

ANNUAL REPORT - OUTCOMES

Community Living Society

Director of Quality and Innovation

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Fiscal Year 2016 - 2017

PROFILE

In 2016 - 2017, the Community Living Society supported 337 unique individuals in one or multiple service areas (this total reflects those that may be supported in more than one service area, i.e. one individual may live residentially with the CLS and also take part in vocational day supports as well as in individualized services (IS) program).

The CLS provided **residential supports** to 128 individuals, in homes and apartments in Abbotsford, Burnaby, Coquitlam, Ladner, North Vancouver, Surrey, Vancouver, and New Westminster.

CLS provided **supported living services** to 14 people in their own apartments in Burnaby and Vancouver. These individuals typically live more independently and direct their own supports. Support is provided to assist in improving quality of life as identified in the goals planning process in areas such as, daily living skills and community inclusion opportunities such as budgeting or maintaining their home, health and wellness, employment, building social and personal networks, and increased access to the community.

The CLS oversaw a total of 39 individuals receiving Home Sharing services throughout the Lower Mainland and Fraser Valley. We continue to actively recruit for providers to match with individuals who choose Home Sharing as their preferred living arrangement.

Community Inclusion services were provided to 196 individuals, including those supported in Out-of-House ¹Home-based community inclusion settings. 95 people received supports from one of 10 day centers located in **New Westminster** (TEAM for LIFE, PotteryWorks), **Burnaby** (Holdom 1 & 2, Royal Oak, Kingsway), **North Vancouver** (Waterfront Opportunity Centre) or **Surrey** (Surrey Access Centre, Kwantlen Park, Studio 73). In addition, 106 people received Individualized Supports in Abbotsford, Chilliwack, Mission, North Vancouver, Vancouver, Richmond and Surrey. Requests for Individualized Supports services continues to rise, and it remains the fastest growth area for the CLS as demand for these individualized and self-directed services continues to increase.

The CLS provided support to 24 job seekers in our Customized Employment programs, supporting individuals referred directly by CLBC to find meaningful, paid employment.

¹ Note: Home-based community inclusion allows for increased opportunities for greater flexibility and person-centered approaches to day supports.

This program is supported by 3 Employment Developers secured by funding from CLBC in the 3 contracted areas, (1) New Westminster / Tri-Cities / Burnaby, (2) Burnaby, and (3) Abbotsford.

Of the total number of people served by the CLS as a whole, 44% are women, 51% are men, and 4% are not identified. The largest group of supported individuals is between the ages of 21 - 30, with the second largest group equal between 41-50 and 51 - 60 years of age.

SHAREVISION AND THE IMPACT ON DATA COLLECTION AND ANALYSIS

As the CLS continues to use SharePoint software technology known as ShareVision, we have been able to more accurately complete demographics and statistical data for the society and our accrediting body CARF by filtering information required from the system in order to report more efficiently and effectively.

ShareVision allows for regular audits of the quality of content and comprehensiveness of documentation, training and support for individuals.

ShareVision has increased opportunities for Coordinators, Management and front line employees (Community Living Counsellors) to provide timely communication between programs and support personnel as well as more comprehensive and applicable follow up as needed.

ACCREDITATION

The CLS continues to strive towards meeting and exceeding best practices and we have retained our exemplary CARF accreditation this past CARF year. The CLS has submitted its application for survey and will be scheduled to host our surveyors for our next accreditation survey in September or October of 2017. The CLS has added Employment Services to our accreditation application for the first time, and expect a positive outcome for this program area.

PERSON CENTERED ACTIVE SUPPORTS (PCAS)

The CLS has now trained 500 employees in Person Centered Active Support (PCAS). PCAS is a support philosophy emphasizing engagement of the individual in all aspects of their life and utilizes four essential tools: *Every Moment has Potential, Little and Often, Graded Assistance to Achieve Success, and Maximizing Choice and Control*. PCAS training has provided clear, easy to use, and inspiring guidance to our community living counsellors when supporting, and the documentation of this active support has clearly demonstrated that this approach confirms a positive and measurable impact on persons served quality of life, personal growth, and evidence of active and meaningful engagement in their own life.

PCAS has now been intentionally incorporated into our initial and ongoing screening, training, and evaluation for all front line employees.

"Going to this course was such a strong confirmation that we made the right decision in selecting CLS for our son. And now is the right time for him to be there if this is the emphasis for everyone."

– CLS Family Member

PERFORMANCE MEASUREMENT OUTCOMES 2016 - 2017

The Outcomes information for 2016 - 2017 have been identified and organized into any of one of the six Key Performance Indicators: **Effectiveness** (Individual Impact Measures); **Efficiency** (Management Measures); **Service Access** (Management Measures); **Stakeholder Feedback/Satisfaction** (Service Quality Measures); **Extenuating and influencing factors**; and **Business function and / or administrative functions**. The emphasis of the society's outcomes data collected is on service design, management decision making and quality improvement.

This Performance Management Framework is used to determine performance targets in each of the five CARF accredited CLS service areas – **Residential Services, Community Inclusion, Supported Living, Home Sharing, and Employment Servicers**.

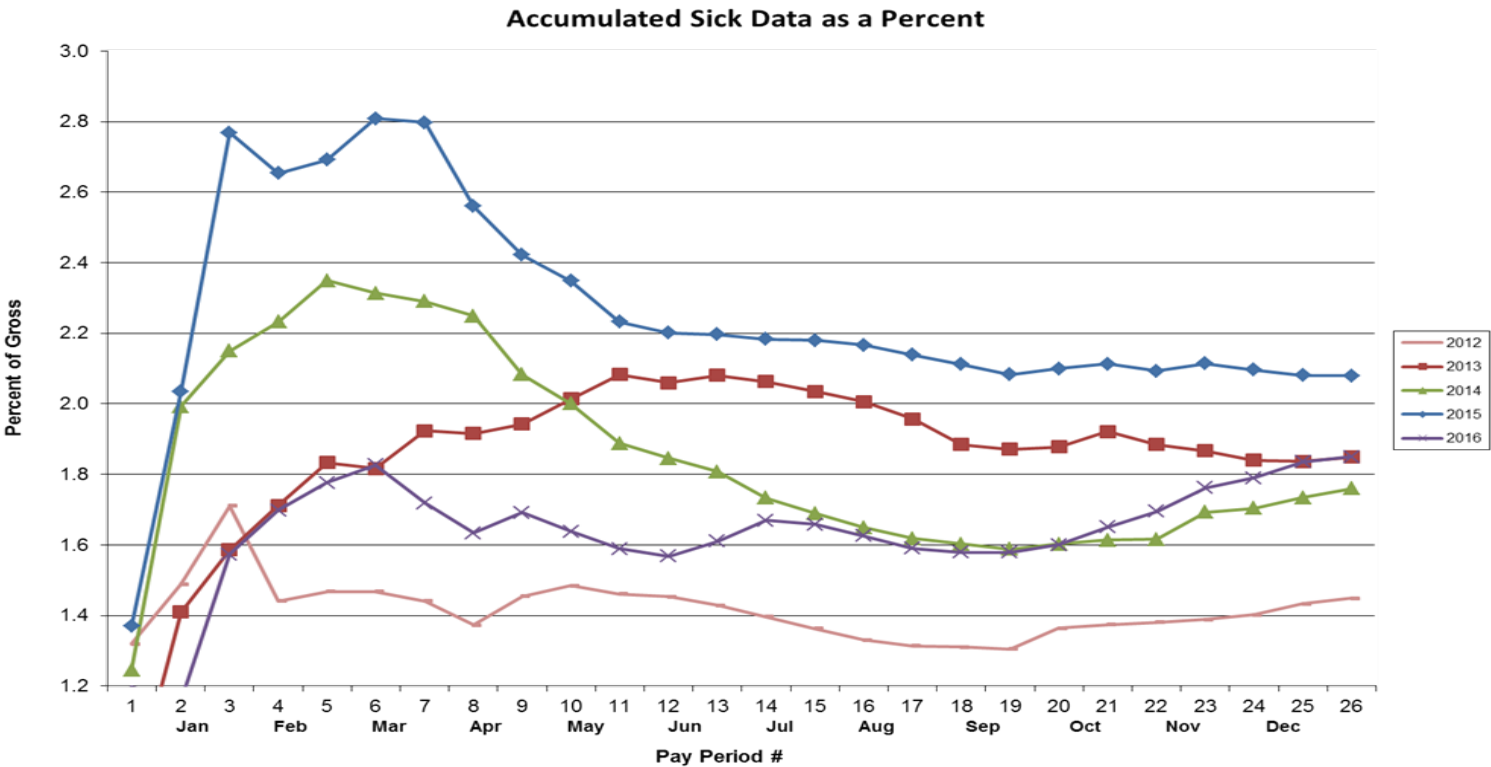
Performance measurement and management is based on the current CLS Operational plan which is developed from the overarching 2016 - 2021 Strategic Plan.

Wherever possible and relevant, the objectives of the operational plan are linked with one or more of the 8 **Quality of Life Domains**. These domains assist in identifying what constitutes a full and purposeful life for the individuals who receive support, and ultimately for all members of society. The domains are – **Emotional Well-Being, Physical Well-Being, Material Well-Being, Personal Development, Self-Determination, Interpersonal Relations, Social Inclusion and Rights**. Outcomes are also linked directly to one of three identified strategic directions that guide us on how we support people to live as full citizens (as per our Mission statement *“Supporting People to Live as Full Citizens”*). The strategic directions are – **Advance Full Citizenship, Promote Organizational Responsiveness, and Build Communities that Include Everyone**. A full copy as well as a short video and a plain language summary of the strategic plan is available on the CLS website.

During the 2016 – 2017 fiscal year, the CLS outcomes continued to be guided by the previous operational plan (2012 – 2015) while the society continued data collection through a detailed and intentional focus on the development of the current strategic and operational plans. During this time the society’s Management and Leadership attended the Intentional Initiative for Disability Leadership (IIDL) and the International Claiming Full Citizenship conferences for further training, development and information collection to assist the society in the development of the now current strategic and operational plans. The CLS Board of Directors also approved a consultation for Management and Leadership to meet with Dr. Robert Schalock, who developed and validated the quality of life framework, to gain further insight into the development of the current plans.

OTHER EFFICIENCIES REALIZED

CLS continues to track sick time as an organizational efficiency. From January to December 2016 we saw sick leave utilization at 1.85%, down 0.23% of that in 2015. This is positively below the organizational target of 2% of wages paid. Continued attention to managing sick time usage means that CLS will continue to be able to offer sick time at 100% of wages paid, and maintain this important benefit for employees.



Sick percentage for 2016: 1.85%

EXTERNAL STAKEHOLDER SURVEY

A collected sampling of external stakeholders (including employers of supported individuals, community and volunteer groups, professionals and funders such as Community Living BC and Fraser Health's Acquired Brain Injury program), were sent a short electronic survey asking about their overall satisfaction, relationship and knowledge of the CLS, its employees, and supported individuals. There were a total of 18 questions asked, these **questions included statements such as:** *"CLS services are conveniently located", "The CLS' facilities are accessible to persons with disabilities", "The CLS does not discriminate in the provision of its services", "The CLS provides services that are culturally sensitive", "The CLS is well respected in the community", "The CLS seeks to work and/or partner for the best interest of its participants and the community as a whole", and "I would recommend the services offered by the CLS to someone close to me".*

30% of respondents were funders, 30% were other non-government service providers in the community, 30% were organizations that partner to deliver services in the community, and 10% identified as an advocacy or community group.

50% of respondents noted they were very knowledgeable about the services that the CLS provides, 33% reported that they were somewhat knowledgeable, and 17% (two respondents) noted they were not very knowledgeable about the services that CLS provides.

All questions rated positively with the exception of two (one respondent representing each question). The option of "N/A" was added to the survey this year in order to filter out those to whom the question did not apply. Respondents who answered as "Not Sure" were likely either from a volunteer or employer relationship in which case they would not have seen or visited the homes, day support sites etc., therefore, would not be able to favorably respond.

Funders continue to report that they would like to see the "speed of getting services in place" improved, and another respondent would like to see an increased presence in local communities, which we predict the decentralization of large day centers being replaced with smaller more community embedded person-centered meet up sites will provide.

"CLS definitely seeks to work with and partner with me for the best interest of its participants and the community as a whole." External Stakeholder

"I have been very happy to work with the folks in this organization for many years. Management, care staff and families have been quite ready to actively support their participants' needs in order to help them grow into the best version of themselves." External Stakeholder

"I enjoy a good working relationship with management and care staff." External Stakeholder

FAMILY AND NETWORK SURVEY

A random sampling of families without email contacts was selected from a master list (every 10th primary contact / family member listed in ShareVision) for a personalized telephone call survey, asking 8 short questions. As well, the same survey was sent electronically to all primary contacts / families with email addresses. The personalized telephone survey again allowed for additional questions to be answered, feedback to be collected, and for primary contact / family contacts to be updated in ShareVision. This updated email contact provides an additional opportunity for families to receive electronic copies of the *Communicator* and the *Family Matters* newsletters and other communiqués in a timely and cost effective manner. The telephone surveys also provided opportunities for relationship building between CLS and the family / network member, informal discussions and increased information sharing.

Questions included: *“In the last year I feel that the focus on improved quality of life of my family / network member has been at the center of CLS services”, “In the last year, the CLS has provided opportunities for family and network members to meaningfully engage with the organization”, “I would recommend the services offered by the CLS to someone close to me”, “In the past year, I would say that the CLS has been supportive of the interests and needs of family and network members”, “In the last year, communications throughout the CLS have improved (emails, newsletters, workshops, planning meetings, updates etc.)”, “I am aware that family support is available through the Family Support Institute (FSI) and that they are contracted by the CLS ”.*

We continued to include questions to help collect and share information about family support, including contact information and any changes in family support in order to help increase awareness of this key role , as well, we asked a question regarding what families / networks would like to see in our workshops and newsletters. In this past fiscal, we have contracted services with the Family Support Institute and have been able to successfully provide assistance for families in areas such as translation services during planning meetings, representation agreement assistance, discovery processes, and matching family support. Contact information for FSI is provided in each newsletter (*Communicator* and *Family Matters*), is also available on the CLS website, and in brochures / information packages.

Questions identified as requiring further progress were: continuing to learn about the availability and benefits of the FSI, and the sharing of more information on the recruitment and training of new employees to replace those who will be retiring in the next few years. These two focus areas have been identified and will continue to be a priority for the CLS.

When replying to the statement “I would recommend the services offered by the CLS to someone close to me.” *“Without question, and I have done so, various times over the years.”* Family Member

“My family member really enjoyed working with the staff. I noticed an improvement in her care of herself because of the supportive relationship she has developed.” Family Member

When replying to the statement “In the past year, I would say that CLS has been supportive of the interests and needs of family and network members.” *“Very much so. Certainly, going the extra mile for my sister.”* Family Member

HOME SHARE PROVIDER SURVEY

Each Home Share Provider was sent an electronic survey this fiscal. Once again there was a low response to the survey, therefore, the importance of providing feedback will be shared by the Home Share Coordinators during their annual training session, as provider feedback is essential in many ways including: recruitment, training, communications, retention, satisfaction etc. Home Share Provider feedback is also collected by the Home Share Coordinators through regular visits, annual contract reviews, and feedback etc. to ensure comprehensive representation.

There were 11 short questions which included: *“I feel I was well informed for my role as a home share provider”, “In the last year I feel that I have been supported by the Home Share Coordinator”, “I understand what the expectations are of me as a Home Share provider”, “In the last year I felt that the Home Share Coordinator was receptive to my feedback and ideas”* etc. Overall the feedback was positive with a couple of areas requiring review at the next Home Share Provider meeting to answer the questions that were responded to with “Not Sure” or “No”. The responses to the questions identify where further education, review or improved training / communications may be required for some Home Share Providers.

The questions for the Home Share Provider survey were reviewed and updated and now provide a better quality picture of this area of support including identifying where further attention is required.

Home Share providers annually meet as a group to discuss any concerns, build on education opportunities and celebrate successes.

“The Home Share Coordinator responds to my questions or my requests quickly.” Home Share Provider

When replying to the statement “In the last year I feel that I have been supported by the Home Share Coordinator(s).” *“Most Definitely”, “Very much so.”* Home Share Providers

EMPLOYEE SATISFACTION SURVEY

CLS employees in all areas of the society were emailed an electronic satisfaction survey this year. There were a total of 16 questions which ranged from: *“How long have you worked with the CLS?”* to *“In the last year, I have received the training and information I need to help me perform my job duties.”*, *“Over the last year, I feel that my work environment supports my overall well-being, health and safety”*, and *“In the last year, I have received sufficient support and feedback from my direct manager.”* Etc.

The information collected is used to advance training, information sharing and promoting employees ideas / suggestions. The last portion of the survey provided an opportunity to comment freely *“Please provide any suggestions or comments on how the CLS can improve as an employer”* for which we received 62 individual comments.

Responses were received from 135 respondents, or 25% of employees (up by 24 respondents in 2015 – 2016), of this number 90% were either permanent full-time or permanent part-time, and 74% had worked for the CLS less than 10 years, and 61% of the respondents were front line Community Living Counsellors. The CLS appreciates the growth in response rates and valuable constructive input.

Each of the questions met the benchmark for satisfaction of 75% with the exception of the following:

- *“The wages at the CLS are comparable with those of other agencies in the community living sector.”* responded with either 46% *“less than those of other agencies in the community living sector”*, or 35% *“I do not know how they compare to those of other agencies in the community living sector”*
 - Acknowledging that the CLS is a not-for-profit society, it is important to note that the Chief Executive Officer works tirelessly with the CEO Network and CLBC (the funder) to ensure wage increases are in alignment with other community living organizations. The CLS employees have each received wage increases over the last three years due to these advocacy efforts. This information has been shared via employee emails, newsletters, and Town Hall sessions.
- *“The sick and vacation benefits at the CLS are comparable with those of other agencies in the community living sector.”* 50% responded *“No”*, and 44% responded *“do not know”*.

- In our communications, including Town Hall meetings / recordings, we continue to actively assist employees to better understand their benefits packages and how to utilize the services that are available to them.

General Employee Comments

“Within the last year I have received a substantial amount of training from CLS that has helped me to be effective as a community living counselor, which also helps me to perform to the best of my abilities the duties I was hired to do.” Employee

“The society really keeps on top of training their employees and I appreciate that.” Employee

“I believe the sick and vacation policies are generous at CLS.” Employee

“Always opportunity for growth and development. When I stop growing I think that will be called retirement.” Employee

“Much more communication these days with the office and the homes. It feels like a better sense of connectivity within the organization.” Employee

“CLS continues to take good care of their employees through good compensation, benefits, recognition and training.” Employee

“I think there are plenty of opportunities for growth and development at CLS, everything from training, to information sessions, to open door policy help to make CLS a great place for advancement.” Employee

“I have always said that CLS appreciates their employees and that’s something you don’t find anymore.” Employee

“I feel that my ideas and feedback are valued and appreciated.” Employee

Note, the next externally facilitated in person Employee Engagement sessions will be held in the 2017 – 2018 fiscal year.

HEARING FROM OUR SUPPORTED INDIVIDUALS

The CLS believes that the CLBC Quality of Life Survey “Include Me!” process best captures a general picture of supported individuals overall quality of life from their own perspective by reviewing all of **8 domains** in the areas of **Independence, Social Participation and Well-being**. We look forward to being part of this process again in 2-3 years’ time.

The information collected from the survey will be used to assist the CLS in determining our organizations’ continued direction, and assists us to prioritize strategically about the areas we can actively address moving forward.

Satisfaction of supported Individuals is also collected and reviewed in a variety of ways including annual ISQLP meetings, through focus groups, advocacy and other meetings, by utilizing the accommodation and accessibility request forms, and by submitting feedback / complaint forms as appropriate. Note, where applicable, ASL interpreters, communication technology devices, and other augmented communication are utilized to ensure information is shared and collected in an understandable / meaningful way.

The CLS ensures Self-Advocate representation on the Board of Directors and in strategic planning sessions. Additionally, Self-Advocates met this past fiscal to provide input and feedback for the current external organizational review. Self-Advocates may choose to be a paid member of the CLS, and attend the annual general meeting to vote on items pertaining to the Society.

Supported individuals have many opportunities throughout the year to meet with and talk to administration center personnel, members of the Board of Directors and management via our open door policy, informal visits to the administration center, and at events such as the annual summer picnic, annual open house and other occasions held in their homes and community.

OUTCOMES FOR 2017 – 2018

The Outcomes information for 2017 - 2018 are briefly summarized in this report and work in conjunction with the current operational plan, they have been organized into any one of the six Key Performance Indicators below.

EFFECTIVENESS (INDIVIDUAL IMPACT MEASURES)

Objective: PCAS - Person Centered Active Supports - documentation demonstrates a positive impact for individuals

Target: 75% of documentation reviewed reflects a positive outcome for persons served, including growth of the person served, increased choice and control of the person served, and an overall positive impact in engagement

Objective: Home Share Providers will be trained in the purposefulness of the annual satisfaction survey and how the results are used to improve services in this area

Target: 95% of Home Share Providers to attend the annual Home Share Provider meeting and training session, this session allows them to network as a group, have questions answered, increase their competency around HSP contractor expectations and get to know the supports available to them better

Objective: Job Seekers receiving CLS employment services will be placed in a preferred employment placement within 6 months

Target: 60% of job seekers placed in a preferred employment placement within 6 months demonstrates that we are meeting the expectations and preferences of the job seeker as well as those of the family and funder

Objective: Employees report that they receive sufficient support and feedback from their direct manager

Target: 75% of employees report that they receive sufficient support and feedback from their direct supervisor, this allows for increased communication, problem solving, training or mentoring, and celebration of accomplishments and ensures accountability

EFFICIENCY (MANAGEMENT MEASURES)

Objective: Work within the budgeted costs towards renovations for vocational revitalization in the Surrey location. Any renovations required will be reflective of those who will be supported out of this location i.e. individuals with high medical needs and physical care requirements

Target: Renovations are within 95% of budget to actual cost while ensuring that they meet the requirements of this specific high-care needs population

Objective: Home Share Providers to engage in and complete the annual satisfaction survey

Target: 30% of Home Share Providers will complete the 2018 HSP satisfaction survey annually which in turn will provide the CLS with valuable information on the wants (i.e. increased communication), needs (i.e. increased computer training) and general role satisfaction of this group

SERVICE ACCESS (MANAGEMENT MEASURES)

Objective: All new vocational sites established through the vocational revitalization process in Surrey will be accessible and close to transit

Target: 100% of all new vocational sites in the Surrey area will continue to be accessible and located in close proximity to transit, this includes considerations for skytrain, general topography, building access etc.

Objective: Initial contacts for non-English speaking queries are responded to internally within 48 hours

Target: 90% of non-English speaking queries are responded to by an internal employee within a 48 hour period, this is tracked in ShareVision under initial contacts, and languages spoken by employees is retained by Human Resources upon hire

STAKEHOLDER FEEDBACK/SATISFACTION (SERVICE QUALITY MEASURES)

Objective: Employees complete PCAS – Person Centered Active Support – training within the first 3 months of hire

Target: 95% of employees to complete PCAS training within the first 3 months of hire allowing for a continuity in the approaches and philosophy of support provided to all CLS supported individuals

Objective: Home Share Providers to be trained in PCAS – Person Centered Active Supports

Target: 95% of Home Share Providers to be trained in PCAS at the annual HSP meeting. This training provides an opportunity for HSP's to learn CLS' approach to and philosophy for support, and allows for continuity of this approach between supports (i.e. a home environment to vocational setting)

Objective: Job Seekers report that they are satisfied with the support they received from the Employment Coordinators

Target: 80% of job seekers respond positively to the feedback survey regarding the supports they received while receiving employment supports

Objective: Administration Centre staff trained in PCAS – Person Centered Active Supports part A (2 – 4 hours)

Target: 50% of the Administration Center staff are trained in PCAS part A. this training provides ongoing training in the community living sector, an overview of the PCAS philosophy / essential tools, and assists to ensure continuity of support when individuals are visiting or meeting at the Administration Centre

EXTENUATING AND INFLUENCING FACTORS

None at this time – see operational plan

BUSINESS FUNCTION AND / OR ADMINISTRATIVE FUNCTIONS

Objective: Home Share Providers will be offered the opportunity to attend the optional basic computer training session presented by the Administration Center admin team, which generally focuses on ShareVision

Target: 70% of Home Share Providers will report that they have an increased confidence when using ShareVision, this program is essential in the use of documentation and sharing of information with and on behalf of the supported individual, and is therefore, a necessary tool to be familiar and comfortable with

Objective: Contacts for families and primary contact are up-to-date in ShareVision, and emails are available for increased efficiency in communication as well as reduced cost

Target: 50% of families or primary contacts are contacted via email thus reducing costs for mail outs (for which many are returned due to out-of-date contact information), as well as a reduced impact on the environment. Those being contacted via email receive additional information such as upcoming training sessions / workshops and other valuable communiques