



KOOTENAY SOCIETY FOR COMMUNITY LIVING

Outcomes Measurement 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.

**Year 2019
Kathleen Elias
Executive Director**

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KSCL Programs and Services

KSCL has 6 types of Programs that we gather Outcomes data for:

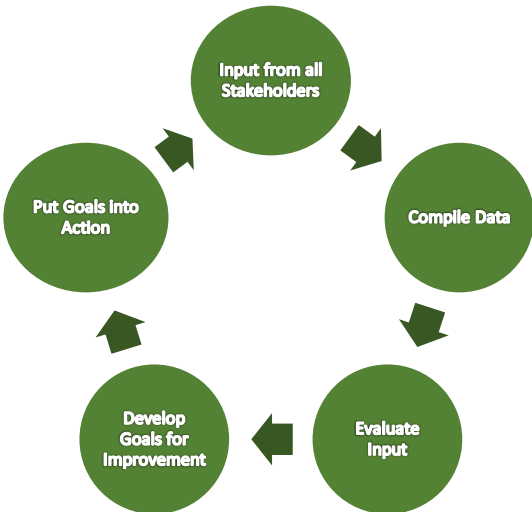
**Residential
Employment**

**Community Inclusion – Adult Group
Community Inclusion – Adult 1 to 1**

**Home Share
Youth**

Data Collection

The 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.



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. 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.

Program Logic Models & Outcome Grids

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 for each program.

Each program has six key performance indicators;

1. Effectiveness (individual impact measures)
2. Efficiency (management measures)
3. Service Access (management measures)
4. Stakeholder Feedback/Satisfaction (Management measures)
5. Extenuating and influencing factors
6. Business functions / and or administrative functions

Where possible and relevant, the **Objectives of the operational plan** are **linked with the 8 Quality of Life Domains** that are the basis for the Goals. Each individual we serve, chooses specific goal(s) and desired outcomes, for their goals, within the Program they are receiving services. These 8 Domains assist in identifying what constitutes a full and purposeful life for the individuals who receive support, and ultimately for the Society as a whole.

The 8 Quality of Life Domains are:

1. Emotional Well-being – people feel happy and safe
2. Physical Well-being – people have the best possible health
3. Material Well-being – people manage their finances and what they own
4. Personal Development – people are able to learn new things and become more independent.
5. Self Determination – people make their own choices, have desires and goals
6. Interpersonal Relations – people have supportive relationships (emotional, physical, financial)
7. Social Inclusion – People participate and are included in their community
8. Rights – people have rights

Outcomes are also linked directly to our Five (5) Strategic Priorities, set out in our Strategic Plan for 2018-2021. The Strategic Plan outlines and guides KSCL on how we support people and leads the Society for current & future goals.

Outcomes for 2019 – Update & Progress

In September 2019, the Board & Stakeholders were informed of where we are at with our KSCL 2018-2021 Strategic Plan, which encompasses our Five (5) Strategic Priorities.

Effectiveness

GOAL: Increase Staff's ability to access training opportunities			
Build a workforce that reflects expertise, professionalism, mutual support and respect			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy for staff training 1. Specific training for each new employee 2. \$5000/per employee Grant for training. 3. Renewal of certificates & in-house trainers	Program Coordinator & HR Coord.	Completed & Ongoing 100%	Nov 2019
GOAL: Increase Staff's education (specifically)			
Build a workforce that reflects expertise, professionalism, mutual support and respect			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy for staff training – throughout career 1. Offer of ongoing training opportunities on KSCL Website & emailed to each staff	Program Coordinator & HR Coord.	Ongoing	Reviewed Sept (annually)

Efficiency

GOAL: Recruit & Retain Employees			
Build a workforce that reflects expertise, professionalism, mutual support and respect.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to recruitment & retention 1. Employee Handbook – outline our employee benefits	Admin Staff	Completed - 100%	Nov 2019

GOAL: Revise HR recruitment Incentives			
Build a workforce that reflects expertise, professionalism, mutual support and respect.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to Recruitment Incentives 1. Health & Wellness Program – outline specific benefits & reimbursements on KSCL Website. 2. Ongoing inquiries to improve the program asked on Surveys	Admin Staff	Completed - 100%	'Oct 2019

Service Access

GOAL: Increase Independence for Individuals			
Change Goals & Goal tracking to align with 8 Life Domains to satisfy individualized goals.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to re-build Goals & Goal Progress for implementing individualized goals 1. Change the goal platform to the 8 Life Domains & find ways to improve goal progress tracking	Program Coordinator	Ongoing – 50%	Spring 2020
GOAL: Increase Home Share Access to Sharevision			
Review existing ShareVision version to add all Home Share Providers to KSCL ShareVision			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to build Home Share “site” 2. Review with ShareVision current limitations with version. 3. Improve the goal platform to Life Domains	E.D.	Ongoing – 50%	Spring 2020

Stakeholder Feedback & Satisfaction

GOAL: Increase positive community profile			
Enhance our community inclusion that strengthens the profile of KSCL, our services and those we support			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to increase Community Profile 1. Advertising <ul style="list-style-type: none"> • Art walks at local business • Brochures in community • Chamber – Trade Show 2. Arm Band sponsor with Celgar Pulp – Be SEEN campaign	Program Coordinator & HR Coord. E.D.	Completed & Ongoing 100% Completed	Annually – repeat Fall Winter 2018/2019
GOAL: Increase KSCL Staff appreciation			
Build a workforce that reflects expertise, professionalism, mutual support and respect.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy for Staff Appreciation 3. Employee Survey Results <ul style="list-style-type: none"> • Regulars – monthly amount at worksite to do what they want. • Casuals – SRCW authorized to recognize ongoing w/gift cards 	Program Coordinator & HR Coord.	Completed & Ongoing 100%	Nov 2019
GOAL: Improve the recruitment efforts for the Board of Directors			
Improve capacity of the Board of Directors with a focus on representing KSCL in the community.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to increase Community Profile 1. Recognize the expertise/connections <ul style="list-style-type: none"> • Place current Board on KSCL Website 2. Board education <ul style="list-style-type: none"> • Invite Board of Directors to training opportunities/events 	Program Coordinator & HR Coord. E.D.	Completed & Ongoing 100% Completed	Annually – renew in Fall Winter 2018/2019

Extenuating & Influencing Factors

- None

Business Function & Administrative Functions

GOAL: Increase Awareness of KSCL's Home Share Program			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Advertising & KSCL Information Strategy			
1. Home Share Brochure and Advertising	Admin Staff	Completed - 100%	Sept 2019
GOAL: Increase KSCL profile by including leadership, personal development and rights with new Website, Video and Brochures			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Advertising & KSCL Information Strategy			
2. Video on our Services	Admin Staff	Completed - 100%	Sept 2019
3. Media company hired for photos and website & brochures updated	Admin Staff	Completed - 100%	Sept 2019
GOAL: Increase housing options in 3 communities to deliver exceptional services that give choice, inclusion & quality of life a reality for people supported by KSCL.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to respond to aging infrastructure & new build(s)			
NELSON			
4. Build a suite at Teshi Home	E.D. & Board	Completed - 100%	July 2019
5. Laneway Home at Wasson St.	E.D. & Board	Pending	on hold
6. Build apartments above Bigby Place	E.D. & Board	Pending	on hold
CASTLEGAR			
7. Affordable housing project	E.D. & Housing Committee	Ongoing - 10%	Sept 2020
GRAND FORKS			
8. Combine to KSCL Condo's into 1 to share resources	E.D. & Housing Committee	Ongoing - 50%	April 2020

KSCL Services & Programs

Residential Programs

KSCL supports people in Staffed Residential Programs in three different communities within the Kootenay/Boundary area. In 2019, there were five (5) Residential Programs in Castlegar which are licensed through Interior Health Licensing and serve a totally of 20 individuals. In Nelson, there are two (2) Residential programs, one of which became licensed through Interior Health in 2019, which supports 3 residents, and one with an evening/overnight staffing model, serving 5 residents. Lastly, in Grand Forks there is one (1) Residential Program which is licensed through Interior Health Licensing and one (1) Home Living Residence, combined there are 5 residents who are supported in Grand Forks.

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 “Goal Keeper”. 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) 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 – Adult 1 to 1

KSCL has numerous 1:1 Community based programs in Castlegar, Nelson and Creston. The following is the Outcomes Grid for Community Inclusion for Adults 1 to 1, and 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.

Community Inclusion – Adult Group

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 group activities that support physical, mental, emotional health and social inclusiveness for the individuals.

The following is the Outcomes Grid for the Community Inclusion – Adult Group and Program 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, 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.

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:

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 2nd 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.

Youth

KSCL has 2 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:

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 Youth program saw two people age out and 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.

Satisfaction Surveys

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; 29th 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)*

Casual Survey **18 out of 50 (36%) casual staff responded to the survey**

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 15th 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 1st 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.

Outcomes for 2020

The next Outcome Measurement Plan for 2020 will work in conjunction with current operational plans, organized into any of the Five (5) Strategic Priorities that are in place for 2018 to 2021, which will build from the 2019 results plus pending or incomplete goals.

The 2020 Outcomes Measurement Plan will be completed in the Spring of 2021 and presented at the KSL Annual General Meeting in June 2021.

GOAL : KSCL will revise all Priorities at the next Strategic Plan, to be held in October 2021.