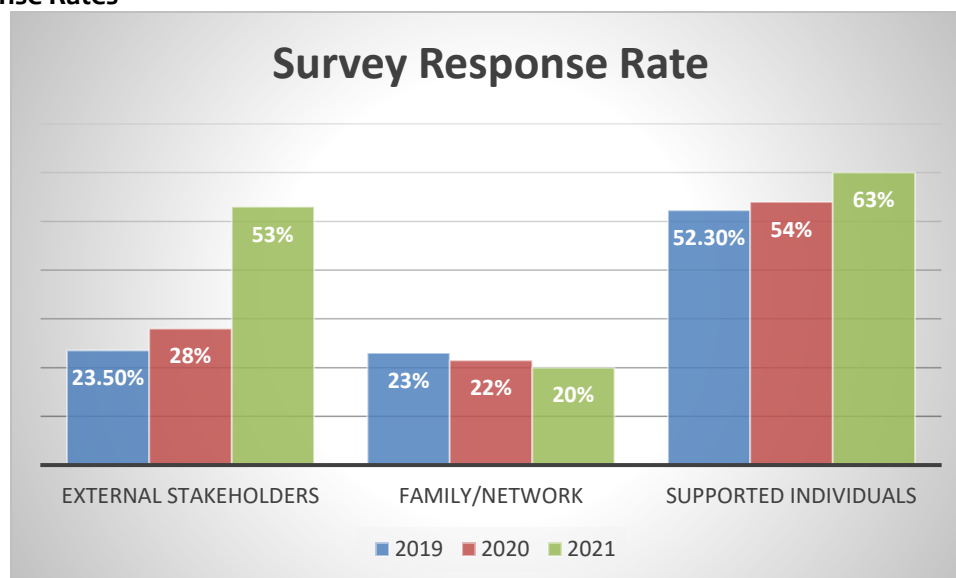
As many of the people we support (especially in staffed homes) are aging, further development of resources, support and guidance for staff to support people in the late stage of their life is appropriate. Training continues to be provided and the redevelopment of a comprehensive Training Plan is scheduled for 2023.

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 based on languages identified and spoken. In consultation with CLBC, they report that they do not collect ethnicity, although should a supported person elect to voluntarily indicate this information upon intake they may do so however, this specific information is not used. CLBC utilizes the Ministry Website for demographics on top 10 languages used to target their communications to persons served and their personal networks.

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



Supported Individuals

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2021 Results from Surveys	Target
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)	99% 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 and E)	99%	90% agree
		% of individuals that indicate staff help them with what they need.	All individuals	Participant Survey (Appendix A and E)	99%	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 support them make their own choices/decisions.	All individuals	Participant Survey (Appendix A)	98.5% 9 people answered "unsure" Does not include Employment Program	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)	98.5% 12 people answered "unsure" Does not include Employment Program	90% agree
		% of individuals that indicate staff listen to them.	All individuals	Participant Survey (Appendix A and E)	100% 16 people answered "unsure"	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)	99.5% 17 people answered "unsure" Does not include Employment Program	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)	97.5% Does not include Employment Program 30 people responded 'unsure'	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)	99% Does not include Employment Program 17 people responded "unsure"	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 and E)	99% 15 people responded "unsure"	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.). Where an individual was not able to answer interviewers responded with "unsure". The response from individuals was overwhelmingly positive. The survey results all exceed the target of 90%.

Below are some comments for individuals CLS supports:

Being able to make my own choice on what I want to do during the time I'm with my worker.

I am always well looked after by staff everyday; I look forward to doing new things everyday.

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

They help stay off drugs and get my kids back.

CLS cares about me a lot.

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

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

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

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

Thank you for supporting me during pandemic. Having focus group online with Janice about COVID-19.

Family Members / Caregivers

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2021 Results from Surveys	Target
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)	95%	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)	96.5%	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)	96.5%	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)	100%	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)	96.5%	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)	100%	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 respond in a timely manner.	All family members/caregivers	Family Member/Caregiver Survey (Appendix B)	98%	90% agree or strongly agree
		% 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/caregivers	Family Member/Caregiver Survey (Appendix B)	98%	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:

The CLS staff and community is very accommodating to mine and our family members' needs and expectations.

It's been a great set up, my son's university is 'living on his own' and that is a course he is taking all his life.

I truly appreciate the dedication and commitment of the staff at CLS. It is what drew us to CLS many years ago and it is still true today.

The caring, thoughtful, dedicated staff that they hire!

The kind and compassionate staff at the house.

It is helpful that he has someone to share his feelings and ideas with other than a family member. He is encouraged to do things on his own. We really appreciate all the help that is given to us through CLS.

I would like to take this opportunity to express my sincere gratitude to (the employment coordinator) and his team for their dedication especially during the COVID-19 pandemic in finding the job for my son and supporting him to secure and progress in the position.

The staff live the organization mission, values, and principles.

I liked the relationship that developed between my child and their support worker. Their support worker was an integral part of my child's week/life. Especially during COVID-19 when their lives became so extremely narrow. They are responsive to the needs of individuals with integrity and commitment.

They (CLS staff) are very responsive and flexible when evolving situations require adjustment.

I appreciate all the support that CLS provides on a daily basis.

External Stakeholders

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2021 Results from Surveys	Target
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)	97%	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 puts people and their families first. They hire staff with the same outlook!

Their willingness to share information and knowledge openly with other organizations. Willingness to step up for various working groups and committees and share their expertise.

CLS recognizes areas of need/improvement such as advance care planning. Researches the area. Improves it.

They are responsive to the needs of individuals with integrity and commitment. The staff live the organization mission, values and principles.

I appreciate that CLS took on piloting the L.I.F.E.-based service and that it has a very individualized approach to its services, including inclusive housing.

Definitely has individuals' best interests at heart. Appreciate too that it seeks inputs and training from leaders in the field to support best practice.

CLS has a good sense of how to advocate and navigate!

Actively engaged in and takes a strong leadership role in community development initiatives often as the initiator. Committed to community collaboration.

Leadership and staff across the organization have worked hard to maintain services despite and in response to the many challenges of COVID-19, inclement weather, and other circumstances facing the sector.

Analysis

Although the survey results from individuals, family members and external stakeholders were overwhelmingly positive, the response rate from family members (20% in 2021) continues to be too low which is lower than last year (22% in 2020). Due to low response rate, the results are not as reliable as they would be with a higher response rate. The process for surveying families will be reviewed and a more personalized and targeted process initiated.

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

- CLS staff are person centered and support advocacy efforts. Family members commented that their loved one was safe, well cared for and that their rights and choices were honored. Also, CLS staff work to support and include families and the community. CLS mission in **supporting people to live as full citizens** may be the reason why these themes have emerged.
- Many respondents commented on the challenge of staffing during the pandemic. However, comments about the challenges were often countered with gratitude for how CLS's supports their loved ones.

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 would strengthen the reliability of the results. Therefore, further actions to increase the response rates should remain a focus.

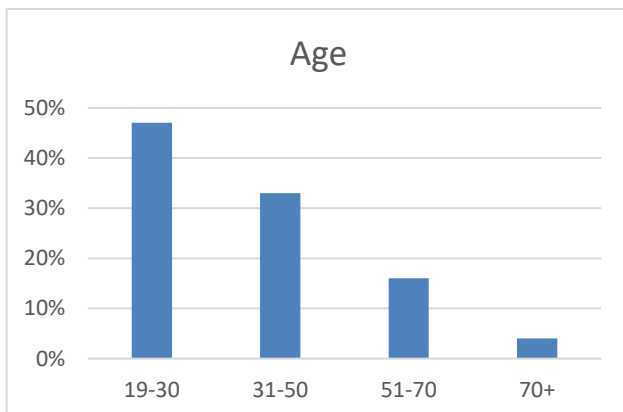
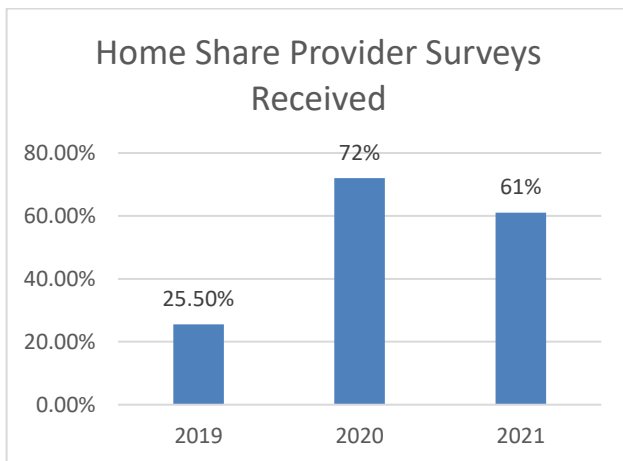
Although recruitment is a sector and province-wide issue, CLS will continue its targeted efforts to build up a fulsome staffing pool. Also, CLS will increase its engagement with post-secondary educational institutions to provide more practicum student placements with the anticipation that this will bolster our recruitment efforts.

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 79



Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2021 Results	Target
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)	100%	90%
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 a sample of 18 individuals (minimum of 15 completed annually)	Tracking all community activities participated in; data from paper tracker (10 days of 14)	83% or 184/221 activities were in the community	To be determined in 2023 after two years of data reported on in 2021/2022 Data collected Fall and Winter 2021, 2022 data will be collected Spring and Summer
		% 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)	97%	90%
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%	95%
Individuals will experience stability and contentment in their home	Physical 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	2.5% 2 individuals	Less than or equal to 5%
	Emotional Well Being	% 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)	95% 2 people said 'no' and 2 people said 'sometimes'	90%

		% 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% 2 people did not respond to this question	95%
		Average length of stay of individuals in the program	All individuals	Analysis completed annually of the mean, mode and median	Individual file review	Mean = 4.26 years Median = 2.8 years Mode = Less than 2 years	4 Years
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	14% 8 Home Share Providers discontinued service in 2021 3 – Individual's choice 4 – Retired 1 – Individual deceased	Under 10%
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	61 days	90 days (this includes emergency placements)
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	78.5% 3 unsuccessful matches	To be determined in 2022 – after two years of data being collected
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)	100%	95%

Analysis

This is the second reporting year using the new performance measurement plan, two performance goals are yet to be determined and will be established after the 2022 reporting year as more baseline data is required. 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 individuals feel included in home life (100%), 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 (2.5% in 2021 and 3% in 2020) and turnover (14% in 2021 and 8% in 2020) remain low. The average number of days from intake to placement (61 days) falls below the target (90 days) and is impressive considering the very limited availability of Home Share providers and the high number of emergency placements accommodated by CLS from CLBC. A continued 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 (100% in 2021 and 72% in 2020 reported that they received support in a timely manner and feel supported by the agency) is a very good indication that Home Share Providers feel engaged and are willing to freely share their opinions. The survey results also indicate that Home Share Providers feel supported by CLS (97% in 2021 and 91.6% in 2020) and receive timely response from CLS staff (100% in 2021 and 91.6% in 2020).

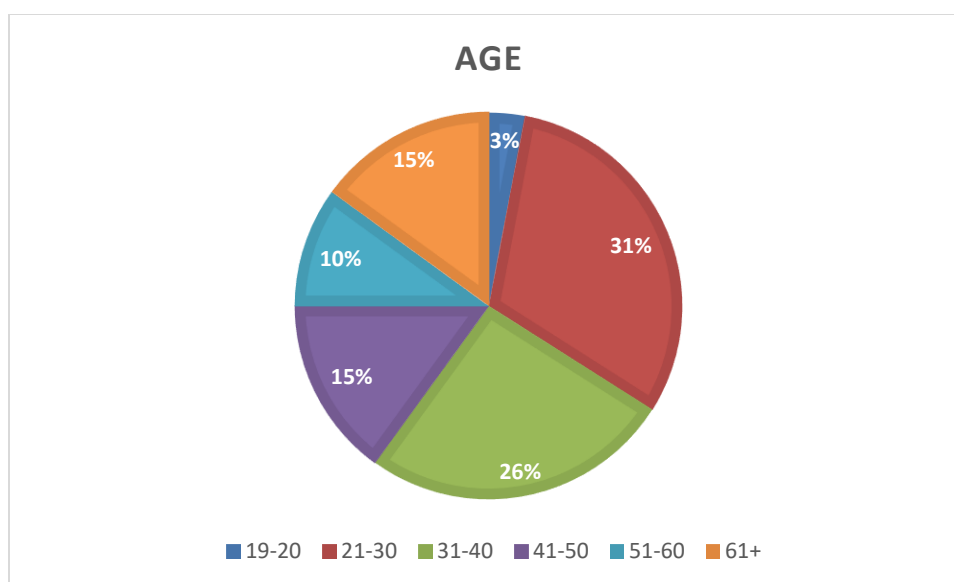
Looking Forward

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 changes in policy and ShareVision tracking have led to better consistency and accountability in the program.

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). All services (Studios, IS and Day supports) may have a vocational, social / recreational, life-skill focus or, a combination of these supports. The data for this service area will include the results of the L.I.F.E. -based service program in 2022.

Total number of individuals served 218



Outcome	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2021 results	Target
Individual Impact Measures (Effectiveness)							
<i>Individuals will have access to and actively participate in community-based activities.</i>	Social Inclusion	% of individuals in day program and IS and IL that report that they participate in at least 1 community-based activity per supported day	All individuals participating in day program and IS and IL programs (breakdown by service area)	Sampling of two-week periods twice per year (July and November)	Activity Log	62.5% IS= 77% Day Prog= 44% IL= 67% Run and review the measurements bi-annually (Sept next review)	90%
<i>Individuals will be supported to contribute to their communities</i>	Rights Social Inclusion	% of individuals in day programs that report	All individuals participating in the day program	Sampling of two-one month periods twice per year	Activity log	34% Metric for Day Program only	Target to be determined in 2023

		that they participate, are engaged and involved in making a contribution to their community		(July and November)			
<i>Individuals will have opportunities to improve upon or learn new skills.</i>	Personal Development	% of individuals that report that they participate engaged and involved in skill development	All individuals participating in the program (breakdown by service area)	Sampling of two-one month periods twice per year (July and November)	Activity log defined below	48.5% IS & IL= 69.25% Day Prog & Studios= 53.50%	Target to be determined in 2023
<i>Self-determination will be encouraged and supported</i>	Self Determination	% 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)	96% 5 people answered ‘sometimes’ 5 people answered ‘unsure’	90%
	Rights	% of activities that an individual engages in that are linked to the individual’s goals	All individuals participating in the program (breakdown by service area)	Sampling of two-week periods twice per year (July and November)	Activity log	77.5% IS & IL= 70.5% Day Prog & Studios= 84.5%	90%
Service Management Measures – Efficiency							
<i>Maximize service hours received</i>	N/A	% of hours paid in relation to hours that were funded	All funded hours	Monthly – aggregated annually	Tracking of direct service hours provided	82%	95%
Service Management Measures – Service Access							
<i>Minimize time to program entry and continuation</i>	N/A	Average time from referral to beginning of service	All new referrals	All individuals referred and in program	Program tracking	6.5 weeks	8 weeks
Definition of Terms & Acronyms							
Community Based Activities – activities that occur outside of the home where there are opportunities to participate and interact with other community members. – described in Sharevision as question ‘are any of these activities in the community – outside program or home?’							
Skill Development - Skill Development enhances an individual’s quality of life by increasing and/or maintaining independence, enhancing personal development, and building life skills. Skill development may be part of a goal, taking part in an activity, learning something new or improving upon / maintaining an existing skill.							
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.							
Community Contribution - volunteering, community enhancement (clean up i.e., Adopt-a-street, planting a community garden) or creating artwork for a community showing, knitting booties to donate etc., assisting a neighbour / friend, donation of time or money (item), other.							

Analysis

This is the second reporting year using the new performance measurement plan, and due to the low 2021 results in some areas, the metrics require a full review as they are unlikely reflective of all service areas provided under Community Inclusion. Further analysis into staff comprehension of, and data collection for these metrics (separated by program area) is required. Consequently, results of the analysis for 2022 will provide a stronger baseline of reporting on this programs area. Moreover, the Community Inclusion programs continued to be the most directly impacted by the pandemic and therefore, some of the targets were not met because of the safety restrictions, reduced activities available in community and family/self-advocate fear of being supported outside of the program site.

This year, data was available for all five effectiveness measures. Survey results indicated that in all Community Inclusion programs 96% (94% in 2020) individuals believed they were able to make choices in their program. This result continues to exceed the target of 90%. The second effectiveness measure did not meet the target. Only 77.50% (75.8% in 2020) as opposed to 90% (target) of activities that individuals were engaged in were linked to an individual's goals. Similarly, the number of individuals (IS, IL and day programs) who participated in at least one community-based activity per supported day (62.50%) and the percentage of individuals in day supports and individualized supports (IS engaged and involved in contributing to their community each quarter (34%) did not meet the 90% target. Upon further investigation it appears that staff competency with understanding and documenting data for these metrics requires review and re-training. Updating Sharevision documentation (i.e., definitions, examples, mandatory fields, etc.) for ease of staff entry and tracking will ensure increased meaningful and accurate data collected and reported on. Also, the restrictions related to the pandemic and family/self-advocate fear of being supported outside of the program site continued effect this result.

Finally, the percentage of individuals engaged and involved in a skill development each quarter (48.50%) missed the 90% target. Note changes were made to the activity log (data collection site) in July of 2021, therefore fulsome data is not yet available for the 2021 reporting year and 2022 will be more reflective of the metrics. Also, it appears due to the number of blank entries that the staff completing activity logs had difficulty with interpreting the question framed as **skill acquisition**, therefore, the term **skill development** will replace it in Sharevision along with training on activities logs, and review of the definitions of required data collection for Leaders and frontline community inclusion staff.

Lastly, breaking down the data by program area under community inclusion (Individualized Supports, Day Supports, Independent Living, Studios and additionally in 2022 L.I.F.E.-based services) will increase our understanding of the results and to which program area the indicator / measurements should be applied, as not all of these service areas have the funded time for or community related goals. This detailed breakdown will provide for more accurate analysis of results and will increase targeted efforts to improve outcomes moving forward.

Training on activities logs for frontline staff and on quarterly reports for Leaders is recommended and will improve reliability of data collected.

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 ongoing pandemic, the measurement remains unreliable in 2021 as services continued to be modified. Community Inclusion (including day programs, Studios and Individualized Services) program uptake was slow, and staffing challenged at times due to COVID-19 illnesses and fears of being back in a community setting, and/or the numbers of participants significantly reduced at times for safety reasons. Any individuals living in Staffed Homes, who would have otherwise attended a Day Program, continued to

receive some of their supports from home. Consequently, as in 2020 (62%) Community Inclusion underdelivered in 2021 (82%) in relation to its funding envelope.

In 2021, 24 new referrals were accommodated in the Community Inclusion programs (Day Programs, L.I.F.E. -based service, Independent Living, Studios or Individualized Services). The average time from the date of the referral to the start of service, was 6.5 weeks (13 weeks in 2020). This is positively below our target of 8 weeks. As many new referrals involve the recruitment of new staff or reassignment of existing staff, 8 weeks continues to be an ambitious, but reasonable target in a typical year. Given the ongoing pandemic and recruitment challenges, this is an impressive timeframe and was met due to the increased frontline support by Managers and Leaders until staffing was sufficiently in place.

Looking Forward

The results of 2021 continue to be impacted by changes to our performance measurement plan (adjusting metrics and measurements to reflect each program's purpose and expected targets more accurately). Also, the disruption to regular service delivery caused by the ongoing pandemic, and the effects it has had on supported individuals, staff and families continues to impact results. Additionally, breaking out the data for community inclusion by program area will provide more accurate and insightful data based on the service purpose (funded for) and goals expected in each area (i.e., funded for skill development may not provide time/opportunity for community contribution, etc.).

Reviewing how individuals are supported to complete surveys and investigating technology that may support increased independence for completion will remove the potential for staff opinion/bias which may be an influencing factor for those who cannot complete the survey themselves, or implementing other data collection means (i.e., interviews, random sample surveys, etc.). We expect that the 2022 reporting year will be more reflective of the typical operations of the programs with more fulsome data available.

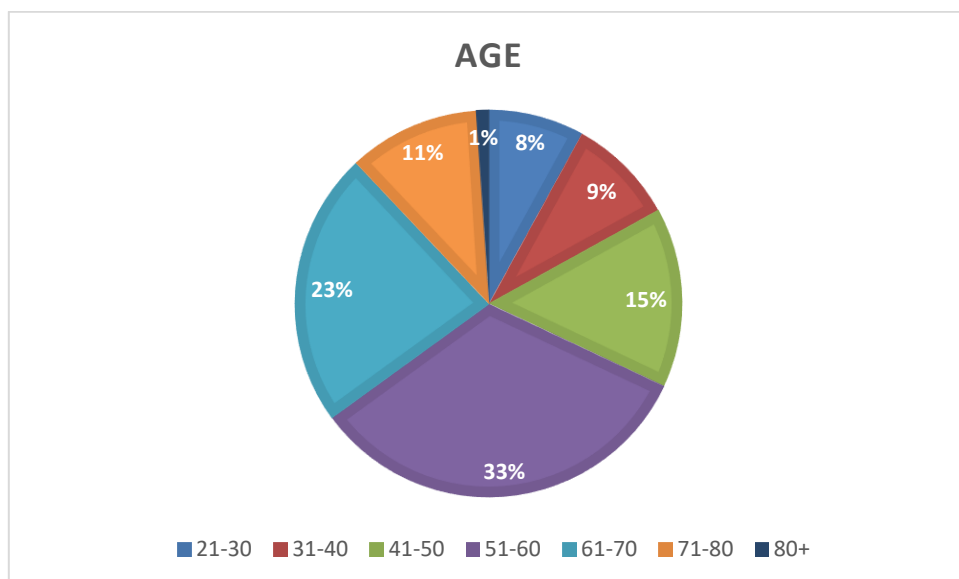
*Although funded separately, the data for this service area will include the results of the L.I.F.E. -based service program in 2022 to review effectiveness, efficiency, service access and satisfaction of participants.

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



Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2021 data	Target
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	2 individuals 1.5%	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	100% <ul style="list-style-type: none"> 2 people answered 'sometimes' 9 people answered 'unsure' 1 person did not respond to the question 	90%

<i>Individuals will experience inclusion and participation in their community</i>	Social Inclusion	% of individuals that participate in at least one community activity per week	All individuals	ongoing	Activity log	66%	95%
<i>Individuals supported will have a network of healthy, positive and stable relationships</i>	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	55%	65%
Service Management Measures - Efficiency							
<i>Maintain use of funded service level hours</i>	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Tracking of direct service hours provided	96%	95%
Service Management Measures – Service Access							
<i>Client accessibility needs related to choosing their living environments successfully accommodated</i>	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	3.3 months 3 Individuals	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.							
Community Based Activities – activities that occur outside of the home where there are opportunities to participate and interact with other community members. – described in ShareVision as question 'are any of these activities in the community – outside program or home?'							
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

This is the second reporting year using the new performance measurement plan, and results are now available for all established outcomes.

This year, data was available for all four effectiveness measures. Survey results indicated that 100% individuals believed they were able to make choices in their home. This result exceeded the target of 90%. The second effectiveness measure also met its target. Of all moves out of or between placements only 1.5% (0.5% in 2020) as opposed to 5% (target) were unplanned. This continues to be a positive result and indicates that people living in staffed homes experience a degree of stability in their living arrangements. The third effectiveness measure looked at the percentage of individuals that participate in at least one community-based activity per week (66%) below the set 95% target. This result requires further investigation into community inclusion during staff home hours, there may be challenges involved due to the aging population of staff homes (tired after community inclusion and want to relax at the end of the day), fearsome of COVID-19 and or anxiety about reentering community activities. Also, to improve this outcome, CLS will consider the retraining of frontline staff and Leaders on the definition of community-based activity, how data relates to performance measurements and the expectations around accurate activity log and quarterly reporting. The fourth effectiveness measure looked at the percentage of individuals with at least 2 people with whom they have a relationship with, and regularly interact with each month 55%. It would be prudent of the CLS to establish a baseline identifying how many supported individuals have family / friends and networks to connect with as many people supported in staffed homes are older and may no longer have living family members. CLS friendship training will be paramount for this outcome to begin to see improvement. The target may need to be adjusted based on information gleaned from the baseline study.

Also, during the reporting year, 3 people expressed an interest in moving to another home and were accommodated within 3.3 months (9 months in 2020) which is well below the target of 12 months. Moves were more easily accommodated in 2021 due to vacancies, and this demonstrates that CLS is able to make accommodations in a timely manner.

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 continued pandemic in 2021, the measurement continues to be skewed (96% in 2021 – under delivery as a staffing crisis remains) although more reliable than in 2020 (103% - over delivery as day supports were being provided out-of-house).

Looking Forward

The results for 2021 in this program area were mixed. We expect that 2022 reporting year will be more reflective of the typical operations of the program with more fulsome data available.

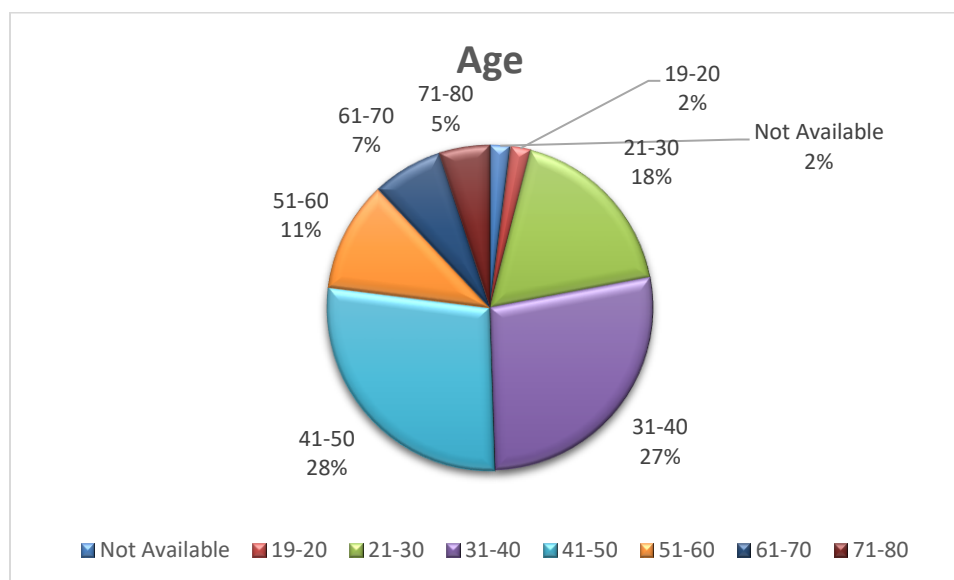
Changes and modifications to this service area are a result of the demographic information as opposed to the service measurement measures. As mentioned above, many (68% - 51 years or older) people living in staffed homes are in the later stages of life. For this reason, CLS will continue with training development and partnerships with external stakeholders in the development of resources and support required to best serve individuals in the later stage of their life. In addition, CLS will track accommodations relating to supporting individuals to remain in their home and age in place wherever possible.

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 and 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 themselves.

Results

Total number of individuals served 44



Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2021 Data	Target
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 placement	Annual	Individual file review (Sharevision)	2.25% 1 person	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%	95%
Opportunities to learn skills that support independence	Personal Development	% of individuals that indicate	All individuals that	Annually	Survey Item - three point scale of being	97%	90%

		having learned new skills	participate in the survey		able to make choices in plain language – Participant Survey (Appendix A)	1 person answered 'sometimes' 1 person answered 'unsure'	
<i>Individuals will be connected to community professional supports and resources</i>	Physical Well-Being Emotional Well-Being	% of individuals that are connected to the community supports and resources they need	All individuals for two one month periods in July and November	Bi-annual	Activity Log	60%	To be determined in <u>2022</u> after two years of data collection
Service Management Measures - Efficiency							
<i>Minimum levels of support are being provided to all persons served</i>	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Service Level Hours review	82%	95%
Service Management Measures – Service Access							
<i>Minimize time to program entry and continuation</i>	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	4.7 months 7 people transitioned into Supported Living in 2021	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

This is the second year using the new performance measurement plan, some results continue to require further data in 2022 to provide for more targeted information for this service, therefore producing a more fulsome report on this programs area.

This year, data was available for all four effectiveness measures. Survey results indicated that 100% of individuals believed they were able to make choices and 97% indicated that they were able to learn new skills. These results exceeded the targets of 90%. The third effectiveness measure also met its target. Of all moves out of or between placements only 2.25% (0.5% in 2020) as opposed to 5% (target) were unplanned. This remains a positive result and indicates that people living in Supported and Independent Living experience a degree of stability in their living arrangements. The fourth effectiveness measure looked at the percentage of people connected to the community supports and resources they need (60%). The target for this measure will be set after the 2022 reporting year as further data is required to establish a baseline.

In 2021, 7 people were accommodated which took an average of 4.7 months (15.33 months in 2020) from referral to placement. Although the average length of time between referral and placement was well below the target of 12 months, the reason for the shorter referral to placement time was increased housing availability through the CLS housing partnerships. It continues to be impressive that despite the ongoing pandemic the Supported and Independent Living department continues to support individuals to move into new living arrangements.

The number of hours delivered (paid) in relation to the number that were funded, provides a good indication of how the organization efficiently manages its resources. Given the ongoing pandemic in 2021, the measurement continues to not be reliable as services were altered to address the crisis. Consequently, in 2021 Supported and Independent Living continued to under deliver (82%) in relations to its funding envelope.

Looking Forward

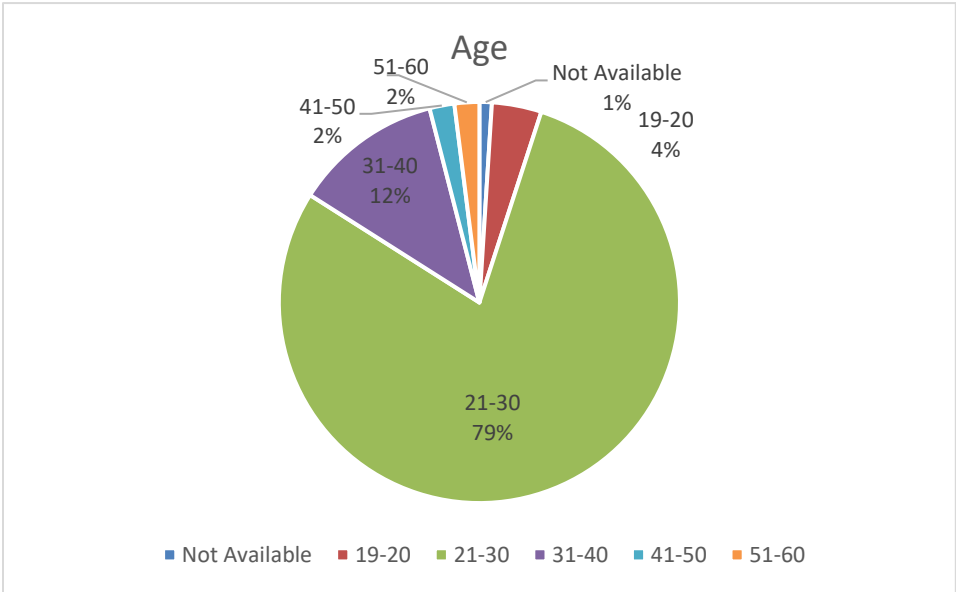
The Supported and Independent Living Program continues to be one the fastest growing programs at CLS. The growth of this programs continues to be enabled by CLS partnerships with Housing Providers (e.g., New Chelsea) and Housing Cooperatives (e.g., CHF BC). Due to the growth and interest in this program, CLS 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 95



Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2021 Data	Target
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	78.3% 11 weeks	75% 15 weeks
	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	31 weeks	30 weeks
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	48%	45%
		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	\$16.58 (only employed individuals)	\$16
		% 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	57% (of employed individuals)	35%
Service Management Measures - Efficiency							
Minimize preventable employment breakdowns	Material Well-being	% 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	92%	75%

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)	Rights	% 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	100%	90%
Individuals will be employed in a variety of employment sectors reflective of their community	Social - Inclusion	# of employment sectors in which individuals are employed	All employed individuals	Annually (Use 4-digit National Occupational Codes (NOC) matrix for classification)	Employment Sector Tracking	22 sectors See below	20
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 “ <i>real work for real pay</i> ”. (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 1241 Administrative Assistants 1411 General office support workers 1422 Data Entry Clerks 1521 Shippers and receivers 2225 Landscape and horticulture technicians and specialists 4212 Social and community service workers 4214 Early childhood educators and assistants 6421 Retail Salesperson 6541 Security guards and related security service occupations 6611 Cashiers 6622 Store shelf stockers, clerks and order fillers 6711 Food counter attendants, kitchen helpers and related support occupations 6711 Food counter attendants, kitchen helpers and related support occupations 6722 Operators and attendants in amusement, recreation and sport 6732 Specialized cleaners 7361 Railway and yard locomotive engineers 7514 Delivery and courier service drivers 7612 Other trades helpers and labourers 8612 Landscaping and grounds maintenance labourers 9537 Other products assemblers, finishers and inspectors 9617 Labourers in food and beverage processing 9619 Other labourers in processing, manufacturing and utilities							

Analysis

Despite the ongoing pandemic, the Employment Services programs continue to show very positive results on all of their performance measurements for the reporting year. Employment Services continued to assist people to find and secure employment throughout the pandemic (33 in 2021 and 37 in 2020). Although, some individuals experienced job loss during this time (11 in 2021 and 29 in 2020), many were able to regain employment after the initial phase of the pandemic (21 in 2021 and 16 in 2020). The variety of job options (22 sectors), the number of individuals making more than minimum wage (48%) and the number of individuals that received career enhancements (57% in 2021 and 35.9% in 2020 of employed individuals) is very impressive.

With the pandemic regulations continuing to loosen up and businesses returning to normal or increased operation, there has been a rise in opportunities for employment providing for additional prospects for CLS job seekers. However, due to the CERB ending in the fall of 2021, there are more people seeking employment, this creates a higher level of job competition between job seekers.

Finally, the federal government offered wage subsidies to businesses this year which in turn helped people regain or retain jobs (supported employers) previously lost or in jeopardy.

Looking Forward

The Employment programs results were very 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 Outcomes	Indicator / Measurement	Data Source	Report	2020 Data	2021 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	75.3%	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-19,	51% Although an increase, it is noted that in person sessions were not offered for the majority of 2021 due to COVID-19	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	59%	50%
Health & Safety/Facility Objectives	Indicator	Data Source	Report	2020 Data	2021 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%	99.4%	100%
Staff will be fully trained on Health & Safety Policies and Procedures	% Annual Health and Safety Training completed	Sharevision, HRS	Training Report	95%	90%	100%
File Management Objectives	Indicator	Data Source	Report	2020 Data	2021 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.	76% Out of 253* *Based on available data	100%
Formal complaints in writing are appropriately documented	% Are responded to within 10 working days	Sharevision	Quality Assurance Report	100%	53% responded to within 10 days –Based on available information. 100% closed off for 2021	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	<ul style="list-style-type: none"> Board of Directors Staff 	Annually <ul style="list-style-type: none"> Business Improvement Plan Training Report Quality Assurance Report Health and Safety Report 	Results compared against targets and with previous year's results for trends	<ul style="list-style-type: none"> Changes in the job market Changes in government policy Pandemic
Client Characteristics	<ul style="list-style-type: none"> Board of Directors Staff External Stakeholders (members, families) 	Annually <ul style="list-style-type: none"> Performance Measurement Report 	Compared with previous years for trends	No factors identified
Individual Impact Measures (Effectiveness)	<ul style="list-style-type: none"> Board of Directors Staff External Stakeholders (members, families) Supported Individuals 	Annually <ul style="list-style-type: none"> Performance Measurement Report Annual Report Newsletter 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Changes in the job market Changes in government policy Pandemic
Service Quality Measures (Feedback/Satisfaction)	<ul style="list-style-type: none"> Board of Directors Staff External Stakeholders (members, families) Supported Individuals 	Annually <ul style="list-style-type: none"> Performance Measurement Report Annual Report Newsletter 	<ul style="list-style-type: none"> Results compared against targets and with previous year's results for trends 	<ul style="list-style-type: none"> Changes in the job market Changes in government policy Pandemic
Service Management Measures (Efficiency/service access)	Staff	Annually <ul style="list-style-type: none"> Performance Measurement Report Annual Report Newsletter 	<ul style="list-style-type: none"> Results compared against targets and with previous year's results for trends 	<ul style="list-style-type: none"> 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.

2021 - 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	Discontinued see new goal 2022	After consultation with CLBC, it was determined that ethnicity is not the indicator they use. CLBC uses the top 10 languages spoken (according to the Ministry website) to target their communications
Increase the reliability of the family members survey responses by increasing the response rate	Increase the family members response rate to 40% by implementing: <ul style="list-style-type: none"> Directors follow up Email follow up CEO Video address Family Matters Newsletter 	Performance Measurement Report	Roxanne Wiseman, Vicky Pascoe, Elke Tilgner, Max Sumner, Marcela Herrera, Brenda Henderson, Heather Jones	2021	Discontinued see new goal 2022	Although all actions under indicator of success were taken, a low response rate (20%) remains. It is suggested that the family survey process be updated
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 Wiseman, Vicky Pascoe	2021	Complete 53%	Targeted follow up email from the Director of QA, and updated email contacts increased this outcome
Ensure that individuals are well supported during the late stage of their life	Train all CLS leaders on Advanced Care Planning	Performance Measurement Report, Quality Assurance Report	Gillian Rhodes	2021	Complete	
Enhance IS and IL employee onboarding process	Develop process to be completed in which 80% of newly hired IS and IL employees feedback states that the onboarding / training process meets their needs	Performance Measurement Report	Roxanne Wiseman, Elke Tilgner, Judy Wilson	2021	Discontinued	

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	Complete	
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, Accessibility Plan	Gillian Rhodes	2022	Deferred	Almost complete as part of the podding process - requires formal documentation of process
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	Deferred	Survey distributed. 2021 response rate was 61% down 15% (72% in 2020)
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	2022	Deferred	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, Training Plan	Gillian Rhodes, Judy Wilson	2023	Deferred	New Leaders II training program in development. The program will include a component on conflict resolution.
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	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, Accessibility Plan	Judy Wilson, Roxanne Wiseman, Gillian Rhodes	2023	Deferred	In progress
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	Complete	
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 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 being presented to families 4 times per year on relevant topics. Organized by FSI.

2022 – NEW Performance Measurement Goals

Goal	Indicator of Success	Plan Origin	Staff Responsible	Year	Status	Comments
*Updated Ensure that CLS services are accessible to individuals and families with diverse languages	Complete an analysis of the languages spoken by the people supported by CLS and determine if it aligns with the top languages used in communications by CLBC and the communities in which CLS delivers its service	Performance Measurement Report	Roxanne Wiseman	2022		CLBC uses the top 10 languages spoken (according to the Ministry website) to target their communications
*Updated Increase the reliability of the family members survey responses by increasing the response rate through direct contact	Increase the family members response rate to 40% of those surveyed by implementing: <ul style="list-style-type: none"> Directors follow up Email follow up CEO Video address Family Maters Newsletter Increased % of telephone surveys 	Performance Measurement Report	Roxanne Weisman, Vicky Pascoe, Directors of Programs	2022		
*NEW Ensure surveys allow for responses that fit each service category	Review and update satisfaction surveys for supported individuals to reflect service measurements, i.e., community contribution will not be a focus for some programs and therefore not be measured	Performance Measurement Report	Roxanne Weisman, Vicky Pascoe	2022		
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	Materials developed by external consultants and working group. When available, these materials will be edited to align with CLS in 2022
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, Quality Assurance Report, Accessibility Plan	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, Quality Assurance 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, Brenda Henderson	2022	In Progress	

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	Brenda Henderson, Max Sumner	2022		
Develop Sharevision	Develop an Employment Services program site	Technology Plan, Performance Measurement Report	Vicky Pascoe, Max Sumner	2022	Deferred	
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	Brenda Henderson, Elke Tilgner	2022		
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	2023	Deferred	In progress 70% complete
*NEW Ensure employees continue to use the PCAS model of support for increased engagement / quality of life	<ul style="list-style-type: none"> Initial PCAS training of new staff (all new staff pre-COVID-19) Retrain Leaders in PCAS Retrain front line staff in PCAS 	Training Report Performance Measurement Report	Judy Wilson, Gillian Rhodes	2024		<ul style="list-style-type: none"> 50% - new staff 95% - Leaders 50% - frontline staff
Increase uptake for annual Home Share Provider survey	Develop a plan to increase response rate to 80% on the annual survey <ul style="list-style-type: none"> Follow up by Director Request to fill from CEO In person if possible, i.e. training session 	Performance Measurement Report	Elke Tilgner, Roxanne Wiseman	2022	In Progress	Survey distributed. 2021 response rate was 61% down 15% (72% in 2020)
*NEW Increase housing options for Supported / Independent Living	Expand housing partnership with New Chelsea to increase by 5 rentals	Performance Measurement Report	Gillian Rhodes, Elke Tilgner	2022		
*NEW Maintain current housing for those who wish to age in place through increased accessibility in staffed homes	Track how many people were able to remain in their home via accommodations made that increased accessibility (i.e., renovations, etc.)	Accessibility Report Performance Measurement Report	Gillian Rhodes, Staffed homes Directors	2022		
*NEW Increase the reliability of data gathered for the Performance Measurement Plan.	Complete training on the purpose and use of the Activity Logs and Quarterly Reports for all supported individuals and their connection to the Performance Measurement Plan: <ul style="list-style-type: none"> Directors Managers / Leaders 	Performance Measurement Report	Judy Wilson, Vicky Pascoe, Roxanne Wiseman, Directors	2022		
*NEW Increase the reliability of data gathered for the Performance Measurement Plan.	Define Community Activity Update Sharevision to reflect required data	Performance Measurement Report	Vicky Pascoe, Roxanne Wiseman, Directors	2022		

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	Accessibility Plan, Performance Measurement Report Training Plan	Gillian Rhodes	2023	Deferred	Deferred from 2021 to 2023
*NEW Ensure CLS homes and programs are physically and environmentally accessible	Complete a baseline accessibility audit of CLS homes	Housing Plan Accessibility Plan Performance Measurement Plan	Laura Barroetavena, Manager of Property and Fleet	2023		
*NEW Ensure CLS homes and programs are physically and environmentally accessible	Complete a baseline accessibility audit of CLS programs	Housing Plan Accessibility Plan Performance Measurement Plan	Laura Barroetavena, Manager of Property and Fleet	2024		

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 support me to 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...

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...

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 Assurance?

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 (e.g.: 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 Assurance?

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