



# KOOTENAY SOCIETY FOR COMMUNITY LIVING

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## 2023 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

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

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



## CARF Accredited Programs and Services

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KSCL was 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 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 Staffed Living 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.

**\*\*\*Upcoming Survey is June 10-12, 2024 \*\*\***



## Where we are and where we plan to be

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KSCL continuously seeks input & feedback from our stakeholders to make changes and improvements upon the services we deliver. As well, KSCL services are geared to enable the persons served to make choices and be included in their community. Here are the areas we focused on in 2023.

- Improve Communication with all stakeholders. Implementing changes for the KSCL Newsletter and gathering more emails to send this valuable resource to more families, members, individuals, worksites, and staff.
- Improve retention and recruitment. Focussed on implementing a process to do a 1-day on-boarding for new staff, so they feel more supported to become a KSCL staff member. Also implementing a Training module on our Sharevision site, for ease of completing all required training (yearly and at inception).
- Moving from mental health training of employees to more Person-centered approach training through MANDT and other training opportunities to re-focus employees on this approach.
- Our new building – Eagle Estates is underway and is scheduled for occupancy by October 1, 2024. There will be a review of who goes into the new Residential and applications will be taken for the 8 apartments.
- To increase KSCL's Home Share exposure and re-focus for 23/24 on recruitment of Home Share Providers
- Use of Technology to monitor and protect KSCL from Cyber attacks and security. Ongoing professional development on the trends in the industry.

## Financial

Revenue			Expenses		
	<u>2023</u>	<u>2022</u>		<u>2023</u>	<u>2022</u>
CLBC & MCFD	94.9%	94.8%	Wages & Benefits	84.1%	81.8%
Rent & Support	3.6%	3.8%	Program Costs	0.3%	0.4%
BCHMC	0.1%	0.2%	Administration	9.0%	9.0%
Other	1.4%	1.2%	Other	6.5%	8.8%

- Wages/benefits increased every Apr 1 until Collective Agreement ends March 31/25.

## Demographics of KSCL

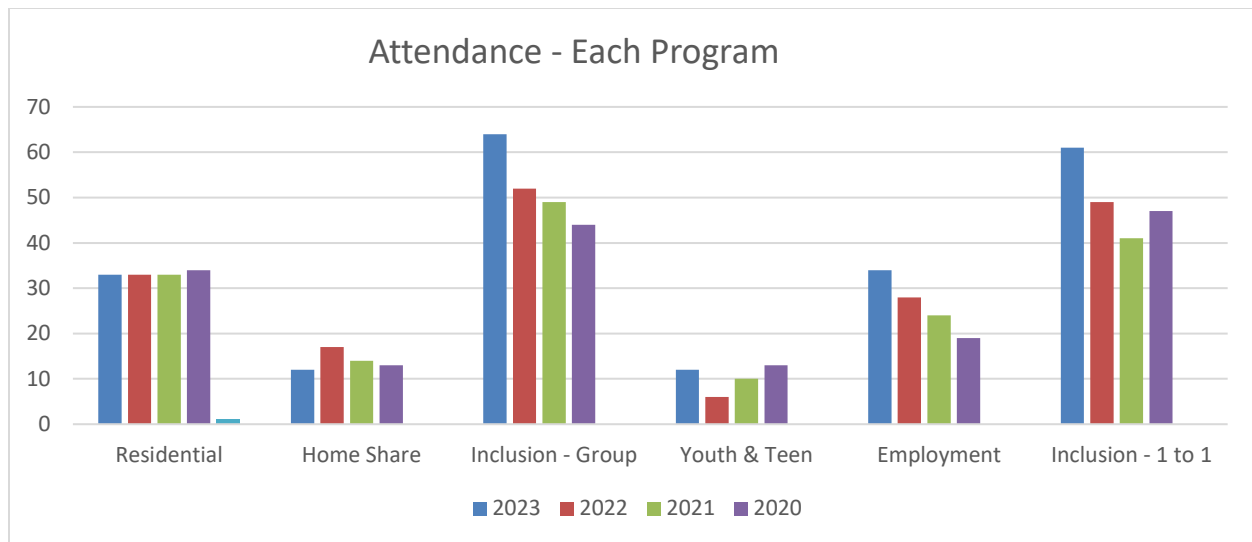
KSCL provides support to a diverse population of individuals. KSCL provides services to individuals who meet CLBC's identified criteria of having a developmental delay (IQ of 70 or less) or youth referred by MCFD. KSCL is on CLBC's approved bidder's list to provide services under CLBC's Personalized 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 in 2023:

As of December 31, 2023, we had **216 enrolments in a variety of programs**. However, some individuals are in more than 1 program and counted in each, therefore KSCL is serving **137** individuals at the end of 2023. KSCL is seeing an increase in all programs except Staffed Living (formally Residential) due to spaces available, which will change in 2024. Inclusion and 1:1 programs have had the largest growth of 23% and 24%.

Staffed Living	33	Home share	12	Employment	34
Inclusion - Group	64	Inclusion - 1:1	61	Youth/Teen	12



## Individuals - Exit Summary:

In 2023, KSCL had 45 individuals exit services in Castlegar, Nelson, and Creston areas. The summary for each exit is as follows:

*Note: Exits are completed whenever an individual stops accessing a KSCL service type, therefore, depending on the circumstances one individual may be exiting from several programs or may be exiting from one program and entering another.*

### **Home Share: (4 exits)**

HS Castlegar Area – 1 Exit

- Homeshare provider gave notice & individual moved back with family.

HS Creston Area – 1 Exit

- 1 individual moved back with family.

HS Trail Area – 2 Exits

- 1 individual moved out to live independently.
- 1 individual moved out of Home Share to long-term care facility – due to an injury.

### **Community Based 1-1: (6 exits)**

Nelson – 3 Exits

- 1 individual passed away.
- 1 individual moved out of service area.
- 1 individual exited due to challenges with safety concerns.

Castlegar – 2 Exits

- 1 Homeshare provider stopped due to employment.
- 1 individual moved out of service area.

Creston – 1 Exit

- Individual stopped receiving services due to increased independence.

### **Community Based – Adult Group: (9 exits)**

Castlegar -3 exits

- 3 individuals moved away to another community.

Nelson - 3 exits

- 2 individuals decided not to participate.
- 1 individual passed away.

### **Residential (3 exits)**

Castlegar – 3 exits

- 2 individuals moved to another residential housing within KSCL.
- 1 individual moved to another community.

### **Employment: (12 exits)**

Castlegar – 11 exits

- 9 individuals quit (7 out of the 9 were youth – funded by MCFD)
- 2 individuals moved out of service area.

Nelson – 1 exit

- 1 individual continued support as a volunteer however didn't want to look for employment placements.

### **Youth: (11 exits)**

Castlegar – 9 exits

- 9 individuals decided they did not want to participate.

Nelson – 2 exits

- 1 individual aged out of the program.
- 1 individual stopped attending due to transportation issues.





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, Staffed Living, and social support.

## KSCL Critical/Reportable Incident Review

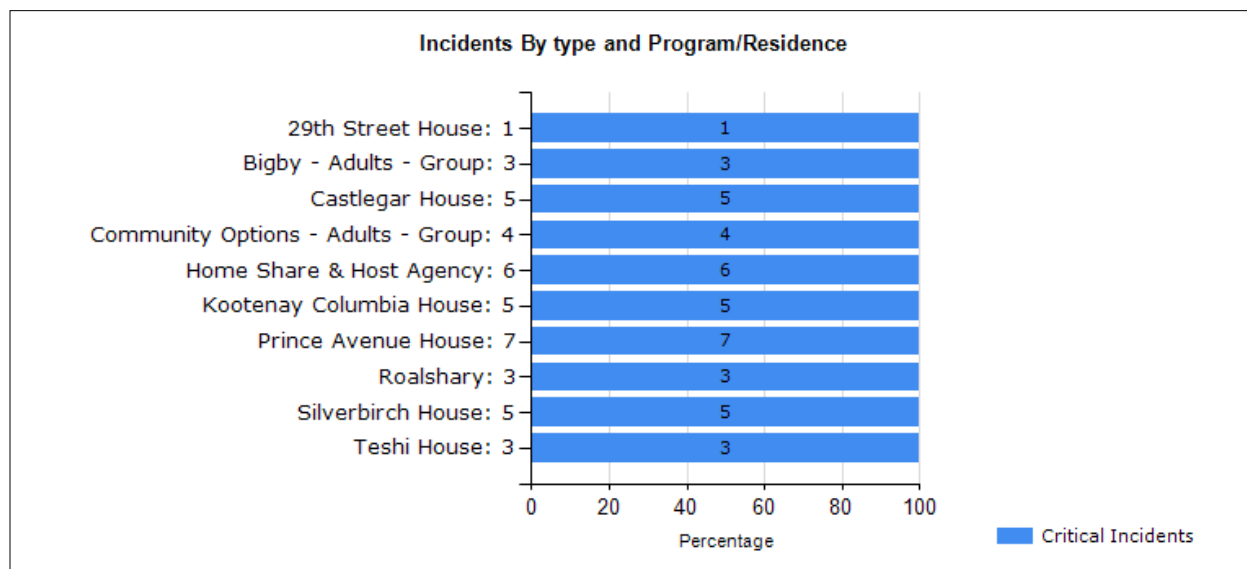
### **Critical Incidents:**

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 2023, there were a total of 42 Critical Incidents. This is a decrease of 35 incidents from the previous year.



**Unexpected Illness (16/42)** 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 (5/42)** 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 (0/42)** no incidents in 2023

**Falls (12/42)** Some of these falls were due to medical frailty and aging while others were unfortunate mishaps. Individuals who are at risk of falls are supported by the Occupational Therapist to find solutions to reduce risks.

**Physical Abuse (0/42)** no incidents in 2023

**Neglect (0/42)** no incidents in 2023

**Disease Outbreak (3/42)** 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 (1/42)** – there was one incident of emotional abuse that was reported in 2023. This incident was the result of staff member who chose to remove a preferred item from an individual as it was causing stress for the staff member. After an investigation the staff member chose to end employment.

**Attempted suicide (1/42)** – There was one incident where an individual was upset about relationship challenges and talked about committing suicide. While an attempt at suicide did not occur, the staff reported the incident as a Critical Incident due the individual being new and wanting to ensure the information was provided to Licensing and CLBC.

**Death (0/77)** - no incidents of death in 2023.

**Medication Incident 1(0/77)** – no incidents in 2023

**Motor Vehicle Incident (0/77)** no incidents in 2023

**Service Delivery Problem (0/77)** no incidents were reported in 2023.

**Emergency Restraint (0/77)** – no incidents were reported in 2023.

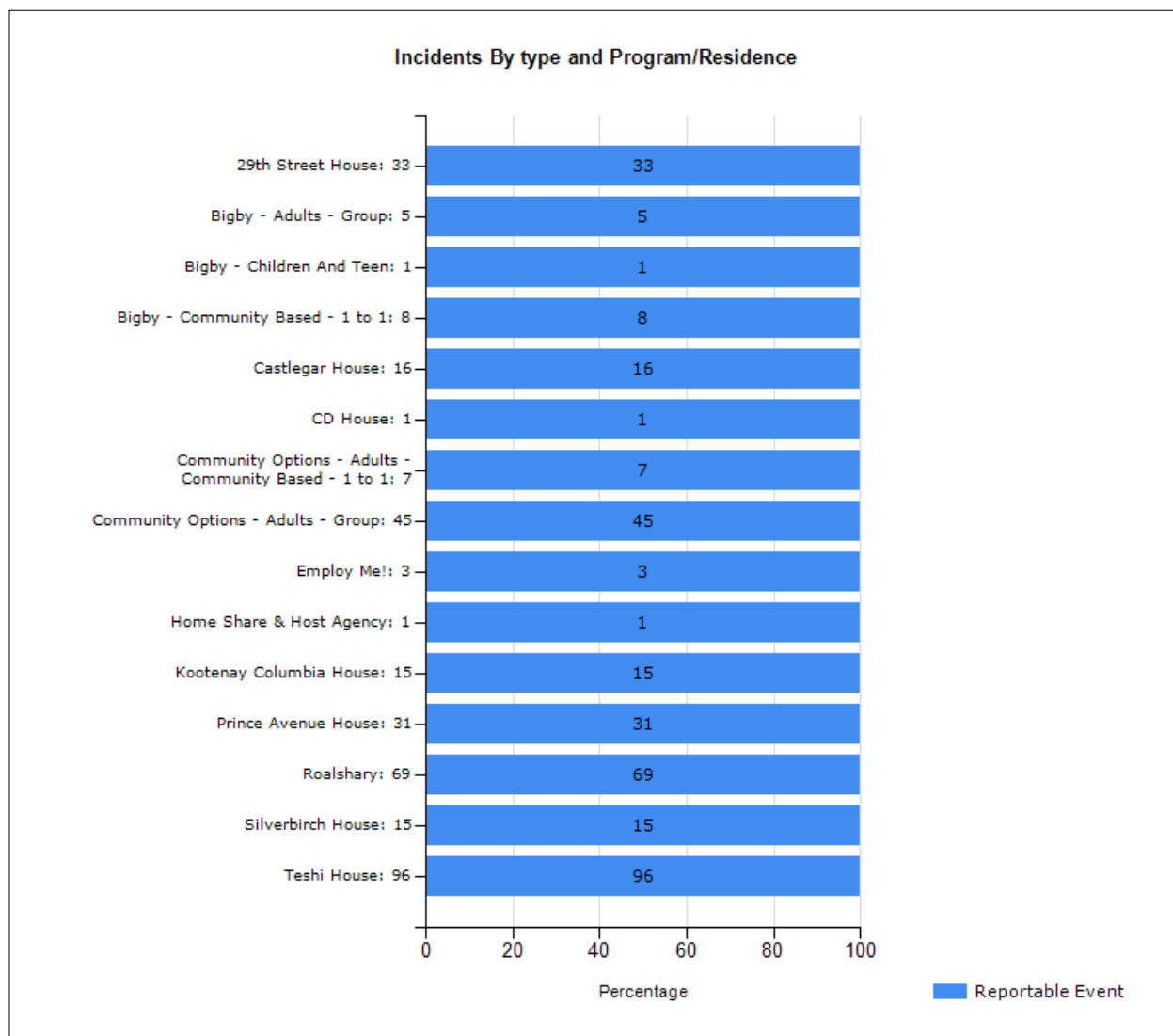
**Restricted Practice -CLBC (0/77)** – no incidents were reported in 2023.

### **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 2023 there were a total of 346 reportable events which is a decrease of 42 reports since 2022 where there were 388 incidents reported.

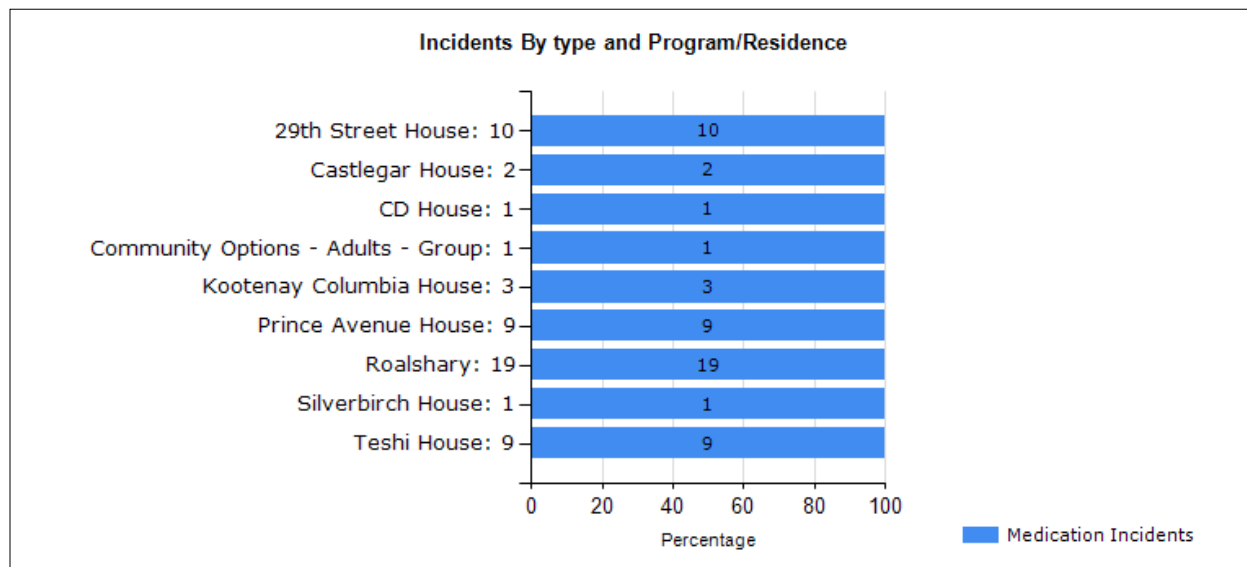


When it's recognized that a particular site has above average incidents in one area or another it's imperative to determine where we can make changes to reduce the occurrences of incidents. Information is shared and problem solving occurs at site staff meetings, JOH&S meetings, SRCW meetings, Administration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

In 2023, there was a substantially higher number of incidents at Roalshary, Teshi and Community Options than compared to other sites. At Roalshary and Teshi is attributed to specific individuals who struggled with daily challenges. These individuals often require additional support strategies provided by a Behaviour Consultant and therefore have a Behaviour Support Plan in place. Incident report writing is a tool used to better understand the antecedents and consequences of a behaviour so that opportunities to reduce incidents can be explored.

### **Medication Errors:**

Medication errors most often occur when policy is not followed and staff are taking short cuts. In 2023 there were 55 Medication errors reported which is an increase of 4 more incidents than in 2022.



In 2022 and in 2023 Roalshary and 29<sup>th</sup> st had substantially more incidents reported then other site. 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 resovled with the family in 2022 however incidents continue to occur where staff forget to sign the MAR sheet prior to leaving or a medication check is not completed thoroughly when the medications return from the pharmacy.

At 29<sup>th</sup> st, it was discovered that the location where medication administration occurred was a busy and loud location and therefore plans were made in 2022 to move the location to the staff room where staff could focus on the task of dispensing medications safely. Unfortunately, this plan did not reduce the incidents recored in 2023

To find opportunities to prevent incidents, it was decided at the Medical Advisory Committee meeting in 2023 that KSCL will plan for additional Medication Administration training to all the SRCW's that will be facilitated by the Health Services Community Living Nurse in 2024.

### **Recommendations for 2024:**

- 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 on Open Future Learning, 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. Therefore in 2023 we made a change that the SRCW would be the one to sign off on the Medication Administration Checklist after orientation if it was successful. They were encouraged to only sign if they were confident with the staff's ability and if they weren't then they should discuss the need for more orientation time.
- Incident report training was added to Sharevision in 2023 and opportunities for in person training will be explored in 2024.

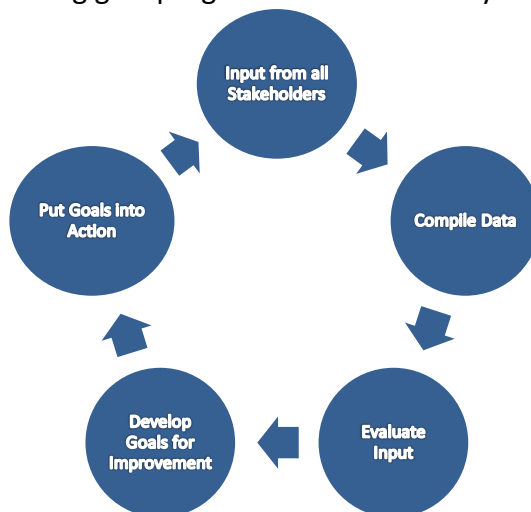
### **In Summary:**

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 – 2023 Outcomes

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

**Staffed Living  
Employment**

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

**Home Share  
Youth**



## Staffed Living Programs

KSCL supports people in Staffed Residential Programs in three different communities within the West Kootenays: Nelson, Castlegar and Grand Forks. In 2023 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 2023:

RESIDENTIAL								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Individuals in staffed residential	Jan 1/23 - Dec 31/23	ShareVision	Goalkeeper	100%	56%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in staffed residential	Jan 1/23 - Dec 31/23	ShareVision	Goalkeeper	100%	51%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in staffed residential	Jan 1/23 - Dec 31/23	ShareVision	Goalkeeper	100%	70.5%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in staffed residential	Jan 1/23 - Dec 31/23	ShareVision	Goalkeeper	100%	46%
Efficiency	To maintain full capacity at each residential site	% of months within a year at full capacity	Residential services	Jan 1/23 - Dec 31/23	ShareVision	Site SRCW	100%	95%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in staffed residential	Jan 1/23 - Dec 31/23	ShareVision	Goalkeeper	100%	57%
	To expedite program services	% of individuals referred & accepted into residential programs	Individuals referred to KSCL	Jan 1/23 - Dec 31/23	Referrals	Program Manager	100%	100%

**Conclusion:** In 2023 KSCL did not reach our intended target of 100% in all areas, as well there was a small decrease of the overall percentages of 3% compared to the data collected in 2022. In 2023, KSCL supported two residents who requested a change in their living environment to move to a new staffed living home operated by KSCL. Also, there was one new resident who moved into a staffed living home in Castlegar. KSCL provided residential support for 33 individuals in 2023. There was some movement which caused vacancies for short periods throughout the year however by the end of 2023 all sites were at full capacity.

## Home Share

KSCL has one (1) central Home Share program that provides services in several communities in the Kootenays. In 2023 there were 15 Home Share Providers in our program, serving 15 Individuals on January 1/23 and by December 31/23, there were 9 Home Share Providers serving 12 individuals.

The following is the Outcomes Grid for the Home Share Program results for all of 2023:

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 1/23 - Dec 31/23	ShareVision	Home Share Manager	100%	46%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in homeshare program	Jan 1/23 - Dec 31/23	ShareVision	Home Share Manager	100%	74%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in homeshare program	Jan 1/23 - Dec 31/23	ShareVision	Home Share Manager	100%	No individual chose a goal that fit this category
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in homeshare program	Jan 1/23 - Dec 31/23	ShareVision	Home Share Manager	100%	70%
Efficiency	To recruit home share providers	# of recruited home share providers, approved	home share providers screened	Jan 1/23- Dec 31/23	ShareVision	Home Share Manager	3	0%
Access	To establish timelines in getting home share providers approved	% of home studies completed in 3 months	home share providers applied	Jan 1/23 - Dec 31/23	ShareVision	Home Share Manager	within 3-month time	0%

**Conclusion:** In 2023 KSCL did not reach our intended target of 100% instead there was an overall decrease in the percentages of 34%. This large decline was directly due to the need to halt all CLBC referrals of individuals and recruitment of Homeshare providers while the KSCL Home Share Manager was on leave. Instead, the focus remained on maintaining the program until future planning was completed. During this process KSCL had supported an individual to move out of one Homeshare placement and into another Homeshare placement that was already supporting another individual. As well, a youth receiving support through MCFD who was living with a KSCL

Homeshare provider transitioned to CLBC services and was referred to KSCL for Homeshare support so that their current home environment didn't change.

## 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 2023:

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 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	64.5%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in community-based programs	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	66.5%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in community-based programs	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	70.5%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in community-based programs	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	66%
Efficiency	To Expedite Program services	% of individuals who are contacted to arrange an intake meeting within 3 days of a referral received	Individuals in community-based programs	Jan 1/23 – Dec 31/23	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 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	67%

**Conclusion:** In 2023 KSCL did not reach our intended target of 100%, although since 2022 there was only a slight decrease of .5% 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. 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 2023:

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 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	59%
	To develop/maintain family/friend & community contact	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	all Adults in Day Program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	49%
	To realize an individualized goal	% totals for the Goal Type/s: Rights and Self Determination	all Adults in Day Program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	62%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	all Adults in Day Program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	61%
Efficiency	To maintain full capacity in programs	# of referrals/service enrollments	all Adults in Day Program	Jan 1/23 – Dec 31/23	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 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	29%

**Conclusion:** In 2023 KSCL did not reach our intended target of 100%, as well since 2022 there was a decrease of 11% from the overall percentages. This decrease was as direct result of changes in the supervisory team in Nelson which impacted the data collected for goal reporting.

## 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 2023:

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 1/23 – Dec 31/23	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 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	60.5%
Efficiency	To ensure there is staff trained to provide support to the SE program	# of trained staff	SE staffing	Jan 1/23 – Dec 31/23	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 1/23 – Dec 31/23	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 1/23 – Dec 31/23	ShareVision	Program Manager	4	(8) 100%

**Conclusion** Our programs currently support a total of 43 job placements that are hired by 27 employers within our two communities (Castlegar and Nelson). 10 of the employees work independently plus one of the individuals in Nelson has her own business selling arts and crafts. There are currently 10 individuals 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 2023:

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 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	58%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Youth in program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	35%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Youth in program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	No individual chose a goal that fit this category
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Youth in program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	70%
Efficiency	To maintain full capacity in programs	# referrals less the # of exits for the program	Youth in program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW/Program Manager	0 or greater	(7 referral minus 11 exits) -4
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Youth in program	Jan 1/23 – Dec 31/23	ShareVision	Site SRCW	100%	No individual chose a goal that fit this category

**Conclusion:** In 2023, there were 7 new referrals between each of the programs in Castlegar and Nelson however it has been found that the interest to participate has been less positive. In some circumstances the families were not aware of the referral from MCFD and in others the youth were not interested in engaging in social activities. The overall attendance continues to average at 2-3 individuals within each of the programs. Adjustments are made to the activities offered although attendance continue to remain the same. In 2024, a goal of participation will be set and tracked for all youth so that KSCL meets their objective to support youth to access community and recreational activities.

## Satisfaction Surveys – 2023 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.

## Employees (Permanent & Casual)

### Permanent Employees

In review of the Permanent Employee's Survey two areas stood out as areas that need work on for 2024. Teamwork and Staff Recognition/Appreciation.

Every year the surveys ask about staff feeling supported, safe, and experiencing a positive workplace. Although 100% of staff said they contribute to a respectful workplace, only 90% of staff feel like their teams treat each other respectfully. This indicates that 10% of staff are not aware / or have not recognized that their behavior/attitudes are negatively affecting the team. This indicates a lack of self-awareness, which is the ability to understand and control your own emotions/actions and helps to understand how these affect the emotions and actions of others.

Also, although most staff are feeling supported and psychologically safe, it sounds like teamwork/co-worker issues are prominent/on-going issues. In 2023 KSCL did invest in Lumina and other workshops that worked on teamwork, however the surveys indicate this isn't resonating. Therefore, HR will look at self-awareness and teamwork building exercises for staff meetings and Professional Development for 2024. We will also implement team building exercises at the staff meetings.

For the second issue of staff not feeling appreciated, although it's virtually impossible to connect with each/every staff, daily/weekly, we endeavor to share & acknowledge at different times how KSCL values staff. When sharing the results of the Survey, we reminded staff of how KSCL invest in staff in a variety of ways such as:

- Professional Development – we invest in Staff by paying for their time and use limited resources on a variety of yearly Professional Development. This past year we heard Mental Health & Respectful Workplaces, More Kaylee and Palliative/dementia supports, which we provided. We also ensure that all staff receive training to start with MANDT, 1<sup>st</sup> Aid, and assist staff to get your Class 4.
- Feedback/Communication – Administration & Managers take the opportunities to share/and give ongoing feedback at staff meetings, SRCW meetings, and OH&S meetings. As Executive Director I try to attend at least 3-4 departmental staff meetings. This way I can personally hear from staff & hear the challenges that staff face in their daily job functions. We also have HR Managers available to assist at any time.
- Appreciation - we also recognize there are those employees that do go above and beyond. This is very much appreciated and if we know about it then HR staff can send impromptu thank-you cards, gift care, or phone calls. Additionally, the On-Call Manager always shares with the admin team if a staff is struggling/or has a family crisis/or a health challenge. We are there to assist with short-term leaves and recognize these events in the staff's personal life.
- Health - we also encourage a healthy lifestyle by offering reimbursement for your health and wellness. Although it's not much it's something we can do at \$50/year, which is not funded.
- Communication - Emma keeps everyone up to date on events at KSCL via the newsletter, and now there is 2-way communication through ShareVision logs. Emma will consider the ask for more community events, recipes, community resources and more residential events.

- Social media – Shelley does a great job of utilizing our Socials for highlights of events, individuals, employees, and Employers of self-advocates.
- Time-Off (Lieu/Vacation) - Our HR Department works hard at balancing all the requests for time off for employees, trying to accommodate and have flexibility for you to take lieu time and holidays or to be with family.
- Yearly Evaluations - Lastly the yearly evaluations are a positive event to have a one-on-one meeting with the staff's Coordinator or Program Manager to set goals that align with KSCL's goals and have a feedback session on their performance.

Although there is always room for improvement, we will continue to improve upon the Survey results and feedback. Additionally, we did share the results with all Staff in February 1/24, so they are aware we do hear them, and the Survey data is a valuable tool for improvement.

### Casual Employees

There was a resounding theme in the surveys that Casuals are happy to work for KSCL however their orientation felt rushed, and they would all like to have had more time for Onboarding. The Administration team recognized that new employees needed a better process for their general orientation and this feedback confirms that there need to be some improvements in our process.

Emma and Denise (HR Managers) will now have a 1-day process that will be booked for new hires, on a dedicated day, where new employees come into the office for the day, do the training videos, complete training on ShareVision, complete paperwork, review P&Ps, have a Q/A session and meet the Administration staff and other new Casuals.

Another positive change will be to include more topics/information in the monthly Newsletters and indicate all upcoming Professional Development opportunities (online/in-person). Although Casuals feel they aren't offered the Professional Development (P.D.), it's difficult as the Casual employee is utilized to fill-in so a Regular staff can attend the P.D.

For 2024 Professional Development suggestions were professional boundaries, mental health, communication, nutrition, stress management, FASD, Trauma Crisis, and other dual diagnosis.

## Stakeholders

There was an increase from 16 respondents to 27 for 2023 of which - 52% family, 6% professional/funder, 4% home Share provider, 15% Member of KSCL, 19% Supported Employer, 4% community service. The majority of the above accessed KSCL Staffed Residential, or KSCL Employment and KSCL Community Inclusion. There were no issues with satisfaction for work/performance or how KSCL treats the persons served during services. Administration was always available for inquiries/feedback; however, some stakeholders would like more emails regarding news/communication.

100% of Stakeholders believes that KSCL promotes community awareness and inclusion. Only 45% use the KSCL website and those that use it said it was useful, however more information on Activity Calendars would be nice. (Nb. KSCL uses social media as a communication method too).



Very positive comments and feedback from the Stakeholders. There was no feedback other than more transportation could be provided, which is individual specific, and we don't know who is asking for this as the surveys are anonymous.

## Individuals

Only 12 Responses in 2023, which is down from 2022. 8 were from a Residential Group Home, 1 from Home Share, 2 were with Employment program, 8 were from CO/Bigby Day Program (some individuals are in dual programming) and 1 from Youth/Teen program.

With the low response rate, it's apparent that trying to get responses via an online survey is not working. The Program Manager will work with SRCW and Program/Resident Coordinators to impress upon them the importance of these Surveys. If KSCL does not know how we are delivering services and if we aren't hearing from the people receiving the services, we have no gauge for improvements or changes. To ensure we get feedback from "person served", KSCL will change to an "in-person" survey/interviews for 2024 Surveys.

Of the 12 respondents there seems to be no "area" to work on except offering more variety in activities such as Yoga, more music and parties, and different times for programming such as weekends.

## Board of Directors

Most Board members are well informed and agree or are learning the process of being a Board Member for KSCL. There is a lot to learn in the first year and it does take time to familiarize yourself with Succession Plan, Governance P&P Manual, and Strategic Plan.

One item does stand out and that is the formal criteria/process to evaluate the ED. This is outlined in the Governance P&P, which was recently reviewed & updated for 2023. It states on Page 8 & 9 how the ED Eval is conducted and by whom.

The Board reviewed this process and have agreed to make no changes to the Governance P&P Manual at this time.

## 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 2023 Outcomes and the Satisfaction Survey 2023 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 2023 – Update & Progress

In June & September 2023, 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

<b>GOAL: Improve on-boarding for new staff</b> Build a workforce that reflects expertise, professionalism, mutual support, and respect			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy for onboarding new staff 1. On-boarding day to complete all new employee criteria. 2. Competency Training on Sharevision by completing training modules at the office	Program & HR Managers	Completed & Ongoing	Summer 2024
<b>GOAL: Person-centered approach – training to change staff culture</b> Reinforce training for the workforce that builds on Person-centered approach			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to improve person-center approach 1. CLBC Funded 35 hr/wk position for PCP approach & access to community 2. MANDT/training focusing on PCP training and curriculum change	HR Managers & Co Supervisor	Completed	Fall 2024

## Efficiency

<b>GOAL: Self-Advocates – tailor services to meet individuals needs/perspectives</b> 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 services 1. Create opportunities to discuss individual's perspective – group/ind mtgs. 2. Communicate through newsletter upcoming events for individuals	SRCW/Supervisors	Ongoing	2024
<b>GOAL: Share resources for Professional Development opportunities with other agencies</b> Work & learn from other agencies in the West Kootenays to create efficiencies in costs.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to share resources 1. Each agency brings in resources such as a meeting space, food, shared travel costs, hotels for the trainer. 2. Have options to provide training online if required.	HR Manager & Program Manager	Ongoing	2024

## Service Access

<b>GOAL: Increase service offerings in Castlegar</b> Expand KSCL services/supports for individuals in the Castlegar community.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to expand 1. Opening a new Build with 8 apartments and 5 bed residential	KSCL Board & E.D.	Ongoing	October 1/2024

<b>GOAL: Increase service offerings &amp; housing in Nelson</b> Expand KSCL services/supports for individuals in the Nelson community.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to expand <ol style="list-style-type: none"> <li>1. ED part of a Nelson group looking at affordable housing in Nelson</li> <li>2. Reviewing Bigby to go up 1 storey at existing building for apartments</li> </ol>	Exec. Director	Ongoing	2024/25

## Stakeholder Feedback & Satisfaction

<b>GOAL: Increase / improve communication via the Newsletter</b> Enhance our Newsletter to communicate areas as suggested in the Survey feedback.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy to improve Newsletter <ol style="list-style-type: none"> <li>1. Increase awareness of OH&amp;S Issues. <ul style="list-style-type: none"> <li>• Mthly summary of issues/events for OH&amp;S Committee.</li> <li>• Events in the community to attend</li> <li>• Events that residential &amp; C.I. are putting on/invites</li> <li>• Celebrations &amp; highlights on Socials</li> </ul> </li> </ol>	Social media & Managers	Ongoing	Monthly - repeated
<b>GOAL: Resources for Self-Advocacy for individuals</b> Utilize existing staff resources for a self-advocacy working group that plan events.			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy for Self-advocates to access community <ul style="list-style-type: none"> <li>• CI started a group to have regular planning meetings that are executed mthly.</li> <li>• Broaden job searches to new industry such as dispensaries</li> <li>• Provide safe environments for individuals to join socials/blogs</li> </ul>	RCWs	Ongoing	2024/25

**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. Board education			
Invite Board of Directors to train opportunities/events	E.D.	Completed	Ongoing
• Virtual conferences/meetings for Board – Eg. BCNPHA	Board	Completed	Ongoing
2. Surveys – reviewed results, shared with stakeholders and changed implemented as identified	Admin Staff	Ongoing	Fall 2024/25

## Extenuating & Influencing Factors for 2023

- Human Resources was dealing with a rise in teamwork issues/conflicts that took time away from planning for future changes. Staff leaves for medical, maternity, and short-term illnesses and managing these leaves were on the rise, with no themed reasons, just a variety of personal issues for front-line staff.
- Home Share Manager went on a Long-Term medical leave, so Home Share went into a maintenance of existing home shares and no recruitment took place. New Temporary Home Share Manager hired early 2024.
- Employ ME program is going through a change to moving individuals into less supports and removing services to gain independence to do their job independently.
- Organizational Chart change where the Program Manager oversees all the 24/7 residential and we have eliminated the SRCW in Bigby/CD House. Implemented 2 Program Coordinators in Nelson/Castlegar & a Residential Coordinator in Grand Forks. Also, a part-time Asset Manager that will combine in 2024 with another part-time position.
- CLBC provincially refused to fund extra monies that were funded for Management & Exempt to address inversion of pay. CLBC also still not funding proper WorkSafeBC rate increase, increase in food, gas, kms, and general supplies. Very difficult to balance the budget for this fiscal.
- Two years of retro-active pay for 2022, 2023 were paid out in 2023, took time away from Payroll Manager to implement new procedures for payroll.

## Business Function & Administrative Functions

<b>GOAL: Increase Awareness of KSCL &amp; our Services</b>			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Advertising & KSCL Information Strategy 1. Utilizing social media and attending & organizing community events – to keep KSCL exposure in the community	Admin & Coordinators	Ongoing	reoccurring monthly
<b>GOAL: Increase KSCL profile by including leadership and staff</b>			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Advertising & KSCL Information Strategy 2. Trade Show attendance every April – COVID changed – Board work booth too. 3. Chamber of commerce – ED connection, ED on the Board of Director 4. Art shows, Art gallery involvement, Golf tournaments, sponsored & supported	Staff E.D. Staff & E.D.	Ongoing Ongoing Ongoing	Annually Annually Annually
<b>GOAL: Increase housing options in 2 communities to deliver exceptional services that give choice, inclusion &amp; quality of life a reality for people supported by KSCL.</b>			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to respond to aging infrastructure & new build(s) <b>NELSON</b> 1. Laneway Home at Wasson St. 2. Build apartments above Bigby Place	E.D. & Board E.D. & Board	Pending Pending	Strat Plan – Fall 2025
<b>CASTLEGAR</b> 3. Affordable housing project. Makola Development Services –BCH announcement for funding increase	E.D. & Housing Committee	building	October 1/2024

## Outcomes for 2024

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All the 2023 year's results will be shared with all Stakeholders on the KSCL Website and encompassed in our 2023 Annual Performance Analysis, which is formally presented at the 2024 Annual General Meeting planned for June 18, 2024.

The next Outcome Measurement Plan for 2024 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 2024 Outcomes and presented at the 2025 Annual General Meeting.

**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

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### 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	Communication and a flow system has been set with main contractor
<u>Financial</u> : Increased cost of living e.g., food, household items, etc.	All stakeholders	Find budgeting options, complete a review of costs and discuss issues with CLBC, looking for grant opportunities.	All SRCW's and Program Managers	ongoing	Discussions have been had with SRCWs about ways to stretch 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	CO participant working with staff to gather information about LGBTQIA2s+ community and training. Attending events. Advocate from Tansconnect has



					provided support. Bigby staff support individuals with general discussion, resources and support groups.
<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. Research paper, done by Selkirk Student regarding lack of Sex education provided due to attitudes
<u>Attitudinal:</u> Mental Health concerns (due to covid) have stigma	All stakeholders	Offer training for mental health first aid, offer stress management training, bring attention to the Employee Assistance Programs	Denise Pottle and Program Managers	ongoing	Mental Health first aid has been offered in the past to OH&S committee members. Mental Health Risk assessment updated along with 2022 survey data. Resiliency training in Nov 2022 and further training to be offered in 2023. Benefit provider offered information segment at staff meetings.
<u>Communication:</u> Virtual meetings due to covid which is a barrier for	All stakeholders	Provide technical support	Kathleen to continue to explore	ongoing	All seems good at the sites although, may

people w/o access to technology			grant opportunities. Employ Me staff receiving training for teaching computer skills.		require support for families and individuals on an ongoing basis.
<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>Transportation:</u> limited schedule of transit and Handi-dart related to small town. Routes cancelled due to not enough transit staff	All stakeholders	Work with other stakeholders to provide other options for transportation	All staff	Ongoing	Handi-dart has increased schedule to 5 days/ wk.
<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 staff	Ongoing during pandemic	Full capacity is now acceptable which is making it more accessible.

		all health authority restrictions			Use activity risk form to guide activity planning - Done
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#### 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	City & hwys committee – may consider the whole front of Bigby for accessibility	Reid	Spring 2024	

#### 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 times the door needs to be locked therefore it is thought that a button wouldn't be necessary – DONE 2023
<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	DONE 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 2024/25	
<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	ONGOING	Request extra staffing for special occasions on a as needed basis
<u>Architectural/Environmental</u> : <u>Garden shed very dark during winter and challenging for handy man to access tools</u>	All stakeholders	Add lighting	Jann Beliveau and Sunny Junker	Spring 2023	DONE

**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>Architectural/Environmental:</u> Elevator doesn't work sometimes	Person served and Personnel	Discuss funding with CLBC	Marcie Frederickson	Ongoing	Ongoing looking for another office space

**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	Reid	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	Jenna S.	Spring 2024	
<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.	Jenna S.	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	Spring 2023	DONE

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

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

**Prince House:**

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> Having 1 bathroom with 3 residents	Person served	Install bathroom in basement	Sunny & Kayla	Spring 2023	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	Personnel and Person served	Plan for more activities in community,	Nikki Malakoff and Sunny Junker	ongoing	DONE 2023

for residents who live upstairs.		staff to assist residents with getting to back yard, possibly remove a hedge?			
<u>Attitudinal:</u> resident is prejudice towards roommates	Person Served	Take advantage of teachable moments, encourage acceptance	All staff	ongoing	DONE 2023
<u>Architectural/Environmental:</u> fireplace in middle of the house is a tripping hazard & blocks visual to other rooms	Person Served	Review plans to remove	SRCW & Sunny	ongoing	DONE 2023
<u>Transportation:</u> need 4-wheel drive	Person Served	Purchase new vehicle	Sunny & Board	Summer 2023	DONE 2023

#### 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 4 complaints in 2023.

### 1. July 2023 – Parent Complaint

- Parents were disappointed and stressed about the confusion and uncertainty around services, staff scheduling and assignments in the summer. They wanted to know which staff would be posted into the position to support their son and if he would access the same programs as he had in the past. KSCL had gone through a schedule change at this worksite and staff were posting into different positions as well as other staff were away, or on leaves. The program did feel a bit unstable for the summer months as we had to utilize casuals and other staff. Ultimately the best solution was to communicate daily

with families and to ensure that we had staff available. The program settled by September when holidays and leaves were complete and did get back on track.

2. **July 2023** – Parent Complaint

- A parent was upset about staffing, programs, and schedules at Bigby. The parents were frustrated with the inconsistent staff (different support workers) and staff shortages where regular staff were away. The parents met with the Executive Director where the issues were discussed. It was acknowledged by both parties the challenges and issues with staff shortages, the time it takes to hire, orientate new staff, and then train new staff. It was also recognized this is not just a “KSCL issue”, but a Sectoral issue. Staff schedules were also discussed and how staff are posted into positions and therefore it’s difficult to switch staff when they are confirmed in positions.
- The parents understood and appreciated the time to discuss the issues. The SRCW will communicate on a regular basis the staff schedule for the week until summer holidays are complete and regular staff return.

3. **July 2023** – Parent Complaint

- Regarding the notification and process of the Provincial Rent increase for her daughter. The BC Province released very minimal information about the increase starting in July 1/23, therefore KSCL communicated this information to parents. However the Province had mis-communicated the date and it was August 1/23 as the start date, so the parent was upset about being given the wrong date.
- KSCL also sent to all residential sites automatic withdrawal paperwork to increase the rent for parents’ signature. The parent was mistakenly given paperwork for her daughter that did not apply to her daughter.

4. **September 2023** – Parent Complaint

- The parent felt like she was not getting enough or accurate communication about her daughter’s healthcare. Her daughter had a healthcare appointment, that the staff nor SRCW followed up on. In the end there was a need for eyeglasses that staff were not aware of due to the Optometrist not communicating this requirement at the end of the appointment. To resolve the SRCW will keep parents more informed and question the results of appointments when staff take individuals to healthcare appointments.

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.

## Human Resources

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### **Staff Statistics & Turnover:**

Although we continue to struggle to find applicants with all requirements, we are starting to see more with direct experience in this field of work. Due to difficulty in recruitment, we started a recruitment incentive program which ran from May 31<sup>st</sup>- September 1<sup>st</sup>, 2023. The program allowed KSCL to offer a \$1000 signing bonus to new employees that continued with KSCL for 1 year after employment. The same amount was also offered to current employees if the employee that they referred continued with KSCL for the year after they were hired. The program turned out to be a great success and at this time we have 12 new employees that will receive the bonus and 2 current employees will receive the referral bonus.

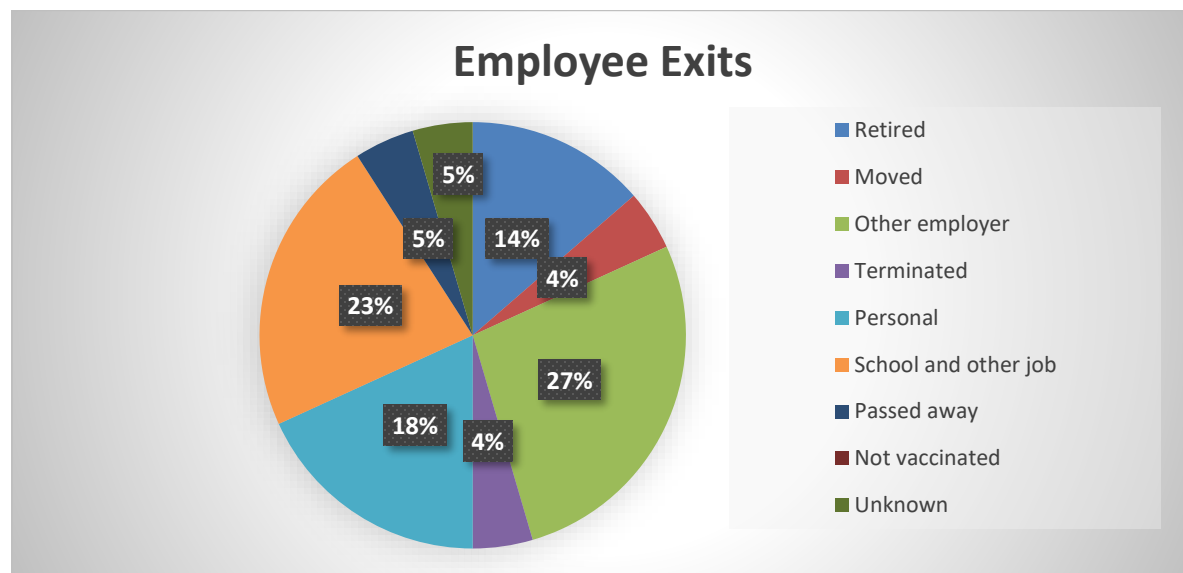


As always, we have taken many opportunities to recruit. We continue to attend job fairs at Selkirk College and SHSS. We utilize Indeed and Work BC job boards and have seen the greatest success using the Federal Job board.

From January 1, 2023, up to December 31, 2023, Kootenay Society for Community Living hired a total of 29 employees.

- 3 Self Advocates
- 12 Castlegar Casuals
- 5 Grand Forks Casuals
- 9 Nelson Casuals

Employee exits: **TOTAL OF 22**



### **Sick Time:**

The total **PAID** sick time used in 2023 was 6991.69 hours compared to 2022 which was 4576.48 hours, which is a **53% increase**. The following is a breakdown of all paid hours.

- Total Reg Sick hours paid 2828.54
- Total ESA hours paid 4163.15
- TOTAL PAID 6991.69

The total **UNPAID** sick time used in 2023 was 7122.65 hours compared to 2022 which was 3844.02 hours, which is an **85% increase**. The reason for this was 2023 was the first year that all leaves were booked as Unpaid sick (if sick time was exhausted), and casuals, who never had a sick bank in 2022.

TOTAL ALL SICK 14,114.34 hours.

There was a total number of 465 days used which is a direct result of the ESA 5 paid sick days. This is in comparison to 143 days that were used in 2022.

### **Overtime:**

For 2022, the following amounts were paid at Overtime:

- 2812.88 hours
- \$126,030.25

For 2023, the following amounts were paid at Overtime:

- 4540.42 hours
- \$207,495.61

This is a 61% increase from 2022 to 2023. The direct result of not being able to staff/or fill shifts as needed.

### **Grievances:**

There was a total of 2 grievances in 2023, which is a significant decrease from 2022 which had a total of 19.

- June 2023 – a staff said he was released from her Casual position due to her illness and filed a grievance based on 1.5, 3.5 and 30.4 (e)
  - The Union wanted the employee to be reinstated in her casual position.
  - KSCL deemed that due to the employee not passing her 90-day probation and not being eligible, as a Casual, for Leaves (Article 20 – not applicable to Casual employees), and the employee not providing a Physician’s note on her illness, she could no longer take shifts. As the employee could not give a return date, HR staff did encourage her to re-apply for casual work upon her recovery.
  - **This Grievance was withdrawn & solved in December 2023.**
- October 2023 – A staff had violated the KSCL Media P&P and although she admitted to violating the Policy, she felt the Written reprimand was too severe.
  - **The Grievance was resolved in December 2023.**

There was also a Labour Relations complaint filed by the CUPE in October 2023 against KSCL. KSCL & CUPE agreed to mediation in December 2023 which resulted in a settlement agreement that included concessions being made by both parties.

### **Professional Development:**

#### **Mandatory:**

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 through Share Vision
3. First Aid – renewed every 3 years.

In 2023, we provided the following mandatory training:

1. MANDT courses
  - 10 in Castlegar
  - 3 in Nelson
  - 2 in Grand Forks
2. First Aid course

For the employee's who are not able to attend the course we provide, they are required and assisted to find local courses that work for them. KSCL reimburses for the cost of the course and pays for their time to attend.

3. Occupational Health & Safety

KSCL's Joint Occupational Health & Safety 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:

- OH&S Committee Training Part 1
- OH&S Committee Training Part 2
- Supervisor Responsibilities
- Bullying and Harassment
- Psychologically Healthy and Safe Workplaces through the CSA Standard

#### Non-Mandatory:

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 allows them to take some professional development in areas that are related to what they are going through or showing interest in at that time.

1. Pivot Point – these include free, online courses that are offered monthly to KSCL employees through the Pivot Point program. In 2023, the following Pivot Point courses were taken:
  - Safeguards, Abuse and Reporting (4 employees)
  - Person Centered Planning (2 employees)
  - Behavior Support Plan Management (3 employees)
  - Sexual Health (3 employees)
  - How to Get Back to Baseline & Stop Challenging Behavior (1 employee)
  - ABC's of Behavior Part 1 (3 employees)
  - ABC's of Behavior Part 2 (3 employees)
  - Rights Vs. Risks (2 employees)
2. 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 this workshop. In 2023, this course was offered twice, and 11 employees attended. We continue to work towards having all KSCL employees take this course.

3. Other - KSCL provided the following other Professional Development Opportunities in 2023:

- Strategies for Managing Workplace Anxiety Webinar
  - 3 employees
- In-person Seizure Training at BIGBY Place
  - 8 employees
- Customized Employment Virtual Training
  - 2 employees
- In-person Hospice Workshop through Interior Health
  - 19 employees
- 7 Habits of Highly Effective People
  - 15 employees (Management team and Senior staff)
- Specialized Lumina Workshop for BIGBY Staff
  - 12 employees
- Lumina Sparks half-day workshop
  - 17 employees

KSCL will continue to look for new skills and training opportunities to offer KSCL employees. Our focus continues to be on mental health awareness, workload and time management, and respect in the workplace.

**Employee Appreciation:**

FORMAL:

1. Annual Christmas Party

For 2023, we changed the format of the annual Christmas party based on the results of the 2022 employee surveys. Instead of the sit-down banquet with all supported Individuals, family members, and Home Share Providers invited, we changed it to a Wine & Cheese event for only the employees of KSCL, and Board members to attend. This took place at the Castlegar Community Complex, in the front small banquet hall where appetizers and desserts were provided, as well as a full-service bar. Speeches and awards were presented as usual. There was a total of 65 employees who attended. This change was well received, and we anticipate doing something similar for future Christmas parties.

2. 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, inclusion, and is a way for staff to show their appreciation to each other. The winners are announced during the Annual Christmas party, where they are awarded with their name engraved on a plaque, as well as their own to bring home.

### 3. Years of Service Recognition Awards

KSCL recognized the dedication and hard work that all our employees put in. One way of showing our appreciation for this is by 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 2023, the following Years of Service awards were given:

- 5 years: 3 employees (\$75)
- 10 years: 5 employees (\$250)
- 20 years: 3 employees (\$300)
- 25 years: 1 employee (\$150)
- 35 years: 1 employee (\$250)

### 4. Retirement

There were 4 employees in 2023 who retired. Both were recognized by KSCL with a VISA gift card as well as a signed card thanking them for their years of service.

### 5. Extraordinary Events

The KSCL Administrative staff acknowledge 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**

### 1. Thank-you Gift Cards

Throughout the year, we work on showing small acts of appreciation to the staff of KSCL. This can include providing snacks and treats during professional development courses or staff meetings, giving a thank-you card or gift cards to employees when they have gone above and beyond, and giving a verbal thank-you as often as possible. Surveys are done yearly to learn more about what forms of appreciation our employees specifically want and value. The majority of KSCL staff prefer the verbal thank-you and the small gifts/monetary value forms of appreciation. We continue to strive to show this appreciation more often to all KSCL employees.

### 2. Health & Wellness Reimbursement

This program provides a \$50 reimbursement to staff who submit a receipt of purchase of something that is related to their health and wellness.

### 3. Monthly Site Appreciation from the SRCW

The SRCW's/Program Coordinators are responsible for acknowledging and appreciation staff each month who go above and beyond. This can be in the form of gift cards, staff get-togethers etc. depending on preference.

## Risk Assessment Summary

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In 2023 we saw an increase in premiums for everything in the insurance world. The focus of the economy is on inflation and costs, and we are working with our funders to recognize the increase in program and every day costs including insurance.

KSCL's staff were given an increase in wages/benefits April 1/2023, and another will happen April 1/24, which help staff retention and recruitment. These lifts are funded; however, the BC CEO is still working with government on the Management inversion issues.

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 will experience growth with the 8 apartments coming online as well as a new 5 bed Staffed Living in our Affordable Housing complex. Occupancy is October 1, 2024.

KSCL continues to see increase in referrals in most areas especially community inclusion for group and one to one service in both Nelson and Castlegar from CLBC. As well, KSCL continually receives requests from CLBC to support those in emergency/crisis positions throughout the West Kootenays.

## Health & Safety

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Kootenay Society for Community Living is committed to providing a 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.

Since COVID-19 the following measures that were put in place and still remain:

- 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

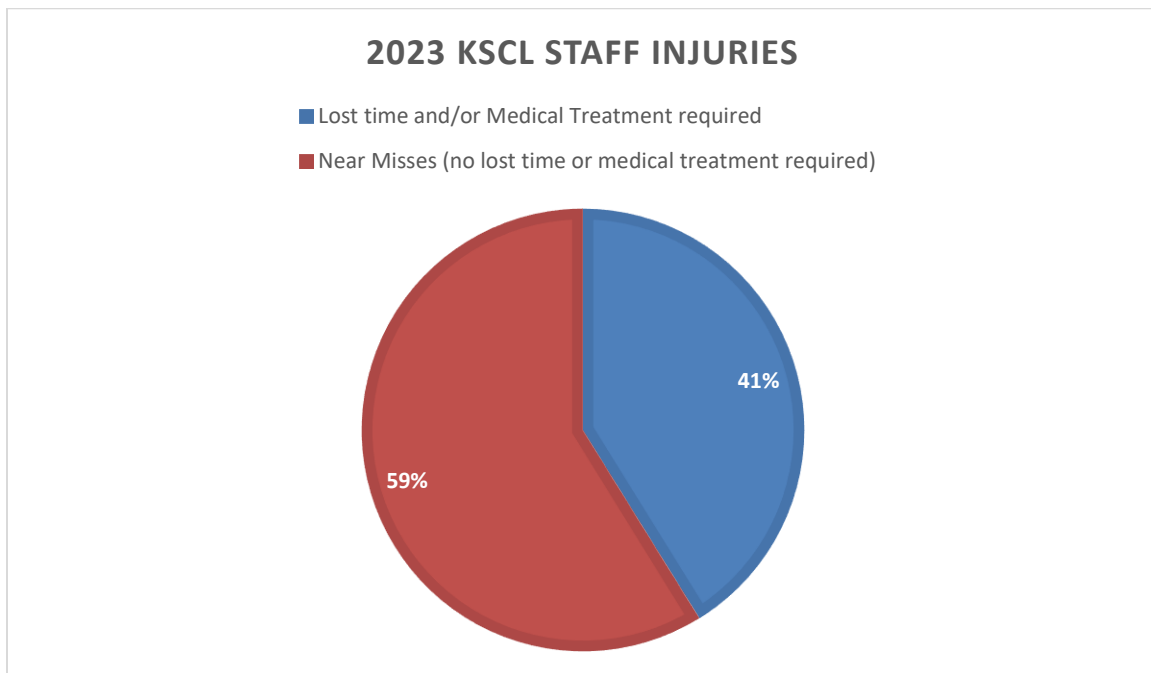
During the RTW Plan, there is regular communication and check-ins done with the worker and DMI to assess whether any changes need to be made and whether the employee will be ready to full duties once completed.

### **WorkSafe BC – Analysis:**

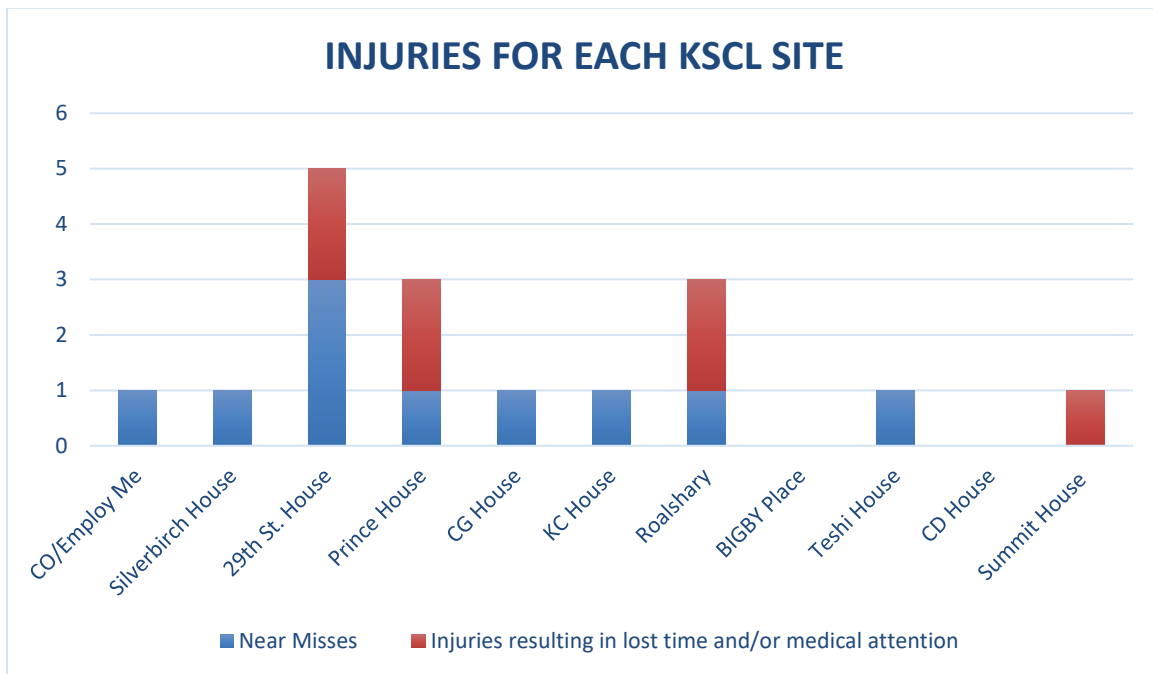
In 2023, KSCL had a total of 17 injuries reported by staff. This is a large decrease compared to the data of 2022 in which there were 27 injuries reported.

Of these 17 injuries:

- 10 were near misses (no lost time and no medical attention sought)
- 7 resulted in either lost time and/or required medical attention (all but two were accepted as WCB Claims)



Each KSCL site poses different challenges that can result in accidents occurring. In analyzing the data from 2023 incidents, 29<sup>th</sup> Street House has seen the greatest number of incidents, with a total of 5. In 2022, Prince House had the greatest number of incidents with a total of 9.



#### **Summary of Injuries:**

Of the 5 injuries that were accepted as WCB Claims:

- 1 was a sprain/strain/tear of the cervical region, brain concussion & bruise/contusion to the face after tripping in the bathroom and hitting their head on the shower/tub wall.
- 1 was a bruise/contusion to the face after tripping on the stairs and hitting their head on the door frame.
- 1 was a sprain/strain/tear after a Resident leaned onto their wrist/elbow area.
- 1 was a brain concussion after being head butted by a Resident.
- 1 was sprain/strain/tear to the shoulder and cervical region after arm was caught by a Resident moving abruptly.

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 and Procedures are regularly reviewed and updated as needed.

#### **Goals for 2024**

KSCL is committed to ensuring the health and safety of our employees. Our goals for 2024 are:

- Continuing to report and review all incidents with the Joint Occupational Health and Safety 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.
- Ensuring all eligible employees are aware of our EAP.

- Continuing to work closely with DMI to find solutions for quick recovery and RTW plans.
- Maintaining contact with all employees who are off on a leave as per the newly created Bill 41 through WorkSafe BC
- Implementing a new, more involved orientation program for new employees to ensure they feel prepared and ready to start at a new site.
- Continuing to ensure all yearly retraining happens for all employees to ensure they maintain the tools and knowledge to safely work.
- Continuing to provide more resources and profession development related to Health and Safety.

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 employees of KSCL.

## Technology

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

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

As with any technology, advances occur daily. This is reflected in the cost to purchase items. Each time this report is reviewed, updated costs should be included as items purchased today can be half the price six months from now. As well as reviewing costs, new advances should be analyzed to determine if they would meet the needs of the Society and its programs.

With each passing day, a new technological level is created. By following the advances and using this plan, KSCL will stay up to date with the ever-changing world of technology.

## Thank-you!

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KSCL is very fortunate to have a dedicated and hard-working team of front-line workers, Administration staff and the Board of Directors. Their work is the core of KSCL to serve individuals that require our support to live full and inclusive lives in their communities. The families/caregivers, the supportive employers and our community members are also key to seeing the successes of inclusion.

This report speaks about the achievements of everyone. 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 for your continual support.

We look forward to new opportunities in 2024 while keeping Society resilient, strong, and evolving.

Thank-you,

*Kathleen Elías*

KSCL Executive Director