



# KOOTENAY SOCIETY FOR COMMUNITY LIVING

---

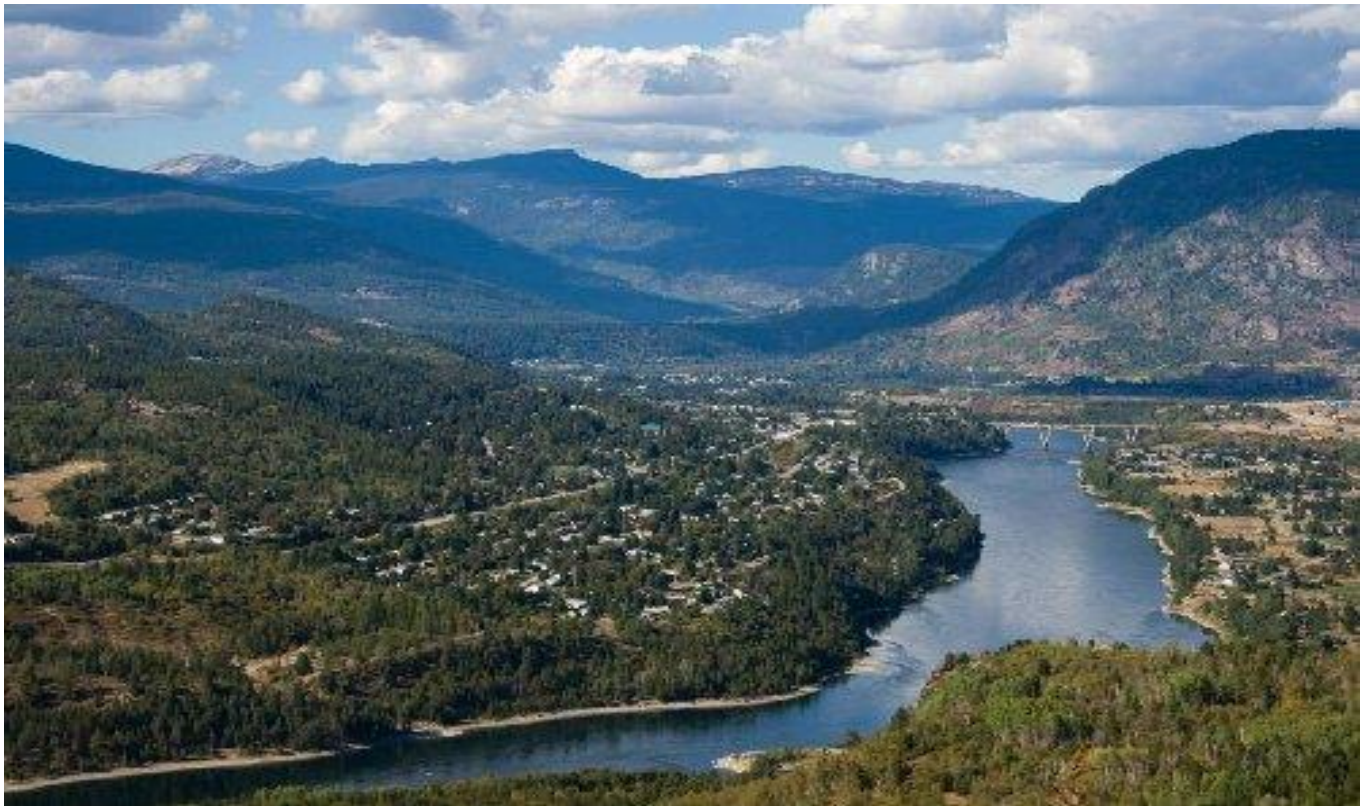
## 2021 Performance Analysis Report

### Mission statement

*The services KSCL provides will promote, advocate, and create opportunities for individuals and families to be included in their community.*

### Vision Statement

*Be a responsive and inclusive service provider in Community Living.*



# Contents

2021 Performance Analysis Report.....	1
Mission statement .....	1
Vision Statement.....	1
Communicating & Understanding this Report.....	3
CARF Accredited Programs and Services .....	3
Where we are and where we plan to be .....	4
Financial .....	5
Demographics of KSCL .....	5
KSCL Critical/Reportable Incident Review .....	8
KSCL Data Collection & Outcomes .....	13
Data Integrity of the Outcome System .....	14
Program Logic Models & Outcome Grids.....	14
KSCL Services & Program – 2021 Outcomes.....	15
Satisfaction Surveys – 2021 Results.....	21
Combining all the Data.....	23
Results of 2021 Outcomes – Update & Progress.....	23
Effectiveness .....	23
Efficiency.....	24
Service Access .....	25
Stakeholder Feedback & Satisfaction .....	25
Extenuating & Influencing Factors for 2021 .....	26
Business Function & Administrative Functions.....	27
Outcomes for 2021 .....	28
Accessibility.....	28
Complaints .....	36
Human Resources .....	37
Risk Assessment Summary.....	41
Health & Safety .....	41
Technology.....	45
Thank-you .....	46

# 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 April 2021 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, Host Family/Shared Living Services, Services for Children & Youth: Child and Adolescent Services and Governance Standards Applied.

KSCL was given accolades for:

- The leadership of KSCL has developed a robust strategic plan designed to navigate the organization's course over the next 3 years. The plan prioritizes the specific targets to be addressed on an annual basis. The plan allows for the focus on shorter-range targets.
- KSCL uses software products that tracks a wide array of records of persons served. The data serves as a strong foundation of KSCL's management information system.
- KSCL has developed a comprehensive performance measurement and management system that tracks key performance indicators. The system's results are documented in a detailed annual report that is distributed to stakeholders.
- KSCL is highly enthusiastic and deeply committed to its mission, vision, core values; providing quality services and continuous quality improvement. Staff are friendly, welcoming, and knowledgeable regarding their role in the rehabilitative process.
- Persons served view KSCL as a premier program, resulting in the organization as having high visibility and a very positive reputation and impact on the communities it serves.
- The facilities are neat, clean, safe, and welcoming.
- KSCL acknowledged for the person-first attitude that it displays throughout the organization. The persons served express that they feel safe and respected.
- KSCL has a culture that fosters a high degree of synergy among staff members at all levels. Staff are well informed about all programs offered and able to conceptualize how all programs work together on a continuum to provide holistic wraparound services to improve the lives of the persons served.

- KSCL ensures a high degree of support is available to persons with significant needs, providing one-to-one staffing for high need persons served in community integration and other programs.
- The residential homes are practical and decorative and appear safe. The interiors are neat and clean, and the atmosphere is warm and cozy.
- The Staff at Employ ME demonstrate a knowledge of the types of work that are available in the communities. The staff spend time finding out what a person served wants to do and such finds work to fit this desire.

KSCL received NO Recommendations. This is not common and means KSCL has demonstrated and met a high degree of compliance in all areas of the survey. All are to be congratulated.



## 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 still interrupted our 2021 plans, we are learning to live within the Pandemic and move forward to implement goals/plans for 2021. Here are the areas we wanted to focus on in 2021.

- Improve Communication with all stakeholders. Sending surveys to families asking for best way to communicate and asking staff at their annual evaluation to align their goals with KSCL's strategic goals. Employ ME is also making a handout package for new participants in the program.
- Improve retention and recruitment. Increased our referral program from \$30 to \$50 per year/ per staff
- Recruitment and Retention is a provincial issue, KSCL is a member of the BC CEO Network who launched a Provincial platform for job seekers in 2021. This is regularly advertised on our website, Facebook, and Instagram.
- Makola Development Services has made significant progress on our Castlegar Affordable Build. The build will start July 2022 and scheduled for occupancy by Fall 2023.
- KSCL's Home Share has implemented competency training and a review of the program was conducted provincially which provided new revised manuals for the HS Provider and the HS Coordinator.
- Use of Technology continues to evolve with the Pandemic restrictions – going paperless and utilizing ShareVision.
- Put headshots/bios onto our website of Administration and Board of Directors

# Financial

Revenue			Expenses		
	<u>2021</u>	<u>2020</u>		<u>2021</u>	<u>2020</u>
CLBC & MCFD	93.2%	90.8%	Wages & Benefits	80.4%	78.8%
Rent & Support	3.4%	3.8%	Program Costs	0.4%	0.5%
BCHMC	0.2%	0.2%	Administration	9.0%	9.0%
Other	3.2%	5.2%	Other	10.2%	11.7%

## Demographics of KSCL

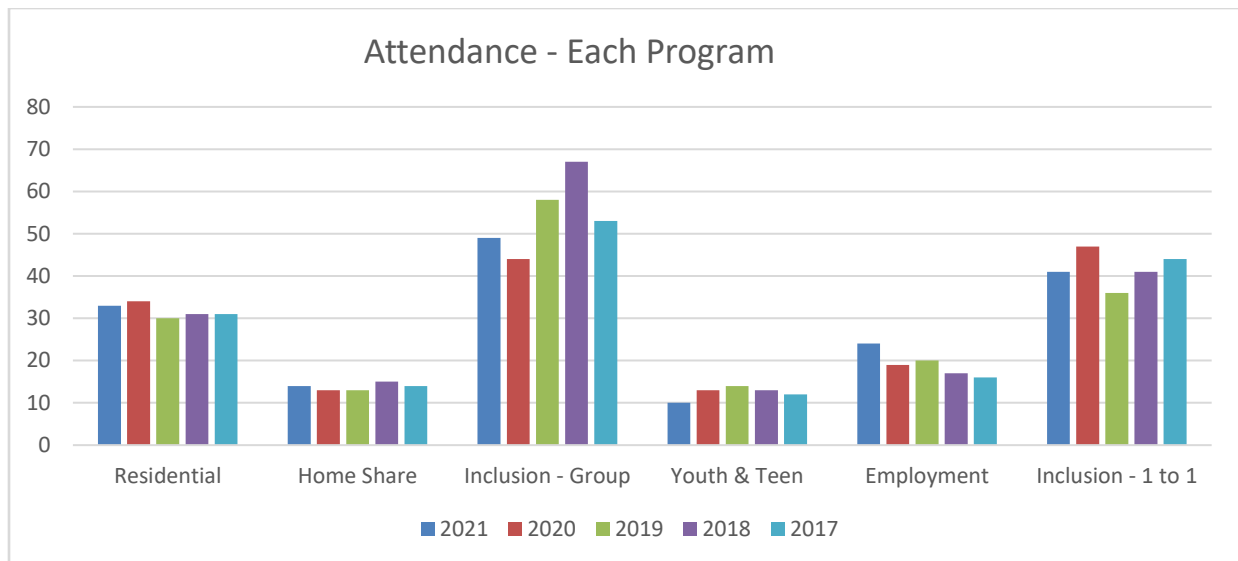
KSCL provides support to a diverse population of individuals. KSCL provides services to individuals who meet CLBC’s identified criteria of having a developmental delay (IQ of 70 or less) or youth referred by MCFD. KSCL is on CLBC’s approved bidder’s list to provide services under CLBC’s Personalized 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 **2021 of 146** people. **(50 females, 93 males, 3 not identifying)**. Some individuals are in more than 1 program and counted in each, therefore **171** count for ALL programs

Residential	33	Home share	14	Employment	24
Inclusion - Group	49	Inclusion - 1:1	41	Youth/Teen	10



## Client Exit Summary:

In 2021, KSCL had 30 individuals exit services in Castlegar, Nelson, and Creston areas. The summary for each exit is as follows:

### Castlegar: (13 Exit Total)

#### Community Based 1:1 - 3 exits

- 2 individuals who lived in a KSCL Homeshare placement together moved to Cranbrook. One person moved into a semi-independent living environment and the other into a Staffed Residential home.
- 1 individual had not attended since the beginning of Covid-19 and decided that they no longer had interest in attending.

#### Adult Group – 3 exits

- 1 individual moved to another community with their KSCL Homeshare provider
- 1 individual died after being struck by a vehicle
- 1 individual had chosen that they no longer wanted to attend (retired)

#### Employment – 2 exits

- 1 individual (adult) died after being struck by a vehicle
- 1 individual (youth) exited due to changing their mind about wanting a job

#### Youth/Teens – 5 exits

- 1 individual aged out of the program and moved into the adult program
- 1 individual aged out of the program
- 2 individuals decided they did not want to participate
- 1 individual decided they did not want to participate then later rejoined

### Nelson: (9 exits Total)

#### Community Based 1:1 – 2 Exits

- 1 Individual moved from Nelson to a new Home Share in Grand Forks
- 1 Individual that had 30hrs a week support through Bigby moved to Trail because his housing situation needed to change.

Community Based – Adult Group – 4 exits

- 3 individuals moved to another community
- 1 individual moved to a staffed residential site with 1-1 day support

Youth/Teens – 3 exits

- 3 individuals aged out of the program

**Creston (1 exit Total)**

Community Based 1:1

- 1 individual exited service due to the requirement of Covid-19 vaccines. This persons' caregiver was not able to meet the requirement and a change in support person was not what they wanted.

**Home Share: (7 exits Total)**

Castlegar Area – 4 Exits

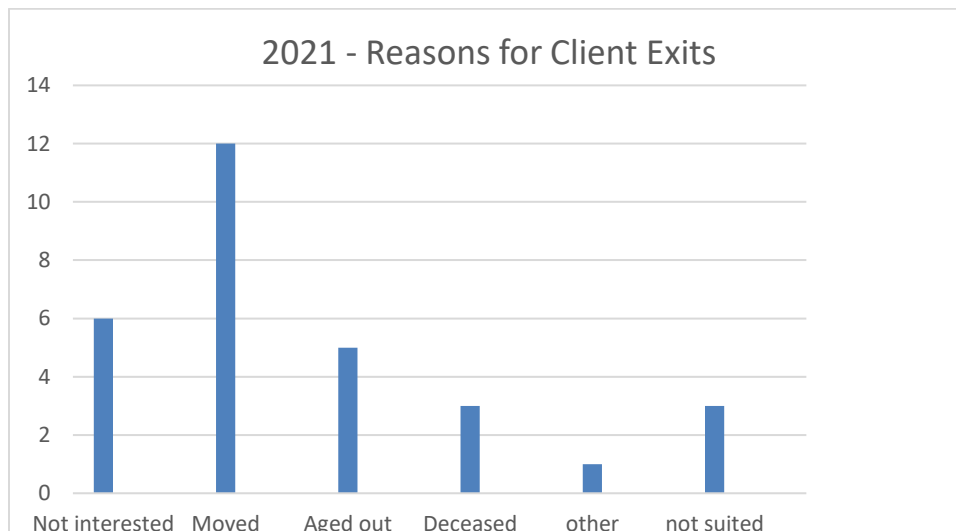
- 2 moved out of the area to reside in Cranbrook after their long term HSP gave up her contract due to a family illness. 1 is in a Residential staffed home, and the other lives more independently in a suite of a staff supported home.
- 1 died after being stuck by a vehicle.
- 1 move with his HSPs to another region to remain in Home Share with them.

Nelson Area – 2 Exits

- 1 Individual left Home Share to go into a KSCL Residential staffed home, after the HSP was not fulfilling her obligations. The contract was ended by KSCL with the understanding that no further contract would be signed with KSCL.
- 1 Individual was moved to a Residential staffed home in Nelson after her needs became more complex than could be met in a Home Share setting.

Winlaw Area – 1 Exit

- 1 Individual was moved to a staffed supported home as his needs became more complex than could be met in a Home Share setting. He was said to be experiencing dementia and moving closer to end of life.



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 2022, KSCL plans to continue to support individuals with goals towards independence in areas of employment, residential, and social supports.

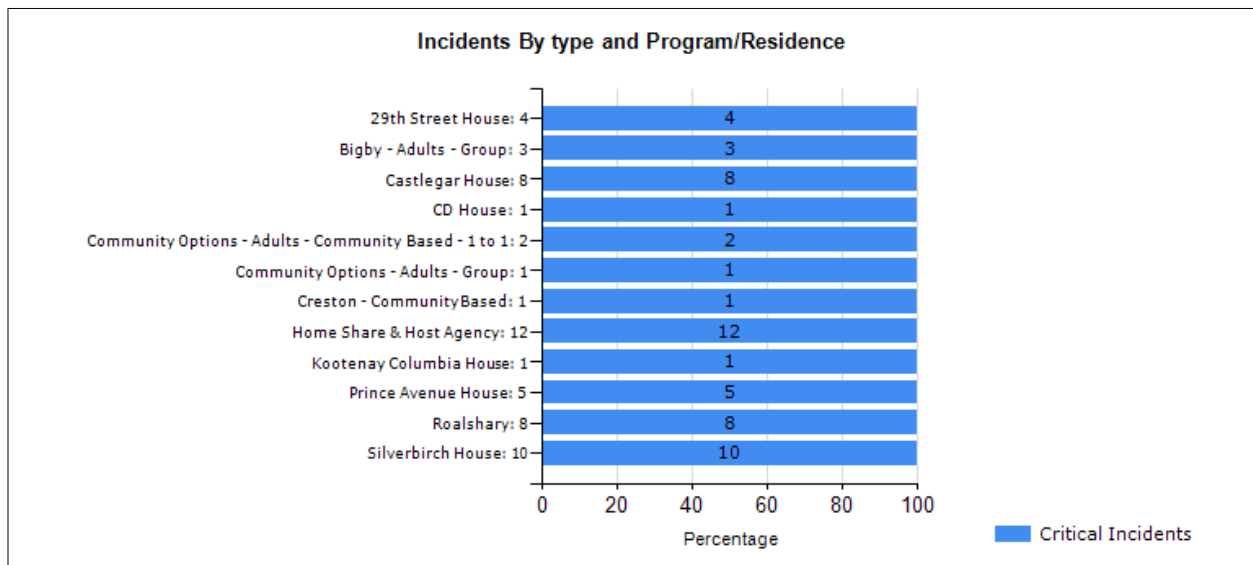
# KSCL Critical/Reportable Incident Review

## Critical Incidents:

On an annual 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 KSCL, but are also reportable to Interior Health- our licensing body, as well as our funders- Community Living BC (for adults) or Ministry of Children and Families (for children), families and appropriate health care professionals. Situations or events that must be reported as a Critical Incident are as follows: aggression between persons in care, aggressive or unusual behavior, attempted suicide, choking (resulting in the need for first aid to be applied or emergency care), death, unauthorized use/or possession of weapons, unauthorized use/ or possession of licit or illicit substances, unexpected illness, or use of seclusion, disease outbreak or occurrence, emergency restraint, emotional abuse, financial abuse, missing or wandering person, motor vehicle injury, neglect, physical abuse, poisoning, service delivery problem, and sexual abuse. Also, any injury, fall, medication error, or food poisoning that is resulting in the need for medical attention is also considered a critical incident.

In 2021, there were a total of 48 Critical Incidents. This is an increase of 12 incidents from the previous year. This may be, of course due to more incidents or it could be that staff have gained a better awareness and more adequate and thorough reporting is being completed.





**Unexpected Illness (15/56)** KSCL supports a number of individuals who are medically fragile and prone to complications from illness. KSCL works diligently with our Health Services for Community (HSCL) Living nurse on ongoing health issues as well as emergent issues. Detailed Health Care Plans have been developed for individuals, and care plans as well as policies and procedures continue to be updated as needed. As the individuals' supported by KSCL age we are recognizing an increase in unexpected illness. COVID-19 played a part in the number of illnesses. Cold like symptoms were detected or reported in some cases.

**Aggressive/Unusual Behaviour (10/56)** 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 (2/56)** 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. In 2021, a safety procedure was introduced to help support the individual from leaving the home and placing himself at risk. (See Emergency Restraint below).

**Falls (9/56)** Some of these falls were due to medical frailty and aging while others were unfortunate mishaps.

**Physical Abuse (0/56)** No incidents occurred in 2021.

**Neglect (0/56)** No incident took place in 2021.

**Disease Outbreak (5/56)** COVID-19 was a significant factor in this area. All 5 incidents were related to COVID-19. 2 were individuals experiencing symptoms with no positive COVID result. The other 3 were positive COVID results or related illness. 2 individuals were hospitalized for an extended period to be treated and recover from COVID-19.

**Death (1/56)** in 2021 1 Home Share Individual sadly died after being struck by a vehicle during a regular independent outing in the community.

**Motor Vehicle Incident (1/56)** 1 Individual suffered minor injuries after the KSCL vehicle she was being transported in, was struck by another vehicle. She examined at hospital and sent home to be monitored and given pain meds as needed. No lasting injuries have been noted.

**Service Delivery Problem (3/56)** Mold was detected in one of the Residential homes. Professional cleaning and disinfecting was completed. A full inspection and air quality testing resulted in the home being evacuated for 3 weeks. The Residents were moved to an Air BnB where their services continued fully staffed. A Health and Safety plan was completed and submitted to Licensing. All residents returned to the home and no further concerns have been noted.

**Emergency Restraint (2/56)** – when a situation arises that a person is at risk of harm staff have been required to implement an emergency restraint. These restraints consisted of removing an item that the resident wanted but caused injury (eg an electric razor).

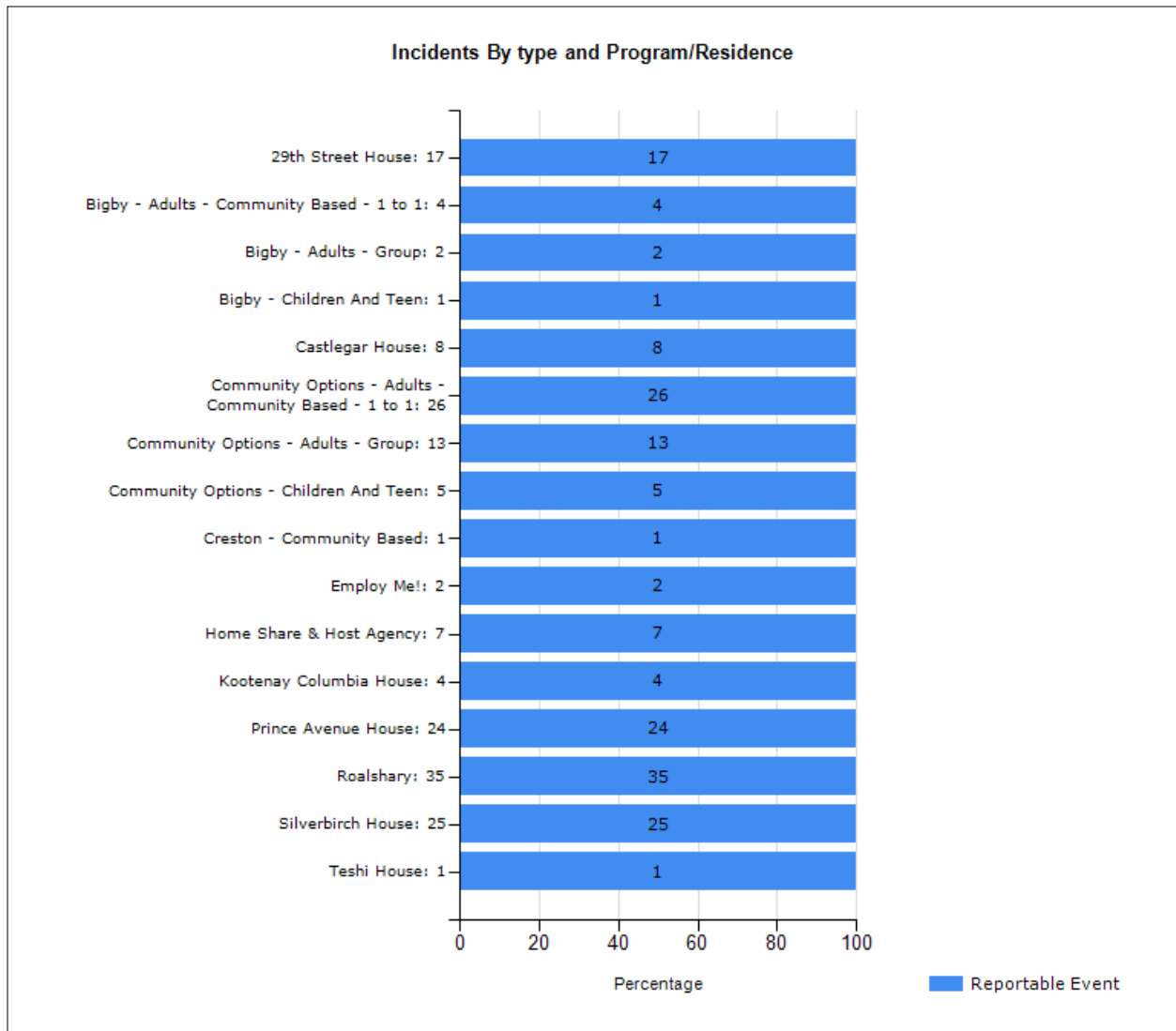
**Restricted Practice -CLBC (7/56)** – a new incident report type was added to meet CLBC’s new policy in 2021 for restricted practices. With this new policy, CLBC requires a Critical Incident Report for each day that a restricted practice is used even when it is approved in a Behaviour Safety Plan. Reports are required unless an exemption to CIR is approved by CLBC.

### **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 2021 there were a total of 175 Reportable events. This is 99 more incidents than in 2020. This increase may be attributed to staff being more accurate and diligent in reporting incidents.



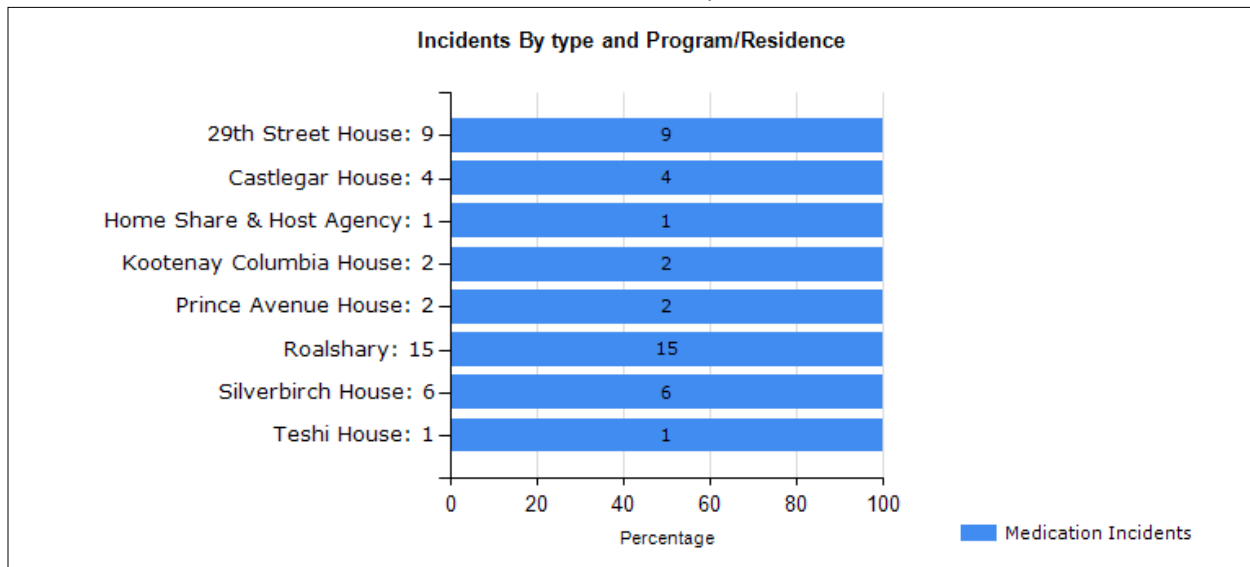
When it's recognized that a particular site has above average incidents in one area or another it's imperative to determine where we can make changes to reduce the occurrences of incidents. Information is shared and problem solving occurs at site staff meetings, JOH&S meetings, SRCW meetings, Administration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

In 2021, there was a substantially higher number of incidents at Silverbirch, Roalshary, Prince, and Community Options then compared to other sites. This is attributed to specific individuals who struggled with specific challenges during this period. These challenges included grief, building relationships with others, mental health, aging, learning to cope with the pandemic and others.

With all of the challenges and stress of living through a pandemic it is understandable that there was an increase of incidents in 2021. The resilience and strength that was recognized at the beginning of the pandemic was starting to lesson as many experienced exhaustion and frustration.

## **Medication Errors:**

Medication errors most often occur when policy is not followed and staff are taking short cuts. In 2021, 40 Med Errors were reported. An additional 3 incidents from the 37 reported 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).



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 2021, it was decided that staff will complete a Medication Administration checklist (orientation) after a medication error occurs to remind staff of all the steps required when completing this important task. In addition, medication incidents are discussed at staff meeting and SRCW meetings in hopes of staff learning from other people mistakes and not repeating the same errors.

## **Recommendations for 2022:**

- 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 discussion and follow up when incidents occurred to address concerns and issues specific to 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.
- A Incident Reporting training will be offered in 2022 to assist staff who have found that they need hands on learning.

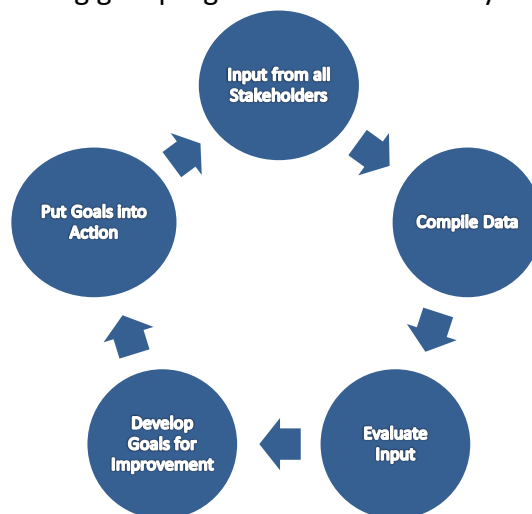
**In Summary:**

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 Behaviour 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 – 2021 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 2021 there were five (5) Residential Programs in Castlegar serving 19 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 2021:

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 1/21 - Dec 31/21	ShareVision	Goalkeeper	100%	52%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in staffed residential	Jan 1/21 - Dec 31/21	ShareVision	Goalkeeper	100%	58%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in staffed residential	Jan 1/21 - Dec 31/21	ShareVision	Goalkeeper	100%	69%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in staffed residential	Jan 1/21 - Dec 31/21	ShareVision	Goalkeeper	100%	56%
Efficiency	To maintain full capacity at each residential site	% of months within a year at full capacity	Residential services	Jan 1/21 - Dec 31/21	ShareVision	Site SRCW	100%	100%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in staffed residential	Jan 1/21 - Dec 31/21	ShareVision	Goalkeeper	100%	72%
	To expedite program services	% of individuals referred & accepted into residential programs	Individuals referred to KSCL	Jan 1/21 - Dec 31/21	Referrals	Program Manager	100%	100%

**Conclusion:** In 2021 was similar to 2020 in that 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.

In 2021, it was noted that there were more goals started and then discontinued shortly afterwards than in years past. This resulted in the annual goal percentages being lower than expected. However, the practice of changing goals frequently demonstrates that the teams were innovative in trying new approaches with individuals and then were responsive in changing gears when it appeared the goal progress was not as intended. This dynamic approach demonstrates that the new process of having “goal keepers” for each individual has been successful in ensuring goal progress is not stagnant.

## Home Share

KSCL has one (1) central Home Share program and in 2021 there were 17 Home Share Providers in our program, serving 20 Individuals. The following is the Outcomes Grid for the Home Share Program results for 2021:

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 1/21 - Dec 31/21	ShareVision	Home Share Manager	100%	60%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in homeshare program	Jan 1/21 - Dec 31/21	ShareVision	Home Share Manager	100%	65%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in homeshare program	Jan 1/21 - Dec 31/21	ShareVision	Home Share Manager	100%	83%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in homeshare program	Jan 1/21 - Dec 31/21	ShareVision	Home Share Manager	100%	73%
Efficiency	To recruit home share providers	# of recruited home share providers, approved	home share providers screened	Jan 1/21- Dec 31/21	ShareVision	Home Share Manager	3	6 100%



Access	To establish timelines in getting home share providers approved	% of home studies completed in 3 months	home share providers applied	Jan 1/21 - Dec 31/21	ShareVision	Home Share Manager	within 3-month time	5 of 6 83%
--------	---	---	------------------------------	----------------------	-------------	--------------------	---------------------	---------------

**Conclusion:** In 2021, there were 7 Home Share (HS) referrals sent from CLBC. KSCL was able to find and approve successful Home Share placements for 4 of these referrals.

3 referrals/Individuals were not able to be placed:

- 1 Individual left the area due to health reasons prior to a Home Study.
- 1 Individual passed away prior to the completion of a Home Study.
- 1 Individual' needs were found to be higher than Home Share settings.

KSCL continues to look to recruit potential HS Providers by advertising on websites, local media, Facebook, 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 19, these venues were not open, and events were still not able to take place in 2021. A small number of people showed interest in the program but did not follow through with application to become a Home Share Provider. KSCL continues to look at new possibilities of advertising and recruiting Home Share Providers.

The COVID-19 Pandemic continued to affect in some cases, the goal results due to lockdowns and limitations of community access. The Home Share Manager recognizes that some HS Providers struggle with tracking and collecting data on a regular basis. Efforts continue to be made to support HSPs to be accountable for this expectation of the role. All HSPs have been orientated on the use of Share Vison as a means of accountable measuring. 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 2021:

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 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	70%

	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in community-based programs	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	62%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in community-based programs	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	86%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in community-based programs	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	58%
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 1/21 – Dec 31/21	ShareVision	Nelson Prog Manager & CO Supervisor	100%	100%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in community-based programs	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	57%

**Conclusion:** In 2021 KSCL did not reach our intended target of 100% in any of the categories aside from the goal to expedite program services. It is recognized that many goals require continued updates to ensure that they are meeting the needs and interests of the individuals and therefore when a goal is tried and found to be unsuccessful the outcome is lower percentages in a category. In addition, when the success of a goal is contingent upon someone else's involvement, such as social inclusion or interpersonal relationships, outcomes may be skewed. As was noted in 2020, goals regarding community access and recreation were challenging due to COVID-19 limits on programming and closures of many community and recreational facilities.

## 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 2021:

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 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	50%
	To develop/maintain family/friend & community contact	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	all Adults in Day Program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	55%

	To realize an individualized goal	% totals for the Goal Type/s: Rights and Self Determination	all Adults in Day Program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	50%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	all Adults in Day Program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	43%
Efficiency	To maintain full capacity in programs	# of referrals/service enrollments	all Adults in Day Program	Jan 1/21 – Dec 31/21	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 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	55%

## **Conclusion:**

Participation in the day programs was reduced significantly by many in 2020 although a slow increase in attendance occurred in 2021. With this increase it was also noticed that some individuals who used to attend fulltime had made choices to return in a part time capacity. This may have been due to the limited access to community events that many were interested in. It is hopeful that in 2022, many events and community programs will resume as were pre-pandemic.

## **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 2021:

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 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	0
	To develop/maintain individualized employment skills	% totals for the Goal Type/s: Personal Development and Self Determination	all SE participants	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	50%
Efficiency	To ensure there is staff trained to provide support to the SE program	# of trained staff	SE staffing	Jan 1/21 – Dec 31/21	ShareVision	Program Manager	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 1/21 – Dec 31/21	ShareVision	Program Manager	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 1/21 – Dec 31/21	ShareVision	Program Manager	4	8
--------	---	---	--	----------------------	-------------	-----------------	---	---

**Conclusion:** There were three new referrals to the Employment program in Castlegar in 2021 and one youth referral. In Nelson, nine participants maintained their employment in 2021 and one employer hired an additional two people for paid employment (this is included in the nine). It was found that, employees slowly and cautiously returned back to their previous job placements in 2021 since the beginning of the pandemic.

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 2021:

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 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	50%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Youth in program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	57%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Youth in program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	64%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Youth in program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	53%
Efficiency	To maintain full capacity in programs	# referrals less the # of exits for the program	Youth in program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW/Program Manager	0 or greater	-6
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Youth in program	Jan 1/21 – Dec 31/21	ShareVision	Site SRCW	100%	75%

**Conclusion:** In 2021, the Nelson the Youth Program had 1 new referral and 3 youth age out of the program. In Castlegar there was 1 new referrals, and 5 who exited the program for various reasons.

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 including diverse perspectives around vaccine usage. KSCL continues to recognize barriers such as after-school scheduling challenges and lack of youth participation.

In 2022 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 – 2021 Results

There were 2 employee surveys emailed to Permanent and Casual Employees. The surveys were completed anonymously with the hope that this would encourage participation. Here are the results of the surveys.

### Employees

#### 1. Permanent Survey

- **58% of permanent staff responded to the survey.**
- 59% said they are happy at work
- 91% said they would be working here long term.

#### 2. Casual Survey

- **70% casual staff responded to the survey**
- Casual staff report that they are 71% happy at work.
- 73% saw themselves working here long term

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 site, sadly COVID-19 changed all plans, and this did not happen. Therefore, once we can return to worksites in person, Managers visit 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 \$50 for any activity that contributes to your health.
- 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.
- 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
  - 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 22 respondents for this survey, which is a decrease from the 24 in 2020.

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

- Improved communication – suggestions of a monthly newsletter
- 100% of Family/Caregiver participants would recommend KSCL services.

KSCL goal for 2022 is to continue to engage family/caregivers to participate in KSCL services and programs.

## Stakeholders

There was a decrease to 12 participants from 16 in 2020. Those who did respond were from:

- MCFD or CLBC – 2 respondents
- Professional that works with KSCL – 3 respondents
- Business that supplies/serves KSCL – none
- Supported employer of KSCL clients – 7 respondents
- Community business that is familiar with KSCL – none
- Other – non

Of the above, all were happy with KSCL's services. No comments/suggestions.

## Individuals

There was 10 respondents for 2021, which is a significant decrease from 22 in 2020. The questions focused on areas of; Community; Friendships; Accessibility; How you are treated (rights/responsibilities); Planning/Goals; Participation in events/Skill Development.

100% said they like their programs and like the programs/events they are involved in and where they live.

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. Most of the comments were positive, but this is not a good reflection of those we serve by only having 10 respond.

## Board of Directors

There were 9 respondents this year, which is the same as 2020.

Knowledge of KSCL Board & the functioning of the Board:

- 100% are familiar with our Strategic Plan and 100% agree our agenda reflects the Strategic Plan and our Goals and Priorities.
- The President does a good job of encouraging and dealing with points of view and is well prepared for Board meetings.
- The Executive Director has good communication between herself & the Board. The Board is well versed in where the Board role ends and the Executive Director's role starts.
- All Board members are familiar with the Board of Governance Policy & Procedure.

## 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 2022-2025 Strategic Plan. Therefore, the KSCL Program and Services 2021 Outcomes and the Satisfaction Survey 2021 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 2021 Outcomes – Update & Progress

At the AGM and in the fall of 2021 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) 3. Renewal of certificates & in-house trainers back to in-person 4. PD done by zoom for 2021.	HR Managers	Completed 100%	2021
<b>GOAL: Increase Staff's education (specifically)</b> 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	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	Annually

## Efficiency

<b>GOAL: Recruit &amp; Retain Employees</b> 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
<b>GOAL: Revise HR recruitment Incentives</b> 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			
<ol style="list-style-type: none"> <li>1. Health &amp; Wellness Program – outline specific benefits &amp; reimbursements on KSCL Website - <b>Employee Recognition under Careers</b></li> <li>2. Surveys - Ongoing inquiries to improve retention/recruitment/employee appreciation ideas.</li> <li>3. Utilized the BC CEO video for Recruitment &amp; Retention – on our Website, Facebook and Instagram</li> </ol>	HR Manager	Completed - 100%	Annually (Sept/Oct)

### Service Access

<b>GOAL: Increase Independence for Individuals</b>			
Change Goals & Goal tracking to align with 8 Life Domains to satisfy individualized goals.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to re-build Goals & Goal Progress for implementing individualized goals			
<ol style="list-style-type: none"> <li>1. Change the goal platform to the 8 Life Domains &amp; find ways to improve goal progress tracking</li> </ol>	Program Manager	Completed	Annually
<b>GOAL: Increase Home Share Access to Sharevision</b>			
Review existing ShareVision version to add all Home Share Providers to KSCL ShareVision			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to build Home Share “site”			
<ol style="list-style-type: none"> <li>2. Review with ShareVision current limitations with version.</li> <li>3. Improve the goal platform to Life Domains</li> </ol>	E.D.	Completed	Fall 2020

### Stakeholder Feedback & Satisfaction

<b>GOAL: Increase positive community profile</b>	
Enhance our community inclusion that strengthens the profile of KSCL, our services and those we support	
<i>Objective</i>	<i>Action Plan</i>

	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to increase Community Profile			
1. Advertising <ul style="list-style-type: none"> <li>• Art walks at local business</li> <li>• Brochures in community</li> <li>• Chamber – Trade Show</li> <li>• Golf sponsorship</li> </ul>	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
<b>GOAL: Increase KSCL Staff appreciation</b>			
Build a workforce that reflects expertise, professionalism, mutual support and respect.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy for Staff Appreciation			
3. Employee Survey Results <ul style="list-style-type: none"> <li>• Regulars – monthly amount at worksite to do what they want.</li> <li>• Casuals – SRCW authorized to recognize ongoing w/gift cards.</li> </ul>	Program Coordinator & HR Coord.	Completed & Ongoing 100%	Nov 2019
<b>GOAL: Improve the recruitment efforts for the Board of Directors</b>			
Improve capacity of the Board of Directors with a focus on representing KSCL in the community.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to increase Community Profile			
1. Recognize the expertise/connections. <ul style="list-style-type: none"> <li>• Place current Board on KSCL Website</li> </ul>	Program Coordinator & HR Coord.	Completed 100%	Annually after AGM
2. Board education <ul style="list-style-type: none"> <li>• Invite Board of Directors to train opportunities/events</li> </ul>	E.D.	Completed	Trade Show-Spring
3. Virtual conferences/meetings for Board – Eg. BCNPHA	Board	Completed	Annual every Fall
4. Surveys – reviewed results, shared with stakeholders and changed implemented as identified	HR Manager	Completed	Annually every Fall

## Extenuating & Influencing Factors for 2021

- COVID-19 Pandemic ongoing for the year
- Ongoing B.C. restrictions affecting the in-person conferences & training.

- Ongoing Society changing all events to virtual lack of events to attend in person, but all the rest resumed with virtually. All of society has become use to using virtual platforms.
- Individuals resumed job that were previously on hold/or lost.
- Administration office resumed as the hub of training & open door policy for all to access.
- BC Restrictions are planned to be fully eliminated by Spring 2022.

## Business Function & Administrative Functions

<b>GOAL: Increase Awareness of KSCL's Home Share Program</b>			
<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	HomeShare Manager	Completed - 100%	Ongoing
<b>GOAL: Increase KSCL profile by including leadership, personal development and rights with new Website, Video and Brochures</b>			
<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
<b>GOAL: Increase housing options in 3 communities to deliver exceptional services that give choice, inclusion &amp; quality of life a reality for people supported by KSCL.</b>			
<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)			
<b>NELSON</b>			
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
<b>CASTLEGAR</b>			
10. Affordable housing project – Hired Makola Development Services – progress is BCH at the PPA level	E.D. & Housing Committee	Ongoing - 80%	Dec 2021
<b>GRAND FORKS</b>			
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 2021 Annual Performance Analysis, which is formally presented at the 2022 Annual General Meeting planned for June 2022.

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

The 2022 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 update all Priorities progress at the AGM in June 2022 AND the Fall Board Meeting**

## Accessibility

The Accessibility Committee's goals for 2021 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	ongoing	City did a review on this request and this is still an ongoing goal
<u>Financial</u> : Increased cost of living e.g.	All stakeholders	Find budgeting options,	All SRCW's and	ongoing	Discussions have been had with

food, household items, etc.		complete a review of costs and discuss issues with CLBC	Program Managers		SRCWs about ways to stretch the household budget
<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	Sunny has shared material regarding terminology and training opportunities. CO participant working with staff to gather information about LGBTQ+ community and training
<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	Facebook and social media has helped to educate and bring awareness to our community and services
<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	Mental Health first aid has been offered. Psychology First Aid training about helping oneself to deal with stress that may be an opportunity for staff in the future.

<u>Communication:</u> adding an area for self advocates	All stakeholders	Investigate options for more accessible software on the KSCL website, add a site for self advocates	Emma Nichol and Shelley Thompson	July 2022	
<u>Communication:</u> Virtual meetings due to covid which is a barrier for people w/o access to technology	All stakeholders	Provide technical support	Kathleen to continue to explore grant opportunities. Employ Me staff receiving training for teaching computer skills.	ongoing	Grant was complete in 2021 Training is occurring in 2022
<u>Employment:</u> Cancelation 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	Social Media advertising KSCL as an employer. Ongoing recruiting, Employee Referral Program, practicums are happening at our sites again after being suspended due to covid
<u>Employment:</u> Access to employment due to Covid-19 associated barriers	Personnel and Person served	Research alternative opportunities, use virtual	Denise Pottle and	Ongoing during pandemic	TB screening procedure modified temporarily,

(e.g. limited access to training requirements, health concerns, limited interest due to financial support by government, etc.)		training, extend deadlines	Employ Me staff		Criminal Record Check procedure has been expedited
<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	CO to connect again with handidart to check about occupancy now that more participants are attending. Handi dart still working on limited hours
<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/Emma Nichol	ongoing	Still an ongoing challenge to book a road test but it is improving (staff getting learners licenses) Have a class 4 mentor – CO and can explore possibility in GF as well.
<u>Community Integration:</u> limited access due to public health authorities restrictions and individuals 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	Full capacity is now acceptable which is making it more accessible. Use activity risk form to guide activity planning

<u>Community Integration:</u> Participants, staff, stakeholders being harassed on way to access main building	All stakeholders	Contact police if incidents occur	All staff Also, staff to support individuals with reporting if this occurs	ongoing	No new incidents
--	------------------	-----------------------------------	---	---------	------------------

### Bigby:

None

### 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	Summer 2022	At this time door is still locked and opened by staff. Button will be added once this process is no longer required

### Employ Me:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> no ramp for the entrance door	All stakeholders	Install a ramp, accommodate by redirecting to main building	Heather Marshall	To be looked at if needed for future consideration	As of October 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	Enlarge space by extending deck	Jann Beliveau and Sunny Junker	Summer 2022	Quotes are in process
<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 Lots of salt is applied -	Jann Beliveau and Sunny Junker	Summer 2022	Not yet completed. New wheelchair is on order
<u>Community Integration</u> : local hockey rink is not wheelchair accessible – elevator is broken	All Stakeholders	Hockey is cancelled during pandemic	Jann Beliveau and Sunny Junker	Pending while during pandemic	Not yet completed
<u>Architectural/Environmental</u> : <u>Garden shed very dark during winter and challenging for handy man to access tools</u>	All stakeholders	Add lighting	Jann Beliveau and Sunny Junker	Fall 2022	

## 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	Looking for a new space	Marcie Frederickson	Summer 2022	Ongoing looking out for office/program space in Creston
<u>Financial</u> : <u>Increase in fuel costs causes and accessibility challenge</u>	Person served	Discuss funding with CLBC	Kathleen Elias	Summer 2022	

<u>in Creston when participants live rurally</u>	and Personnel				
--	---------------	--	--	--	--

#### CD House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
No new					

#### Teshi House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Community Integration</u> No side walks – therefore walking to town or anywhere isn't accessible – driving is needed.	Person served and Personnel	Ensure plans are made within the house so that there is adequate availability to transportation – at this point the barrier cannot be removed as it's a city planning issue.	Chris Lyon	Ongoing	

#### Castlegar House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<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	Spring 2022	Request pending
<u>Architectural/Environmental:</u> Bathroom is small and not easily accessible to residents with mobility issues	Person Served	Request renovation to BC housing –	Sunny Junker and Kathleen Elias	Spring 2022	Request pending

		meeting in April scheduled			
--	--	----------------------------	--	--	--

### 29<sup>th</sup> St House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Financial</u> : Resident doesn't have a representation agreement and no one to support with financial decisions	Person served	CLBC was contacted and no easy answer at this point – resident has a bank account	Terri Wong	ongoing	Still ongoing-no obvious solution at this time

### 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 and front yard resloped with enclosed patio area	Sunshine Latimer and Sunny Junker	Spring 2022	Board to review

### 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	Nikki Malakoff and Sunny Junker	Dec 2021	Reassess barrier and solution

		residents with getting to back yard, possibly remove a hedge?			
<u>Attitudinal</u> : resident is prejudice towards roommates	Person Served	Take advantage of teachable moments, encourage acceptance	All staff	ongoing	ongoing

### Kootenay Columbia House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Community Integration</u> : walkways near house not accessible to people in wheelchairs	All stakeholders	Contact city and accessibility committee	Pauline Fenton	Summer 2022	The city is looking into it- there will be improvements with KSCL new build

## Complaints

KSCL was made aware of only 4 complaints in 2021.

### June 2021 – Community Complaint

A resident went into a lady's store and asked staff to try on clothes which he would purchase. The owner called KSCL and asked that staff speak to him about this. The resident recommended the owner ban him from coming in again. KSCL staff spoke to the resident and explained that he was banned before, from other stores, so maybe this technique is not working. He never went into the store again.

### June 2021 – KSCL complaint to a Home Share Providers

A Home Share Provider's husband was banned from our properties as he was asked numerous times to not interact with KSCL Staff. He had a history of acting inappropriately, and disrespected staff ongoing. He was banned from the property for 6 months or until his actions changed.

### August 2021 - Home share provider complaint

The Home Share Provider accused staff of “digging” in the HS Individual’s ear. There was also an accusation that the KSCL Staff posed leading questions against the HS Provider’s husband. Upon investigation it was determined that the Home Share Provider has expressed mistrust of KSCL staff. Therefore, KSCL implemented systems for communications and investigation to be done by KSCL & the HS Agency staff. The HSP would be the direct contact for all communication, and not the husband. The husband will remain off KSCL properties and KSCL Staff won’t talk to the HS Individual about the husband.

### November 2021 – Individual Complaint

An individual was standing in a doorway of the Staff room and stated he was treated abruptly and rudely by a Day program staff. The staff stated they had tried to ask the Individual what he needed, and he wouldn’t respond, but continued to stand in the doorway. Staff reminded him about a private conversation in the staff room and how it was a confidential space. The individual became agitated and left with his other agency staff. It was recommended that staff use reflective listening and empathy and give individual choices so he can choose which direction he’d like, and avoid agitation.

KSCL endeavours to bring satisfactory results for all parties when complaints are identified. In the above situations, the Executive Director, and staff were aware & investigated the complaints.

Out of the four complaints, two are due to a breakdown of communication & relationship with one HSP. Although the HSP is a Contractor with another Service Provider KSCL will continue to endeavour to build back trust and appropriate communication levels. KSCL will coordinate all communication through the other Agency to resolve any potential future issues. Both issues are now resolved, but KSCL carefully monitors KSCL Staff interactions and encourages staff to have professional boundaries during work and in community.

## Human Resources

---

### Staff Statistics & Turnover

As of December As of December 2021, KSCL hired a total of 25 employees:

- 5 Self-Advocates
- 14 Castlegar Casuals
- 3 Grand Forks Casuals
- 3 Nelson Casuals.

Employee Exits: **Total of 32**

NUMBER	TYPE	DEPT.	AREA	REASON
14	Casual	CG	Castlegar	2 retired, 1 got another job, 1 did not meet probation, 3 resigned, 3 moved away, 2 didn’t

				work enough shifts, 2 did not comply with the PHO Order.
6	Casual	NEL	Nelson	3 didn't work enough shifts, 1 moved away, 2 did not comply with the PHO Order.
4	Casual	ROA	Grand Forks	1 retired, 2 got another job, 1 unknown.
1	PFT	Prince	Castlegar	Resigned
2	PFT	CO	Castlegar	1 got another job, 1 was terminated
1	PFT	KC House	Castlegar	Moved away
2	PFT	ROA	Grand Forks	2 resigned
1	PPT	Bigby	Nelson	Retired early due to not complying with the PHO Order
1	PPT	Teshi	Nelson	Did not comply with the PHO Order.

The HR position was changed into 2 positions, due to the growth of KSCL and the workload being too much for one person. Emma Nichol returned from maternity leave in September 2021 into role of HR Training and Development Manager. Denise Pottle, who was originally working temporarily to cover for Emma, is now staying on permanently in the role of HR Scheduling and Recruitment Manager. Shelly Thompson, who was originally hired as a Temporary Full-Time employee to support HR and Payroll, has now taken the Permanent Part Time Payroll position, and Brigitte Ady took on the Permanent Full Time position as Payroll Manager.

**Sick Time**

The total PAID sick time used in 2021 was 5924.07 hours (\$124,127.01) compared to 2020 which was 4789 hours (\$93,857.57). The total UNPAID sick time for 2021 was 4298.82 hours.

Due to the ongoing pandemic, there has been a continuous trend of employees requiring/needing sick time off. Quarantine times varied from 5-10 days off during 2021, increasing the number of days employees had to take off.

**Overtime**

**Statistics for 2020:**

- Total OT paid in 2020 = 5774 hours/Earnings \$215,443.45 (including stat days)

**Statistics for 2021:**

- Total OT paid in 2021 = 4031.33 hours/Earnings \$167,715.11 (including stat days)

The difference in Overtime from 2020 to 2021 was decrease in totals hours of 1742.67 and total earnings of \$47,728.34 for 2021 **including stat pay.**

## Grievances

There were 3 Grievances in 2021:

- Feb 2021 – an employee was given a discipline of a written reprimand. The written reprimand stays on the employee file for 18 months and the Employee wanted it removed. Grievance was denied and withdrawn.
- June 2021 – Article 9.11 & 30.8 – Union disagreed with a Regular staff wanting to go to Casual status. As the Employer, we argued that Employees can apply to become Casual, but acceptance will be based on their availability, our need to hire Casuals, and if they can commit to taking a minimum number of shifts. It is not a “right”, it’s an application process once you have quit/or retired from your Regular position. Grievance was withdrawn.
- October 2021 – Article 30.8 – As above, Union wanted a Regular staff who quit to have the right to be a Casual, when she did not have any availability or could not commit to taking a minimum of shifts as required of all Casuals. KSCL denied the Grievance and the Union withdrew the Grievance.

## Professional Development

All KSCL employees are required to renew their **MANDT** and **Food Safe** every year, as well as **First Aid** every 3 years. In 2021, KSCL offered 4 First Aid courses and 13 MANDT courses throughout the year.

One of KSCL’s employees has been trained to teach **Gentle Persuasion**. This is a dementia education curriculum which teaches how to use a person-centered, compassionate, and gentle persuasive approach to respond to the behaviors associated with dementia. In 2021, we offered 2 sessions of this course to our employees. Our goal for 2022 is to make this a required course for all employees to have. This is a onetime course, with no renewal needed.

KSCL’s Joint Occupational Health and Safety Committee is required to take 8 hours of training each year. Some of the **OH&S Courses** that were taken in 2021 included:

- Aches, Pains, and Strains
- Preventing Violence
- Incident Reporting
- Mental Health First Aid
- OH&S Part 1
- Supervisor Training
- Bullying and Harassment

**Pivot Point courses** are online modules that are offered monthly to KSCL employees. A few examples that were taken in 2021 include:

- Behavioral Support Plan Management
- Functional Communication
- Strategies to Promote

KSCL has had **Kaylee Hansen** come to give many courses in the past. She is skilled in leadership development, change management and team dynamics with 15 years of experience. In 2021, we had Kaylee provide us with the following courses:

- Stress Management
- Accountability and Ownership
- Lumina

Some other workshops and training opportunities KSCL provided include:

- Stephen Hammond Online Workshop: Respectful Workplace Training
- Resilience Planning: Strategic Planning Workshop
- Supported Employment Fundamentals Training
- Violence Prevention in Workplace Training
- What is Professionalism? Online Webinar for CO staff

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

### **Employee Appreciation**

We were lucky to be able to bring back the **Annual Christmas Party** for December 2021, although it did look slightly different. Due to COVID regulations, we couldn't have large groups of people together, so instead we hired local catering companies/restaurants to deliver dinner to each of our sites for the employees and residents. Along with the Christmas Party, we were able to bring back the **Awards of Distinction** (Rising Star, Hero Award and Leader Award) and the **Years of Service Recognition Awards**. These were presented via Zoom from the Main Office.

KSCL has continued to give out **Thank You cards and Gift Cards** to employees as recognition and appreciation for when they go above and beyond. We are always encouraging our SRCW's and all employees to reach out to coworkers as well to let them know their appreciation.

Something we have recently introduced during the monthly JOH&S Committee meetings is having each SRCW nominate an employee who has significantly helped that month with OH&S tasks. At the end of the year, we take all the nominated names and do a **draw for a small appreciation gift**.



We are always asking our employees through yearly surveys for new ideas of what they would like as an appreciation from KSCL. We hope that in the coming year, as things slowly open more, we will be able to have more events and group get togethers.

## Risk Assessment Summary

---

2021 started with optimism of having the Pandemic declared over, unfortunately, this has never happened. KSCL has learned to change and implement COVID Safety plans, then Infectious Disease plans, then back to COVID Safety Plans. KSCL frontline staff continue to pivot/change programs based on what is available for programming & what we can access in our communities. With ongoing changes from the PHO, we communicate the changes with individuals, families, and our funders. Our residential homes now can have visitors, with masks and outside visits for families that are not vaccinated. We still find a drive, or a walk may make the difference in some people's day, while others learned to use technology to reach out. For KSCL's administration staff we no longer need to work from home, but if someone is feeling ill, we encourage staying home sick, or working from home.

KSCL remained viable and continues to be healthy with our service delivery continuing in all areas. All CLBC contracts & MCFD contracts are in place to 2023 and some through to 2024. KSCL continues to explore new opportunities with CLBC to provide our communities with opportunities.

In regard to employees, the Collective Agreement is going to expire in March 31, 2022. For 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.

KSCL continues to see 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 the summer of 2022. It's 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 Kootenay Society for Community Living is committed to providing a safe and healthy work environment for all employees. It is Management's responsibility to establish and maintain all 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 put in place and to actively participate in making the workplace safe and productive.

**External Report:**

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

**Joint OH&S Committee:**

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

Each year, the committee members are responsible to complete at least 8 hours of training, and any new members must complete the 8 plus an additional 8 hours.

The committee meets monthly to review that all drills and inspections were completed, any injuries or refusals of unsafe work that happened that month, and new issues that arise. The committee make recommendations for the establishment and enforcement of health and safety policies and procedures, advice and assists in the promotion of health and safety programs and identifies and recommends solutions to health and safety problems.

Each KSCL site is required to hold a monthly fire drill to ensure that all staff acquire and maintain the necessary skills and knowledge to carry out these procedures in the case of an actual fire incident. All drills and inspections are completed on Sharevision.

Each KSCL site also conducts mock designated drills each month. One is completed during the day shift, and one is completed during the night/evening shift. These drills are designed to address other potential emergency situations such as medical emergencies, dental emergencies, death, hazardous spills, earthquakes, and bomb threats. Sites also complete a Health and Safety inspections. Any health and safety issues that arise from these 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 will also spend time discussing employee incidents (near misses) and accidents (an incident resulting in injury). Recommendations can be made to improve policy and procedure, identify if any environmental issues contributed to the accident, or if employee error was caused. 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.

During 2021, COVID-19 measures were still in place to reduce any risks of staff and residents contracting it. These measures include the Exposure Control Plan, Safety Plans, extensive lists of safe work procedures, donning and doffing stations, training opportunities for staff, and the use of Personal Protection Equipment.

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

KSCL works with the Disability Management Institute (DMI) to manage all non-occupational and occupational injuries. If an employee has been absent for 5 or more days, KSCL will then require a doctor's note from that employee covering that time and any further time they may need off. The HR Training and Development Manager will then submit them to DMI, who will provide the employee with all the support and resources they may need. DMI will also help facilitate the employees return to work.

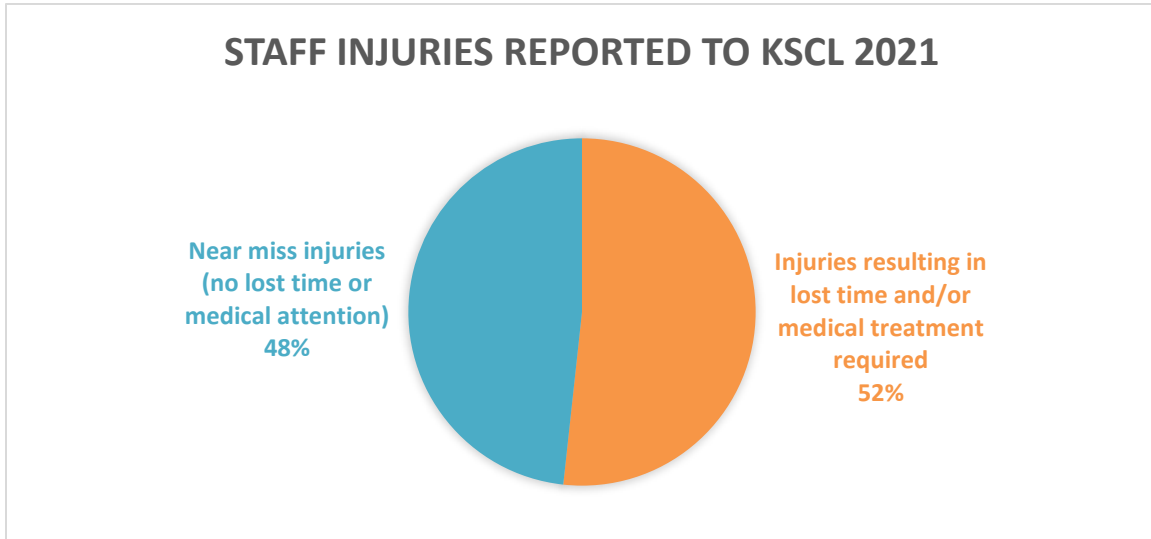
KSCL requires all employees to report all injuries regardless of the severity of the injury, whether they sought first aid or medical treatment, or if there was any lost time. If an injury occurs, the following happens:

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 HR Training and Development Manager, who will then consult with the SRCW to see if any changes need to be implemented at the site.
  - d. The incident will be discussed at the next OH&S Committee meeting.
2. If there is any medical treatment and/or lost time:
  - a. The employee fills out a Report of Injury form
  - b. An Incident Debriefing form is completed by a person present at the time of the injury.
  - c. The form is submitted to the HR Training and Development Manager
  - d. The HR Training and Development Manager will perform an investigation and gather all relevant documentation.
    - i. Investigation and all documentations are submitted to DMI within 30 days of the incident
    - ii. DMI then contacts WCB and acts as the representative for KSCL.

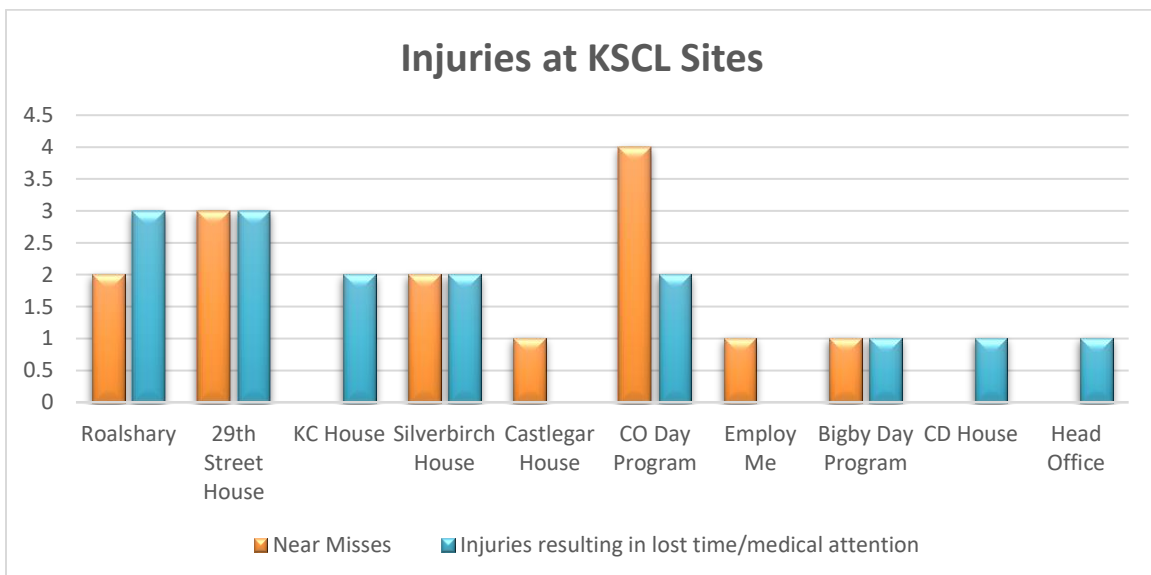
Once an employee is cleared to return to work, DMI connects with the HR Training and Development Manager to develop a return-to-work plan. At times, this is just a return to full duties with no accommodations needed. At other times, it may involve a return to work that requires modifications to duties, time etc.

## Work Safe BC – Analysis:

In 2021, KSCL had a total of 29 injuries reported by staff. This is a huge increase in injuries compared to the data in 2020 which was only 11 injuries. Out of those 29, 15 of them resulted in staff being off work and/or requiring medical attention, 10 of which were accepted by Work Safe BC as an injury claim. The remaining 14 were reported as near misses.



Each KSCL site poses different challenges that can result in accidents occurring. In analyzing the data from the 2021 incidents, 29<sup>th</sup> Street House and Roalshary equally saw the greatest number of incidents that resulted in lost time or medical treatment. In 2020, 29<sup>th</sup> Street House has the greatest number of injuries reported with a total of 3.



## 2021 Summary

From the 15 injuries that resulted in lost time and/or medical attention:

- 1 was a lumbar sprain
- 1 was work related headaches
- 1 was a mid-back sprain
- 1 was injury to thoracic region and knees
- 1 was injury to left thumb
- 2 were from symptoms related to contracting COVID
- 1 was injury to right elbow
- 1 was injury to shoulder and lumbar region
- 1 was a broken ankle
- 1 injury was related to elbow and wrist pain.
- 1 was injury to the jaw/face
- 1 was a twisted lower back.
- 1 is related to mental health, and we are still waiting for the outcome
- 1 was injury resulting from a minor car incident.

KSCL's Joint Occupational Health and Safety Committee reviews all incidents and explores ideas to prevent future incidents from occurring. As well, all Policies and Procedures are regularly being reviewed and updated/changed as needed.

KSCL is committed to ensuring the health and safety of their employees. Our goals for 2022 are:

- Continuing to report to and review all incidents with the JOH&S Committee to find all possible solutions to prevent future incidents.
- Continuing to update all Safe Work procedures and Risk Assessments whenever changes are needed.
- Ensuring all employees are aware of their rights and responsibilities, as well as their access to the Employee Assistance Program (HumanaCare).
- Continuing to work closely with DMI to find solutions for quick recovery and return to work plans.
- To find more Mental Health supports, due to effects from COVID-19.

KSCL's working environment can be demanding and highly stressful. 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

---

2021 had slight improvements at the beginning for services and future lifting of restrictions. Unfortunately, as we went through 2021 there were still crowd/function restrictions, masks, vaccine passports, and limiting unvaccinated visitors entering our residential facilities. There was a wave of COVID in spring and again in Fall as people moved in-doors. Although we had a vaccination mandate imposed on our Sector for all staff, it was hard for some staff to follow and therefore we did loose 6 staff members. Once we were through that, we could carry on with a more optimistic outlook of having staff protected and not worry so much about outbreaks and a large contingency of staff being sick.

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 2021 were still realized and for that I am thankful to all.

Lastly, thank you to the continual support of our Funders, the Individuals we serve, the Families/Caregivers and the Board of Directors.

It took a team to get through 2021 while keeping the Society resilient, strong and evolving.

Thank-you,

*Kathleen Elias*

KSCL Executive Director