



# KOOTENAY SOCIETY FOR COMMUNITY LIVING

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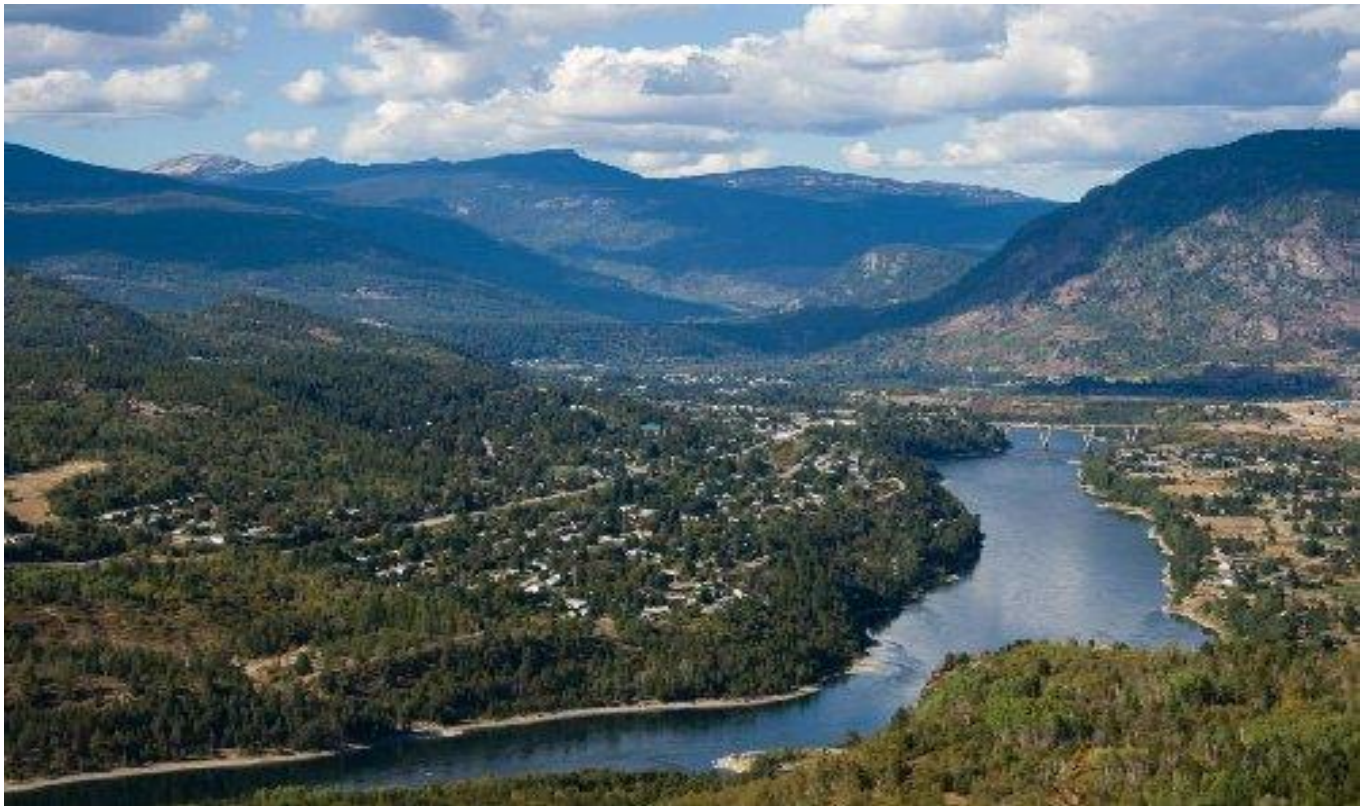
## 2019 Performance Analysis Report

### Mission statement

*We will give support, advocate and provide services for people which empower them to make choices and be included in their community.*

### Vision Statement

*Be the leading inclusive service provider in Community Living.*



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## Communicating & Understanding this Report

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This report is like an evaluation. It talks about what we do and how we do it. It also demonstrates our achievements and our areas needing improvements.

Kootenay Society for Community Living (KSCL) shares this report with all our Stakeholders, via Board Meeting, AGM, Newsletter, Staff Meetings and KSCL website, as well as at both internal and external meetings of Persons Served.



## CARF Accredited Programs and Services

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KSCL was proud to report another successful survey in 2017 where we were again accredited for 3 years. KSCL was given accolades for;

- The KSCL Leadership & Board of Directors being fully committed to quality improvement and in tune with the needs of persons served.
- Communication & information sharing being enhanced by our handbooks and brochures which are informative and easily understood.
- Having an established, productive relationships with all the communities.
- Leadership & Staff members being very enthusiastic and very invested in assisting people to reach their goals. They continue to be proactive in seeking new & innovative ways to meet the needs of persons served. Staff are commended for developing extensive community connections within the community which are meaningful and sustainable.
- Funders/referral agencies think very highly of the organization and being very appreciative of our work.
- The Main office is a lively, friendly, happy and productive place that is well maintained.
- The Community Housing programs providing a safe, therapeutic environment.
- The Community Integration programs being recognized for providing skills and education.
- Being built on a strong foundation of caring and knowledgeable staff who are dedicated, and person centered.
- KSCL having a strong financial position.
- Our high level of satisfaction that was evident with our families, staff, funders, and host families.



## Where we are and where we plan to be

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KSCL continuously seeks input & feedback from our stakeholders to make changes and improvements upon the services we deliver. As well, KSCL services are geared to enable our persons served to make choices and be included in their community. Here are the areas we focused on in 2019.

- Building back trust with Employees and listening to what works and what isn't working with KSCL processes.
- Hiring Casuals that remain long-term as opposed to short-term employment. Encouraging Casuals to be responsible for taking a minimum of shifts per month & creating a Policy & Procedure for Casuals. Wage increases & Low Wage Redress will help in 2019.
- Working with the City to complete a land-swap deal that would see KSCL's new affordable housing build be located on a downtown lot that the City currently owns. The City would then own our lot on Columbia Avenue. There's been a delay on the agreement as the language hasn't satisfied BC Housing, the City of Castlegar nor KSCL. Hopefully in 2020 this agreement will be completed, and we can start our build in the Fall of 2020 or Spring 2021.
- Increased public awareness for KSCL, specifically for our Home Share program. The focus has been to increase the Home Share Provider resource pool by advertising and seeking out connections through families and employees.
- KSCL continues to participate in Employment Fairs and the annual Castlegar Trade Fair for recruitment efforts.

## Financial

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Revenue (2019)		Expenses (2019)	
CLBC & MCFD	89.2 %	Wages & Benefits	76.3 %
Rent & Support	4.0 %	Program Costs	.5 %
BCHMC	.2 %	Administration	8.5 %
Other	7.6 %	Other	14.8 %

# Strategic Planning

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The KSCL 2018-2021 Strategic plan sets out five Strategic Priorities. In September 2019, the Board & Stakeholders were informed of where we're at with our Strategic Plan.

## 1. Deliver exceptional services that give choice, inclusion & quality of life a reality for people supported by KSCL.

KSCL has been asked by CLBC to increase housing options in all our communities:

- Nelson (semi & independent living needed)
  - Teshi Home – BC Housing is gathering quotes from 3 contractors to build a suite in the home to support an individual in an apartment (semi-independent living). The apartment would have a living area, bedroom, bathroom – meals would be with the main house. **(THIS HAS BEEN COMPLETED – JULY 2019)**
  - CD House – Lauren, Program Coordinator, working with City of Nelson to convert the garage into a lane-way house **(Nelson City Council has passed the law to allow the build of lane way homes – we have drawings to convert the garage, but have this on the list for future build. PENDING)**
  - Bigby – the neighbor is building above his lighting store; Lauren will see if it's a possibility to put apartments above the Day program. There could be 3-4 apartments for independent living. **(PENDING - NOT 2019-20)**
- Castlegar (Residential needed)

The Affordable Housing project ( 8-10 one-bedroom units & 5 bed residential facility) is ongoing. As of Oct 2019, the land exchange with the City is moving to a close and KSCL is working closely with BC Housing & CBT on the continuation of this project. The residential portion of the build will accommodate either NEW individuals OR existing individuals.

- Grand Forks (Residential needed)

Need to take Max/Tim to Grand Forks to review a renovation to combine G's Condo & N/A Condo into a 1-unit with a shared kitchen – Sunny & I have a plan that will build capacity & secure G's contract for longevity – which has been an outstanding issue for parents & CLBC. **UPDATE – CLBC has agreed (October 2019) to make this site Union as of April 1/20. This will allow for shared staffing resources and shared overnight staffing. This also gives KSCL the ability to move roommates between the 2 combined condos for safety reasons & suitability. Additionally, it gives longevity & security to "G's" ongoing contract.**

2. **Support self-advocacy for all people supported by KSCL by including leadership, personal development and rights.**
  - *KSCL hired Stacked Film, a photographer & a new Website designer to accomplish brochure changes, website upgrades & to create a short film on KSCL services in our communities.* **UPDATE – Completed Fall 2018**
  
3. **Build a workforce that reflects expertise, professionalism, mutual support and respect.**
  - Create new Employee handbook (Union & Non-Union) – **COMPLETED - NOVEMBER 2019**
  - Health/Wellness – will be a specific page on the KSCL Website for this which will include ideas/reimbursement/options within KSCL.
    - **UPDATE – continuation of awareness of all the benefits of our program. Adding a page to Sharevision for employees to see all the benefits. We will also add a Summary of our Wellness Program on our CAREER page on our website. Asked questions in the recent (September 2019 Surveys) about what employees like/don't like/ and awareness of the program**
  - Staff Training – Sunny has applied for \$5000/ per employee for training – numerous events being planned. **COMPLETED**
    - **2019 – Ongoing training – most recent was 2 day Mental Health course taken by 15 staff (including SRCW, OH&S committee & Management). Sexual Health training, by Pivot Point, happening October 2019.**
    - **2019 – Employee Survey Results - the monthly amount/per staff at worksites was the popular vote. This way staff & co-workers can do what they want, when they want. Therefore, we will keep this ongoing appreciation. For Casual employees, the SRCWs are authorized to recognize those that go above & beyond during their worktime & show recognition in a gift card as they see appropriate.**
  
4. **Enhance our community inclusion to further strengthen the profile of KSCL, our services and those we support.**
  - Arm band sponsor with other community member (Celgar BE SEEN Campaign) **COMPLETED**
  - Golf sponsorship happened in June **COMPLETED**
  - Trade Show attendance in April **2018/2019/ AND BOOKED FOR 2020**
  - Chamber connections – Business after Business events **ED ongoing attendance as they happen**
  - Art Walk & Art show for participants / Silent Auction at Xmas dinner **COMPLETED – Christmas 2018**
  - **2019 – UPDATE – redoing KSCL Brochures as a “booklet” - easier for distribution to families/individual/public**

## 5. Improve capacity of the Board of Directors to govern KSCL with a focus on recruitment & representing KSCL in the community.

- New website – Board members will be featured – **Board member names/positions listed - DONE**
- Board attendance – attended BC Non-profit housing conference **Board members attend opportunities ongoing**
- Survey summary – Board Survey – **Update 2019. 6 out of 10 replied. (83% is 5/10 Board members)**
  - Summary. 83% are familiar with Strategic plan (reviewed yearly); Agenda reflects priorities – 83% Agree; Board Members are aware of expectations – 83%; Board members participate-50% agreed; Decisions are supported-83% agreed; Define roles of Board/E.D. & good two-way communication -83% agreed; E.D. is evaluated yearly & was done in 2018 – 83% agreed; E.D. attends Prof development – 100% agreed; good attendance records & read the minutes – 100% agreed; Familiar with Governance P&P – 83% agreed; maintain confidentiality-100% agreed; difference of opinion – it's brought up – 100% agreed; promote KSCL/our work – 100% agreed; President is well prepared & skilled at managing - 100%; President delegates – 83% agreed.
  - No comments were written as feedback to this Survey.
  - E.D. will continue to update Board members on Strategic Priorities and keep new Board members informed and oriented on action plans and current events, locally & provincially.

## Demographics of KSCL

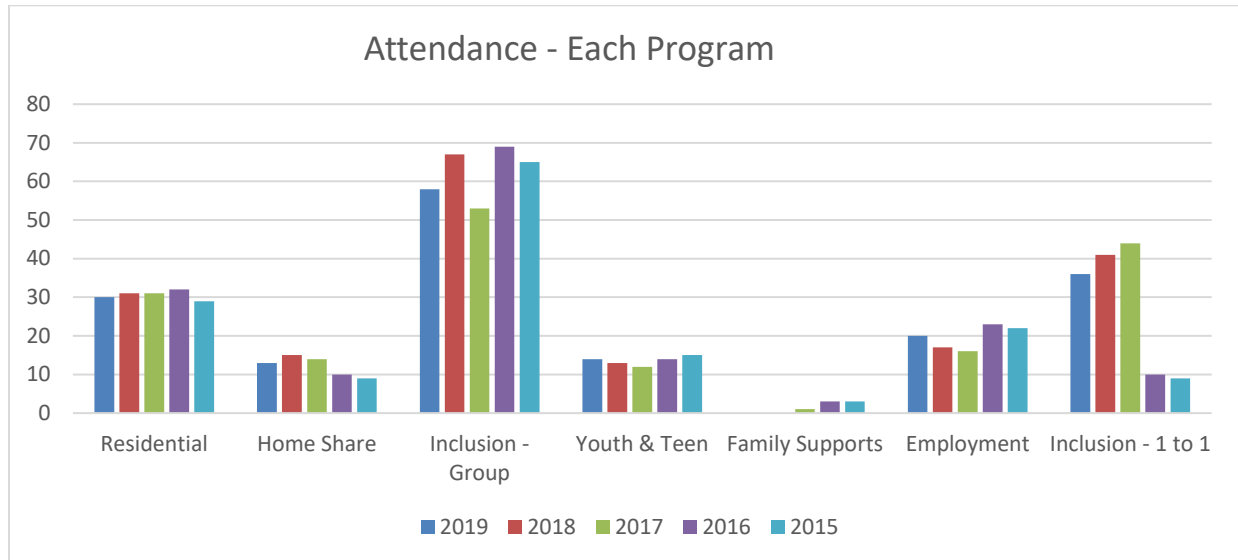
KSCL provides support to a diverse population of individuals. KSCL provides services to individuals who meet CLBC's identified criteria of having a developmental delay (IQ of 70 or less) or youth referred by MCFD. KSCL is on CLBC's approved bidder's list to provide services under CLBC's Personalized Supports Initiative (PSI). This provides services for individuals with a diagnosis of Autism Spectrum Disorder (ASD) or Fetal Alcohol Spectrum Disorder (FASD) without a developmental delay. *NB (there is a wide range of ability and severity of symptoms with any of the identified diagnoses).*

While many of the people receiving services from KSCL recognize themselves as English Canadian, we also support people whose heritage is recorded as Russian, First Nations, Metis, Scottish, Dutch, German, and Scandinavian. KSCL values the diversity within our community which is reflective of our society. We appreciate and encourage the perspectives of all persons served, stakeholders, caregivers, and community members. KSCL aims to deliver services that are free of discrimination and harassment and accessible to those in need.

## Programs Accessed by Persons Served:

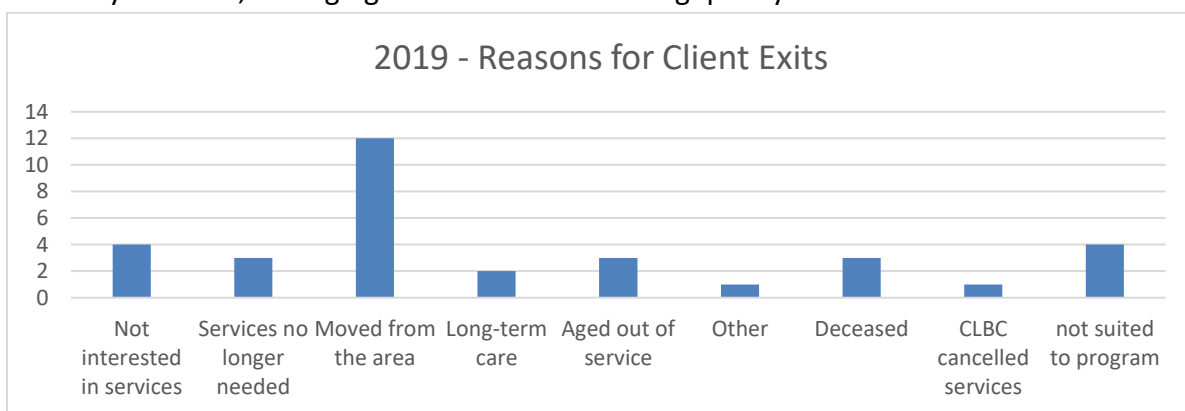
KSCL recognized a slight decrease in the number of individuals receiving services at the end of **2019 of 126** people. **(46 females and 80 males)**. Some individuals are in more than 1 program and counted in each, therefore **171** count for ALL programs

Residential	30	Home share	13	Employment	20
Inclusion - Group	58	Inclusion - 1:1	36	Youth/Teen	14



## Client Exit Summary:

KSCL had 33 individuals leave services in 2019. Reviewing client exits gives us an opportunity to discover if there are areas, we could improve on to reduce the number of clients who leave. There are varying reasons for exits from services within KSCL, however most of them were moving away. The programs that see the most exits are Community Based Group with 10 exits, but the reasons were so varying that there was no theme as to why. The Home Share program was next with 7 Exits however Home Share continues to have movement with burn-out, personality conflicts, and aging individuals that no long quality or are suited to Home Share.





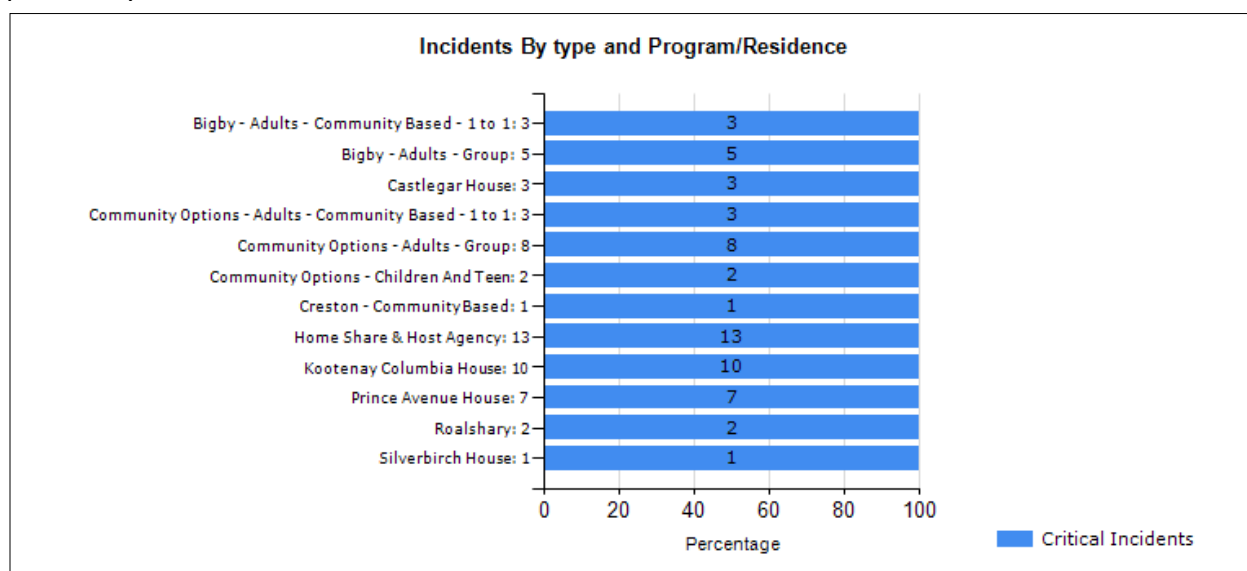
KSCL will continue to investigate opportunities for home share placements in our communities, as well to increase flexibility with scheduling of programs to reduce barriers. In 2019, KSCL plans to continue to support individuals with goals towards independence in areas of employment, residential, and social supports.

## KSCL Critical/Reportable Incident Review

On an annual basis all critical incidents are reviewed to identify any trends or determining factors to reduce or eliminate when possible the reoccurrence of incidents.

Definition: A critical incident is a serious or unusual event involving the individual receiving services. Critical incidents are reportable not only to KSCL but are also reportable to Interior Health- our licensing body, as well as our funders- Community Living BC (for adults) or Ministry of Children and Families (for children), families and appropriate health care professionals. Situations or events that must be reported as a Critical Incident are as follows: aggression between persons in care, aggressive or unusual behavior, attempted suicide, choking (resulting in the need for first aid to be applied or emergency care), death, unauthorized use/or possession of weapons, unauthorized use/ or possession of licit or illicit substances, unexpected illness, or use of seclusion, disease outbreak or occurrence, emergency restraint, emotional abuse, financial abuse, missing or wandering person, motor vehicle injury, neglect, physical abuse, poisoning, service delivery problem, and sexual abuse. Also, any injury, fall, medication error, or food poisoning that is resulting in the need for medical attention is also considered a critical incident.

In 2019, there were a total of 58 Critical Incidents. This is an increase of 22 incidents from the previous year.



**Unexpected Illness (22/58)** KSCL supports a number of individuals who are medically fragile and prone to complications from illness. KSCL works diligently with our Health Services for Community (HSCL) Living nurse on ongoing health issues as well as emergent issues. Detailed Health Care Plans have been developed for individuals, and care plans as well as policies and procedures continue to be updated as needed. As the individuals' supported by KSCL age we are recognizing an increase in unexpected illness.

**Aggressive/Unusual Behaviour (22/58)** was found to be one of the most frequent Critical Incident that occurs. It has been identified that individuals supported by KSCL who have been dually diagnosed —having a mental health issue(s) as well as developmental disability— have displayed an increase in probability of aggression. KSCL works closely with the Developmental Disabilities Mental Health Services (DDMHS) nurse to develop strategies and/or plans to keep staff, community, other residents, as well as the individual safe and functional. KSCL staff work with Pivot Point Behaviour Consultants to develop and provide support based on the approved behaviour support and safety plans.

**Missing/Wandering (4/58)** which is 3 less than the year prior. KSCL supports one resident who does occasionally experience a manic state and will leave the residence at opportune times,(for example, when there was only one staff on shift). Alarms were installed on the doors so staff could be alerted to a door opened and extra staffing was added during the period of heightened need. Also, their support plan was reviewed and revised to include staff flexibility with scheduled support in the community. It was determined that extra staffing during peak times was helpful in reducing the interest of this resident to leave their home.

**Falls (7/58)** One happened at a Home Share, individual was taken to the hospital by the Home Share Provider. The other was an individual that was carrying laundry and fell down some steps, sustained a sprained ankle. There is no trend here, just mishaps.

**Financial abuse (2/58)** two individuals had reported that they deposited money into the ATM but recorded that it was more than what they had deposited. Later they tried to withdraw the false deposit amount. They received a letter from the bank regarding the fraud and they paid back all money owing and their account was closed.

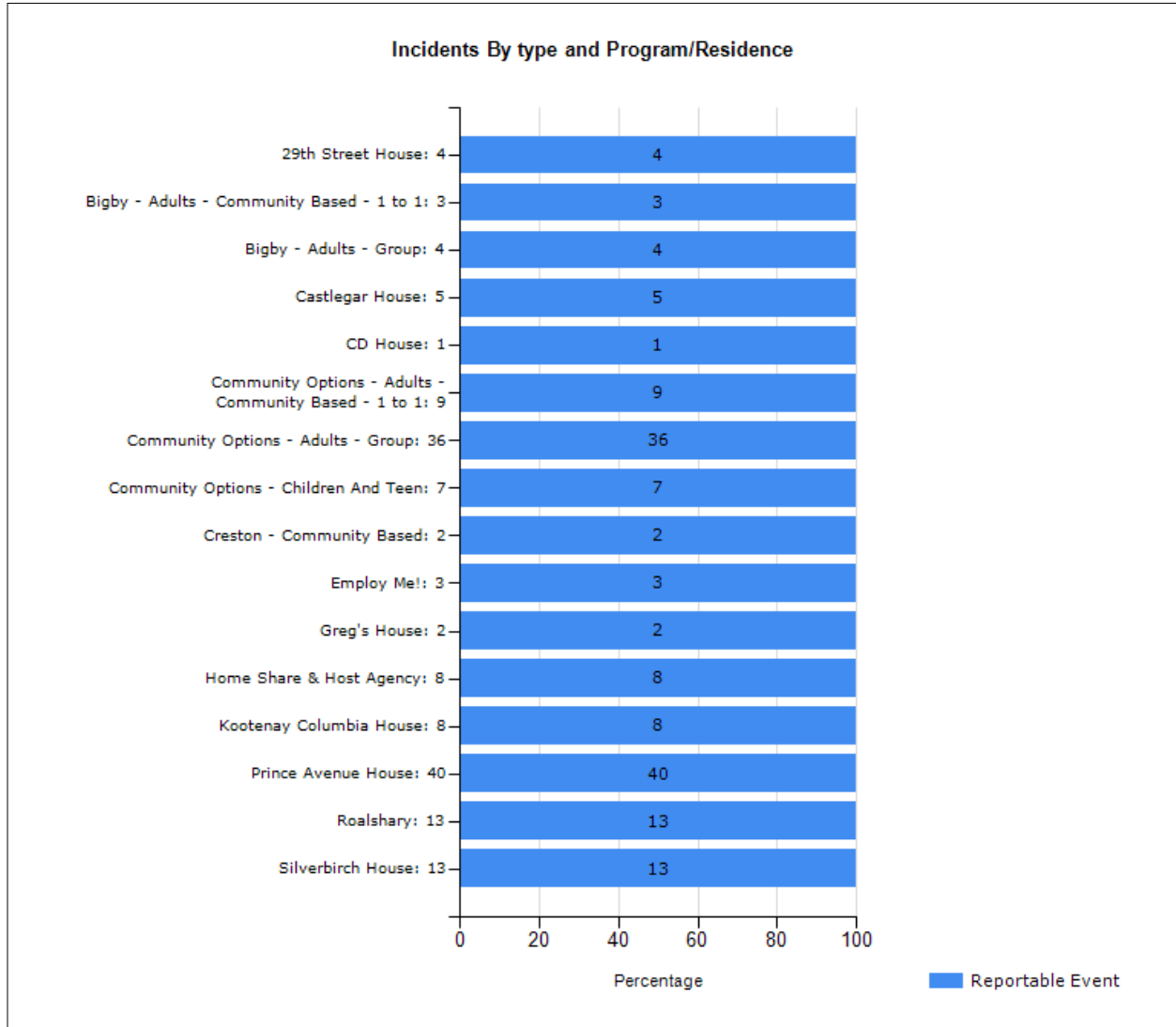
**Motor Vehicle accident (1/58)** an incident had occurred where a resident was in a vehicle that was rear ended. The resident was taken to the medical clinic to ensure they were not harmed, fortunately all was okay.

### **Reportable Incidents:**

The Kootenay Society for Community Living uses ShareVision to track all reportable events both at the residences and day programs. Incidents are recorded and followed up with to ensure ongoing improvement in service delivery that minimizes risk to staff and persons served.

Reportable Events are internal documents used to report unusual or aggressive behaviors, medication errors, minor accidents, or unexpected events. These reports remain internal to the organization and are followed up with as needed by the Program Coordinator to look for areas to improve upon, which may minimize or eliminate the potential for the same incident to reoccur. These reports also enable KSCL to identify trends- both based on site and by individual.

In 2019 there were a total of 158 Reportable events, this is an increase of 32 incidents from 2018.



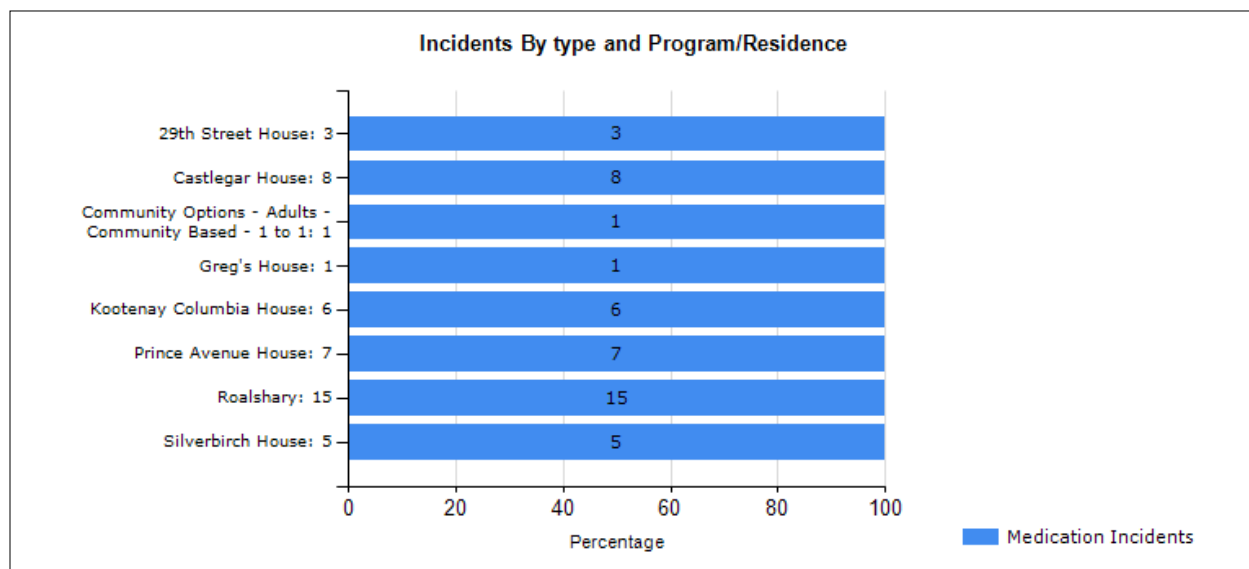
When it's recognized that a particular site has above average incidents in one area or another, it's imperative to determine where we can make changes to reduce the occurrences of incidents. Information is shared and problem solving occurs at site staff meetings, JOH&S meetings, SRCW meetings, Administration meetings.

In 2019 both Community Options and Prince reported a substantially higher number of incidents than the other sites. Community Options reported 45 incidents and Prince reported 40, whereas the average number of incidents reported amongst the other sites was 5.25 incidents. In further review, it was determined that the reason for more incidents within these sites was the result of a couple of factors:

Regarding Community Options, the fact that there is a large number of group members directly increases the possibility of incidents to occur; there were 22 individuals that had reportable incidents while receiving services at Community Options. Community Options is a busy stimulating environment which can result in behavior challenges. In 2020, KSCL will continue to explore options to increase quality services provided and reduce environmental stressors which may contribute to incidents occurring.

Prince has one resident who had 22 out of the 40 reportable incidents. Several strategies have been applied to support this resident in a manner that meets their needs. These strategies include adding 1-1 support hours, working with Pivot Point Behaviour Consultants to develop a thorough and effective support plan, staff training around sexuality and sexual health, and increased focus on goal setting and personal responsibility.

**Medication Errors:**



Medication errors most often occur when policy is not followed and staff are taking short cuts. In 2019 there was an increase of medication errors from the previous year (2019 – 46 medication errors and 2018 – 30 medication errors).

For two consecutive years, it has been a struggle to find a consistent Senior Residential Care Worker to fill the position at Roalshary. In 2018 the site had 9 medication errors and in 2019 there were 15 errors. The lack of leadership may be a contributing factor to the above average incidents of medication errors. KSCL is hopeful that the SRCW hired in late 2019 will be able to support staff in building confidence and skill in the area of medication administration. KSCL staff complete 6 month reviews of medication administration and this will continue as a practice to ensure staff have the appropriate support and training to safely administer medications.

## **Recommendations for 2020:**

- Continue to work with Health Services for Community Living, Developmental Disabilities Mental Health Services, Pivot Point Behaviour Consultants and all related medical and mental health professionals to try to reduce incidents and the need for emergency services.
- Continue to develop a strong working relationship with Pivot Point Behavior Consultants in order to develop and implement behavior support plans and safety plans that may aid in preventing incidents by providing clear guidelines for staff to follow. The KSCL staff who were newly appointed and trained Behavioural Leads in 2017 have unfortunately moved on from their positions and therefore in 2020 KSCL will need to focus on arranging training for qualified staff to take on this role.
- Proper protocols and procedures will remain in place to reduce the need for emergency treatment. As well, reviews of protocols and procedures will be conducted annually or as needed to ensure preventive measures are accurate and most up to date.
- Develop thorough risk assessment for violence at each of the sites as well as clear safe work procedures to assist staff in making safe decisions while working with residents who present a high risk of violence.
- Promote staff training with a focus on identified areas of concern and on mental health diagnosis specific to the individuals being supported. KSCL will also be ensuring that MANDT is being offered yearly to staff. Staff that provide support for individuals identified as requiring a behavior support plan or safety plan will be encouraged to enroll in the behavior support strategies training offered by Pivot Point Behavior Consultants. Staff will also be encouraged to review the violence prevention modules offered online through the Interior Health website.
- There will be a focus to promote team building and to address concerns and issues specific to the issues faced at each site. Site staff meetings will be held monthly, or as needed, to give staff the opportunity to discuss concerns. In-services from various health care professionals will be scheduled at these staff meetings on an as needed basis.
- Focus on strengthening orientation procedures for new staff as well as developing mentorship and training for new employees. In 2019, new staff were completing a series of online modules to assist in further developing their understanding of best practice in providing support services.
- Conduct reviews with employees on policy and procedures for critical incident reporting to build their knowledge and confidence with reporting. As well, they will be encouraged to debrief with their supervisor after incidents to find opportunities for prevention in the future.

## In Summary:

Incident reports are used to identify areas of improvement within our programs and residences. They also ensure that the health and safety of the individuals we support as well as their staff are maintained to the highest possible standard. Incident reports, both internal and critical, are followed up and actions are taken to prevent future occurrences if possible. Outcomes may include a revision to Health Care Plans or behavior plans, reviews for medications, or staff training. Outcomes may also indicate that staff are following the PRN and Care Plan protocols as some individuals experience regular incidents that cannot be avoided or eliminated by any type of plan or intervention and just require monitoring and documentation.

When necessary, Community Living BC, MCFD, Health Services for Community Living, Interior Health, Developmental Disabilities Mental Health Services, and Pivot Point Behaviour Consultants are consulted and brought in to address issues. Changes to health care plans, behavior protocols, and program structures may also be adjusted.

## Satisfaction Surveys

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### Employees

There were 2 Employee Surveys - 1 for Permanent Employees and 1 for Casual Employees. Here is a summary of the results.

#### Permanent Survey 31 out of 95 (32%) of permanent staff responded to the survey.

##### Staff Satisfaction

- Out of the 31, 18 staff reported they are 58% happy at work.
- 52% said they would refer someone to work at KSCL and if they quit, they would do so because of usual *-retired, health/burnout, better pay/benefits, poor teamwork/staff drama, lack of time off, more understanding/communication.*
- If they could change 1 item of their job it would; be less paperwork, more training, more outings, better pay, better communication, all staff better engaged and less friction amongst staff.
- KSCL is doing right – 58% ensuring a healthy & safe environment, 35% communicating with staff, 26% adequate employee appreciation, 42% *Other comments: in-house training, prof development, donuts, mental health being addressed.*
- Improvements we could make - 58% communicate more often; 45% more employee appreciation & Health & Safety; *(more staff events, higher wages)*, 39% communicate more clearly/often

## Management

- E.D. Monthly communication valuable – 61% said Yes, 38% said No.
- Positive work culture – 61% always/usually, 35% sometimes – feedback have staff understand front line work better – *most common comment was “listen to staff”*
- On-call Manager do to support you – support on critical/reportable 71%; sick/last minute call-in 68%; emerg protocols 61%; *Comment – be more empathetic/answer timely manner*

## Your Team

- Do they give you support – 65% always/usually; 32% sometimes/rarely; 3% never
- Does your team inspire you – 58% Yes; 42% No – *Comments: teams don’t like change/want their way; 29<sup>th</sup> is an incredible, positive, approachable team; uphill battle; too much conflict; team not satisfied with their personal lives; some are lazy don’t want to do paperwork; want to give their all; site understaffed is stressful*
- Does SRCW motivate team – 77% Yes; 22% - No

## KSCL General

- Words to describe KSCL culture – *Positive - inclusive, person-centered, respectful, fair, fun, compassionate, professional, supportive, inspirational, quality of care, caring, passionate, family, team and trust. Negative – unpleasant, stressful, demanding, lacking spirit, toxic*
- OH&S minutes/awareness – 84% Yes; 16% No
- Aware of Strategic Goals – 52% familiar; 45% not so much. *Comments – highlight in ED letter, print/post; put at sites;*
- EAP-HumanaCare awareness – 87% Yes; 13% No – *Comments – put brochures at sites, staff meetings,*
- Employee Appreciation we do now – Top 3 - \$20/mth to each site for staff driven event; \$100 vehicle insurance reimbursement; \$30 Health/Wellness reimbursement.
- Employee Appreciation you want – Top 3 – Gift cards for random appreciation; team building event; Card/email on your birthday. *Comments – don’t want anything; bring more awareness to these options.*
- Suggestions to make your job enjoyable – *Comments-more residential sites; more casuals; team building events; listen to long-term staff; keep working on communication. Other comments were Collective Agreement dictated (ie. Higher wage/lieu/time-off/portability)*

### **Staff Satisfaction**

- Casual staff report that they are 80% happy at work.
- 78% said they would refer someone to work at KSCL and if they quit, they would do so because of usual circumstances – *not enough hours, better paying job, safety and finances.*
- If they could change 1 item of their job it would be; *more client centered, better communication, attitude of regular staff, friction among staff, more training.*
- Areas KSCL is doing right – 78% ensuring a healthy & safe environment, 45% communicating with staff, 11% adequate employee appreciation, 17% *Other comments: surveys to give feedback, these help, friendly dispatcher, communication.*
- Improvements we could make - 56% more employee appreciation; 44%-Other (*frequent appreciation events, wages, benefits*), 39% Communicate; 22% Health & Safety.

### **Management**

- Positive work culture – 61% always/usually, 38% sometimes – feedback have staff understand front line work better – *self-care of Casuals, provide a luncheon, Christmas party elsewhere, more involved in the work”*
- Casual Policy Awareness – provide your availability 15<sup>th</sup> of the month – 44% YES, 56% NO
- Call-out centralized last year – do you like this – 33%-Yes; 33%-Somewhat, 33% No *Comments: want SRCW to do it; don’t like word “awarded”, don’t like it;*
- Support from the Manager On-Call – what can we do better – 89% Critical vs Reportable; 67% emergency protocols; 56% last minute sick call ins. *Comments – would like more support on reportable events, trust the employee*

### **Your Team**

- Do they give you respect – 94% always/usually; 6% sometimes/rarely;
- Does your team inspire you – 56% Yes; 39% Somewhat, 6% No – *Comments: asked too many personal questions, more inspire me, can be rude/unhelpful, only certain co-workers I’ll work with; appreciate me when I take their shifts and help with chores, some work bare minimum, negative, complaining staff.*

### **KSCL General**

- Words to describe KSCL culture – *Positive - inclusive, fun, fair, friendly, compassionate, professional, supportive, caring, passionate, realistic. Negative – not feeling included, not sure.*
- OH&S minutes/awareness – 50% Yes; 50% No
- Aware of Strategic Goals – 28% familiar; 55% not so much, 17%-Not. *Comments – send us the info and at sites, send to me;*
- Employee Appreciation we do now – Top 3 - \$30 Health/Wellness reimbursement; KSCL Christmas Party; Awards of Distinction/peer awards



- Employee Appreciation you want – Top 3 – Gift cards for random appreciation; team building event; Card/email on your birthday. *Comments – mention these at staff meetings*
- Suggestions to make your job enjoyable – *Comments-more communication, I enjoy my job, all good, improve staff safety, more training, give every staff equal opportunity to attend the fun events, ; Other comments were Collective Agreement dictated (ie. Callout procedure/working alone/permanent/casual treatment – want the same; education for casuals)*

## **SUMMARY:**

The Permanent & Casual Surveys give slightly different perspectives to the work environment. Each survey gives insight to issues for each group and the feedback was valued & heard for both. Survey respondents are down from 2018 from 54 to 49 staff (both Permanent & Casuals). I can't stress enough how much your feedback matters to making a difference and it also lets us know what you need as an employee. KSCL cares about your feedback & I hope by sharing this information directly to each and every employee, it lets you know we heard you and we care.

I found a resounding theme that front-line workers would like Management to understand your challenges in your worksite and that Management doesn't have your experience. I know it's impossible for staff to know everyone's resumes, but what I can say is all 3 Program Coordinators have a wealth of experience working front-line and have experienced your job. These ladies are well versed in supporting and caring for individuals and families alike. This experience is invaluable in relating to you & your SRCW. Therefore, each Program Coordinator will make a goal to work a day at each and every worksite they manage.

Another issue that stands out is how difficult worksite stresses can be & how can we help. KSCL has implemented Mental Health 1<sup>st</sup> Aid Training for OH&S Committee, SRCW's and Management and anyone else who was interested. The 2-day training was valuable and gave tools to support those in need with better empathy and understanding. I would also like to mention our EAP, HumanaCare. Regular employees have access to this benefit. Details are at your worksites and the main office. For Casuals employees we encourage you to submit your \$30 for any activity that contributes to your health.

Employee Appreciation, we struggle to find new/innovative ways to make everyone know we appreciate you, however, there seems to be an overwhelming consensus that the monthly amount/per staff at worksites was the popular vote. This way staff & co-workers can do what they want, when they want. Therefore, we will keep this ongoing appreciation. For Casual employees, the SRCW are authorized to recognize those that go above & beyond during their worktime & show recognition in a gift card as they see appropriate. I also want to say we do recognize family losses and ensure when staff are away that we recognize their loss upon their return to work. This is also in our Policy & Procedures.

Lastly, I wanted to speak to hiring new staff and wages. A couple of items do help KSCL with recruitment and retention. There is a portability clause that assists KSCL to hire staff from other agencies with their recognized Wage/experience and we continue to hire year-round. As well, the last year wage lifts were approximately 5.3% which brings wages better aligned to IHA and School District. We know the Non-Union differences in wages is unfair and KSCL is continuing with advocacy to bring those Non-Union staff wages back in line with Union staff wages.

## **Family/Caregivers**

We had a total of 20 respondents for this survey, which is an increase from the 16 who responded in 2018. Of those who did respond, all were very happy and satisfied with the level of services that KSCL provides. We provided a feedback section for any additional comments.

This is what was stated for suggestions:

*More information sent home to parents, brochures, make undisclosed recipients, need to motivate to participate in community, more one-to-one; website awareness increased, would like prompt communication from KSCL to parents; parents would like to see more residential options.*

## **Stakeholders**

There was an increase to 13 respondents this year from 9 in 2018. Those who did respond were from:

- MCFD or CLBC – 8%
- Professional that works with KSCL – 23%
- Business that supplies/serves KSCL – 8%
- Supported employer of KSCL clients – 38%
- Other – 23%

All were somewhat to very familiar with/aware of KSCL's services and overall were happy and satisfied with all topics discussed. There was only 1 comment that could be acted upon; KSCL could work with other community organizations to benefit those we serve. There were 5 participants that gave their email address for the Newsletter.

## **Individuals**

We had only 22 respondents from 144 Individuals we support for the 2019 survey. This is a representation of 15% of those we deliver services to. Of those that did respond they are from the following programs: 74% were from a Community Inclusion Programs; 36% were from Staffed Residential; 36% were from Employment services; 9% were from Home Share; 4% were from Family Support. Respondents live in the following areas: 45% KSCL home / 27% Home Share / 23% With Family.

Questions focused on areas of; Community; Friendships; Accessibility; How you are treated (rights/responsibilities); Planning/Goals; Participation in events/Skill Development. Majority of individuals are satisfied (73% like their programs) and like the programs/events they are involved in.

Lowest positive question in the survey was in rights and responsibilities. The responses indicate that individuals are aware of their rights and responsibilities, but need help remembering and putting into practice. KSCL staff will implement real life examples and discuss in all program curriculum. As well, KSCL can look at other best practices of other agencies.

Some of the feedback that can help KSCL with ideas to be considered; Talk more to “me” , more games, outing, more/different outings, love cooking program, more one-to-one time; go for walks, listen to music; movies/outings; more art room/games room, hang out with friends; comfortable chairs at day program, like coffee group and library.

## **Board of Directors**

There were 6 respondents this year, which is the same as 2018.

### **Summary:**

Knowledge of KSCL Board & the functioning of the Board:

- 83% are familiar with Strategic plan (reviewed yearly).
- Agenda reflects priorities – 83% Agree.
- Board Members are aware of expectations – 83%.
- Board members participate-50% agreed.
- Decisions are supported 83% agreed;
- Define roles of Board/E.D. & good two-way communication -83% agreed.
- E.D. is evaluated yearly & was done in 2018 – 83% agreed.
- E.D. attends Prof development – 100% agreed.
- Good attendance records & read the minutes – 100% agreed.
- Familiar with Governance P&P – 83% agreed.
- Maintain confidentiality-100% agreed.
- Difference of opinion – it’s brought up – 100% agreed.
- Promote KSCL/our work – 100% agreed.
- President is well prepared & skilled at managing -100%.
- President delegates – 83% agreed.

No comments were given as feedback to this Survey.

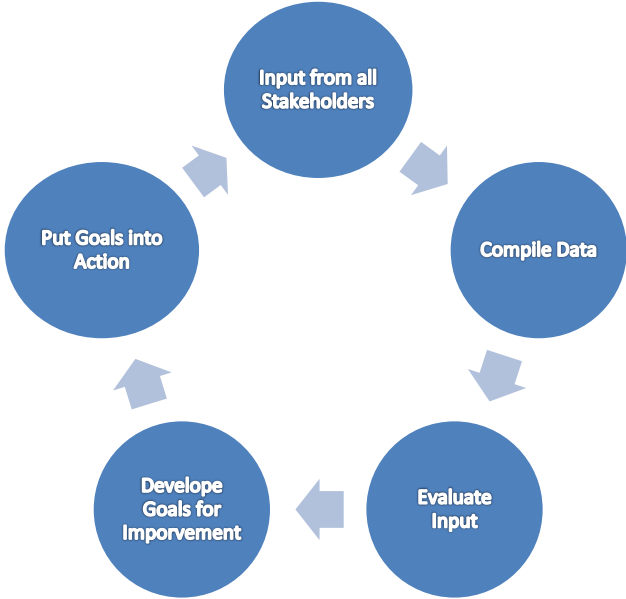
The Executive Director will continue to update Board members on Strategic Priorities and keep new Board members informed and oriented on action plans and current events, locally & provincially. Board members will be asked if anyone has training or professional development they would like to attend.

# KSCL Programs and Services

KSCL has 6 types of programs that we gather Outcomes data for;

<b>Residential</b>	<b>Community Inclusion – Adult - 1 to 1</b>
<b>Home Share</b>	<b>Supported Employment</b>
<b>Community Inclusion – Adult – Group</b>	<b>Children &amp; Youth.</b>

Each program has an Objective & Indicator(s) to measure Efficiency, Effectiveness, and Access. Data is collected and measured in a variety of ways including surveys, goal setting & feedback provided at Individual Support Plan (ISP) meetings and meetings with funders or other stakeholders, and continuous reviews of individuals’ files. The data is then reviewed, and action planned through strategic planning meetings, SWOT analysis, comparison of previous goals, setting new goals, tracking goal progress and CARF Surveys



## Program Logic Models & Outcome Grids

Each person chooses specific goals and desired outcomes for their goals within a Program. The goals are categorized in the Program Logic Model (PLM). The PLM acts like a map to understand how KSCL measures success for each individual goal & program. The PLM outlines the Program Plan, the Outcome and Measurement Plan. With each plan in place, an Objective & Indicator is designed to flow through the Outcome Grids. Each goal or goals fits into an Objective.

## Residential Programs

KSCL supports people in Staffed Residential Programs in three different communities within the West Kootenays. In 2019, there were five (5) Residential Programs in Castlegar serving 20 individuals. In Nelson, there are two (2) Residential programs serving 8 individuals. Lastly, in Grand Forks there is one (1) Residential Program serving 6 individuals.

The following is the Outcomes Grid for all Residential Programs results for 2019:

RESIDENTIAL								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Individuals in staffed residential	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	60%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in staffed residential	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	69.5%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in staffed residential	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	54%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in staffed residential	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	44%
Efficiency	To maintain full capacity at each residential site	% of months within a year at full capacity	Residential services	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	91%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in staffed residential	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	78%
	To expedite program services	% of individuals referred & accepted into residential programs	Individuals referred to KSCL	Jan 1/19 - Dec 31/19	Referrals	Program Coordinator	100%	100%

**Conclusion:** In 2019, KSCL did not meet the set goals for most domains. There continues to be a question in accuracy across all sites in their recording of goal outcomes. It was found that 16% of the goals tracked did not have a Goal Target identified. In addition, it appears that unattainable goals continue to be set. In 2020, there will be a new system implemented for a one-page Individual Support Plan. The quarterly goal review for each individual will be assigned to one staff called the “Goalkeeper”. The distribution of workload for goal tracking may assist in reducing these identified errors. In addition, all Goal Trackers will be provided training on how to successfully support individuals to set SMART goals as well as how to properly record all required data onto Sharevision.

In Nelson, the space at CD House was reconfigured to increase capacity and a fifth resident moved in in 2019. Teshi house was at full capacity for the first part of the year when it was still unlicensed with two residents. It was licensed for 4 people and a new adjoining suite was built in 2019 but currently only has 3 residents. All of the individuals referred were accepted into the residential programs.

## Home Share

KSCL has one (1) central Home Share program and in 2019 there were 12 home share placements and 14 individuals served in the program.

The following is the Outcomes Grid for the Home Share Program results for 2019:

HOME SHARE								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Individuals in homeshare program	Jan 1/19 - Dec 31/19	ShareVision	Home Share Coordinator	100%	42%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in homeshare program	Jan 1/19 - Dec 31/19	ShareVision	Home Share Coordinator	100%	37.5%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in homeshare program	Jan 1/19 - Dec 31/19	ShareVision	Home Share Coordinator	100%	42%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in homeshare program	Jan 1/19 - Dec 31/19	ShareVision	Home Share Coordinator	100%	48%
Efficiency	To recruit home share providers	# of recruited home share providers, approved	home share providers screened	Jan 1/19 - Dec 31/19	ShareVision	Home Share Coordinator	3	2
Access	To establish timelines in getting home share providers approved	% of home studies completed in 3 months	home share providers applied	Jan 1/19 - Dec 31/19	ShareVision	Home Share Coordinator	within 3-month time	100%

**Conclusion:** In 2019, there were 4 referrals sent from CLBC. KSCL was able to find successful home share placements for 2 of these referrals. As for the other 2 referrals, 1 of the individuals changed their mind and remained in the residential home at KSCL, the other 1 was placed by CLBC in another residential facility. At this time, there are no current referrals or individuals actively searching for an appropriate match. KSCL is continually looking for home share providers and placement/fits for individuals expressing desire to be in this program. KSCL continues to look

to recruit potential HS providers by advertising on websites and local media as well as educating the public at community events such as the Kootenay Trade Fair, the Selkirk College Employment fair, and the EACSW employee fair. In 2019, several people showed interest in the program but did not follow through with application to become a Home share provider.

Goals set for 2019 show not to have been met. This is an area that requires more consideration going forward to what goals are measured and whether they are attainable by the individual. The new Individual Support Plan implemented in 2020, SMART goal and accurate data input training, expects to assist in more successful outcomes for individuals we serve.

### Community Inclusion

KSCL has numerous 1:1 Community based programs in Castlegar, Nelson and Creston.

The following is the Outcomes Grid for Community Inclusion Program results for 2019:

COMMUNITY INCLUSION								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Individuals in community-based programs	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	39.3%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in community-based programs	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	62%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in community-based programs	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	55.5%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in community-based programs	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	62%
Efficiency	To Expedite Program services	% of individuals who are contacted to arrange an intake meeting within 3 days of a referral received	Individuals in community-based programs	Jan 1/19 - Dec 31/19	ShareVision	Prog Coord	100%	100%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in community-based programs	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	68%

**Conclusion:** In 2019, KSCL did not reach our intended target of 100% goal attainment. KSCL will continue to support individuals to attain their goals and to follow the SMART goal model. In 2020, we will focus on ensuring that staff are trained in this model to ensure that goals are attainable and realistic so that the targets are met.

## Day Program- Adult

KSCL has 2 Adult Day Programs in Castlegar & Nelson. Both programs are very different, however they share the same goal of promoting a variety of programs and activities that support physical, mental, emotional health and social inclusiveness for the individuals.

The following is the Outcomes Grid for the Day Program-Adults results for 2019:

DAY PROGRAM – ADULT								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain & improve quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	all Adults in Day Program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	48%
	To develop/maintain family/friend & community contact	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	all Adults in Day Program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	76.5%
	To realize an individualized goal	% totals for the Goal Type/s: Rights and Self Determination	all Adults in Day Program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	62.5%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	all Adults in Day Program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	51%
Efficiency	To maintain full capacity in programs	# of referrals/ongoing enrollments	all Adults in Day Program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW & Prog Coord	100%	100%
Access	Accessing community & recreation activities	% totals for the Goal Type/s: Social Inclusion	all Adults in Day Program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	88%

**Conclusion:** In Nelson, the goal of efficiency was reached with 5 new referrals into the Bigby Place Day Program. The Castlegar Adult Program, Community Options, saw 4 new individuals join in 2019 but also saw some exits due to moves, individuals no longer participating, and 1 death in hospital. Participation in both the Castlegar and Nelson Day programs fluctuated throughout the year (between 26-30 individuals, and 24-33 individuals, respectively) with some people attending daily or several days/week while a few attend less regularly. At Community Options, the new kitchen that was installed in November 2018 and better accommodates individuals with disabilities, has enabled the program to add additional cooking groups and activities into the schedule. Coffee outings, swimming, bowling, walking are some activities that are scheduled as group outings. On occasion, the Castlegar Adult group joined Nelson or Trail groups to enjoy larger social activities such as parties/dances, group luncheons or trips to the local movie theatre.



In both Nelson and Castlegar, KSCL fell short of our targets in the areas of Effectiveness and Access. While we continue to utilize the SMART goal model, our challenge in 2019 has been to break down the goals into achievable steps towards supporting each individual in accomplishing their ultimate goals. We have changed our goal tracking process and are training specific staff to collaborate with the individuals they support to frame their goals to be specific, measurable and attainable. We will focus our attention on ensuring that individualized goals are achievable and realistic.

## Supported Employment

KSCL has 2 Supported Employment programs in Castlegar and Nelson serving both Adult and Youth individuals.

The following is the Outcomes Grid for the SE Program results for 2019:

SUPPORTED EMPLOYMENT								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	To measure how many individuals have achieved paid employment	% of individuals referred who have paid employment within 6 months	all SE participants	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	99%
	To develop/maintain individualized employment skills	% totals for the Goal Type/s: Personal Development and Self Determination	all SE participants	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	47%
Efficiency	To ensure there is staff trained to provide support to the SE program	# of trained staff	SE staffing	Jan 1/19 - Dec 31/19	ShareVision	Program Coordinator	All staff members	22 staff members (100%)
	Maintaining paid employment for over 3 mths or more	% of individuals who retained employment over 3 mths	all SE participants	Jan 1/19 - Dec 31/19	ShareVision	Program Coordinator	100%	100%
Access	Local businesses who can hire someone in our SE program	# of businesses who have hired a SE participant	all Businesses in Castlegar & surrounding area	Jan 1/19 - Dec 31/19	ShareVision	Program Coordinator	4	4

**Conclusion:** In Nelson, there were no new referrals to the SE program in 2019 and there were no new businesses who hired people supported by the program. All of the people supported by the Nelson program maintained their long-term employment. In Creston, the one individual who was supported through this program, ended services with KSCL in 2019. All of the staff in the Nelson and Creston program are fully trained in a broad range of employment support.

Castlegar EmployMe! Program had 2 new referrals in 2019. 1 of those continues to work regular hours and the 2<sup>nd</sup> chose to leave the program before being hired. 4 new Employers partnered with KSCL securing new jobs for 4 individuals. 30 employers hired or maintained jobs for 26 employees over 2019. KSCL will continue to work to develop and bring awareness to this invaluable program through Trade Shows, Job Fairs etc.

### Children and Youth

KSCL has 2 Children & Youth Programs in Castlegar & Nelson. Both programs have a goal to give youth access to their peers in a group and develop/maintain friends while having fun and enjoying recreation in their communities.

The following is the Outcomes Grid for the Day Program-Adults results for 2019:

CHILDREN AND YOUTH								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Youth in program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	54.5%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Youth in program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	40%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Youth in program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	58%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Youth in program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	62%
Efficiency	To maintain full capacity in programs	# referrals/enrollments in the program	Youth in program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW/Program Coordinator	100%	80%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Youth in program	Jan 1/19 - Dec 31/19	ShareVision	Site SRCW	100%	42%

Conclusion: In 2019, the Nelson Children and Youth program saw two people age out and go into our adult programs. Our capacity is at 80% and we continue to reach out to MCFD to connect with families of children in need of support. This year our program has enrolled two youth, which one more than the year prior. The Castlegar program had 4 new intakes in 2019. 2 youth chose to exit the program while 1 aged out. The program continues to see low attendance or youth not showing up to the program.

KSCL continues to recognize barriers such as after-school scheduling challenges and lack of youth participation. In 2020 we will work on maintaining and seeking out new connections with child and youth resources in the community such as the Nelson and District Youth Centre, local school districts, and the Family Support Institute. We will continue to seek feedback from youth and their families as to what interests are not being met and how can we increase attendance.

## Data Integrity of the Outcomes System

We have a reliable system in place to collect, analyze and summarize the data and an action plan to move forward with the recommendations that are identified. However, these efforts lose their meaning if the collected data lacks integrity. KSCL ensures the following of our data.

- **Reliability** data is collected consistently & can be reproduced at another time.
- **Validity** data measures what it intends to measure.
- **Completeness** data is as complete as possible.
- **Accuracy** data is being recorded properly with review of correctness

## Accessibility

The Accessibility Committee's goals for 2019 were as follows:

### 1. Architectural/Environmental:

Barrier	Action plan	Person(s) Responsible	Timeline	Outcome
<b>Administration Building</b>				
concrete on walkway is bumpy and needs repair due to tripping hazard, some handrails need replacing	Get quote	Kathleen & Board Approval	2019 explore options, Spring 2020	incomplete
Individuals at risk crossing the road in front of KSCL	Bring issue to community Accessibility Committee	Pauline	Spring 2020	Incomplete

<b>Prince House</b>				
Stairs off deck side at the lawn are not accessible	Extend the path from driveway to stairs to the deck	SRCW Prince	Spring 2019	Extended timeline to determine if staff use back parking
<b>Castlegar House</b>				
Sidewalk needs r/m due to nails sticking up & being uneven	Contact BC Housing	Della – SRCW	Summer 2018	Completed – follow-up the r/m was not good – should be concrete as wasps are building nests
<b>Community Options</b>				
Kitchen amenities are challenging for participants to reach	Renovate kitchen	Kathleen & Board	Spring 2019	Complete – with varying counters and sink heights

## 2. Financial:

<b>Barrier</b>	<b>Action plan</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Outcome</b>
<b>Community Options</b>				
Participants have no money for program costs	Investigate funding options & set goals for budgeting and financial mgmt. with participants & plan events less expensive	All SRCW's & Program Coord. & SE staff	On-going	Day programs are adjusting their planning of events being mindful of financial barriers, staff are modelling spending habits when out. Participants setting goals for budgets
<b>KC House</b>				
Residents need expensive wheelchairs & can't afford it	Research grants & contact CLBC to see what other individuals have done	Sunny J.	Spring 2019	Completed
<b>29<sup>th</sup> Street House</b>				
Resident has no representation agreement no ability to sign for himself	Discuss with CLBC to find suitable representative/or PGT option	Sunny & SRCW	Ongoing	CLBC contacted several times, suggested "Bloom Group" as PGT is more expensive

## 3. Communication

<b>Barrier</b>	<b>Action plan</b>	<b>Person(s) Responsible</b>	<b>Timeline</b>	<b>Outcome</b>
<b>Administration</b>				
Website missing links/pages	Delete calendar pages & correct issues	Emma – HR	Dec 2018	Completed – timeline had to be extended into 2019 to complete

#### 4. Employment:

Barrier	Action plan	Person(s) Responsible	Timeline	Outcome
<b>Agency Wide</b>				
Cancellation of services due to staff shortages	Hire more qualified staff, continue to build relationships with EACSW program & practicum students, advertise	H.R. Coord.	On-going	

#### 5. Transportation:

Barrier	Action plan	Person(s) Responsible	Timeline	Outcome
<b>Agency Wide</b>				
Limited transit schedules & wait times to determine eligibility to handi-dart services	Accessibility committee will write letter to transit	Pauline	Dec 2018	Still an issue at next review ?
<b>Community Options</b>				
Challenge for participants to access vans due to height – would do better with small car	Determine if trade-in viable for a small car	CO-SRCW	Spring 2019	Complete – a new bus was determined to better suit their needs

#### 6. Community Integration:

Barrier	Action plan	Person(s) Responsible	Timeline	Outcome
<b>Communities at large</b>				
<b>CASTLEGAR</b> No wheelchair let downs at crosswalks for 2 <sup>nd</sup> Street & 11 Ave	Castlegar Accessibility committee review	Pauline/SRCW	Spring 2020	Committee will coordinate the effort with the city construction
<b>GRAND FORKS</b> Wheelchair lift at the ice rink is not functioning	Contact Complex to find out plan for r/m	Sunny	Fall 2020	Spring 2018-flood in GF delayed progress. Decided on a letter to City of GF & Regional District regarding accessibility issues of pool & rink

## 7. Attitudinal:

Barrier	Action plan	Person(s) Responsible	Timeline	Outcome
<b>Roalshary</b>				
Patrons at the local GF Pool use the change room designated for people who require accommodations for accessibility	Contact Complex & Accessibility committee in GF to determine approach/options	Sunny/ SRCW	Fall 2020	Delayed due to floods in GF. Letter will be sent to City of GF & Regional District regarding this issue

## Complaints

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KSCL was made aware of only 1 complaint in 2019.

A complaint was lodged with CLBC about a Home Share Provider in Trail. It was in regard to an allegation made by a temporary HS Individual (S) & her Mom and Stepdad against one of KSCL Home Share Providers (L).

CLBC Kelowna investigated and determined that none of the allegations had been substantiated.

## Human Resources

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### Staff Statistics & Turnover

As of December 2019, there were a total of 144 KSCL employees

- 7 Admin
- 22 Self Advocates
- 38 Casuals
- 63 PFT
- 14 PPT

There were 28 Employees that left KSCL in 2019. The reasons were as follows:

NUMBER	TYPE	AREA	REASON
12	Casuals	Castlegar	3 moved away, 3 found another job, 4 quit, 1 too busy with school, 1 other
4	Casuals	Nelson	2 moved away, 1 quit (not enough work). 1 other
4	Casuals	GF	1 Moved Away, 1 quit (wasn't a good fit for her), 2 others
2	PFT	Castlegar	1 Moved Away, 1 Quit
2	PFT	Nelson	1 Moved Away, 1 found another job
4	Self-Advocates		1 moved away, 3 others

The turnover rate for permanent employees was 14% (although 7% was due to moving away) & 71% (20/28) for casual staff. Typically, most staff turnover occurs within the front line. Statistics are gathered via Employee Exit Interviews and summarized. This year, there were 28 employees who left KSCL, which is a vast improvement over 2018 when 67 staff left for various reasons. There were 4 permanent and 20 Casual employees, both numbers are significantly lower than 2018. The other 4 were Self-Advocates and all of Selkirk Cleaners staff were laid off due to the contract ending on December 31, 2019.

In the spring of 2019, B. Ady returned as KSCL’s new Quality Assurance Coordinator. B did not want to return to HR Coordinator; therefore E. Liszt was made the PFT Human Resources Coordinator.

**Sick Time**

The total sick time used in 2019 was 5715 hours (\$105,376.49) for 86 eligible employees which is an average of 66.5 hours per employee. This is about the same as 2018, but the cost is higher as a substantial increase in wages in Feb & April 2019 was given to employees, therefore the cost per hour of sick in 2018 was \$14.65 in 2019 the cost per sick hour was \$18.44.

**Overtime**

**Statistics for 2018**

- Total OT paid in 2018 = 3774 hours /Earnings \$130,643

**Statistics for 2019**

- Total OT paid in 2019 = 5016 hours /Earnings \$174,538

The difference in Overtime from 2018 to 2019 was an increase in total hours of 1242 and total earnings of \$43,895

In 2019 we saw a continuation of a high rate of casuals taking permanent jobs at School District & Interior Health Authority. KSCL still has a high rate of Casuals continuing to seek full-time employment if there aren't permanent postings within KSCL.

In 2019 the new Collective Agreement bumped up the starting rate April 1/19 to  $\$19.45 + 10.2\% = \$21.43$  per hour. This is a 5.3% increase from 2018 calendar year. This is helping to attract & keep casuals with the incentive of changes and retiring employees.

Other significant factors have been F/T employees on leaves and casuals away from Casual work & filling Temporary long-term positions. This ultimately limits coverage and increases hiring to catch up.

### Grievances

There were 2 Grievances in 2019.

- SRCW Return from WorkSafeBC Leave Position. KSCL followed directives of a WorkSafeBC Return to work plan that did not promise a staff a permanent SRCW position upon her return. The Union grieved that KSCL was punishing the staff and violated her Human Rights by not giving her a vacant SRCW position. WorkSafeBC was aware of the choices of the worker in her return and there were no promises of this vacancy. The staff was compensated by WorkSafeBC for the shortfall in her wages. This continues as of this date. The Union decided to withdraw the grievance.
- Article 19.1 & Article 29.1 – Sick Leave & Harassment – A staff phoned the emergency cell phone to call in sick & was not paid at all for her 12-hour night shift. The Emergency manager had a different version of the event. The staff ultimately agreed that she was confused on the messaging. Grievance was withdrawn.

### Manager on Call

The Manager on Call is available for staff 24 hours per day 7 days a week. Last minute schedule changes (i.e. Sick/lieu), or general call-ins are gathered for reference/recording for payroll & notification of Critical Incidents. Other calls consist of medication incidents, out of city limits check in, arrival to and from work for our out of town work site, and any other emergency situations. The emergency phone is also used for working alone check-in's.

### Professional Development

Workshops and Training that were offered in 2019:

- MANDT Training
- 1<sup>ST</sup> Aid Recertification
- Non-Violence Online Modules



- Food Safe Online Modules
- Open Future Learning Online Modules
- CLBC Trauma Informed Training (Practical Applications)
- Team Building Group Training with Charlotte Ferreux (High Performance Coach)
- Competency Based Training
- Gentle Persuasive Approach/Dementia Coach Training (for Alishia B.)
- Lumina Sparks Training
- Pivot Point
  - Sexual Health Training
- OH&S Training
  - Mental Health 1<sup>st</sup> Aid
- Cyber Training
- In-House training with Laurie Simpson

As well, KSCL holds yearly, a mandatory ALL staff meetings for our locations with Casuals and Permanent Staff. This is a great opportunity to discuss issues as a group and hear the employees face to face.

### Employee Appreciation

For 2019, KSCL continued with our “Awards of Distinction”. It was once again successful endeavour where employees nominated their fellow co-worker for their hard work. There were 3 categories; Rising Star Award; Hero Award; Leader Award. The Awards were given out at the 2019 Christmas Party and a permanent plaque hangs in the Administration Office in Castlegar for the last 2 years. There has been very positive feedback on this annual award.

As well, at the annual KSCL Christmas party, an employee recognition takes place for every 5 years increments of service. Each employee is compensated monetarily as per the KSCL Recognition Policy.

Nelson Employees attended a fun night at a pottery craft night. They socialized with each other & had a great night and employees in Grand Forks once again did a paint night.

KSCL will also recognize employees for exceptional ideas, work ethic etc. We do this periodically by handing out small monetary gift cards (i.e. Tim Horton’s etc.). We also encourage the SRCW’s at the site to recognize things that they feel an employee has gone above and beyond the normal course of business by also giving a gift card or holding an impromptu event for their team.

### HumanaCare

KSCL switched at the end of 2019 from Lifeworks to HumanaCare. HumanaCare offer an array of information and help to any employee enrolled in the plan. They offer things like a free counselling, half hour’s lawyer consultation, financial advice, documents on family issues, health issues etc. Basically, the employee can contact them with virtually any question they are struggling with (either personally or professionally).

## Risk Assessment Summary

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KSCL remains viable and continues to see growth in our Services. All CLBC contracts & MCFD contracts are in place up to 2020 and some through to 2021. KSCL continues to explore new opportunities with CLBC to provide our communities with opportunities.

In regard to employees, the new Collective Agreement spans from April 1, 2019 to March 31, 2022. Wages have been addressed along with a Low Wage Redress that will span over the 4 years. In 2019, the projected lifts are Feb 1/19 – 1.75%, then April 1/19 – 2% plus 3.3% for the Low Wage Redress. There is a revision of the Funding Guide Template that CLBC will be rolling out to catch up to underfunded areas of the contracts and address some errors.

In April 1/2019, the Low Wage Redress (3.3%) that was to address retention and recruitment, was unfortunately not given to the Non-Union workers of BC. Instead the Non-Union employees were given .25%. This discrepancy was not the normal practice of government. Therefore, the Non-Union workers doing the same work in B.C. are now being paid less. This practice is expected to continue for the next 2 years (2020/2021) which will create a large gap between Union & Non-Union wage grids by the end of 2022 Collective Agreement. Therefore, in early 2020 KSCL has joined a class action lawsuit with other hybrid agencies (Union/Non-Union) in BC to rectify this issue with government's treatment of the Non-Union worker.

KSCL continues to see an increase in referrals for Home Share, Employment & Community Inclusion in both Nelson and Castlegar from CLBC. As well, KSCL continually receives requests from CLBC to support those in emergency/crisis positions throughout the West Kootenays.

## Health & Safety

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Kootenay Society for Community Living is committed to providing a work environment that is safe and healthy for all employees. Management has the responsibility to establish and maintain health and safety standards, develop safe work guidelines, and ensure that staff are informed and well trained. Employees are responsible to follow the standards that are in place and to actively participate in making the workplace safe and productive.

### **External Report:**

In order to ensure that KSCL's sites and safety procedures adequately meet the requirements of Work Safe BC's regulations, we have inspections completed by the Fire Department on an annual basis. Our fire prevention systems are also inspected on a yearly basis by Troy Fire and Safety. All requirements for inspections are completed in a timely fashion.

## **JOH&S Committee:**

The Joint Occupational Health and Safety Committee is a committee comprised of representatives from each program in each region, a management representative, a union representative, and one from the board of directors. Also, within the committee are two Committee Chairs, one is a KSCL Manager and one is a KSCL Employee representative.

Each year the committee completes at least 8 hours of training. In 2019 the committee decided to complete their training in Mental Health First Aid. Being in the social services sector this was a very relevant choice.

The JOHS committee meets monthly to review the monthly drills and inspections, employee injuries and to discuss any new issues that have come up. The committee makes recommendations for the establishment and enforcement of health and safety policies and procedures, advises and assists in the promotion of health and safety programs, and identifies and recommends solutions to health and safety problems.

Each KSCL site is required to hold a monthly fire drill to ensure all staff acquire and maintain the necessary skills and knowledge to carry out these procedures in the case of an actual fire incident. In 2019 the drills were completed on paper and then stored on site for three months in the OH&S binder until they are brought to the KSCL office to be filed. In 2020, KSCL will move towards a paperless process and all drills and inspections will be completed on Sharevision.

The most common issue arising from the practice drills continues to be motivating some individuals to leave their site or to do so in a timely fashion. Concerns regarding what would take place if a fire happened at night when there is only one staff on shift have also been acknowledged. Conversations as to how staff will manage this has been discussed at the JOH&S meetings. It was decided that sites will contact the fire department to ensure they are aware of our limitations. Residential sites have been working to build a relationship with the fire department so that all are aware of the limitations and barriers if a fire were to occur. Staff have also identified the need to learn transfer techniques such as wrapping someone in a blanket in order to get them out quickly and safely.

Each KSCL site also conducts mock designated drills each month. One is completed during a daytime shift and one for a night/evening shift. These drills are designed to address other potential emergency situations and include medical emergency, dental emergency, death, hazardous spill, earthquake, and bomb threats. Sites also complete a Health and Safety inspection. Any health and safety issues that arise from the drills and inspections are recorded on the monthly site report then talked about at the JOH&S meetings and kept on file at the KSCL office. OH&S issues are also discussed at all site staff meetings.

The committee also spends time discussing employee incidents (near misses) and accidents (an incident resulting in an injury). Recommendations can be made to improve policy and

procedure, identify if any environmental issues that contributed to the accident, or if employee error was the cause. If there has been an accident, the investigation is shared with the committee as well as the outcome. Any Work Safe BC claims are also brought forward and discussed- including the accident, the investigation, and what the outcome is. In past years, first aid logbooks were reviewed and signed by the Program Coordinator at the JOH&S meetings. In late 2016, it was determined that there were too many incidents that were recorded in the first aid log that should have been reported on a DMI report of injury form. Therefore, the first aid logs were removed from the sites and staff were informed of the new reporting procedure. In 2017, it has appeared that this practice has improved upon communication barriers.

In 2019, the committee developed subcommittee groups to tackle the process of completing surveys and risk assessments for:

- Violence Prevention
- Mental Health
- Ergonomics
- Working alone

Once the risk assessments have been completed, the JOH&S Committee will have identified action tasks to complete. Also, sites will view the information from the risk assessments to determine which safe work procedures need updating and/or development.

#### **Disability Management Institute (DMI):**

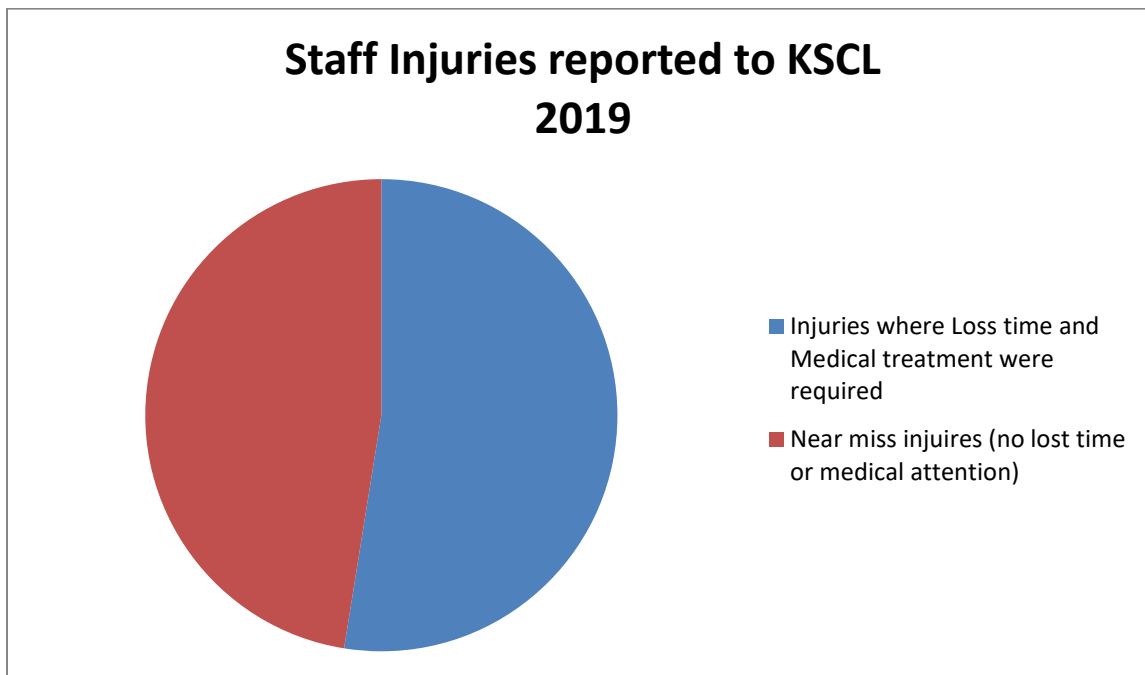
KSCL works closely with the Disability Management Institute (DMI) to manage all non-occupational and all occupational injuries. DMI helps facilitate the employee's return to work. KSCL requires all employees to report all injuries regardless of the severity of the injury, whether they sought first aid or medical treatment, or if there was any lost time. If an injury occurs, the following happens:

1. If there is no first aid/medical treatment or lost time:
  - a. The employee fills out a report of injury form
  - b. The form is submitted to the Human Resource Coordinator (in 2019, this was the Program Coordinator due to the HR Coordinator being new to the position)
  - c. The HR Coordinator (or Program Coordinator) consults with the SRCW to see if any changes are needed to be implemented at the site. (ie purchase adaptive equipment)
2. If there is any medical or lost time:
  - a. The employee fills out a report of injury form
  - b. The form is submitted to the HR Coordinator (or Program Coordinator)
  - c. The HR Coordinator (or Program Coordinator) performs an investigation and gather's any relevant documentation.
    - i. The HR Coordinator (Or Program Coordinator) then submits all documentation to DMI
    - ii. DMI then contacts WCB and acts as the representative for KSCL

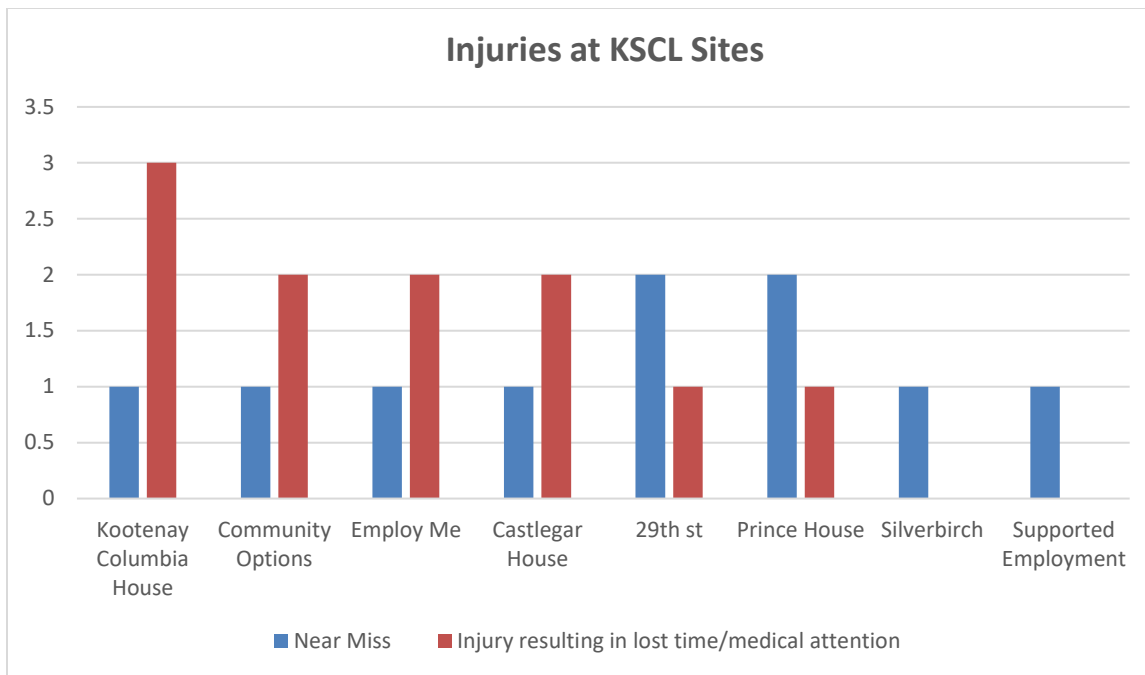
Once an employee is cleared to return to work, DMI connects with the HR Coordinator to develop a return to work plan. At times, this is just a return to full duties, or it may involve a return to work that requires modifications to duties, time etc.

**Work Safe BC – Analysis:**

In 2019, KSCL had a total of 21 injuries reported by staff. Out of those 21 injuries, 11 of them resulting in staff being off work and or requiring medical attention and from those 11 injuries, 9 were accepted by Work Safe BC as an injury claim.



Each KSCL site poses different challenges that can result in accidents occurring. In analyzing the data from the 2019 incidents, Kootenay Columbia house reported the greatest number of incidents.



From the 11 injuries that resulted in loss time or medical attention, 1 of those injuries was a mental health injury and 10 were physical injuries. In addition, 2 of the physical injuries were a result of physical violence from an individual receiving service. KSCL’s Joint Occupational Health and Safety Committee reviews all incidents and explores ideas to prevent future incidents from occurring. Examples of ways prevention can occur included changes to safe work procedures and/or care plans, corrective action meeting with employees when it’s determined that a safe work procedure or care plan isn’t followed, more training, protective equipment and sometimes accidents are obscure and a prevention plan isn’t possible aside from due care.

KSCL is committed to ensure the health and safety of their employees. In 2020 our goals include:

- to continue to review all accidents/incidents with the Joint Occupational Health and Safety committee to investigate possible solutions to prevent future incidents from occurring.
- to continue to update risk assessments and safe work procedures as changes are required.
- to continue educate KSCL staff of their rights and responsibilities for reporting injuries
- to review risk assessments and to continue to conduct surveys to gather information in the categories of mental health, violence prevention, ergonomics and working alone.
- to continue to work closely with DMI to find solutions for quick recovery and return to work plans.
- to improve upon and develop more comprehensive risk assessments and safe work procedures for identified concerns such as safe lifting, ergonomics, working alone, and violence prevention.
- To develop a comprehensive Wellness Program for KSCL employees

KSCL's working environment can be demanding and highly stressful. Therefore it is our hope that by continuing to work on these goals we will not only provide a safe working environment for all KSCL employees, but also assist in developing a strong sense of team work, confidence, resiliency and good mental health.

## Technology

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By reviewing and implementing the technology goals, the Kootenay Society for Community Living (KSCL) will be able to maintain their technological level as well as increase it. These plans are only recommendations and should be reviewed every year to ensure the costs and goals reflect the current direction of technology.

By budgeting funds to meet the costs reflected in this report, the Society will be able to upgrade and maintain all hardware and software without enduring a huge financial burden. As reflected in the cost analysis of each goal, it is more financially viable to maintain a current system through upgrades than to purchase a new system.

As with any technology, advances occur daily. This is reflected in the cost to purchase items. Each time this report is reviewed, updated costs should be included as items purchased today can be half the price six months from now. As well as reviewing costs, new advances should be analyzed to determine if they would meet the needs of the Society and its programs. With each passing day, a new technological level is created. By following the advances and using this plan, KSCL will stay up to date with the ever-changing world of technology.

## Thank-you

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KSCL is very fortunate to have a dedicated and hard-working Management Team and front-line employees who are the core of the good work that our families and communities see every day.

I would like to acknowledge their contributions to this report that summarizes our achievements and goals for 2019/2020. As well I would like to acknowledge & thank the Funders, the Individuals we serve, the Families, the Board of Directors. Everyone's contribution to KSCL keeps the Society resilient and evolving.

Thank-you,

*Kathleen Elias*

KSCL Executive Director