



PERFORMANCE MEASUREMENT REPORT

January 1, 2022 – December 31, 2022

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 team and Board of Directors to allow them to monitor and make improvements to service delivery. It is expected that the outcome results will assist CLS employees 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.

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 Supported 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 Supported Individuals who require ongoing support to participate in community in a meaningful way and operates outside the Supported Individual participants' homes (community based) or may operate within the Supported 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 Supported Individuals with a home and supports on a 24 hour, 7 days a week basis. Supported Individuals receive support from employees 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 Supported 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. Employees assist Supported 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 people 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 people 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 program combines support for people interested in employment who also want to connect to their community, pursue life-long learning, and build meaningful relationships. L.I.F.E. supports are provided in community and occurs when and where the Supported Individual'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 Supported Individual and reflects their strengths, rights, and choices.

For all 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: Supported Individuals, families/personal network members, 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. Recommendations from the Performance Measurement Report are included in the Business Improvement Plan and addressed throughout the year by CLS employees. The results are also included in the Annual Report which is summarized in a short plain language version which is shared in the CLS newsletter and on the website. This report enables Supported Individuals to see how the feedback they provide is used to change or improve services.

Methods

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

Surveys

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

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 Supported Individuals in each program area to allow for more accurate comparative analysis between services.

Moreover, simplifying the survey process means that family/personal network members were not required to complete multiple surveys if their loved one participated in more than one CLS programs. Families/personal network members 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/personal network members that do not have access to email and/or prefer to be interviewed. For 2022, 7 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 employees or an advocate, using the survey questions, if they require assistance to complete the survey. Some Supported Individuals are unable or unwilling to respond 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

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, Supported 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 Supported Individuals that do not have family/personal network involvement, especially if they are also unable to communicate in ways that can be clearly understood.

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

Executive Summary

The CLS Employment Services Program has been wonderful and I would recommend the program to employers.

CLS Demographics

CLS remains relatively stable in the number of individuals supported. In 2022 477 individuals were supported in one or more programs at the same time (an increase of 4.5% from 2021). Independent and Supported Living, L.I.F.E.-based services, Home Share and Employment Services are attracting the greatest growth, especially amongst the younger age groups.

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. In 2022, CLS responded to a Request for Proposals issued by CLBC for L.I.F.E.-based services and was awarded additional contracts to expand this service. Employment Services have also increased its capacity with additional funding from several sources (e.g. Inclusion BC COVID Recovery Fund, CLBC, MSPDR - Impact 2.0). Lastly, CLS continues to partner with housing organizations for increased Independent and Supported Living options.

Although some services continue to attract 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. As many of the people we support (especially in staffed homes) are aging, further development of resources, support, and guidance for employees to support people in the late stage of their life is appropriate. Late Life Planning materials have been developed and will be fully implemented in 2023. Training continues to be provided (e.g., Grief & Loss training) and the redevelopment of a comprehensive Training Plan is scheduled for 2023. The Housing Plan has been updated to address the housing needs for the people we support that are aging and increasingly require accessible housing.

The 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.

Satisfaction Survey Results

The survey results from Supported Individuals, family/personal network members and external stakeholders were overwhelmingly positive in 2022. The response rate from family/personal network members (32.50% in 2022, 20% in 2021) and Supported Individuals (81% in 2022, 63% in 2021) increased in 2022. Unfortunately, the external stakeholder response rate dropped from 53% in 2021 to 21% in 2022. External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It has become increasingly difficult to maintain a positive response rate even with repeated reminder. Consideration of alternative forms of gathering input may be needed.

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

- The results indicated that families believed their loved ones were safe, well cared for and that their rights and choices were honored. Many families commented that CLS employees are caring and professional. Families also commented that they appreciated the level and different forms of communication.

- In 2022 respondents continued to comment on the challenges related to staffing. Specifically, some families commented that the increased employee turnover is leading to inconsistent support. Similar to other service providers and businesses, CLS has been very challenged to recruit and retain employees, especially during the post pandemic era. In 2023, after two years of strong advocacy with the Provincial government, CLS received funding for significant wage increases for employees which we hope will help with recruitment and retention of employees. Considerable efforts have been made over that last 2-3 years to recognize and promote employee retention. Efforts to increase recruitment and retention will continue to be a priority in the coming years.

Home Share

It is the intention of CLS to deliver a service in which Supported Individuals experience stability and feel included in their home and community. Survey results indicate that Supported Individuals feel included in home-life (92%), feel like they belong in their community (89%), are content with their living situation (100%), 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 Supported Individuals in Home Share experience reasonable stability. Unplanned moves (1.25% in 2022, 2.5% in 2021 and 3% in 2020) remain low. However, the turnover rate increased to 17% (14% in 2021 and 8% in 2020), which is higher than previous years and did not meet our target of 10%. Upon further analysis, a theme did not emerge that explained the increase. However, inflation, cost of living and compensation rates for Home Share Providers seem to be at the root of some moves. CLS, along with other service providers in the province have advocated with CLBC to increase rates for Home Share Providers and will continue to do so in the future. Continued monitoring of turnover rates will be necessary. The average number of days from intake to placement (33 days) fell far below the target (90 days) and is impressive considering the very limited availability of Home Share Providers and the high number placements accommodated by CLS. 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 feel supported and receive support in a timely manner. The survey results indicated that Home Share Providers feel supported by CLS (97% in 2022, 97% in 2021, 97% in 2020) and received timely response from CLS employees (100% in 2022, 100% in 2021 and 91.6% in 2020). These results are a very good indication that Home Share Providers feel engaged and are willing to freely share their opinions.

Community Inclusion

This year, improvements were noted for most outcomes in this service area. Survey results indicated that in all Community Inclusion programs, 99.5% (96% in 2021, 94% in 2020) Supported Individuals believed they were able to make choices in their program. This result continues to exceed the target of 90%. This year 80% of activities (77.50% in 2022, 75.8% in 2020) of activities in which Supported Individuals were engaged were linked to their goals, and the number of times they participated in at least one community-based activity per supported day increased to 86% (62.50% for 2021). The percentage of Supported Individuals in day supports that were engaged in an activity that contributed to their community was 92%. It is important to CLS that Supported Individuals are supported to participate in activities that contribute to their community (e.g. volunteering, donating, etc.), so this is a very positive result. Finally, the percentage of Supported Individuals engaged and involved in a skill development increased to 98% annually.

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's results were tabulated by program area under Community Inclusion (Individualized Supports, Day Supports, Independent Living, Studios and additionally in 2022 L.I.F.E.-based services), which has increased our understanding of the results and to which program area the indicator / measurements should be applied. The detailed breakdown has allowed for a more accurate analysis of results and highlighted metrics and targets that need to be modified.

In 2022, the number of service hours increased. 90% percentage of our expected service hours were delivered in 2022 (82% in 2021, 62% in 2020). Although steady improvement has been noted, employee recruitment challenges and COVID-19 continued to impact the service delivering in these programs.

In 2022, 19 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 8.5 weeks (6.5 weeks in 2021, 13 weeks in 2020). As many new referrals involve the recruitment of new employees or reassignment of existing employees, 8 weeks continues to be an ambitious, but reasonable target in a typical year.

Staffed Homes

The results for this program area have improved over the previous year. Survey results indicated that 99% of Supported Individuals that responded to the survey believed they were able to make choices in their home. This result exceeded the target of 90%. Of moves out of or between placements only .8% (1.5% in 2021, 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 measure looked at the percentage of times a Supported Individual participates in at least one community-based activity per week. Although the result is better than the previous year, 74% (66% in 2021) it is still below the set 95% target. Upon further investigations it appears that the lower-than-expected result can be attributed to several factors including, ongoing presence of COVID-19 and other illnesses, data collection errors and aging population living in staff homes (tired after community inclusion and want to relax at the end of the day). However, given the lower-than-expected result, additional employee training and monitoring will be undertaken. The fourth measure looked at the percentage of Supported Individuals with at least 1 person with whom they have a relationship, and regularly interact with each month. The result of 73% exceeds the target of 65%. It is often difficult for some of the people we support to develop and maintain relationships with family and friends. This challenge is well documented in research related to people with intellectual disabilities. In the coming year, CLS plans to provide additional employee training on strategies to support people to develop and maintain friendships.

Also, during the reporting year, 1 person expressed an interest in moving to another home and were accommodated within 4 months (3.3 month in 2021, 9 months in 2020), which is well below the target of 12 months. This demonstrates that CLS can make accommodations in a timely manner.

The number of support hours delivered in relation to the number that were funded is a good indication of how the organization efficiently managed its resources. In 2022, 98% (96% in 2021) of the hours funded were delivered. Although CLS continues to experience employee shortages due to recruitment challenges, this is an improvement on last year.

Supported and Independent Living

Survey results from the individuals served in Supported and Independent Living indicated that 100% of Supported Individuals believe they were able to make choices and 97% indicated that they were able to learn new skills. These results exceeded the targets of 90%. Also, all moves out of or between placements were planned. This result indicates that people living in Supported and Independent Living experience a degree of stability in their living arrangements.

In 2022, 8 people (7 people in 2021) were accommodated within an average of 4.1 months (4.3 months in 2021) from referral to placement. 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 the increased availability of housing through the CLS housing partnerships. It continues to be impressive that despite the affordable housing crisis, the Supported and Independent Living programs continue to support people to move into new living arrangements. CLS will continue to work with affordable housing providers to accommodate the people we support.

In 2022, the number of service hours increased with 94% percentage of our expected service hours being delivered in 2022 (82% in 2021). Although steady improvement has been noted, employee recruitment challenges and COVID-19 continue to impact the service delivering in these programs.

Employment Services

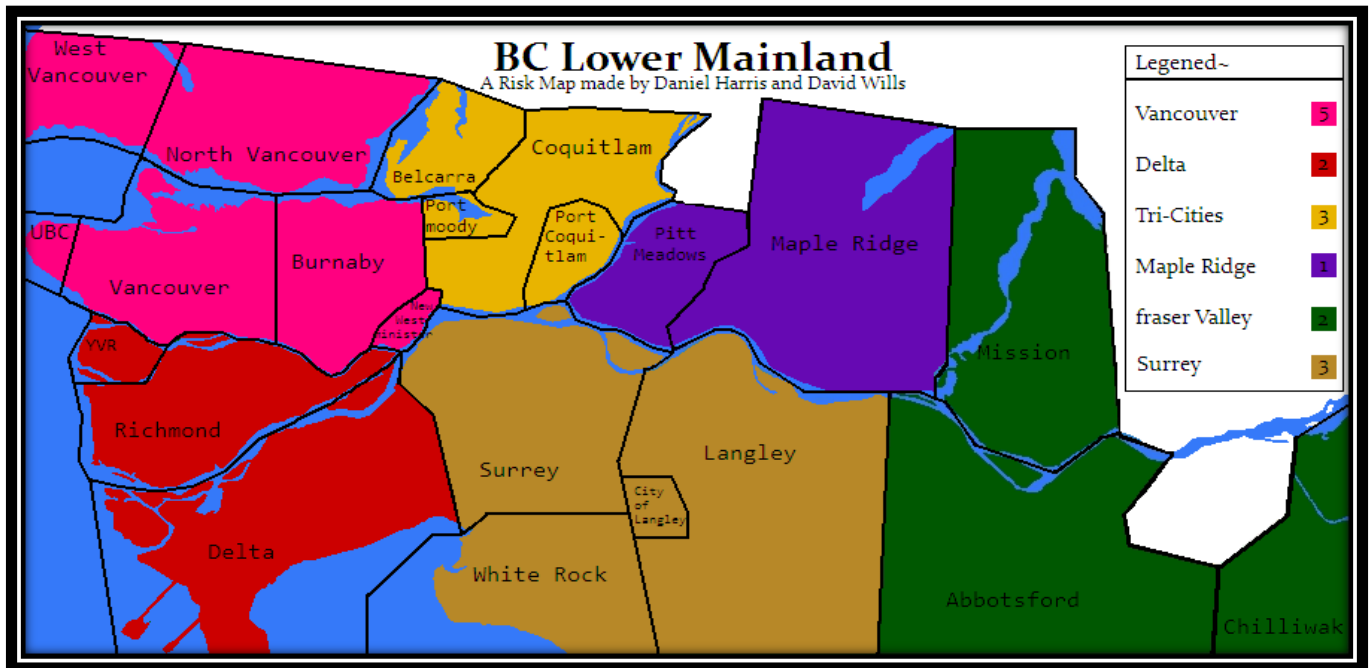
The Employment Services programs continue to show very positive results on all their performance measurements for the reporting year. In 2022 Employment Services met or exceeded all but one target. Although the % of new Supported Individuals successfully placed in employment within the first six months did not meet its target (74% vs. 75%), upon further analysis it appears that a small number of Supported Individuals have skewed the average. It has been challenging to find the right job match for a small number of Supported Individuals given their specific needs.

Employment Service continues to assist people to find and secure employment (40 in 2022, 33 in 2021, 37 in 2020). The variety of job options increased in 2022 (24 sectors in 2022, 22 sectors 2021), the number of Supported Individuals making more than minimum wage also increased (59% in 2022, 48% in 2021) and the number of Supported Individuals that received career enhancements (38% in 2022, 57% in 2021 and 35.9% in 2020 of employed individuals) is very impressive.

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



Lower Mainland 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%
2021	2,966,830	+7.5%

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

As of the 2021 census, the population of the Lower Mainland totals 2,966,830:

- 295,934 in the [Fraser Valley Regional District](#)^[8]
- 2,642,845 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

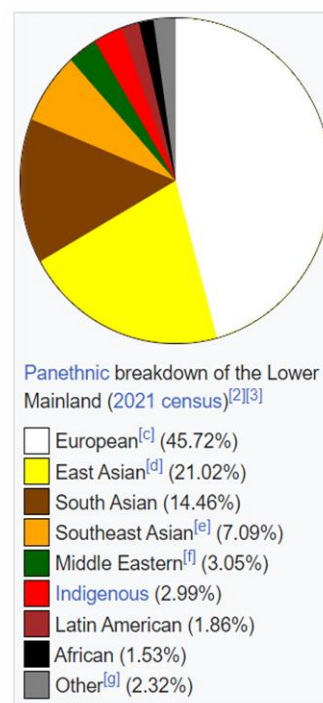
The Lower Mainland is among the most [multicultural](#) and diverse regions in Canada.

As of 2021, Europeans form a plurality with 1,337,105 persons or 45.7 percent of the total population, followed by East Asians with 614,860 persons or 21.0 percent and South Asians with 422,880 persons or 14.5 percent.

Ethnic Breakdown of Lower Mainland

Knowledge of language (2016–2021)

Language	2021 ^{[2][3]}		2016 ^{[7][8]}	
	Pop.	%	Pop.	%
English	2,772,150	94.78%	2,569,215	94.63%
Mandarin	295,400	10.1%	252,260	9.29%
Punjabi	286,270	9.79%	223,510	8.23%
Cantonese	235,220	8.04%	224,655	8.27%
French	185,330	6.34%	185,420	6.83%
Tagalog	113,205	3.87%	98,395	3.62%
Hindi	119,435	4.08%	75,125	2.77%
Spanish	100,355	3.43%	79,885	2.94%
Korean	63,335	2.17%	52,650	1.94%
German	43,490	1.49%	47,825	1.76%
Total responses	2,924,680	98.58%	2,714,995	98.39%
Total population^[b]	2,966,830	100%	2,759,365	100%



Metro Vancouver is a multi-ethnic society. There remains a small population (2.99%) 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 Lower Mainland 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.

*Canadian Census Profile 2021

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.

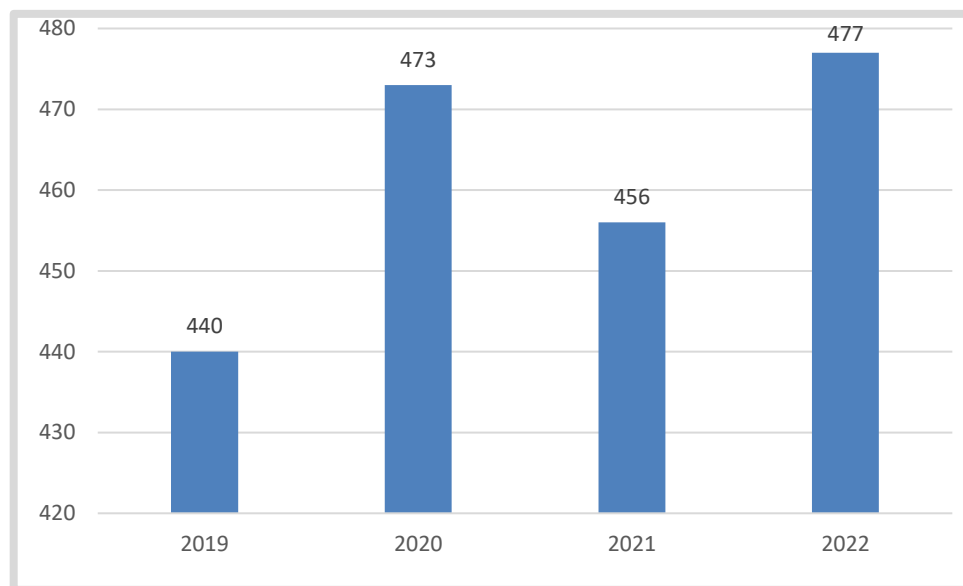
- *A year's income at 2022 BC PWD rates for single persons is roughly \$16,300. The poverty rate for Canada is approximately \$26,000 for a single person.*
- *Persons on BC disability assistance receive \$375 a month for shelter. The average monthly rent in BC is over \$2000.*

-BC Disability.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)

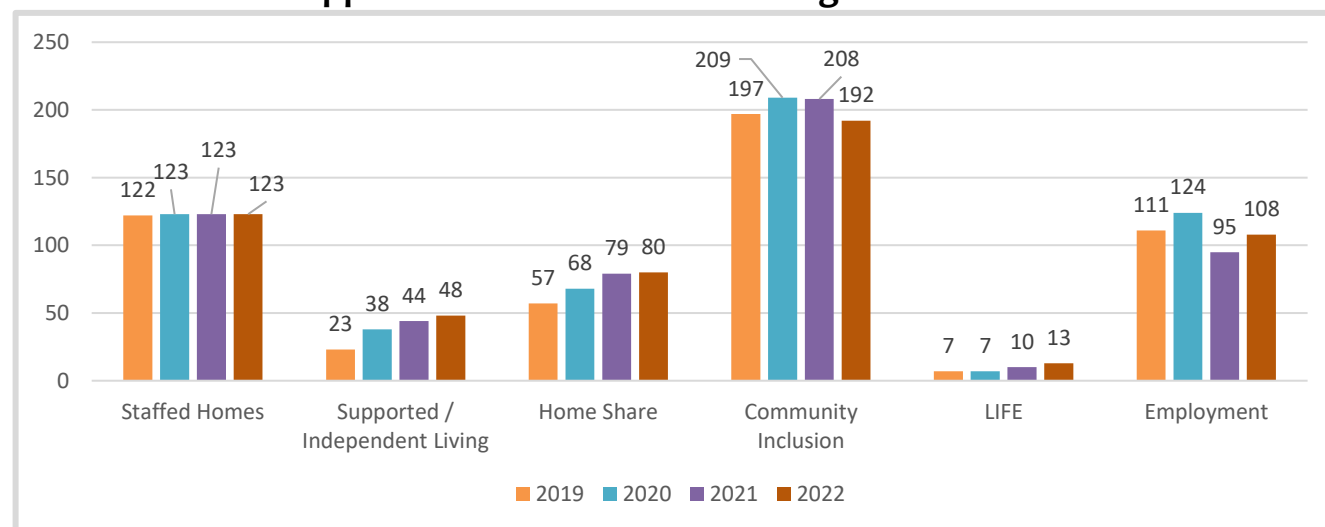
Total Number of Supported Individuals



*Note - 477 represents the total highest number of Supported Individuals in a CLS service at a single point throughout 2022.

These 477 Supported Individuals can be supported in multiple programs as indicated below. As of January 1, 2023 there are 432 people being supported by the CLS.

Total Number of Supported Individuals in Each Program



Note

The above numbers do not add up to 477 as people can be in more than one service. These numbers are for the totals in each service. 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 2022:

Day Programs	51
Studios	22
Individualized Supports	<u>119</u>
Total	192

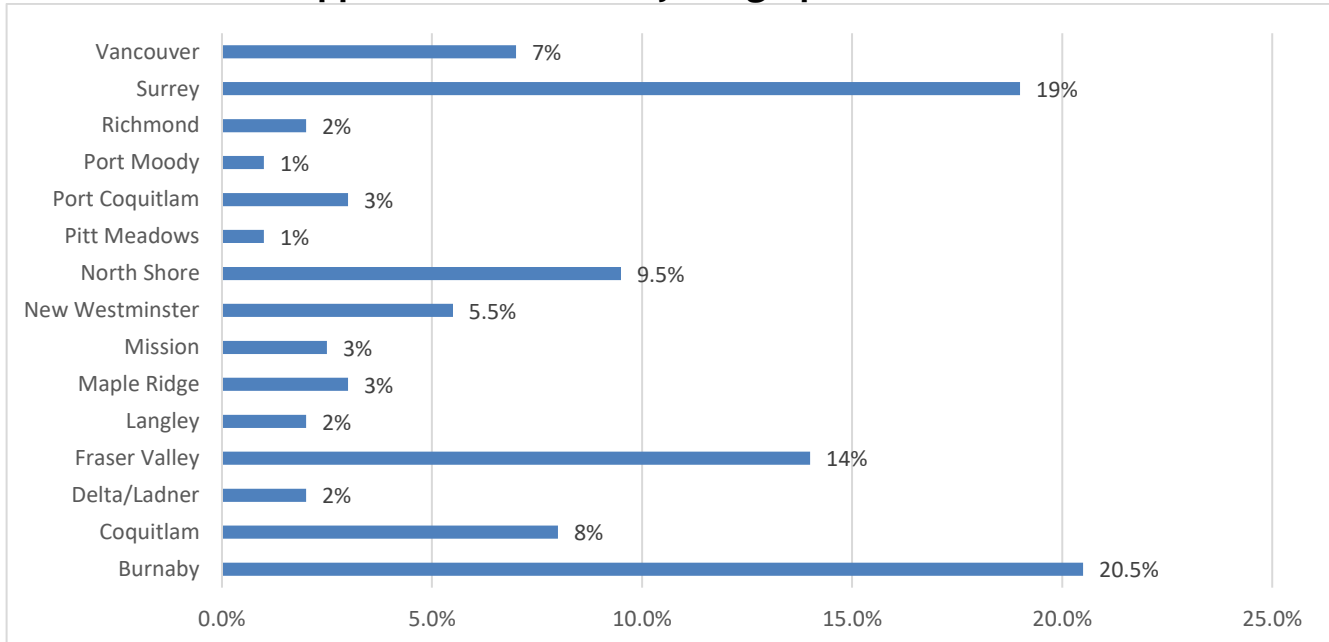
Entrance and Exit of CLS Services

In 2022 the following changes occurred within CLS Programs.

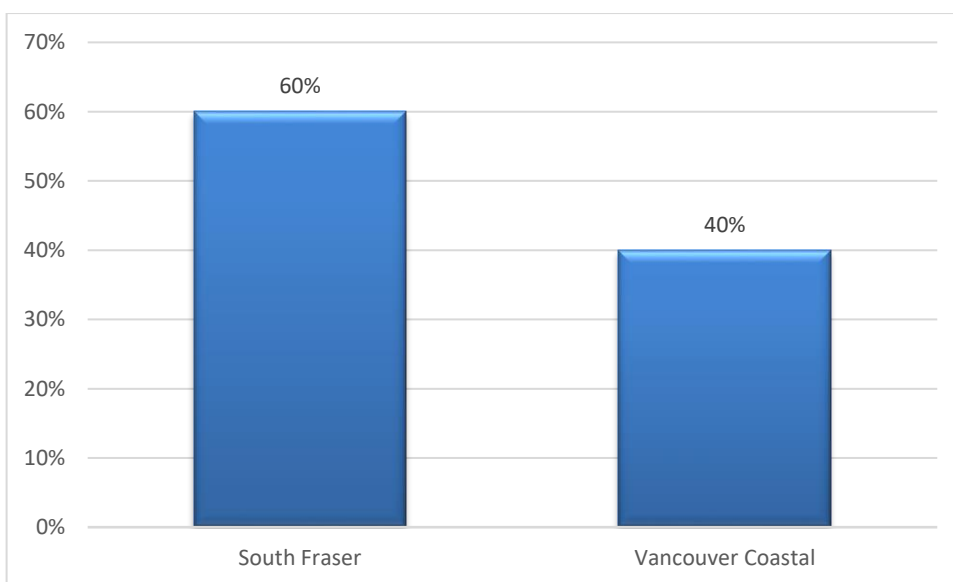
- **93** people started or changed a service with the CLS:
 - Transferred from one program to another within CLS 21
 - New to CLS **72**
 - Home Share 13
 - Independent and Supported Living 8
 - Community Inclusion 16
 - Employment Services 25
 - Staffed Homes 7
 - LIFE 3
- **54** people exited a CLS program:
 - exited a program 32
 - passed away 6
 - transitioned from one living arrangement to another. These were all planned moves based on increased accessibility needs of the Supported Individuals (e.g., mobility issues, home renovations required, support needs increased, etc.): 5
 - From a Home Share to a Staffed Home 2
 - From a Staffed Home to a different agency 1
 - From a Home Share to a different Home Share 1
 - From a Supported Living Home to a Staffed Home 1
 - moved out of Home Share **8**
 - moved out on their own 4
 - moved back with family 1
 - moved to a Home Share with a different agency 1
 - deemed not suitable for a particular Home Share and moved back home with family until an alternate solution can be provided 1
 - moved from Home Share to a Staffed Home at a different agency due to change in support needs 1
 - exited a Staffed Home due to a breakdown in service 1
 - Home Share provider changed in the home from one provider to another due to retirement 1

- 4 people moved from one staffed home to another for various reasons:
 - 1 person had to move to another staffed home while repairs were made to her home due to a flood.
 - 2 people swapped homes within a home (from upstairs to downstairs) to better support their needs. They also moved out of the home to another home while their home was being renovated.
 - 1 person moved from a CLS rented home to a CLS owned home to better support his needs.

Total Number of Supported Individuals by Geographic Location

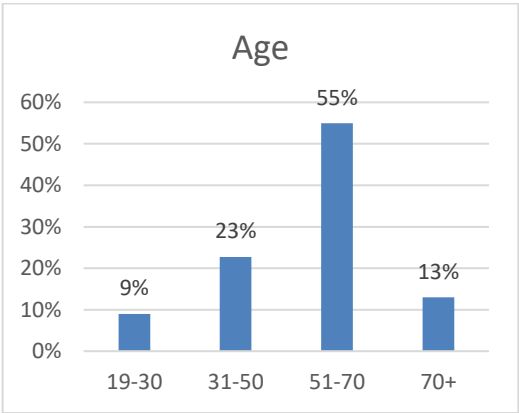
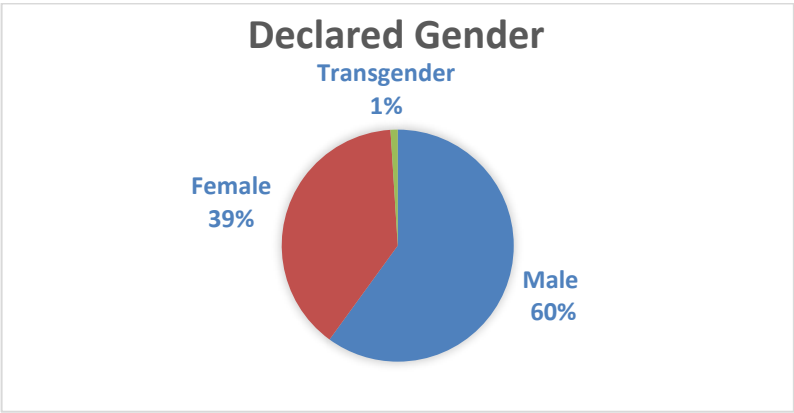


Total Number of Supported Individuals by CLBC Region

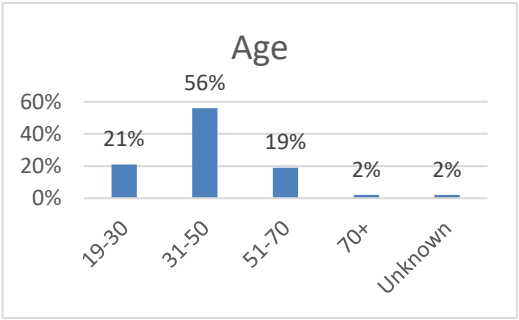
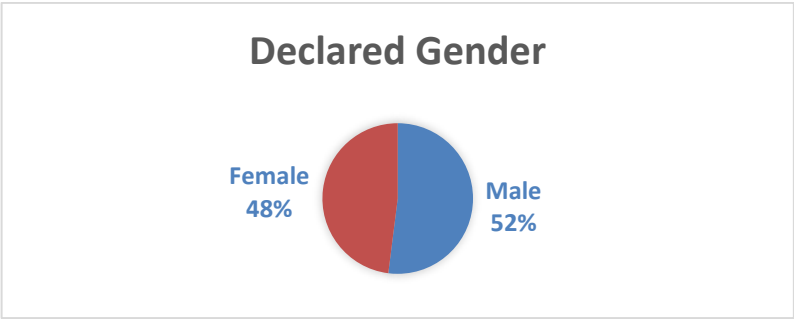


Demographics by Program

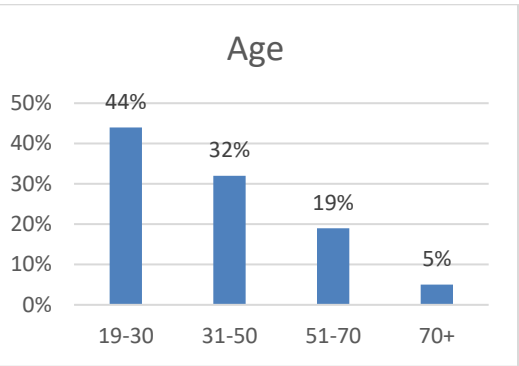
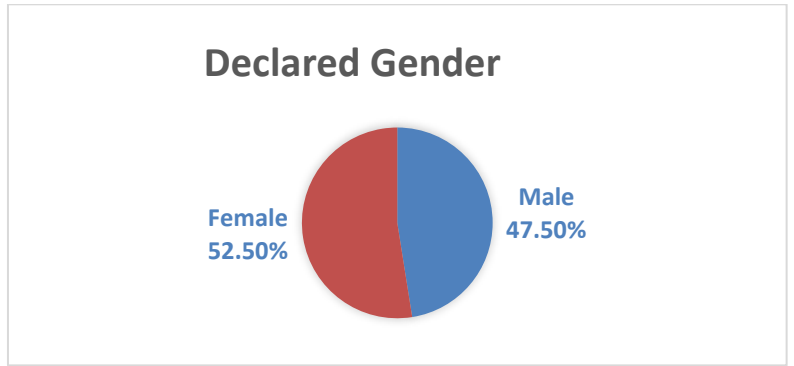
Staffed Homes



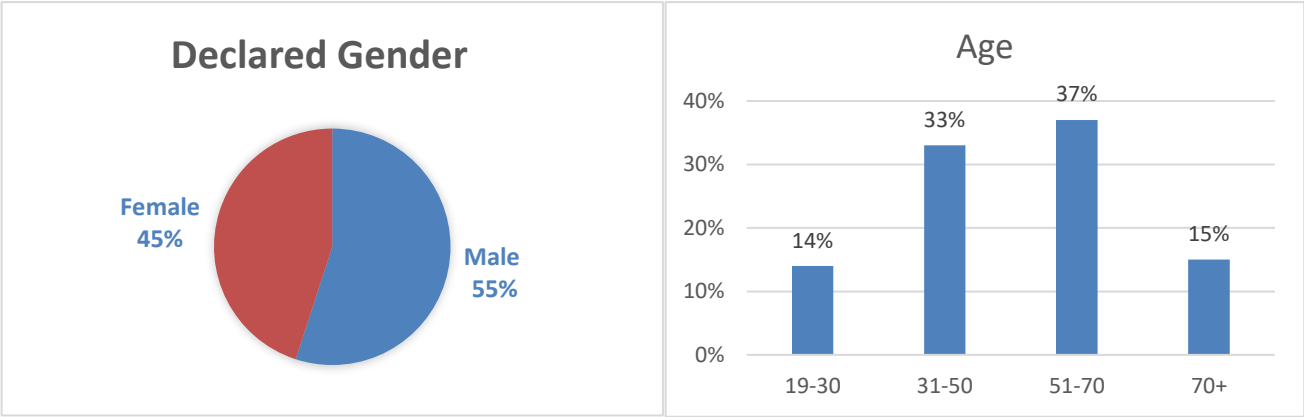
Supported and Independent Living



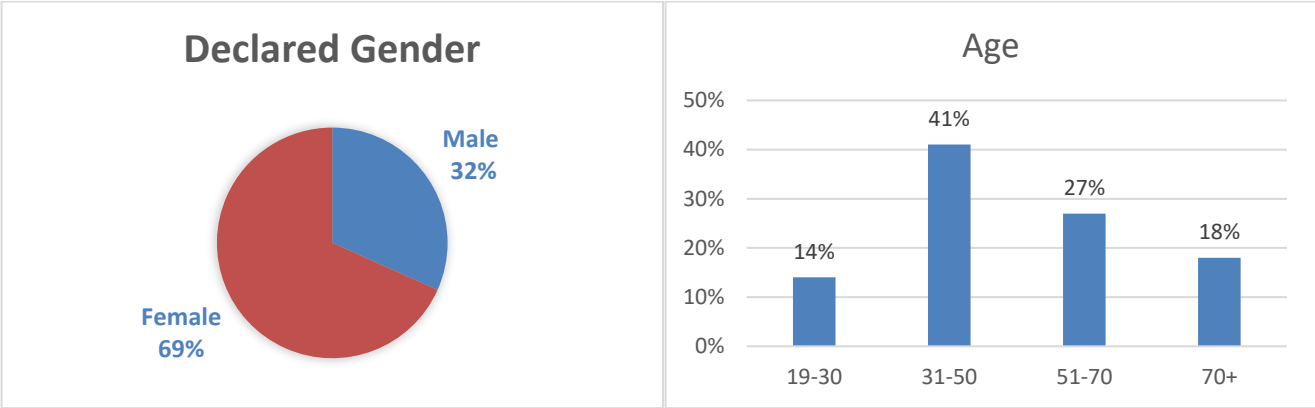
Home Share



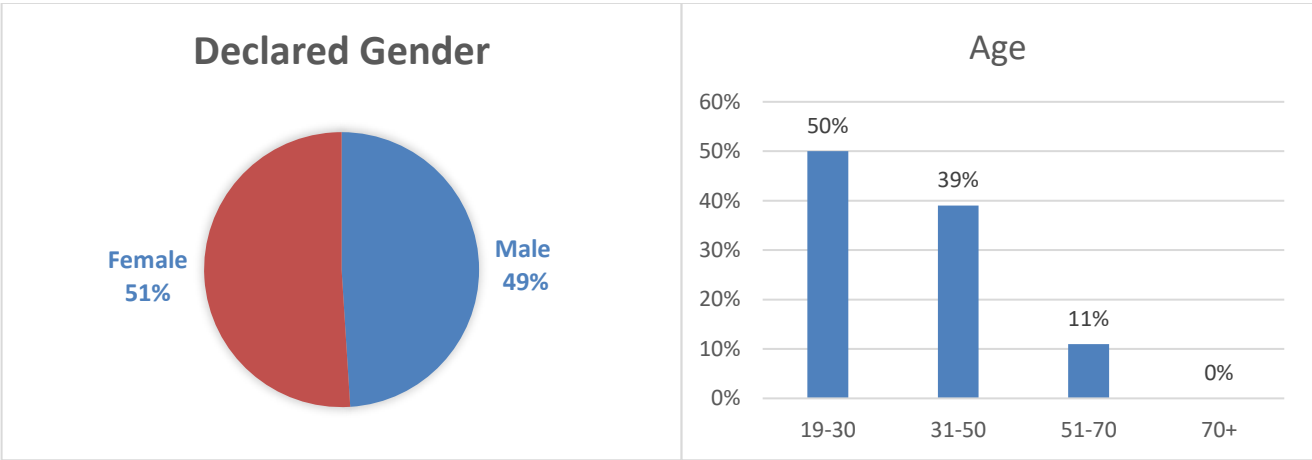
Day Programs



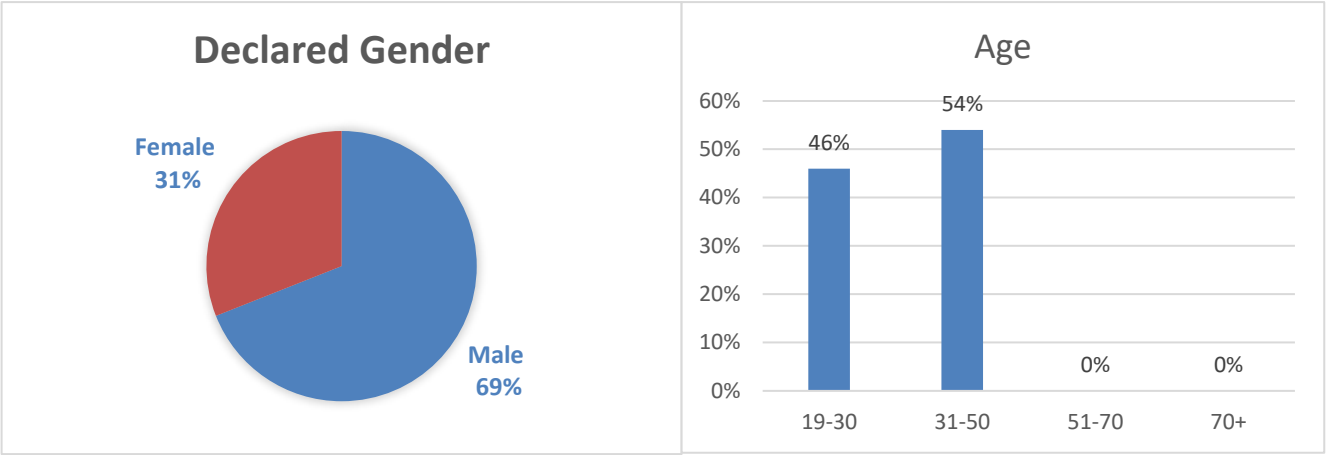
Studios



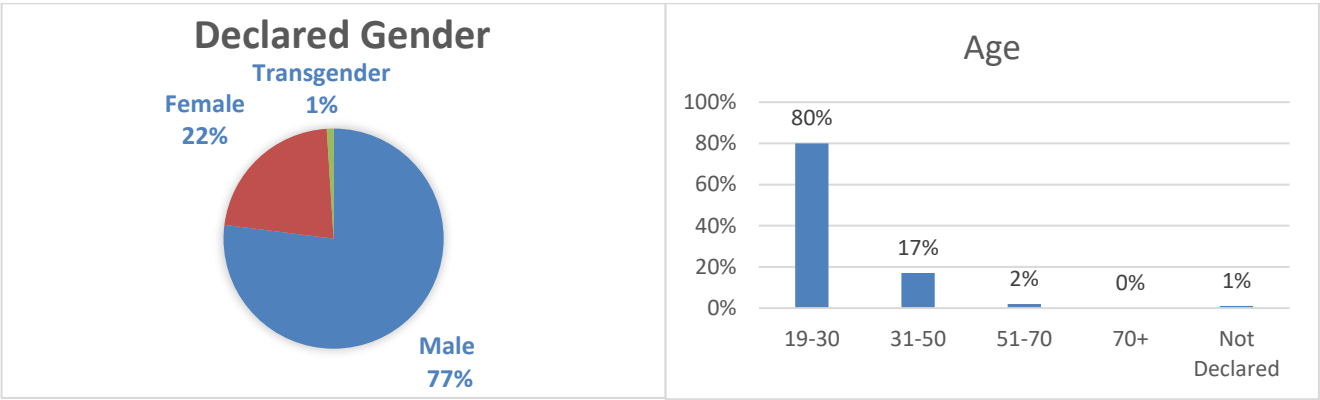
Individualized Supports



LIFE

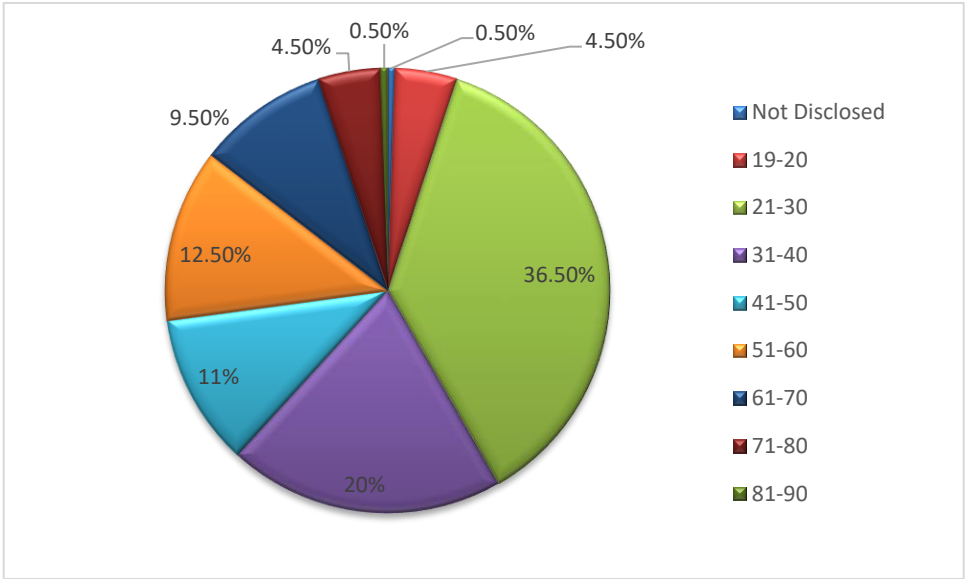


Employment

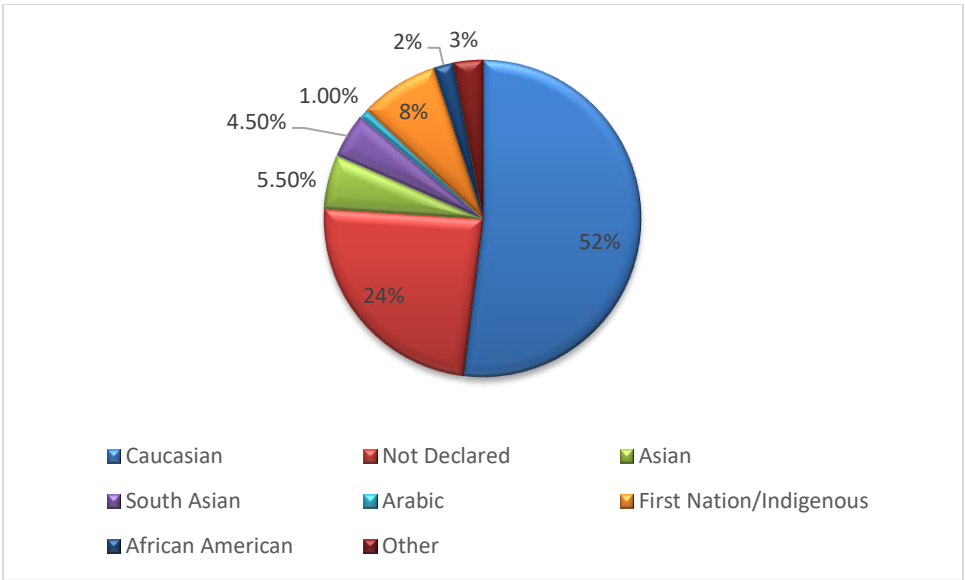


Demographics – All Programs

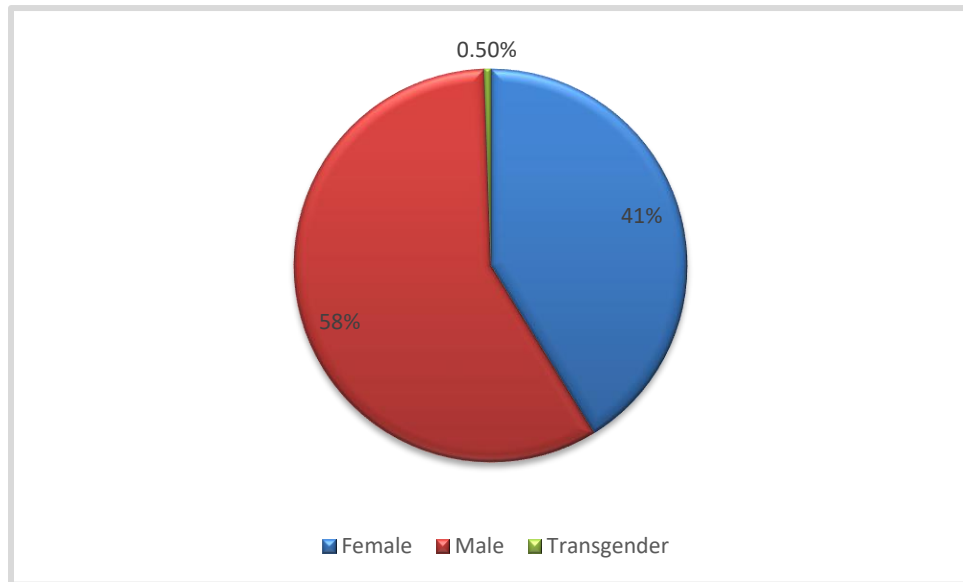
Age



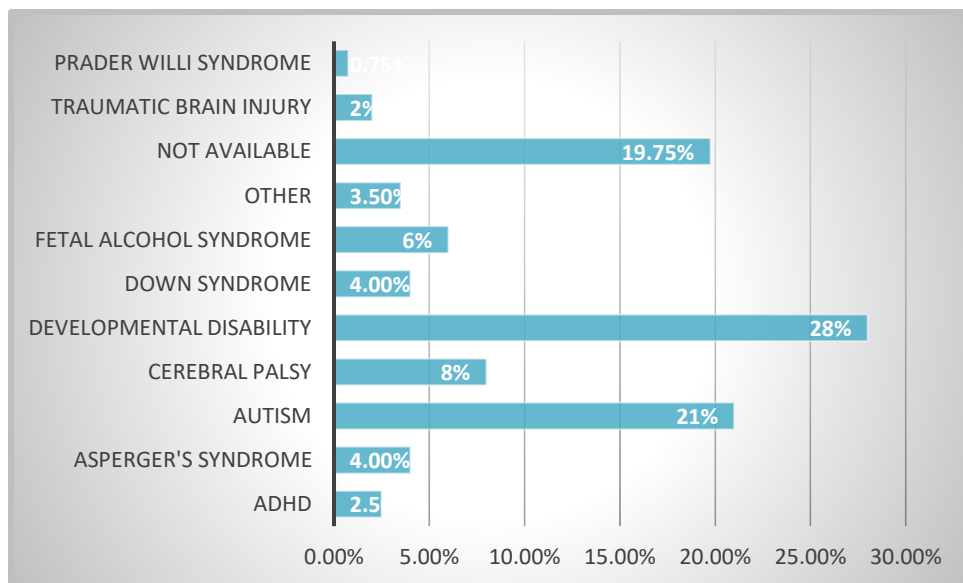
Declared Ethnicity



Declared Gender

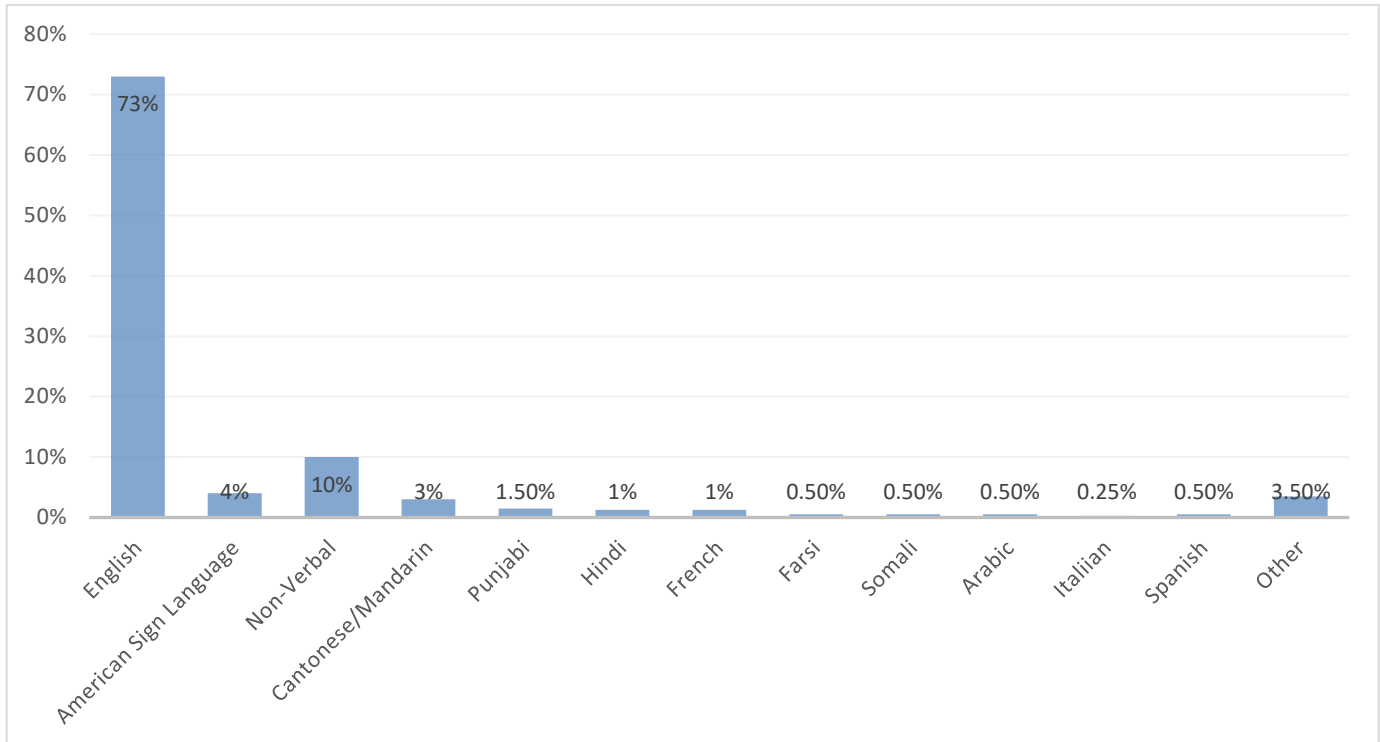


Primary Diagnosis



Note – we do not collect diagnosis for Supported Individuals in the Employment Services 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 a net increase in referrals and intakes in 2022. 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 among younger age demographics. Although the enrollment numbers in Employment Services appear to be lower than in previous years, they do not reflect the true picture. In 2022 the Employment Services team discharged several Supported Individuals that had maintained stable employment and no longer required ongoing support. Consequently, the growth in the program has been masked by this adjustment. Employment Services continues to grow. Increased funding from several sources (e.g. Inclusion BC COVID Recovery Fund and CLBC referrals) has added to the capacity of the Employment Services team, which has allowed for a greater number of people to be added to the program.
2. **Age:** As mentioned above, the younger generation are increasingly attracted to services such as Home Share and Supported / Independent Living, L.I.F.E. -based services and Employment Services. 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 (68% - 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 living option at the time was staffed homes (i.e., 4-person group homes). Although these Supported Individuals were typically in their middle years at the time of their move, many are now in the later stage of life.
 - As living options have expanded, new people referred to staffed homes typically have more complex care needs and/or are aging.
3. Gender: We continue to see a much higher referral/intake of men (77% men, 22% women, 1% transgender) into Employment Services. This imbalance has also been noted in recent research regarding Support Employment for people with an intellectual disability. It appears that gender bias and societal values may be influencing the engagement of women in Employment Services. Further research into the reasons and supports required to change this trend is needed.
 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

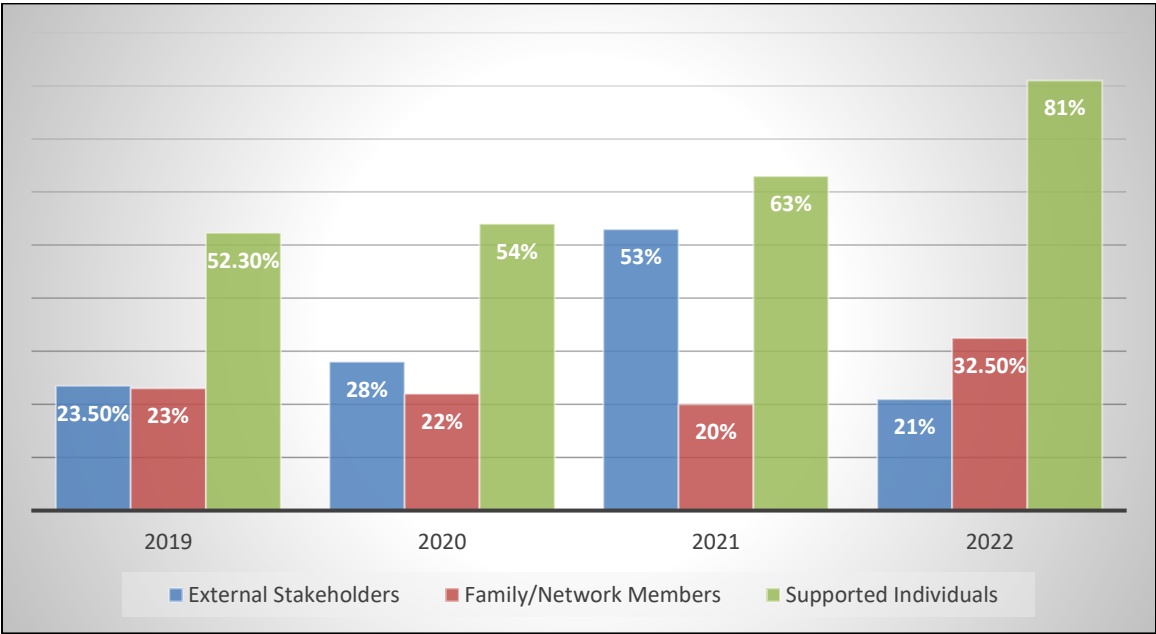
The growth and interest in L.I.F.E. -based service, Home Share, Employment Services and Independent and Supported Living (especially with the younger generations), suggests that further development of these newer CLS services is appropriate. In 2022, CLS responded to a Request for Proposals issued by CLBC for L.I.F.E. – based services and was awarded additional contracts to expand this service. Employment Services have also increased its capacity with additional funding from several sources (e.g. Inclusion BC COVID Recovery Fund, CLBC, MSPDR - Impact 2.0). Lastly, CLS 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 employees to support people in the late stage of their life is appropriate. Late Life Planning materials have been developed and will be fully implemented in 2023. Training continues to be provided (e.g., Grief & Loss training) and the redevelopment of a comprehensive Training Plan is scheduled for 2023. The Housing Plan has been updated to address the housing needs for the people we support that are aging and increasingly require accessible housing.

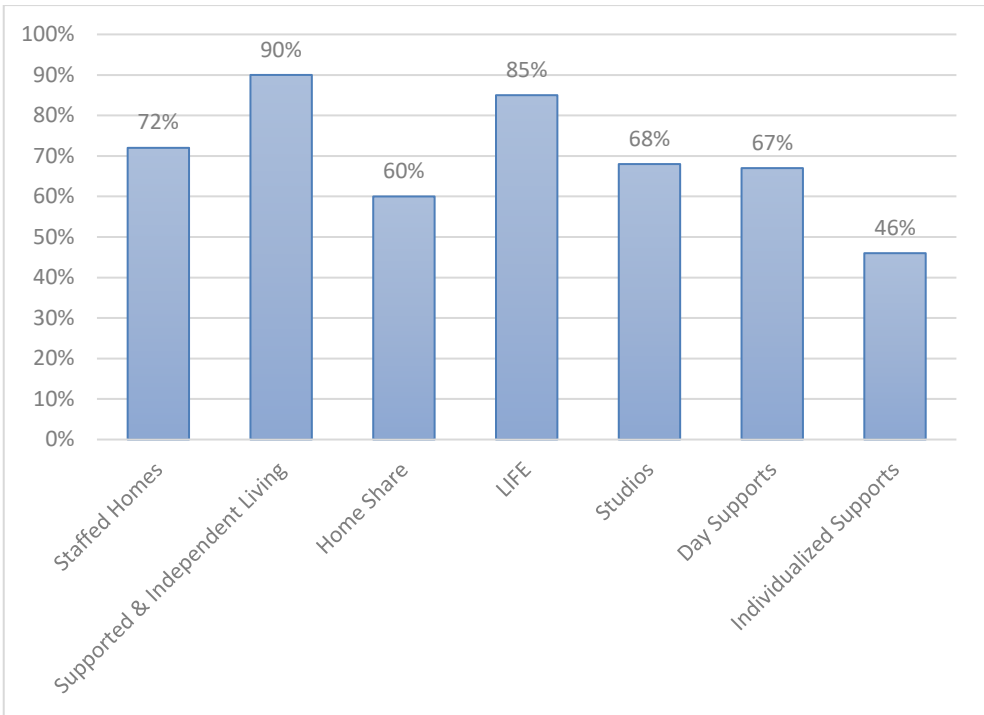
Stakeholder Satisfaction - Service Quality (Feedback/Satisfaction) – All Programs

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.

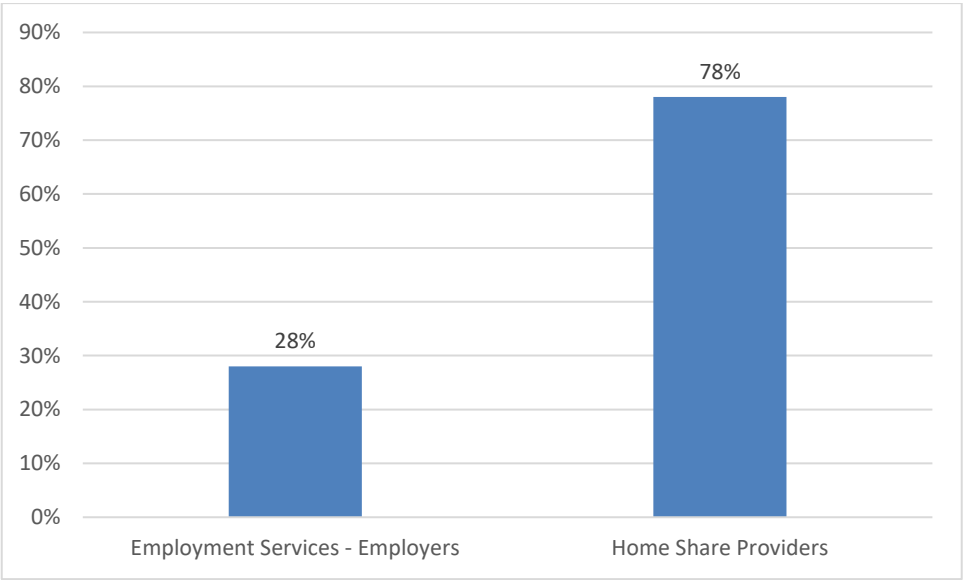
Survey Response Rates – External Stakeholders, Family/Network Members, Supported Individuals



Survey Response Rates - Supported Individuals by Program



Survey Response Rates – Employers and Home Share Providers



Supported Individuals

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2022 Results from Surveys	Target
Supported Individuals are treated as unique, with strengths, abilities, and value	Respect	% of Supported Individuals that indicate employees are interested in them.	All Supported Individuals	Participant Survey (Appendix A)	98% ** 8 people answered "sometimes" 13 people answered "unsure"	90% agree
		% of Supported Individuals that indicate employees know what they are good at.	All Supported Individuals	Participant Survey (Appendix A and E)	97% 13 people answered "sometimes" 14 people answered "unsure"	90% agree
		% of Supported Individuals that indicate employees help them with what they need.	All Supported Individuals	Participant Survey (Appendix A and E)	98% 10 people answered "sometimes" 10 people answered "unsure"	90% agree
Individuals are supported to exercise their right to make choices with support as necessary from friends, family and trusted advisers	Respect	% of Supported Individuals that indicate employees support them make their own choices/decisions.	All Supported Individuals	Participant Survey (Appendix A)	99% ** 14 people answered "sometimes" 11 people answered "unsure"	90% agree
Individuals are supported to live with dignity and equality in a safe and secure environment	Respect	% of Supported Individuals that indicate feeling safe in their program/ or where they live	All Supported Individuals	Participant Survey (Appendix A)	99% ** 6 people answered "sometimes" 4 people answered "unsure"	90% agree
		% of Supported Individuals that indicate employees listen to them.	All Supported Individuals	Participant Survey (Appendix A and E)	99% 10 people answered "sometimes" 8 people answered "unsure"	90% agree

Individuals are supported to be known as individuals and as citizens in their community	Community	% of Supported Individuals that indicate employees support them to go out in their community if they want to.	All Supported Individuals	Participant Survey (Appendix A)	99% ** 12 people answered "sometimes" 11 people answered "unsure"	90% agree
Supported Individuals and families can depend on CLS	Integrity	% of Supported Individuals that indicate they can depend on employees.	All Supported Individuals	Participant Survey (Appendix A)	98% ** 10 people answered "sometimes" 8 people responded "unsure"	90% agree
CLS will be responsive and follow through on our commitments to Supported Individuals and families	Accountability	% of Supported Individuals served that indicate employees do what they say they are going to do.	All Supported Individuals	Participant Survey (Appendix A and E)	99% 11 people answered "sometimes" 20 people responded "unsure"	90% agree

** does not include Employment Services

Supported Individuals either completed the survey on their own or were assisted by the CLS or a member of their family/network. Supported Individuals communicated their choices verbally or by using another communication system (e.g., pictorial symbols, augmentative communication device, etc.). Where a Supported Individual was not able to answer the question, it was marked as "unsure".

The responses were overwhelmingly positive, with all survey results all exceeding the target of 90%.

Below are some comments from individuals CLS supports:

I love living in independent housing.

Great support. Helpful with goals and activities.

Coming to Day program is what I like doing best. Parties & dancing !!

I like CLS because I have the best workers.

I have appreciated the kindness from the staff as they have helped me go forward with things.

I like being involved in my community, working towards my goals and achieving my goals.

CLS provides me a very good accommodation, supported my best interest of my well being to live in an environment that promotes my health, safety and dignity.

I enjoy everything in my home and being what I am now.

They have the best services for helping people with disabilities, for the services they need.

My Home Share Provider is my family now - want to stay with her even if she moves.

Family Members / Caregivers

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2022 Results from Surveys	Target
Supported Individuals are treated as unique, with strengths, abilities, and value	Respect	% of family members/caregivers that indicate CLS employees know their family member’s strengths.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	89%	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 CLS employees see their family member as a unique individual.	All family members/ caregivers	Participant Survey (Appendix A)	90%	90% agree or strongly agree
		% of family members/caregivers that indicate their family member’s choices are respected by CLS employees.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	93%	90% agree or strongly agree
		% of family members/caregivers that indicate CLS employees support their family member to make their own choices/decisions.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	97%	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)	99%	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 employees support their family member to be involved in their community, if they want to be.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	96%	90% agree or strongly agree
CLS supports social change that contributes to stronger, healthier communities for everyone		% of family members/caregivers that indicate CLS employees advocate for their family member.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	96%	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)	97%	90% agree or strongly agree
Supported 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)	94%	90% agree or strongly agree
		% of family members that indicate CLS employees respond in a timely manner.	All family members/ caregivers	Family Member/Caregiver Survey (Appendix B)	96%	90% agree or strongly agree

CLS will be responsive and follow through on our commitments to Supported Individuals and families	Accountability	% of family members that indicate CLS employees follow through on the things they say they will do.	All family members/ Caregivers	Family Member/Caregiver Survey (Appendix B)	93%	90% agree or strongly agree
		% of family members/caregivers that indicate CLS listens and responds to their feedback.	All family members/care givers	Family Member/Caregiver Survey (Appendix B)	97%	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 are samples of comments for family members:

I think this is a wonderful group of caring people.

Family involvement is encouraged.

They are always communicating with families via The Communicator, Family Matters, etc. This makes me feel more connected and open to the society as a whole.

I have full confidence in CLS.

Genuine love, care and respect that the staff show daily to my son is greatly acknowledged. My sincere thanks to the CLS.

The support and the bond that is created with the support person and my family member is invaluable to the quality of life my family member experiences.

I live in another province. I am so impressed with the care my family member receives and with the way both the staff in her home and other CLS staff communicate with me and enable me to be involved.

My adult child is deaf and I appreciated the deaf staff and culturally sensitive support.

CLS is a very responsible and caring organization.

External Stakeholders

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2022 Results from Surveys	Target
Individuals are supported to be included in their community	Community	% of stakeholders that indicate CLS works to ensure Supported Individuals are involved in their community.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS advocates for people with disabilities.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS works to make a stronger, healthier community for everyone.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS acts with integrity.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS is dependable as an organization.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
CLS will ensure services and supports are flexible and responsive	Integrity	% of stakeholder that indicate CLS is a responsive organization.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
CLS will be accountable to all our stakeholders	Accountability	% of stakeholders that indicate the CLS is an accountable organization.	All stakeholders	Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree

The response from external stakeholders were overwhelmingly positive. All the results exceeded the target.

Below are some comments from external stakeholders:

I appreciate their collaborative approach in the community.

Loved the theatre production they created this year! It was very inspiring.

The attention to engaging with and representing self advocates ethically has been a highlight of our work together.

I appreciate their desire to be responsive to emerging needs and to be innovative.

CLS as a whole organization is wonderful in supporting individuals with complex needs. They are responsive and dependable.

We have had so many ups and downs with COVID and even though there have been hard times and so much problem solving I have been able to count on the Directors.

We had to change protocols many times over the past three years and we worked together to do this.

There has been an openness to seeing client grow and develop. I have seen many self advocates in our project together flourish.

I appreciate their participation by various levels of leadership with broader initiatives.

Analysis

The survey results from Supported Individuals, family members and external stakeholders were overwhelmingly positive in 2022. The response rate from family members (32.50% in 2022, 20% in 2021) and Supported Individuals (81% in 2022, 63% in 2021) increased in 2022. Unfortunately, the External stakeholder response rate dropped from 53% in 2021 to 21% in 2022. External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It has become increasingly difficult to maintain a positive response rate even with repeated reminder. Consideration of alternative forms of gathering input may be needed.

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

- The results indicated that families believed their loved ones were safe, well cared for and that their rights and choices were honored. Many families commented that CLS employees are caring and professional. Many families also commented that they appreciated the level and different forms of communication.
- In 2022 respondents continued to comment on the challenges related to staffing. Specifically, some Families commented that the increased staff turnover is leading to inconsistent support. Similar to other service providers and businesses, CLS has been very challenged to recruit and retain employees, especially during the post pandemic era. In 2023, after two years of strong advocacy with the Provincial government, CLS received funding for significant wage increases for employees which we hope will help with recruitment and retention of employees. Considerable efforts have been made over that last 2-3 years to recognize and promote employee retention. Efforts to increase recruitment and retention will continue to be a priority in the coming years.

Looking Forward

An increased response rate from External Stakeholders would strengthen the reliability of the results. Therefore, further actions to increase the response rates should remain a focus.

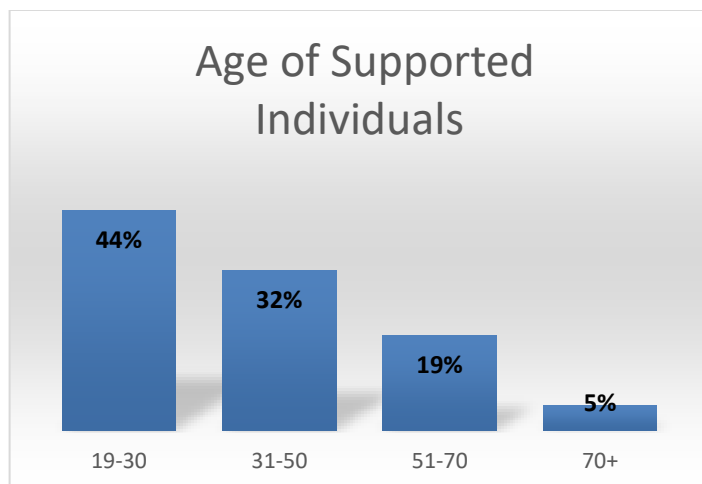
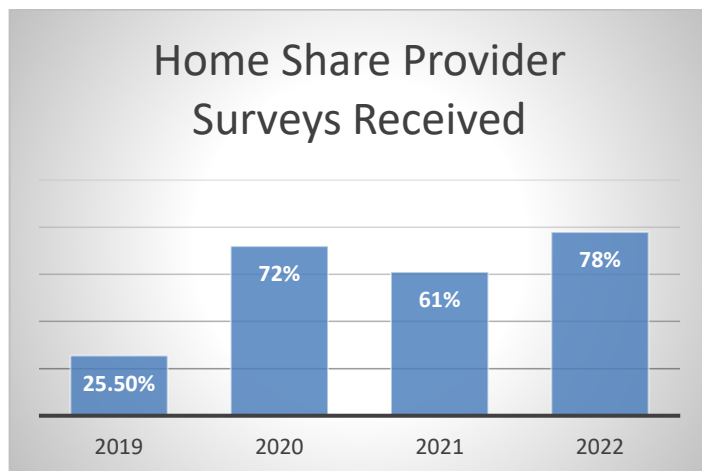
Although recruitment is a sector and province-wide issue, CLS will continue its targeted efforts to build up a fulsome employee pool.

Program Performance Measurement

Home Share

Home Share is a program that fosters relationships between Supported 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: 80



Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2022 Results	Target
Individual Impact Measures (Effectiveness)							
<i>Home Share Providers will feel supported by the agency</i>	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)	97%	90%
<i>Supported Individuals will experience inclusion in their community</i>	Social Inclusion	Supported Individuals living in a home share arrangement are present in the community during home share supported time at least two times per week	All individuals being supported in the home sharing program	Annually	Quarterly Report	89% Tracking system was implemented in June 2022. 6 months of data only included in this report	To be determined in 2023 after two years of data reported on in 2021/2022
<i>Supported Individuals' self-determination will be encouraged and supported</i>	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%
<i>Supported Individuals will experience stability and contentment in their home</i>	Physical Well-Being Emotional Well-Being	% of all moves out of or between placements that are unplanned per year	All individuals experiencing a move between or out of a Home Share placement	Annually	Exit Summary - Sharevision	1.25% 1 individual	Less than or equal to 5%
		% 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)	92% 1 person said 'no' and 4 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	Program History - Sharevision	Mean = 4.15 years Median = 2.5 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	Sharevision – Programs and Residence List	17% 9 Home Share Providers discontinued service in 2022 2 changed agencies, 2 moved out of province, 2 retired, 1 SI moved, 2 other reasons	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	Sharevision - Referral and intake forms	33 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	Sharevision - Referral and intake forms	97.5% 2 unsuccessful matches	To be determined in 2022 – after two years Target for 2023 – 90%
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 employees	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%
Definition of Terms & Acronyms							
Community Presence – Activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							

Analysis

This is the third 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 will 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 Supported Individuals experience stability and feel included in their home and community. Survey results indicate that Supported Individuals feel included in home-life (92%), feel like they belong in their community (89%), are content with their living situation (100%), 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 Supported Individuals in Home Share experience reasonable stability. Unplanned moves (1.25% in 2022, 2.5% in 2021 and 3% in 2020) remain low. However, the turnover rate increased to 17% (14% in 2021 and 8% in 2020), which is higher than previous years and did not meet our target of 10%. Upon further analysis, a strong theme did not emerge that explained the increase. However, inflation, cost of living and compensation rates for Home Share Providers seem to be at the root of some moves. CLS, along with other service providers in the province have advocated with CLBC to increase rates for Home Share Providers and will continue to do so in the future. Continued monitoring of turnover rates will be necessary. The average number of days from intake to placement (33 days) fell far below the target (90 days) and is impressive considering the very limited availability of Home Share providers and the high number placements accommodated by CLS. 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 feel supported and receive support in a timely manner. The survey results indicated that Home Share Providers feel supported by CLS (97% in 2022, 97% in 2022, 97% in 2021) and received timely response from CLS employees (100% in 2022, 100% in 2021 and 91.6% in 2020). These results are a very good indication that Home Share Providers feel engaged and are willing to freely share their opinions.

Looking Forward

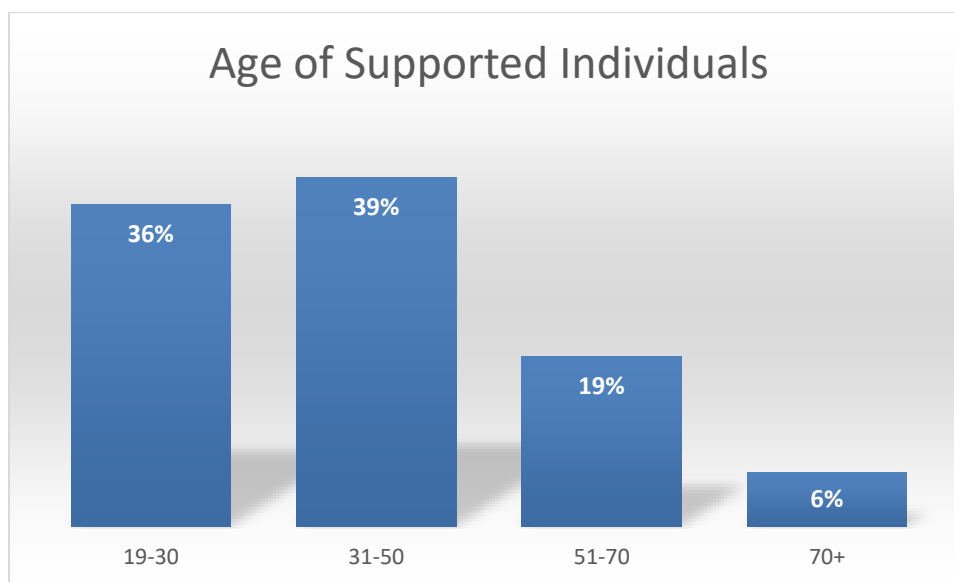
Overall, the results were positive for this reporting year. Year over year results help to assess and determine future changes and modifications to the program. The changes in policy and ShareVision tracking have led to better consistency and accountability in the program.

Continued monitoring of turnover rates are needed to ensure that CLS specific themes do not emerge that require that require intervention or modifications to support better retention.

Community Inclusion

Community Inclusion is designed for people who require ongoing support to participate in community in a meaningful way, and operates outside the participants' homes (community based). All services (Studios, Individualized Supports, LIFE, and Day Supports) may have a vocational, social / recreational, life-skill focus or, a combination of these supports.

Total number of individuals served 205



Outcome	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2022 results	Target
Individual Impact Measures (Effectiveness)							
Supported Individuals will be present in community and have access to community-based activities.	Social Inclusion	% of times that Supported Individuals in day supports, IS and LIFE are present in community	All individuals participating in day program, IS and LIFE programs (breakdown by service area)	Annually	Activity Log Are any of these Activities in the community? (outside the program or home)	Total Average of 86% Ind Supports 78% Day Supports 90% LIFE 90% Does not include Studios	90%
Individuals will be supported to contribute to their communities	Rights Social Inclusion	% of Supported Individuals in day supports that are engaged and involved in making a contribution to their community	All individuals participating in CI (Day Supports only)	Annually	Activity Log Are any of these activities part of a community contribution? If yes, please select	Day Supports 92.5%	Target to be determined in 2023 Target 2023 - 90% of individuals in Day Supports

Supported Individuals will have opportunities to improve upon or learn new skills.	Personal Development	% of Supported Individuals that are engaged and involved in skill development	All individuals participating in the program (breakdown by service area)	Annually	Activity Log Are any of these activities related maintaining or learning a skill?	Total Average 98% Ind Supp. 93% LIFE 100% Day Supports 100% Studios 100%	Target to be determined in 2023 Target 2023 - 85% of individuals on a Quarterly basis.
Self-determination will be encouraged and supported	Self Determination	% of Supported 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)	99.5% 2 people answered 'unsure'	90%
	Rights	% of activities that a Supported Individual engages in that are linked to their goals	All individuals participating in the program (breakdown by service area)	Annually	Activity log Is there a goal related to any of these activities?	Total Average 80% Ind. Supp. 95% LIFE 66% Day Supports 72% Studios 88%	90% Re-evaluate target for 2023 – 80% of activities.
Service Management Measures – Efficiency							
Maximize service hours received	N/A	% of hours paid in relation to hours that were funded	All funded hours	Monthly – aggregated annually	Tracking of direct service hours provided	90%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	N/A	Average time from referral to beginning of service	All new referrals	All individuals referred and in program	Program tracking	8.5 weeks	8 weeks
Definition of Terms & Acronyms							
Community Presence – Activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							
Skill Development - Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, taking part in an activity (e.g. swimming, horseback riding, painting, etc.), learning something new, improving upon and/or maintaining an existing skill (e.g. cooking, learning to read, gardening, banking, etc.).							
Community Contribution – Examples include but are not limited to: Volunteering (Meals on Wheels, APCA, etc.), Community Enhancements (planting a community garden, cleaning up or picking up garbage in the community, etc.), Assisting a neighbour/friend (baking a neighbour cookies, picking up the mail for a neighbour, etc.), Donation (donating money, clothing or items to an organization or person), Other (voting in an election, etc.).							

Analysis

This is the third reporting year using the new performance measurement plan, and some metrics and targets continue to require adjustments to ensure we are capturing the information we need and reflective of all service areas provided under Community Inclusion. Further analysis into employee comprehension of, and data collection for these metrics (separated by program area) is required. However, increased consistency of reporting and the modification of some metrics has helped to improve the accuracy of the results.

This year improvements were noted for most outcomes in this service area. Survey results indicated that in all Community Inclusion programs, 99.5% (96% in 2021, 94% in 2020) Supported Individuals believed they were able to make choices in their program. This result continues to exceed the target of 90%. This year 80% of activities (77.50% in 2022, 75.8% in 2020) of activities in which Supported Individuals were engaged were linked to their goals and the number of times they participated in at least one community-based activity per supported day increased to 86% (62.50% for 2021). The percentage of Supported Individuals in Day Supports that were engaged in an activity that contributed to their community was 92%. It is important to CLS that individuals are supported to participate in activities that contribute to their community (e.g. volunteering, donating, etc.) so this is a very positive result. Finally, the percentage of Supported Individuals engaged and involved in skill development increased to 98% annually.

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's results were tabulated by program area under Community Inclusion (Individualized Supports, Day Supports, Independent Living, Studios and additionally in 2022 L.I.F.E.-based services), which has increased our understanding of the results and to which program area the indicator / measurements should be applied. The detailed breakdown has allowed for a more accurate analysis of results and highlighted metrics and targets that need to be modified.

In 2022, the number of service hours increased. 90% percentage of our expected service hours were delivered in 2022 (82% in 2021, 62% in 2020). Although steady improvement has been noted, employee recruitment challenges and COVID-19 continue to impact the service delivering in these programs.

In 2022, 19 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 8.5 weeks (6.5 weeks in 2021, 13 weeks in 2020). As many new referrals involve the recruitment of new employees or reassignment of existing employees, 8 weeks continues to be an ambitious, but reasonable target in a typical year.

Looking Forward

The disruption to regular service delivery caused by the ongoing pandemic and employee recruitment challenges continues to impact results. The CLS continues to work diligently on strategies and initiatives to improve employee recruitment. These activities, coupled with the decreasing seriousness and urgency of COVID-19, we expect to continue to see improved results in future years. This year many of the results were broken down by program area. This allowed for better analysis and determination of next steps. Consequently, it appears that an evaluation of Individualized Supports (IS) regarding its alignment with other CLS services, funding model and oversight would be beneficial. When IS was developed, services such as Independent and Supported Living, Employment and LIFE-Based Services were not available. Consequently, Individualized Supports often fulfilled these roles or responded to Supported Individuals

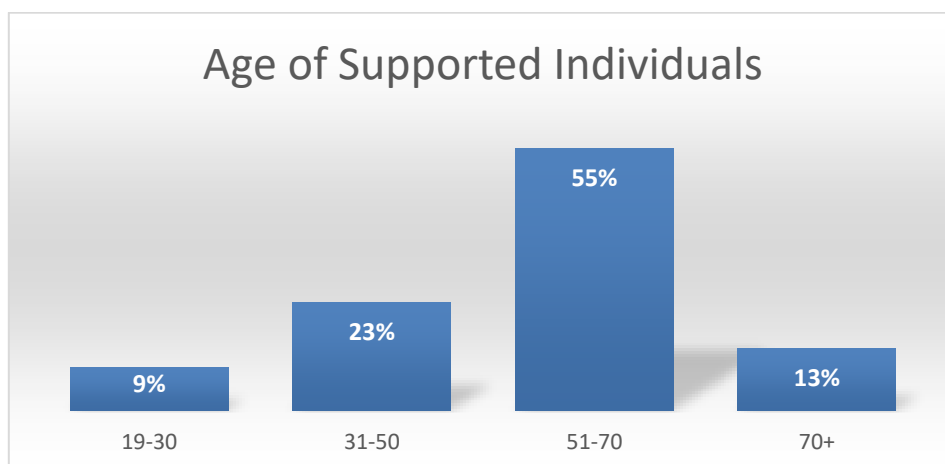
that wanted something other than the traditional services available at the time. It is now time to evaluate the role and purpose of the Individualized Supports program.

Staffed Homes

Staffed Homes provide Supported Individuals with a home and supports on a 24 hour, 7 days a week basis. Individual's receive 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 Supported 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	2022 Results	Target
Individual Impact Measures (Effectiveness)							
Supported 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 Supported Individuals experiencing a move between or out of a Staffed Home Placement	Annually	Exit Summary - Sharevision	0.8% 1 individual	Less than 5%
Self-determination will be encouraged and supported	Self Determination/ Rights	% of Supported individuals in Staffed Homes that indicate having opportunities to make choices	All Supported Individuals who participate in the survey	Annually	Survey Item - three-point scale of being able to make choices in plain language – Participant Survey – Appendix A	99% 1 person answered 'sometimes' 7 people answered 'unsure'	90%

<i>Supported Individuals will be present in community and have access to community-based activities.</i>	Social Inclusion	The percentage of times Supported Individuals living in staffed homes are present in community at least one time per week	All Supported Individuals	6 Months (July to December 2022)	Activity Log Are any of these activities in the community? (Outside the program or home)	74%	95%
<i>Supported Individuals will have a network of unpaid healthy, positive, and stable relationships</i>	Interpersonal Relations	% of times Supported Individuals with at least one unpaid person with whom they regularly interact with every month	All Supported Individuals	6 Months (July to December 2022)	Quarterly Report – Additional Comments “Did the Supported Individual connect at least six times with a family member, friend, or network member during this reporting period?”	73%	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	98%	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 Supported Individuals that were accommodated in the reporting year	All Supported Individuals expressing an interest or need to move	At time of move – aggregated annually	Tracking of moves – Making It Happen meetings	4 months 1 Supported Individual	12 months
Definition of Terms & Acronyms							
Community Presence – Activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							
Regular Interaction - A minimum of two times per month. This may take place: in person (e.g. visits with family/friends, outings, get-togethers, vacations, meals, appointments, parties, etc.), or this may take place virtually (e.g. by phone, FaceTime, Zoom or other accessible technology).							
Unpaid Person - A person involved in a supported individual's life who is unpaid (e.g. family, friend, acquaintance, members of a club, group, team or congregation, etc.). This would not include CLS staff, medical professionals, and other network members who are paid to be in the persons life.							
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 year, data was available for all four effectiveness measures. Survey results indicated that 99% of Supported Individuals that responded to the survey 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 .8% (1.5% in 2021, 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 times a Supported Individual participates in at least one community-based activity per week. Although the result is better than the previous year, 74% (66% in 2021) is still below the set 95% target. Upon further investigations it appears that the lower-than-expected result can be attributed to several factors including, ongoing presence of COVID-19 and other illnesses, data collection errors and aging population living in staff homes (tired after community inclusion and want to relax at the end of the day). However, given the lower-than-expected result, additional employee training and monitoring is required. The fourth effectiveness measure looked at the percentage of Supported Individuals with at least 1 person with whom they have a relationship, and regularly interact with each month. The result of 73% exceeds the target of 65%. It is often difficult for some of the people we support to develop and maintain relationships with family and friends. This challenge is well documented in research related to people with intellectual disabilities. In the coming year, CLS plans to provide additional employee training on strategies to support people to develop and maintain friendships.

Also, during the reporting year, 1 person expressed an interest in moving to another home and they were accommodated within 4 months (3.3 month in 2021, 9 months in 2020), which is well below the target of 12 months. This demonstrates that CLS can make accommodations in a timely manner.

The number of support hours delivered in relation to the number that were funded, is a good indication of how the organization efficiently managed its resources. In 2022, 98% (96% in 2021) of the hours funded were delivered. Although CLS continues to experience employee shortages due to recruitment challenges, this is an improvement on last year.

Looking Forward

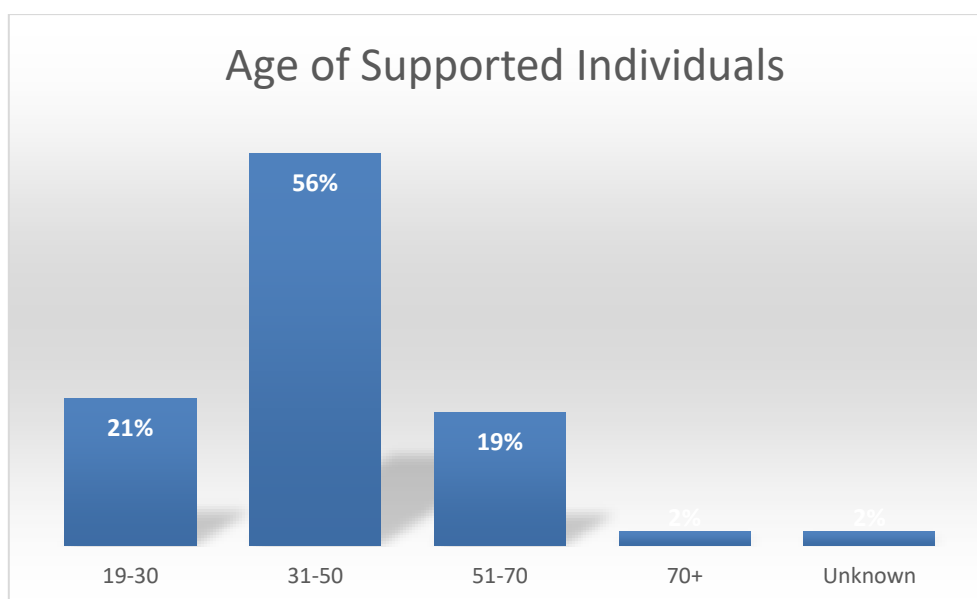
The results for 2022 for this program area have improved in comparison to the previous year. Additional employee training on data collection and monitoring of community presence of Supported Individuals in staffed homes is required to ensure people are accessing their community to the greatest degree 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. Employees assist Supported 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 Supported 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 48



Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2022 Results	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 Supported Individuals experiencing a move between or out of a placement	Annual	Exit Summary - Sharevision	0%	Less than 5%

<i>Self-determination will be encouraged and supported</i>	Self Determination/ Rights	% of Supported Individuals that indicate having opportunities to make choices	All Supported 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% 1 person answered “sometimes” 1 person answered “unsure”	95%
<i>Opportunities to learn skills that support independence</i>	Personal Development	% of Supported Individuals that report that they participate engaged and involved in skill development	All Supported 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)	97% 4 people answered ‘sometimes’ 2 people answered ‘unsure’	90%
<i>Supported Individuals will be connected to community professional supports and resources</i>	Physical Well-Being Emotional Well-Being	% of Supported Individuals that are connected to the community supports and resources they need	All Supported Individuals in the programs	Annually	Activity Log	43%	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 Supported Individuals</i>	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Service Level Hours review	94%	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 Supported Individuals that were accommodated in the reporting year	All new referrals	At time of program entry	Program tracking	4.1 months 8 people transitioned into Supported Living and Independent Living in 2022	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.							
Skill Development - Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, taking part in an activity (e.g. swimming, horseback riding, painting, etc.), learning something new, improving upon and/or maintaining an existing skill (e.g. cooking, learning to read, gardening, banking, etc.).							

Analysis

This year, data was available for all four effectiveness measures. Survey results indicated that 100% of Supported 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 for all moves out of or between placements were planned. This result 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 support and resources they need (43%). This outcome continues to be difficult to measure and interpret. A new outcome or measurement may be required.

In 2022, 8 people (7 people in 2021) were accommodated which took an average of 4.1 months (4.3 months in 2021) 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 an increased availability of housing through the CLS housing partnerships. It continues to be impressive that despite the affordable housing crisis, the Supported and Independent Living programs continue to support people to move into new living arrangements.

In 2022, the number of service hours increased with 94% percentage of our expected service hours being delivered in 2022 (82% in 2021). Although steady improvement has been noted, employee recruitment challenges and COVID-19 continue to impact the service delivering in these programs.

Looking Forward

The Supported and Independent Living Programs continue to be the fastest growing programs at CLS. The growth of these programs continues to be enabled by CLS partnerships with Housing Providers (e.g., New Chelsea) which will continue.

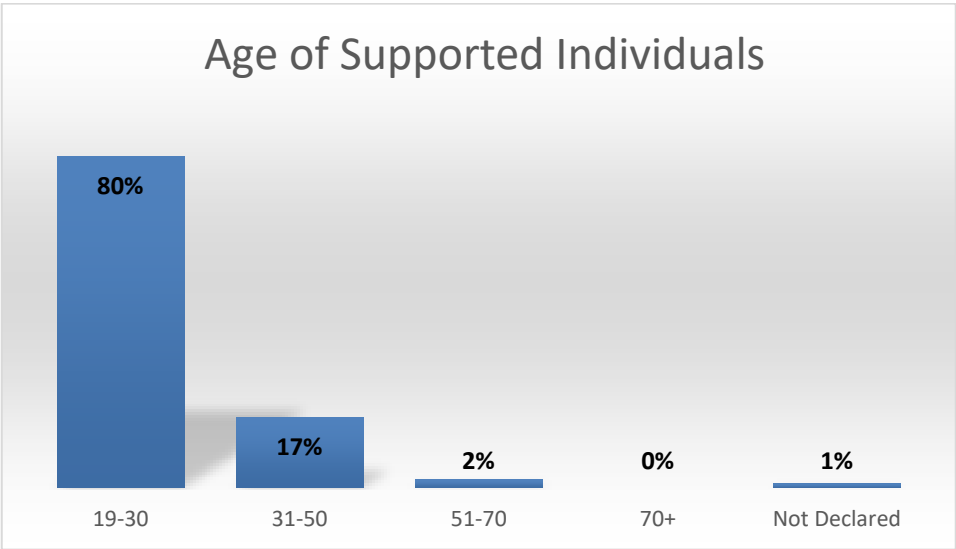
Given the challenges with interpreting and measuring how ***Individuals will be connected to community professional supports and resources***, a new outcome or measurement will be developed.

Employment Services

Employment Services helps Supported Individuals 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 108



Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2022 Results	Target
Individual Impact Measures (Effectiveness)							
Supported Individuals will secure and maintain employment (*see definition of employment below)	Social Inclusion Material Well-being	% of new Supported Individuals successfully placed in employment within the first six months Average number of weeks to attain first employment placement	All new Supported Individuals in the program	At six months of service	Client file review	74% 10.5 weeks	75% 15 weeks
	Social Inclusion Material Well-being	Average weeks of employment per year across all Supported Individuals (Note: For Supported Individuals that have been receiving services for less than one year, their results should be pro-rated)	All Supported Individuals that have been placed in at least one job	Annual review of all Supported Individuals that have had at least one job placement	Tracking of individual employment status	34	30 weeks
Maximize career enhancements for all employed Supported 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 Supported Individuals that have had at least one job placement	Tracking of individual employment information	59%	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	\$16.83 (only employed individuals)	\$15.75 per hour
		% of employed Supported Individuals that receive a job or career enhancement each year	All program participants that have achieved employment	Annual review of all Supported Individuals that have had at least one job placement	Tracking of individual employment information	38% (only 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	88%	75%
Service Management Measures – Service Access							
Supported Individuals will receive service in a timely manner (Note: follow-up analysis of reasons that service has not been timely)	Rights	% of Supported Individuals in active job search within 3 months of intake	All Supported Individuals that have received three months of service	At three months from time of intake	Supported Individual's file	100%	90%
Supported Individuals will be employed in a variety of employment sectors reflective of their community	Social - Inclusion	# of employment sectors in which Supported Individuals are employed	All employed Supported Individuals	Annually (Use 4-digit National Occupational Codes (NOC) matrix for classification)	Employment Sector Tracking	24 sectors See below for details	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 (e.g., 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

The Employment Services programs continue to show very positive results on all their performance measurements for the reporting year. In 2022 Employment Services met or exceeded all but one target. Although the % of new people successfully placed employment within the first six months did not meet its target (74% vs. 75%), upon further analysis it appears that a small number of people have skewed the average. It has been challenging to find the right job match for this small group of Supported Individuals given their specific needs.

Employment Service continues to assist people to find and secure employment (40 in 2022, 33 in 2021, 37 in 2020). The variety of job options increased in 2022 (24 sectors in 2022, 22 sectors 2021), the number of Supported Individuals making more than minimum wage also increased (59% in 2022, 48% in 2021) and the number of Supported Individuals that received career enhancements (38% in 2022, 57% in 2021 and 35.9% in 2020 of employed individuals) is very impressive.

Looking Forward

The Employment Services programs results were very positive for this reporting year which is consistent with their year over year results. Its success has led to new referrals and growth. In 2022, Employment Services was able to attract new funding from multiple sources which has enabled the team to increase their capacity. In 2023, The Employment Services team will be participating in a pilot project called Impact 2.0, which will support youth to gain summer work experience and employment. Impact 2.0 is a three-year pilot project.

Agency Management (Business Function) Measurement Plan – All Programs

Human Resource Outcomes	Indicator / Measurement	Data Source	Report	2020 Data	2021 Data	2022 Data	Target
Employees 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	75.3%	71%	100%
Employees will be sufficiently trained for their positions	% of employees completed Way of Thinking (CORE) training within 6 months of hire	HRS	Training Report	25% Sessions not offered for the majority of 2020 due to Covid,	51% in person sessions were not offered for the majority of 2021 due to COVID	62%	95%
CLS will have an engaged workforce	% of employees that complete the annual Employment Engagement Survey	Simple Survey	Workforce Management Report	66.7% in 2020 compared to 18.5% in 2019	54%	42%	50%
Health & Safety/Facility Objectives	Indicator	Data Source	Report	2020 Data	2021 Data	2022 Data	Target
Employees will be familiar with Emergency Response Procedures	Six drills completed annually	Sharevision, Health and Safety Report	Health and Safety Report	95.4%	99.4%	96%	100%
Employees will be fully trained on Health & Safety Policies and Procedures	% Annual Health and Safety Training completed	Sharevision, HRS	Training Report	95%	90%	Health and Safety 92% Emergency Preparedness 91% Safe Driving Review 86%	100%
File Management Objectives	Indicator	Data Source	Report	2020 Data	2021 Data	2022 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	97% 6 reports were not filed on time. 5 of these were from the Home Share Program.	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%	100%
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Analysis

The analysis for the Agency Management Measurement Plan will be contained in the appropriate reports, Health & Safety, and Workforce Management. In general, COVID-19, capacity issues due to employee recruitment challenges, and systems changes have greatly impacted the results for this year.

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 Employees External Stakeholders (members, families) 	Annually <ul style="list-style-type: none"> Performance Measurement Report 	Compared with previous years for trends	Limited sector wide comparative data available
Individual Impact Measures (Effectiveness)	<ul style="list-style-type: none"> Board of Directors Employees 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 Employees 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)	<ul style="list-style-type: none"> Employees 	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 employees and key stakeholders (where appropriate) to support organization-wide understanding of our work to continuously improve.

Goal	Indicator of Success	Employee Lead	Status
Increase CLS employee appreciation	Implement one new CLS employee social event	Gillian Rhodes	Complete
Increase employee education regarding how to support and facilitate friendships for and with Supported Individuals.	Train Leaders on how to support and facilitate friendships for and with Supported Individuals.	Gillian Rhodes	Deferred
Ensure that CLS employees are well trained for their positions.	Align PCAS training with Quality of Life indicators and integrate Stage 2 PCAS into CLS employee practices and training. Add the 8 quality of life indicators to the existing PCAS training module.	Gillian Rhodes	Deferred
Ensure that employees continue to use the PCAS model of support for increased engagement/quality of life for Supported Individuals.	Initiate PCAS training of new employees (all new employees pre COVID-19).	Gillian Rhodes	Deferred

Ensure that employees continue to use the PCAS model of support for increased engagement / quality of life for Supported Individuals.	Retrain Leaders in PCAS.	Gillian Rhodes	Deferred
Ensure that employees continue to use the PCAS model of support for increased engagement / quality of life for Supported Individuals.	Retrain frontline employees in PCAS.	Gillian Rhodes	Deferred
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.	Judy Wilson	Deferred
Develop Sharevision.	Develop an Employment Services Program site.	Vicky Pascoe	Deferred
Develop Sharevision.	Develop a Supported and Independent Living program site.	Vicky Pascoe	Deferred In Progress
Ensure that Supported 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.	Janice Barr	Deferred In Progress
Ensure that Supported 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.	Janice Barr	Deferred In Progress

Ensure that Supported Individuals are well supported during the late stage of their life.	Develop resource materials, planning processes and policies to guide employees on how to support Supported Individuals during the late stage of their life.	Janice Barr	Deferred In Progress
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.).	Gillian Rhodes	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.	Gillian Rhodes	Complete
Increase housing options for Supported and Independent Living.	Expand housing partnerships with New Chelsea to increase by 5 rental units.	Elke Tilgner	Complete
Increase family/network communications with the CLS.	Ensure that Leaders have contact with family/network quarterly.	Gillian Rhodes	Deferred
Increase the reliability of the family members survey responses by increasing the response rate through direct contact.	<p>Increase the family members response rate to 40% of those surveyed by implementing:</p> <ul style="list-style-type: none"> - Directors follow up - Email follow up - CEO Video address - Family Matters Newsletter - Increased % of telephone surveys 	Jade Braunwell	Complete A plan was developed and executed. The result fell just short of 40% at 32.5%.

Ensure that individuals are well supported during the late stage of their life.	Train all CLS Leaders on Advance Care Planning	Gillian Rhodes	Complete
Increase the reliability of the 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: - Directors - Managers/Leaders	Gillian Rhodes	Complete
Increase the reliability of the data gathered for the Performance Measurement Plan.	Define "Community Activity" Update Sharevision to reflect required data	Janice Barr	Complete
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 Leaders.	Gillian Rhodes	Deferred
Increase uptake for annual Home Share Provider survey.	Develop a plan to increase response rate to 80% on the annual survey. Follow Up by Director. Request from CEO to fill out in person if possible (at a training session).	Rachel Pearsall	Complete – A plan was developed and executed. The result fell just short of 80% at 78%.
Increase engagement with IS and Independent Living employees who work remotely.	Complete baseline study regarding engagement with the Society for IS and Independent Living employees who work remotely.	Elke Tilgner	Deferred

Review and include Leaders in the CLS conflict resolution policy and process.	Develop a procedure for responding to employee feedback in a timely manner by Leaders.	Gillian Rhodes	Complete
Promote employee mobility and career path development.	Complete a review of the current promotion and information sharing surrounding opportunities and career pathing at CLS including: review of Sharevision "jobs" site, review of weekly emails re: opportunities, sharing information regarding career pathing at Town Halls and the CEO quarterly video address.	Judy Wilson	Discontinued – addressed in other ways.
Updated Ensure that CLS services are accessible to Supported Individuals and families with diverse languages.	*Updated* 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.	Jade Braunwell	Complete
Ensure that Employment Service has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Employment Service policy framework, practice guidelines.	Brenda Henderson	Deferred In Progress

Ensure that Supported and Independent Living has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Supported and Independent Living policy framework, practice guidelines.	Brenda Henderson	Deferred In Progress
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.	Janice Barr	Complete
Ensure CLS homes and programs are physically and environmentally accessible.	Complete a baseline accessibility audit of CLS homes.	Luis Mata	
Ensure CLS homes and programs are physically and environmentally accessible.	Complete a baseline accessibility audit of CLS programs.	Luis Mata	
NEW Increase the number affordable housing units available to individuals supported in Independent Living.	Generate 3 new affordable housing units through partnerships with Housing Providers.	Elke Tilgner	
NEW Ensure that Individualized Supports (IS) fulfills the right needs and is not duplicating other services.	Evaluate IS regarding its alignment with other CLS services (e.g. Employment, LIFE-based Services, Independent Living), funding model and oversight.	Gillian Rhodes, Elke Tilgner	

Appendix A: Participant Survey

Staffed Homes, Day Programs, Individualized Supports, Studios, Home Share, LIFE

I receive support from the CLS in

- ☐ Individualized Supports
- ☐ Staffed Homes
- ☐ Studio
- ☐ Day Supports
- ☐ LIFE

This survey has been completed

- ☐ On my own
- ☐ With assistance from CLS employees
- ☐ In person
- ☐ On the phone
- ☐ Video call

I communicate:

- | | |
|--------------------------------|--------------------------|
| Well with words | <input type="checkbox"/> |
| With a few words | <input type="checkbox"/> |
| With gestures and vocalization | <input type="checkbox"/> |
| With sign language | <input type="checkbox"/> |
| With behavioural communication | <input type="checkbox"/> |
| With a communication device | <input type="checkbox"/> |

Ratings for 1-11

☐ Yes ☐ No ☐ Sometimes ☐ Unsure

1. Employees are interested in me
2. Employees know what I am good at
3. Employees help me with what I need
4. Employees listen to me
5. I can depend on employees
6. Employees do what they say they are going to do
7. Employees support me to go out in my community if I want to
8. Employees support me to have friends
9. Employees support me to make my own choices/decisions
10. I feel safe in my program/living here
11. 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 supports 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 employees
- ☐ In person
- ☐ On the phone
- ☐ Video call

I communicate:

- Well with words ☐
- With a few words ☐
- With gestures and vocalization ☐
- With sign language ☐
- With behavioural communication ☐
- With a communication device ☐

Ratings for 1-12

☐ Yes ☐ No ☐ Sometimes ☐ Unsure

1. Employees are interested in me.
2. Employees know what I am good at.
3. Employees help me with what I need.
4. Employees listen to me.
5. I can depend on my staff.
6. Employees do what they say they are going to do.
7. Employees support me to go out in my community if I want to.
8. Employees help me to do things with others in my community.
9. Employees support me to have friends.
10. Employees support 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 employees know my family member's strengths.
2. CLS employees see my family member as a unique individual.
3. My family member's choices are respected by CLS employees.
4. CLS employees 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 employees support my family member to be involved in their community, if they want to be.
7. CLS employees are advocates for my family member.
8. CLS advocates for people with disabilities.
9. The organization acts with integrity.
10. CLS employees respond in a timely manner.
11. CLS employees 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 a member of the Senior Management team?

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 Supported 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 a member of the Senior Management team?

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 a member of the Senior Management team?

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