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# PERFORMANCE MEASUREMENT REPORT

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JANUARY 1, 2023 – DECEMBER 31, 2023

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## **Introduction**

The Community Living Society (CLS) has produced a Performance Measurement Report (formerly called the Outcomes Management Report), annually since 2017. Prior to this date, the information was included in the Annual General Report. In 2020, CLS conducted a thorough review of the performance measurement reporting and planning process resulting in the desired outcomes for each program being aligned with CLS's articulated values and the internationally validated Quality of Life Framework, developed by Dr Robert Schalock. In subsequent years, the Performance Measurement Report has been refined; outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised.

This report tracks and summarizes the identified outcomes of CLS programs and services and the information and analysis derived from the performance measurement process is used to highlight areas of strengths and identify areas requiring improvement. The report is designed to provide essential information to CLS's management team and Board of Directors for 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 the people we support and their families / personal support network members.

The annual Performance Measurement Report is part of CLS's continuous quality improvement and Integrated Planning Framework.

## **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 Supported 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 employee 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 support 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

The Quality of Life Framework measures a Supported Individual's quality of life in three areas:

- Independence
- Social participation
- Well-being

These are further broken down into eight 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 to supporting people to live as *Full Citizens* is represented in the outcomes for each of the program areas; Community "Inclusion, Supported Living, Independent Living, Home Share, Staffed Homes, and Employment Services.

## CLS Programs

### Community Inclusion

The Community Inclusion programs are designed for people who require ongoing support to participate in community. Included in this area are the following CLS programs: **Individualized Supports**, **Day Supports**, the two art **Studios** and **L.I.F.E. Based Service**. Community Inclusion programs operate in two different services; outside the Supported Individual participants' homes (community based) or from within the participants' homes (home based). Both services may have a vocational, social / recreational, life-skill focus or, a combination of these to support active engagement with community. For the purposes of this report, Community Inclusion includes only the community based model.

**Individualized Supports:** Individualized Supports are provided on a one-to-one basis and can occur in the community or in a person's home. The type of support provided can focus on skill development, community inclusion or outreach. This service is highly individualized with the person determining the type of support and where and when the support is provided, on a set schedule. Supports respond to the person's strengths, individuality and changing needs.

**Studios:** There are two studios: Studio Seventy Three, where a group of artists work with glass to create beautiful glassware, decorative pieces, and wearable art. The artists use techniques of molding and fusing to bring their original designs to life. PotteryWorks studio is a collective of talented potters, painters and jewelers who create original works of art from the varying mediums. Within both Studios, some of the artists receive support; others attend independently. The artists of both Studios exhibit their work at art shows and galleries around the Lower Mainland.

**Day Supports:** The Day Supports program is designed for people who require ongoing support to participate in community. These Community Inclusion services are often provided in small groups where people will meet in the mornings at the small community embedded program location, located near a transit hub or Skytrain station to have easy access to community activities. People are supported to have a meaningful and purposeful day in community, based on their goals and preferences of activities.

**L.I.F.E. (Learning, Inclusion, Friendships, Employment):** 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 occur 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.

### **Supported Living**

The Supported Living program is designed for people who want to live in a home that CLS owns and manages but would need ongoing support to do so. The support model in this program is different for everyone as people have different wants and needs. Some people need only a few (10) hours of support each week and others may need up to 30 hours.

### **Independent Living**

The Independent Living program is designed for people who own, lease, or rent their own homes, living independently with minimal assistance (up to 10 hours a week) in daily living. Support is targeted through one-on-one sessions which can be in person or virtual.

### **Home Share**

The Home Share program is designed to foster 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 (as their Home Share Provider) who will support them with self care, meal preparation and the development of other life skills as well as to maintain or build relationships and access their community.

### **Staffed Homes**

The Staffed Homes program provides people with a home and supports on a 24 hour, 7 days a week basis. These supports include maintaining overall health and safety, support to communicate their choices, staying in touch with family and friends, caring for their home and participating in and contributing positively to their communities. CLS encourages family / personal support network engagement to support people to make decisions about their lives with a goal to support people to gain and/ or maintain the skills needed to determine their own life.

### **Employment Services**

The Employment Services program supports people to find employment in the community or to develop the skills they need to obtain the employment of their choice. Job Coaches help people who have funding through Community Living British Columbia (CLBC) develop skills to obtain meaningful, community-based employment and to earn competitive wages and benefits like other members of the community.

## **Measuring Performance: Methods**

To measure objectives for service delivery and business function of the organization and all programs, CLS has developed a framework identifying performance indicators within four areas:

1. **Effectiveness** – how well services operate compared to the results expected.
2. **Efficiency** – how well the organization makes use of the resources available.
3. **Service Accessibility** – how easy it is for people to acquire the services they need.
4. **Satisfaction** – how well CLS stakeholders report the organization is following through on agreements and meeting their needs.

Recommendations resulting from the analysis of the outcomes in this Performance Measurement Report are included in the CLS Business Improvement Plan. Any applicable progress on these objectives is addressed throughout the year by the corresponding lead employee of the Senior Management team.

## **A Closer Look on Methods: Satisfaction of CLS Stakeholders**

### **Satisfaction Surveys: What Happens to the Data?**

To understand how stakeholders are experiencing CLS services, information is collected from: Supported Individuals, family and personal support network members, caregivers, funders, professionals, and employers. In 2025, CLS plans to expand the external stakeholder survey to include relevant community members as well.

Note: Employee feedback is actioned in the annual Workforce Management Report.

The Manager of Quality Assurance facilitates review of the results with each Program Director and the Chief Operating Officer in preparation for this report. In 2024, CLS has developed a process that will be implemented in full as of early 2025 for following up on feedback. This includes specific timelines to respond to any negative feedback (when contact information is provided by the survey respondent) and to whom these actions will be assigned.

The CLS Board of Directors reviews the results annually and consecutively approves recommendations that arise from the analysis and results. The results are reported to CLS membership and to all other interested parties in the Annual Report. This report is also summarized in a short plain language version available in the CLS newsletter and on the website. This access enables Supported Individuals to see how the feedback they provide is used to change or improve services.

Recommendations resulting from the analysis of stakeholder satisfaction are addressed throughout the year by the corresponding lead employee of the Senior Management team relating to the program area.

### **Satisfaction Surveys: Methods to Gather Information**

Three different methods are employed to gather information regarding satisfaction and stakeholder experience with the supports and services provided by CLS: surveys, interviews, and documentation reviews.

#### **1. Surveys**

Surveys are submitted either in paper form, online or by phone. The appropriate member of the senior Management team follows up with respondents that indicate they would like to speak to a CLS representative about the service or their response if the respondent provides their contact information.

Over the last 3 years, CLS has reviewed and revised the surveys to align with the agency’s service values. CLS began with developing one participant survey for collecting information from Supported Individuals in all program areas. To allow for a more accurate comparative analysis between services, CLS revised the surveys to acquire feedback from Supported Individuals in each program area separately.

Simplifying the survey process also involved revisions that eliminated the need for family / personal network members to complete multiple surveys if their loved one participated in more than one CLS programs. Families and personal support network members are given the opportunity to provide feedback in a variety of ways including the annual satisfaction survey regarding specific programs, if so desired.

Five CLS stakeholders receive satisfaction surveys:	Survey Type:		
	Paper	Online	Interview
<b>Supported Individuals Participant Survey</b> Employment Services program:		*	
Other CLS programs:	*		
<b>Family / Personal Support Network Members</b> Most used: paper survey	*	*	*
<b>Home Share Providers</b>	*		
<b>External Stakeholders</b>		*	
<b>Employers (External Stakeholders – Employment Services program)</b>		*	

CLS will be developing quality improvement initiatives related to satisfaction surveys over the next two years. The aim is to improve response rates, increase the number of respondents, and determine if there is room for improvement in the validity of the data.

Quality Improvement Plans for 2025:

- Supported Individuals
  - CLS plans to implement changes in the distribution methods of the Participant Surveys for Supported Individuals in all service categories.
- Family / Personal Support Network Members
  - CLS plans to implement changes in the distribution methods of the Family / Personal Support Network Surveys.
- External Stakeholders
  - CLS plans to implement a change in 2025 External Stakeholder Survey, adding a mandatory field to identify the contact information respondents.
  - CLS plans to increase the number of respondents and validity of data by including relevant community members.

## **2. Interviews**

Telephone interviews are conducted by a member of the Senior Management team with families / personal support network members who do not have access to email and/or have indicated they prefer to be interviewed. In 2023, 13 family / personal support network members were interviewed (mostly by phone) using the survey questions to guide the interview.

If they require assistance to complete the survey, Supported Individuals are interviewed by employees or an advocate, using the Participant survey questions. Some Supported Individuals are unable or unwilling to respond the survey, though every effort is made to gather their feedback.

## **3. Documentation Reviews**

CLS uses an online intranet and client management system called ShareVision. This system is referenced many times throughout this report as it is the main source for file reviews and data collection from program operations.

### **Satisfaction Surveys: Parameters and Omissions**

To capture the opinions of a representative group, the process was designed to solicit input from a broad range of people engaging with CLS services. Though many efforts are made, it is important to note 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 by others.

Although this report and the process has adopted methods consistent with research, the practices are not strictly conformed 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 five different CLS groups were consulted using three methods to obtain the information, CLS is confident that the results and conclusions do represent many commonly held beliefs and opinions regarding services provided by CLS. Therefore, the results can be used to inform CLS of practices that successfully respond to the needs of the people CLS supports, and to highlight areas that require some improvement.



## **Executive Summary**

### **Demographics of the People We Support**

CLS remains relatively stable in the number of people supported. In 2023, 488 represents the total highest number of Supported Individuals in CLS services at a single point throughout the year (an increase of 2% from 2022). Programs such as L.I.F.E., Independent Living and Employment Services seem to be attracting the greatest growth, especially among younger aged people (19-30 and 31-50). The reasons for the younger generation choosing the above-mentioned services may be:

- The services better reflect the choices and preferences of the young generation.
- Funding for these services is more available.
- Over the last five years, CLS has made a concerted effort to develop services to provide a wider repertoire of options for the people we support.

The growth and interest in L.I.F.E., Independent Living and Employment Services, suggests that further development of these services is appropriate. In 2023, CLS acquired additional contracts to expand the L.I.F.E service, and Employment Services have increased capacity with additional funding from several sources (e.g. CLBC, MSDPR - Impact 2.0). CLS continues to partner with housing organizations to provide increased Independent Living options. In 2023 we were able to provide two new units with New Chelsea Society, and in early 2024 we formed a new partnership with New Vista.

Increasingly, most people living in Staffed Homes are in the later stages of life with 56% of Supported Individuals in Staffed Homes in the age range of 51-70, and 12% above the age of 70. As many of the people we support are aging, further development of resources, support, and guidance for employees to support people in the late stage of their life is appropriate. A Late Life Planning Guide and three policies have been developed and we are modifying the documents to align with CLS policies and practice. Redevelopment and planning for employee training has resulted in the completion of the Training Revitalization Plan in spring, 2024. The Housing Plan also addresses the housing needs for the people we support who are aging and increasingly require accessible housing options.

The majority of the people we support report that they are Caucasian, and English is their first language. This result is consistent with the provincial data on languages spoken in the Greater Vancouver area.

### **Stakeholder Satisfaction Survey Results**

The survey results from Supported Individuals, family/personal support network members and external stakeholders, were overwhelmingly positive in 2023. Survey response rates decreased from Supported Individuals to 72% (81% in 2022) and from family/personal support network members to 18% (32.5% in 2022). Interestingly, of the nine service areas, five programs had relatively similar survey response rates to 2022 and two programs increased significantly. Two programs (Supported Living and Independent Living) were not separated for data collection in 2022, therefore comparison is not available. Developing alternative methods of gathering input from stakeholders and family/personal support network members is necessary. Members of the Senior Management team are meeting to determine next steps in July 2024.

The survey response rate for external stakeholders (excluding employers) remains low and requires attention. External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It has become increasingly difficult to maintain a positive survey response rate, even with repeated requests and encouragement. Alternative methods of gathering input may be needed. We have a new goal related to increasing this response rate which is highlighted at the end of this report.

In 2022, CLS identified a need for modifications in acquiring feedback from employers who work with the Employment Services program. The changes we made have been positive as the 2023 survey response rate increased to 53% from 28% in 2022.

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

- The results indicated that family/personal support network members believed their loved ones were safe, well cared for and that their rights and choices were honored. Many family/personal support network members commented that CLS employees are caring and professional.
- Respondents continued to remark on the challenges related to staffing. Specifically, some family/personal support network members 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. In 2023, after two years of strong advocacy, CLS received funding for significant wage increases for employees which we believe will assist with the recruitment and retention concern. Efforts to increase recruitment and retention of employees will continue to be a priority in the coming years.
- Supported Individuals convey that employees treat them as a unique individual who has strengths, abilities, and value.
- Increased consistency of reporting and modification of some metrics helped to improve the accuracy of the survey results.
  - Further analysis into employee comprehension of, and data collection for, these metrics will be beneficial.

### **Community Inclusion Programs**

CLS programs in the Community Inclusion service area are Day Supports, Individualized Supports, Studios and L.I.F.E. This year, improvements were noted for some outcomes in this service area. Survey results indicate:

- In all Community Inclusion programs, 99.25% (99.5% in 2022) of Supported Individuals report that they were able to make choices. This result continues to exceed the target of 90%.
- The number of times Supported Individuals participated in at least one community-based activity per shift increased to 92% (86% in 2022)
- 81.25% of activities (80% in 2022) in which Supported Individuals were engaged were linked to their goals.
  - The Day Supports program was highlighted as requiring work in this area and we are confident this total will increase in the next reporting year.
- 86% of Supported Individuals were engaged and involved in developing a skill (96% in 2022), just passing the 85% target.
  - CLS will be providing additional training to employees on the measurements of this target to ensure validity and reliability of the data.
- The percentage of Supported Individuals in Day Supports and the studios that were engaged in activities that contributed to their community was 97% (92% in 2022). We believe it is important for Supported Individuals to engage in and contribute to their community (e.g. volunteering, donating, etc.), so this is a very positive result.

In 2022, the number of service hours increased. In 2023, 92% percentage of our expected service hours were delivered (90% in 2022, 82% in 2021). Although steady improvement has been noted, employee shortages due to recruitment challenges continued to impact service delivering in these programs.

In 2023, 21 new referrals were accommodated in the Community Inclusion programs (19 in 2022). The average time from the date of the referral to the start of service, was 5 weeks (8.5 weeks in 2022). As many new referrals involve recruitment of new employees, or reassignment of existing employees, an 8-week target continues to be ambitious, but reasonable in a typical year.

## **Supported Living**

Survey results from the Supported Living program indicated that 100% of Supported Individuals believe they were able to both make choices and learn new skills. These results exceeded the targets of 90%. There were no unplanned moves, indicating that people in Supported Living experience stability in their living arrangements.

In 2023, the number of service hours versus our expected service hours being delivered remained below target. Data for this outcome is obtained from CLBC and both Supported Living and Independent Living programs are combined, and this data cannot currently be altered. Although steady improvement has been noted, CLS is not surprised to see this outcome below 100%. An observation that has grown clearer over the last couple of years related to the Independent Living program is that once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support hours leading to under delivering. In addition, employee recruitment challenges continue to impact the service delivering in these programs, though this bearing has decreased from previous years.

## **Independent Living**

Survey results from the Independent Living program indicated that 100% of Supported Individuals believe they were able to make choices and 94% indicated that they were able to learn new skills. These results exceeded the targets of 90%.

There was 1 unplanned move (calculated at 2% which is below the target of a maximum of 5%). This indicates that people in Independent Living experience reasonable stability in their living arrangements.

In 2023, 2 people (8 people in 2022) were new to the Independent Living program, accessing service within an average of 1 month (4.1 months in 2022) from referral to placement. The average length of time between referral and placement was well below the target of 12 months. It continues to be impressive that despite the affordable housing crisis, the Independent Living program continues 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 accessing and maintaining affordable housing.

In 2023, the number of service hours versus expected delivered service hours remained below target. Data for this outcome is obtained from CLBC and both Supported Living and Independent Living programs are combined, and this data cannot currently be altered. Although steady improvement has been noted, CLS is not surprised to see this outcome below 100%. An observation that has grown clearer over the last couple of years related to the Independent Living program is that once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support hours leading to under delivering. In addition, employee recruitment challenges continue to impact the service delivering in these programs, though this bearing has decreased from previous years.

## **Home Share**

It is the intention of CLS to deliver a service in which Supported Individuals experience stability and contentment with their home and community. Survey results indicate that:

- 87% of Supported Individuals who choose to engage in their home life, feel included.
- 100% of Supported Individuals are content with their living situation.
- 95% of Supported Individuals are supported to be present in their community.
- 100% of Supported Individuals have opportunities to make decisions and choice.

Stability is measured in different ways- longevity of the living situation, number of unplanned moves, and turnover of Home Share Providers. This year's results indicate that Supported Individuals in Home Share experience reasonable stability.

- Unplanned moves were at 4.3% (1.25% in 2022)
- The turnover rate of Home Share Providers decreased to 11.75% (17% in 2022)
  - This did not meet our target of 10% though is lower than previous years.
  - 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 (35 days) is impressive considering the very limited availability of Home Share Providers and the high number placements accommodated by CLS. This is far below the target of a maximum of 90 days. 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 (100% in 2023, 97% in 2022) and received timely response from CLS employees (100% in both 2023 and 2022). These results are a very good indication that Home Share Providers feel engaged and are willing to freely share their opinions.

### **Staffed Homes**

Survey results indicated that 95% of Supported Individuals in Staffed Homes that responded to the survey believe they were able to make choices, exceeding the target of 90%. Of moves out of or between homes, none were unplanned. This continues to be a positive result and indicates that people living in Staffed Homes experience stability in their living arrangements.

The Staffed Homes program met or exceeded all but one target. Through this data analysis, the measure looking at the percentage of times a Supported Individual participates in at least one community-based activity per week is an area requiring further work. Although the result is better than previous years, 85.5% (74% in 2022 and 66% in 2021), results are still below our realistic target of 95%. This indicates that Supported Individuals in Staffed Homes are not present enough in community. Upon investigation, it appears that the lower-than-expected result may be attributed to several factors including: data collection errors, staffing challenges and the aging population of people living in Staffed Homes. However, given the low result, additional employee training and monitoring is required.

The effectiveness outcome measuring Supported Individuals with at least one person with whom they have a relationship, and regularly interact with each month is well above target at 89.25%, though CLS is aware how difficult it can be 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 Fall of 2024, CLS has scheduled training with a consultant to provide employees with education and strategies to support people to develop and maintain friendships.

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. Although CLS continues to experience employee shortages due to recruitment challenges, in 2023, 99% of the hours funded were delivered in the Staffed Homes programs.

## Employment Services

It is the intention of CLS to deliver a service in which Supported Individuals secure and maintain employment at their preferred pace. The program was very successful this past year with all but one target being met. Below are some of the positive outcomes:

- Employment Services continues to assist people to find and secure employment, with 28 job seekers new to the program in 2023 (40 in 2022).
- The variety of job options remained stable at 22 sectors.
- The number of Supported Individuals making more than minimum wage was 56%.
- The number of Supported Individuals receiving career enhancements was 66% of employed Supported Individuals- a very impressive result.

The one target that was not met was - 75% of newly Supported Individuals are successfully placed in employment within the first six months. The percentage of Supported Individuals successfully placed ranged from 62% to 67% across the three funding categories. The CLS has a clear understanding of the reasons for this outcome.

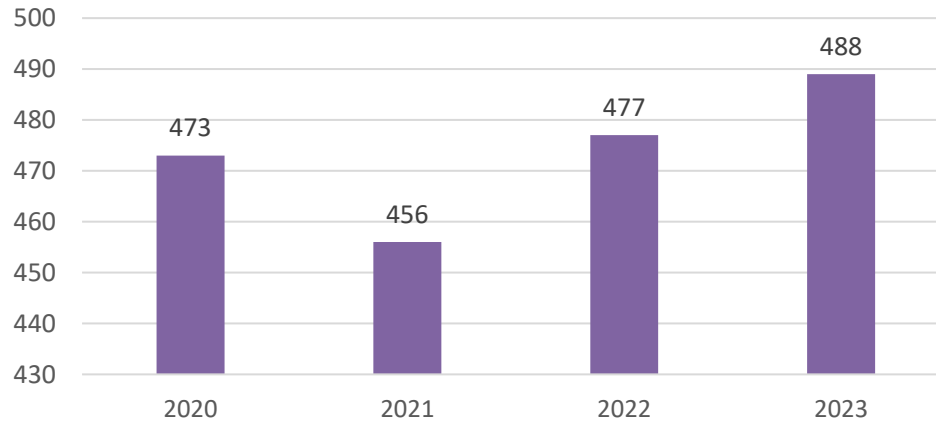
The Employment Services program success has led to new referrals and expansion of the program. It is one of three CLS programs attracting the most significant growth, especially among younger adults (19-30 and 31-50). In 2022, increased funding from several sources (e.g. Inclusion BC COVID Recovery Fund and CLBC referrals) added to the capacity of the Employment Services team, which allowed for a greater number of people to be added to the program.

In 2023, The Employment Services team began 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 with UBC.

## Demographics: Supported Individuals

Supported Individuals by: Total Number, Program, Geographical Location, Primary Diagnosis, Age, Declared Gender, Declared Ethnicity First Language.

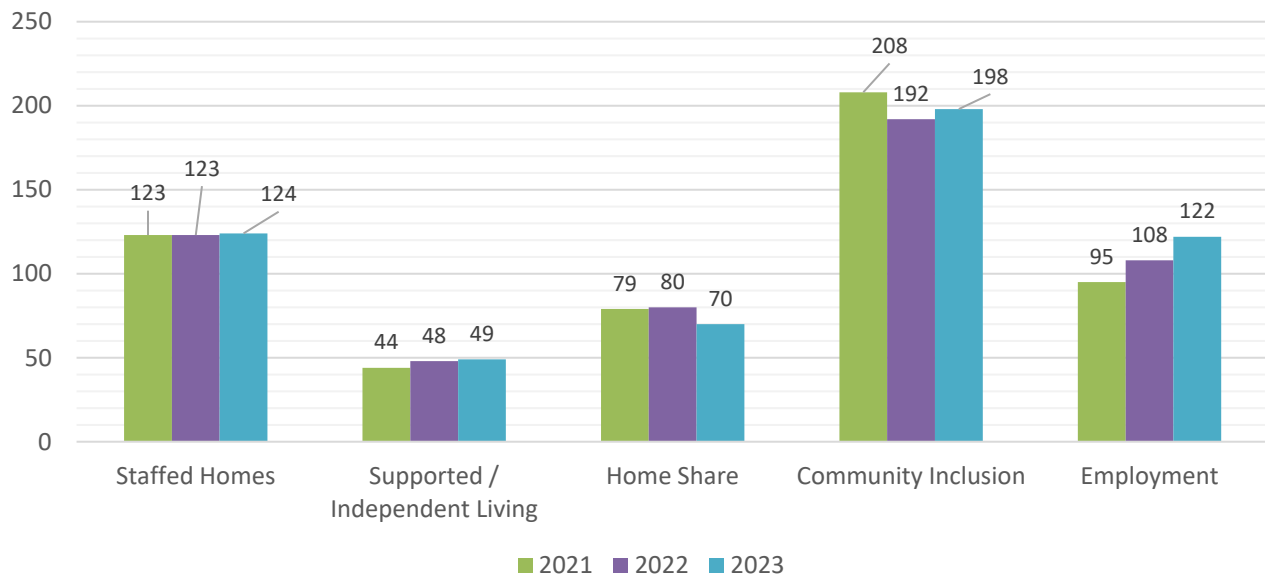
### Total Number of Supported Individuals



The total indicated in these columns represents the total highest number of Supported Individuals in CLS services at a single point throughout the year. These 488 Supported Individuals can be supported in multiple programs.

Note: Not included in the totals reported are 12 youth supported by the CLS Employment Services team in the Impact 2 project over the Summer of 2023.

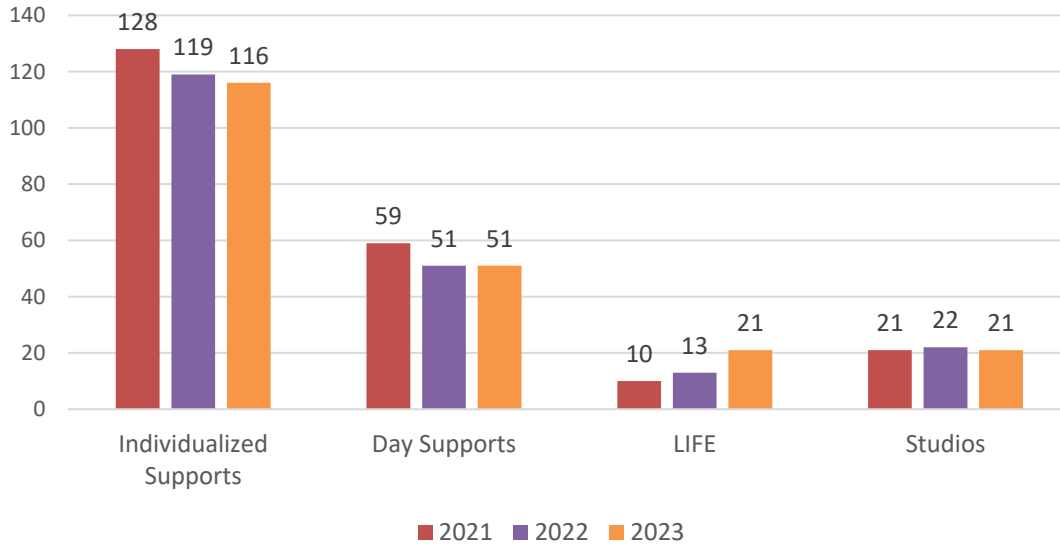
### Total Number of Supported Individuals in Each Service



The above numbers do not add up to 488 as people can be in more than one program. These numbers are for the totals in each service area. Supported Living and Independent Living counted together for 2023, as of the 2024 reporting year the programs will be separated.

## Total Number of Supported Individuals in Community Inclusion

To identify growth trends year over year, the programs within Community Inclusion are as follows:



## Entrance and Exit of CLS Services

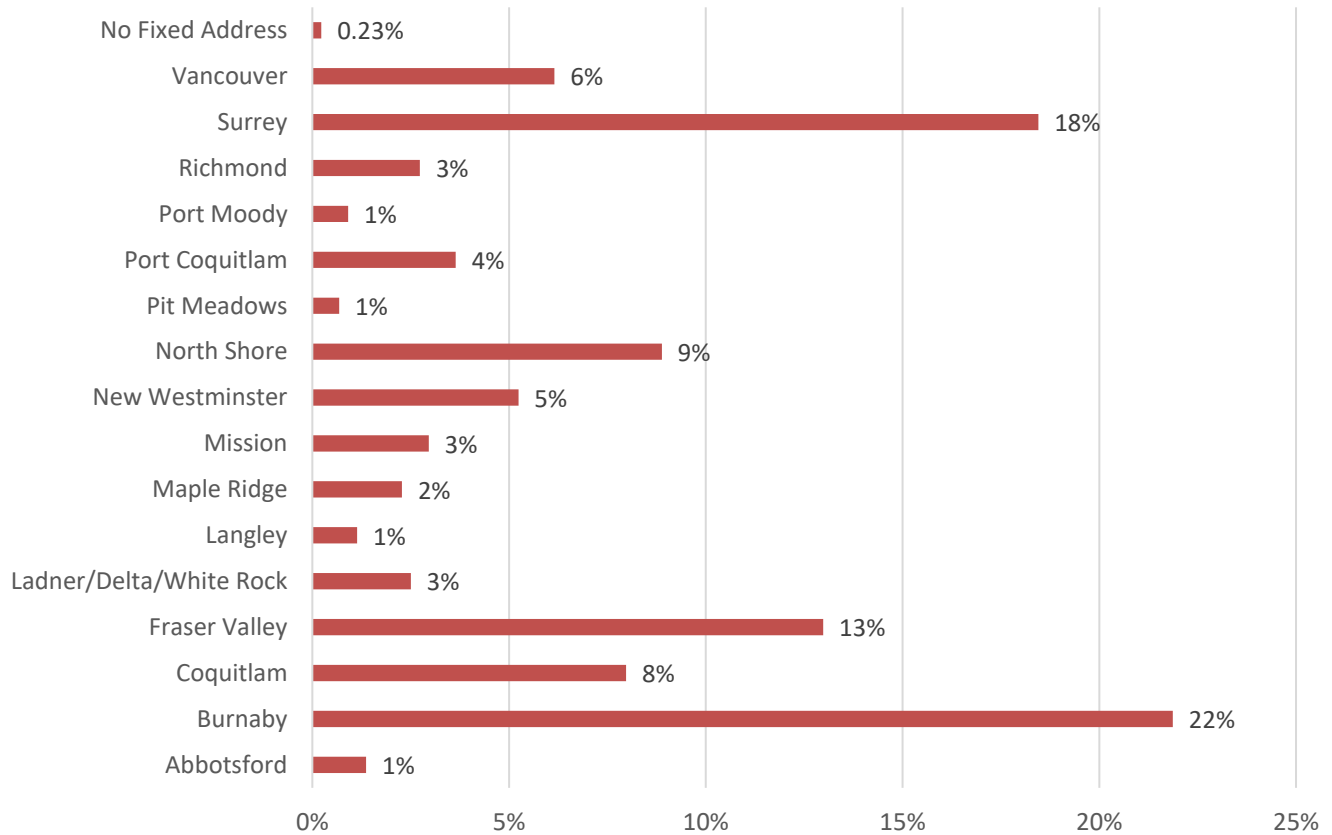
In 2023 the following changes occurred within CLS Programs:

Started or changed a service with CLS:	87
Transferred from one program to another within CLS.	16
New to CLS	71
<ul style="list-style-type: none"> <li>• Community Inclusion</li> <li>• Independent and Supported Living</li> <li>• Home Share</li> <li>• Staffed Homes</li> <li>• Employment Services</li> </ul>	21 2 16 4 28
Exited CLS	67
<ul style="list-style-type: none"> <li>• Exited a program</li> <li>• Passed away</li> <li>• Transitioned from one living arrangement to another:               <ul style="list-style-type: none"> <li>○ From a Staffed Home to a different agency</li> <li>○ From a Home Share to a different Home Share</li> <li>○ From a Home Share to a different living arrangement</li> <li>○ From Independent Living to a different living arrangement</li> </ul> </li> </ul>	54 7 7 1 2 3 1

- ★ a. The person who moved from a Staffed Home did so due to change in support needs. They moved to a long-term care home and subsequently passed away shortly after the move.
- b. Two people moved to new Homes Share Providers:
- 1 due to a service breakdown;
  - 1 due to the Home Share Provider moving out of the province.

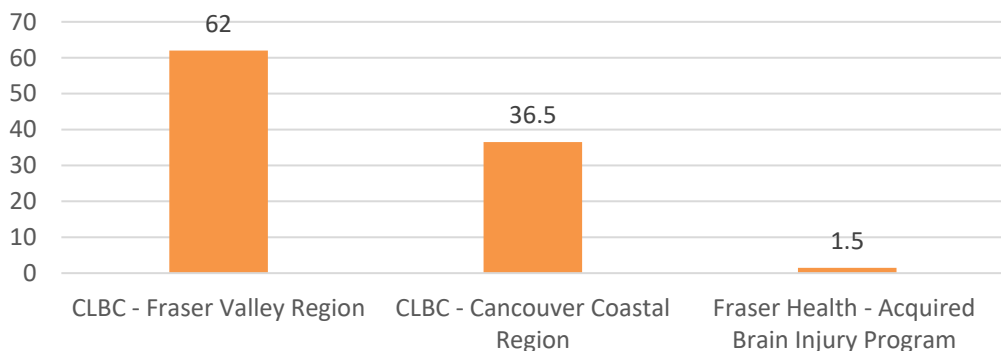
- c. One person moved from a Home Share abruptly due to safety reasons for the Home Share Provider.
- d. One person moved from an Independent Living arrangement due to CLS serving notice. This was not an appropriate living arrangement for this person and the housing provider supported notice.

### Total Number of Supported Individuals by Geographic Location



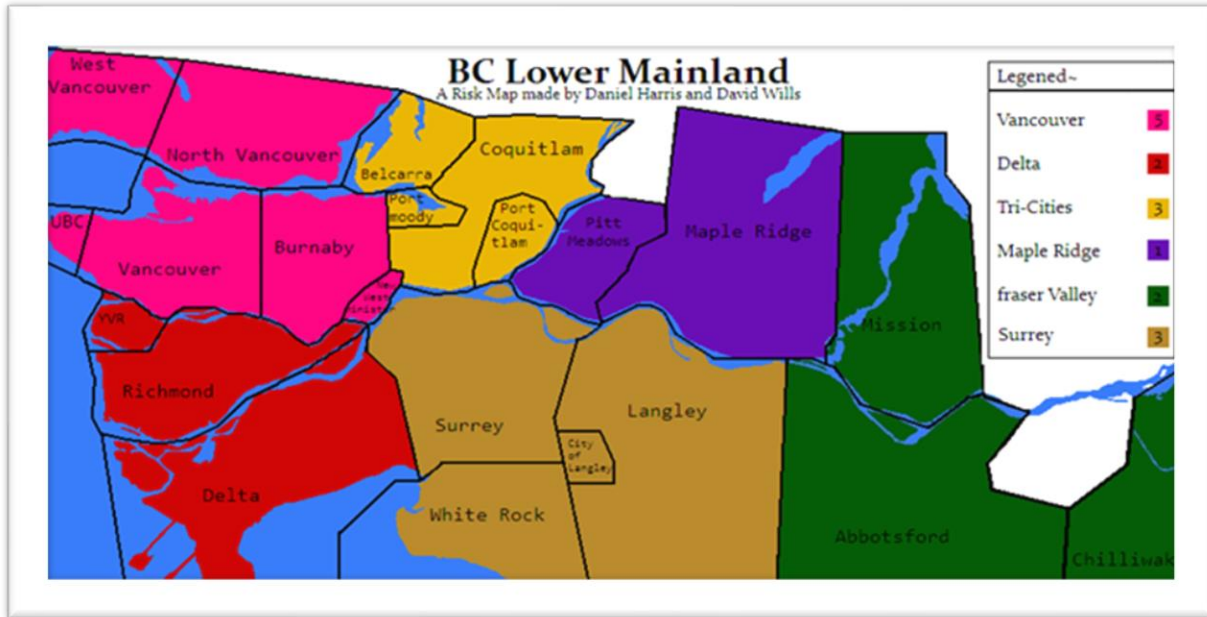
The vast majority of CLS services are located and provided in the Metro Vancouver area.

### Total Number of Supported Individuals by Funder (Region)





# Canadian Census Information



Lower Mainland Population		
Population history		
Year	Pop.	±%
<a href="#">2001</a>	2,224,515	+8.3%
<a href="#">2006</a>	2,373,612	+6.7%
<a href="#">2011</a>	2,590,921	+9.2%
<a href="#">2016</a>	2,759,385	+6.5%
<a href="#">2021</a>	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](#)<sup>[8]</sup>
- 2,642,845 in [Metro Vancouver Regional District](#)<sup>[9]</sup>

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](#).

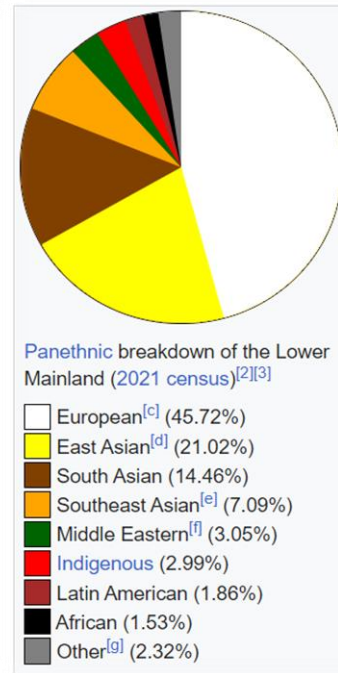
## Ethnicity in the Lower Mainland

Excerpt from the most recent Canadian Census Profile 2021

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.

Knowledge of language (2016–2021)

Language	2021 <sup>[2][3]</sup>		2016 <sup>[7][8]</sup>	
	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%
<b>Total responses</b>	<b>2,924,680</b>	<b>98.58%</b>	<b>2,714,995</b>	<b>98.39%</b>
<b>Total population<sup>[b]</sup></b>	<b>2,966,830</b>	<b>100%</b>	<b>2,759,365</b>	<b>100%</b>



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 have resulted in an affordable housing crisis in the Lower Mainland. Most of the people supported by CLS receive Person with Disability Benefits (PWD) provided through the Ministry for Social Development and Poverty Reduction as their sole or main income source. 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 2023 BC PWD rates for single persons is approximately \$16,300. The poverty rate for Canada is approximately \$26,000 for a single person.
- Persons on BC disability assistance receive \$500 a month for shelter (increased from \$375 August 1, 2023). The average monthly rent in BC is over \$2471.

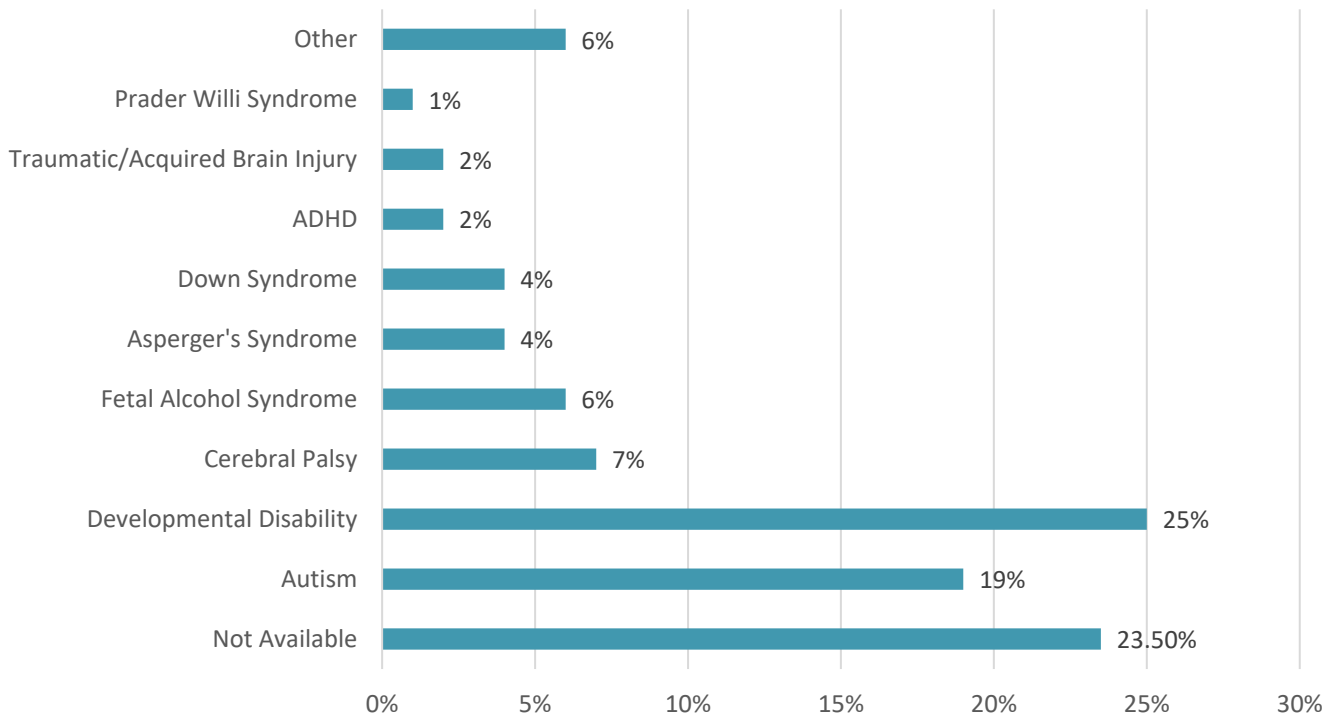
Through advocacy and actions, CLS has endeavoured to address some of the poverty issues experienced by the people we support by:

- 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 of BC to access affordable housing for the people we support
- Building affordable housing (e.g., 43 Hastings)

### Supported Individuals Demographics: All Programs

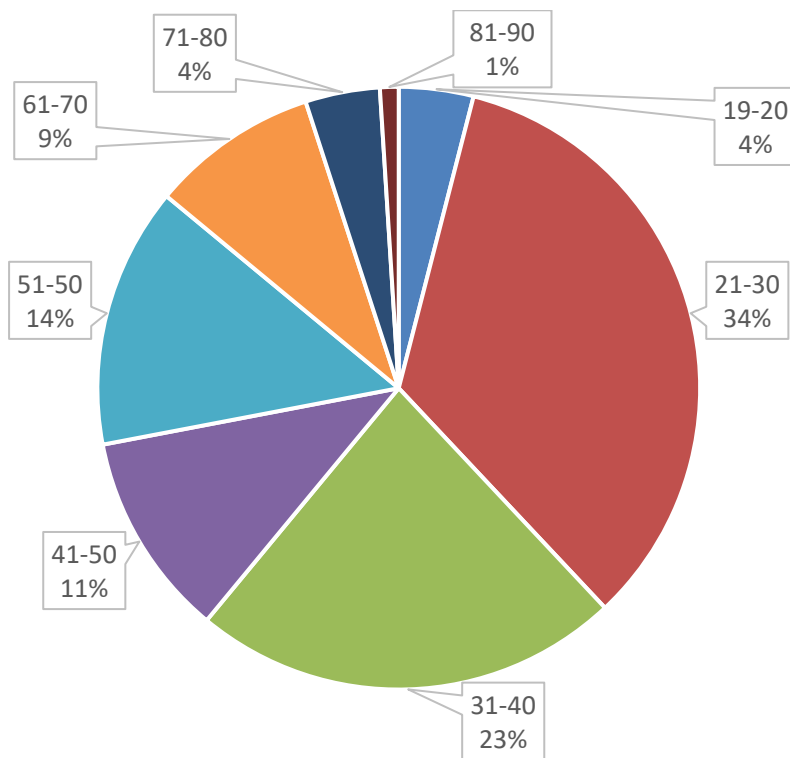
Primary Diagnosis, Age, Declared Gender, Declared Ethnicity, First Language

#### Primary Diagnosis: All Programs

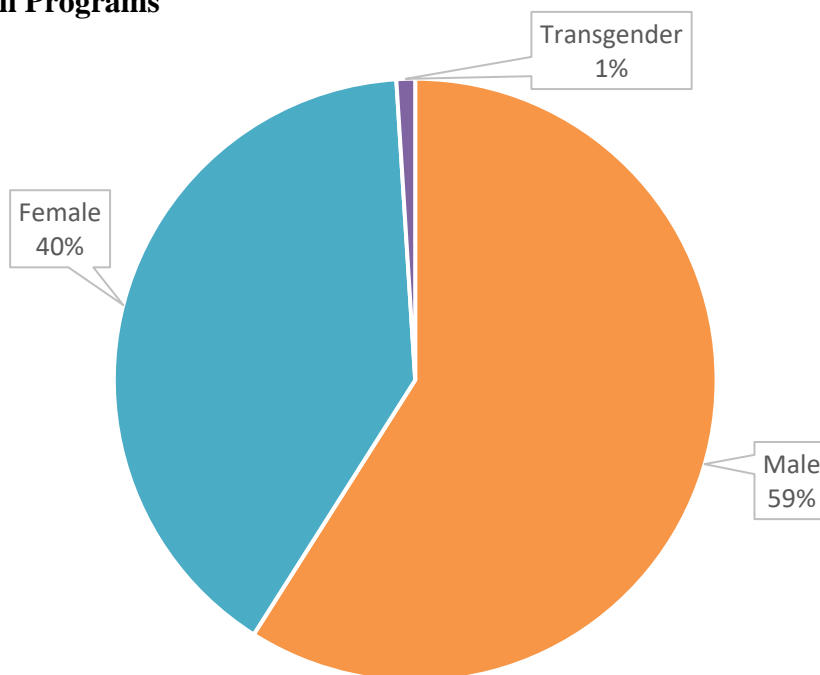


Note – we do not collect diagnosis for Supported Individuals in the Employment Services program, therefore the diagnosis is listed as ‘Not Available’.

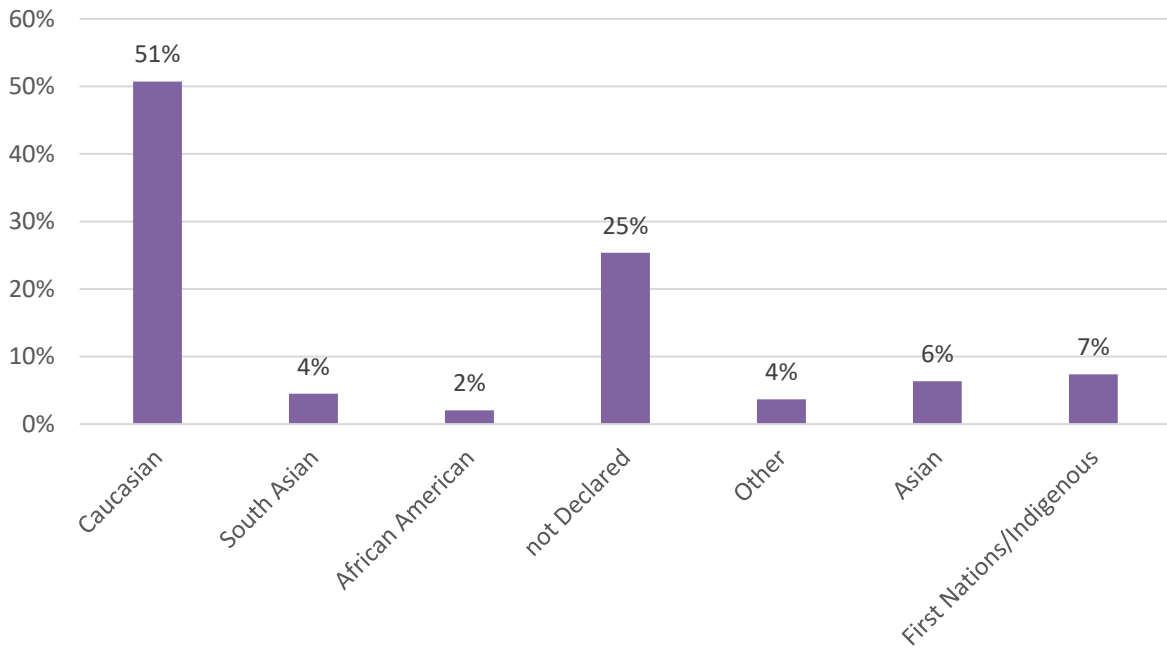
### Age: All Programs



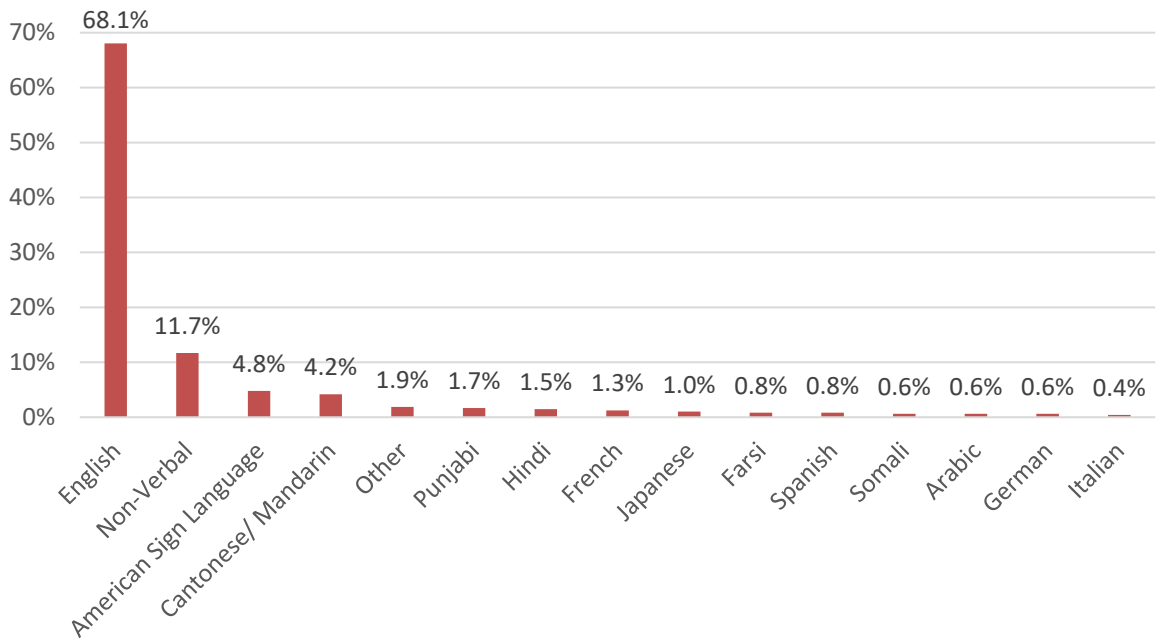
### Declared Gender: All Programs



### Declared Ethnicity: All Programs



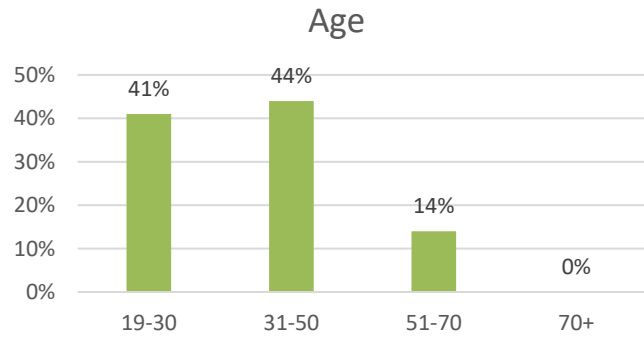
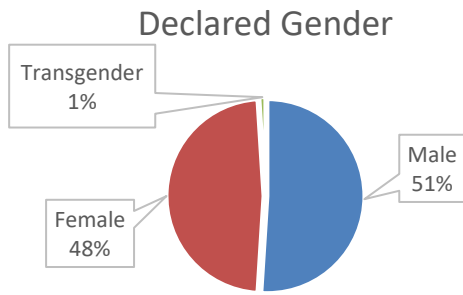
### First Language: All Programs



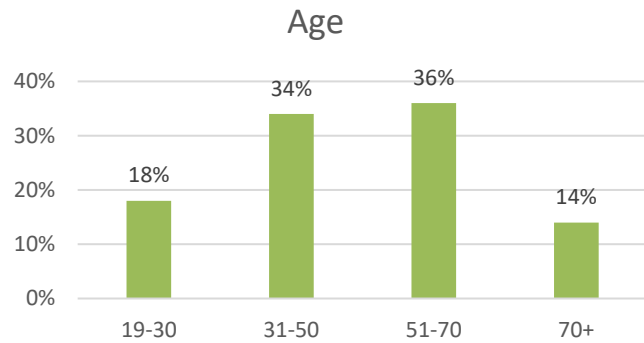
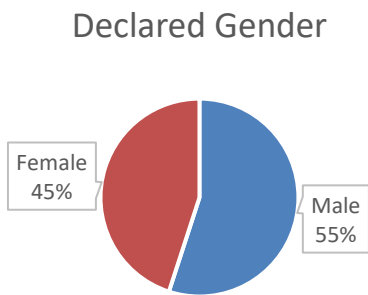
# Demographics: By Program

## Community Inclusion:

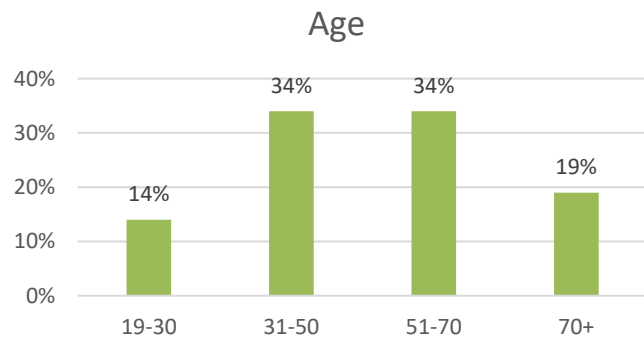
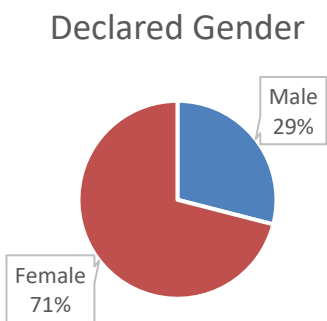
- **Individualized Supports:**



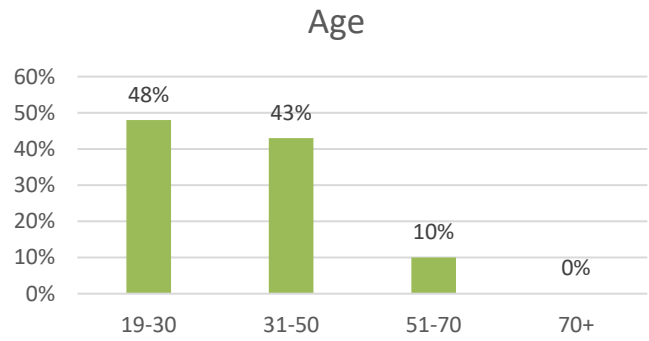
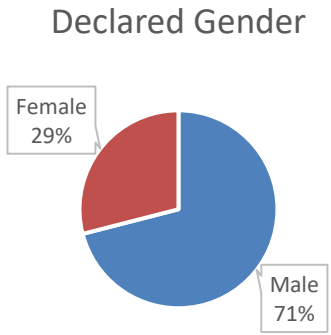
- **Day Supports:**



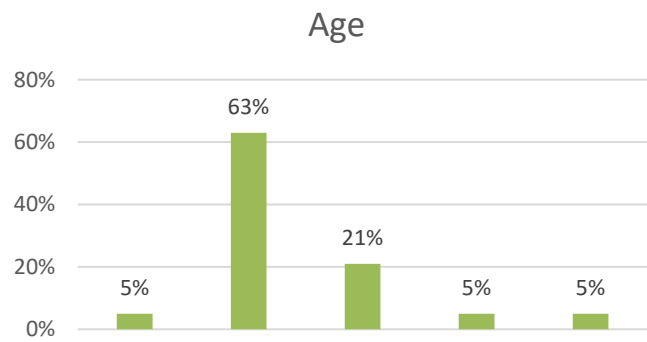
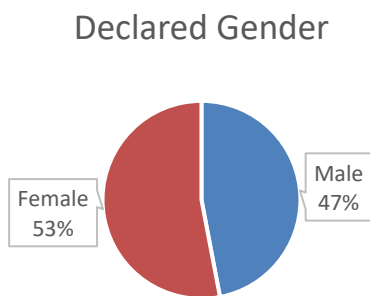
- **Studios:**



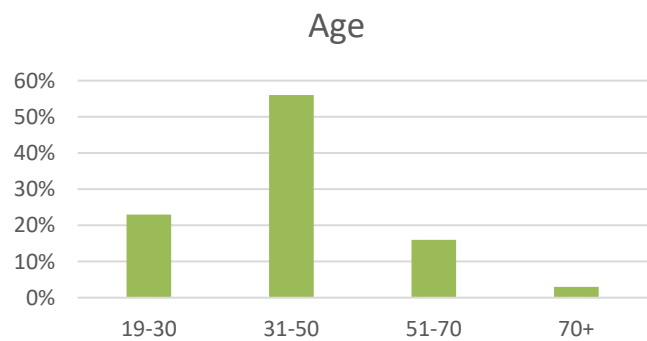
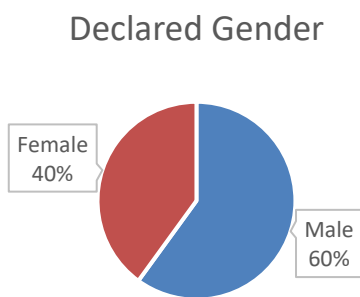
- **L.I.F.E.:**



**Supported Living:**

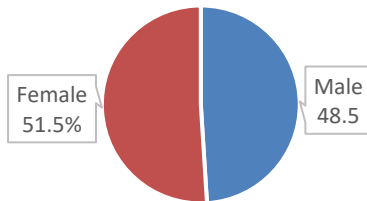


**Independent Living:**

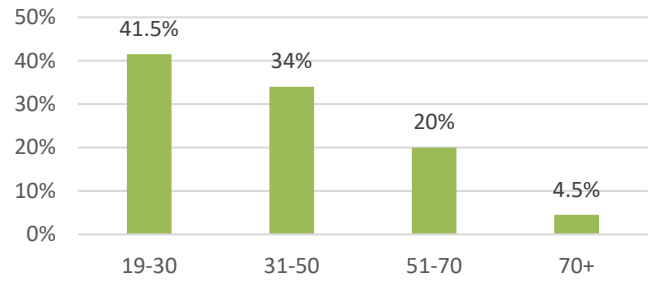


## Home Share:

Declared Gender

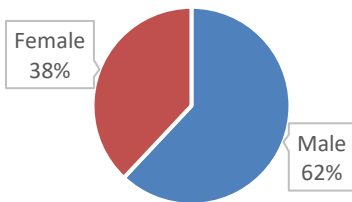


Age

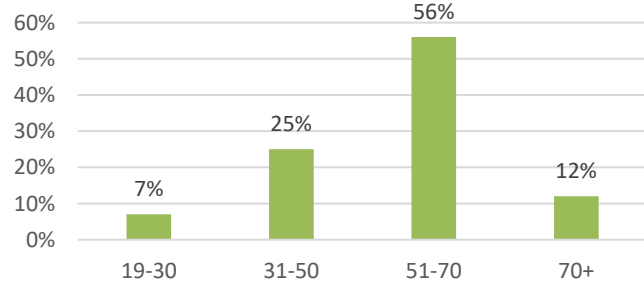


## Staffed Homes:

Declared Gender

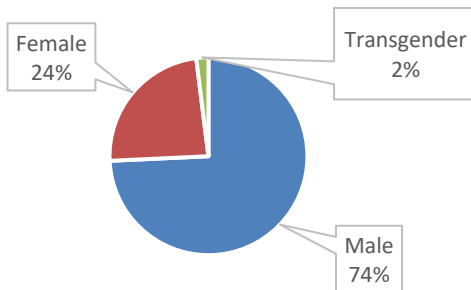


Age

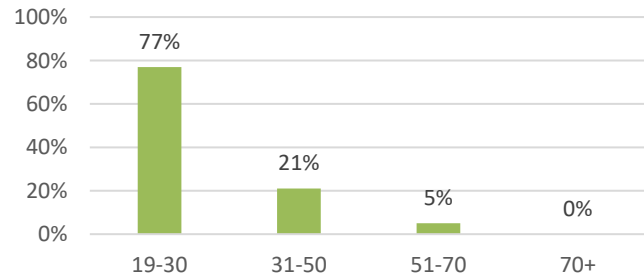


## Employment Services:

Declared Gender



Age





## Demographics: Analysis

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

- 1. Growth:** CLS saw a net increase in referrals and intakes in 2023. New people are referred to CLS by CLBC and preferred by Supported Individuals and family / personal support network members with the Program Directors. Of note, services such as L.I.F.E., Independent Living and Employment seem to be attracting the greatest growth, especially among younger age demographics (19-30 and 31-50). In 2022, increased funding from several sources (e.g. Inclusion BC COVID Recovery Fund and CLBC referrals) added to the capacity of the Employment Services team, which allowed for a greater number of people to be added to the program.
- 2. Age:** As mentioned above, a younger generation is increasingly attracted to services such as L.I.F.E., Independent Living and Employment Services. An additional trend (noted in 2022 as well) is an increase in younger age groups for the services of Home Share and Supported Living.  
The reason for the younger generation choosing the above-mentioned services may be threefold:
  - The services better reflect the choices and preferences of the young generation.
  - Funding for these services is more available.
  - Over the last five years, CLS has made a concerted effort to develop services to provide a wider repertoire of options for the people we support.Although the programs services noted above have attracted the younger generation, increasingly, most people living in Staffed Homes are in the later stages of life; 56% of Supported Individuals in Staffed Homes are in the age range of 51-70, and 12% are above 70. 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 are aging and/or have more complex care needs.
- 3. Gender:** CLS continues to characteristically have a more males in CLS programs, 59% male, 40% female, 1% transgender. This is reflected in referral/ intakes increasing in males as well in one of our growing programs, Employment Services, with overall declared gender as 74% male, 24% female, 2% transgender. This imbalance has also been noted in recent research regarding Supported Employment for people with an intellectual disability. It appears that gender bias and societal values that may be influencing the engagement of women in employment in general (inequality), could also be affecting Employment Services. The Community Inclusion program L.I.F.E. also has a focus on employment and the declared gender statistics are similar to those in Employment Services at 71% male and 29% female. Sector wide, 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., Employment Services, Home Share, Independent Living and Supported Living (especially with the younger generations), suggests that further development of these CLS services is appropriate. In 2023, CLS acquired additional contracts to expand the L.I.F.E service, and Employment Services have increased capacity with additional funding from several sources (e.g. CLBC, MSPDR - Impact 2.0).

Many Supported Individuals are aging, especially in Staffed Homes. Additional funding from BC Housing has allowed CLS to begin the redevelopment of two Staffed Homes to be wheelchair accessible to accommodate people with aging related needs.

In respect to aging, further development of resources, support, and guidance for CLS services to support people in the late stage of their life is appropriate. A Late Life Planning Guide and three policies have been developed and distributed to agencies across the province. CLS is currently modifying the documents to align with CLS policies and practice. Redevelopment and planning for employee training has resulted in the completion of the Training Revitalization Plan this spring of 2024. The Housing Plan also addresses the housing needs for the people we support that are aging and increasingly require accessible housing options.

CLS continues to partner with housing organizations for increased Independent Living options. The CLS Business Improvement Plan outlines an accessibility goal completed in 2023:

Goal	Indicator of Success	Completion notes
<b>Partner with non-profit housing providers</b>	Develop a partnership with New Vista to secure affordable housing units at PWD rental rates.  Explore additional opportunities to secure affordable housing units at PWD rates with New Chelsea.	CLS has two new units with New Chelsea Society, successfully increasing the housing partnerships in 2023. CLS has also established a new partnership with New Vista to begin in spring 2024.

# Stakeholder Satisfaction – Service Quality: All Programs

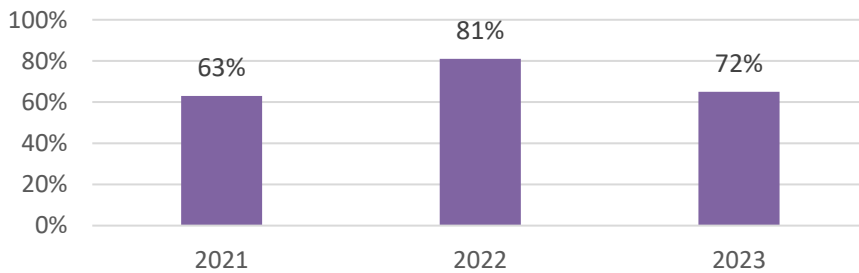
Supported Individuals, Family and Personal Support Network members and External Stakeholders

Satisfaction surveys are intended to solicit the opinions and perspectives of Supported Individuals, family members and/or long- term caregivers, personal support network members and external stakeholders, who are engaged and involved in the lives the people supported by CLS.

## Survey Response Rates

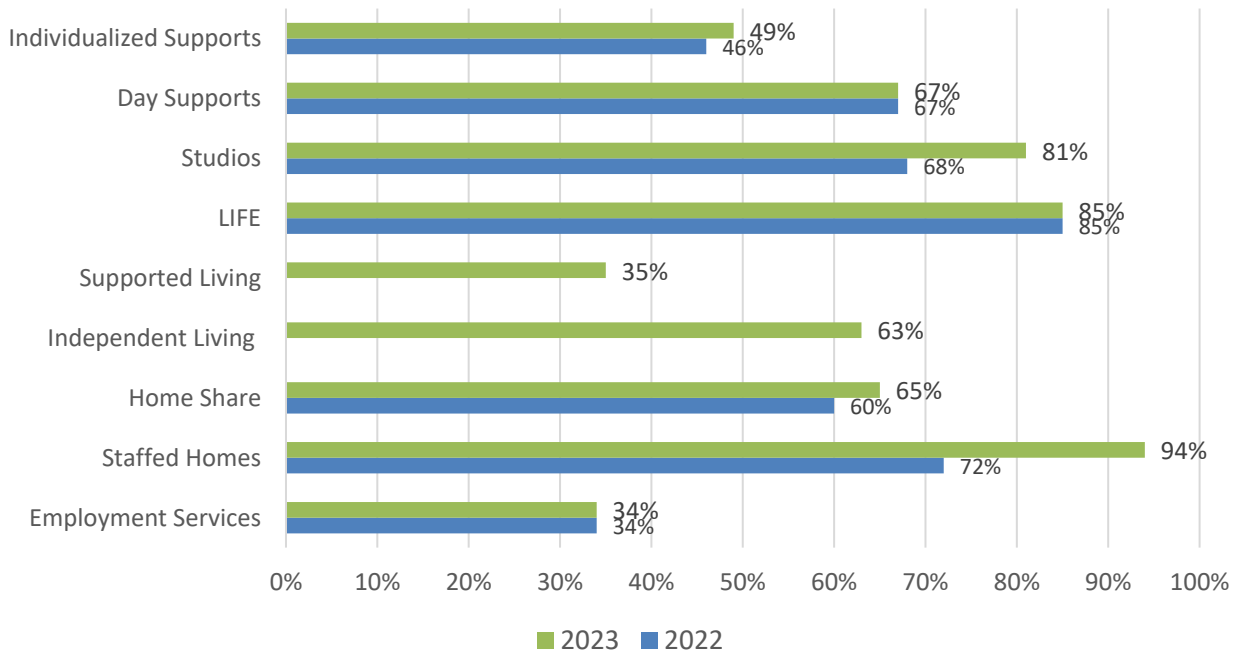
Supported Individuals, Family / Personal Support Network Members, External Stakeholders, Employers, Home Share Providers.

### Survey Response Rate: Supported Individuals:



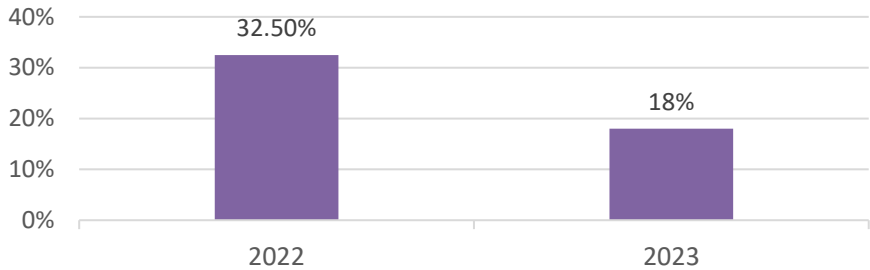
Note: The above graph does not include the survey responses from Supported Individuals in the Employment Services program.

### Survey Response Rate: Supported Individuals by Program:

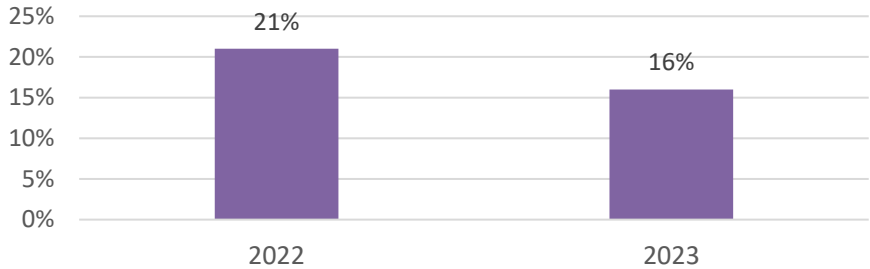


Note- previously Supported Living and Independent Living programs were reported as one program. Since they are two different programs, for data reviewing and analysis they have been separated beginning in 2023.

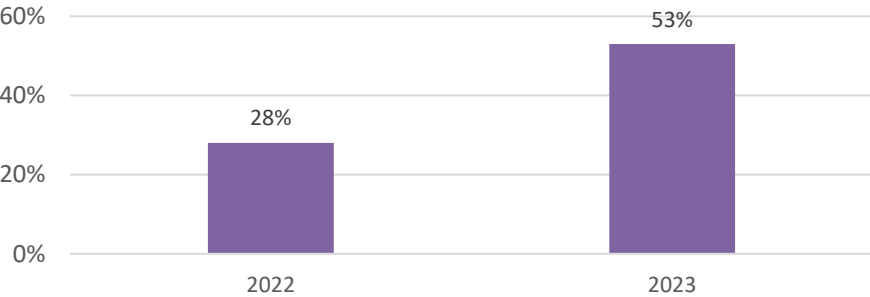
**Survey Response Rate: Family / Personal Support Network Members**



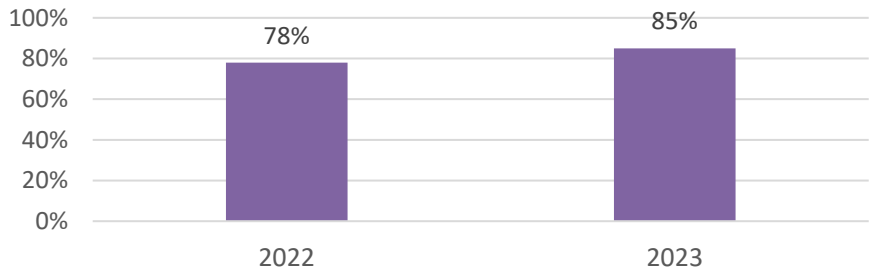
**Survey Response Rate: External Stakeholders**



**Survey Response Rate: Employers (Employment Services Program)**



**Survey Response Rate: Home Share Providers**



## Survey Results

### Satisfaction Survey Results: Supported Individuals

Data Source: Participant Surveys

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2023 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)	<b>Average All Programs 98%</b>  Day Supports: <b>100%</b> Individualized Supports: <b>100%</b> Studios: <b>88%</b> L.I.F.E.: <b>100%</b> Supported Living: <b>100%</b> Independent Living: <b>100%</b> Home Share: <b>98%</b> Staffed Homes: <b>99%</b>  7.5% answered “sometimes”  2.5% 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)	<b>Average All Programs 99.5%</b>  Day Supports <b>100%</b> Individualized Supports <b>100%</b> Studios <b>100%</b> L.I.F.E. <b>100%</b> Supported Living <b>100%</b> Independent Living <b>100%</b> Home Share	90% agree

					<b>100%</b> Staffed Homes <b>98%</b> Employment Services <b>96.67%</b>  2.25% answered “sometimes”  5.25% answered “unsure”	
		% of Supported Individuals that indicate employees help them with what they need.	All Supported Individuals	Participant Survey (Appendix A and E)	<b>Average All Programs 98.75%</b>  Day Supports <b>100%</b> Individualized Supports <b>100%</b> Studios <b>100%</b> L.I.F.E. <b>100%</b> Supported Living <b>100%</b> Independent Living <b>100%</b> Home Share <b>100%</b> Staffed Homes <b>99%</b> Employment Services <b>90%</b>  4.25% answered “sometimes”  3.25% answered “unsure”	90% agree
Supported 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)	<b>Average All Programs 99%</b>  Day Supports <b>97%</b> Individualized Supports <b>100%</b> Studios <b>100%</b> L.I.F.E. <b>100%</b>	90% agree

					Supported Living <b>100%</b> Independent Living <b>100%</b> Home Share <b>100%</b> Staffed Homes <b>98%</b>  2% answered “sometimes”  0.5% answered “unsure”	
Supported 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)	<b>Average All Programs 100%</b>  Day Supports <b>100%</b> Individualized Supports <b>100%</b> Studios <b>100%</b> L.I.F.E. <b>100%</b> Supported Living <b>100%</b> Independent Living <b>100%</b> Home Share <b>100%</b> Staffed Homes <b>100%</b>  1.25% answered “sometimes”  0.5% answered “unsure”	90% agree
		% of Supported Individuals that indicate employees listen to them.	All Supported Individuals	Participant Survey (Appendix A and E)	<b>Average All Programs 98.5%</b>  Day Supports <b>97%</b> Individualized Supports <b>100%</b> Studios <b>94%</b> L.I.F.E.	90% agree

					<p>100% Supported Living</p> <p>100% Independent Living</p> <p>100% Home Share</p> <p>100% Staffed Homes</p> <p>98% Employment Services</p> <p>96.67%</p> <p>6% answered “sometimes”</p> <p>2.5% answered “unsure”</p>	
Supported Individuals are supported to be known as Supported 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)	<p><b>Average All Programs 98.5%</b></p> <p>Day Supports 100%</p> <p>Individualized Supports 100%</p> <p>Studios 100%</p> <p>L.I.F.E. 100%</p> <p>Supported Living 100%</p> <p>Independent Living 88%</p> <p>Home Share 100%</p> <p>Staffed Homes 100%</p> <p>2.25% answered “sometimes”</p> <p>1% answered “unsure”</p>	90% agree
Supported Individuals and families / personal support network members can depend on CLS.	Integrity	% of Supported Individuals that indicate they can depend on employees.	All Supported Individuals	Participant Survey (Appendix A)	<p><b>Average All Programs 98%</b></p> <p>Day Supports 100%</p> <p>Individualized Supports</p>	90% agree



					<p>98% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 88% Home Share 100% Staffed Homes 99%</p> <p>4.25% answered "sometimes"</p> <p>1.5% responded "unsure"</p>	
<p>CLS will be responsive and follow through on our commitments to Supported Individuals and families / personal support network members.</p>	<p>Accountability</p>	<p>% of Supported Individuals supported that indicate employees do what they say they are going to do.</p>	<p>All Supported Individuals</p>	<p>Participant Survey (Appendix A and E)</p>	<p><b>All Programs 99.75%</b></p> <p>Day Supports 100% Individualized Supports 100% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 100% Home Share 100% Staffed Homes 99% Employment Services 100%</p> <p>2.25% answered "sometimes"</p> <p>2.25% responded "unsure"</p>	<p>90% agree</p>

**Below are some comments from Supported Individuals:**

*I like when employees support me to go in community and help me towards my goals.*

*Consistent employee supports are provided.*

*I like my roommates. I like to get out and exercise and employees support me with that!*

*I like my house and how I feel safe and happy here.*

*I like the friendships I have made through CLS at Pottery Works and in the community.*

*Staff help me to choose things.*

*My job coach has been amazing helping me get through my new step in life when I was looking at a career college to become a vet assistant he helped me find a way to get my sponsorship and now I'm starting college at the end of the month.*

*They are able to support me, listen to me always when I need them. They make it a safe and friendly environment.*

*CLS is really helpful, nice and they help me with what I want to do. I feel safe with CLS.*

## Satisfaction Survey Results: Family / Personal Support Network Members

Data Source: Family / Personal Support Network Member Survey

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2023 Results from Surveys	Target
<p>Supported Individuals are treated as unique, with strengths, abilities, and value.</p> <p>Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family and trusted advisers.</p> <p>Supported Individuals are supported to live with dignity and equality in a safe and secure environment.</p>	Respect	% of family /personal support network members that indicate CLS employees know their family member’s strengths.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>92%</b> 1 person answered “unsure”	90% agree or strongly agree
		% of family / personal network members that indicate CLS employees see their family member as a unique individual.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>95%</b>	90% agree or strongly agree
		% of family / personal support network members that indicate their family member’s choices are respected by CLS employees.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>91%</b> 1 person answered “unsure”	90% agree or strongly agree
		% of family / personal support network members that indicate CLS employees support their family member to make their own choices/decisions.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>92%</b> 1 person answered “unsure”	90% agree or strongly agree
		% of family / personal support network members that indicate their family member is safe participating in the program/ living in their home.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>95%</b>	90% agree or strongly agree
<p>Supported Individuals are supported to be known as Supported Individuals and as citizens in their community.</p> <p>CLS supports social change that contributes to stronger, healthier communities for everyone.</p>	Community	% of family / personal support network members indicate CLS employees support their family member to be involved in their community, if they want to be.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>90%</b>	90% agree or strongly agree
		% of family / personal support network members that indicate CLS employees advocate for their family member.	All family / personal support network members	Family / Personal Support Network Member Survey (Appendix B))	<b>82%</b> 1 person answered “unsure”	90% agree or strongly agree
		% of family / personal support network members that indicate CLS advocates for people with disabilities.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>96%</b> 2 people answered “unsure”	90% agree or strongly agree
Supported Individuals and families / personal support network		% of family / personal support network members that indicate CLS acts with integrity.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>90%</b>	90% agree or strongly agree

members can depend on CLS.	Integrity	% of family members that indicate CLS employees respond in a timely manner.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>91.5%</b>	90% agree or strongly agree
CLS will be responsive and follow through on our commitments to Supported Individuals and families / personal support network members.	Accountability	% of family members that indicate CLS employees follow through on the things they say they will do.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>90%</b>	90% agree or strongly agree
		% of family members/caregivers that indicate CLS listens and responds to their feedback.	All Family / Personal support network members	Family / Personal Support Network Member Survey (Appendix B)	<b>91%</b> 4 people answered "unsure"	90% agree or strongly agree

**Below are samples of comments for family/personal network members:**

*They used technology. This is a beautiful way of instructing and helping our loved ones to gain so much that there's not enough words.*

*My son is in a beautiful suite and location, he's received so much personal support.*

*My family member is deaf and I am so grateful for the placement he is in and for employee that are fluent ASL users.*

*I have so much appreciation to CLS for assisting my son patiently and respectfully.*

*I appreciate the philosophy. I appreciate the enthusiasm for the staff's enjoyment of my daughter's exuberant personality!*

*I appreciate how much it feels like a team of support - like an extended family (but in the most appropriate/professional way!) They support me in helping my mom live her best life while also providing friendship and enrichment to my mom.*

*They keep my son from falling through the cracks and disappearing completely from society.*

*My son is very happy with his support workers. He looks forward to spending time with them and has come to trust and enjoy their company in whatever activity they decide to participate in.*

## Satisfaction Survey Results: External Stakeholders (Includes Employers- Employment Services)

Data Source: External Stakeholder and Employer Surveys

Survey respondents to the External Stakeholders include members of funding bodies, Employers through the Employment Services program, an organization that partners to deliver services in the community, other non-government agency service provider in the community, a public organization (e.g. Health, Municipal/ Regional/ Provincial/ Federal Government), an advocacy or other community group.

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2023 Results from Surveys	Target
Supported 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	External Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS advocates for people with disabilities.	All stakeholders	External 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	External Stakeholder Survey (Appendix C)	100%	90% agree or strongly agree
		% of stakeholders that indicate CLS acts with integrity.	All stakeholders	External Stakeholder Survey (Appendix C)	93.75%	90% agree or strongly agree
		% of stakeholders that indicate CLS is dependable as an organization.	All stakeholders	External Stakeholder Survey (Appendix C)	93.75%	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	External Stakeholder Survey (Appendix C)	87.5%	90% agree or strongly agree
CLS will be accountable to all our stakeholders	Accountability	% of stakeholders that indicate CLS is an accountable organization.	All stakeholders	External Stakeholder Survey (Appendix C)	93.75%	90% agree or strongly agree
Employment Services program ensures proper support for participating employers.	Accountability	% of employers that report they are satisfied with CLS Employment Services program.	All employers who currently have or have had a job placement in the year being surveyed	Employer Survey (Appendix F)	94.5%	90% agree or strongly agree
	Accountability	% of employers that report they are satisfied with the on-the-job support provided by program team members.	All employers who currently have or have had a job placement in the year being surveyed	Employer Survey (Appendix F)	94.75%	90% agree or strongly agree

	Accountability	% of employers that report job candidates were appropriate for the job.	All employers who currently have or have had a job placement in the year being surveyed	Employer Survey (Appendix F)	100%	90% agree or strongly agree
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**Below are some comments from external stakeholders:**

*Love the support and the relationship built.*

*CLS consistently comes up with innovative program and service concepts that create meaningful community inclusion opportunities for people with DD.*

*CLS strives to develop goodwill. I appreciate transparency and collaboration.*

*CLS is a service provider which strives to do their best to provide supports in accordance with the funder's policies and best practice.*

*Support for CLS folks is outstanding. Great communication and responsiveness.*

*CLS's approach to engaging supported individuals and their families / personal support network members positions them as a key community inclusion leader in BC.*

*Great program work a team who cares about the Supported Individuals in the program.*

*We have had incredible success with our candidate from the CLS Employment Services program. CLS employees have been communicative and responsive.*

*CLS employment coaches are very professional and work hard with their clients ensuring that independence is achieved and participants in their program feel empowered and capable.*

*I appreciate how CLS partners with self-advocates, researchers, families / personal support network members, and other community groups. We make things together that make a difference lifting up the*

## Analysis

### Survey Response Rates

The survey results from Supported Individuals, family and personal support network members and external stakeholders including employers, were overwhelmingly positive in 2023. However, the survey response rates across some stakeholders are still lower than CLS would like and work in this area continues.

In 2022 CLS identified the Employers through Employment Services to be a group we needed to modify our methods for acquiring feedback. The changes we made appear to have helped as the 2023 survey response rate increased to 53% from that of 28% in 2022. The survey was made up electronically once again but this time the email with the prompt for the employer were sent on behalf of the Job Coach they were familiar with, rather than the CLS Manager of Administration whose name they may not recognize.

Unfortunately, the survey response rates for family / personal support network members and external stakeholders (excluding Employers) decreased in 2023.

- Acquiring survey feedback from family / personal support network members is a very important part of how CLS assesses the quality of our services. We have a new goal related to increasing this response rate in this group which is highlighted at the end of this report. Ideally, CLS hopes to acquire more feedback by providing the surveys earlier to the Leaders. Hopefully this method will encourage the family / personal support network members to complete them on site at the time of participating in the Supported Individual's annual planning meetings (called Individualized Support Quality of Life Planning (ISQLP) meetings) which occur annually from January to June 30<sup>th</sup>.
- External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It has become increasingly difficult to maintain a positive survey response rate even with repeated reminders. Consideration of alternative forms of gathering input may be beneficial. We have a new goal related to increasing this response rate which is highlighted at the end of this report.

The survey response rate from Supported Individuals was 72% where in 2022 it was 81%. CLS did not change methods though we have discussed some ideas for 2025 and will be going towards this in more detail to develop the 2024 Performance Measurement Planning Framework. Interestingly, of the nine service areas, five of the programs had relatively similar survey response rates to 2022 and two programs increased significantly. Two programs (Supported Living and Independent Living) were not separated for data collection in 2022 so comparison is not available and the response rate for Supported Living, was low at 35%. The Studios increased from 68% to 81%, and Staffed Homes increased from 72% to 94%.

- The Program Directors, Manager of Quality Assurance and Chief Operating Officer have met to discuss some ideas as to why the surveys rate of return was low in some program areas, and how to continue improving these results while obtaining reliable and valid data. The most notable takeaway from these sessions was to provide the surveys for the Supported Individuals to complete at the time of their planning meetings, the ISQLP meetings which occur annually from January to June 30<sup>th</sup>- a similar method to that of acquiring feedback from the family / personal support network members. The same group from the Senior Management team will be meeting to strategize further on this process in July of 2024.

### Supported Individuals Feedback and Targets

The responses were overwhelmingly positive, with many survey results exceeding the target of 90%. As discussed in the introduction to our Methods to Gather Information earlier in this report, we remarked on how though we make a variety of efforts to solicit reliable and valid input, it is important to note that some people may not be well represented.

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

Indicator: % of Supported Individuals that indicate employees are interested in them:

In the Studios, there are 21 Supported Individuals who participate, with 14 replying to the surveys. With this small sample size, just a couple of respondents could reduce the number below the target. CLS believes that this is the case where the Studios fell 2% below target and has gone towards understanding the survey results from each person to encourage acquiring further information where necessary.

Indicators:

- % of Supported Individuals that indicate they can depend on employees.
- % of Supported Individuals that indicate employees support them to go out in their community if they want to.

For two measures, we have seen in the 2023 data where respondents in two program groups may have misunderstood the sections and consequently their responses where the programs fell 2% below target. Supported Living and Independent Living program participants complete the surveys independently, on paper. A challenge with this process is that the interpretation of the survey question is up to the Supported Individual and in two areas, these led to selecting inaccurate responses to how they actually felt. The Leadership of the programs investigated and had conversations to ensure that there are no issues with their support staff (performance). Next year the team will follow up as best they can with the Supported Individuals about their comprehension of the survey questions, in keeping with the integrity of acquiring actual and honest feedback. For the section where Supported Individuals provide feedback on if they perceive that their families / personal support network members can depend on CLS, Leadership of the Independent Living program confirmed with the two respondents who indicated that they disagree to this section, that both, by choice, do not have family or a personal support network engaged with CLS at all, and felt that they independently can depend on CLS.

### **Family / Personal Support Network Members Feedback and Targets**

From the respondents completing the Family / Personal Support Network Members survey, the responses were overwhelmingly positive - all but one area were at or above target. For all survey respondents in this group, CLS asks if they would like to have a discussion with a CLS employee following providing their survey responses to provide their contact information. Once CLS acquires the feedback, applicable respondents who request feedback are contacted respectively. In April 2024, we determined a process with timelines for this follow up to occur which will be in effect as of the next report in 2025.

When analyzing the measure where the respondents provided their feedback on CLS employees advocating for their loved one, results are 8% below target. Determining who provided these responses was only partially possible as some of the respondents did not complete the section of the survey requesting their contact information for further follow up. For one family member, the applicable Program Director was able to connect with them for further discussion where the family member was not aware of the details of a situation. Within the choices of the Supported Individual, CLS was able to provide context to this family member.



Upon review of the Family/ Personal Support Network Members survey results and comments, some themes emerged:

- The results indicate that respondents believe their loved ones are safe, well cared for and that their rights and choices are honored. Many family / personal support network members commented that CLS employees are caring and professional and appreciate different forms of communication.
- Respondents continued to comment on the challenges related to staffing. Similar to other service providers and businesses, CLS has experienced challenges with recruitment and retentions of employees. 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 few years to recognize and promote employee retention. Efforts to increase recruitment and retention will continue to be a priority in the coming years and this has been identified as a strategic priority of the 2023-2027 CLS Strategic Plan.
- CLS is a large organization with broad reach. Moving forward, we want to enhance operational responsiveness by continuing to modernize the systems and processes we use to deliver our services and be responsive to the needs of Supported Individuals and their families and/or personal support networks.

### **External Stakeholders**

As asked of the family and personal support networks, External Stakeholders survey respondents are asked to provide their contact information if providing any feedback requiring follow up discussion. The survey feedback received from 2 of these respondents was not actionable as they did not provide their contact information. For acquiring feedback on the 2024 year, CLS has determined contact information for External Stakeholders in will be a mandatory field so we can act on any negative feedback with prompt follow up as per our processes, and this type of feedback is not as sensitive requiring the anonymity as some other stakeholders to whom we are seeking feedback.

### **Looking Forward**

Over the next two years, CLS aims to improve response rates, increase the number of respondents, and determine if there is room for improvement in the validity of the data obtained. As such, the following measures will be developed. Outlined as a new goal on the Business Improvement Plan at the end of this report to implement changes in:

- Distribution methods of the Participant Surveys for Supported Individuals in all service categories.
- Distribution methods of the Family / Personal Support Network Surveys.
- Timeline for distribution of the Home Share Providers Surveys.
- The External Stakeholder Survey requiring respondents to include their name and contact information.
- Surveying additional area of External Stakeholders: relevant community members.

An increased survey response rate from all CLS stakeholders would strengthen the reliability of the results. Therefore, further actions to increase the survey response rates of all groups will 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: Service Delivery

## Community Inclusion

To measure Effectiveness, Efficiency and Service Access with the following six outcomes, CLS presents the results under Community Inclusion tabulated by program area: Individualized Supports, Day Supports, Studios and L.I.F.E.-based services). The detailed breakdown has allowed for a more accurate analysis of results and highlighted metrics and targets that need to be modified. Below are the results for these four programs as they apply to the outcomes.

Total number of Supported Individuals supported in Community Inclusion: **219**

Outcome	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2023 results	Target
<b>Supported Individual Impact Measures (Effectiveness)</b>							
<b>Supported Individuals will be present in community and have access to community-based activities.</b>	<b>Social Inclusion</b>	% of times that Supported Individuals in Day Supports, IS and L.I.F.E. are present in community (see definition below for Community Presence)	All Supported Individuals participating in Day Supports, Individualized Supports and L.I.F.E. programs  (breakdown by service area)	Annually	Activity Log  Are any of these Activities in the community?	Total Average of <b>92%</b>  Day Supports <b>94.5%</b>  Individualized Supports <b>89%</b>  L.I.F.E. <b>93%</b>	90%
<b>Supported Individuals will be supported to contribute to their communities.</b>	<b>Rights Social Inclusion</b>	% of Supported Individuals in Day Supports that are engaged and involved in contributing to their community (see definition below for Community Contribution)	Supported Individuals participating in Community Inclusion:  Day Supports and Studios only	Annually	Activity Log  Are any of these activities part of a community contribution?	Total Average of <b>97%</b>  Day Supports <b>97%</b>  Studios <b>100%</b>	90%
<b>Supported Individuals will have opportunities to improve upon or learn new skills.</b>	<b>Personal Development</b>	% of Supported Individuals that are engaged and involved in skill development (see definition below)	All Supported Individuals participating in the program  (breakdown by service area)	Quarterly	Activity Log  Are any of these activities related maintaining or learning a skill?	Total Average <b>86%</b>  Individualized Supports <b>83.75%</b>  L.I.F.E. <b>92.75%</b>  Day Supports <b>68%</b>  Studios <b>99%</b>	85% of Supported Individuals on a quarterly basis.

Self-determination will be encouraged and supported	Self Determination  Rights	% of Supported Individuals in community inclusion that indicate having opportunities to make choices	All Supported Individuals participating in the Community Inclusion programs	Annually	Survey Item – three-point scale of being able to make choices – Participant Survey (Appendix A)	Total Average <b>99.25%</b>  Day Supports <b>97%</b>  Individualized Supports <b>100%</b>  Studios <b>100%</b>  L.I.F.E. <b>100%</b>  12% answered 'sometimes'	90%
		% of activities a Supported Individual engages in that are linked to their goals	All Supported Individuals participating in the program  (breakdown by service area)	Annually	Activity log  Is there a goal related to any of these activities?	Total Average <b>81.25%</b>  Day Supports <b>62%</b>  Individualized Supports <b>91.75%</b>  Studios <b>84.25%</b>  L.I.F.E. <b>87%</b>	75%

**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	<b>92%</b>	95%
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**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 Supported Individuals referred and in program	Program tracking	<b>5 weeks</b>	8 weeks
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**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 main for a neighbour, etc.), *Donation* (donating clothing, items or money to an organization or person), *Other* (voting in an election, etc.).

## Analysis

While reviewing the data for the purposes of performance measurement analysis, CLS continues to adjust and fine tune some metrics and targets to ensure we are capturing the information we need and that the outcomes are reflective of all Community Inclusion service areas. However, increased consistency of reporting and the modification of some metrics has helped to improve the accuracy of the results. Further analysis into employee comprehension of, and data collection for these metrics, is required.

The Community Inclusion programs results for the effectiveness outcomes, by goal indicator:

- Supported Individuals will be present in community and have access to community-based activities: Continue monitoring. In 2023 CLS implemented new methods to improve the data source for this measure.
  - As Community Inclusion programs are designed to be in community, this measure is realistic. In 2022, these results were too far below target, resulting from documentation errors. This led to us implementing a half-year review of this data in July of 2023 which was provided by Supported Individual and program to the Leaders and Program Directors. There is a notable difference in the documentation capturing community presence across all programs as of August compared to the earlier part of the year.
- Supported Individuals will contribute to their communities: No concerns.
- Supported Individuals will have opportunities to improve upon or learn new skills: Upon analysis we have determined this measure required updating. As it had been outlined, it was difficult to determine if the data met the target due to an unclear target, indicator and data source. The measure has since been revised as the following:
  - 85% of Supported Individuals that are engaged and involved in skill development on a quarterly basis.
  - The Individualized Supports program was under the 85% target, though just, at 83.75%. We do not have concerns about the program's ability to meet this target, though program Leaders are in discussion with employees on recording activity logs.
  - The Day Supports program was under the target, at 68%. In this program it can be challenging as the employees are often supporting multiple people at the same time which can impact working on goals as well as skill development. This is particularly challenging when the work does not align between the people being supported. Program Leadership has indicated that this outcome can also be challenging to discern, whether someone is working on maintaining a skill. The Day Supports program has also identified room for improvement in employees understanding and recording accurately on ShareVision. The program Leadership has addressed this, and it will be part of ongoing training and staff meetings.
- Self-determination will be encouraged and supported, % of Supported Individuals in community inclusion that indicate having opportunities to make choices: No concerns.
- Self-determination will be encouraged and supported, % of activities a Supported Individual engages in that are linked to their goals: IS, Studios, L.I.F.E.: No concerns.
  - Day Supports: The Day Supports program came under target with 62% of activities Supported Individuals engaged in linked to their goals. Upon analysis with the Program Director and Leaders of the program, we have determined the following which may have contributed to the lower score in 2023:
    - Change in program Leadership, resulted in more time training and supporting.
    - Many Supported Individuals goals were completed within 2023 and meetings for new goals were between January and June with updates to the goals recorded on ShareVision finishing up in October.

- CLS had its CARF Accreditation Survey which involves focusing on preparations.
- Employees are often supporting multiple people at the same time which can be challenging if the goals of each person do not align.
- Documentation errors leading to employees not recording accurately on ShareVision. This is part of ongoing training and staff meetings with program Leadership.
- By October 2023 all Supported Individuals in the Day Supports program had an updated goal for staff tracking in the activities charting. It is our hope that the focus on this process will lead to an improvement on the 2024 results as we believe that in some cases goals were being worked on though without being properly recorded, they would not be included in the results. However, given the lower-than-expected result, additional employee training and monitoring is required.

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. Although CLS continues to experience employee shortages due to recruitment challenges, in 2023, 92% of the hours funded were delivered.

## Looking Forward

Overall, the results were quite positive for this reporting year. Year over year results analysis help to assess and determine future changes and modifications to these programs. Additional employee training on data collection and monitoring of community access and participation of Supported Individuals is ongoing. CLS continues to work diligently on strategies and initiatives to improve employee recruitment to continue to see improved results in future years.

## Supported Living

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for the Supported Living program.

Total number of Supported Individuals supported in Supported Living

**19**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2023 Results	Target
<b>Supported Individual Impact Measures (Effectiveness)</b>							
<b>Support to maintain stability in their living arrangement.</b>	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	Annually	Exit Summary – Sharevision	<b>0%</b>	Less than 5%
<b>Self-determination will be encouraged and supported.</b>	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)	<b>100%</b>	95%
<b>Opportunities to learn skills that support independence.</b>	Personal Development	% of Supported Individuals that report that they participate engaged and involved in skill development (see definition below)	All Supported Individuals that participate in the survey	Annually	Survey Item - three point scale of being able to make choices – Participant Survey (Appendix A)	<b>100%</b>  17% answered ‘sometimes’  17% answered ‘unsure’	90%
<b>Service Management Measures - Efficiency</b>							
<b>Minimum levels of support are being provided to all Supported Individuals.</b>	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Service Level Hours review  *Includes both Supported Living and Independent Living programs	<b>92%</b>	95%
<b>Service Management Measures – Service Access</b>							
<b>Minimize time to program entry and continuation.</b>	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	No new people transitioned into Supported Living in 2023	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 but still included Independent Living. As mentioned, we are separating these programs for all data analysis and have made a separate outcomes framework for the Independent Living program in the subsequent section of this report.

We believe there is work to be done to offer further guidance to respondents on the survey sections. For example, survey results indicated that 100% of Supported Individuals indicated that they were able to learn new skills. Within these results, 17% of respondents chose "sometimes" and another 17% selected "unsure." Upon analysis we believe it will be beneficial to add some clarification regarding the root of what we are measuring, with examples. Additionally, as mentioned earlier in this report when examining the outcomes related to Satisfaction, Leadership in the Supported Living program will be conversing with the survey respondents regarding the surveys to assess/ confirm the overall comprehension of the survey and individual questions.

In 2023, the number of service hours versus our expected service hours being delivered remained below target. It is important to note that the data source for this outcome is obtained by CLS from CLBC and combines both Supported Living and Independent Living and this method cannot be altered at this time. Although steady improvement has been noted, CLS is not surprised to see this outcome below 100%. An observation that has grown clearer over the last couple of years is that once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support hours which leads to under delivering. In addition, employee recruitment challenges continue to impact the service delivering in these programs, though this bearing has decreased from previous years.

## Looking Forward

Given the challenges with interpreting and measuring how Supported Individuals will be connected to community professional supports and resources, a new section in the participant survey will be developed for the next reporting year.

## Independent Living

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for the Independent Living program.

Total number of Supported Individuals supported in Independent Living: **30**

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2023 Results	Target
<b>Supported Individual Impact Measures (Effectiveness)</b>							
<b>Support to maintain stability in their living arrangement.</b>	<b>Physical Well-Being Emotional Well Being</b>	% 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	Annually	Exit Summary - Sharevision	<b>3%</b> 1 person	Less than 5%
<b>Self-determination will be encouraged and supported.</b>	<b>Self Determination/ Rights</b>	% 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 – Participant Survey (Appendix A)	<b>100%</b>	95%
<b>Opportunities to learn skills that support independence.</b>	<b>Personal Development</b>	% of Supported Individuals that report that they participate engaged and involved in skill development (see definition below)	All Supported Individuals that participate in the survey	Annually	Survey Item - three point scale of being able to make choices – Participant Survey (Appendix A)	<b>94%</b> 6% responded “sometimes” 12 % responded “unsure”	90%
<b>Service Management Measures - Efficiency</b>							
<b>Minimum levels of support are being provided to all Supported Individuals.</b>	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly-aggregated annually	Service Level Hours review	<b>92%</b>	95%
<b>Service Management Measures – Service Access</b>							
<b>Minimize time to program entry and continuation.</b>	N/A	Average number of months between referral to and/or expressed desire to move into an Independent Living arrangement, and placement for the Supported Individuals that were accommodated in the reporting year	All new referrals	At time of program entry	Program tracking	<b>1 month</b>	12 months



<b>Definition of Terms &amp; Acronyms:</b>
<b>Unplanned Placement Move</b> - 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.
<b>Skill Development</b> - 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 but still included Supported Living. As mentioned, we are separating these programs for all data analysis and have made a separate outcomes framework for the Supported Living program in the section above of this report.

Similar to the Supported Living program, we believe there is work to be done to offer further guidance to respondents on the survey sections. For example, survey results indicated that 94% of Supported Individuals indicated that they were able to learn new skills. Upon analysis we believe it will be beneficial to add some clarification regarding the root of what we are measuring, with examples. Additionally, as mentioned earlier in this report when examining the outcomes related to Satisfaction, Leadership in the Independent Living program will be conversing with the survey respondents regarding the surveys to assess/ confirm the overall comprehension of the survey and individual questions.

In the last year, CLS secured a new housing partnership with New Vista Society, which will be available in June of 2024. In 2022 there were a higher number of transitions into the Independent Living program. This was in part due to the novelty of CLS housing partnerships, directly leading to increased availability of housing. It continues to be impressive that despite the affordable housing crisis, the Independent Living program continues to support people to move into new living arrangements.

In 2023, the number of service hours versus our expected service hours being delivered remained below target. It is important to note that the data source for this outcome is obtained by CLS from CLBC and combines both Supported Living and Independent Living and this method cannot be altered. Although steady improvement has been noted, CLS is not surprised to see this outcome below 100%. An observation that has grown clearer over the last couple of years is that once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support hours which leads to under delivering. In addition, employee recruitment challenges continue to impact the service delivering in these programs, though this bearing has decreased from previous years.

## Looking Forward

The Independent Living Program continues 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 Supported Individuals will be connected to community professional supports and resources, a new section in the participant survey will be developed for the next reporting year.

As of 2024, the collection of data will be entirely separate for the two programs - Supported Living and Independent Living.

## Home Share

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for the Home Share program.

Total number of Supported Individuals supported in Home Share:

**70**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2023 Results	Target
<b>Supported Individual Impact Measures (Effectiveness)</b>							
<b>Home Share Providers will feel supported by the agency.</b>	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)	<b>100%</b>	90%
<b>Supported Individuals will experience inclusion in their community.</b>	<b>Social Inclusion</b>	Supported Individuals in Home Share are present in the community during home share supported time at least two times per week (see definition below for Community Presence)	All Supported Individuals being supported in the Home Share program.	Annually	Quarterly Report	<b>95%</b>	90%
<b>Supported Individuals' self-determination will be encouraged and supported.</b>	<b>Self Determination Rights</b>	% of Supported Individuals in Home Share that indicate having opportunities to make decisions and choices	All Supported Individuals being supported in the Home Share program	Annually	Survey item – three-point scale  Participant Survey (Appendix A)	<b>100%</b>	95%
<b>Supported Individuals will experience stability and contentment in their home.</b>	<b>Physical Well-Being  Emotional Well Being</b>	% of all moves out of or between placements that are unplanned per year	All Supported Individuals experiencing a move between or out of a Home Share placement	Annually	Exit Summary - Sharevision	<b>4.3%</b>  4 Supported Individuals	Less than or equal to 5%
		% of Supported Individuals in Home Share that feel included in the home life	All Supported Individuals being supported in the Home Share	Annually	Survey item – three-point scale  Participant Survey (Appendix A)	<b>87%</b>  8.7% responded “sometimes”	90%
		% of Supported Individuals in Home Share that indicate feeling content with their living situation	All Supported Individuals being supported in the Home Share program	Annually	Survey item – three-point scale  Participant Survey (Appendix A)	<b>100%</b>	95%

		Average length of stay of Supported Individuals in the program	All Supported Individuals	Analysis completed annually of the mean, mode and median	Program History - Sharevision	Mean = <b>4 years</b> Median = <b>2.4 years</b> Mode = <b>Under 2 years</b>	4 Years
<b>Service Management Measures - Efficiency</b>							
<b>Minimizing turnover in Home Share providers.</b>	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	<b>11.75%</b> 7 Home Share Providers discontinued service in 2023  - 1 changed agencies - 2 moved out of province - 1 retired - 3 were a breakdown of service	Under 10%
<b>Service Management Measures – Service Access</b>							
<b>Minimize the time from intake to placement.</b>	N/A	Average number of days from intake to placement	All intakes (Supported Individuals matched)	At time of placement	Sharevision - Referral and intake forms	<b>35 days</b>	90 days (this includes emergency placements)
<b>Maximize appropriate placements of Supported Individuals.</b>	N/A	% of accepted referrals that we are able to successfully match	All accepted referrals	At time of placement	Sharevision - Referral and intake forms	<b>75%</b> 4 unsuccessful matches	90%
<b>Home Sharing Providers will be responded to in an efficient, timely manner.</b>	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	<b>100%</b>	95%
<b>Definition of Terms &amp; Acronyms:</b>							
<b>Community Presence</b> – 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

It is the intention of CLS to deliver a service in which Supported Individuals experience stability and feel included in their home and community. In the Home Share program, some Supported Individuals choose not to be included in the home-life with their Home Share Provider. The survey results match this notion; on the three-point scale, the selections of 'disagree' and 'sometimes' are reflective of CLS understanding of these choices of the Supported Individuals and were not a surprise. As such, we will update the measure to:

- % of Supported Individuals in Home Share that choose to engage in the home-life feel included
- Who to apply this measure to: All Supported Individuals being supported in the Home Share program who choose to engage in the home-life

Survey results indicate that Supported Individuals in the Home Share program are content with their living situation, feel like they belong in their community, and have opportunities to make decisions and choices.

When analyzing the effectiveness outcomes, we realized that the data source to measure if Supported Individuals are present in community at least twice per week during Home Share supported time required reconsideration. Through internal auditing, CLS found that some 2023 Quarterly Reports were not completed as expected in the Home Share program, effecting the validity of the data for this indicator. The Director of Programs began remedying this issue immediately and we are confident that the documentation will be reliable for the 2024 year.

Stability is assessed through analysis of longevity, unplanned moves, and turnover of Home Share Providers. This year's results indicate that Supported Individuals experienced reasonable stability. Unplanned moves remain below 5% as targeted (4.3% in 2023, 1.2% in 2022, 2.5% in 2021). Though lower than previous years the turnover rate is still above our target of 10%, at 11.75% (17% in 2022 and 14% in 2021). Upon further analysis, a strong theme did not emerge to explain the increase. 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. Seven Home Share providers discontinued providing services in 2023- one retired, two moved out of province and three were a breakdown of service. Continued monitoring of turnover rates will be necessary.

During analysis of this data, CLS found the average number of days from intake to placement of 35 days (target of no higher than 90 days). This is impressive considering the limited availability of Home Share Providers in the province and high number of placements accommodated by CLS (16 new placements, many considered urgent). However, there were four unsuccessful matches (3 people) which brought us to a rate of 75%, below the target of 90% for successfully matching Home Share Providers with Supported Individuals. A continued year over year comparison will provide better data to analyze the stability of the Home Share program.

Lastly, to continue to provide quality support, Home Share Providers must feel supported and receive support in a timely manner from CLS. 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 is needed to ensure that CLS specific themes do not emerge that require that require intervention or modifications to support better retention.

## Staffed Homes

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for the Staffed Homes program.

Total number of Supported Individuals supported in Staffed Homes:

**124**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2023 Results	Target
<b>Supported Individual Impact Measures (Effectiveness)</b>							
<b>Supported Individuals will experience stability in their living arrangement.</b>	<b>Physical Well-Being Emotional Well Being</b>	% 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	<b>0%</b>	Less than 5%
<b>Self-determination will be encouraged and supported.</b>	<b>Self Determination/ Rights</b>	% 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 - being able to make choices in plain language – Participant Survey – Appendix A	<b>95%</b> 5% answered ‘sometimes’ 3% answered ‘unsure’	90%
<b>Supported Individuals will be present in community and have access to community-based activities.</b>	<b>Social Inclusion</b>	The percentage of times Supported Individuals living in Staffed Homes are present in community at least one time per week (see definition below for Community Presence)	All Supported Individuals	Annually	Activity Log  Are any of these activities in the community?	<b>85.5%</b>	95%
<b>Supported Individuals will have a network of unpaid healthy, positive, and stable relationships.</b>	<b>Interpersonal Relations</b>	% of times Supported Individuals with at least one unpaid person with whom they regularly interact with every month (see definitions below for Unpaid Person, and Regular Interaction)	All Supported Individuals	Annually	Activity Log  Did the Supported Individual connect with someone who is an unpaid person during this shift?	<b>89.25%</b>	65%
<b>Service Management Measures - Efficiency</b>							
<b>Maintain use of funded service level hours.</b>	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Tracking of direct service hours provided	<b>99%</b>	95%
<b>Service Management Measures – Service Access</b>							
<b>Client accessibility needs related to choosing their living environments successfully accommodated.</b>	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	<b>None</b>	12 months

Definition of Terms & Acronyms:
<b>Community Presence</b> – 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.
<b>Regular Interaction</b> - 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).
<b>Unpaid Person</b> - 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 employee, medical professionals, and other network members who are paid to be in the persons life.
<b>Unplanned Placement Move</b> - 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

While reviewing the data for the purposes of performance measurement analysis, CLS continues to adjust and fine tune some metrics and targets to ensure we are capturing the information we need and that the outcomes are reflective of the service area. However, increased consistency of reporting and the modification of some metrics has helped to improve the accuracy of the results. Further analysis into employee comprehension of, and data collection for these metrics, is required.

The Staffed Homes program met or exceeded all but one target. The result for the effectiveness outcome, Supported Individuals living in Staffed Homes being present in community at least one time per week, is still low. Although the results are better than the previous year, 85.5% (74% in 2022) it is still below the set 95% target. CLS is aware of the seriousness of not meeting this target. We went towards this data source, determining the trends and sifting through the data. We have learned that Supported Individuals in Staffed Homes are not present enough in community. Upon investigation, it appears that the lower-than-expected result can be attributed to several additional factors including data collection errors (discussed further below), staffing and recruitment challenges and the aging population living in Staffed Homes. However, given the lower-than-expected result, additional employee training and monitoring is required.

Community presence is defined as 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.) and does not necessarily involve interaction with other people. As we feel this measure and target are realistic, being set at a minimum of once per week, this is an area CLS has identified needs more attention. In 2022, the results were below target as well and there was a notable documentation error identified in other programs. This led to us implementing a half-year review of this data in July of 2023 which was provided by Supported Individual and program to the Leaders and Program Directors. There is a notable difference in the documentation capturing community presence across all programs as of August compared to the earlier part of the year. We are hopeful that these improvements continue and will be monitoring closely to identify if there are needs for further strategies to improve this result in both documentation as well as ensuing all Supported Individuals in Staffed Homes meet this target, as applicable. Program Directors, the Chief Executive Officer, Chief Operating Officer and Manager of Quality Assurance will be meeting to discuss and strategize on this are in July 2024.

The effectiveness outcome measuring Supported Individuals with at least one person with whom they have a relationship, and regularly interact with each month is well above target though CLS is aware how difficult it can be 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 fall 2024, CLS has scheduled the first step in providing additional employee training on strategies to support people to develop and maintain friendships.

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. Although CLS continues to experience employee shortages due to recruitment challenges, in 2023, 99% of the hours funded were delivered.

## Looking Forward

The results for 2023 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. A meeting is scheduled in July 2024 for strategizing on meeting this target.

## Employment Services

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for the Employment Services program.

Total number of Supported Individuals supported in Employment Services:

**108**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2023 Results	Target
<b>Supported Individual Impact Measures (Effectiveness)</b>							
<b>Supported Individuals will secure and maintain employment</b>  (*see definition of employment below)	<b>Social Inclusion</b>  <b>Material Well-being</b>	% of new Supported Individuals successfully placed in employment within the first six months	All new Supported Individuals in the program	At six months of service	Client file review	By funding category: A: <b>67%</b> B: <b>64%</b> C: <b>62%</b>	75%
		Average number of weeks to attain first employment placement				A: <b>15 weeks</b> B: <b>7 weeks</b> C: <b>15 weeks</b>	15 weeks
	<b>Social Inclusion</b>  <b>Material Well-being</b>	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	<b>35 weeks</b>	30 weeks
<b>Maximize career enhancements for all employed Supported Individuals</b>  (*see definition of career enhancement below)	<b>Material Well-being</b>	% 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	<b>56%</b>	45%
		Average wage across all Supported Individuals	All program participants that have achieved employment (only employed Supported Individuals)	Annual review of all clients that have had at least one job placement	Tracking of individual employment information	<b>\$18.33</b>	\$15.75 per hour \$16.75 per hour (effective June 1)
		% of employed Supported Individuals that receive a job or career enhancement each year	All program participants that have achieved employment (only employed Supported Individuals)	Annual review of all Supported Individuals that have had at least one job placement	Tracking of individual employment information	<b>66%</b>	35%
<b>Service Management Measures - Efficiency</b>							
<b>Minimize preventable employment breakdowns</b>	<b>Material Well-being</b>	% 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	<b>89%</b>	75%



Service Management Measures – Service Access							
<b>Supported Individuals will receive service in a timely manner</b>	<b>Rights</b>	% 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	<b>95%</b>	90%
<b>Supported Individuals will be employed in a variety of employment sectors reflective of their community</b>	<b>Social - Inclusion</b>	# 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	<b>22 sectors</b> See below for details	20
Definition of Terms & Acronyms:							
<b>Employment</b> - Paid work that takes place in an integrated community setting; and where wages, benefits and working conditions comply with industry standards and relevant laws (e.g., Employment Standards). Employment does not include work experience or volunteering. It may include self-employment. It is sometimes referred to as "real work for real pay". (from CLBC's Employment Policy, with modifications).							
<b>Career Enhancements</b> - An increase in pay, hours of employment, secondary positions, positive appraisals, or an increase in scope of responsibility for the individual.							
<b>At Risk of Breakdown</b> - 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).							
<b>Funding categories:</b> ("A, B and C" used in this report to shorten text in presentation and analysis of data for reviewing the number of weeks to attain first employment placement. A: PSI VCE B: PSI UF C: DD VCE							
<b>National Occupational Codes (NOC)</b>							
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 program continues to show positive results on the performance measurements for the reporting year. In 2023 Employment Services met or exceeded all but one target. Although the percentage of new Supported Individuals successfully placed in employment within the first six months did not meet its target of 75% (by funding category: A: 67%, B: 64% and C: 62%), upon further analysis CLS understands the reasons for this to be the following:

- The Employment Services team hired three new job coaches; training took time away from the Leaders.
- The general employment market downturn, both for people with and without disabilities.
- Many sectors experienced massive layoffs (for example the technology sector).
- Employment Services program was part of a research project with UBC called Impact 2.0. This program was filled internally which stretched employee's capacity.
- CLS was focussed on CARF Accreditation Survey.
- Other organizations that deliver similar services to this program in the community have expressed that they are struggling with placement results as well.
- The price of gas and post COVID shifts in the labour market has resulted in many people seeking to work at home which has taken jobs off the market entirely.
- The increase in minimum wage - employers are dealing with 'everything costing more' - leading to less hiring overall.

The Employment Services program continues to assist people to find and secure employment, with 28 new job seekers in 2023. The variety of job options exceeded our target of 20 with 22 sectors in 2023. A very positive trend to see given the challenges in the job market is the number of Supported Individuals that received career enhancements increasing from 38% in 2022 to 66% this year. CLS is working on developing a new method of tracking and reviewing data throughout the year as well. Relationships with employers and the CLS Employment Services team have strengthened, leading in part to such positive results with job placements.

For analyzing the efficiency of this program, CLS uses the measure that Supported Individuals receive service in a timely manner. However, this is a self-driven program and the review completed at three months leads to the data being calculated as a percentage which is a direct reflection of the interests and status of the individual. Though we exceeded our target, it is important to note that the process is designed to be done very systematically and immediately but it is entirely driven by the choices of the Supported Individual.

## Looking Forward

The Employment Services program results were very positive for this reporting year which is consistent with their year over year results. The programs success has led to new referrals and growth. In 2023, The Employment Services team began 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 with UBC.

# Agency Management Measurement: Business Function

## All Programs

Human Resource Outcomes	Indicator / Measurement	Data Source	Report	2021 Data	2022 Data	2023 Data	Target
Employees will have an up-to-date performance evaluation	% Performance Plans & Reviews completed bi-annually	HRS	Workforce Management Report	75.3%	71%	80.5%	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	51% In person sessions were not offered for the majority of 2021 due to COVID	62%	54% Completed within 6 months  24% Completed all with the exception of Mandt within 6 months	95%
CLS will have an engaged workforce	% of employees that complete the annual Employment Engagement Survey	Simple Survey	Workforce Management Report	54%	42%	43%	50%
Health & Safety/ Facility Objectives	Indicator	Data Source	Report	2021 Data	2022 Data	2023 Data	Target
Employees will be familiar with Emergency Response Procedures	Six drills completed annually	Sharevision, Health and Safety Report	Health and Safety Report	99.4%	96%	97%	100%
Employees will be fully trained on Health & Safety Policies and Procedures	% Annual Health and Safety Training completed	Sharevision, HRS	Training Report	90%	Health and Safety 92% Emergency Preparedness 91% Safe Driving Review 86%	Health and Safety 90.5% Emergency Preparedness 90% Safe Driving Review 84%	100%

File Management Objectives	Indicator	Data Source	Report	2021 Data	2022 Data	2023 Data	Target
Critical Incident reports will be submitted according to process	% Critical Incident reports submitted on time with follow up	Sharevision	Quality Assurance Report	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.	<b>Total Average</b> <b>95.5%</b>  <u>CLBC</u> <b>90.5%</b> 6 reports were not filed on time 3 reports were not submitted at all  <u>Fraser Health</u> <b>96%</b> 3 reports were not submitted on time  <u>Vancouver Coastal Health</u> <b>100%</b>	100%
Formal complaints in writing are appropriately documented	% Are responded to within 10 working days	Sharevision	Quality Assurance Report	53% responded to within 10 days – Based on available information.  100% closed off for 2021	100%	<b>100%</b>	100%

### Analysis and Looking Forward

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

## 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"> <li>Board of Directors</li> <li>Staff</li> </ul>	Annually <ul style="list-style-type: none"> <li>Business Improvement Plan</li> <li>Training Report</li> <li>Quality Assurance Report</li> <li>Health and Safety Report</li> </ul>	Results compared against targets and with previous year's results for trends	<ul style="list-style-type: none"> <li>Changes in the job market</li> <li>Changes in government policy</li> <li>Pandemic</li> </ul>
Client Characteristics	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Employees</li> <li>External Stakeholders (members, families / personal support network members)</li> </ul>	Annually <ul style="list-style-type: none"> <li>Performance Measurement Report</li> </ul>	Compared with previous years for trends	Limited sector wide comparative data available
Supported Individual Impact Measures (Effectiveness)	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Employees</li> <li>External Stakeholders (members, families / personal support network members)</li> <li>Supported Individuals</li> </ul>	Annually <ul style="list-style-type: none"> <li>Performance Measurement Report</li> <li>Annual Report</li> <li>Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>Results compared against targets and with previous year's results for trends</li> <li>Results to be broken out by client characteristics, including gender and cultural background</li> </ul>	<ul style="list-style-type: none"> <li>Changes in the job market</li> <li>Changes in government policy</li> <li>Pandemic</li> </ul>
Service Quality Measures (Feedback/Satisfaction)	<ul style="list-style-type: none"> <li>Board of Directors</li> <li>Employees</li> <li>External Stakeholders (members, families / personal support network members)</li> <li>Supported Individuals</li> </ul>	Annually <ul style="list-style-type: none"> <li>Performance Measurement Report</li> <li>Annual Report</li> <li>Newsletter</li> </ul>	Results compared against targets and with previous year's results for trends	<ul style="list-style-type: none"> <li>Changes in the job market</li> <li>Changes in government policy</li> <li>Pandemic</li> </ul>
Service Management Measures (Efficiency/service access)	<ul style="list-style-type: none"> <li>Employees</li> </ul>	Annually <ul style="list-style-type: none"> <li>Performance Measurement Report</li> <li>Annual Report</li> <li>Newsletter</li> </ul>	Results compared against targets and with previous year's results for trends	<ul style="list-style-type: none"> <li>Changes in the job market</li> <li>Changes in government policy</li> <li>Pandemic</li> </ul>

## Acting on Results: Business Improvement Plan

### Development, Implementation & Communication

Analysis of the performance information outlined above includes both service level and agency level consideration. Any actions to improve CLS performance may result from the reflections on annual results, especially by comparing with year-over-year trends. All action plans are included in the Business Improvement Plan, which is monitored regularly by the appropriate Employee Lead (member of the senior management team). The results are reported to the Board of Directors on an annual basis as per the Integrated Planning Framework.

Action plans will be communicated to our employees and key stakeholders (where appropriate) to support organization-wide understanding of our work to continuously improve CLS.

### Review of Previous Goals and Results

Indicator of Success	Employee Lead	Year	Status	Progress Comments	
					If complete, was the intended difference achieved? If yes, provide results. If no, provide results and next steps.
Track how many people were able to remain in their home via accommodations made that increased accessibility (i.e. renovations, etc.).	Gillian Rhodes	2023	Complete		Yes. CLS is able to identify its efforts to improve accessibility to support people to age in place and has an accommodations policy in place.
Initial PCAS training of new employees (all new employees pre COVID-19).	Samantha Dickson	2024	Complete		Yes. All newer hires now have common skills and knowledge related to PCAS. All employees pre COVID-19 have received current training.
Generate 3 new affordable housing units through partnerships with Housing Providers.	Elke Tilgner	2024	Complete		1 last housing partnership has been created between CLS and New Vista, the unit will be located in Burnaby and should become available by June/ July 2024. One apartment unit will be designated for a CLS individual.
Complete a baseline accessibility audit of CLS Staff Homes.	Luis Mata	2024	In Progress	Following meeting with the BCNPHA, the Property and Fleet Manager has inquired about their resources for supporting this review. CLS is developing an assessment and metric to evaluate accessibility across all programs with physical sites. The plan is for the Property and Fleet and Quality Assurance teams to complete the accessibility audit with this tool.	

Complete a baseline accessibility audit of CLS program sites.	Luis Mata	2024	<b>In Progress</b>	Following meeting with the BCNPHA, the Property and Fleet Manager has inquired about their resources for supporting this review. CLS is developing an assessment and metric to evaluate accessibility across all programs with physical sites. The plan is for the Property and Fleet and Quality Assurance teams to complete the accessibility audit with this tool.
Ensure that Directors of Staffed Homes have contact with family/network members semi-annually (if applicable).	Brenda Henderson	2024	<b>In Progress</b>	New ShareVision field created to capture information and a report produced. This process has been presented to the Directors of Programs for Staffed Homes.
Develop a Supported and Independent Living program site.	Vicky Pascoe	2024	<b>In Progress</b>	The development of policies related to this program has begun. Further development of the program site on SV will be completed after the practice policies have been completed.
Evaluate Individualized Supports regarding its alignment with other CLS services (e.g. Employment, L.I.F.E.-based services, Independent Living), funding model and oversight.	Brenda Henderson	2024	<b>In Progress</b>	Expected to be finished by end of year (2024).
Ensure that Leaders have contact with family/network quarterly.	Brenda Henderson	2024	<b>In Progress</b>	A systematic way of recording and tracking contacts has been included in the Quarterly report completed by Leaders.
Train Leaders on how to support and facilitate friendships for and with Supported Individuals.	Samantha Dickson	2024	<b>In Progress</b>	Training Revitalization Plan is in place. Janet Klees is scheduled to present this topic in partnership with Spectrum Society in October 2024. All Leaders will be invited to attend.
Leader Level 2 Provide additional training and materials to Leaders on building relationships, problem solving and conflict resolution.	Judy Wilson	2025	<b>In Progress</b>	New Leaders 2 training program is in development. Training Revitalization Plan has been reviewed and is in place. Plans for Leader Level 2 are prioritized for 2025 completion. Exploring alternate training methods and modules as well.
Identify next steps of sustainability for PCAS training for Leaders.	Samantha Dickson	2024	<b>In Progress</b>	Training Revitalization Plan is in place. Scheduling an international speaker on PCAS is currently in progress.
Review resources and tools to support ongoing adoption of PCAS including core training and eLearning.	Samantha Dickson	2024	<b>In Progress</b>	The Training Revitalization Plan is complete.  Plan outlines roll out of PCAS training for Leaders in late 2024. Embedding within the core training is listed as 2025.  A new Learner path has been outlined and PCAS will be embedded in all training for leaders and new hires. eLearning will also be created to support this.

Develop resource materials to inform and Support Supported Individuals to learn about options and responsibilities during the late stage of life.	Janice Barr	2024	<b>In Progress</b>	A Late Life Planning Guide and three policies have been developed and distributed to agencies across the province. CLS is currently modifying the documents to align with CLS policies and practice. Once this work is complete, a plain language guide will be developed for Supported Individuals and families / personal support network members. CLS has now received funding for CLBC to convert the Late Life Planning Guide into Plain Language.
Develop resource materials to inform and support family members to learn about options and responsibilities during the late stage of life.	Janice Barr	2024	<b>In Progress</b>	A Late Life Planning Guide and three policies have been developed and distributed to agencies across the province. CLS is currently modifying the documents to align with CLS policies and practice. Once this work is complete, a plain language guide will be developed for Supported Individuals and families / personal support network members. CLS has now received funding for CLBC to convert the Late Life Planning Guide into Plain Language.
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	2024	<b>In Progress</b>	A Late Life Planning Guide and three policies have been developed and distributed to agencies across the province. CLS is currently modifying the documents to align with CLS policies and practice.
Review and update Supported and Independent Living policy framework, practice guidelines.	Brenda Henderson	2023	<b>In Progress</b>	Continues to be in progress and is expected to be finished by end of year (2024).
Develop an Employment Services Program site.	Vicky Pascoe	2025	<b>Not Started</b>	Policy development for this program will begin in 2025.
Review and update Employment Services policy framework, practice guidelines.	Brenda Henderson	2023	<b>Not Started</b>	Time permitting this may be started in 2024 but most likely be deferred to 2025.
Complete baseline study regarding engagement with CLS for IS and Independent Living employees who work remotely.	Elke Tilgner	2023	<b>Not Started</b>	Open Future Learning pilot will be launched in the summer of 2024 for a test group of IS and IL Employees that will engage them in additional education, training and learning's specific to the challenges faced in IS and IL.
<b>Replaced</b> 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	2023	<b>Discontinued</b>	Replaced by two <b>completed</b> goals, numbers 286 and 293 (not included here as do not relate to the Performance Measurement Report).  The concept of career pathing and employees gaining more information of opportunities has been addressed through the implementation of an electronic and integrated recruitment and onboarding module in UKG. Employees have been trained on this module.



<p>Align PCAS training with Quality of Life indicators and integrate Stage 2 PCAS into CLS employee practices and training.</p> <p>Add the 8 quality of life indicators to the existing PCAS training module</p>	<p>Samantha Dickson</p>	<p>2024</p>	<p><b>Discontinued</b></p>	<p>This is being discontinued as the PCAS strategy is outlined within the Training Plan and identified via PCAS related goals. The Quality of Life Indicators have been deemed unnecessary.</p>
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## Moving Forward – Current Action Plan

Goal *New	Indicator of Success/ Measure	Year	Employee Lead	Employees participating
Improve community presence of Supported Individuals in Staffed Homes and Home-Based Community Inclusion programs.	Complete a quarterly analysis of community presence being recorded in Activity Logs.	2024	Jade Braunwell	Marcela Herrera Lili Marion Jessica Beasley Elke Tilgner Max Sumner Rachel Pearsall
Improve the satisfaction survey response rates.	Distribute participant surveys for Supported Individuals in all service categories at the ISQLP meetings.	2025	Jade Braunwell	Vicky Pascoe Brenda Henderson
	Distribute family/personal support network surveys in all service categories at the ISQLP meetings.	2025	Jade Braunwell	Vicky Pascoe Brenda Henderson
	Distribute the participant surveys for Supported Individuals in Home Share earlier than at the beginning of the following reporting year.	2025	Jade Braunwell	Rachel Pearsall
	Add a required field for contact information in the external stakeholder survey.	2024	Jade Braunwell	Brenda Henderson
	Increase the range of external stakeholders surveyed: relevant community members.	2025	Jade Braunwell	Brenda Henderson

# Appendices

## Appendix A: Participant Survey

**Programs:** Day Supports, Individualized Supports, Studios, L.I.F.E., Supported Living, Independent Living, Home Share,\* Staffed Homes

- I receive support from CLS in
- o Day Supports
  - o Individualized Supports
  - o Studio
  - o L.I.F.E.
  - o Staffed Homes
- This survey has been completed
- o On my own
  - o With assistance from CLS employees
  - o In person
  - o On the phone
  - o 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 1-11

- o Yes
- o No
- o Sometimes
- o 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...

## Continued: Appendix A: Participant Survey

### Home Share\*

- 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 1-13

- 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...

## Continued: Appendix A: Participant Survey

### Supported Living and Independent Living

- I receive support from 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 employee.
  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/ Personal Support Network Member Survey

**Programs:** Day Supports, Individualized Supports, Studios, L.I.F.E., Supported Living, Independent Living, Home Share, Staffed Homes

Please list all CLS program(s) your family member participates/lives in:

- Staffed Home
- Supported Living
- Independent Living
- Home Share
- Day Program
- L.I.F.E.
- Employment
- Individualized Supports
- Art Studio
- Unsure

### 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 CLS to someone close to me.
14. Please share one thing (or more) that you appreciate most about 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 CLS
- Occasional contact with CLS
- Very little contact with 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 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 understand what the expectations are of me as a Home Share Provider.
4. In the last year I feel that the Home Share Coordinators(s) has responded to me in a reasonable amount of time.
5. 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.
6. Would you be interested in receiving information on workshops or training.
7. I would recommend the services offered by the CLS to someone close to me.
8. I would recommend CLS to other people interested in becoming a Home Share provider.
9. I would you be willing to provide Respite to other Home Share providers.

Please share one thing (or more) that you appreciate most about the Community Living Society.

Would you like to discuss your survey responses with a member of the Senior Management team?



## Appendix E: Participant Survey - Employment Services

### Employment Services

1. The CLS team help me meet my employment goal.  
Yes No Unsure
2. The CLS team make themselves available to support me if the need arises.  
Yes No Unsure
3. My Job Coach spends time getting to know me, what I am good at, and my needs.  
Yes No Unsure
4. My Job Coach listens to me.  
Yes No Unsure
5. My Job Coach does what they say they are going to do.  
Yes No Unsure
6. I am satisfied with how long it took me to find work.  
Yes No Unsure Not applicable, I am not employed yet
7. I am satisfied with the on-the-job support from CLS.  
Yes No Unsure
8. Is there anything else you would like to share with us?  
Comment box

Do you want to be entered into a draw for a \$25 gift card? If yes, please ensure your name and contact information are entered below.

Would you like to discuss your survey response with a member of the CLS management team? If yes, please ensure your name and contact information is entered below.

## Appendix F: Employer Survey

### Employment Services

Ratings for questions 1-6

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

1. I am satisfied with the CLS Employment Services program.
2. CLS Employment Services employees have the appropriate expertise and knowledge.
3. The candidate(s) presented was appropriate for the job.
4. I am satisfied with on-the-job support provided.
5. CLS Employment Services respond in a timely manner.
6. Any additional comments that can help us maintain and/or improve CLS Employment Services?



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## 2023 PERFORMANCE MEASUREMENT REPORT

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