



KOOTENAY SOCIETY FOR COMMUNITY LIVING

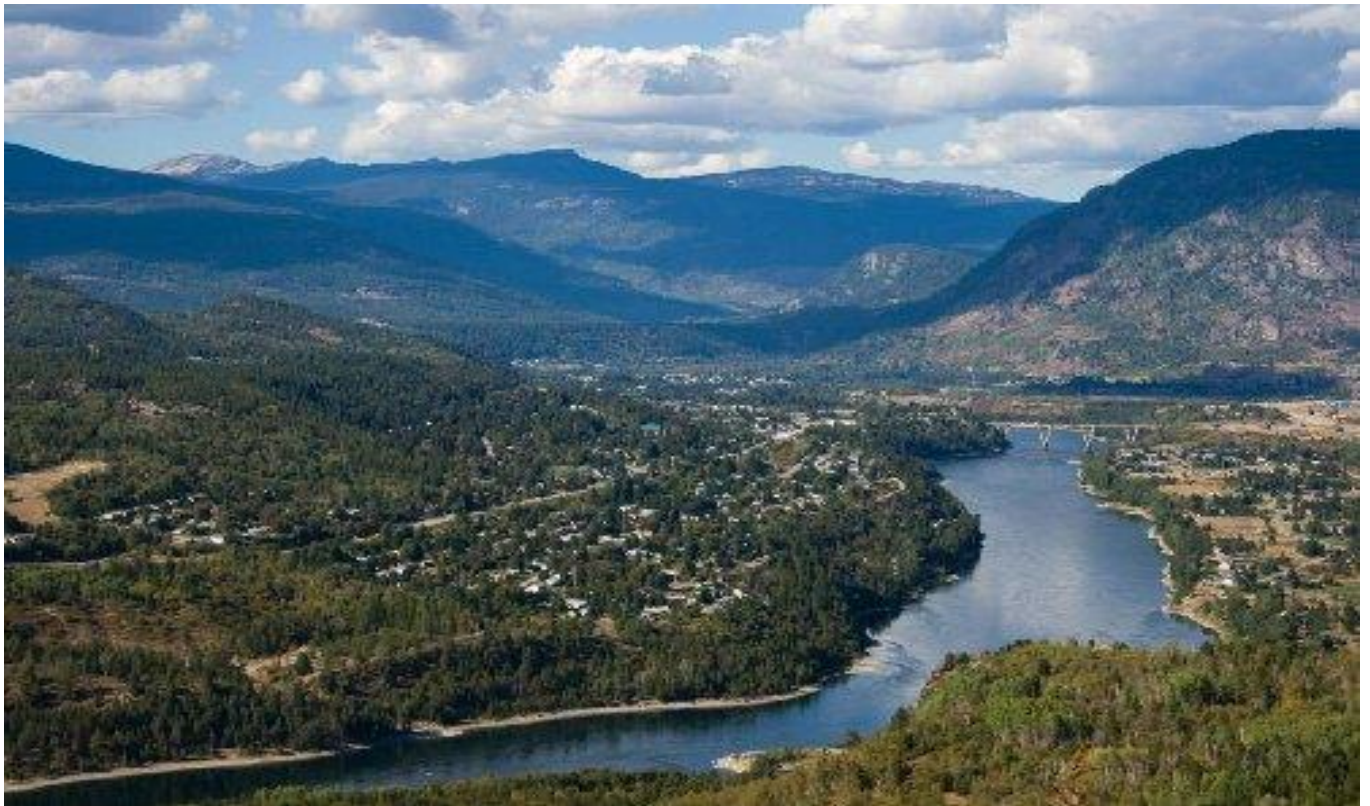
2022 Performance Analysis Report

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.



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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 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 needs 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 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. Here are the areas we wanted to focus on in 2022.

- 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 \$50 to \$75 per year/ per staff.
- Recruitment and Retention is a provincial issue. KSCL is a member of the BC CEO Network assist with strategies. KSCL advertises on our website, Facebook, and Instagram.
- Makola Development Services has made significant progress on our Castlegar Affordable Build. The build will start June 2023 and scheduled for occupancy by Aug 2024.
- 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>2022</u> | <u>2021</u> | | <u>2022</u> | <u>2021</u> |
| CLBC & MCFD | 94.8% | 93.2% | Wages & Benefits | 81.8% | 80.4% |
| Rent & Support | 3.8% | 3.4% | Program Costs | 0.4% | 0.4% |
| BCHMC | 0.2% | 0.2% | Administration | 9.0% | 9.0% |
| Other | 1.2% | 3.2% | Other | 8.8% | 10.2% |

Demographics of KSCL

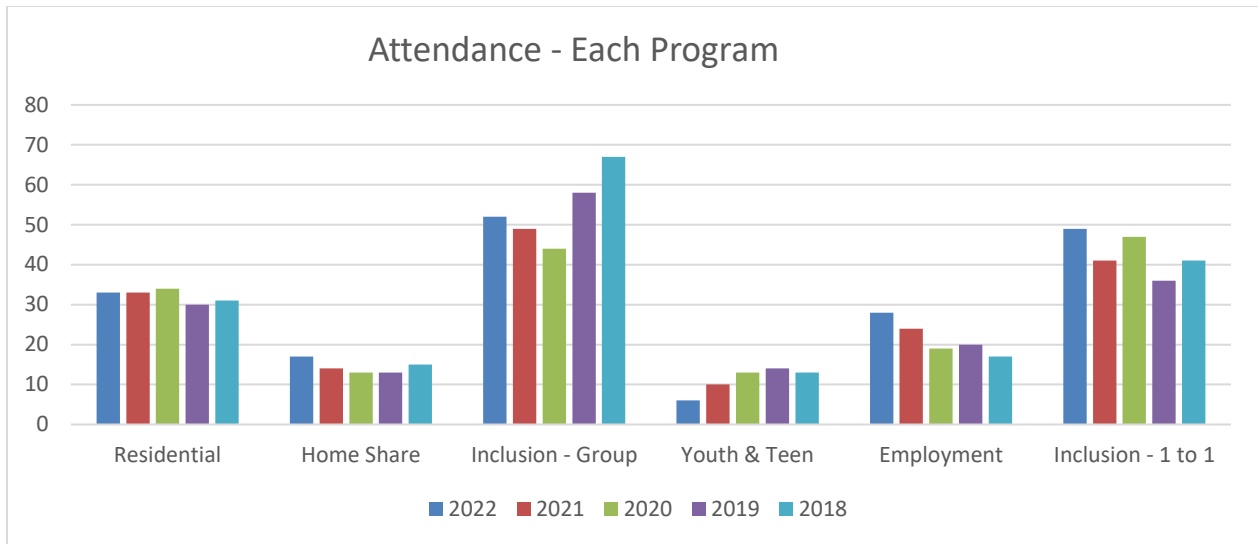
KSCL provides support to a diverse population of individuals. KSCL provides services to individuals who meet CLBC’s identified criteria of having a developmental delay (IQ of 70 or less) or youth referred by MCFD. KSCL is on CLBC’s approved bidder’s list to provide services under CLBC’s Personalized 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 **2022 of 185** people. **(50 females, 93 males, 3 not identifying)**. Some individuals are in more than 1 program and counted in each, therefore **171** counts for ALL programs.

| | | | | | |
|-------------------|----|-----------------|----|------------|----|
| Residential | 33 | Home share | 17 | Employment | 28 |
| Inclusion - Group | 52 | Inclusion - 1:1 | 49 | Youth/Teen | 6 |



Client Exit Summary:

In 2022, KSCL had 32 individuals exit services in Castlegar, Nelson, and Creston areas. The summary for each exit is as follows:

Home Share: (2 exits)

HS Rossland Area – 1 Exits

- 1 moved out of the Service Area

HS Nelson Area – 1 Exits

- 1 moved out of the Service Area

Community Based 1-1: (8 exits)

Nelson – 1 Exit

- 1 individual moved out of Service Area

Castlegar – 7 Exits

- 1 individual moved away to another community.
- 3 individuals stop attending.
- 1 individual transferred to another Service Provider
- 1 individual aged out (retired)
- 1 individual had chosen that they no longer wanted to attend.

Community Based – Adult Group: (9 exits)

Castlegar -7 exits

- 2 individuals moved away to another community.
- 1 individual stop attending
- 1 individual transferred to another Service Provider
- 1 individual retired (aged out)
- 2 individuals had chosen that they no longer wanted to attend.

Nelson - 1 exit.

- 1 Individual moved out of Service Area

Creston – 1 exit

- 1 individual moved out of Service Area

Residential (4 exits)

Castlegar – 3 exits

- 3 individuals moved to another residential housing within KSCL.

Nelson – 1 exit

- 1 individual moved to another Service Provider

Employment: (5 exits)

Castlegar – 5 exits

- 3 individuals quit.
- 2 individuals moved out of service area.

Youth: (4 exits)

Castlegar – 2 exits

- 2 individuals decided they did not want to participate.

Nelson – 2 exits

- 2 individuals aged out of the program.



KSCL will continue to investigate opportunities for home share placements in our communities, as well as to increase flexibility with scheduling of programs to reduce barriers. In 2023, KSCL plans to continue to support individuals with goals towards independence in areas of employment, residential, and social support.

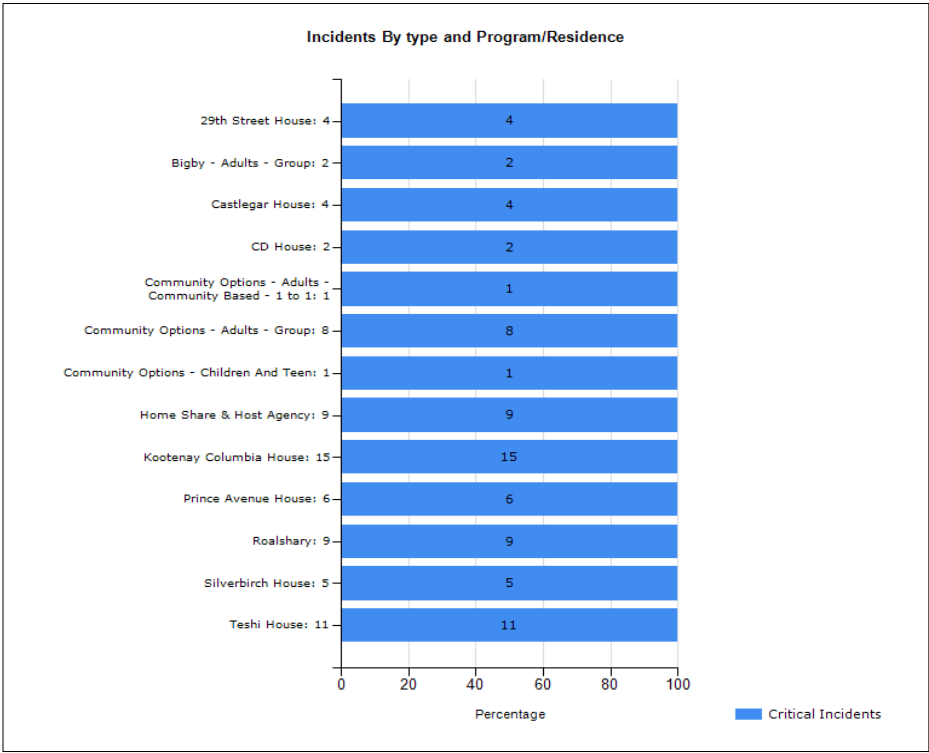
KSCL Critical/Reportable Incident Review

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 2022, there were a total of 77 Critical Incidents. This is an increase of 49 incidents from the previous year.



Unexpected Illness (22/77) 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 (22/77) 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 (3/77) 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 (10/77) Some of these falls were due to medical frailty and aging while others were unfortunate mishaps.

Physical Abuse (2/77) In 2022 KSCL staff reported on two incidents of suspected physical abuse. Fortunately, both incidents resulted in a positive change for each individual and they have moved to a safe living environment.

Neglect (2/77) An incident of neglect was reported that impacted two residents although after further inquiry it was determined that a KSCL staff had a personal medical incident while working at a residential site.

Disease Outbreak (15/77) COVID-19 was a significant factor in this area. All incidents were related to COVID-19 or influenza and fortunately all individuals who became ill did not experience severe symptoms.

Emotional Abuse (1/77) – there was one incident of emotional abuse that was reported in 2022. This incident was the result of a staff member who was trying to resolve a conflict but ended up overstepping and creating a power struggle with a resident. Further training was provided to the staff regarding individuals rights and providing person centred support.

Attempted suicide (1/77) – There was one incident where an individual was upset about their financial support and cut their wrists. Medical care was provided including a referral to mental health.

Death (0/77) - no incidents of death in 2022.

Medication Incident 1(1/77) – There was one incident that was reported as a critical incident for a medication error. This incident was reported incorrectly and did not result in the need for medical treatment and therefore should have been reported as a Medication error.

Motor Vehicle Incident (0/77) no incidents in 2022

Service Delivery Problem (0/77) no incidents were reported in 2022.

Emergency Restraint (0/77) – no incidents were reported in 2022.

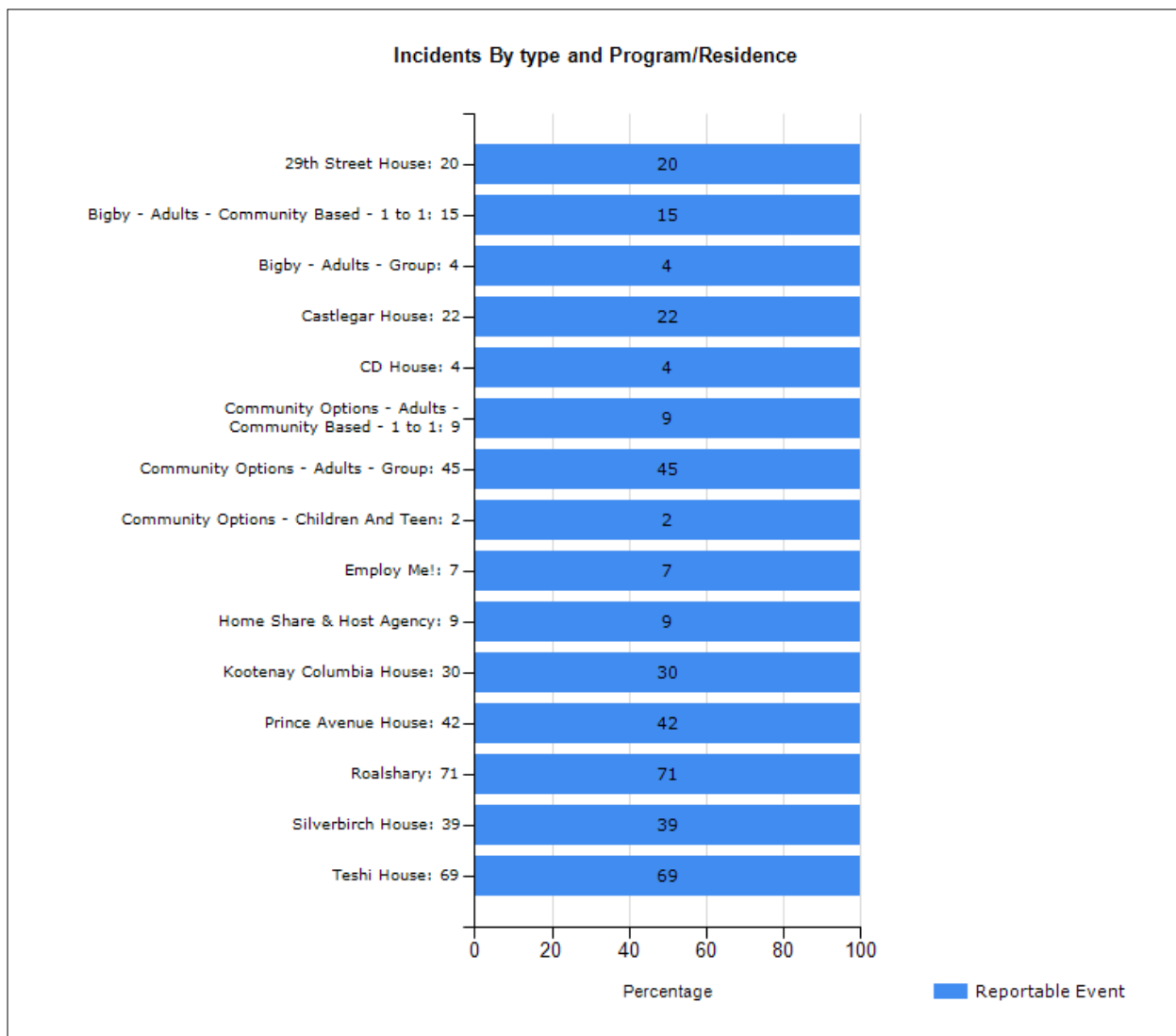
Restricted Practice -CLBC (0/77) – no incidents were reported in 2022.

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 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 recur. These reports also enable KSCL to identify trends- both based on site and by individual.

In 2022 there were a total of 388 reportable events which is an increase of 213 reports since 2021 where there were only 175 incidents reported. This increase may be attributed to staff being more accurate and diligent in reporting incidents. One could also speculate that there could have been an increase since Covid-19 due to the strain on mental health and also the change in lifestyle that many had to adjust to.



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.

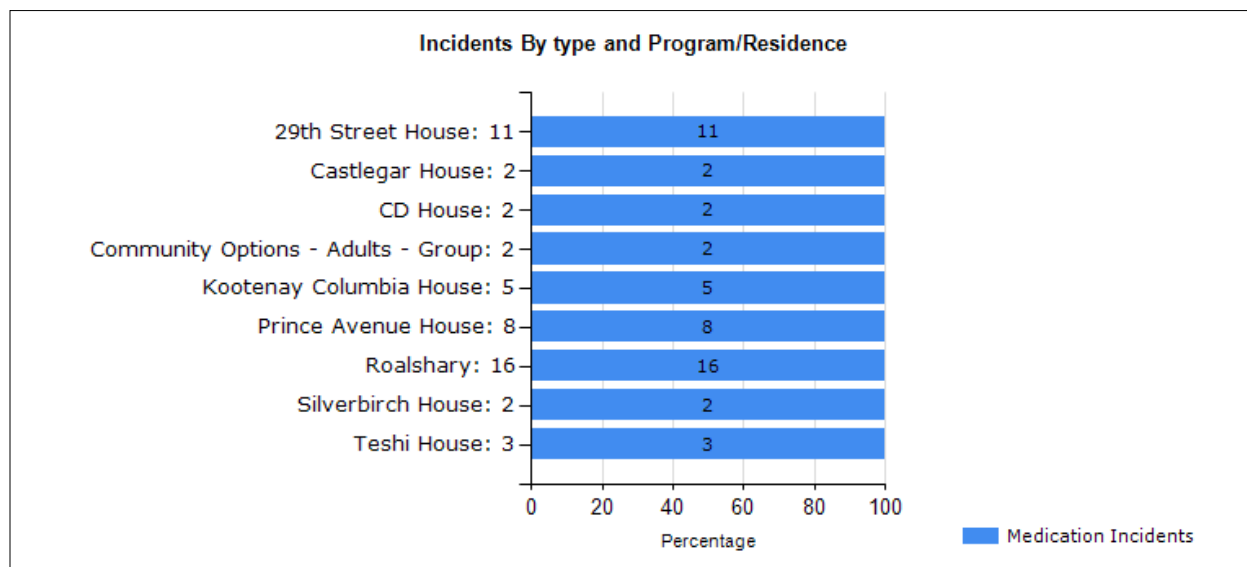
In 2022, there was a substantially higher number of incidents at Roalshary, Teshi and Community Options than compared to other sites. This is attributed to specific individuals who struggled with specific challenges during this period. At Teshi, there was a change in supervision that supported the team to understand the importance of reporting and therefore an increase was noted. They were recognizing behaviour support challenges and reporting incidents assisted in gaining a better understanding of the antecedents, behaviour and consequences of the behaviour. At Roalshary and Community Options the incidents were attributed to challenges related to physical health, building relationships with others, mental health, and others.

Another change that occurred in 2022 that could have attributed to the increase in reporting incidents is the move towards "paperless". As KSCL is making sharevision more accessible and useable for staff it is possible that completing an incident report has become less onerous and therefore is being reported as required. In addition, more attention has been directed towards

incidents by including a discussion about each incident at staff meetings. The intent is to create dialogue that will increase problem solving and move towards decreasing incidents. It is our hope that this shift will result in a reduction of incidents in 2023.

Medication Errors:

Medication errors most often occur when policy is not followed and staff are taking short cuts. In 2022 there were 51 Medication errors reported which is an increase of 11 more incidents than in 2021.



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 meetings, SRCW meetings and at the yearly Medical Advisory Committee meeting in hopes of staff learning from other people mistakes and not repeating the same errors.

Roalshary and 29th st had substantially more incidents reported than other sites. At Roalshary it was recognized that errors were occurring when medication changes were made while the resident was with family but the MAR was not clearly marked at the pharmacy which caused confusion for the staff team, this issue was resolved with the family. At 29th st, it was discovered that the location where medication administration occurred was a busy and loud location and therefore plans were made to move the location to the staff room where staff could focus on the task of dispensing medications safely.

Recommendations for 2023:

- 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.

- Ensure all individuals who have been identified as a risk of violence (a purple dot) that there is also a safe work procedure outlining methods for staff to follow to reduce incidents.
- Continue to 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.
- Continue 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 brainstorming prevention strategies.
- In-services from various health care professionals will be scheduled at these staff meetings on an as needed basis.
- In 2022, we were wanting to focus on strengthening orientation procedures for new staff as well as developing mentorship and training for new employees which did not occur. This will be carried forward as a goal for 2023.
- Due to time constraints the goal to offer an Incident Reporting training in 2022 did not occur but instead an Incident Reporting Resource manual was created. In 2023, it would be worth revisiting the idea of a training session as some people have improved learning outcomes with hands on training.

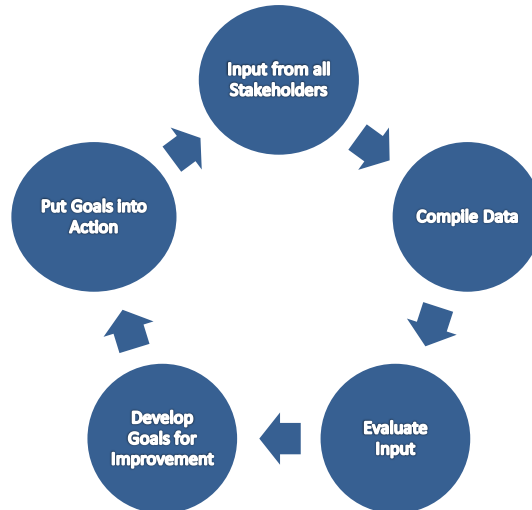
In Summary:

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 & Programs – 2022 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 2022 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 2022:

| ESIDENTIAL | | | | | | | | |
|---------------|---|---|------------------------------------|----------------------|-------------|-----------------|------|--------|
| | 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 1/22 - Dec 31/22 | ShareVision | Goalkeeper | 100% | 62% |
| | Maintain/develop family, friends & community | % totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion | Individuals in staffed residential | Jan 1/22 - Dec 31/22 | ShareVision | Goalkeeper | 100% | 63.5% |
| | To realize an individual goal | % totals for the Goal Type/s: Rights and Self Determination | Individuals in staffed residential | Jan 1/22 - Dec 31/22 | ShareVision | Goalkeeper | 100% | 52.5% |
| | To develop/maintain life & self-care skills | % totals for the Goal Type/s: Personal Development | Individuals in staffed residential | Jan 1/22 - Dec 31/22 | ShareVision | Goalkeeper | 100% | 46% |
| Efficiency | To maintain full capacity at each residential site | % of months within a year at full capacity | Residential services | Jan 1/22 - Dec 31/22 | ShareVision | Site SRCW | 100% | 97% |
| Access | Access community & recreation activities | % totals for the Goal Type/s: Social Inclusion | Individuals in staffed residential | Jan 1/22 - Dec 31/22 | ShareVision | Goalkeeper | 100% | 78% |
| | To expedite program services | % of individuals referred & accepted into residential programs | Individuals referred to KSCL | Jan 1/22 - Dec 31/22 | Referrals | Program Manager | 100% | 100% |

Conclusion: In 2022 KSCL did not reach our intended target of 100%, as well there was a small decrease since 2021 of 1% from the overall percentages. 2022 saw some movement in the Residential programs to accommodate physical needs of individuals. We supported 32 individuals within the 33 individual spaces available. At one residential home a resident moved out as it was planned for a short-term stay, this space remained vacant on Dec 31, 2022.

Home Share

KSCL has one (1) central Home Share program and in 2022 there were 17 Home Share Providers in our program, serving 17 Individuals at the January 1/22 and by December 31, 2022, there were 15 Home Share Providers serving 15 individuals. The following is the Outcomes Grid for the Home Share Program results for all of 2022:

| 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 1/22 - Dec 31/22 | ShareVision | Home Share Manager | 100% | 44% |
| | Maintain/develop family, friends & community | % totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion | Individuals in homeshare program | Jan 1/22 - Dec 31/22 | ShareVision | Home Share Manager | 100% | 75.5% |
| | To realize an individual goal | % totals for the Goal Type/s: Rights and Self Determination | Individuals in homeshare program | Jan 1/22 - Dec 31/22 | ShareVision | Home Share Manager | 100% | 62% |
| | To develop/maintain life & self-care skills | % totals for the Goal Type/s: Personal Development | Individuals in homeshare program | Jan 1/22 - Dec 31/22 | ShareVision | Home Share Manager | 100% | 71% |
| Efficiency | To recruit home share providers | # of recruited home share providers, approved | home share providers screened | Jan 1/22- Dec 31/22 | ShareVision | Home Share Manager | 3 | 3 100% |
| Access | To establish timelines in getting home share providers approved | % of home studies completed in 3 months | home share providers applied | Jan 1/22 - Dec 31/22 | ShareVision | Home Share Manager | within 3-month time | 5 of 6 83% |

Conclusion: In 2022 KSCL did not reach our intended target of 100%, although since 2021 there was an increase of 5% from the overall percentages. 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 Selkirk College Employment Fair and the EACSW Employee Fair. 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 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 and to encourage them to utilize Sharevision as a tool to track progress. 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 2022:

| 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 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 68% |
| | Maintain/develop family, friends & community | % totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion | Individuals in community-based programs | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 63% |
| | To realize an individual goal | % totals for the Goal Type/s: Rights and Self Determination | Individuals in community-based programs | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 90% |
| | To develop/maintain life & self-care skills | % totals for the Goal Type/s: Personal Development | Individuals in community-based programs | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 60% |
| 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 1/22 – Dec 31/22 | 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 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 59% |

Conclusion: In 2022 KSCL did not reach our intended target of 100%, although since 2021 there was an increase of 1% from the overall percentages. 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 in that category is a lower percentage. It has been recognized that the KSCL teams have been responsive to these changes and work to ensure goals are changed quickly when discovered to be not meeting the needs of the individual.

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 2022:

| 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 1/22 – Dec 31/22 | 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 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 70% |
| | To realize an individualized goal | % totals for the Goal Type/s: Rights and Self Determination | all Adults in Day Program | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 64% |
| | To develop/maintain life & self-care skills | % totals for the Goal Type/s: Personal Development | all Adults in Day Program | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 62% |
| Efficiency | To maintain full capacity in programs | # of referrals/service enrollments | all Adults in Day Program | Jan 1/22 – Dec 31/22 | 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 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 69% |

Conclusion: In 2022 KSCL did not reach our intended target of 100%, although since 2021 there was an increase of 13% from the overall percentages. Participation in the day programs has increased since 2021 as individuals are slowly becoming more comfortable to rejoin group activities.

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 2022:

| 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 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 100% |
| | To develop/maintain individualized employment skills | % totals for the Goal Type/s: Personal Development and Self Determination | all SE participants | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 57% |
| Efficiency | To ensure there is staff trained to provide support to the SE program | # of trained staff | SE staffing | Jan 1/22 – Dec 31/22 | 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 1/22 – Dec 31/22 | 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 1/22 – Dec 31/22 | ShareVision | Program Manager | 4 | 29 |

Conclusion Our program currently supports a total of 31 jobs. KSCL is the employer for 2 of these and the remaining 29 are with 17 local employers.

Four individuals work independently at five jobs (with check-ins or support outside their work hours) and the rest have varying levels of support from a job coach. One individual is actively job-seeking.

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 2022:

| 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 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 21% |
| | Maintain/develop family, friends & community | % totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion | Youth in program | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 48% |
| | To realize an individual goal | % totals for the Goal Type/s: Rights and Self Determination | Youth in program | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 84% |
| | To develop/maintain life & self-care skills | % totals for the Goal Type/s: Personal Development | Youth in program | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 44% |
| Efficiency | To maintain full capacity in programs | # referrals less the # of exits for the program | Youth in program | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW/Program Manager | 0 or greater | (6 referral minus 4 exits) 2 |
| Access | Access community & recreation activities | % totals for the Goal Type/s: Social Inclusion | Youth in program | Jan 1/22 – Dec 31/22 | ShareVision | Site SRCW | 100% | 81% |

Conclusion: In 2022, the Castlegar Youth Program had 15 new referrals from MCFD although only 6 of the youth continued with the process and completed an intake meeting. The overall attendance continues to average at 2-3 individuals. In Nelson there were no new referrals for 2022. MCFD continues to send referrals although it is often family that see the value in the program not the youth. A meeting was scheduled in 2022 with family and youth to better understand the need. Adjustments were made to the activities offered although attends continue to remain the same.

Satisfaction Surveys – 2022 Results

The surveys were emailed to all active employees at KSCL, and the results were kept completely confidential. The goal of these surveys is to get a better understanding of how employees are feeling so we can try and implement changes that will make KSCL a better place to work. The response rate for Permanent Employees was 81% (57 out of 70 active EE's) and the response rate for Casual employees was 53% (18/34 employees). Permanent employees' response increased 23% from 2021 which is a positive step forward.

Employees

Permanent Employees

Overall evaluation of employment experience and job satisfaction

- 75% of employees are proud to say they work for KSCL.
- 70% of employees feel that KSCL is succeeding at making sure the environment is healthy and safe.
- 95% of employees believe in KSCL's Mission Statement.

Employee Satisfaction

- When asked how KSCL could improve employee satisfaction, 56% said more recognition, 25% making sure the environment is healthy and safe, 51% communicating more clearly and more often and 40% others.
- 79% of employees feel that their SRCW keeps them informed on new updates or changes.

Employee/Management feedback

- Lots of positive comments specific to Manager on Call being helpful
- 49% feel that KSCL Management communicates well and is helpful to them.
- Staff also feel that the Management team could improve in all areas while on the ON CALL phone including OT information, Emergency protocols, Critical and Reportable incidents etc.

Training/Professional Development

- 91% of employees feel that they have received the training needed to do their job well. When asked what other types of Training and PD they would like to see offered, here are some of the suggestions:
 - More in person workshops/training

- Incident reporting
- Mental Health
- Autism training
- Cooking/Nutritional training
- Share vision training.
- Sign Language
- Medication training
- Online dating/social meeting safety training (to support people)

Teamwork/Communication

- 63% feel that the newsletter is valuable. Some suggestions to add to the newsletter include Person Centered Success stories, more about employees and individuals we support, updates on housing projects and specific staff appreciation.
- 65% of employees feel heard when they have a concern.

Employee Appreciation

- 67% of employees received recognition or praise for their work within the last month.
- When asked “what does staff appreciation mean to you”? Employee responses included little things like gift cards, goodies at meetings, more often small gestures, active listening and acknowledging employees who practice Person Centered support.

Results of ratings of current appreciation initiatives:

| Initiative | Extremely Unappreciated % | Unappreciated % | Neutral % | Appreciated % | Extremely Appreciated % |
|---------------------------------------|----------------------------------|------------------------|------------------|----------------------|--------------------------------|
| \$30 Health & Wellness | 1.75 | 5.26 | 24.56 | 45.61 | 22.81 |
| Annual Christmas Party | 10.53 | 7.02 | 42.11 | 33.33 | 7.02 |
| Years of Service Awards | 1.75 | 5.26 | 36.84 | 35.09 | 21.05 |
| Annual Awards of Distinction | 8.77 | 7.02 | 47.37 | 28.07 | 8.77 |
| Retirement Gift Packages | 0 | 1.75 | 38.6 | 29.82 | 29.82 |
| \$20/month to each site | 5.26 | 10.53 | 21.05 | 38.6 | 24.56 |
| Gift Cards for going above and beyond | 1.75 | 3.51 | 21.05 | 49.12 | 24.56 |
| \$100 vehicle insurance upgrade | 3.51 | 3.51 | 33.33 | 33.33 | 26.32 |

Some new suggestions for employee appreciation:

- Person Centered Success stories.
- Team building exercise.
- Formal recognition in newsletter
- ED and Management to visit houses and get to know employees and observe day to day.
- Second fridge at 29th street

- Paid day off for Birthday
- KSCL Events – bowling, casino etc. Opportunities to get together as a team.

Casual Employees

Overall evaluation of employment experience and job satisfaction

- 100% of casual employees are proud to say they work for KSCL.
- 100% of casual employees would refer someone to work for KSCL.

Training/Professional Development

- 83% of employees feel that KSCL provides enough Training and Professional Development

When asked what other types of Training and PD they would like to see offered, here are some of the suggestions:

- Understand individuals' health issues.
- Yoga for staff and participants
- Kim Barthel – Trauma workshop
- Training to help bridge the gap between ADMIN and STAFF
- D.O.T training for new staff
- Mental Health
- More Lumina Training

Teamwork/Communication

- 78% of casuals feel like they are contributing to a respectful work/team environment.

Employee Appreciation

- 83% received recognition or praise for their work in the last month.
- Out of all the current casual employee appreciations things we do, the \$30 Health and Wellness reimbursement, gift cards & yearly event nights were the most appreciated.

Some new suggestions for employee appreciation:

- Community discounts
- Gift cards
- Staff recreation activities (skating, skiing, yoga)
- Random draws for prizes

Family/Caregivers

For 2022 there were 18 respondents for this survey which is a slight decrease from 2021.

- 67% feel that information on KSCL services is easily accessible and 11% do not.
- 76% would recommend KSCL services to someone else.

- 33% received an information handbook on KSCL and 67% did not.
- 83% agree that KSCL respects the confidentiality of the individual served and their family/network.
- 67% agree that KSCL/Home Share providers provide the individuals served with information about life choices and supports them with their decisions, 22% neutral and 11% disagree.
- 83% feel that the individual is supported by KSCL staff/Home Share provider to understand their Rights & Responsibilities and 17% do not feel they are supported.
- 56% agree that the individual served is involved in their ISP. 28% neither agree nor disagree and 17% disagree.
- 71% agree that the individual is treated with priority and respect. 18% neither agree nor disagree and 12% disagree.
- 89% agree that KSCL programs promote and adhere to safety.
- What method is most effective when providing feedback or addressing concerns?
 - 77% Telephone
 - 41% Email
 - 6% Communications book
 - 35% In Person
 - 29% Text
 - 12% Other

When asked for additional feedback, here are some of the comments:

- Teaching more life skills
- Far too much paperwork
- Additional home visits from health care professionals

Stakeholders

There were 16 participants in 2022. 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 the 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

20/20 Responses (10 were done manual/paper)

- 10 were from a Residential Group Home
- 2 from Home Share
- 2 were with Employment program.
- 11 were from CO/Bigby Day Program
- No responses from Youth/Teen
- 1 were a part of Respite program.
- 84% liked their programs and 3% said they sometimes liked their programs.
- 95% said they liked their home (50% KSCL home, 11% Home Share, 22% with their family and 6% with another agency home)
- When asked if the individuals get to do things in their community, 75% said yes/15% sometimes/5% NO/5% n/a
- 80% said they have opportunities to make friends and hang out with them and 10% said they are sometimes given the opportunity and 10% said they are not.
- 100% can get into KSCL buildings or their own home easily.
- 85% feel treated with respect by the KSCL Staff and/or home share provider.
- 89% feel that their privacy is respected.
- 65% know what their Rights and Responsibilities are and 35% said they know 'some' of them.
- 85% are a part of their yearly planning meetings and 15% chose N/A
- 94% feel they get to learn new things and practice them at KSCL, in their home or in the community.
- 100% feel they are participating in activities/events that are important to them.
- 83% do not know who to speak to at KSCL if they have questions, concerns, or comments but 88% receive help that is needed when they do speak to someone.
- 50% of the individuals have an information handbook from KSCL and 50% do not.
- How could KSCL do better?
 - ***Teach more life skills so I can live in my own place, and community.***
 - ***More evening programs for Homeshare providers to help keep me busy in the afternoons and at the weekend.***
- When asked what they like best about KSCL they answered:
 - ***Staff and Christmas Party***
 - ***Their home***
 - ***Staff are always there for them.***
 - ***Socializing***
 - ***Support from home and staff***
 - ***Day Program outings and hockey games!***

Board of Directors

9 Board members participated in this survey.

Strategic Plan

- 100% have read the most recent Strategic Plan for KSCL
- 89% agree that the Board gives direction in relation to KSCL goals and priorities and 11% disagree.
- All board members are aware of what is expected of them.
- 89% agree that all members participate in important board discussions and 11% disagree.
- 78% agree that all board members support the decisions they make and 22% disagree.

The President

- 100% agree that the President does a good job of encouraging and dealing with different points of view.
- 100% agree that the President is well prepared for Board Meetings
- 100% agree that the President is skilled at managing different points of view.
- 56% agree that the President can be direct with an individual board member when their behavior needs to change. The rest neither agree nor disagree.
- 78% feel that the President is effective in delegating responsibility amongst the members. The remaining 22% neither agree nor disagree.

The Executive Director

- 89% agree that there is good two-way communication between the Board and the ED.
- 89% agree that there is a clear understanding of where the Board's role ends and where the ED's begins.
- 100% agree that the ED has been formally evaluated by the Board of Directors in the past 12 months.
- 89% agree that the Board ensures that the ED can take advantage of PD opportunities.
- Comments expressed appreciation for the ED's level of preparedness and knowledge.

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 2021-2025 Strategic Plan. Therefore, the KSCL Program and Services 2022 Outcomes and the Satisfaction Survey 2022 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.

Outcomes for 2022 – Update & Progress

In November 2022, the Board & Stakeholders were informed of where we are at with our KSCL 2021-2025 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. Pension Training 2. Competency Training 3. Person Centered approach in residential worksites. | Program & HR Managers | Completed & Ongoing 100% | Summer 2023 |
| GOAL: Improve recruitment and retention | | | |
| Build a workforce that reflects expertise and professionalism | | | |
| Objective | Action Plan | | |
| | Who is Responsible | Indicator of Success | Completion Date/Review |
| Strategy to improve staff retention and recruitment. 1. Increase the amount paid to existing staff for Referral Program from \$50-\$75 2. Have a work from home option for Administration staff, create worksafe plan | Exec Director & HR Managers Exec Director | Completed | 2022 |

Efficiency

| GOAL: Improve Communications Increase community awareness of KSCL Services and improve communications with staff. | | | |
|---|--------------------|----------------------|------------------------|
| Objective | Action Plan | | |
| | Who is Responsible | Indicator of Success | Completion Date/Review |
| Strategy to improve communications 1. Survey families on best way to communicate. 2. Communicate through newsletter to families and staff from E.D. monthly | Admin Staff | Completed - 100% | 2022 |
| GOAL: Make use of Technology Use technology to document daily work and share data w/workers online by going paperless. | | | |
| Objective | Action Plan | | |
| | Who is Responsible | Indicator of Success | Completion Date/Review |
| Strategy to utilize technology 1. Upgrade ShareVision to be more useable/paperless for all aspects, including training. 2. Have options to provide services online if required, task youth with ideas for this. | Program Managers | Ongoing/ Completed | 2023 |

Service Access

| GOAL: Increase advocacy & highlight individual's success Broaden awareness of individual's jobs and KSCL supports for individuals in the community. | | | |
|---|--------------------------------|----------------------|------------------------|
| Objective | Action Plan | | |
| | Who is Responsible | Indicator of Success | Completion Date/Review |
| Strategy to highlight individual's success 1. Highlight on Facebook/Instagram the success stories of individual's work in the community | Social Media monitor (Payroll) | Ongoing | Ongoing always |

| GOAL: Collaborate with other agencies & advertise with Employer's | | | |
|--|----------------------------------|----------------------|------------------------|
| Increase awareness of KSCL and learn from other Agencies on different approaches. | | | |
| Objective | Action Plan | | |
| | Who is Responsible | Indicator of Success | Completion Date/Review |
| Strategy to learn from other agencies & share information with communities <ol style="list-style-type: none"> 2. Attending regional group meetings to connect with other agencies on best practices & success. 3. Handout package for Employers to hire individuals looking for work | Exec. Director EmployME staff | Completed & Ongoing | 2023 |

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 <ol style="list-style-type: none"> 1. Increase our profile. <ul style="list-style-type: none"> • Facebook/Instagram – utilizing social media on regular basis. • Media exposure on new affordable build in Castlegar • E.D. as Chamber & Art Gallery Director to collaborate. • Sponsorship of Castlegar Hospice & Golf Club tournaments | Social media monitor / E.D. and Program Managers | Completed & Ongoing 100% | Annually repeated |

| 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 <ol style="list-style-type: none"> 2. Survey results show change wanted. <ul style="list-style-type: none"> • Annual Christmas party re-gearred to a staff/Board/Admin Wine & Cheese and a separate day for a dance with individuals/admin/board. | Program Manager | Ongoing | 2023 |

| 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 Board. <ul style="list-style-type: none"> Place bio/pics of the Board on KSCL Website | Program Manager | Ongoing | Annually – renew in Fall |
| 2. Board education <ul style="list-style-type: none"> Invite Board of Directors to train opportunities/events | E.D. | Completed | Ongoing |
| 3. Virtual conferences/meetings for Board – Eg. BCNPHA | Board | Completed | Ongoing |
| 4. Surveys – reviewed results, shared with stakeholders and changed implemented as identified | Admin Staff | Completed | Fall 2022 |

Extenuating & Influencing Factors for 2022

- COVID-19 Pandemic lingering effects of staff needing to re-gear.
- Human Resources is seeing an increase in staff requiring mental health support.
- Individuals are trying to re-coup job losses and financial losses. Staff having to re-work the Employment programs to assist individuals to regain their positions with employers.
- Program Managers training front-line staff to utilize technology for virtual communication and goal of paperless by end of 2023.
- Administration office encouraging worksites to come back to the office, hold staff meetings here and all training in-house and external being conducted with here.
- CLBC funding made budgeting very difficult. CLBC not keeping up with WorkSafeBC rate increase, increase in food, gas, kms, and general supplies. Very difficult to balance the budget for this fiscal.

Business Function & Administrative Functions

| GOAL: Increase Awareness of KSCL's Home Share Program | | | |
|--|--------------------|----------------------|------------------------|
| Objective | Action Plan | | |
| | Who is Responsible | Indicator of Success | Completion Date/Review |
| Advertising & KSCL Information Strategy | | | |
| 1. EmployME Pkg and social media monthly features | Admin Staff | Completed - 100% | Ongoing & monthly |

| GOAL: Increase KSCL profile by including leadership and staff | | | |
|--|---------------------------|-----------------------------|-------------------------------|
| <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. Trade Show attendance every April – COVID changed – Board work booth too. | Staff | Completed – 100% | Annually |
| 3. Chamber of commerce – ED connection, ED on the Board of Director | E.D. | Ongoing | Annually |
| 4. Art shows, Art gallery involvement, Golf tournaments, sponsored & supported | Staff & E.D. | Ongoing | Annually |
| GOAL: Increase housing options in 2 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 | | | |
| 1. Laneway Home at Wasson St. | E.D. & Board | Pending | on hold |
| 2. Build apartments above Bigby Place | E.D. & Board | Pending | on hold |
| CASTLEGAR | | | |
| 3. Affordable housing project. Makola Development Services –BCH announcement for funding increase | E.D. & Housing Committee | Ongoing – 80% | August 2024 |

Outcomes for 2023

All the 2022 year's results will be shared with all Stakeholders on the KSCL Website and encompassed in our 2022 Annual Performance Analysis, which is formally presented at the 2023 Annual General Meeting planned for June 2023.

The next Outcome Measurement Plan for 2023 will continue the work in conjunction with current operational Strategic plan (2021-2025) which encompasses the Five (5) Strategic Priorities. All the continuing or new goals within each Strategic Priorities will be built upon on in the 2023 Outcomes and presented at the KSL Annual General Meeting in June 2024.

GOAL: To complete all goals within the Strategic plan by 2025. New Strategic Plan will be developed in Fall 2025 for the next 5-year plan. (2026-2030).

Accessibility

Purpose

The purpose of our Accessibility Plan is to identify and address accessibility issues in the community including locations owned and operated by KSCL. A regular review of this plan will help us to recognize and remove barriers that limit and restrict the ability of people with disabilities from fully accessing the community and our locations. This plan addresses the following:

- **Architectural/Environmental Barriers**
- **Financial Barriers**
- **Attitudinal Barriers**
- **Communication Barriers**
- **Transportation Barriers**
- **Employment Barriers**
- **Community Integration**

Along with identifying the above barriers the plan also:

- Sets timelines, costs and identifies person(s) responsible for removing the barrier.
- Identifies barriers that may not be able to be addressed at this time.
- Identifies barriers that have been removed by the agency over the past year.

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>Architectural/Environmental</u> : wait times for repairs at all sites are long | All stakeholders | Explore other contractor options when wait time is too long | All SRCW's and Program Managers | ongoing | |
| <u>Financial</u> : Increased cost of living e.g., food, household items, etc. | All stakeholders | Find budgeting options, complete a | All SRCW's and Program Managers | ongoing | Discussions have been had with SRCWs about ways to stretch |

| | | | | | |
|---|------------------|--|------------------------------------|---------|---|
| | | review of costs and discuss issues with CLBC, looking for grant opportunities. | | | the household budget. Families/Individuals have been informed of need for individuals to pay for specialized transportation needs and dietary needs. Grant opportunities have been utilized. Conversations with CLBC have been had. |
| <u>Attitudinal:</u> Lack of education/ understanding/acceptance of gender identity and LGBTQIA2s+ culture and community | All stakeholders | Research training opportunities, attend local LGBTQIA2s+ 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 LGBTQIA2s+ community and training. Attending events. |
| <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 have helped to educate and bring awareness to our community and services. Media press release on KSCL in Nelson to showcase Bigby |
| <u>Attitudinal:</u> Mental Health concerns (due to covid) have stigma | All stakeholders | Offer training for mental health first aid, offer stress | Denise Pottle and Program Managers | ongoing | Mental Health first aid has been offered. Psychology First Aid training about helping |

| | | | | | |
|--|------------------|--|---|-----------|---|
| | | management training, bring attention to the Employee Assistance Programs | | | oneself to deal with stress that may be an opportunity for staff in the future. Mental Health Risk assessment updated along with 2022 survey data. Resiliency training coming in Nov |
| <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 | done |
| <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> 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 | Attend job fairs at Selkirk, SHSS, etc. Successorship planning for SRCW positions. 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 (e.g., limited access to training requirements, health concerns, limited interest due to financial support by government, etc.) | Personnel and Person served | Research alternative opportunities, use virtual training, extend deadlines | Denise Pottle and Employ Me staff | Ongoing during pandemic | TB screening procedure modified temporarily; Criminal Record Check procedure has been expedited - Done |
| <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 | Improvements have occurred to the schedule although there are last minute cancellations occurring and there are still 2 days with no service. individuals are learning to take the city transit. |
| <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 |
| <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 - Done |
| <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 | New incident occurred at bus stop. Continue to support individuals with learning safety measures |

Bigby:

| Accessibility Barrier | Who is Affected | Action to Remove Barrier | Person(s) Responsible | Timeline | Outcome |
|---|--|--|-----------------------|-------------|---------|
| <u>Architectural/Environmental:</u> Parking is limited and they need a safe drop off zone. | All stakeholders wanting to attend Bigby | Talk to city about a drop off zone – Done. City does not have an accessibility committee | Sheri | Spring 2023 | |

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 |
| <u>Architectural/Environmental:</u> signs posted so people know how to access the program | All stakeholders | Plan and design new signs for the building | Admin Team | Spring 2023 | |

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, Accommodate by redirecting to main building | Heather Marshall | To be looked at if needed – for future consideration | As of October 2021, ramp has not been installed |

| | | | | | |
|--|--|--|--|--|--|
| | | | | | and may not be feasible. It is not a barrier for any participant at this time. |
|--|--|--|--|--|--|

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 | Fiscal budget for 2023 | |
| <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 | done |
| <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> Garden shed very dark during winter and challenging for handy man to access tools | 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 | ongoing | Ongoing looking out for office/program space in Creston |

| | | | | | |
|--|-----------------------------|---------------------------|----------------|-------------|---------------------------------|
| <u>Financial:</u> Increase in fuel costs causes and accessibility challenge in Creston when participants live rurally | Person served and Personnel | Discuss funding with CLBC | Kathleen Elias | Summer 2022 | Increased budget by CLBC - done |
|--|-----------------------------|---------------------------|----------------|-------------|---------------------------------|

CD House:

| Accessibility Barrier | Who is Affected | Action to Remove Barrier | Person(s) Responsible | Timeline | Outcome |
|--|-----------------|--------------------------------|-----------------------|----------|---------|
| <u>Architectural/Environmental:</u> With aging residents a level access would be beneficial | Aging residents | Plan for housing in the future | Sheri | Ongoing | |

Teshi House:

| Accessibility Barrier | Who is Affected | Action to Remove Barrier | Person(s) Responsible | Timeline | Outcome |
|---|-----------------------------|--|-----------------------|----------|---------|
| <u>Architectural/Environmental:</u> Staircase needs handrail | All stakeholders | Contact BC housing to have one installed | Sheri | Jan 2023 | |
| <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. | Sheri | 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 2023 | 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 – meeting in April scheduled | Sunny Junker and Kathleen Elias | Winter 2022 | In progress |
|--|---------------|---|---------------------------------|-------------|-------------|

29th 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 - done |

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, | Nikki Malakoff and Sunny Junker | ongoing | Reassess barrier and solution |

| | | | | | |
|---|---------------|---|-----------|---------|---------|
| | | 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 2023 | The city is looking into it- there will be improvements with KSCL new build |

Complaints

KSCL was made aware of only 2 complaints in 2022.

1. **Feb 2022** Individual's Complaint

- A parent reported that his son did not want to attend the Youth group anymore. The youth was upset that a KSCL staff had yelled at him and his friend for moving traffic cones in the parking lot. The youth also said he was upset that the staff mentioned the fees for cooking were not paid. The father explained he was late on the fees but would pay and was there an easier way to pay. An investigation into the incident revealed the staff had overstepped their role and to be mindful of tone and approach. The staff did call to resolve and encourage conflict resolution. The youth did come back in late February.

2. **Nov 2022** Individual's Complaint

- A staff overheard another staff "speaking in a raised voice" to a resident about using tea bags for the day. The resident was upset by this exchange and the Staff agreed that an alternate plan should be made to have the resident understand and agree to his allotment of tea bags for the day. The staff agreed to extra training to enhance his role as support staff. The resident was happy to move past the incident and no further issues have been reported.

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.

These two complaints are due to staff interaction with individuals and then resulting in a misunderstanding. Both issues are resolved, but KSCL carefully monitors KSCL Staff interactions and follows up with staff when recommended training is part of the disciplinary process to correct behaviours that aren't appropriate.

Human Resources

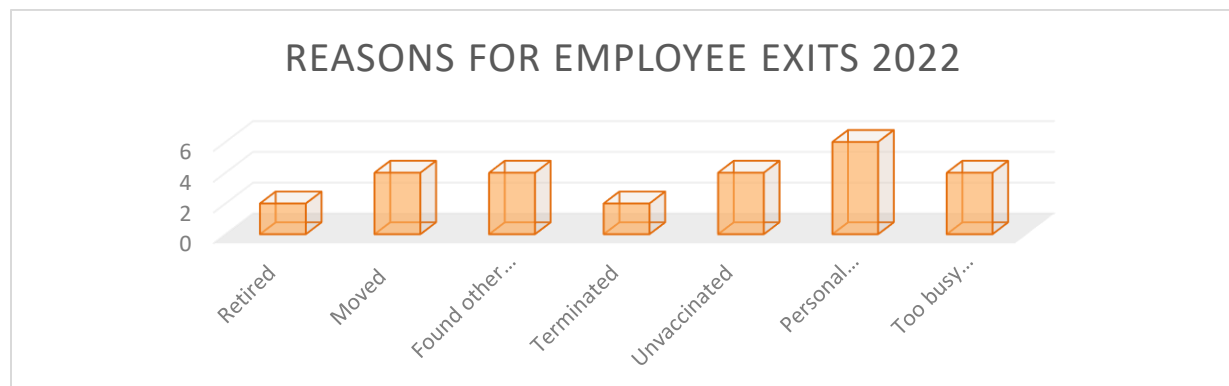
Staff Statistics & Turnover:

From January 1, 2022, up to December 31, 2022, KSCL hired a total of 32 employees.

- 5 Self-Advocates
- 11 Castlegar Casuals
- 2 Grand Forks Casuals
- 8 Nelson Casuals
- 6 Permanent Position

We continue to struggle with hiring employees who meet all requirements. We are taking advantage of our Social Media accounts to promote KSCL. We attend as many job and trade fairs, and continue to build connections with Selkirk College, SHSS and KCDS. We utilize the WorkBC job boards and have an account through Indeed.com and the Federal Job Board. The Employee Referral Program continues to be a valuable resource for finding employees.

Employee Exits: Total of 26



Sick Time:

The total PAID sick time used in 2022 was 4576.48 hours compared to 2021 which was 5924.07. The total UNPAID sick time used in 2022 was 3844.02 hours compared to 2021 which was 4298.82 hours. That is a **TOTAL** of 8420 hours. During this year, the Government implemented a mandatory 5 Paid Sick Days for all employees including casuals. There was a total number of 143 days that were used in 2022 since this implementation.

Overtime:

For 2022, the following amounts were paid at Overtime:

- With Stat Worked Hours - 6806.38 hours, \$266,252.75.
 - Note - In 2022 there were 2 statutory holidays added which inflated the hours and dollars. One was the Queen's funeral and the other was the Truth and Reconciliation Day.
- Overtime only - 2812.88 hours, \$126,030.25
-

From now forward, we will be reporting on hours and dollars for overtime only. We will **not** be including stat worked.

Grievances:

There was a total of 19 Grievances in 2022:

- May/June 2022 – 7 Grievances filed in regard to Article 16.9 interpretation for Casuals and Regular staff. KSCL interpretation of rest period was different than the Union. This Article had been reviewed and interpreted numerous times since 2016 at the Labour Management Meetings. KSCL proved to the Union that we had an understanding that was widely accepted by the Union and the Employer for 7 years and now the Union wanted a different approach on the Article, which could be discussed and settled, by putting the understanding in writing and sharing with ALL staff. Which occurred in early 2023.
 - **All 7 Grievances were withdrawn February 3, 2023.**
- May 2022 – A staff said she had not had enough rest between Overtime and Regular shifts, but upon investigation, the worker had the wrong information and dates.
 - **The Grievance was abandoned December 21, 2022**
- June 2022 – 2 Staff said they did not have enough rest between Overtime and Regular shifts, but upon investigation, the workers had the wrong information and dates and the other did have 8 hours of rest.
 - **Both Grievance was abandoned December 21, 2022**
- June 2022 – A staff agreed to a transfer based on suitability under Article 24.4. She was unhappy with the move and as the Employer we had to explain the reasons for the transfer which were cause for discipline and the staff being unsuccessful in the previous position. The transfer allowed the staff to be successful in a different setting, which once she settled into the new worksite, she quite liked.
 - **The Grievance was withdrawn Dec 13, 2022.**

- Aug 2022 – A worker grieved that she was denied a Return to Work, based on KSCL’s assessment of her injury. KSCL did not assess the injury, but simply had listened to the restrictions and limitations of the employee, which then made the decision for both parties based on her not being able to work.
 - **The Grievance was withdrawn Dec 13, 2022.**
- Oct 2022 – A worker felt a shift for Overtime was not called out and given to a worker. This was not the case, the Employee was the only one to take the shift, which put her next shift into Overtime, not the shift that was called out.
 - **The Grievance was withdrawn Dec 13, 2022.**
- Oct 2022 – A worker was removed from his position as he did not meet the qualification of requiring a Class 4 Driver’s License and had not followed his outlined date/plans to achieve the Class 4. Worker was placed in a Casual position.
 - **The Grievance was abandoned December 21, 2022**
- Nov 2022 – A worker felt that she was missed on a call out for Overtime. Management had managed the Overtime call out to avoid her regular shift going into Overtime due to not enough rest (Article 16.9), with the new interpretation.
 - **The Grievance was withdrawn February 3, 2023**
- Nov 2022 – A worker was deemed by WorksafeBC as unable to return to KSCL based on their determination that the worker would need to be re-trained in another occupation. The worker grieved that the Employer wasn’t letting her return, which was not KSCL’s decision, but WorkSafeBC. KSCL proved the letter and communication to the Worker.
 - **The Grievance was withdrawn November 28, 2022**

Arbitration and Sectoral Grievances

- March 2022 - A staff refused to prove vaccination for COVID-19. She was dismissed in early 2022. The Union grieved the decision.
 - **Moved to Arbitration for the Sectoral decision.**
- October 2022 – Queens funeral and Sept 30, 2022, Indigenous Day were not recognized as official Statutory Holidays and hence, KSCL was directed to pay them differently, but as a day off. The Union grieved the way the days were paid.
 - **Moved to Arbitration for the Sectoral decision.**
- May 2022 – Sharing of O.T. – KSCL received a grievance stating we were in violation of Article 16.4. KSCL has a Policy & Procedure outlining the procedure for “sharing overtime” – which KSCL’s owns, not the Union. KSCL has denied the grievance and the Union has bumped it to Arbitration Feb 2023.
 - **This is still o/s.**

Professional Development:

MANDATORY TRAINING:

All KSCL employees are required to have and maintain the following courses:

1. MANDT (Non-Violence Training) – renewed every year.

2. Food Safe – renewed every year.
3. First Aid – renewed every 3 years.

In 2022, we provided the following mandatory training:

- 13 MANDT courses
- 2 First Aid courses
 - For employee's who were not able to attend the courses we provided, they were required to find a local course that works for them and KSCL reimburses for the cost of the course and pays for their time to attend.
- Food Safe
 - We provide our employee's a free online module to take, rather than requiring them to have the official Food Safe. This module only takes about 20 minutes to complete, and staff work through it while on shift. This is renewed every year.

Occupational Health & Safety – KSCL's JOH&S Committee is required to have each member take 8 hours of related professional development each year. In 2022, the topics of courses that were taken include:

- Understanding and Conducting Risk Assessments
- Incident Investigations
- Improving Committee Effectiveness
- Psychologically Healthy and Safe Workplaces through the CSA Standard
- Bullying and Harassment
- Improving Return to Work Outcomes

NON-MANDATORY TRAINING:

Every year, KSCL works on providing other extra professional development opportunities to all employees that are separate from the required mandatory training. This allows them to have a bit more of a say in what they are looking for and allow them to take some professional development in areas that are related to what they are going through or showing interest in at that time.

Pivot Point – these include free, online webinars that are offered monthly to KSCL employees through the Pivot Point website. In 2022, here are the PP Webinars that were taken:

- ABC's of Behavior (13 employees)
- Harnessing Motivation to Help Others Learn (15 employees)
- How to Get Back to Baseline & Stop Challenging Behavior (14 employees)
- Person Centered Planning (8 employees)
- Supporting Those We Serve Through Their Sexual Health Development (14 employees)
- Antecedents, Triggers, and Curing Behaviors (4 employees)

Gentle Persuasion – This is a dementia education curriculum which teaches our employees how to use person-centered, compassionate and gentle approaches to respond to the behaviors associated with dementia. This is a one-time course, with no renewal needed. We have an in-house trainer who provides

the workshops. It was our goal for 2022 to work on having all KSCL employees certified in this course. We are still currently working towards this goal.

Other professional development opportunities that KSCL provided include:

- Catalyst Leadership Training with Kaylee Hansen
 - 12 employees
 - This course offered.
- Building Resilience Workshop by Joyanne Landers
 - 18 employees
 - This workshop offered.
- BC's Human Rights Code Educational Sessions: Employment
 - 2 employees
 - This virtual workshop covered the area of employment and the legal obligations to have human rights protected in the workplace.
- Virtual Digital Skills Tutor Training
 - 2 employees
- Virtual Mindfulness Program for Mental Health: Community & Resiliency for our Healthcare Workers
 - Included 6 sessions.
 - 1 employee
- Teaching Sex-ED Webinar for People with Developmental Disabilities
 - 2 employees
- The Healing Trauma Summit
 - 24 online training sessions
 - 1 employee

We will continue to look for new skills and training opportunities to offer KSCL employees. With the effects of COVID, and the current understaffing issues, our focuses have been on Resilience, Mental Health Awareness, Workload management, and Team Building.

Employee Appreciation:

FORMAL

- Annual Christmas Party
 - We were finally able to have our Annual Christmas Party in-person again this year for December 2022. This took place at the Castlegar Community complex in the banquet hall where there were drinks and dinner served, speeches and awards, and a DJ and dance floor. There was a total of 127 people who attended, including:
 - Board Members, Administrative Staff, KSCL Employees, HomeShare Providers, Supported Individuals, Family Members.
- Awards of Distinction
 - Every year, 3 employees are awarded in separate categories: Rising Star, Leader, and Hero. The votes for these awards come from fellow employees who want to nominate a coworker. This promotes teamwork and a way for staff to show their appreciation to each

other. The winners are announced during the Annual Christmas Banquet, where they are each awarded with their name engraved on a plaque, as well as their own to bring home.

- Years of Service Recognition Awards
 - KSCL recognizes the dedication and hard work that all our employees put in. One way of showing our appreciation for this, is acknowledging all the years of service. During the Annual Christmas Party, awards are given to employees who have committed their years with KSCL in a permanent position. For 2022, the following Years of Service awards were given:
 - 5 years: 9 employees (\$225)
 - 10 years: 4 employees (\$200)
 - 15 years: 1 employee (\$75)
 - 20 years: 1 employee (\$100)
 - 35 years: 1 employee (\$250)
- Retirement
 - There were 2 employees in 2022 who retired. Both were recognized by KSCL with a gift certificate to their choice of place as well as a signed card thanking them for their years of service.
- Extraordinary Events
 - The KSCL Administrative staff acknowledges extraordinary events that happen to employees such as:
 - Birth/adoption of a child
 - Death of an immediate family member
 - Hospital stays of 3 or more days.

INFORMAL

- Thank-you gift cards.
 - Throughout the year, we work on showing small appreciation to employees. This can include providing snacks and treats during professional development courses/staff meetings, giving thank-you cards/gift cards to employees when they have gone above and beyond, and verbal thank-you as much as we can. Surveys are done yearly to learn more about what forms of appreciation our employees specifically want. The majority of staff like the verbal “thank-you” and the small gifts/monetary value forms of appreciation. We continue to strive for showing this appreciation more often to all KSCL employees.
- Increase in wellness.
 - Our Health and Wellness program provides a certain amount of money per year to each KSCL employee to be able to spend on something related to their health and wellness. In November of 2022, we increased this from \$30/year to \$50/year.
- Monthly \$ from SRCW
 - Each site is provided with \$20 each month. The SRCW’s at each site are responsible for taking this money and using it as a way to appreciate their staff and the team they have created. In the past, the SRCW’s have saved this money up to use all at once at the end of year. Moving into 2023, we are now requiring that the money be spent monthly. The reason for this being that some employee’s leave to different sites and miss out on the opportunity to be a part of the appreciation.

Risk Assessment Summary

In 2022 the focus was less on the Pandemic that we all seemingly have become complacent with and focus on mental health and the long-term effects of the Pandemic. KSCL's Extended Health benefits saw an increase in usage, especially in the area of the Family & Employee Assistance Programs, which help staff with resiliency and mental health challenges. Generally, there seems to be a desire to assess the data of the Pandemic and people's response to see where the world has landed. As an Employer we must tread carefully on how we support and focus our care of Employees who may be struggling, either physically or mentally. This burden isn't taken lightly and I'm sure all Employers are seeing this shift.

KSCL remains viable and continues to be healthy with our service delivery continuing in all areas. All CLBC contracts & MCFD contracts are in place to 2024 and some through to 2025. KSCL continues to explore new opportunities with CLBC to provide our communities with opportunities.

In regard wages, the Collective Agreement is being ratified for the term of April 1, 2022, to March 31, 2025. There are increases for the Union staff wages to stay on parity with the Health Sector. The wage lifts are healthy and take into consideration the Cost-of-Living Adjustment (COLA) which is assessed every year to not fall behind rising costs for living. For the Non-Union staff and Excluded Management, the Collective Agreement was negotiated under a mandate to increase these 2 groups with the same lifts as the Union Staff to create a fairness, stop inversion and address retention issues. This has resolved the 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. KSCL also was awarded a new Residential Home contract in Nelson, which starts in February 2023.

The Affordable Housing project is moving along, and we hope to break ground in the summer of 2023. 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 to providing a safe and healthy work environment for all employees. It is our responsibility as Managers 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 these 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 their safety procedures adequately meet the requirements of WorkSafe 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 these inspections and requirements are completed in a timely fashion.

Joint Occupational Health & Safety Committee:

KSCL's Joint Occupational Health and Safety Committee is comprised of:

- Employee representatives: SRCW's from each site/program
- Employer representatives: Management
- Union Representation

Within this Committee are two committee chairs (one is an employer representative, and the other is an employee representative). Every year, each committee member is responsible to complete at least 8 hours of training/professional development related to Health and Safety. Any new members are required to complete 8 hours, plus an additional 8 hours.

The Committee meets once a month to review and discuss the following:

- All drills and inspections were completed.
- Any workplace injuries
- Any refusals of unsafe work
- Any new issues that have arisen since the last meeting

The Committee makes 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 the other is completed during the night/evening shift. These drills are designed to address other potential emergency situations such as:

- Medical/Dental emergencies
- Death
- Hazardous spills
- Earthquakes
- Bomb threats

Sites also complete a Health and Safety inspection. Any issues that arise from these drills and inspections are discussed at the JOH&S meetings and recorded in the minutes so they are not overlooked and can be resolved. These issues are also discussed at the site staff meetings.

The Committee will spend time discussing employee incidents (near misses) and accidents (resulting in injury). Recommendations can be made to help improve policy and procedures, identify if any environmental issues contributed, or if employee error was the cause. If there has been an accident, and investigation is conducted and shared with the Committee as well as the outcome. Any WorkSafe BC claims are also brought forward and discussed including the accident, the investigation and the outcome.

With COVID-19 still around, the measures that were put in place have still been in effect. These include:

- Exposure Control Plans
- Safety Plans
- Safe Work Procedures
- Donning and Doffing Stations
- Training Opportunities for Staff
- Use of PPE

Disability Management Institute (DMI)

KSCL works closely with the Disability Management Institute (DMI) to manage all non-occupational and occupational injuries.

If an employee has been absent for more than 5 days, KSCL will require a doctor's note from that employee which covers them for that time off and any further time they may need off. The HR Training and Development Manager will submit the employee to DMI to be provided with the support and resources they may need. DMI will also help support and facilitate the employees return to work when they are ready.

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

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 the injured staff with the help of either a coworker, the SRCW, or the Manager on call.
 - c. Both forms are 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** Medical Treatment sought, and/or lost time:
 - a. The employee fills out a Report of Injury Form.
 - b. An Incident Debriefing form is completed by the injured staff with the help of either a coworker, the SRCW, or the Manager on call.
 - c. The form is submitted to the HR Training and Development Manager who will submit the form to WorkSafe BC immediately.
 - d. The HR Training and Development Manager will complete an investigation and gather all relevant documentation.

- i. The investigation and all documentations are submitted to DMI within 30 days of the incident.
- ii. DMI is in contact with 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 back to full duties with no accommodations required. At other times, it may involve a return that could be in the form of:

- Alternate work
 - Duties/schedule that are outside of the worker’s regular job.
- Modified Duties
 - Change to the workers regular job tasks or schedule (change in start & end times, eliminating some tasks etc.)
- Gradual Return
 - Starting with less hours and gradually increasing back to regular hours.
 - Based on the workers limitations and what the site is able to accommodate

During the RTW Plan, there is regular communication and check-ins done with the worker and DMI to assess whether any changes need to be made and whether the employee will be ready to full duties once completed.

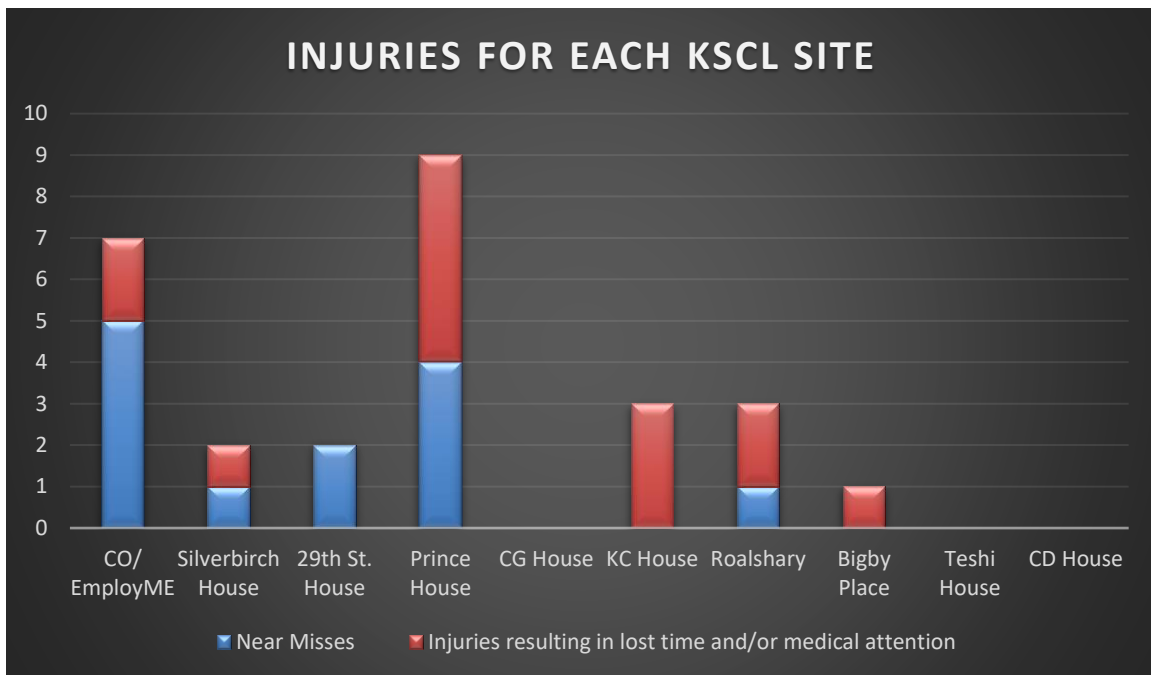
WorkSafe BC – Analysis:

In 2022, KSCL had a total of 27 injuries reported by staff. This is a slight decrease compared to the data of 2021 in which there were 29 injuries. Of these 26 injuries:

- 13 were near misses (no lost time and no medical attention sought)
- 14 resulted in either lost time and/or requiring medical attention.
 - All were accepted as WCB Claims



Each KSCL site poses different challenges that can result in accidents occurring. In analyzing the data from the 2022 incidents, Prince House has seen the greatest number of incidents. In 2021, 29th Street House and Roalshary House had the greatest numbers of incidents with a total of 6.



Summary of Injuries:

Of the 14 injuries that were accepted as WCB Claims:

- 1 was a lumbar and shoulder sprain/strain from slipping on the ice.
- 1 was an elbow injury from hitting it on the corner of the wall while mopping.
- 1 was a mental injury from a traumatic event that occurred.
- 1 was an overexerted back from turning too quickly.
- 2 were cut fingers from a sharp object in the kitchen.
- 1 was a sprained finger from a basketball hitting it.
- 1 was a back sprain/strain from falling down the stairs.
- 1 was an injured knee from hitting it on the railing while taking out the garbage.
- 3 were employees who contracted COVID while at work.
- 1 was a shoulder strain while driving the bus.
- 1 was a burnt hand and forearm from spilling hot coffee.

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

Goals for 2023

KSCL is committed to ensuring the health and safety of our employees. Our goals for 2023 are:

- Continuing to report 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 or add new ones when needed.
- Ensuring all employees are aware of their rights and responsibilities related to health and safety. And ensuring they are aware of our EAP (LifeWorks/TelusHealth)
- Continuing to work closely with DMI to find solutions for quick recovery and RTW Plans
- Working on providing more resources and Professional Development related to Mental health and burnout.
- Ensuring all new employees are fully orientated and trained as soon as possible to ensure they are prepared and equipped with the tools and knowledge to safely work. As well, staying on top of the yearly retraining for all current employees.
- KSCL has chosen the following three psychosocial factors to focus on improving throughout 2023:
 1. Psychological Support
 2. Workload Management
 3. Balance

KSCL's work environment can be demanding and highly stressful at times. It is our hope that by continually working on and creating new goals, we will be able to improve safe work environments. As always, we want to develop a strong sense of teamwork, confidence and resiliency in all the employees of KSCL.

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!

2022 felt like operations resumed to pre-Covid days. We experience individuals going back to work, new Home Share providers interested in having someone in their home, group activities in and out of the communities and vacations resumed. 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 speaks about our achievements of our staff & Board. Our goals were realized while KSCL experienced growth. For all of that I am thankful. Additionally, thank you to our Funders, the Individuals we serve, and the Families/Caregivers for your continual support.

We look forward to new opportunities in 2023 while keeping Society resilient, strong and evolving.

Thank-you,

Kathleen Elias

KSCL Executive Director