



KOOTENAY SOCIETY FOR COMMUNITY LIVING

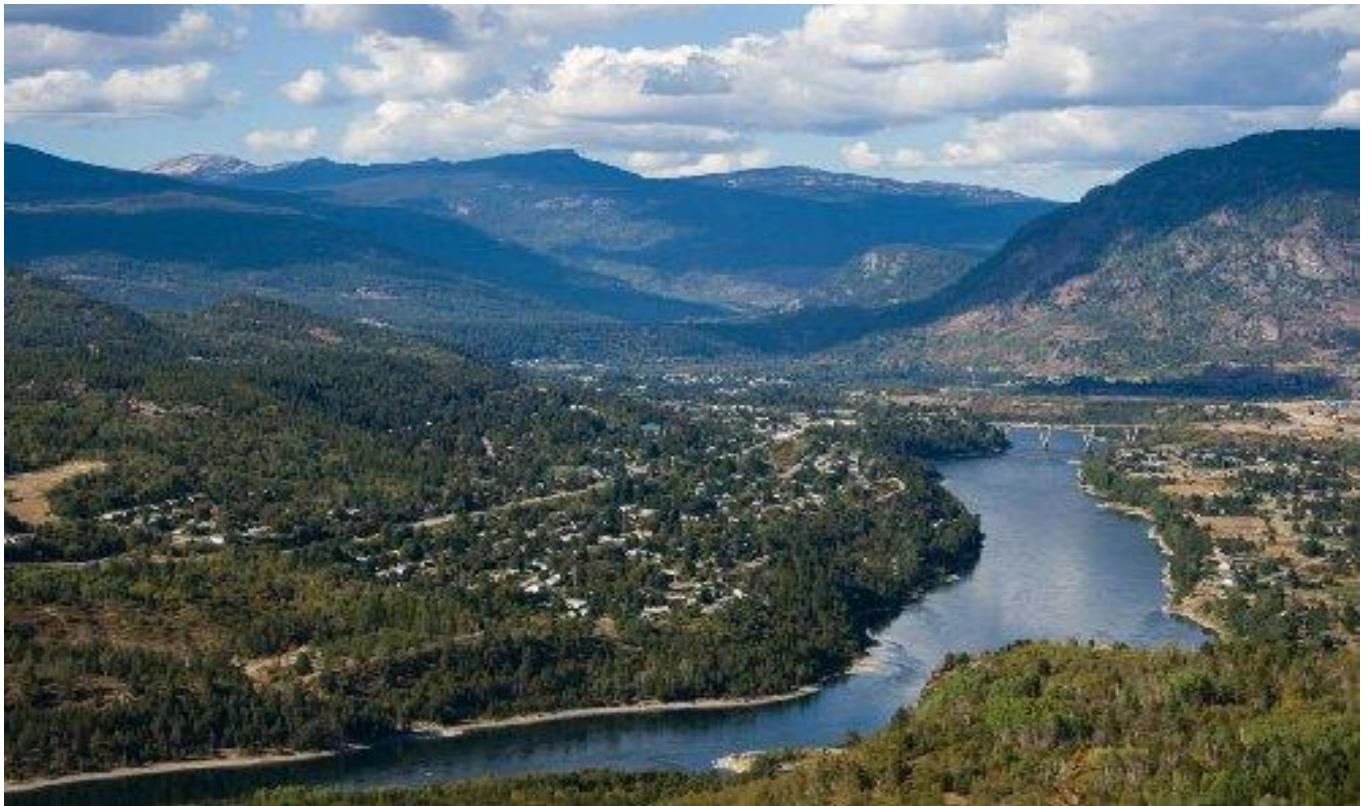
2020 Performance Analysis Report

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

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

KSCL was issued CARF accreditation based on our 2017 survey. The three-year accreditation applies to the following programs/services: Community Employment Services: Employment Supports, Community Employment Services: Job Development, Community Housing, Community Integration, Employee Development Services, Employment Planning Services, Family Services, Host Family/Shared Living Services, Services for Children & Youth: Child and Adolescent Services and Governance Standards Applied.

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

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 the persons served to make choices and be included in their community. Although COVID-19 Pandemic derailed most of KSCL 2020 plans, we re-geared to salvage some of the goals/plans for 2020. Here are the areas we wanted to focus on in 2020.

- Implemented a monthly and sometimes weekly Executive Director communication to all employees, that went to every employee personal E-mail and their worksites. This was intended to keep Employees informed and “in-the-know” of what was changing with the way KSCL was conducting our services and the provincial orders we had to quickly adapt to with regards to the Pandemic.
- Increase Staff’s access to training opportunities to support and enhance their skills, their teamwork, leadership and mentoring of new casuals. All training went online and KSCL staff realized quickly that learning Zoom and Microsoft teams enabled them to participate in opportunities.
- Recruitment and Retention is a provincial issue, KSCL is a member of the BC CEO Network who is has a working group that shares the ongoing work on recruitment and retention. Their biggest achievement is a Provincial platform will be launched for job seekers in early 2021.
- Hired Makola Development Services to make progress on our Castlegar Affordable Build. The City of Castlegar and BC Housing are all supporting KSCL to realize this project. The schedule shows occupancy by November 2022.
- Increased public awareness for KSCL’s 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.

Financial

Revenue			Expenses		
	2020	2019		2020	2019
CLBC & MCFD	90.8%	89.2%	Wages & Benefits	78.8%	76.3%
Rent & Support	3.8%	4.0%	Program Costs	0.5%	0.5%
BCHMC	0.2%	0.2%	Administration	9.0%	8.5%
Other	5.2%	6.6%	Other	11.7%	14.7%

Demographics of KSCL

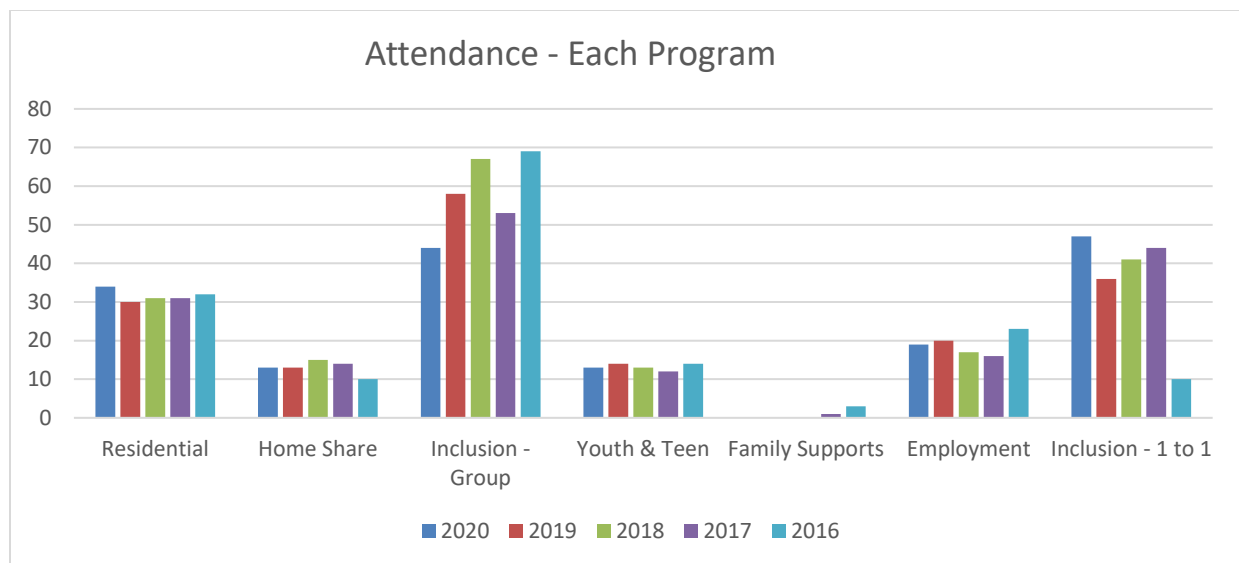
KSCL provides support to a diverse population of individuals. KSCL provides services to individuals who meet CLBC's identified criteria of having a developmental delay (IQ of 70 or less) or youth referred by MCFD. KSCL is on CLBC's approved bidder's list to provide services under CLBC's Personalized 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 an increase in the number of individuals receiving services at the end of **2020 of 141 people. (47 females and 94 males).** Some individuals are in more than 1 program and counted in each, therefore **170** count for ALL programs

Residential	34	Home share	13	Employment	19
Inclusion - Group	44	Inclusion - 1:1	47	Youth/Teen	13



Client Exit Summary:

In 2020, KSCL had 23 individuals exit services in Castlegar, Nelson, and Creston areas. The summary for each exit is as follows:

Castlegar: (13) 3 individuals are counted as having participated in 2 programs simultaneously.

- Castlegar Residential: 2 exits – two residents passed away in hospital.
- Castlegar Adult – Community Based 1-1 : 4 exits –1 Moved out of the service area, 1 was living out of area and commuting became difficult especially during COVID, 1 passed away, 1 was not attending regularly and decided he no longer wished to have the service.
- Castlegar Adult - Community Based Group : 5 exits – 2 moved out of service area, 2 had increased work hours to focus on, 1 no longer wished to attend or identify as having a disability.
- Castlegar Children and Teen Group : 3 exits – 1 was no longer able to participate due to poor health, 1 had an intake but never attended despite numerous invitations, 1 chose to no longer attend due to inconsistent staffing for his program.
- Castlegar Employment Program: 2 exits – 1 moved out of service area, 1 was living out of the service area and commuting became difficult especially during COVID.

Home Share: (5)

- Home Share Program: 5 exits – 2 (Trail), moved out of successful Home Share into semi-independent situations. They continued to have supports from outreach or previous Home Share Provider.
1(Nelson), left after the Individual and HSP mutually agreed they wished not to continue Home Sharing. The Individual was placed in a Semi-Independent home with Outreach supports. 1(Nelson), chose not to remain in Home Share and left unplanned, to stay

with family in another community. 1 (Trail), KSCL ended the contract after some hostile behaviors were presented to KSCL staff. This was reported to CLBC. The Individual remained in the care of the HSP, and another agency was being sought.

Nelson: (5)

- Bigby Adults-Community Based 1-1: had one participant exit as he no longer required supports.
- Bigby-Children and Teen had 4 participants age out of the program. One individual is now receiving services through our adult 1-1 program. Another individual is awaiting eligibility assessment for CLBC funding in order to continue with programming through KSCL. One individual is now accessing support through individualized funding. And one individual has moved out of the service area.

Creston & Grand Forks: (0)

- No individuals exited services in 2020



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.

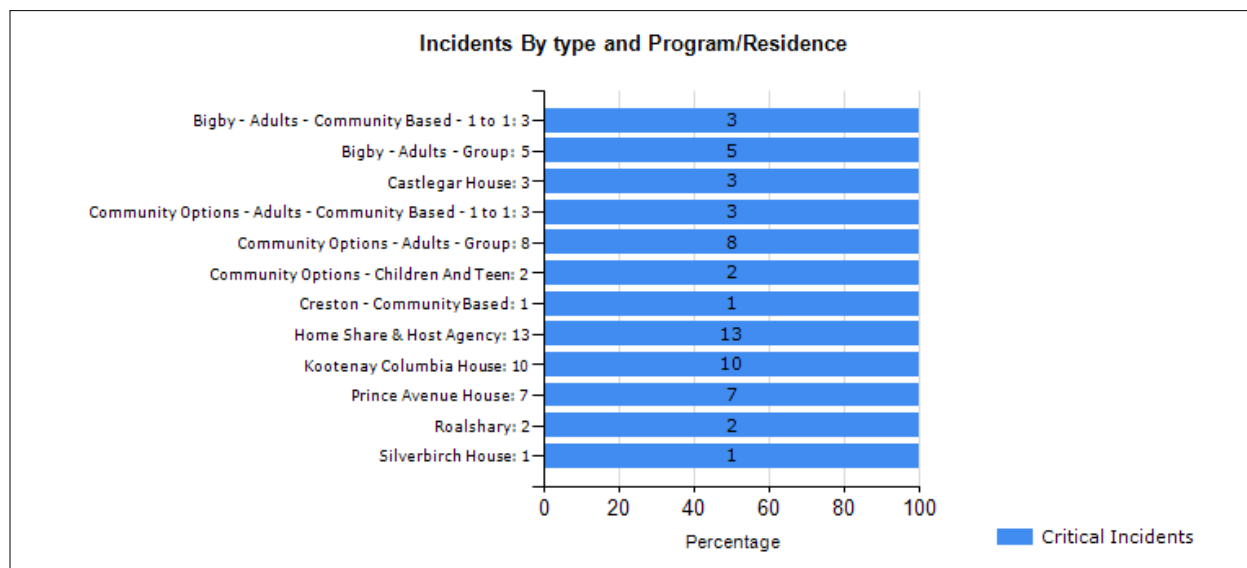
KSCL Critical/Reportable Incident Review

Critical Incidents:

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 individual receiving services. Critical incidents are reportable not only to KSC 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 2020, there were a total of 36 Critical Incidents. This is a decrease of 22 incidents from 2019.



Unexpected Illness (18/36) KSCL supports numerous 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 (6/36) 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 (3/36) KSCL supports one resident who does experiences a manic state and does 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 (6/36) 2 of the falls occurred with a resident who was later diagnosed with heart health issues and the other 4 incidents were unfortunate mishaps.

Physical Abuse (1/36) an incident had occurred where a staff used a restraint to prevent a resident from injuring himself. The restraint was not an approved practice and was therefore reported as abuse.

Neglect (1/36) a report of neglect was made by an employee about another employee, the findings from the investigated showed that neglect was unfounded.

Disease outbreak (1/36) there was one incident of a disease /outbreak when a concern of resident who may have contracted COVID-19. Fortunately. the results were negative.

Death (2) in 2020 there were two incidents where residents passed away. These incidents were not recorded in the database as the death of occurred in hospital.

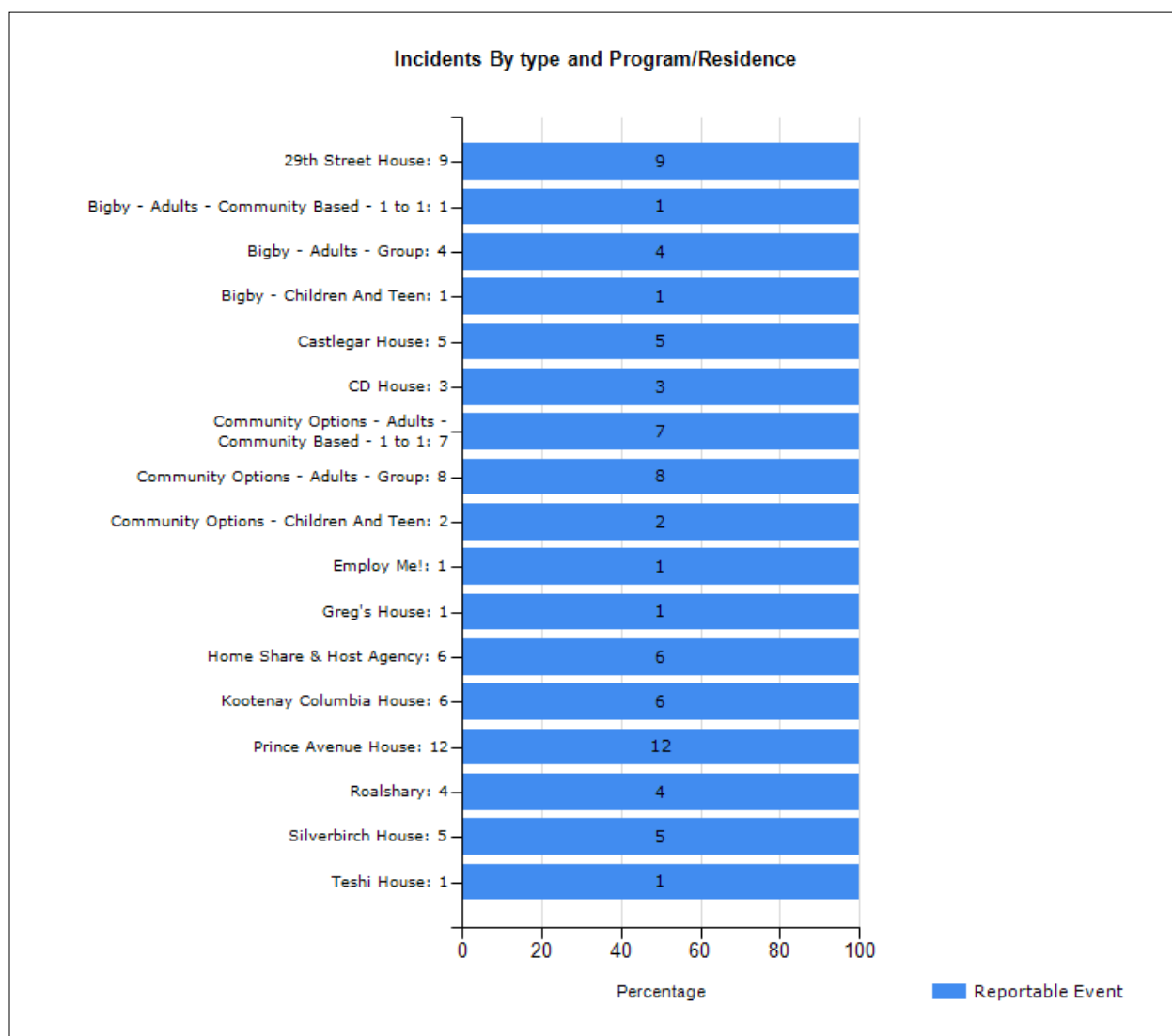
Reportable Incidents:

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 Manager 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 2020 there were a total of 76 Reportable events, this is drastic reduction of 82 incidents from 2019.



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.

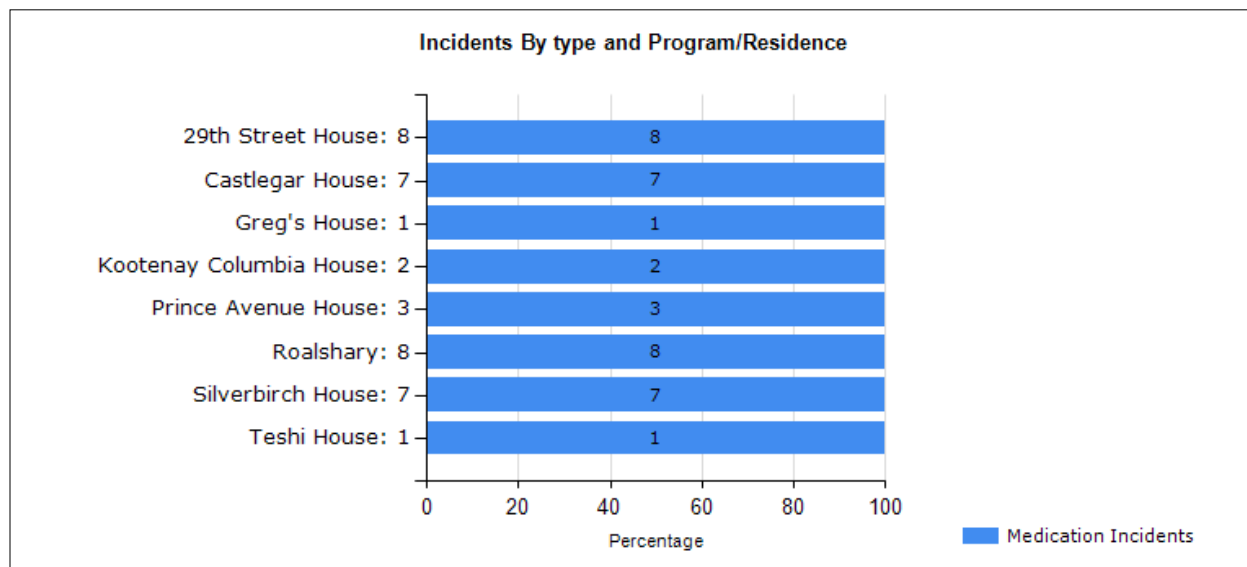
In 2020, there was not a substantially higher number of incidents at one site compared to another. This is different from previous years where specific sites had more than double and even triple the number of incidents than other sites.

With all the challenges and stress of living through a Pandemic one might expect that there would have been an increase in reportable incidents from previous years not a drastic decrease. We can

only contribute this remarkable change to the dedicated support and care provided by the staff as well as the strength and resilience of the and individuals we support.

Medication Errors:

Medication errors most often occur when policy is not followed and staff are taking short cuts. In 2020, KSCL recognized a decrease in the number of medication errors from the previous year (2020– 37 medication errors and 2018 – 46 medication errors).



For three 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 and now in 2020 they still remain the highest at 8. The lack of leadership and may be a contributing factor to the above average incidents of medication errors. KSCL is hopeful that the SRCW hired in late 2020 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. In 2020, Medication errors was added to staff meeting agendas in hopes of staff learning from other people mistakes and not repeating the same errors.

Recommendations for 2021:

- Continue to work with Health Services for Community Living, Developmental Disabilities Mental Health Services, Pivot Point Behaviour Consultants all related medical and mental health professionals to try to reduce incidents and the need for emergency services.
- Review and revise 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 skills that prevent incidents such as violence prevention (MANDT), person centred support strategies, Gentle Persuasion approach, identifying antecedents to behaviors, Autism, Dual Diagnosis, etc.
- 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. Discussions will include incidents (Critical, Medication and Reportable) that had occurred at the site and brainstorm prevention strategies.
- 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 Summary:

Incident reports are used to identify areas of improvement within our programs and residences to 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 Behavior Consultants are consulted and brought in to address issues. Changes to health care plans, behavior protocols, and program structures may also be adjusted.

KSCL Data Collection & Outcomes

The Data is collected and measured in a variety of ways including Satisfaction 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 Outcome 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.

Every individual we serve, chooses specific goal(s) and desired outcomes, as 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 can 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

KSCL Services & Program – 2020 Outcomes

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**

Residential Programs

KSCL supports people in Staffed Residential Programs in three different communities within the West Kootenays: Nelson, Castlegar and Grand Forks. In 2020 there were five (5) Residential Programs in Castlegar serving 18 individuals. In Nelson, there were two (2) Residential programs serving 9 individuals. Lastly, in Grand Forks there was one (1) Residential Program serving 5 individuals.

The following is the Outcomes Grid for all Residential Programs results for 2020:

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 1/20 - Dec 31/20	ShareVision	Goalkeeper	100%	55.7%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in staffed residential	Jan 1/20 - Dec 31/20	ShareVision	Goalkeeper	100%	52%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in staffed residential	Jan 1/20 - Dec 31/20	ShareVision	Goalkeeper	100%	56.5%

	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in staffed residential	Jan 1/20 - Dec 31/20	ShareVision	Goalkeeper	100%	48%
Efficiency	To maintain full capacity at each residential site	% of months within a year at full capacity	Residential services	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	97%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in staffed residential	Jan 1/20 - Dec 31/20	ShareVision	Goalkeeper	100%	53%
	To expedite program services	% of individuals referred & accepted into residential programs	Individuals referred to KSCL	Jan 1/20 - Dec 31/20	Referrals	Program Coordinator	100%	100%

Conclusion: In 2020, KSCL did not meet the set outcomes for most domains due to COVID-19. Due to lockdowns, limited access to community, family, friends and regular activities, this reflected in goals set not being achieved. Although there were many modifications on how individuals connected virtually and eventually some social distancing, like everyone else, those we supported were constrained in life events, in general.

During 2020, KSCL also made several changes to how goal progress was tracked and reported. We transitioned from site supervisors (SRCWs) entering goal progress data to direct 1-1 support workers, called “Goal Keepers,” tracking and reporting goal progress quarterly, directly onto our online ShareVision system. Staff are continually learning ShareVision and how to write goals that are specific and achievable. In Spring 2020, all staff received training about how to track goals accurately and enter the goal progress reports on ShareVision. This training also covered how to write SMART goals that are Specific, Measurable, Achievable, Relevant and Timely.

We hope 2021 will look different for everyone and we can resume normalcy once again.

Home Share

KSCL has one (1) central Home Share program and in 2020 there were 16 Home Share Providers in our program, serving 17 individuals. The following is the Outcomes Grid for the Home Share Program results for 2020:

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 1/20 - Dec 31/20	ShareVision	Home Share Coordinator	100%	58%

	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in homeshare program	Jan 1/20 - Dec 31/20	ShareVision	Home Share Coordinator	100%	51%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in homeshare program	Jan 1/20 - Dec 31/20	ShareVision	Home Share Coordinator	100%	50%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in homeshare program	Jan 1/20 - Dec 31/20	ShareVision	Home Share Coordinator	100%	69%
Efficiency	To recruit home share providers	# of recruited home share providers, approved	home share providers screened	Jan 1/20 - Dec 31/20	ShareVision	Home Share Coordinator	3	5 100%
Access	To establish timelines in getting home share providers approved	% of home studies completed in 3 months	home share providers applied	Jan 1/20 - Dec 31/20	ShareVision	Home Share Coordinator	within 3-month time	100%

Conclusion: In 2020, there were 9 Home Share (HS) referrals sent from CLBC. KSCL was able to find and approve successful Home Share placements for 7 of these referrals.

The other 2 referrals were received later in the year. One (1) of the individuals was planning to live with his sister as a Home Share Provider (HSP), however the sister was not ready to begin the Home Study until 2021. The other one (1) remained living at home with his family and requested to start the Home Study in 2021. At this time, these 2 referrals will remain with KSCL awaiting Home Studies.

KSCL continues to look to recruit potential HS Providers by advertising on websites, local media and educating the public at community events such as the Kootenay Trade Fair, Selkirk College Employment Fair, and the EACSW Employee Fair. Unfortunately, due to COVID, these venues/events were not available or did not take place. A small number of people showed interest in the program but did not follow through with application to become a Home share Provider. In 2021, KSCL intends to expand measures to advertise and recruit Home Share Providers.

COVID-19 Pandemic effected the goal results not being met due to lockdowns and limitations for every HS Provider. Additionally, the Home Share Manager recognized that each HS Providers struggled or did not focus on accurately setting, tracking and collect data on a regular basis. Although each HSP had some systems in place, it was not measured regularly, was at times not attainable by the individual and lacked being reviewed on a timely basis. Therefore, KSCL implemented all HS Providers to use KSCL's ShareVision system. This will ensure a focus on goal setting, goal progress and keeping data up to date. The Home Share Manager can now remotely check on the completeness of goals, the tracking of goal progress and achievements obtained.

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 2020:

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 1/20 – Dec 31/20	ShareVision	Site SRCW	100%	61%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in community-based programs	Jan 1/20 – Dec 31/20	ShareVision	Site SRCW	100%	65.5%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in community-based programs	Jan 1/20 – Dec 31/20	ShareVision	Site SRCW	100%	43.5%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in community-based programs	Jan 1/20 – Dec 31/20	ShareVision	Site SRCW	100%	66%
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 1/20 – Dec 31/20	ShareVision	Prog Coord	100%	100%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in community-based programs	Jan 1/20 – Dec 31/20	ShareVision	Site SRCW	100%	72%

Conclusion: In 2020, KSCL did not reach our intended target of 100% goal attainment but saw a slight improvement of 4% in the outcomes for this category. Goals regarding community access and recreation were challenging due to COVID-19 limits on programming and closures of many community and recreational facilities. Although KSCL continued to support individuals to attain their goals and follow the SMART goal model, most of 2020 went into a virtual and limited supports.

In Nelson, we received 4 referrals for 1:1 Community Inclusion Support and in Creston we received 1 referral. We were able to offer ongoing support for each person referred. In Castlegar, we received 2 referrals for individuals under our short-term response contract and 1 referral for an individual who ended up moving and not receiving services.

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 2020:

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 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	62%
	To develop/maintain family/friend & community contact	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	all Adults in Day Program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	53%
	To realize an individualized goal	% totals for the Goal Type/s: Rights and Self Determination	all Adults in Day Program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	65%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	all Adults in Day Program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	53%
Efficiency	To maintain full capacity in programs	# of referrals/service enrollments	all Adults in Day Program	Jan 1/20 - Dec 31/20	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 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	48%

Conclusion: In Nelson and Castlegar, we received no new referrals to our Adult group programs. This was due to challenges brought by Covid-19 and the fact that people were not moving into the area or seeking out new programs for most of the year, out of caution.

Participation in the day programs was reduced significantly by most participants in mid-March as concerns regarding the pandemic rose and restrictions stayed in place until June. Slowly through out the summer and into the end of 2020, most participants had resumed their support through the program, though some still have not returned or have reduced attendance.

Lastly, KSCL's Covid protocols & WorkSafeBC occupancy limit for our buildings has limited our capacity for both Adult group gatherings indoors. Combined with limited community and recreational activities proved challenging in the spring & winter of 2020.

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 2020:

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 1/20 - Dec 31/20	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 1/20 - Dec 31/20	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 1/20 - Dec 31/20	ShareVision	Program Coordinator	All staff members	100%
	Maintaining paid employment for over 3 mths or more	% of individuals who retained employment over 3 mths	all SE participants	Jan 1/20 - Dec 31/20	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 1/20- Dec 31/20	ShareVision	Program Coordinator	4	2

Conclusion: The onset of the Global Pandemic in March meant that most individuals' employment was temporarily on hold. There was a huge concern in keeping all employed individuals safe while at work and employers had to adhere to WorksafeBC safety protocols, which set out occupancy limits.

In Nelson, there were no new referrals to the SE program in 2020 and there were no new businesses who hired people supported by the program. Only 2/8 individuals have yet to return to work but have a promise of their job resuming some day. We continue to support them to maintain skills relevant to their employment and communication with their Employers.

In Castlegar, the Employ Me Program had 2 new referrals in 2020. One (1) of the individuals was a youth who decided not to participate in the program and the other adult individual is currently working in a temporary position for the purpose of developing their employment skills. Again, due to Covid-19 there were several employment placements on hold until it was safe for them to return. There was only 1 new Employer in 2020 although there was 1 previous Employer who hired a temporary employee while the regular employee was unable to work.

KSCL will continue to work to develop and bring awareness to this invaluable program through Trade Shows, Job Fairs and advertisement.

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 2020:

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 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	88%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Youth in program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	34%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Youth in program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	60%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Youth in program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	38%
Efficiency	To maintain full capacity in programs	# referrals less the # of exits for the program	Youth in program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW/Program Coordinator	0 or greater	0
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Youth in program	Jan 1/20 - Dec 31/20	ShareVision	Site SRCW	100%	50%

Conclusion: In 2020, the Nelson the Youth Program had 1 new referral and 2 youth age out and receive support through our Adult programs. In Castlegar there were 4 referrals, with 1 deciding not to attend. The program also had an additional 2 participants exit the program.

We continue to reach out to MCFD to connect with families of youth in need of support. KSCL's group programming for youth experienced many challenges due to Covid-19 and KSCL had to temporarily cancel all group programming early in the year until we had proper safety protocols in place.

KSCL was able to begin offering some group programs again with the use of virtual connection tools such as Microsoft Teams and Facetime. KSCL continues to recognize barriers such as after-school scheduling challenges and lack of youth participation.

In 2021 our goal is to maintain and seek 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 continually seek feedback from youth and their families as to what interests are not being met and how can we increase attendance.

Satisfaction Surveys – 2020 Results

In Fall of 2020, we conducted six (6) different Satisfaction Surveys. A Permanent Employee, a Casual Employee, a Family/Caregiver, a Stakeholder, an Individual and a Board of Director surveys. The following is a summary of the results.

Employees

1. Permanent Survey

- **37 out of 91 (41%) of permanent staff responded to the survey.**
- On a scale of 1-10 – the average was 6.2 for level of happiness at work
- 73% said they would refer someone to work at KSCL.

2. Casual Survey

- **21 out of 48 (44%) casual staff responded to the survey**
- Casual staff report that they are 77% happy at work.
- 86% (+8pts) said they would refer someone to work at KSCL.

The Permanent & Casual Surveys each gave a different perspective to the work environment. Each survey identified issues and the feedback was valued & heard for both. Here are the action plans & goals for 2021 based on the survey results.

- Program Managers: Staff want to know about background experience/education that gives them a solid understanding & respect for the good work front-line workers do. These Managers are well versed in supporting and caring for individuals and families alike. This experience is invaluable in relating to frontline work. Last year's goal (2020) was to spend a day at each and every site, sadly COVID-19 changed all plans, and this did not happen. Therefore, once we can return to worksites in person, each Manager will work a day at each worksite they manage.
- Worksite stresses: Were COVID-19 & mental health issues, staff were reminded for Regular staff to access our Employee Assistance Program, HumanaCare, and providing a 2-day training on Mental Health. For Casuals employees we encourage to submit your \$30 for any activity that contributes to your health. Team issues and tension seem to have carried forward from 2019, and 2020 did not help with dealing with COVID issues. Therefore for 2021, Professional Development needs to focus on these areas once again as well as stress management and leadership. Another goal for KSCL will be to conduct a Mental Health "specific" survey in early 2021.
- Employee Communication/Resources: Staff were appreciative of any online training, or resources I provided on my monthly E.D. Communications. It was recognized that staff want more communication, so I ensure the E.D. monthly communication has relevant and current information for staff every month.

- Workload/job duties: KSCL is always thinking of how we can be efficient and effective and reduce paper. We have utilized ShareVision for years, but the version was outdated, so KSCL has implemented a new version of Sharevision, with more features. This started in late 2020 and will be implement in January 2021.
- Employee Appreciation: There was an overwhelming consensus that the monthly amount/per staff at worksites was the popular vote. This allows staff & co-workers to do what they want, when they want. Therefore, KSCL will keep this ongoing method of appreciation. For Casual employees, the SRCW are authorized to recognize those that go above & beyond by giving a gift card as they see appropriate. In the spring, we recognized the front-line workers, working in a Pandemic with \$40 gift cards. In December, as we couldn't have our annual Christmas Party, each staff received a \$50 grocery card for Christmas. We had an overwhelming response to how appreciative the staff were of these recognitions. COVID-19 created an exponential amount of stress due to potential outbreaks and safety. KSCL wanted to recognize their dedication and perseverance in working the front lines and simply coming to work with these fears.
- Hiring new staff and wages: Implementation of dedicated HR Managers - Scheduling & Recruitment Manager & a Training and Staff development Manager for supports to staff.
 - Utilizing portability clause that assists KSCL to hire staff from other agencies with their recognized Wage
 - As well, the last year wage lifts were 5.3% which brings wages better aligned to IHA and School District. April 1,2021, more lifts 5.5% - 5.9% for Union, and 2.25% for Non-Union.
 - 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 24 respondents for this survey, which is an increase from the 20 in 2019 and 16 in 2018.

Of those who did respond, all were very happy and satisfied with the level of services that KSCL provides. Some feedback:

- Improved communication specific to the individual served with respect to decision making would be appreciated, more involvement with family when big decisions need to be made.
- 100% of Family/Caregiver participants would recommend KSCL services.

KSCL goal for 2021 is to continue to engage family/caregivers to participate in KSCL services and programs.

Stakeholders

There was an increase to 16 participants from 13 in 2019 and 9 in 2018. Those who did respond were from:

- MCFD or CLBC – 19%
- Professional that works with KSCL – 25%
- Business that supplies/serves KSCL – 13%
- Supported employer of KSCL clients – 25%
- Community business that is familiar with KSCL – 13%
- Other – 6%

Of the above, 44% of participants are not familiar with KSCL's website and 9 participants provided their email address to receive bi-annual newsletter.

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

44/84 participated in the survey. This was an increase from 22 in 2019. This is a representation of 52% of those we deliver services to. The 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 (80% 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 9 respondents this year, which is up from 6 in 2019.

Knowledge of KSCL Board & the functioning of the Board:

- 89% are familiar with the board, strategic plan, and committees.
- 100% of board members are aware of what is expected of them.

- I.e. Read the minutes, reports and other materials in advance.
- Familiar with Governance P&P – 100% agreed.
- Maintain confidentiality Difference of opinion Promote KSCL/our work President is well prepared for meetings.
- 89% agree that all board members support the decisions that are made.

No issues were identified other than ensuring orientation takes place prior to 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.

Combining all the Data

To summarize this report in an understandable way all KSCL outcomes data is combined and fed into our Five (5) Strategic Priorities, set out in our 2018-2021 Strategic Plan. Therefore, the KSCL Program and Services 2020 Outcomes and the Satisfaction Survey 2020 Results are integrated and fed into the Five Priorities, which are broken into Objectives. These Objectives outline and guide KSCL on all our outcomes with regards to business functions, how we support & listen to all our Stakeholders, deliver our services and lead the Society with current & future goals.

Results of 2020 Outcomes – Update & Progress

In October 2020, the Board & Stakeholders were informed of where we are at with our KSCL 2018-2021 Strategic Plan, which encompasses our Five (5) Strategic Priorities, Objectives for all KSCL's Outcomes.

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/orientation for each new employee 2. \$5000/per employee Grant for training (2019)	Program & HR Managers	Completed & Ongoing 100%	Oct 2020

3. Renewal of certificates & in-house trainers – adjusted to zoom training for 2020.			
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/safety – throughout career			
1. Offer of ongoing training opportunities on KSCL Website & emailed to each staff	Program & HR Managers	Ongoing	Reviewed Sept (annually)
2. KSCL Website – RESOURCES – added all our Safety Plans on COVID-19 to assure employees of our due diligence on safety	Program Managers	Ongoing/updated	Oct 2020

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. Two Employee Handbook – outline our employee benefits – one for Union & one for Non-Union	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 - Employee Recognition under Careers	Admin Staff	Completed - 100%	Oct 2020
2. Surveys - Ongoing inquiries to improve retention/recruitment/employee appreciation ideas.			

3. Gift certificates given out in 2x in 2020 due to non-events being able to be done (ie. Employee appr/Christmas party)			
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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	completed	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.	completed	Fall 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			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to increase Community Profile			
1. Advertising <ul style="list-style-type: none"> Art walks at local business Brochures in community Chamber – Trade Show 	Program Coordinator & HR Coord.	Completed & Ongoing 100%	Annually – repeat Fall

2. Arm Band sponsor with Celgar Pulp – Be SEEN campaign	E.D.	Completed	Winter 2018/2019
GOAL: Increase KSCL Staff appreciation 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 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.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to increase Community Profile			
1. Recognize the expertise/connections. <ul style="list-style-type: none"> Place current Board on KSCL Website 	Program Coordinator & HR Coord.	Completed & Ongoing 100%	Annually – renew in Fall
2. Board education <ul style="list-style-type: none"> Invite Board of Directors to train opportunities/events 	E.D.	Completed	Winter 2018/2019
3. Virtual conferences/meetings for Board – Eg. BCNPHA	Board	Completed	Fall 2020
4. Surveys – reviewed results, shared with stakeholders and changed implemented as identified	Admin Staff	Completed	Fall 2020

Extenuating & Influencing Factors for 2020

- COVID-19 Pandemic changed everything.
- Ongoing B.C. restrictions as of January 2021 affecting the in-person services.
- Society changing services to virtual, re-gearing KSCL to operate within the restrictions such as programming virtually and smaller groups, lack of community services and events to attend.
- Flexibility for family member, assisting with emergency funding, useage of respite funds, contract management changes.
- Individuals job losses, financial loss, assisting with application for social benefits/funding (one time only, or specific to 2020).

- Administration staff unable to attend in-person staff meetings, events, lack of community involvement, lack of staff-to-staff involvement, culture change. Teaching technology for virtual communication.
- Administration office was the hub of training, open door policy, now changed to locked door to screen & limit capacity in the building, mask requirements for all indoor access.

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
4. Trade Show attendance every April – COVID changed	Staff	Completed – 100%	April 2021 on hold
5. Chamber of commerce – ED connection, ED on the Board of Director	E.D.	Ongoing	Elected on Feb 2021
6. Virtual events art shows, radio interviews, Art gallery involvement	Staff & E.D.	Ongoing	2020 all year
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			
7. Build a suite at Teshi Home	E.D. & Board	Completed - 100%	July 2019

8. Laneway Home at Wasson St.	E.D. & Board	Pending	on hold
9. Build apartments above Bigby Place	E.D. & Board	Pending	on hold
CASTLEGAR			
10. Affordable housing project – Hired Makola Development Services – progress is BCH at the PPA level	E.D. & Housing Committee	Ongoing - 20%	Oct 2020
GRAND FORKS			
11. Combine to KSCL Condo's into 1 to share resources	E.D. & Prog Manager	100% complete	April 2020

Outcomes for 2021

These results will be shared with all Stakeholders on the KSCL Website and encompassed in our 2020 Annual Performance Analysis, which is formally presented at the 2021 Annual General Meeting planned for June 2021.

The next Outcome Measurement Plan for 2021 will work in conjunction with current operational Strategic plan (2018-2021) organized into any of the Five (5) Strategic Priorities and the new Strategic Priorities from the 2022-2025 Strategic Plan being conducted in October/November 2021. All the continuing or new goals within each Strategic Priorities will built upon on the 2020 results or incomplete goals.

The 2021 Outcomes Measurement Plan will be completed in the Spring of 2022 and presented at the KSL Annual General Meeting in June 2022.

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

Accessibility

The Accessibility Committee's goals for 2020 were as follows:

KSCL (as a whole):

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : Crosswalk is needed in front of main building	All stakeholders	Contact city and accessibility committee	Pauline Fenton	Next meeting	This has been completed and the city said they will look into it further
<u>Financial</u> : Increased cost of living e.g., food, household items, etc.	All stakeholders	Find budgeting options, complete a review of costs & discuss with CLBC	All SRCW's and Program Managers	Dec 31, 2021	

<u>Attitudinal:</u> Lack of education/ understanding/acceptance of gender identity and LGBTQ+ culture and community	All stakeholders	Research training opportunities, attend local LGBTQ+ activities, share information and open up discussions	All staff	ongoing	
<u>Attitudinal</u> Discriminatory attitudes towards diverse abilities within communities	All stakeholders	Research training opportunities, attend community events, share information and open up discussions	All staff	ongoing	
<u>Attitudinal:</u> Mental Health concerns (due to covid) have stigma	All stakeholders	Offer training for mental health first aid, offer stress management training, bring attention to the Employee Assistance Programs	Denise Pottle and Program Managers	ongoing	
<u>Communication:</u> KSCL website accessibility could be improved, offering people options for font and navigational tools to support a variety of needs and adding an area for self advocates	All stakeholders	Investigate options for more accessible software on the KSCL website, add a site for self advocates	Lauren Schellenberg and Shelley Thompson	July 2021	
<u>Communication:</u> Virtual meetings due to covid which is a barrier for people w/o access to technology	All stakeholders	Provide technical support when needed, research opportunities for technical grant money to access computers	All staff to support families, Management to support all staff, Kathleen Elias to apply for Grant	ongoing	Grant is complete
<u>Employment:</u> Cancellation of services due to staffing shortages	Person Served	Hire more qualified KSCL staff, continue to build relationships with the EACSW program and practicum students, creative advertising	Denise Pottle	ongoing	
<u>Employment:</u> Access to employment due to Covid-19 associated barriers (e.g., limited access to training requirements, health	Personnel and Person served	Research alternative opportunities, use virtual training, extend deadlines	Denise Pottle and Employ Me staff	Ongoing during pandemic	

concerns, limited interest due to financial support by government, etc.)					
<u>Transportation:</u> Covid-19 barriers include limited schedule of transit and Handidart, Covid-safety measures not possible for some to follow, limited number of people able to transport at one time	All stakeholders	Work with other stakeholders to provide other options for transportation	All staff	Ongoing during pandemic	
<u>Transportation:</u> some staff do not have class 4 license which disrupts service delivery	All stakeholders	Set dates and goals to complete this job expectation	Denise Pottle	Dec 31, 2021	
<u>Community Integration:</u> limited access due to public health authorities' restrictions and individual's ability to follow safety guidelines	All stakeholders	Research safe places to access, complete risk assessments and follow all health authority restrictions	All staff	Ongoing during pandemic	
<u>Community Integration:</u> Participants, staff, stakeholders being harassed on way to access main building	All stakeholders	Contact police if incidents occur	All staff	ongoing	

Bigby:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> No access to private outdoor area	Person served and Personnel	Research opportunities and/or funding	Lauren Schellenberg and Kathleen Elias	Dec 31, 2021	
<u>Transportation:</u> new van isn't useable in winter	Person served and Personnel	Purchase new van	Lauren Schellenberg	March 2021	complete

Community Options:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> basement door isn't accessible to everyone	All stakeholders	Add an automatic door and button	Heather Marshall	pending	At this time during pandemic door is locked and opened by staff. Button will be

					added once this process is no longer required
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Employ Me:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : no ramp for entrance door	All Stakeholders	Install ramp	Heather Marshall	Dec 31, 2021	

Roalshary:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : back deck is small and limited access for residents with mobility aids	Person served and Personnel	Remove barrier between sides to make space bigger	Jann Beliveau and Sunny Junker	July 2021	
<u>Architectural/Environmental</u> : front driveway slope is challenging to push wheelchairs up	Person served and Personnel	Discuss options for improved wheelchairs with the Occupational therapist	Jann Beliveau and Sunny Junker	July 2021	
<u>Community Integration</u> : local hockey rink is not wheelchair accessible	All Stakeholders	Hockey is cancelled during pandemic	Jann Beliveau and Sunny Junker	Pending while during pandemic	

Creston:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : no access to natural light while in office space	Person served and Personnel	Plan for breaks outside, add extra lighting	Lauren Schellenberg	July 31, 2021	

CD House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : Driveway is cracked and uneven and is a tripping hazard	All Stakeholders	Repave driveway	Erin Shippy and Lauren Schellenberg	Spring 2021	

Teshi House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Communication</u> : Internet connection is unreliable due to location of the home	All Stakeholders	install new Internet system	Chris Lyon	February 2021	Complete

Castlegar House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : House is not accessible during mold remediation	All Stakeholders	Move to nelson during remediation	Sunny Junker and Jessica Blankenship	Until April 2021	pending
<u>Architectural/Environmental</u> : Back deck is not accessible through the patio door for residents with mobility issues	Person served	Request renovation to BC housing	Sunny Junker and Kathleen Elias	Summer 2021	
<u>Architectural/Environmental</u> : Bathroom is small and not easily accessible to residents with mobility issues	Person Served	Request renovation to BC housing – meeting in April scheduled	Sunny Junker and Kathleen Elias	Summer 2021	

29th St House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : Inadequate lighting in living room and bedrooms	Personnel and person served	Install new lights	Heather Marshall	Feb 2021	complete
<u>Financial</u> : Resident doesn't have a representation agreement and no	Person served	CLBC was contacted	Terri Wong	ongoing	

one to support with financial decisions		and no easy answer at this point – resident has a bank account			
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Prince House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> Residents with mobility issues do not have adequate access to outdoor space at the house.	Person served	Deck needs to be resurfaced, front yard re-sloped and a walkway added from driveway to the deck.	Sunshine Latimer and Sunny Junker	Aug 2021	
<u>Financial:</u> Resident doesn't have access to a bank account	Person served	Family has completed the representation agreement and is completing necessary steps for a bank account as well	Family	July 2021	

Silverbirch House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> Residents do not have space in house for activities and back yard is not accessible for residents who live upstairs.	Personnel and Person served	Plan for more activities in community, staff to assist residents with getting to back yard, possibly remove a hedge?	Laurie Wilson and Sunny Junker	July 2021	
<u>Attitudinal:</u> resident is prejudice towards roommates	Person Served	Take advantage of teachable moments, encourage acceptance	All staff	ongoing	

Kootenay Columbia House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : litter from next door residents has concerns of fire	All stakeholders	Contact neighbor and ask for to be cleaned as well as steps to prevent future occurrences	Kathleen Elias	March 2021	complete
<u>Transportation</u> : not enough seating for all residents in the van	Personnel and person served	Purchase a bench seat to be added	Sue Cara	March 2021	complete
<u>Community Integration</u> : walkways near house not accessible to people in wheelchairs	All stakeholders	Contact city and accessibility committee- this has been done and the city is looking into it	Pauline Fenton	Next meeting	this has been done and the city is looking into it

Complaints

KSCL was made aware of only 4 complaints in 2020.

1. **Feb 2020** – An individual, who had a small amount of community inclusion hours for outreach and anger management issued threats against society staff after he was laid off from his job as a janitor. His job was not supported by KSCL staff as he did not want support for employment. RCMP had to be called & the individual was no longer allowed on the KSCL property. He has since passed away.
2. **March 2020** - Staff complaint to management. A staff member in Grand Forks had complained that when arriving on shift there was no other staff there and individuals were in bed. KSCL investigated the incident and there was another staff there and the individuals were not feeling good that day and sleeping in. It was later determined that the complaining staff was angry at the Supervisor and was trying to say she wasn't doing her job, when she was. She also mentioned other incidents, but then realized she wasn't following proper lifting protocols and was not referencing the P&P for reporting. The investigation showed there was no "lack of care" to an individual and the Employee was reprimanded for not following P&P's and protocols in place for lifting.

3. **July 2020** - Home share provider complaint that KSCL Home Share Manager was not professional & acted inappropriately. Home Share provider said that a book was left on their doorstep by the individual's family or KSCL, intending to "send an inexcusable message" and that KSCL Home Share Manager would not acknowledge who left it. Home share Provider demanded an apology letter for this. E.D. investigated emails and other correspondence, and any unprofessional or inappropriate actions by the Home Share Manager was found to be untrue. As well KSCL Home Share Manager had not left any book and when she followed up with the family, they were also not aware of a book being left.
4. **Oct 2020** - Home share provider complaint that KSCL deducted WorksafeBC from his "wages", however Home Share Providers are sub-contractors to KSCL. A reference to his signed contract with KSCL showed that he was aware of these terms to either get WorkSafeBC or KSCL would cover him if he could not prove he had the coverage. KSCL was never provided prove of his coverage, so KSCL was deducted the premiums to do so. He was disgruntled and uncooperative, and never agreed to contractual terms, therefore KSCL had no choice but to terminate the contract.

KSCL endeavours to bring satisfactory results for all parties when complaints are identified. In the above cases, the Executive Director, and staff were aware & investigated the complaints, and the Executive Director informed the Board of Directors of the incidents and result of the investigations.

All four of these complaints were dealing with very difficult and uncooperative individuals, which ends up not being a positive ending for all parties involved. Notably, the KSCL Home Share Manager has identified that when Home Share Providers want to end their contract and have someone move out quickly, they become very difficult or hostile. In both complaints the KSCL relationship deteriorated quickly as the Home Share Provider wanted actions/results that could not happen quickly or at all. KSCL Home Share Manager is now identifying in the Home Share orientation very clearly the Home Share Provider's responsibilities of requirements and KSCL's responsibilities to alleviate future miss understandings.

Human Resources

Staff Statistics & Turnover

As of December 2020, there were a total of 165 employees (increase of 21 from 2019)

- 7 Admin
- 26 Self Advocates
- 47 Casuals
- 69 PFT
- 16 PPT

Employee Exits: **Total of 25**

Number	Type	Dept	Area	Reason
7	Casual	CG	Castlegar	2 moved, 3 other, 2 unknown
2	Casual	Nel	Nelson	1 other job, 1 unknown
5	Casual	ROA	Grand Forks	1 moved, 1 other job, 1 retired, 1 returned to school, 1 unhappy
2	PFT	Admin	Castlegar	1 other job, 1 unknown
1	PFT	CO	Castlegar	1 termination
1	PFT	CR	Creston	1 retired
1	PFT	29th	Castlegar	1 moved
1	PFT	ROA	Grand Forks	1 retired
1	PPT	CO	Castlegar	1 termination
1	PPT	ROA	Grand Forks	1 retired
1	PPT	Teshi	Nelson	1 moved away
2	SA	Castlegar	Castlegar	1 deceased, 1 unknown

The turnover rate for permanent employees was 10% (down 4% from 2019) and was 24% for casual staff. KSCL had a total of 25 staff exit KSCL in 2020 including 2 admin staff (both payroll positions). 4 staff members of KSCL retired and the rest were a combination of reasons which none are significantly higher than another.

Emma L left on maternity leave in the Spring of 2020 and Denise P was hired into a TFT HR position which has recently transitioned into a FT HR position with new re-org. Brigitte has been away on leave for a significant portion of 2020. Shelley T was hired as a TFT employee to support HR and the absence of Brigitte. With the abrupt resignation of our Payroll Coordinator, Shelley has temporarily been working as the Payroll coordinator. Emma is due to return in the fall to an HR position.

Sick Time

The total sick time used in 2020 was 4789 hours (\$93,857.57) compared to 2019 which was 5715 hours (\$105,376.49). If we include unpaid sick hours the total sick time for 2020 was 18,656 hours which is equivalent to almost 9 FTE's. The cost per sick hour for 2020 was \$19.60/hour not including overtime, absenteeism costs on top of that. This cost per hour increased by \$1.16 from 2019.

Overtime

Statistics for 2019

- Total OT paid in 2019 = 5016 hours /Earnings \$174,538 including stat pay
- Total OT paid in 2019 without stat pay = 2053 hours/earnings \$82,046.24

Statistics for 2020

- Total OT paid in 2020 = 5774 hours/Earnings \$215,443.45 (including stat days)
- 64% paid at 1.5 X the rate and 36% paid at 2.0 X the rate.
- Total OT paid without stat pay = 2468 hours/Earnings \$107,168.51

The difference in Overtime from 2019 to 2020 was an increase in total hours of 758 and total earnings of \$40,905.85 for 2020 ***including stat pay***.

The difference in Overtime from 2019 to 2020 was an increase in total hours of 415 and total earnings of \$25122.27 for 2020 ***not including stat pay***.

We believe that many casuals at KSCL are actively seeking full-time employment elsewhere and for reasons that include consistent work schedule, additional pay, and benefits.

As of April 1, 2020, all staff at KSCL received a pay increase. The Unionized wage lift was 5.5% (2% General Wage Increase & 3.5% Low Wage Redress) and the Non-Union wage lift was 6% (2.25% General Wage Increase & 3.76% for Recruitment & Retention 2020).

Some factors that contributed to overtime are numerous extended leaves, including sick/WorksafeBC/maternity/compassionate care leave. This has resulted in casual employees temporarily filling permanent positions reducing our casual availability. COVID-19 contributed to absenteeism due to public health recommendations. We found that COVID-19 also contributed to absenteeism resulting from personal concerns and mental health issues.

There was a period of about 4 months where we put a hold on any recruitment. This was due to COVID-19 and uncertainty of economic impact.

Professional Development

Offered in 2020:

- MANDT Training
- 1ST Aid Recertification
- Non-Violence Online Modules
- Food Safe Online Modules
- Open Future Learning Online Modules
- CLBC Privacy and Information Training
- Red Cross Preventing Disease Transmission
- Ministry of Children and Family Development: Privacy and Information Training
- Competency Based Training
- Gentle Persuasive Approach Training with Alishia B
- Leadership Training with Kaylee Hansen
- Pivot Point
- Stress Management with Kaylee Hansen
- OH&S Training
- BCCEO Network Workshops
- CESSEA Workshops and Training
- Comvida Training

KSCL holds staff meetings for each location with both casuals and permanent staff. This gives each employee an opportunity to bring forward any new issues that need to be discussed.

The Administration Staff continue to look for new skills and training that we can offer to our employees to develop their knowledge.

Employee Appreciation

2020 has been a year of challenges and success. We have seen the start of a global pandemic that has shown both our strength and weaknesses.

During the beginning of the Pandemic, May 2020, KSCL decided to give all staff that were currently working a gift certificate of appreciation of \$40 to local restaurants. Not only did KSCL want to support its staff but it was a wonderful opportunity to give back to our community of local restaurants that were suffering due to the pandemic.

Unfortunately, the Annual Christmas Party did not take place in 2020. Although this was disappointing, KSCL staff were given a \$50 gift certificate to a local grocery store to use as needed for the Christmas Season.

Due to the fact the Annual Christmas party was cancelled the “Awards of Distinction” were cancelled as well.

Employee Recognition continued for each employee that reaches a milestone every five years of service.

As well, KSCL has continued to recognize employees in the form of a gift cards and thank you cards for their work ethic, quality of care, and teamwork. We also encourage our SRCW’s or Co-workers to nominate each other when they notice and employee going above and beyond.

This last year has shown the true resilience of our employees. We are hopeful with the vaccine being administered that 2021 will bring back Christmas parties, events, and get togethers for of KSCL.

Grievances

There were 4 Grievances in 2020.

- **Article 3.10(2)(2) Time off for Union Business** – the Union did not want to share why an employee was asking for time off for union business and argued that the reason had no bearing on being permitted the leave and KSCL being reimbursed. KSCL pointed out that an Employer needs to decide whether the leave is with or without pay if we are not told what the leave application is for and Article 3.10 sets out the reasons as well. KSCL has always been given forms indicating the “whys” and it’s been a long-standing practice. It is also identified in the KSCL P&P – Employee Request for Leave. It was agreed that the

Employer does have the right and the full scope of why will be given to the Employer via an email from now on. ***Grievance withdrawn.***

- Article 11 – Dismissal, Suspension and Discipline – The Union said that KSCL didn't follow discipline procedures by administering a Written Warning discipline letter first instead of giving the staff time to correct her behaviour. Second part was the Union felt the staff was unjustly disciplined for not following the 2-person transfer procedure. It was determined that KSCL does not have to give a Letter of Expectation before a Written Warning, so we did follow the Progressive Discipline procedure as outlined in the CA. As to the investigation, it revealed the staff was not following a very important safety lift and agreed she would now follow this protocol. ***Grievance withdrawn.***
- Article 17.1 – Paid holidays – A staff wanted to be paid stat holiday and bank a day in lieu of the stat holiday while not working during COVID lockdown and not working at all. KSCL explained that if a staff doesn't work their regular scheduled hours in a 2-week period, KSCL pays out their stat day, instead of "banking the day", just the same as when a staff takes a vacation OR sick in time period when a stat occurs. The Union does not agree with this as they think KSCL received extra funding, called "COVID funds" during this time to pay staff as per "normal", which is not true. Although we did pay as we "normally" would have, the Union & this particular staff do not agree. ***This Grievance is not settled and has proceeded to Arbitration as of January 2021.***
- Article 20.6/20.7/20.8 – General Leave, Benefits while on leave, Compassionate Care leave – A staff was off on four separate leaves from June 2019 until July 2020. KSCL treated all these leaves separately, with their entitlements of benefit coverage and all other related benefits of vacation accrual, pension, sick accrual. The Union disagreed with the interpretation of what was covered for H&W benefits during 2 of the 4 leaves. Employment Insurance had approved and paid the employee for Family Caregiver leave and Compassionate Care leave during this time, however their standards of being eligible for these leaves do not necessarily fit the CA. KSCL did not bill the employee for benefits during the Compassionate care leave, however the Union wants everything added back with regards to vacation, sick, pension and also some of the benefits that were paid. Community Social Services Employer's Association (CSSEA) has had to become involved to interpretate the reference to the ESA to try and settle this grievance. ***To date this grievance is unsettled.***

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-ins.

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

The year 2020 has not been easy for anyone, but it has been especially difficult for those we support as their activities, connections, work and life in general became incredibly small and restricted. KSCL frontline staff did an amazing job keeping in touch with individuals and families, either by standing on a doorstep, wearing PPE and talking or zooming to do a check-in and keep in touch. Our residential homes dealt with lockdowns which staff re-gearred to thinking of new and interesting projects to do while not leaving home. A drive, or a walk made the difference in some people's day, while others learned to use technology to reach out. For KSCL's administration staff, we never missed a beat. We worked from home, at the office when we could and eventually developed procedures to distance and limit exposure to each other and work full-time back in the office. If we had too, we could easily work from home again, but 2021 is looking brighter and restrictions are lifting with the vaccines ramping up.

KSCL remained viable and continues to be healthy with our service delivery continuing on in all areas. All CLBC contracts & MCFD contracts are in place up to 2022 and some through to 2023. KSCL continues to explore new opportunities with CLBC to provide our communities with opportunities.

As 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 2021, the projected lifts are April 1/21 – 5.4% to 5.9% for Union staff and 2.25% for the Non-Union staff. 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. KSCL continues to be part of a lawsuit addressing the Low Wage Redress issue where Non-Union are falling behind the Union staff.

The new year of 2021 is starting to look a bit more normal with an increase in referrals for Home Share, Employment & Community Inclusion in both Nelson and Castlegar from CLBC.

The Affordable Housing project is moving along, and we hope to break ground in September 2021. It has been a long process, but we seem on track for the project to become a reality.

As well, KSCL continually receives requests from CLBC to support those in emergency/crisis positions throughout the West Kootenays.

Health & Safety

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 2020 the committee completed an online training as a group due to the challenges of in-person training with Covid-19.

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 are 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 2020, KSCL moved towards a paperless process and all drills and inspections were 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 is also an ongoing challenge. 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.

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 discussed at the JOH&S meetings and recorded in the meeting minutes so that issues are resolved and not overlooked. 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 2020, the OH&S committee took several measures to reduce risks for KSCL staff and/or residents of contracting COVID-19. These measures included the development of an Exposure Control Plan, Safety Plans, an extensive list of safe work procedures, the development of donning and doffing stations, training for staff, and of course a mass order of personal protection equipment.

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:

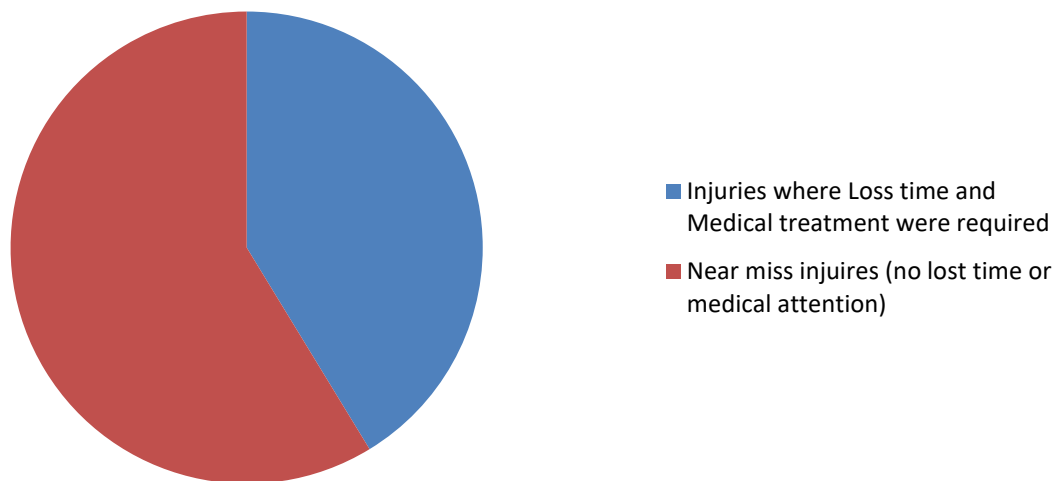
1. If there is no first aid/medical treatment or lost time:
 - a. The employee fills out a report of injury form.
 - b. An Incident debriefing form is also completed by a person present at the time of the injury. This could be a coworker, SRCW, or manager on call.
 - c. The form is submitted to the Human Resource Manager (in 2020, this was the Program Manager due to the HR Manager being new to the position)
 - d. The HR Manager (or Program Manager) 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. An Incident debriefing form is also completed by a person present at the time of the injury. This could be a coworker, SRCW, or manager on call.
 - c. The form is submitted to the HR Manager (or Program Manager)
 - d. The HR Manager (or Program Manager) performs an investigation and gather's any relevant documentation.
 - i. The HR Manager (Or Program Manager) 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 Manager 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:

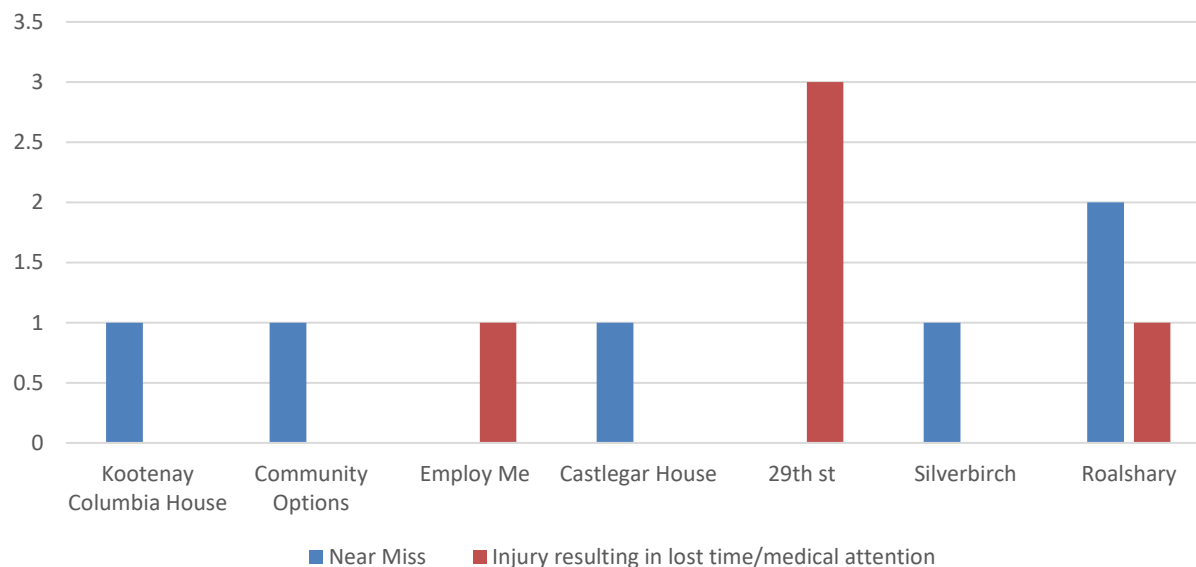
In 2020, KSCL had a total of 11 injuries reported by staff. This is a 52% decrease in injuries compared to the data in 2019. Out of those 11 injuries, 5 of them resulting in staff being off work and/or requiring medical attention, all 5 were accepted by Work Safe BC as an injury claim.

Staff Injuries reported to KSCL 2020



Each KSCL site poses different challenges that can result in accidents occurring. In analyzing the data from the 2020 incidents, 29th Street experienced the greatest number of incidents that resulted in lost time or medical treatment. In 2019, Kootenay Columbia house had the greatest number of injuries reported with the total of 4 but in 2020 there was only one near miss reported.

Injuries at KSCL Sites



2020 Summary

From the 5 injuries that resulted in loss time or medical attention:

- 1 of those injuries was a mental health injury although the employee decided not to pursue their claim with Work Safe BC.
- 2 injuries were muscular injuries.
- 2 injuries were concussions.

KSCL's Joint Occupational Health and Safety Committee reviews all incidents and explores ideas to prevent future incidents from occurring. Examples of opportunities found in 2020 to prevent future injuries included changing the Injury reporting process to include an attached debrief form, updating the Injury Debrief form, updating policies, advocate for residents to safely visit their families during Covid-19 pandemic, and training for staff from the Occupation therapist.

KSCL is committed to ensure the health and safety of their employees. In 2021 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 as well as their opportunities to access the Employee Assistance Program.
- 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/Committee 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 ensure a safe working environment for all KSCL employees but also assist in developing a strong sense of teamwork, confidence and resiliency.

Technology

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

2020 was an incredibly difficult and challenging year for all KSCL Stakeholders and the start of 2021 looks a bit discouraging. We hold all our hopes and dreams on a COVID-19 vaccine restoring a sense of normalcy while reassuring everyone we will get back what feels lost.

KSCL is very fortunate to have a dedicated, hard-working front-line workers and management team, as their work is at the core of the good work that our individuals we serve, the families/caregivers and communities see every day. Through all of this it would be remiss to not acknowledge absolutely everyone's contributions and dedication to keeping KSCL operating. This report proves our achievements and goals for 2020 were still somewhat realized and for that I am thankful to all.

Lastly, we wouldn't have survived 2020 without the support of our Funders, the Individuals we serve, the Families/Caregivers and the Board of Directors.

It took a team to get through 2020 while keeping the Society resilient, strong and evolving.

Thank-you,

Kathleen Elías

KSCL Executive Director