

2020-2021
Outcomes
Management
Report



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1. INTRODUCTION

posAbilities offers a full spectrum of services to children and adults throughout British Columbia. Our services include home supports, community integration, employment services and behaviour support programs. Our services can be found in:

Vancouver

North Shore

Sunshine Coast

Richmond

Surrey

Burnaby

New Westminster

Tri-Cities

Maple Ridge

Abbotsford

Delta

Vancouver Island

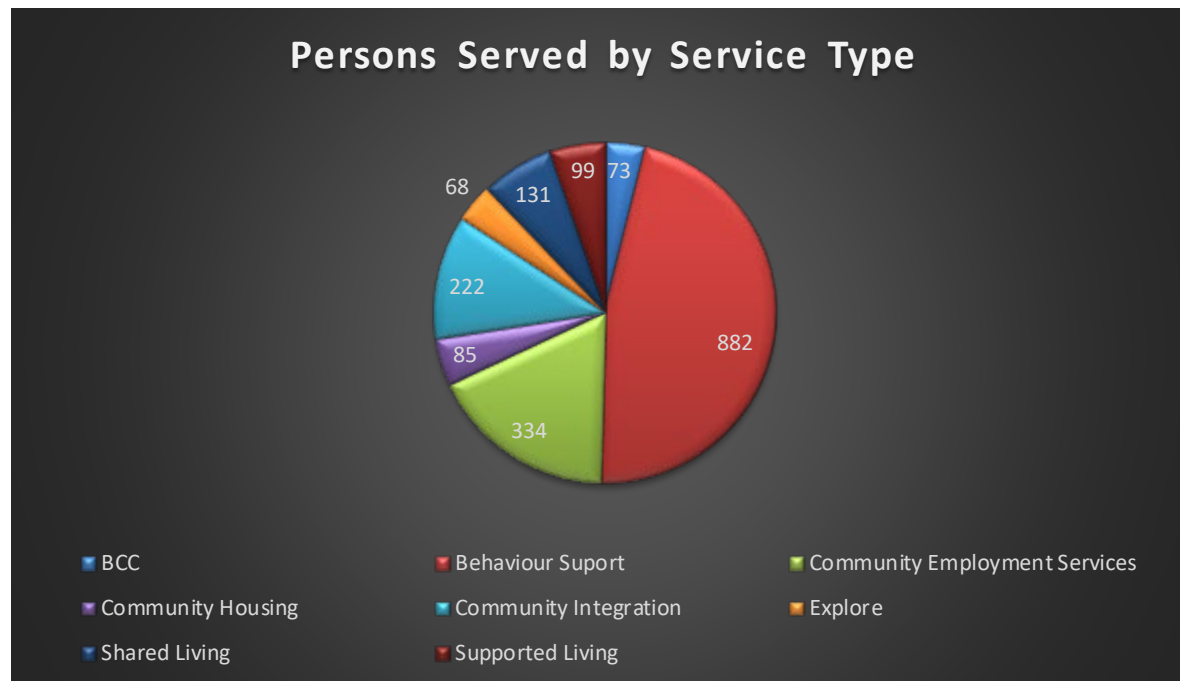
Fraser Valley

North and South Okanagan

Delta

The Outcomes Management Report is a tool to learn from our current practices. It provides performance information to make program improvements that lead us to continuous service quality advancements. The Outcomes Management Report is a guiding and decision making instrument that helps our leadership team and Board of Directors in monitoring *posAbilities*' programs and services, and identifying the strengths of our organization as well as those areas that require improvement. The Outcomes Management Report will assist *posAbilities* to be more effective and efficient in achieving a high standard of overall service quality.

Between April 1, 2020 and March 31, 2021, **posAbilities** provided services to **1,894** persons served, enrolled in the following service streams (note some persons served are enrolled in multiple programs):



Behavior Supports: **882** persons (47% of our services)
Community Employment Services: **334** persons (18% of our services)
Home Supports: **315** persons in total (17% of our services)

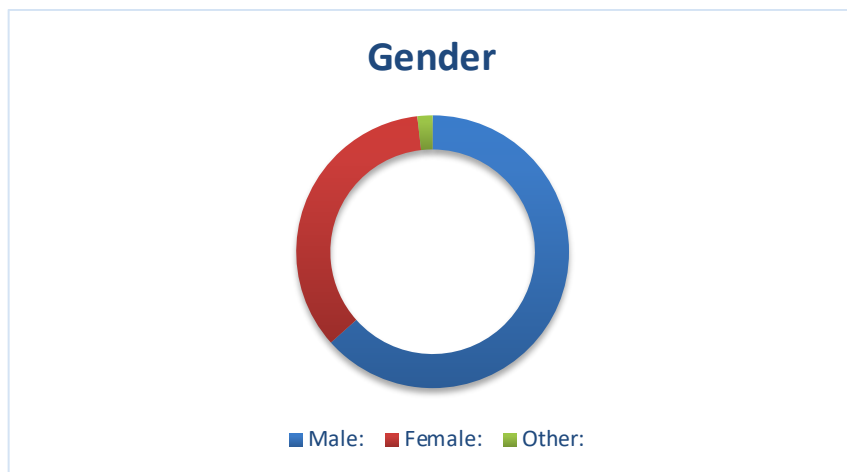
- Shared Living Services: 131 persons (7% of our services)
- Community Housing: 85 persons (4% of our services)
- Supported Living: 99 persons (5% of our services)

Community Integration: **222** persons (12% of our services)
BCC: **73** persons (4% of our services)
Explore: **68** persons (4% of our services)

Below is some additional information about the people we served over the past fiscal year (April 1, 2020 to March 31, 2021):

Gender

Male	63.4% of persons served
Female	34.8% of persons served
Other	1.8% of person served



Age

Under 6	1.9% of persons served
6 – 18	33.2% of persons served
19 – 20	5.8% of persons served
21 – 30	22.5% of persons served
31 – 40	11.7% of persons served
41 – 50	9.1% of persons served
51 – 60	7.5% of persons served
61 – 70	4.9% of persons served
71 – 80	1.9% of persons served
Over 80	0.1% of persons served
Unknown:	1.4% of persons served

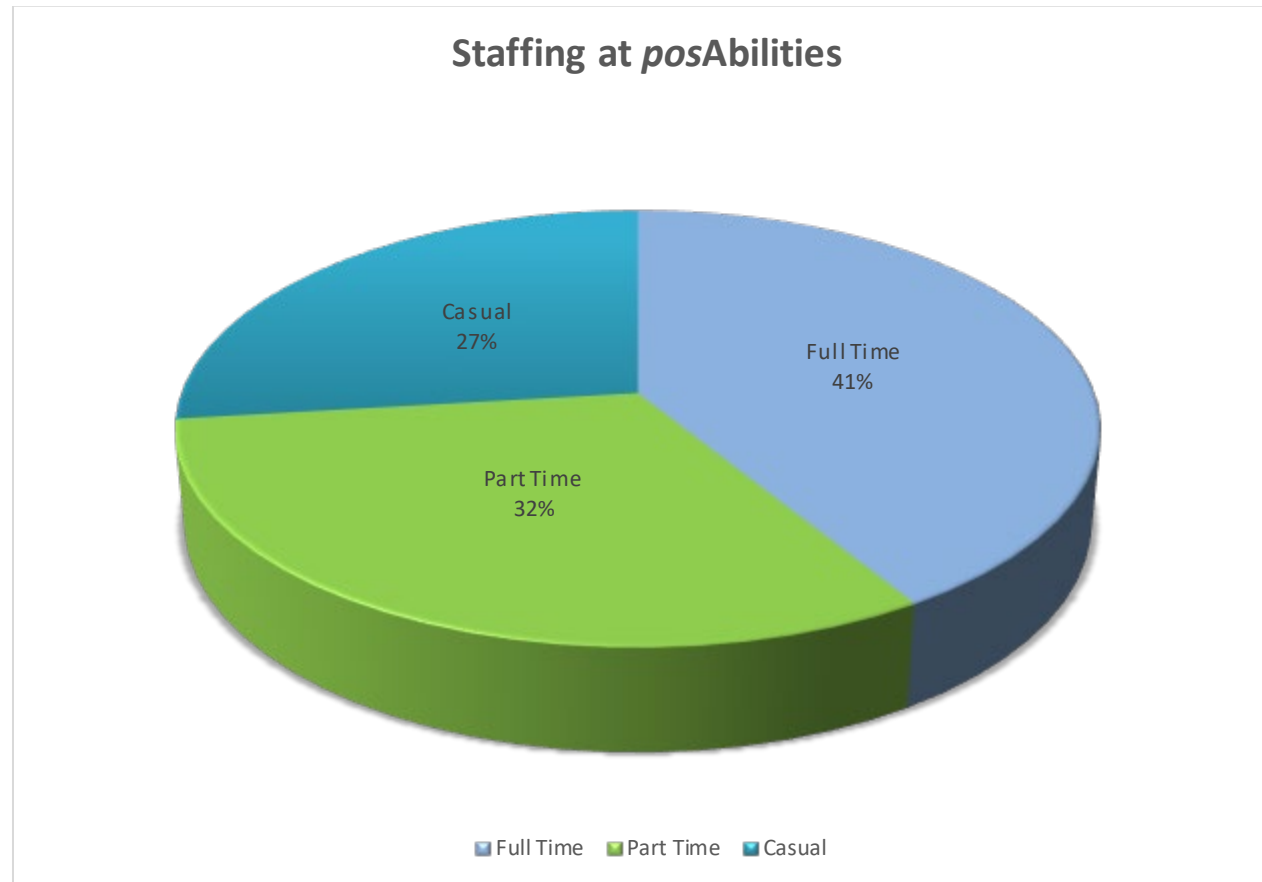
Diagnosis¹

Autism/ASD: **19.1%** of persons served
 Intellectual/Cognitive Disability: **13.8%** of persons served
 Developmental Delay: **11.8%** of persons served
 ADD/ADHD: **9.2%** of persons served
 Anxiety Disorder: **5.5%** of persons served

Epilepsy/Seizure Disorder: **4.4%** of persons served
 Down Syndrome: **2.8%** of persons served
 Depression: **1.8%** of persons served
 Cerebral Palsy: **1.7%** of persons served
 Other diagnoses: **28.4%** of persons served

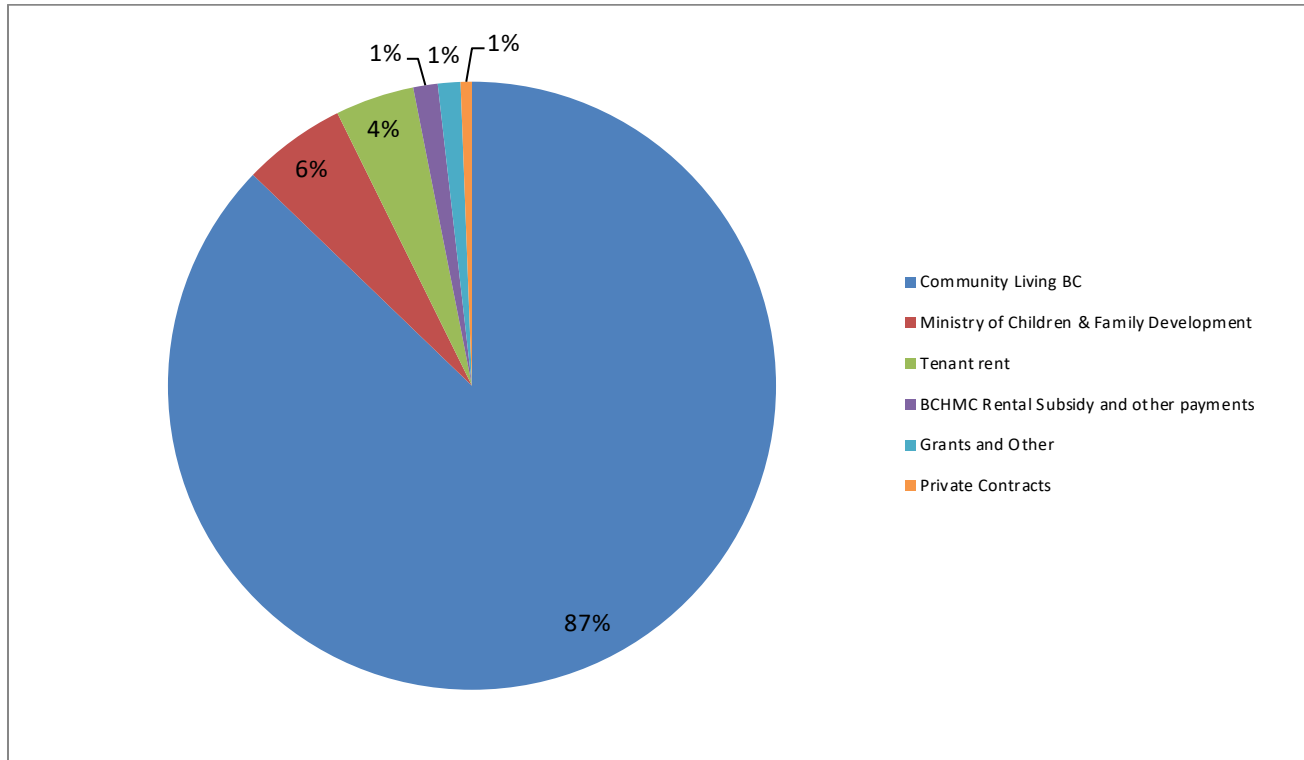
¹ includes persons served with multiple diagnosis

On March 31, 2021, we had a total of **543** team members delivering our services: 224 full time, 173 part time and 146 were casual.



Where the Money Came from in FYE 2021

Community Living BC	87%	\$ 30,232,311
Ministry of Children & Family Development	6%	\$ 1,903,156
Tenant rent	4%	\$ 1,455,393
BCHMC Rental Subsidy and other payments	1%	\$ 436,970
Grants and Other	1%	\$ 415,124
Private contracts	<1%	\$ 212,300
Total Revenue	100%	\$33,122,022



2. ABOUT THIS REPORT

Our performance measurement system contains effectiveness, efficiency, accessibility, as well as satisfaction measures and targets that combine the requirements of the Commission on Accreditation of Rehabilitation Facilities (CARF) and Community Living British Columbia (CLBC) Quality of Life Domains (i.e. Interpersonal Relationships, Emotional Well-Being, Physical Well Being, Personal Development, Self-Determination, Social Inclusion, Material Well-Being and Rights).

This report is based on outcome data collected for the period April 1, 2020 to March 31, 2021. The Outcomes Management Report presents the results obtained from the review of organizational files as well as satisfaction surveys conducted to persons receiving services, stakeholders, and employees. To collect input from persons receiving services and stakeholders we distributed surveys to persons served, family members, *posAbilities*' employees, Shared Living Providers, as well as community employers served by *posAbilities*' Employment Service.

For this report, we collected information in seven service streams:

- **Building Caring Communities (BCC)**
- **Explore**
- **Community Integration**
- **Community Employment Services**
- **Shared Living**
- **Community Housing**
- **Supported Living Network**

For each of these service areas, we set targets and collect data about:

- **Key monitoring items** – items we consider relevant but do not fit into in the categories below
- **Effectiveness** – the results of services for the person receiving services
- **Efficiency** – the maximization of time and resources
- **Service Access** – access to services/programs
- **Input** – person served and family member's satisfaction with services

This report also identifies two key business functions at the organization level: **staff utilization** and **work days lost**.

The outcome information provided in this report is intended to assess the success of our services, identify where problems exist, and set a course for continuous service improvement.

First, in the next section, the aggregated results of the persons served and family members' satisfaction surveys are presented at the organization level. Then, in section 4, the outcome data and results for each specific service area are reviewed. In section 5, employee climate survey results and 3-year comparative data is presented. Lastly, in section 6, key business functions are analyzed at the organization level.

A note about response rates: In section 4 of this report, we have indicated outcomes in terms of a number and a percentage. The number indicates the number of *positive* responses (i.e.: "agree" or "strongly agree") to a survey item and the percentage indicates that number as a percentage of *all* responses (both positive and negative). In some cases, due to a low number of survey responses, where the number is very low, the percentage should be interpreted with care because one response can skew a score dramatically. For example, if there were only two respondents, both of them giving a positive response would result in a 100% positive rating but just one giving a negative response would drop the percent positive to 50%.

3. SATISFACTION SURVEYS

3.1 Survey Results: Persons Serviced

For the Survey period of April 1, 2021 to May 15, 2021, *posAbilities* engaged uSPEQ® to survey consumers in the following service streams: Building Caring Communities, Community Employment Services, Community Housing, Community Integration, Explore, Shared Living, and Supported Living Network.

This year, for the second time, we used the uSPEQ® Consumer Experience *IDD* (intellectual or developmental disability) Survey for persons served. In addition to helping providers improve services through feedback, the purpose designed IDD survey instrument is tailored specifically to respondents with intellectual or developmental disabilities. The survey is, as always, anonymous and confidential, and captures multiple snapshots of the persons served's experience with *posAbilities*, measuring satisfaction in five areas:

- Service responsiveness
- Respect
- Informed choice
- Participation
- Overall value

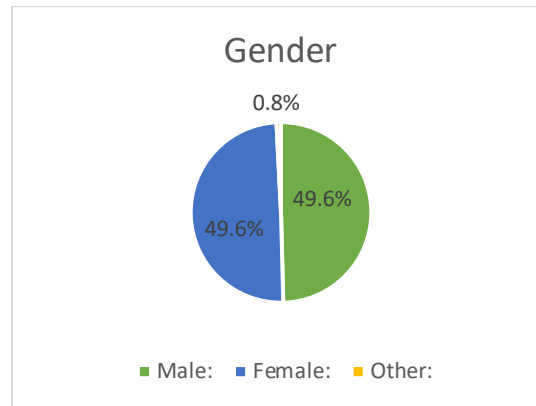
As this is only the second year that the IDD survey is being used, uSPEQ® does not have survey benchmarking data. We use benchmarking data as comparators on satisfaction with other community services organizations so we can measure how we compare to peer organizations. For 2021, where possible, we are using 2020 survey data as a comparator.

A total of 521 surveys were distributed to persons receiving services. Surveys were distributed by email and conducted via telephone and in person. 144 persons served completed the survey for a 28% response rate.

Of the respondents who answered the survey item “Who Answered this Survey”, some were able to complete the survey on their own and some needed assistance:

Who Answered	2021	2020	Difference
Myself (no one helped)	38.8%	26.8%	+12.0%
Myself (someone helped me read and/or write answers on the form)	54.5%	52.1%	+2.4%
Someone else on behalf person served	6.7%	21.1%	-14.4%

Gender: 49.6% of the survey respondents were female, 49.6% were male, and 0.8% identified as other.



132 survey respondents answered the survey question on Health Status.

Health Status	2021	2020	Difference
Excellent	1.5%	2.8%	-1.3%
Very good	12.1%	11.0%	+1.1%
Good	41.7%	41.7%	0.0%
Fair	25.8%	29.0%	-3.2%
Poor	18.9%	15.5%	+3.4%

The top five survey items with positive responses were:

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
6.4 I can get help to find a job	100.0%	95.5%	+4.5%
5.4 I feel safe here	98.5%	98.6%	-1.0%
7.4 I can be by myself at home if I want to	98.0%	85.3%	+6.5%
1.3 Staff members are helpful	97.8%	97.9%	-0.1%
3.1 Staff members are nice to me	96.4%	98.9%	-2.5%

The five survey items with the lowest positive response rating were:

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
2.2 I get to help choose the services I get	85.1%	85.8%	-0.7%
4.3 Staff members tell me about other services I can get	85.0%	91.1%	-6.1%
6.7 I have friends where I work	81.3%	79.1%	+2.2%
2.4 I can make changes to the services I get	79.7%	88.4%	-8.7%
7.3 I have friends where I live	78.0%	84.3%	-6.3%

Positive responses (agree and strongly agree) by category were as follows:

Service Responsiveness

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
1.1 Staff members help me when I need it	94.3%	97.6%	-3.3%
1.2 Staff members help me as soon as I ask for help	92.9%	94.4%	-1.5%
1.3 Staff members are helpful	97.8%	97.9%	-0.1%
1.4 I like the help I get from staff members	95.7%	97.2%	-1.5%
1.5 Staff members help me feel good	95.0%	96.9%	-1.9%

Informed Choice

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
2.1 I understand what staff members tell me about services I can get	93.3%	89.4%	+3.9%
2.2 I get to help choose the services I get	85.1%	85.8%	-0.7%
2.3 Staff members let me make choices about my care	90.4%	93.8%	-3.4%
2.4 I can make changes to the services I get	79.7%	88.4%	-8.7%

Respect

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
3.1 Staff members are nice to me	96.4%	98.9%	-2.5%
3.2 Staff members respect me	93.4%	98.2%	-4.8%
3.3 Staff members listen to me	90.6%	98.5%	-7.9%
3.4 Staff members use words I understand	92.7%	96.1%	-3.4%
3.5 Staff members do not tell other people things about me that I do not want them to share	90.4%	93.6%	-3.2%

Participation

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
4.1 Know how to get help at <i>posAbilities</i>	92.7%	91.8%	+0.9%
4.2 Coming here helps me do things better	86.7%	97.8%	-11.1%
4.3 Staff members tell me about other services I can get	85.0%	91.1%	-6.1%
4.4 I can do things I want to do when I want to do them	89.6%	90.7%	-1.1%
4.5 I have friends I want to be with	89.7%	94.2%	-4.5%

Overall Value

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
5.1 Would tell friends/family this is a good place to get services	94.8%	98.5%	-3.7%
5.2 I like being here	96.3%	97.5%	-1.2%
5.3 I am happy with the services I get	96.3%	96.4%	-0.1%
5.4 I feel safe here	98.5%	98.6%	-0.1%

Job Services²

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
6.1 I like my job.	87.5%	94.9%	-7.4%
6.2 I like where I work.	87.5%	95.8%	-8.3%
6.3 I like the pay I get at my job.	93.8%	91.4%	+2.4%
6.4 I can get help to find a job.	100.0%	95.0%	+5.0%
6.5 I get training at my job.	93.8%	93.8%	0.0%
6.6 I can talk to my supervisor about problems with my job.	93.8%	91.1%	+2.7%
6.7 I have friends where I work.	81.3%	79.1%	+2.2%

² Second year for this category; added in 2020.

Home Living Services³

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
7.1 I like where I live.	90.0%	93.8%	-3.8%
7.2 I like the people I live with.	92.0%	95.1%	-3.1%
7.3 I have friends where I live.	78.0%	84.3%	-6.3%
7.4 I can be by myself at home if I want to.	98.0%	85.3%	+12.7%
7.5 I can do things I like near where I live.	96.0%	92.8%	+3.2%
7.6 I can shop where I want to.	96.0%	90.6%	+5.4%

Key Findings:

- *posAbilities*' survey response rate (28%) fell from last year (50%) and continues to lag behind the benchmark response rate (71%).
- Although scores on 21 of 23 items from the main survey saw a drop in 2021, *posAbilities*' Agree+Strongly Agree scores remain high. In 2021, scores for 17 of 23 items from the main survey were 90% or higher and 22 of 23 were 80% or higher. As in 2020, only one item from the main survey fell below 80%.
- One area that showed a notable increase was persons served completing the survey on their own. This measure went from 26.8% in 2020 to 38.8 in 2021; an increase of 12%.
- Last year, we had seen a significant drop in the percentage of respondents reporting their health as "excellent" and "very good". In 2021, we did not see big changes in this area; which may reflect the ongoing effects of the pandemic and related mitigation efforts.
- The survey item with the lowest Agree + Strongly Agree score, and the only other score below 80%, was 7.3 in the Home Living Services category, "I have friends where I live" with a score of 78.0%.
- In the area of Participation, item 4.2, "coming here helps me do things better," fell by 11.1% to 86.7%. This is potentially related to the pandemic restricting activities. Although the score is still above 80%, we will monitor this area.
- In the area of Home Living Services, item 7.4, "I can be by myself at home if I want to," rose by 12.7% to 98%. A great outcome considering many persons served spent a lot of time at home during the survey period due to the pandemic.

³ Second year for this category; added in 2020.

3.2 Survey Results: Families of Persons Receiving Services

For the fourth year now, *posAbilities* again engaged uSPEQ® to survey families of persons served services in the following service streams: Building Caring Communities (BCC), Community Housing, Community Integration, Community Employment Services, Explore, Shared Living, and Supported Living Network.

The **uSPEQ® Family Member Survey** is designed to help providers improve services through feedback. Anonymous and confidential, the survey captures multiple snapshots of the experience of families of persons receiving services with *posAbilities*, measuring satisfaction in the following areas:

- Communication
- Autonomy
- Staff/care
- Respect/Privacy
- Overall Satisfaction
- General

With 2018 the pilot year for the uSPEQ® Family Survey, benchmarking data is being collected and will be available in future years. Family Survey Benchmarking data will provide comparators for satisfaction with other community services organizations so we can measure how we compare to peer organizations. The benchmarking data will be incorporated into future year's reporting. For the current year, we have provided last year's scores as comparators.

A total of 416 surveys were distributed by email to family members of persons receiving services. 89 family members returned completed surveys for a 21.3% response rate; much higher than last year's response rate of 13.0% but still leaving room for improvement.

The top five survey items with positive responses were:

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
4.2. Relative respected	100.0%	100.0%	0.0%
3.5. Relative is safe	100.0%	100.0%	0.0%
6.4. Location cleanliness satisfaction	100.0%	100.0%	0.0%
4.3. Relative treated with respect	98.8%	100.0%	-0.2%
4.5. Staff respects privacy	98.8%	100.0%	-0.2%

The five survey items with the lowest positive response rating were:

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
6.1. Know complaint process	70.0%	48.3%	+21.7%
6.11. Service reduced family expenses	82.7%	66.7%	+16.0%
1.4 Staff pays attention	88.4%	92.7%	-4.3%
1.1. Staff tells me about care	89.5%	90.4%	-0.9%
6.8. Relative has better coping skills	89.8%	84.0%	+5.8%

Positive responses (agree and strongly agree) by category were as follows:

Communication

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
1.1 Staff members communicate with me about my family member's care	89.5%	90.5%	-1.0%
1.2 Staff members at <i>posAbilities</i> understand my family member's needs	90.9%	92.5%	-1.6%
1.3 Staff members know my family member's preferences	97.6%	90.0%	+7.6%
1.4 Staff members at <i>posAbilities</i> pay attention to what I say regarding my family member	88.4%	92.7%	-4.7%
1.5 If things go wrong, staff members address the issue	96.3%	94.4%	+1.9%
1.6 Staff members respond if I have a complaint	97.1%	96.4%	+0.7%
1.7 Information I received during admission was easy for me to understand	97.1%	97.1%	0.0%

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
1.8 I know who to contact if I have a question or concern	93.2%	100.0%	-6.8%

Autonomy

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
2.1 My family has the opportunity to provide input regarding the programs and services he or she receives	97.4%	97.4%	0.0%
2.2 Staff members encourage my family member to do as much as he or she can do for themselves	96.3%	97.4%	-1.1%
2.3 My family member participates in activities that are meaningful to him or her	96.2%	86.1%	+10.1%

Staff/Care

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
3.1 When my family member needs help right away, someone gets him or her the help	94.7%	88.9%	+5.8%
3.2 If I have an issue, it is addressed promptly	96.1%	90.6%	+5.5%
3.3 Staff members make accommodations that meet my family member's individual needs	97.4%	91.2%	+6.2%
3.4 Staff members at <i>posAbilities</i> appear to enjoy working with one another	98.5%	96.2%	+2.3%
3.5 I feel that my family member is safe at <i>posAbilities</i>	100.0%	100.0%	0.0%

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
3.6 Programs and services are available when my family member needs them	91.9%	83.9%	+8.0%
3.7 The staff involve me in making decisions about my family member's care	93.6%	90.3%	+3.3%

Respect/Privacy

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
4.1 Staff members are respectful of my family member's culture	98.6%	100.0%	-1.4%
4.2 People at <i>posAbilities</i> respect my family member as a person	100.0%	100.0%	0.0%
4.3 Staff members at <i>posAbilities</i> treat my family member with respect and courtesy	98.8%	100.0%	-1.2%
4.4 Staff members treat me with respect and courtesy	97.6%	100.0%	-2.4%
4.5 Staff members respect my family member's privacy	98.8%	100.0%	-1.2%

Overall Satisfaction

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
5.1 I would recommend <i>posAbilities</i> to a friend or family member	93.9%	100.0%	-6.1%
5.2 The programs and services my family member receives meet my expectations	91.7%	91.7%	0.0%
5.3 If I had other choices, I would still bring my	94.7%	94.3%	+0.4%

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
family member to <i>posAbilities</i>			
5.4 Overall, I am satisfied with the programs and services my family member received at <i>posAbilities</i>	93.9%	94.4%	-0.5%

General and Program Specific Items

Survey Item	2021 Response (agree + strongly agree)	2020 Response (agree + strongly agree)	Difference
6.1 I know the process of filing a complaint or grievance against provider agencies or staff	70.0%	48.3%	+21.7%
6.2 Written materials are easy for me to understand	96.0%	100.0%	-4.0%
6.3 The location where programs and services are provided is in good condition	96.9%	96.7%	+0.2%
6.4 I am satisfied with the cleanliness of the location	100.0%	100.0%	0.0%
6.5 As a result of programs and services, my family member gets along better with family	94.7%	92.0%	+2.7%
6.6 As a result of programs and services, my family member gets along better with friends and other people	96.4%	91.3%	+5.1%
6.7 As a result of programs and services, my family member is doing better in school and/or work	97.8%	95.0%	+2.8%
6.8 As a result of programs and services, my family member is better able to cope when things go wrong	89.8%	84.0%	+5.8%
6.9 As a result of programs and services, my family member is better able to do the things he or she wants to do	98.2%	95.8%	+2.4%
6.10 Relative works in a healthy environment	93.8%	100.0%	-6.2%
6.11 Services reduced family out-of-pocket expenses	82.7%	66.7%	+16.0%

Custom Questions related to *posAbilities*' COVID-19 Response – new for 2021

Survey Item	2021 Response (good + excellent)	2020 Response	Difference
1. Organization communicated accurate information promptly	88.4%	N/A	N/A
2. Organization made me feel safe during COVID-19	88.9%	N/A	N/A
3. Organization helped me understand COVID-19 safety measures	88.9%	N/A	N/A
4. Virtual visits were just as good or better than an in-person visit ⁴	75.7%	N/A	N/A
5. Organization took steps to prevent the spread of COVID-19	90.7%	N/A	N/A

Key Findings:

- Highlights of the family survey include that 25 of the 27 items from the main survey rated 90% or above with the remaining 2 still above 88%. This continues the overall trend of improvement from the previous year.
- 11 out of 27 items in the main section of the survey showed an increase with six of those showing an increase of greater than 5%.
- The highest overall scores were seen in the section on respect and privacy where all items remained above 97% although some had seen a slight decrease from the previous year where all scores stood at 100%.
- In the area of Autonomy, the item, “My family member participates in activities that are meaningful to him or her,” improved significantly; rising 10.1% to 96.2%. This outcome along with the improvement of 8.0% to 91.9% in the area of Staff Care on the item, “Programs and services are available when my family member needs them,” are notable considering we continue to be affected by a multi-year pandemic.
- Item 3.5, “I feel that my family member is safe at *posAbilities*,” and item 4.2, “People at *posAbilities* respect my family member as a person,” both continue to report 100%.
- Another significant improvement was in the General and Program Specific area on the item, “Services reduced family out-of-pocket

⁴ Note rather than ‘poor, fair, good, excellent’, response options for this question were: worse than in-person visit, just as good as in-person visit, or better than in-person visit.

expenses. This score rose 16% to 82.7%.

- The lowest score appeared in the general and program specific section for the item, “I know the process of filing a complaint or grievance against provider agencies or staff,” (70.0%). Despite the fact that this score remains low, it should be noted that it has improved by 21.7% from the previous year.
- New custom items for this year were included to gauge family members’ satisfaction with *posAbilities*’ response to the COVID-19 pandemic. It was notable that all areas but one scored above 88%. The only score that did not was to the question, “Virtual visit compared to an in-person visit,” (75.7%). It could be expected that some families would find virtual visits worse than traditional in-person visits.
- Finally, in the category of “Overall Satisfaction,” two items, “I would recommend *posAbilities* to a friend or family member,” (93.9%) and, “Overall, I am satisfied with the programs and services my family member received at *posAbilities*,” (93.9%), showed decreases of 6.1% and 0.5% respectively from the previous year’s scores. Nonetheless, all items in this category again scored over 90% this year.

Follow-up and Proposed Action:

- Our main focus with respect to our family surveys in the coming year will be on increasing the response rate.
- We will work with our Communications Team to explore strategies and explore whether options such as multiple survey formats are feasible.
- In order to continue improving on the item, “I know the process of filing a complaint or grievance against provider agencies or staff,” we will work with our Communications Team a rhythm for sending out reminders to families for how to share their stories and let us know how we are doing and at the same time outline the complaint process.
- We will also examine if the information about filing complaints currently provided during orientations is adequate.

4. PROGRAMS AND SERVICES: OUTCOMES DATA AND RESULTS

4.1 Home Supports

All of our residential services focus on inclusion. Persons served receive assistance and coaching in the areas of health and safety, community access, money management, nutrition, problem solving, relationship building and other aspects of daily living. We provide three distinct programs of residential services: Shared Living Services, Supported Living Network, and Community Housing.

4.1.1 *Shared Living Services*

Program Overview:

Shared Living Services offers a Community Living alternative in its inclusiveness, normal, daily living routines, providing family, friends, job training, recreational opportunity and privacy and comfort of a family home.

This arrangement can offer richer opportunities for developing natural relationships and social circles. It also increases the likelihood of having a more genuine and meaningful experience of community life.

In response to the need for residential options for persons served with developmental disabilities, *posAbilities* developed Shared Living Services to:

- Provide warm supportive environments to persons with disabilities.
- Enhance the lives of persons served to achieve greater independence with assistance, nurturing and inclusion by the shared living host family.
- Provide environments where our persons served thrive in an atmosphere that is encouraging and consistent.
- Provide, a means to a lifestyle which supplies stimulation, activity and identification and assistance in achievement of personal goals for our persons served.

Stakeholder Survey Results:

Survey 2020-21: Shared Living Providers

RESPONDENTS 24 of 137 = 17.5%

SURVEY METHOD Satisfaction Surveys were emailed to Shared Living Providers

OBJECTIVE To increase positive responses in each domain each year.

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Shared Living Provider					
1. I am treated with respect by the Shared Living Team	79.2%	20.8%	0.0%	0.0%	0.0%
2. My questions and concerns are addressed and responded to in a timely manner by the Shared Living Team.	66.6%	29.2%	4.2%	0.0%	0.0%
3. I get the support I need from the Shared Living Team.	66.7%	25.0%	8.3%	0.0%	0.0%
4. My Shared Living Coordinator consistently communicates with me.	74.0%	13.0%	13.0%	0.0%	0.0%
5. The Shared Living Team offers beneficial information about upcoming events and workshops/information sessions.	75.0%	20.8%	4.2%	0.0%	0.0%
6. The Shared Living Contractor Agreement is understandable.	58.3%	25.0%	16.7%	0.0%	0.0%
7. The Shared Living Contract is reviewed with me annually.	66.7%	25.0%	8.3%	0.0%	0.0%
8. The Shared Living Team appropriately matches homes with persons served.	41.7%	45.8%	12.5%	0.0%	0.0%
9. The Shared Living Team provides support and guidance to the contractors to assist persons served in pursuing their goals.	58.3%	33.3%	8.3%	0.0%	0.0%
10. The Shared Living Team provides me with valuable information about opportunities and resources for the person I support.	58.3%	37.5%	4.2%	0.0%	0.0%
11. Do you understand the role of the Quality Assurance Monitor?	YES: 95.8%		NO: 4.2%		

Key Findings:

- Notable on this year's survey was the fact that we again saw no responses of "strongly disagree" to any of the 11 survey questions and in an improvement over the previous year, also saw no responses of "disagree" either.
- For 8 of the 11 items, "agree" and "strongly agree" scores were above 90%.
- There were no items scoring below 80% this year. The one item that had scored below 80% the previous year, "The Shared Living Team appropriately matches homes with persons served," (72.0%), improved to 87.5% this year.
- The only other areas below 90% were, "My Shared Living Coordinator consistently communicates with me," (87.0%), and, "The Shared Living Contractor Agreement is understandable," (83.3%). Both of those items saw a small decrease as they were both above 90% the previous year.
- In a continuing positive trend from last year, the last item, "do you understand the role of the Quality Assurance Monitor?" (95.8%), has shown a nearly 16% increase in the previous two years, from 80.0% in 2019, to 91.0% in 2020, to 95.8% this year. This demonstrates that our efforts to inform stakeholders in this area continue to be fruitful.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records and from surveys completed by persons receiving Shared Living Services and their family members. These outcome results apply to persons participating in Shared Living services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Minimize the number of incidents involving verbal and physical aggression	Ratio of # of aggressive incidents involving verbal and physical aggression to # of persons served.	0.6	0.07	0.02	✓
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process.	1	0	0	✓
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served.	0.02	0.02	0.00	✓

Key Findings

- The file review revealed that we have met our expected targets regarding the minimization of incidents involving verbal and physical aggression, the reduction of medical/ treatment errors, as well as the minimization of validated complaints.

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Ability to do the things that are important to the person served	# and % of persons served who report that they are generally able to do things they want to do when they want to do them ⁵ .	75%	27 93%	15 83%	✓
	# and % of families who report that the services received at <i>posAbilities</i> make the person served better able to do the things they want to do.	75%	6 100%	8 100%	✓
Provides an individualized model of residential support which meets the needs, wants, and desires of the person served	# of persons receiving Shared Living Services who report they like where they live ⁶ .	85%	29 100%	16 89%	✓
	# and % of families of persons receiving Shared Living Services who report they are overall satisfied with the services received.	85%	6 100%	11 100%	✓

⁵ We assume the lack of financial resources is a barrier to achieve certain outcomes such as engagement in community activities (either due to the cost of participating in the activities, or the cost of transportation to get to those activities). The lack of financial resources can also be a barrier to access employment and volunteer opportunities mainly due to the cost of transportation to get to the sites. We will track this indicator to analyze its relationship with SL22, and also to see if the number of persons served who report they would like to find work opportunities (Q6) is correlated to the number of persons served who report they lack financial resources to do the things that are important to them. Financial resources for both families and persons served in FYE2021 may also have been affected by the ongoing pandemic.

⁶ Note the measure for this objective on the 2019 survey was persons served who report Shared Living services “met their need”.

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Encourage friendships, recreational opportunities, and privacy and comfort of a family home through service utilization	Number of persons receiving Shared Living Services.	90 ⁷	132	131	✓

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time from referral to service initiation	% of referred persons for whom services were initiated within 30 working days of referral.	80%	67%	44%	✗

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Promote overall safety	# and % of persons served who report feeling safe at <i>posAbilities</i> .	75%	32 97%	18 100%	✓
	# and % of families who report that	75%	5	11	✓

⁷ The total number of persons served is not entirely up to the organization and it can vary depending on external factors. We use this target as a projection, however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
	their family member is safe at <i>posAbilities</i> .		100%	100%	
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them.	90%	31 94%	17 94%	✓
	# and % of families of persons served who report that staff members treat them with respect and courtesy.	90%	6 100%	11 100%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff members at <i>posAbilities</i> listen to them.	90%	31 100%	16 89%	✗
Enhance relationships and social circles	# and % of persons served who report that they are more connected to people in their community since they started working with <i>posAbilities</i> .	75%	23 82%	13 72%	✗
	# and % of families who report that their family member gets along better with peers as a result of <i>posAbilities</i> .	75%	5 83%	8 100%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons served who report they are able to make choices about their care.	90%	29 91%	17 94%	✓

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maximize overall satisfaction with service	# and % of persons served who report they are happy with the services they get.	95%	29 100%	16 89%	✗

Key Findings:

- Shared Living survey results for FYE2021 show that we are meeting all targets for effectiveness and efficiency. In the area of input, we met targets for 6 of 9 objectives. We also fell short of the target for service access.
- Overall satisfaction with the service was slightly shy of target but still high at 89%.

Follow-up and Proposed Action:

- It is likely that due to the pandemic, routine social connections for persons served were impacted; affecting responses to the item about being more connected to people in their communities.
- For persons served who identify as wanting to enhance relationships and social circles, we will look to referring them to our innovation initiatives such as Curiko, Explore and BCC.
- We may also look at asking a custom question to determine the level of satisfaction with relationships and social circles. It may be the case that some persons served do not seek change in this area.
- With respect to overall satisfaction with services, we will standardize this target to 90% across service streams for future surveys. The 95% target for Shared Living may be unreasonably high.
- The Shared Living Provider Manual, Policies and Procedures, and Resources were updated in August 2021 and will be distributed to all Shared living Providers to assist them to better understand their Shared Living Independent Contractor Agreement and its obligations and responsibilities.

4.1.2 Supported Living

Program Overview:

The Supported Living program assist persons served with developmental disabilities to live as independently as possible within our communities.

A staff person supports the person served in the areas of daily life and self-care skills, home maintenance, and social integration. Supported Living staff also provides a crucial monitoring service to ensure health and safety needs are met and supported.

The program provides support in the following areas:

- Assisting with medical appointments and planning.
- Support to plan meals and buy food / other necessities.
- Assistance with budgeting, personal banking and other financial issues.
- Support with BC Housing and/or landlord and building requirements.
- Providing several community-based social programs to enhance quality of life and social interaction, such as community kitchens, community coffee groups, women with disabilities support groups, supported vacations.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records and from surveys completed by persons receiving Supported Living services and their family members. These outcome results apply to persons participating in Supported Living services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Minimize the number of incidents involving verbal and physical aggression	Ratio of # of aggressive incidents involving verbal and physical aggression to # of persons served.	0.6	0.03	0.02	✓
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process.	1	0	1	✓

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Deliver support in the areas of daily life and self-care skills, home maintenance, and social integration through Supported Living Network service utilization.	Number of persons served in SLN programs.	85	98	99	✓
Maximize staff retention	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period).	10% increase (compared to previous reporting period) ⁸	18	19	✗

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time from referral to service initiation	% of referred persons for whom services were initiated within 30 working days of referral.	80%	100%	57%	✗

⁸ Although the target for this measure is a 10% increase, we consider it a satisfactory result if there is no decrease from the previous year.

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Ability to do the things that are important to the person served	# and % of persons served who report that they can do the things they want to when they want to do them ⁹ .	75%	28 90%	29 91%	✓
	# and % of families who report that the services received at <i>posAbilities</i> make the person served better able to do the things they want to do.	75%	2 100%	9 100%	✓
Promote overall safety	# and % of persons served who report feeling safe at <i>posAbilities</i> .	75%	31 100%	32 100%	✓
	# and % of families who report that their family member is safe at <i>posAbilities</i> .	75%	4 100%	11 100%	✓
Promote community safety and confidence	# and % of persons served who say they know more about staying safe in their community since receiving SLN services.	80%	31 100%	27 87%	✓
Enhance overall wellbeing	# and % of persons served who report that their life is generally better since they started working with <i>posAbilities</i> .	80%	29 93%	28 93%	✓
Assist persons served in meeting or making progress toward Person Centered Planning goals	% of total goals which were reported as partially achieved, achieved, or ongoing maintenance.	75%	92%	88%	✓

⁹ We assume the lack of financial resources is a barrier to achieve certain outcomes such as engagement in community activities (either due to the cost of participating in the activities, or the cost of transportation to get to those activities). The lack of financial resources can also be a barrier to access employment and volunteer opportunities mainly due to the cost of transportation to get to the sites. We will track this indicator to analyze its relationship with SLN23 (overall satisfaction), and also to see if the number of persons served who report they would like to find work opportunities is correlated to the number of persons served who report they lack financial resources to do the things that are important to them.

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them.	90%	31 100%	28 90%	✓
	# and % of families who report that staff members at <i>posAbilities</i> treat them with respect and courtesy.	90%	4 100%	11 100%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff members at <i>posAbilities</i> listen to them.	90%	30 97%	28 88%	✗
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family member.	90%	5 100%	11 92%	✓
Enhance community based resilience.	# and % of families who report that as a result of programs and services, their family member is better able to cope when things go wrong.	75%	3 100%	8 89%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons served who report they are able to make choices about their care.	90%	31 94%	28 88%	✗
	# and % of families who report that their family member has the opportunity to provide input regarding the programs and services they receive.	90%	5 100%	10 100%	✓

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Provide education on rights and responsibilities.	# and % of persons served who report that staff have reviewed rights and responsibilities with them in the last year.	90%	31 100%	28 90%	✓
Maximize overall satisfaction with service	# and % of persons served who report they are happy with the services they get.	90%	30 97%	32 100%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i> .	95%	4 100%	10 100%	✓

Key Findings:

- SLN is meeting most targets in the areas of efficiency, service access, effectiveness, and input.
- There were 7 categories with scores of 100% in FYE2021, and a further 5 categories scoring 90% or higher.
- We fell slightly short in two areas of input, on the items, persons served who report “staff members at *posAbilities* listen to them,” (88%), and, persons served who report “they are able to make choices about their care,” (88%).
- There was also a drop in the score for service access where we were 23% short of target.
- The custom items also indicated a low score on the item, “families know the process of filing a complaint.” (44%)

Follow-up and Proposed Action:

- It is clear that routines and access to community were interrupted for many persons served during the pandemic and this may have affected responses to certain survey items. This may also have affected the perception of choice amongst persons served.
- We will be conducting a thorough review of all persons served goals to include post-pandemic updates with respect to community re-opening.

- It should be noted that although we strive to make services available as soon as possible, there are times when referred individuals do not immediately avail themselves of the services as soon as they are made available; contributing to occasional difficulty meeting this objective.

4.1.3

Community Housing

Program Overview:

posAbilities Community Housing programs provide 24 hour care and semi-independent living. This level of service is designed to meet the unique needs of the person served who live in the home. Services may include personal care, health planning, and behaviour support. For semi-independent living, staff support is focused on assisting persons served to develop independent living skills and build on the person served's existing strengths.

Outcomes Data and Results:

The following outcome results were obtained from **posAbilities'** records and from surveys completed by persons receiving Community Housing services and their family members. These outcome results apply to persons participating in Community Housing services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Move persons served to more or less independent living arrangements according to changes in their needs ¹⁰	# of persons served that move to a more independent living arrangement.	N/A ⁴	3	5	N/A
	# of persons served that move to a less independent living arrangement.	N/A ⁴	4	5	N/A
Minimize the number of incidents involving verbal and physical aggression	# of aggressive incidents involving verbal and physical aggression to # of persons served.	0.67	1.63	1.62	✗
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process.	1	1	0	✓

¹⁰ Persons served are moved to more or less independent living arrangements according to their needs and desires. We are interested in tracking these re-arrangements and making sure placements respond to person served's' needs and desires. However, this indicator is not specifically intended to meet a target. The rearrangement frequency is dependent on the changing needs of persons served.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served.	0.90	1.47	1.91	✗

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Promote service utilization through provision of staffed residential homes	Number of persons served in CH programs.	80 ¹¹	92	85	✓
Maximize staff retention	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period).	10% increase (compared to previous reporting period) ¹²	96	110	✓

¹¹ The total number of persons served is not entirely up to the organization and it can vary depending on external factors. We use this target as a projection; however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period. We also fill vacancies based on suitability and so vacancies remain unfilled until a compatible match is found.

¹² Although the target for this measure is a 10% increase, we consider it a satisfactory result if there is no decrease from the previous year.

Key Findings:

- The file review revealed we met our target related to minimizing the number of validated complaints processed through the formal complaint resolution process.
- We noted an increase in the number of medication errors in Community Housing programs this past year; missing our target for that measure as well as for the measure of aggressive incidents.
- The service utilization target of 80 represents the total number of available spaces in all *posAbilities* Community Housing Programs. The number of persons served in Community Housing programs is fluid and depends on referrals from CLBC that are a good match for those available spaces. Temporary vacancies may also occur if a person served is in transition from one Community Housing program to another at the time the total vacancy snapshot is taken.

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time from referral to service initiation	% of referred persons for whom services were initiated within 30 working days of referral.	95%	92%	86%	✗
Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Ability to do the things that are important to the person served ¹³	# and % of persons served who report that they can do the things they want to when they want to do them.	75%	54 93%	54 87%	✓
	# and % of families who report that the services received at <i>posAbilities</i> make the person receiving services better able to do the things they want to do.	75%	No responses	8 100%	✓

¹³ We assume the lack of financial resources is a barrier to achieve certain outcomes such as engagement in community activities (either due to the cost of participating in the activities, or the cost of transportation to get to those activities). The lack of financial resources can also be a barrier to access employment and volunteer opportunities mainly due to the cost of transportation to get to the sites. We will track this indicator to analyze its relationship with CH23 (overall satisfaction), and also to see if the number of persons served who report they would like to find work opportunities is correlated to the number of persons served who report they lack financial resources to do the things that are important to them.

Promote overall safety	# and % of persons receiving services who report feeling safe at <i>posAbilities</i> .	90%	63 98%	64 100%	✓
	# and % of families who report that their family member is safe at <i>posAbilities</i> .	80%	No responses	18 100%	✓
Assist persons receiving services in meeting or making progress toward Person Centered Planning goals	% of total goals which were reported as partially achieved, achieved, or ongoing maintenance.	80%	76%	73%	✗

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them.	90%	60 97%	63 98%	✓
	# and % of family members who report that they are treated with respect and courtesy by <i>posAbilities</i> ' staff	90%	No responses	19 100%	✓
Value and acknowledge each person's individuality	# and % of persons receiving services who report that staff members at <i>posAbilities</i> listen to them.	90%	59 98%	63 97%	✓
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family member.	90%	No responses	18 100%	✓
Enhance relationships and social circles	# and % of persons served who report that they are more connected to people in their community since they started working with <i>posAbilities</i> .	75%	22 82%	44 92%	✓

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Enhance Community-based Resilience	# and % of families who report that as a result of programs and services, their family member is better able to cope when things go wrong.	75%	No Responses	8 80%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons receiving services who report they are able to make choices about their care.	90%	60 94%	62 95%	✓
	# and % of families who report that their family member has the opportunity to provide input regarding the programs and services they receive.	90%	No responses	13 93%	✓
Provide education on rights and responsibilities	# and % of persons served who report that staff have reviewed rights and responsibilities with them in the last year.	90%	50 93%	61 97%	✓
Maximize overall satisfaction with service	# and % of persons served who report they are happy with the services they get.	90%	59 96%	62 98%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i> .	90%	No responses	18 95%	✓

Key Findings:

- In FYE2021, we fell short of two of our targets in the area of key monitoring; minimizing incidents of aggression and minimizing medication errors.
- We met 4 of 5 effectiveness targets; falling slightly short of the target for progress towards person centered planning goals as well as that for service access.
- In the area of input, we met all targets and furthermore saw increases in all but one measure and all but one score being above 90%. This was especially positive given the robust survey response from persons served.

- Response from families was also much better than last year but still has room for improvement.

Follow-up and Proposed Action:

- With respect to medication errors, we plan to implement several measures to both reduce errors and parse data to facilitate future analysis.
- We will conduct analysis of medical/treatments incidents, separate the recording of culpable and non-culpable medical/treatment errors, implement an alarm system to remind staff that it is time to administer medication, and implement a second staff conducting a double check after medication administration.
- With respect to critical incident reporting in general, we are revamping our Incident Report Form and making corresponding changes to our Critical Incident Reporting Procedure; followed by review and training for staff teams.
- Regarding person centred planning goals, it should be noted routines and access to community were interrupted due to the pandemic, which may have decreased the ability to target goals.
- We will nonetheless conduct a thorough review of all person served goals to include updates reflecting post pandemic and community re-opening.
- As noted elsewhere with respect to service access, there are a number of factors outside of our control that may affect service initiation; making both setting appropriate targets and meeting them challenging. We do plan to examine whether there is something different we could measure for this objective as well as looking at how referral and start date are defined.

4.2 Community Integration

Program Overview:

posAbilities Community Integration Programs offer a wide range of social, recreational and learning opportunities. Person served are encouraged to pursue their interests and explore different program options. In addition to the variety this approach offers, the person served has the opportunity to meet new people and to expand his or her social circle. Our programs offer a variety of opportunities including but not limited to:

- Rights and Responsibilities
- Developing and Building Healthy Relationships
- Personal Safety
- Community Kitchen/Cooking
- Music/Karaoke Café
- Arts and Crafts
- Improvisation/Theatre
- Multicultural Celebrations
- Volunteering
- Exercise Classes and Outdoor Sports
- Social Events and Dances
- Day-Trips
- Camping

Outcomes Data and Results:

The following outcome results were obtained from **posAbilities'** records and from surveys completed by persons receiving Community Integration services and their family members. These outcome results apply to persons participating in Community Integration services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Minimize the number of incidents involving verbal and physical aggression	# of aggressive incidents involving verbal and physical aggression to # of person served	0.8	0.4	0.04	✓
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	1	0	✓

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served	0.09	0.06	0.01	✓

Key Findings:

- The file review revealed we have maintained our low level of aggressive incidents over the past year; surpassing our target in this area. This is a result of, among many efforts, our work in the area of relational skills training (via the Mandt System), the deployment of our Registered Behaviour Technicians, and a focus on creating a rich and engaging quality of life for our persons served.
- We have also met targets in the other areas of key monitoring; minimizing complaints and minimizing medication errors.

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Promote service utilization through the provision of wide range of social, recreational and learning opportunities	Number of persons participating in Community Inclusion programs.	186	212	222	✓
Maximize staff retention	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period)	10% increase (compared to previous year)	72	66	✗

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time from referral to service initiation	% of referred persons for whom services were initiated within 30 working days of referral	95%	75%	59%	✗

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Ability to do the things that are important to the person served ¹⁴	# and % of persons served who report that they can do the things they want to when they want to do them.	90%	75 86%	53 88%	✗
	# and % of families who report that the service received at <i>posAbilities</i> make the person receiving services better able to do the things they want to do.	90%	No responses	10 100%	✓
Promote overall safety	# and % of persons served who report feeling safe at <i>posAbilities</i> .	90%	85 99%	60 98%	✓
	# and % of families who report that their family member is safe at <i>posAbilities</i> .	85%	3 100%	11 100%	✓
Assist persons receiving services in meeting or making progress toward Person Centered Planning goals	% of total goals which were reported as partially achieved, achieved, or ongoing maintenance.	95%	72%	75%	✗

Key Findings:

- In FYE2021, in the areas of efficiency, service access, and effectiveness, we met or exceeded targets in 4 of 8 categories.
- We had a decrease in staff retention likely due to Community Integration programs being closed during the pandemic and then operating with reduced staffing.
- Although we fell short of targets on 2 of 5 effectiveness measures, it should be noted that 3 measures scored 98% or above.

¹⁴ We assume the lack of financial resources is a barrier to achieve certain outcomes such as engagement in community activities (either due to the cost of participating in the activities, or the cost of transportation to get to those activities). The lack of financial resources can also be a barrier to access employment and volunteer opportunities mainly due to the cost of transportation to get to the sites. We will track this indicator to analyze its relationship with CI21 (overall satisfaction), and also to see if the number of persons served who report they would like to find work opportunities is correlated to the number of persons served who report they lack financial resources to do the things that are important to them.

- We fell short on the measures of persons served reporting “they can do the things they want to when they want to do them,” (88%) and of making progress towards Person Centred Planning goals (75%).

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them.	90%	86 100%	56 92%	✓
	# and % of family members who report that they are treated with respect and courtesy by <i>posAbilities</i> staff.	90%	4 100%	13 93%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff members at <i>posAbilities</i> listen to them.	90%	84 99%	56 92%	✓
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family member.	85%	6 100%	12 86%	✓
Enhance relationship and social circles	# and % of persons served who report that they are more connected to people in their community since they started working with <i>posAbilities</i> .	75%	70 93%	53 87%	✓
Enhance Community-based Resilience	# and % of families who report that as a result of program and services, their family member is better able to cope when things go wrong.	75%	1 100%	8 89%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons served who report they are able to make choices about their care.	95%	75 94%	53 88%	✗
	# and % of families who report that their family member has the opportunity to provide input regarding the programs and services they receive.	75%	4 100%	11 100%	✓
Provide education on rights and responsibilities	# and % of persons served who report that staff have reviewed rights and responsibilities with them in the last year.	90%	78 98%	56 92%	✓
Maximize overall satisfaction with service	# and % of persons served who report they are happy with the services they get.	95%	84 99%	59 97%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i>	90%	3 75%	12 92%	✓

Note: Responses of “I don’t know”, “N/A” and “Did Not Answer” were removed to increase statistical accuracy.

Key Findings:

- In the area of input I FYE2021, we met or exceeded targets for 10 of 11 measures. Further, 7 of 11 measures scored 90% or higher and all measures, including the one that missed target, scored above 85%.
- Although scores remain high, we did observe small decreases in scores across 10 of 11 measures.
- It should be noted that some of the scores in this area are drawn from a very small pool of respondents due to the low response rate from families of persons served and should be viewed with that context.

Follow-up and Proposed Action:

- With respect to Person Centred Planning goals as well as the measures “persons served who report that they can do the things they want to when they want to do them,” and, “persons served who report they are able to make choices about their care,” it should be noted routines, program attendance, and access to community were all interrupted due to the pandemic and this may have decreased the ability to target goals as well as persons served perceptions of autonomy and choice.
- We will nonetheless conduct a review of all person served goals to include updates reflecting post pandemic and community re-opening in order to address both measures.
- With respect to service access, given that there a number of factors that are outside of our control that impact service initiation, it is difficult to determine an appropriate target.
- We will explore if there are alternatives to the current measure for service access as well as looking at how referral and start date are defined.

4.3 Building Caring Communities

Program Overview:

Building Caring Communities (BCC) works with persons served who are ready to broaden their horizons and stretch towards new experiences and growth. BCC shares a strengths-based and relational approach that invites people to be active participants in shaping what they want for their future. Person served engage in a fun, interactive and reflective process that surfaces more self-knowledge, because we believe knowing who you are and what you want is the key to living a life that is meaningful to you.

Building Caring Communities - Participants of BCC work with a Community Connector for a period of time focusing on the following areas of change:

- **Exploring Community** - finding people, places and resources to connect with.
- **Building Relationships** - spending time and developing relationships with people - whether that be someone new, someone already known or someone from the past.
- **Learning and Growing** - having opportunities to practice and build confidence with the skills needed to make and sustain connections.
- **Purpose and Planning** – reflecting on experiences and contribute to shaping what’s next.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*’ records and from surveys completed by persons receiving services from Building Caring Communities and their family members. These outcome results apply to persons served participating in BCC services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Minimize the number of validated complaints that are processed through the formal complaint resolution process.	# of validated complaints that are processed through the formal complaint resolution process.	0	0	0	✓

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Promote BCC service Utilization through Provision of a wide range of social, recreational, and learning opportunities	Number of persons participating in BCC ¹⁵ .	40	59	73	✓
Maximize staff retention	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period).	10% increase (compared to previous year) ¹⁶	2	4	✓
Maintain full caseloads for each Community Connector FTE ¹⁷	# of participants/Community Connector FTE	10/FTE	N/A	11.2/FTE	✓

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time from referral to service initiation	% of referred persons for whom services were initiated within 30 working days of referral.	80%	100%	97%	✓

- During FYE2021, we met our key monitoring targets as well as expected targets for efficiency and service access.

¹⁵ The total number of persons receiving services is not entirely up to the organization and it can vary depending on external factors. We use this target as a projection; however, it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

¹⁶ Although the target for this measure is a 10% increase, we consider it a satisfactory result if there is no decrease from the previous year.

¹⁷ New for 2021

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Ability to do the things that are important to persons served	# and % of persons receiving services who report that they can do the things they want to when they want to do them.	75%	5 83%	3 100%	✓
	# and % of families who report that the services received at <i>posAbilities</i> make the person receiving services better able to do the things they want to do.	75%	1 100%	3 100%	✓
Promote overall safety	# and % of persons receiving services who report feeling safe at <i>posAbilities</i> .	80%	6 100%	3 100%	✓
To increase the number of "community introductions" ¹⁸	Average #/participant of new places, groups and people that participants have explored with a Connector.	N/A	N/A	7	N/A
To increase the number of "community connections" ¹⁹	Average #/participant of places, groups and people that participants have returned to consistently, without a Connector.	N/A	N/A	3	N/A
To increase the number of "community contributions" ²⁰	Average #/participant of places, groups and people where participants are recognized and valued for what they have to offer.	N/A	N/A	2	N/A
To increase the number of people (who are not family or existing paid support staff) and resources in Participants' network of support. ²¹	% change in the average number of people (who are not family or existing paid support staff) and resources in Participants' network of support.	N/A	N/A	0.0%	N/A

- Note that there continue to be adjustments made to the survey instrument piloted two years ago for persons served by BCC. The survey instrument poses questions designed to capture effectiveness data using a "pre-post" format; with the same questions posed at the start of service and again at the end of service. Due to the changes in the instrument mid-way through the fiscal year, the sample of persons served who answered both baseline and exit surveys using the old instrument was very small. We hope to have more robust data next year.

¹⁸ New for 2021. Target to be established for 2022.

¹⁹ New for 2021. Target to be established for 2022.

²⁰ New for 2021. Target to be established for 2022.

²¹ New for 2021. Target to be established for 2022.

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them.	90%	6 100%	3 100%	✓
	# and % of family members who report that they are treated with respect and courtesy by <i>posAbilities</i> ' staff.	90%	1 100%	3 100%	✓
Value and acknowledge each person's individuality	# and % of persons receiving services who report that staff members at <i>posAbilities</i> listen to them.	90%	6 100%	2 67%	✗
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family members.	90%	1 100%	3 100%	✓
Enhance relationships and social circles	# and % of persons served who report that they are more connected to people in their community since they started working with <i>posAbilities</i> .	75%	6 100%	3 100%	✓
Enhance Community-based Resilience	# and % of families who report that as a result of programs and services, their family member is better able to cope when things go wrong.	75%	1 100%	3 100%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons receiving services who report they are able to make choices about their care.	90%	5 100%	3 100%	✓
	# and % of families who report that their family member has the opportunity to provide input regarding the programs and services they receive.	90%	1 100%	3 100%	✓
Provide education on rights and responsibilities	# and % of persons served who report that staff have reviewed rights and responsibilities with them in the last year ²² .	90%	6 100%	3 100%	✓
Maximize overall satisfaction with service	# and % of persons served who report they are happy with the services they get.	95%	6 100%	3 100%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i> .	95%	1 100%	3 100%	✓

²² Note this question was new for BCC starting in FYE2020.

Key Findings:

- Data for BCC shows we met all targets in FYE2021 except for the survey item, “persons receiving services who report that staff members at *posAbilities* listen to them,” (67%), which was well short of the target of 90%. Otherwise, many of the other measures scored 100%.
- It should be noted response rates amongst BCC families and persons served have historically been very low; and FYE2021 was no exception. Results should thus be viewed with caution as a single response in either direction may skew results dramatically when there are only a handful of responses.

Follow-up and Proposed Action:

- Although response rates have been low historically, the pandemic and the inability to provide supports in community may have negatively impacted response rates even more.
- We plan to work with our Communications Team to examine strategies to increase response rates.
- In future years, we will also have more data from the custom BCC survey instrument and will be able to develop targets and make year upon year comparisons.

4.4 Explore

Program Overview:

Working with a Journey Facilitator, Explore person served are motivated to understand their identity, build autonomy, and co-design their journeys. This process includes:

- **Deep Dive Discovery** (6-8 weeks) –persons served engage in reflective activities and storytelling
- **Action Plan** -persons served are involved in shaping their journey with determining goals and have a vision of their future selves
- **Service/Platform Collaboration** – connecting persons served to supports that match their goals. A community of professionals develop around the persons served to provide very individualized supports.
- Services/platforms offered in Explore: Building Caring Communities, Employment Services, Laurel Behaviour Support Services, Kudoz.
- **Continued Check-Ins** – persons served receive the support they need when they experience meaningful life changes, roadblocks or reimagining of goals.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records and from surveys completed by persons receiving Explore services and their family members. These outcome results apply to persons participating in Explore services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020 ²³	Outcome 2021	Target Achieved
Minimize the number of validated complaints that are processed through the formal complaint resolution process.	# of validated complaints that are processed through the formal complaint resolution process.	0	0	0	✓

²³ FYE2020 was the first year that Explore was evaluated as a separate and distinct service stream and so the first year data was available as a comparator. In FYE2019, Explore and Building Caring Communities (BCC) were evaluated together.

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Promote Explore service utilization through provision of a wide range of social, recreational, and learning opportunities	Number of persons participating in Explore ²⁴	40	46	68	✓
Maximize staff retention	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period)	10% increase (compared to previous year) ²⁵	2	4	✓

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time from referral to service initiation	% of referred persons for whom services were initiated within 30 working days of referral.	80%	60%	91%	✓

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Ability to do the things that are important to persons served	# and % of persons receiving services who report that they can do the things they want to when they want to	75%	11 92%	6 100%	✓

²⁴ The total number of persons receiving services is not entirely up to the organization and it can vary depending on external factors. We use this target as a projection; however, it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

²⁵ Although the target for this measure is a 10% increase, we consider it a satisfactory result if there is no decrease from the previous year.

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
	do them.				
	# and % of families who report that the services received at <i>posAbilities</i> make the person receiving services better able to do the things they want to do	75%	No responses	3 100%	✓
Promote overall safety	# and % of persons receiving services who report feeling safe at <i>posAbilities</i> .	80%	13 100%	6 86%	✓

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them.	90%	14 100%	8 100%	✓
	# and % of family members who report that they are treated with respect and courtesy by <i>posAbilities'</i> staff	90%	No responses	3 100%	✓
Value and acknowledge each person's individuality	# and % of persons receiving services who report that staff members at <i>posAbilities</i> listen to them.	90%	14 100%	7 88%	✗
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family members.	90%	No responses	3 100%	✓
Enhance relationships and social circles	# and % of persons served who report that they are more connected to people in their community since they started working with <i>posAbilities</i> .	75%	13 100%	6 86%	✓
Enhance Community-based Resilience	# and % of families who report that as a result of programs and services, their family member is better able to cope when things go wrong.	75%	No responses	3 100%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons receiving services who report they are able to make choices about their care.	90%	13 100%	6 86%	✗
	# and % of families who report that their family	90%	No	3	✓

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
	member has the opportunity to provide input regarding the programs and services they receive.		responses	100%	
Provide education on rights and responsibilities	# and % of persons served who report that staff have reviewed rights and responsibilities with them in the last year ²⁶ .	90%	12 100%	6 86%	✗
Maximize overall satisfaction with service	# and % of persons served who report they are happy with the services they get.	95%	12 92%	6 100%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i> .	95%	No responses	3 100%	✓

Key Findings:

- In FYE2021, Explore met all targets in the areas of key monitoring, efficiency, service access, and effectiveness.
- Scores were high in the area of input as well, with many items scoring 100%.
- There were 3 items falling short of targets in the area of input but all of these items missed their targets by less than 5%.

Follow-up and Proposed Action:

- As with BCC, response rates for Explore families and persons served were relatively low in FYE2021 and all scores must be view from this context. With very low response rates, a single negative response may result in a missed target.
- The pandemic and the inability to provide supports in community may have been a factor.
- We plan to work with our Communications Team to examine strategies to increase response rates.

²⁶ Note this question is new for Explore starting in FYE2020.

4.5 Employment Services

Program Overview:

posAbilities Employment Services assists individuals with developmental disabilities to prepare for, secure, and maintain competitive employment. We offer job seekers:

- support to prepare a résumé and cover letter
- secure paid employment
- on-site job training
- the ability to identify and learn workplace skills
- participation in our Job Club once employed
- connection to other services as needed

Survey 2020-21: Community Employers

RESPONDENTS	7 of 79 (9% response rate)
SURVEY METHOD	Employer Surveys are distributed by email.
OBJECTIVE	To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

Sector of Business Community Represented

Retail:	2
Health:	0
Other/unknown:	5

	Excellent	Very Good	Good	Adequate	Needs Improvement
Community Employers					
Matching the employee's skills to the requirements of the job.	42.9%	0.0%	42.9%	12.5%	14.3%
Satisfaction with posAbilities Employment Service in understanding your business needs.	42.9%	42.9%	0.0%	0.0%	14.3%
Job coaching of the employment specialist to ensure duties were performed to standard.	42.9%	42.9%	0.0%	0.0%	14.3%

	Excellent	Very Good	Good	Adequate	Needs Improvement
Community Employers					
Your satisfaction with providing worksite adjustment modifications.	57.1%	28.6%	0.0%	0.0%	14.3%
Your satisfaction with providing follow up service if required.	57.1%	28.6%	0.0%	0.0%	14.3%
Providing information about our job seekers and service.	42.9%	42.9%	0.0%	0.0%	14.3%
Responding to your questions, concerns, or needs in a timely, helpful, and understanding manner.	71.4%	14.3%	0.0%	0.0%	14.3%
Supports/services were provided at a time that was convenient to you.	57.1%	28.6%	0.0%	14.3%	0.0%
Being respectful and following the work environment standards/expectations.	57.1%	28.6%	0.0%	14.3%	0.0%

Have we met the following requirements? (% of employers who answered "yes")

Respectful	100.0%
Professional	83.3%
Helpful	83.3%
Trustworthy	83.3%
Would recommend PES to another employer?	83.3%

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records as well as from surveys completed by persons receiving Employment services and their family members. These outcome results apply to persons receiving Employment Services and their families. The file review showed that all targets set for Employments Services' key monitoring items have been met.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	0	0	✓

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Provide assistance to prepare for, secure, and maintain competitive employment	Number of persons receiving employment services.	90	405	334	✓
Maintain length of time between start of job search and first job placement	Average length of time between start of job search and first job placement	8 months	3.5 months	3.1 months	✓
Maximize staff retention	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period)	10% increase (compared to previous year) ²⁷	3	3	✗

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time from referral to service initiation	% of referred persons for whom services were initiated within 30 working days of referral	80%	99%	100%	✓

²⁷ Although the target for this measure is a 10% increase, we consider it a satisfactory result if there is no decrease from the previous year.

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Increase the number of persons served who are employed	# of job placements secured	90	72	50	✗
	# of job placements sustained for 6 months or more	45	47	31	✗
Increase engagement, knowledge, and connections in the workplace as a result of services received	# and % of persons served who report that they like where they work.	80%	46 100%	14 88%	✓
	# and % of persons served who reported that they get training at their job.	80%	45 96%	15 94%	✓
	# and % of persons served who report that they have friends where they work.	80%	36 80%	13 81%	✓

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them.	90%	46 98%	16 100%	✓
	# and % of families who report that staff members treat them with respect and courtesy.	90%	22 100%	23 96%	✓
Value and acknowledge each person's individuality	# and % of persons receiving services who report that staff members at <i>posAbilities</i> listen to them.	90%	47 98%	16 100%	✓
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family member.	90%	20 87%	19 79%	✗
Provide education on rights and responsibilities	# and % of persons served who report that staff have reviewed rights and responsibilities with them in the last year.	85%	44 94%	16 100%	✓
Maximize overall satisfaction with service	# and % of persons served who report they are happy with the services they get.	90%	45 92%	15 94%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i> .	90%	20 95%	20 87%	✗

Note: Responses of “I don’t know”, “N/A” and “Did Not Answer” were removed to increase statistical accuracy.

Key Findings:

- Although responses to the employer survey were very positive, with all scores above 80%, the response rate was low.
- We far exceeded efficiency targets for number of persons receiving services as well as length of time between start of job search and first placement. We will look to re-evaluate targets in these areas in the coming year.
- We continued to perform well on effectiveness measures although we did fall short of targets for total job placements secured as well as placements retained for 6 months or more. This was most likely due to pandemic related shut-downs of businesses and other restrictions.
- We met targets on all but two measures of input, falling short on the items, “families who report that staff at *posAbilities* pay attention to what they say regarding their family member,” (79%), and, “families who report that overall, they are satisfied with the programs and services their family member receives at *posAbilities*,” (87%), the latter being very close to the target of 90%.

Follow-up and Proposed Action:

- With respect to the input measures falling short of targets, some families may not always understand that the Employment Service methodology is based on best practices and thus cannot always be adjusted freely in response to family requests.
- We will be adding a new section to the Employment Services booklet explaining our person centred practices and how responsive we can be to specific family requests.
- We may look to adjusting targets for number of placements secured and number of placements retained for 6 months or more depending on the progress of the provincial re-start plan.

4.6 Laurel Behaviour Support Services

Program Overview:

Laurel Behaviour Support Services (LBSS) aims at empowering individuals with Autism Spectrum Disorder, other developmental disabilities or behaviour challenges, through consultation, training and family support. We create individualized support programs aimed at decreasing challenging behaviour and teaching new skills across the following focus areas:

- Communication
- Cognition or academic skills
- Play and social skills
- Self-Management
- Physical development of fine and gross motor skills
- Self-Care and adaptive living skills

Outcomes Data and Results: The following outcome results were obtained from *posAbilities*' records.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Provision of behavior support services	Number of children (over 6 years old) served through MCFD funded services.	400	443	444	✓
	Number of children (0-19 years old) served through private contracts.	50	94	73	✓
	Number of adults (over 19 years old) served.	N/A	312	351	N/A
Refer families to the Director of Community Engagement for resource coordination as needed	# of families referred to the Director of Community Engagement.	N/A	15	15	N/A
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process.	0	0	0	✓

Efficiency					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Provision of direct service	% of total hours used towards direct service.	70%	72%	69%	✗
Maximize staff retention	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous year). ²⁸	10% increase	21	22	✗

Service Access					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maintain the length of time between referral and service initiation	% of referred persons for whom services were initiated within 30 working days of referral.	95%	93%	96%	✓

Effectiveness					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Maximize meeting or making progress towards goals	% of total goals which were reported as in progress, on maintenance, or achieved/mastered.	80%	50%	66%	✗
Ensure behaviour plans address priorities identified by the family/team	% of stakeholders that report that behavior plans address priorities identified by the family/team.	80%	90%	91%	✓
Maximize behavior plan outcomes	% of stakeholders that report that they saw an overall improvement in the person served's behavior (reduction of challenging behavior and increase in adaptive skills) as a result of the service	80%	59%	60%	✗

²⁸ Although the target for this measure is a 10% increase, we consider it a satisfactory result if there is no decrease from the previous year.

Input					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Communication	% of stakeholders that report the consultant's communication skills meet the needs of the team.	80%	91%	94%	✓
Reliability and accountability	% of stakeholders that report consultants assigned to work with them is reliable and accountable.	80%	86%	92%	✓
Implementation Support	% of stakeholders that report that the consultant provides sufficient training and hands-on demonstrations to successfully implement programs.	80%	87%	89%	✓
Ethical and respect behavior	% of stakeholders that report that the consultant demonstrated confidentiality, showed empathy and respect, and was flexible in her interactions.	80%	91%	92%	✓

Key Findings:

- All targets for key monitoring were met in FYE2021.
- On measures of effectiveness, we did fall short on 2 of 3 targets although there was a slight increase on all three measures from the previous year.
- Laurel Behaviour Support Services uses a custom survey for their input objectives and scores were well above target in all areas.
- Scores for each measure additionally showed an increase from the previous year.

Follow-up and Proposed Action:

- With respect to maximizing or making progress towards goals, we intend to revise the way goals are being captured on our ShareVision database to reflect stage of service. The rationale is that stakeholders in the intake, assessment, or training stages may often respond that goals are not met. It is also difficult to report on progress or ascertain if progress is being made if they are in those stages of services.

- With respect to stakeholders reporting they saw an overall improvement in the person served's behaviour, it is important to note our service is a 'mediator' model. As such, it depends on parents or significant others to effect change by implementing behavior support plans. If families or teams have barriers that are beyond the scope of our services, such as, capacity, mental health issues, marital issues, financial strain, lack of time, etc., it impacts behaviour outcomes. The pandemic and the pivot to remote delivery may also have impacted outcomes.
- We intend to address this measure by conducting an analysis of the barrier data on our ShareVision database to develop targeted strategies for each family.

4.7 Laurel Behaviour Support Services - Training

Program Overview

LBSS Training offers learning opportunities for parents and other professionals involved in supporting individuals diagnosed with Autism Spectrum Disorders and other developmental disabilities. Our workshops can be modified both as a full- or half-day to groups of various sizes. We can also develop an individualized training workshop to meet the needs of the group.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2020	Outcome 2021	Target Achieved
Provision of Training ²⁹	Number of group trainings (Triple P®) offered to parents	2	0	2	✓
	Number of trainings (Capacity Building) offered to professionals	10	5	17	✓
	Number of group trainings (PEERS) offered to adults	2	4	4	✓
	Number of group trainings (Connect with PEERS®) offered to children	2	2	3	✓

Key Findings:

- All targets for training were met or exceeded in FYE2021. A very positive outcome despite some of the challenges imposed by pandemic related restrictions.

²⁹ Although we set targets for training, meeting these targets is not entirely up to the organization as there are occasions when training sessions are offered but then cancelled due to lack of interest. We will continue to offer as many external training programs as possible.

5. POSABILITIES EMPLOYEES: OUTCOMES DATA AND RESULTS

Survey Results: *posAbilities*' Employees

Satisfaction Survey December 2020 Employee Climate:

RESPONDENTS	291 of 529 surveys distributed for a response rate of 55%; a slight decrease of 5% from 2019.
SURVEY METHOD	Employee Climate Survey distributed and analyzed by uSPEQ Research and Reporting
OBJECTIVE	To increase satisfaction in each category each year

RESPONSE DISTRIBUTION

Regular Direct Support Staff:	48.2%	Team Leader/Coordinator/Clinical Supervisor/Assistant Clinical Manager:	9.0%
Casual Direct Support Staff:	15.5%	Manager/Director:	4.0%
Senior Support Worker:	10.1%	Admin/HR/Accounting Staff:	5.6%
Behaviour Consultant:	7.6%		

The top five employee climate survey items with positive responses were:

Survey Item	December 2020 Response (agree + strongly agree)	December 2019 Response (agree + strongly agree)	Difference
G.4 Understand job responsibilities	99.7%	97.4%	+2.3%
A.1 Aware of organization's mission	98.3%	97.5%	+0.8%
A.2 Support organization's overall direction	97.3%	97.7%	-0.4%
A.3 Organization values diversity	96.6%	98.0%	-1.4%
D.3 Work well with co-workers	96.5%	95.5%	+1.0%
G.7 Clear about role/responsibilities	96.5%	94.3%	+2.2%

The five survey items with the lowest positive response rating were:

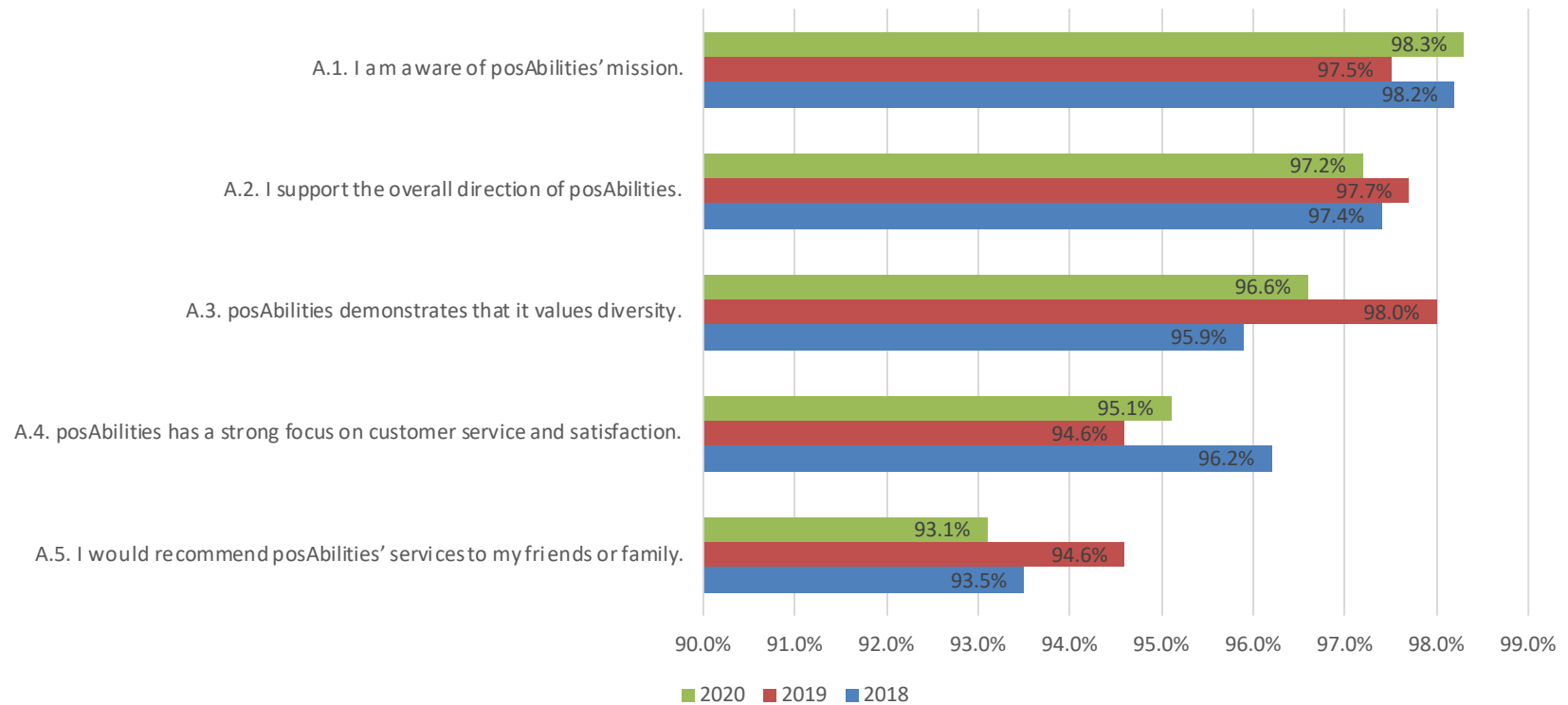
Survey Item	December 2020 Response (agree + strongly agree)	December 2019 Response (agree + strongly agree)	Difference
H.2 Satisfied with benefit package	66.9%	64.3%	+2.6%
H.1 Paid fairly for work	71.8%	67.2%	+4.6%
B.3 Asked for input on job decisions	76.7%	79.9%	-3.2%
H.5 Staff promoted on merits	77.8%	76.5%	+1.3%
H.6 Recognition of high performing staff	78.4%	78.6%	-0.2%

Employee Climate Survey Results by Category:

A. Organizational Climate

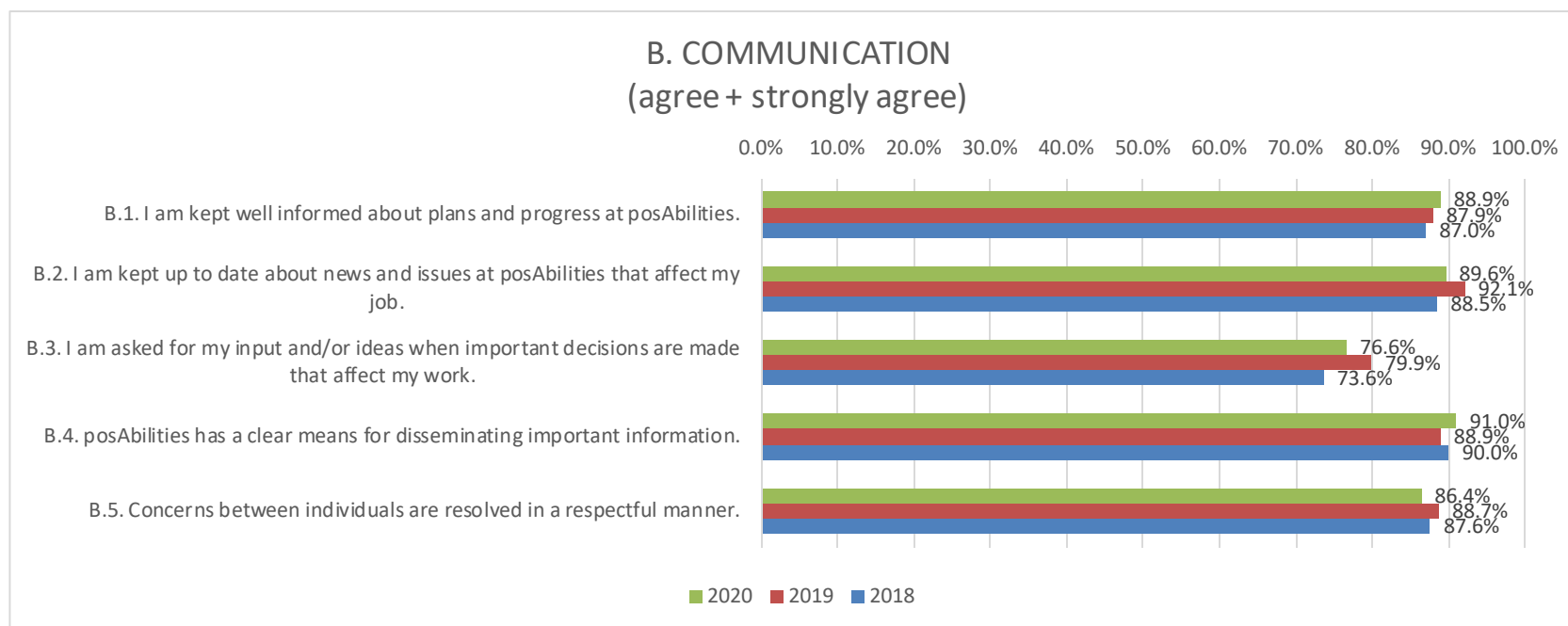
	Strongly Disagree	Disagree	Agree	Strongly Agree
A. ORGANIZATIONAL CULTURE and OUTLOOK				
A.1. I am aware of <i>posAbilities</i> ' mission.	1.0%	0.7%	36.8%	61.5%
A.2. I support the overall direction of <i>posAbilities</i> .	0.7%	2.1%	40.5%	56.7%
A.3. <i>posAbilities</i> demonstrates that it values diversity.	1.0%	2.4%	35.4%	61.2%
A.4. <i>posAbilities</i> has a strong focus on customer service and satisfaction.	1.0%	3.8%	44.9%	50.2%
A.5. Would recommend <i>posAbilities</i> to friends/family	1.0%	5.9%	39.8%	53.3%

A. Organizational Culture and Outlook (agree + strongly agree)



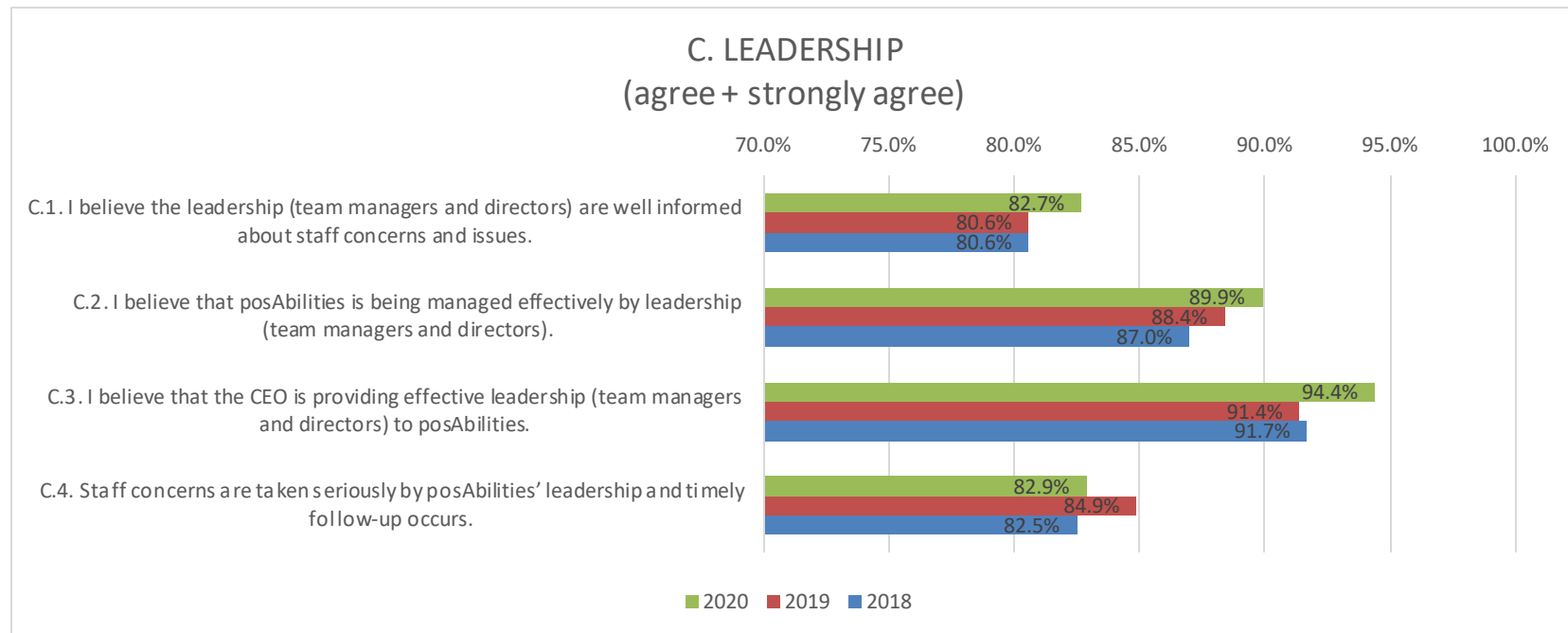
B. Communication

	Strongly Disagree	Disagree	Agree	Strongly Agree
B. COMMUNICATION				
B.1. I am kept well informed about plans and progress at <i>posAbilities</i> .	1.0%	10.0%	56.4%	32.5%
B.2. I am kept up to date about news and issues at <i>posAbilities</i> that affect my job.	1.0%	9.3%	51.2%	38.4%
B.3. I am asked for my input and/or ideas when important decisions are made that affect my work.	4.9%	18.5%	44.9%	31.7%
B.4. <i>posAbilities</i> has a clear means for sharing important information.	2.4%	6.6%	57.4%	33.6%
B.5. Staff concerns are resolved respectfully at <i>posAbilities</i> .	2.8%	10.8%	50.5%	35.9%



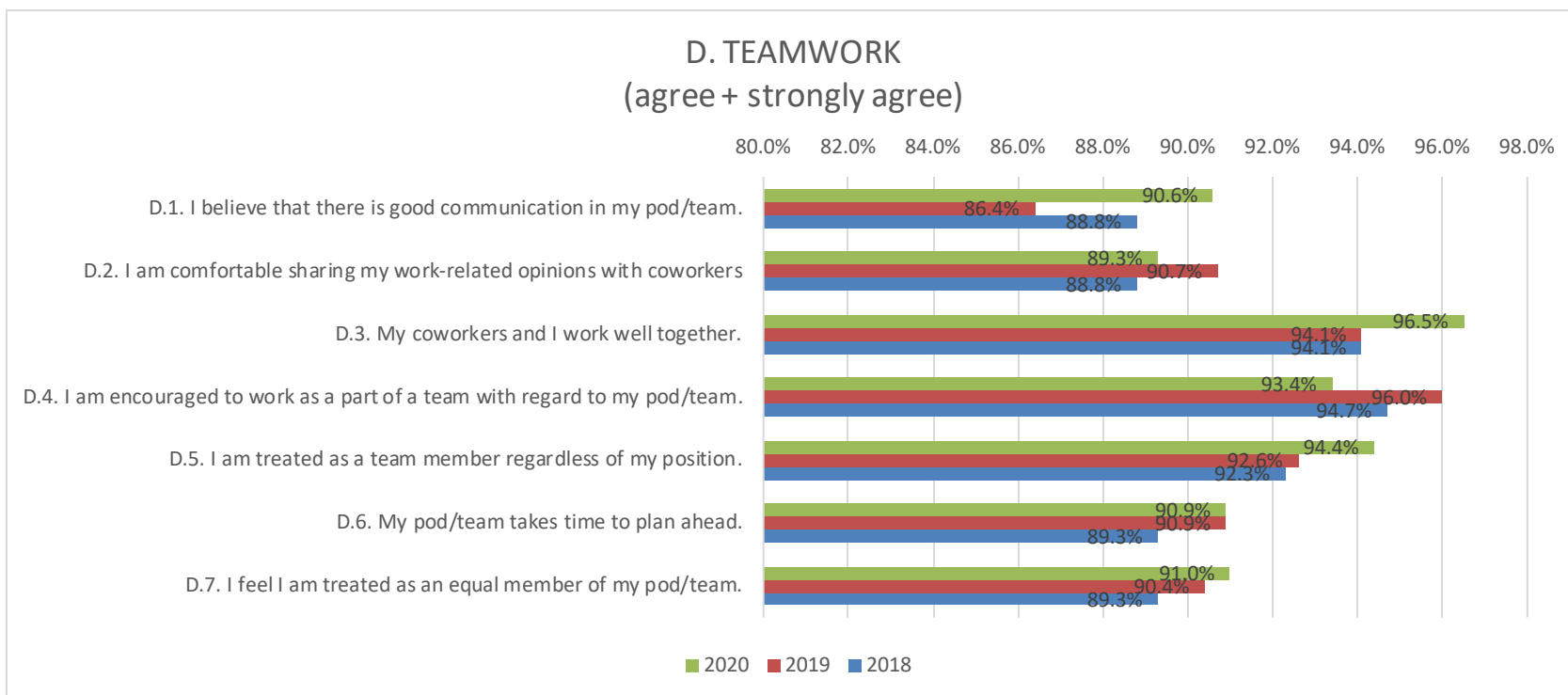
C. Leadership

	Strongly Disagree	Disagree	Agree	Strongly Agree
C. LEADERSHIP				
C.1. I believe the leadership (team managers and directors) are well informed about staff concerns and issues.	4.2%	13.2%	52.8%	29.9%
C.2. I believe that <i>posAbilities</i> is being managed effectively by leadership (team managers and directors).	2.4%	7.7%	55.1%	34.8%
C.3. I believe that the CEO is providing effective leadership (team managers and directors) to <i>posAbilities</i> .	1.4%	4.2%	49.8%	44.6%
C.4. Staff concerns are taken seriously by <i>posAbilities</i> ' leadership and timely follow-up occurs.	3.1%	13.9%	50.5%	32.4%



D. Workgroup

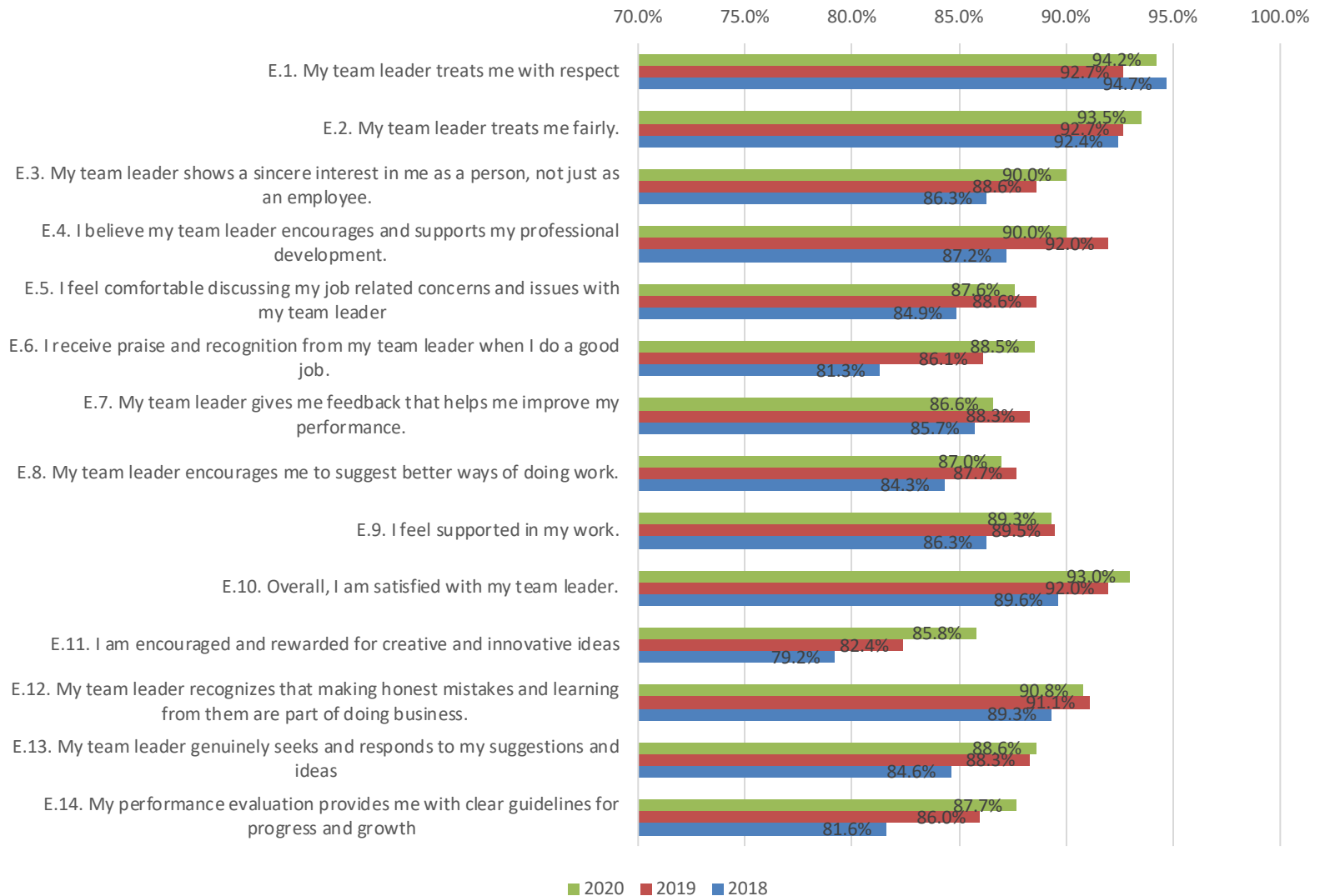
	Strongly Disagree	Disagree	Agree	Strongly Agree
D. TEAMWORK				
D.1. I believe that there is good communication in my pod/team.	1.4%	8.0%	50.3%	40.3%
D.2. I am comfortable sharing my work-related opinions with coworkers	2.4%	8.3%	41.5%	47.8%
D.3. My coworkers and I work well together.	0.7%	2.8%	39.4%	57.1%
D.4. I am encouraged to work as a part of a team.	1.0%	5.6%	41.3%	52.1%
D.5. I am treated as a team member regardless of my position.	1.4%	4.2%	43.4%	51.0%
D.6. My pod/team takes time to plan ahead.	1.7%	7.3%	52.1%	38.8%
D.7. I feel I am treated as an equal member of my pod/team.	1.7%	7.3%	43.1%	47.9%



E. Manager Support

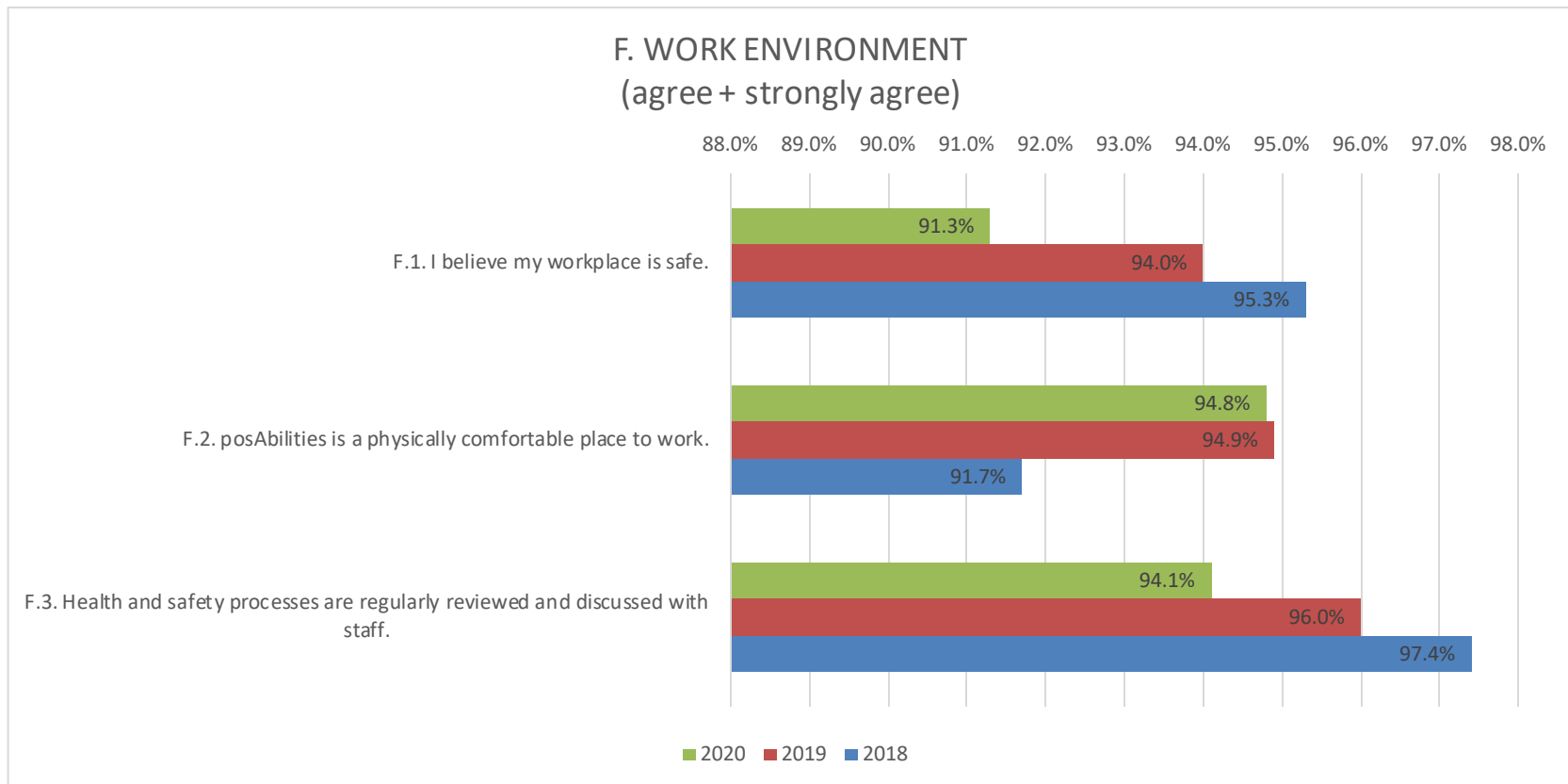
	Strongly Disagree	Disagree	Agree	Strongly Agree
E. MANAGER SUPPORT				
E.1. My team leader respects me.	1.9%	3.8%	40.2%	54.0%
E.2. My team leader is fair.	1.9%	4.6%	40.8%	52.7%
E.3. My team leader shows a sincere interest in me as a person, not just as an employee.	3.1%	6.9%	42.3%	47.7%
E.4. I believe my team leader encourages and supports my professional development.	2.7%	7.3%	41.5%	48.5%
E.5. I feel comfortable discussing my job related concerns and issues with my team leader	4.3%	8.2%	40.5%	47.1%
E.6. I receive praise and recognition from my team leader when I do a good job.	2.7%	8.9%	42.9%	45.6%
E.7. My team leader gives me feedback that helps me improve my performance.	3.1%	10.4%	40.4%	46.2%
E.8. My team leader encourages me to suggest better ways of doing work.	3.8%	9.2%	41.4%	45.6%
E.9. I feel supported in my work.	4.6%	6.1%	42.0%	47.3%
E.10. Overall, I am satisfied with my team leader.	5.0%	1.9%	41.5%	51.5%
E.11. I am encouraged and rewarded for creative and innovative ideas	3.4%	10.7%	43.7%	42.1%
E.12. My team leader recognizes that making honest mistakes and learning from them are part of doing business.	1.9%	7.3%	46.4%	44.4%
E.13. My team leader genuinely seeks and responds to my suggestions and ideas	3.8%	7.6%	43.9%	44.7%
E.14. My performance evaluation provides me with clear guidelines for progress and growth	3.1%	9.2%	44.6%	43.1%

E. MANAGER SUPPORT (agree + strongly agree)



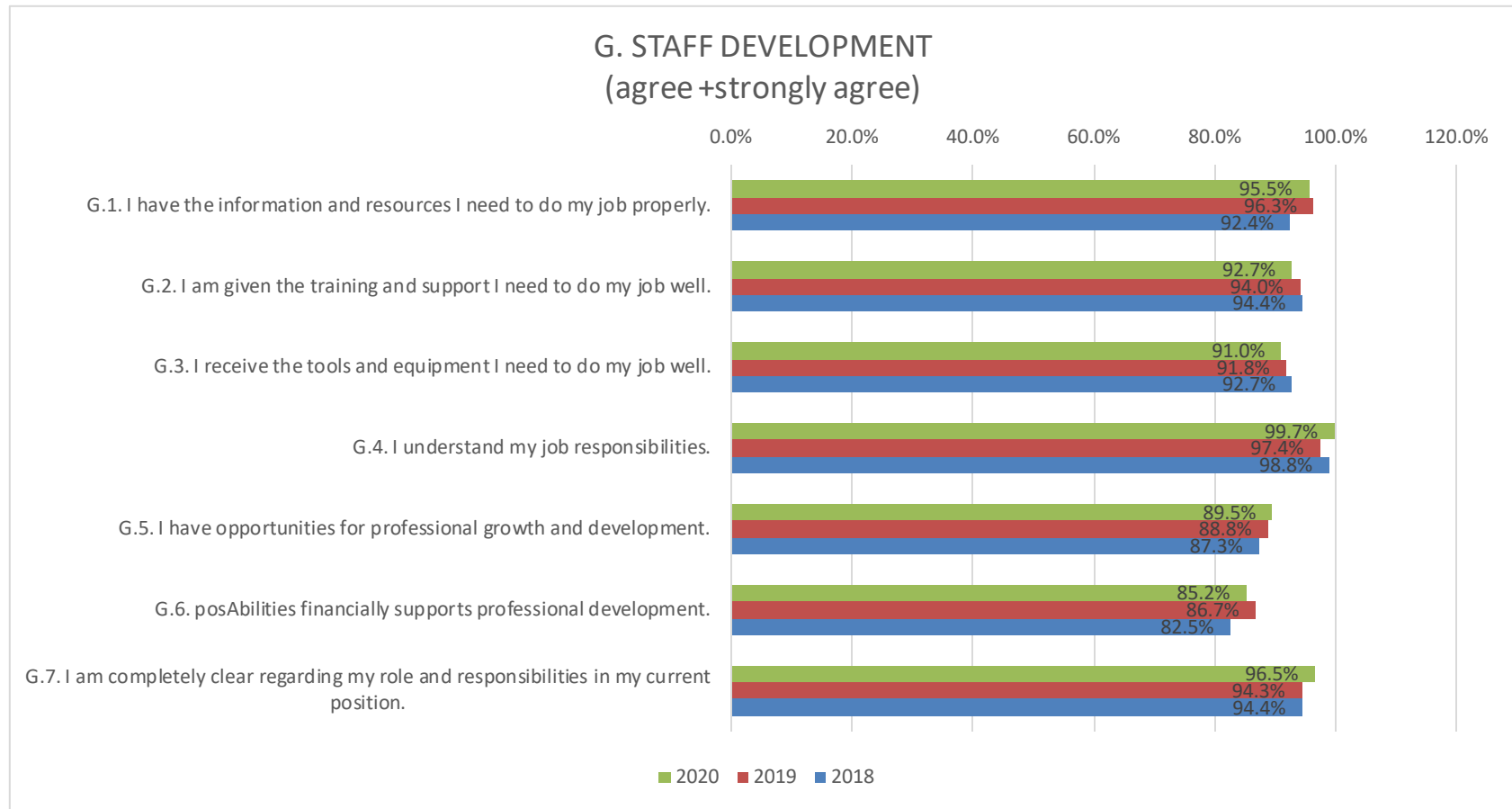
F. Staff Support/Environment

	Strongly Disagree	Disagree	Agree	Strongly Agree
F. WORK ENVIRONMENT				
F.1. I believe my workplace is safe.	1.0%	7.6%	43.4%	47.9%
F.2. <i>posAbilities</i> is a physically comfortable place to work.	1.0%	4.2%	50.5%	44.3%
F.3. Health and safety processes are regularly reviewed and discussed with staff.	0.7%	5.2%	41.3%	52.8%



G. Staff Development

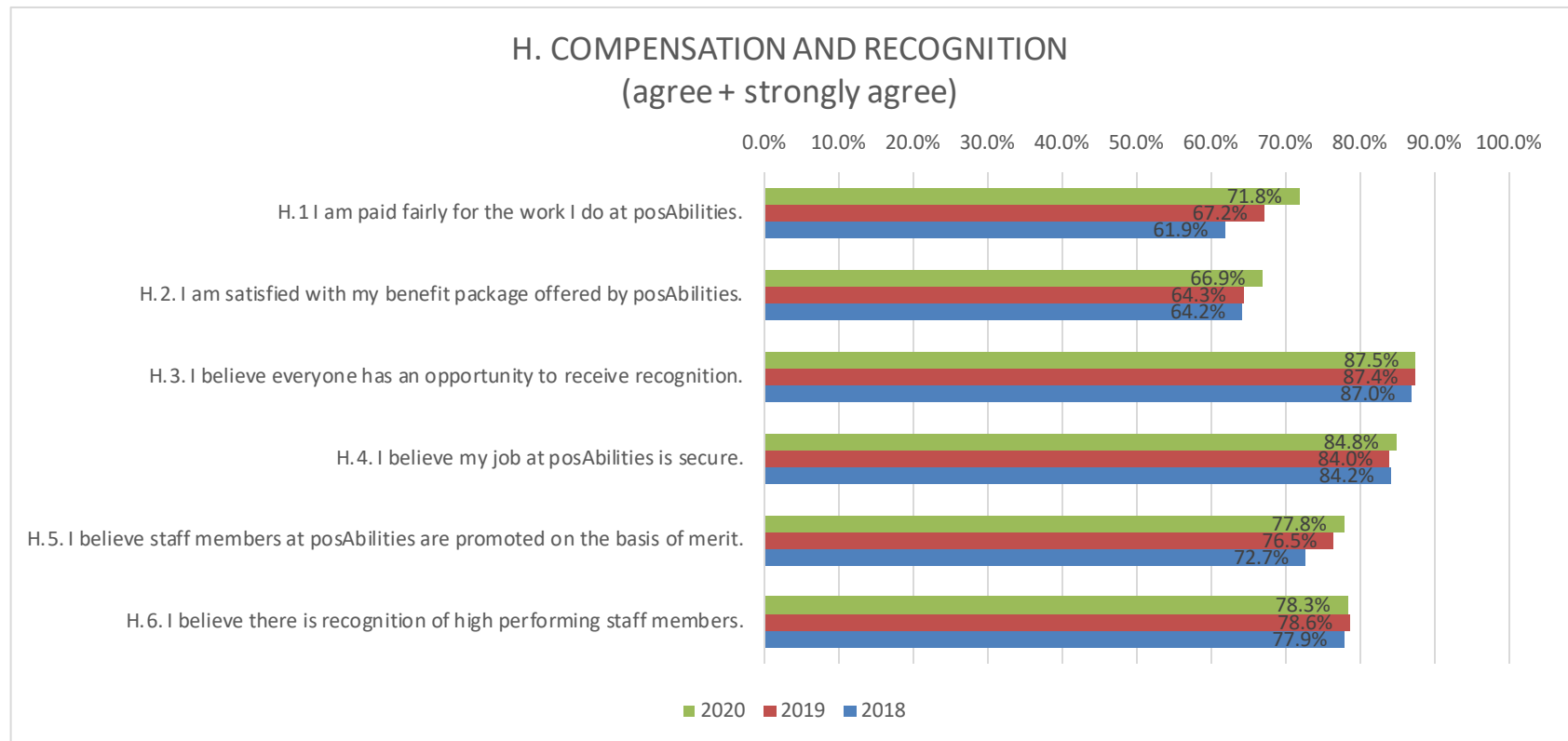
	Strongly Disagree	Disagree	Agree	Strongly Agree
G. STAFF DEVELOPMENT				
G.1. I have the information and resources I need to do my job properly.	1.0%	3.5%	55.4%	40.1%
G.2. I am given the training and support I need to do my job well.	0.7%	6.6%	50.5%	42.2%
G.3. I receive the tools and equipment I need to do my job well.	1.4%	7.7%	49.0%	42.0%
G.4. I understand my job responsibilities.	0.3%	0.0%	44.6%	55.1%
G.5. I have opportunities for professional growth and development.	2.5%	8.1%	48.4%	41.1%
G.6. <i>posAbilities</i> financially supports professional development.	1.4%	13.4%	52.5%	32.7%
G.7. I am completely clear regarding my role and responsibilities in my current position.	0.4%	3.2%	43.5%	53.0%



H. Compensation and Recognition

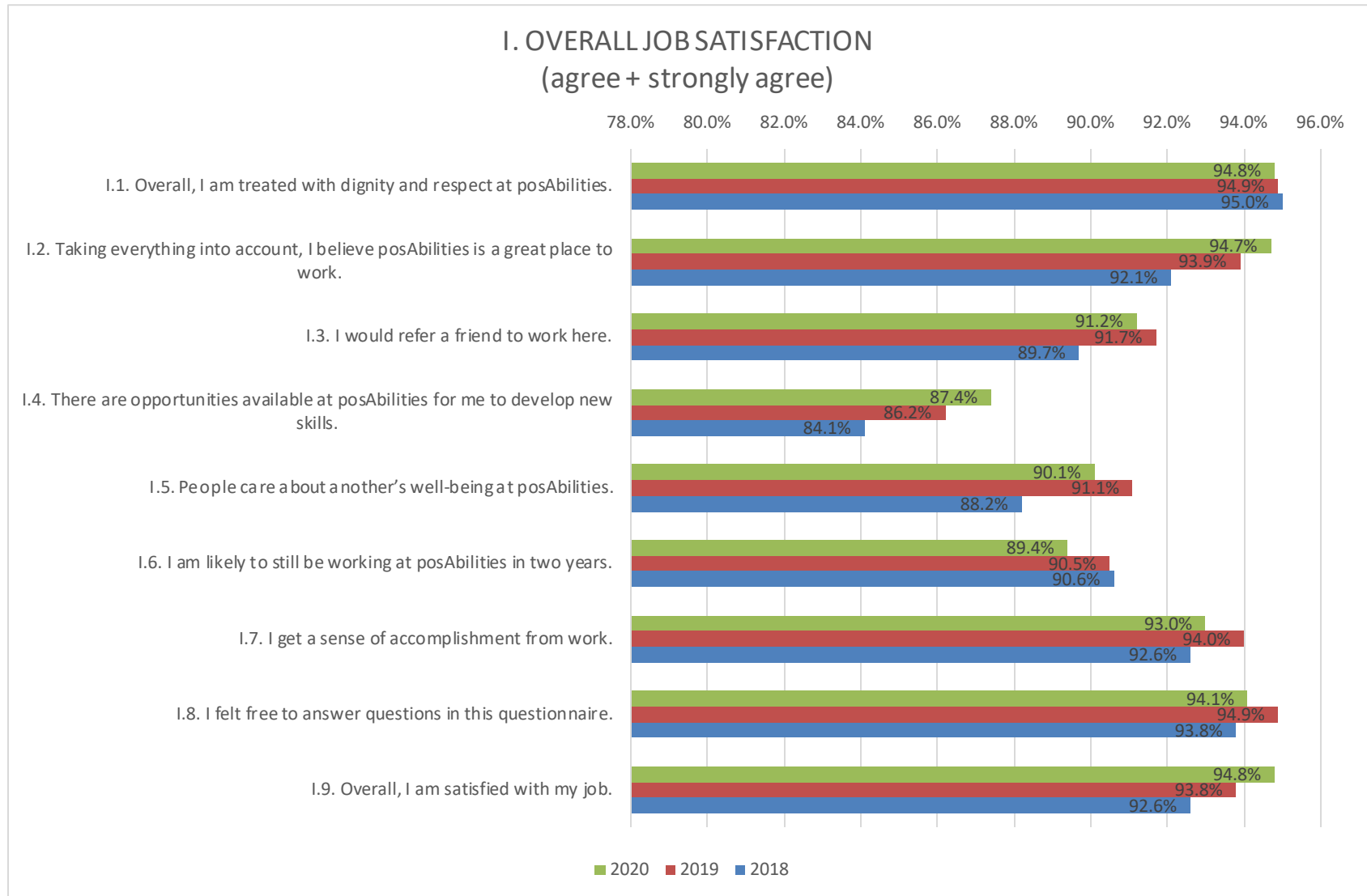
	Strongly Disagree	Disagree	Agree	Strongly Agree
H. COMPENSATION AND RECOGNITION				
H.1 I am paid fairly for the work I do at <i>posAbilities</i> .	5.9%	22.3%	50.5%	21.3%
H.2. I am satisfied with my benefit package offered by <i>posAbilities</i> .	9.3%	23.8%	49.1%	17.8%

	Strongly Disagree	Disagree	Agree	Strongly Agree
H. COMPENSATION AND RECOGNITION				
H.3. I believe everyone has an opportunity to receive recognition.	2.1%	10.5%	55.1%	32.4%
H.4. I believe my job at <i>posAbilities</i> is secure.	1.4%	13.7%	54.9%	29.9%
H.5. I believe staff members at <i>posAbilities</i> are promoted on the basis of merit.	3.9%	18.3%	54.5%	23.3%
H.6. I believe there is recognition of high performing staff members.	4.6%	17.0%	52.8%	25.5%



I. Overall Job Satisfaction

	Strongly Disagree	Disagree	Agree	Strongly Agree
I. OVERALL JOB SATISFACTION				
I.1. Overall, I am treated with dignity and respect at <i>posAbilities</i> .	0.7%	4.5%	51.2%	43.6%
I.2. Taking everything into account, I believe <i>posAbilities</i> is a great place to work.	1.1%	4.2%	50.5%	44.2%
I.3. I would refer a friend to work here.	1.8%	7.0%	49.3%	41.9%
I.4. There are opportunities available at <i>posAbilities</i> for me to develop new skills.	2.4%	10.1%	50.7%	36.7%
I.5. People care about another's well-being at <i>posAbilities</i> .	1.1%	8.8%	54.9%	35.2%
I.6. I am likely to still be working at <i>posAbilities</i> in two years.	2.5%	8.1%	44.2%	45.2%
I.7. I get a sense of accomplishment from work.	1.8%	5.3%	47.7%	45.3%
I.8. I felt free to answer questions in this questionnaire.	1.7%	4.2%	44.8%	49.3%
I.9. Overall, I am satisfied with my job.	1.4%	3.8%	49.0%	45.8%



CUSTOM ITEMS 2020 - GENERAL	Strongly Disagree	Disagree	Agree	Strongly Agree
1. My senior support worker or assistant supervisor shows a sincere interest in me as a person, not just as a team member.	3.7%	8.2%	40.7%	47.3%
2. I feel comfortable discussing job related concerns and issues with my senior support worker/assistant supervisor.	4.1%	9.1%	37.9%	49.0%
3. I feel supported in my work by my senior support worker.	5.4%	6.2%	42.1%	46.3%
4. My senior support worker or assistant supervisor treats me with respect.	4.0%	3.2%	38.6%	54.2%
5. My senior support worker or assistant supervisor treats me fairly.	3.3%	5.3%	39.6%	51.8%
6. My senior support worker/assistant supervisor encourages/supports my professional development.	3.3%	8.3%	43.0%	45.5%
7. I receive praise and recognition from my senior support worker/assistant supervisor when I do a good job.	3.7%	8.2%	43.2%	44.9%
8. My senior support worker/assistant supervisor gives me feedback that helps me improve my performance.	5.0%	8.3%	40.7%	46.1%
9. My senior support worker or assistant supervisor encourages me to suggest better ways of doing work.	5.4%	9.5%	40.7%	44.4%
10. Overall, I am satisfied with my senior support worker or assistant supervisor.	5.8%	4.5%	41.2%	48.6%
11. My senior support worker/assistant supervisor recognizes that making mistakes is part of doing business.	4.5%	7.9%	44.6%	43.0%
12. My senior support worker or assistant supervisor genuinely seeks and responds to my suggestions and ideas.	4.6%	8.3%	40.7%	46.5%
13. I find the weekly staff e-news informative.	2.8%	14.8%	61.1%	21.2%
14. I regularly read the <i>posAbilities</i> blog in the weekly e-news or on the website.	8.4%	33.7%	42.8%	15.1%
15. I regularly read <i>posAbilities'</i> quarterly newsletter "Imagine!"	7.0%	27.4%	47.0%	18.6%
16. I regularly visit <i>posAbilities.ca</i> for news and resources.	9.8%	36.7%	40.9%	12.6%
17. I regularly visit <i>posAbilities'</i> social media sites.	14.7%	45.8%	27.6%	11.9%
18. I know I can refer persons served/families to <i>posAbilities'</i> Community Engagement Department.	4.5%	17.4%	56.1%	22.0%
19. I regularly read the People of <i>posAbilities</i> (POP) newsletter.	7.7%	30.2%	45.6%	16.5%
20. I have had the opportunity to participate in at least one team building experience this year.	8.8%	32.0%	39.4%	19.7%
21. I know where to find <i>posAbilities'</i> Quality Improvement Plans.	5.6%	19.0%	51.8%	23.6%

CUSTOM ITEMS 2020 - GENERAL	Strongly Disagree	Disagree	Agree	Strongly Agree
22. I am familiar with <i>posAbilities</i> ' Quality Improvement Plans.	6.0%	22.3%	50.2%	21.6%
23. The Person Centered Training is beneficial to the work I do.	3.6%	7.8%	55.5%	33.1%
24. The Positive Behaviour Support Training has been beneficial to the work I do.	2.2%	9.0%	54.5%	34.4%
25. I am familiar with the Wellness Initiative "Lifeworks".	2.5%	5.3%	46.3%	45.9%
26. I am familiar with the Wellness Initiative "Not Myself Today".	1.8%	3.2%	48.6%	46.5%
27. I am familiar with the Wellness Initiative "iGrow".	1.8%	10.6%	47.2%	40.4%

CUSTOM ITEMS 2020 - BENEFITS	Very Dissatisfied	Not Satisfied	Satisfied	Very Satisfied
1. Please rate your satisfaction with <i>posAbilities</i> ' dental care plan.	20.6%	53.7%	17.3%	8.5%
2. Please rate your satisfaction with <i>posAbilities</i> ' vision care plan.	11.9%	57.6%	20.4%	10.0%
3. Please rate your satisfaction with <i>posAbilities</i> ' paramedical practitioner coverage.	10.0%	50.9%	21.2%	17.8%
4. Please rate your satisfaction with <i>posAbilities</i> ' drug plan coverage.	15.1%	47.6%	25.1%	12.2%

CUSTOM ITEMS 2020 – COVID-19 RESPONSE	NO	YES
1. I feel adequate workplace safety protocols have been put in place to minimize risk of transmission.	12.2%	87.8%
2. I believe my job would be negatively impacted if I tested positive for COVID-19.	36.5%	63.5%
3. I feel safe traveling for work if needing to use public transportation.	59.1%	40.9%
4. I have adequate access to childcare or eldercare during my required work hours.	35.8%	64.2%
5. I feel confident about my job security.	17.7%	82.3%
6. I feel confident that <i>posAbilities</i> ' leadership has created a safe work environment for me.	13.1%	86.9%
7. I understand the safety protocols that have been and continue to be implemented to prevent COVID19.	2.8%	97.2%
8. I believe all possible measures/precautions have been put in place so I will not contract the virus.	16.5%	83.5%
9. I feel my workload is appropriate given the circumstances of the pandemic we are living with.	12.4%	87.6%
10. I know where to find COVID-19 information specific to my program.	2.8%	97.2%

CUSTOM ITEMS 2020 – COVID-19 RESPONSE	NOT IMPORTANT	SOMEWHAT IMPORTANT	VERY IMPORTANT
11. Importance of mandatory masks provided by <i>posAbilities</i> .	0.7%	6.0%	93.3%
12. Importance of physical distancing protocols.	0.4%	8.1%	91.6%
13. Importance of daily employee health screenings.	2.8%	11.7%	85.5%

***posAbilities* uSPEQ® 2020 Employee Climate Survey - Co-Designed Quality Improvement Response**

The uSPEQ® Employee Climate Survey captures employees’ experiences in four domains:

Organizational Climate

A. Organizational Culture & Outlook, B. Communication, C. Leadership

Workgroup

D. Teamwork, E. Manager Support

Staff Support

F. Work Environment, G. Staff Development, and H. Compensation and Recognition

I. Overall Job Satisfaction.

Team *posAbilities* spent most of the survey period in 2020 learning how to operate through a pandemic, which added significant stress and uncertainty to our personal and professional lives. We are deeply appreciative of the thoughtful responses that participating staff offered about their lives at work during this time.

We did our best to provide a robust process for employees to contribute to co-designing our response to this year’s survey results. We know that empowered employees are vital to strengthening our services, and in delivering on our vision of “good and full lives, for everyone.”

Fifty-five percent of all employees completed the survey. After the survey results were released, employees had the opportunity to discuss the results in their programs amongst peers providing ideas and recommendations for quality improvement. Although we couldn’t get program representatives together in one room, we did manage to collect a lot of input. Next year, we will create an internal survey tool to collect feedback and recommendations for quality improvement items, as some teams would prefer to contribute without direct attribution.

The result of this year's survey and subsequent employee engagement is 11 action items. These quality improvement measures are documented in this report and will be published on the Quality Assurance tab in ShareVision for all employees to review at any time. Progress updates are made throughout the year.

In addition, many of the insights provided were specific to certain initiatives, or particular services. The comments will be grouped and forwarded to committees or program leaders as appropriate, for review and discussion.

Each piece of feedback received leads to an opportunity for education, dialogue and/or action. This is the work of continuous quality improvement; a team effort aimed at creating an environment in which we can all thrive.

We typically focus our improvements on areas of satisfaction that fall below 80%, which this year were very few. To expand the scope, we raised the bar to 85% or less satisfaction. In the report to follow, you will see the areas that have the highest level of satisfaction, followed by the areas we wish to improve upon.

In the domain "Organizational Climate", there were 14 indicators with scores ranging between 76.7% and 98.3%. The only indicator that was below 85% was B.3., "Asked for input on job decisions".

In the domain "Workgroup," there were 21 indicators with scores ranging between 85.8% and 96.5%.

In the domain "Staff Support", there were 15 indicators with scores ranging between 64.3% and 99.7%. The indicators with scores below 85% were: H.1, H.2, H.5 and H.6, which all fall within the area of Compensation and Recognition.

The last domain was "Overall Job Satisfaction," there were nine indicators in this domain with scores ranging between 87.4% and 94.8%.

List of 2020 Quality Improvement Action Items

The following action items are specific and measurable, designed to address: Communication and Leadership (B.3.), and Compensation and Recognition (C.1, C.4., H. 1, 2, 6), which are the areas in focus this year.

B.3. Input into job decision

Action: Resume annual Community Engagement Program planning meetings with employees and community members (in person or virtually).

C.1 Senior Management is informed of staff concerns

**At posAbilities Senior Management refers to our Directors*

Action: Explore interest in Association-wide Town Hall Meeting by surveying team members.

Action: Add Directors' images, role summary and contact information to the People and Culture Tab in ShareVision.

C.4. Concerns taken seriously/follow-up occurs

Action: Develop an infographic to illustrate *posAbilities'* Lines of Communication.

Action: The Diversity and Inclusion Committee Communicates with employees on a monthly basis.

H.1 Paid fairly for work and H.2 Satisfied with benefit package

Action: Develop a compensation FAQ covering wages/benefits.

Action: Review and discuss the Compensation FAQ at one program meeting annually.

H.5 Staff members promoted on the basis of merit

Action: Host a career development Lunch & Learn to inform team members about roles and career development.

H6. Believe there is recognition of high performing staff members

Action: Increase promotion/awareness of iGrow.

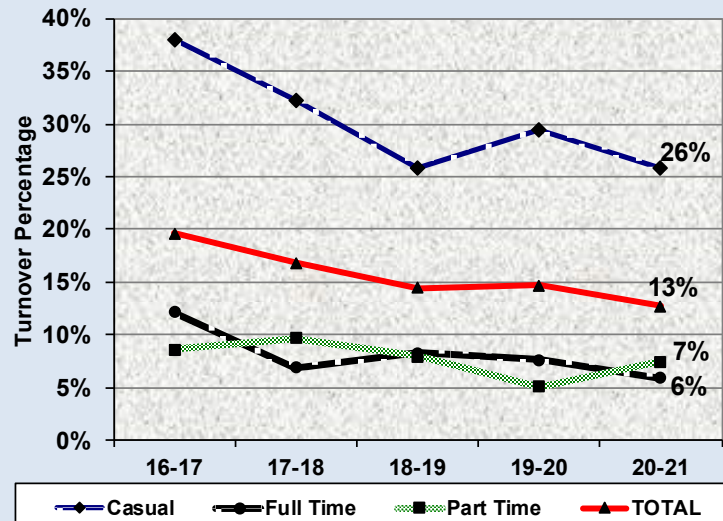
6. KEY BUSINESS FUNCTIONS

6.1 Staff Utilization

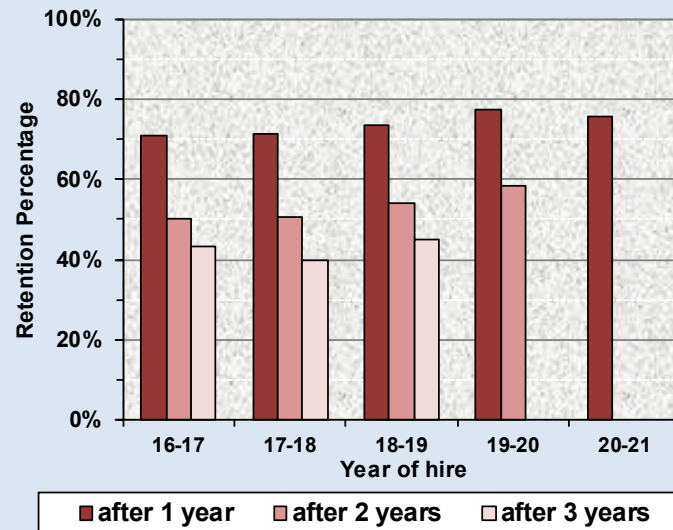
OBJECTIVE: To increase the efficient utilization of our staff
TIME OF MEASUREMENT: April 2021
OBTAINED BY: Human Resources

Measure	Applied To	Data Source	Target FYE 2021	Outcome FYE 2021	Target FYE 2022
% of staff exits	All staff in reporting period	HRIS	13%	12.7%	13%
% of new hires retained after two years	All staff in reporting period	HRIS	55%	58%	60%
Casual Employees to Full Time Equivalents (FTE) ratio	All casual staff in reporting period	HRIS	0.75	0.61	0.70
Overtime as a % of total hours worked	All staff in reporting period	Staff Scheduling System	0.5%	0.96%	0.5%

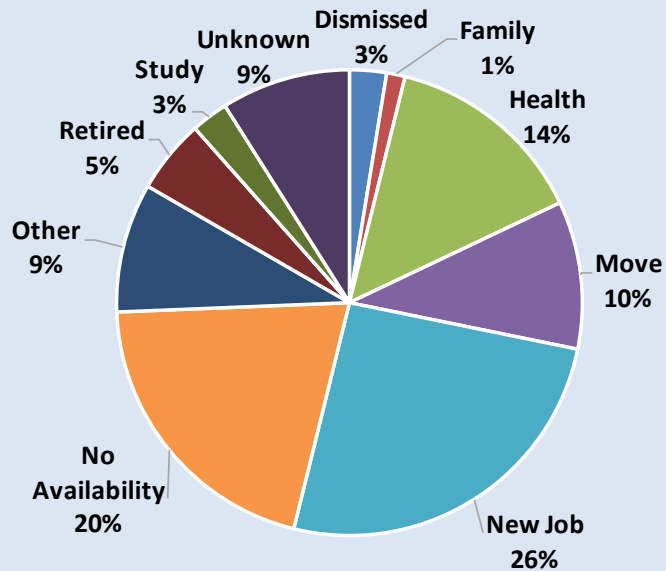
**Staff Turnover by Employment Status
2016 - 2021**



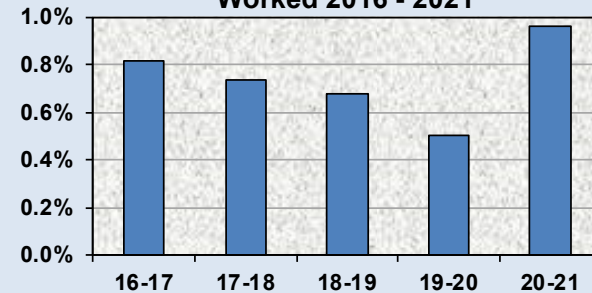
Retention of New Hires 2016 - 2021



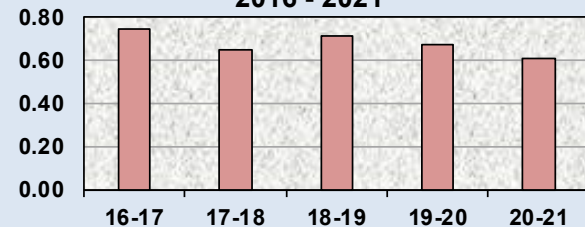
Reason for Leaving 2020 - 2021



**Overtime as a Percentage of Hours
Worked 2016 - 2021**



**Casual Employees to FTEs Ratio
2016 - 2021**



Key Findings/Trends

- The overall turnover rate decreased from 14 to 13%. This was mainly due to a decrease in turnover of casual staff from 29% to 26%. Turnover of part time and full time staff was between 6-7%, similar to last year.
- The most common reasons for people to leave our organization were a new job and no or limited availability (casual employees). Combined these make up 46% of why people left us this past year.
- Of those hired up to one year ago, 76% are still with us, similar to the last few years. For staff hired 2 years ago retention is now at 58%, up from 54% in the year prior.
- The ratio of casual employees to Full Time Equivalent (FTEs) shows the size of our pool of casual workers relative to the size of our regular workforce. This is an indicator of our ability to have casual workers backfill shifts when regular employees are away. The ratio has been trending down in the last few years: this year 0.61, down from 0.68 the previous year and 0.72 the year before that.
- The total number of employees decreased to 543 from 590 the previous year. We hired 33 new employees, a sharp decrease from last year when we hired 110.
- Overtime hours were up at 0.96 % of total hours worked compared to last year's 0.5%.

Interpretation of results

- The overall turnover rate of 13% is lower than what we see in the Community Living Services sector as a whole (CSSEA 2020 Turnover Report: 20 %). Our turnover rate for casual employees (26%) is lower than the sector as a whole (31 %). For regular staff our turnover is significantly lower than the average in the sector: 8% vs. 15%. Of all employees who left 26% did so for a new job. This is up slightly from 21% the year before. Limited availability to work shifts remains the main reason for the high casual turnover.
- It has been very challenging to hire new staff during the pandemic, recruitment was down by 70% compared to pre-pandemic levels. This has led to a shrinkage of our casual pool by more than 10%. The impact of that on backfill needs was limited during the pandemic as we had to restrict where casual employees could work to one Program and we were able to utilize employees with more availability due to our Community Inclusion Programs operating at reduced capacity.
- Overtime nearly doubled due to several Covid-19 outbreaks in our Programs where measures to limit further transmission resulted in extended work hours for a restricted number of staff.

Follow up and proposed action

- A sector wide recruitment campaign has yielded some positive results for us recently but more targeted recruitment efforts will be developed in an attempt to bring our pool of casual employees back up to a level needed once pandemic restrictions are lifted.
- Casual employees are being trained to enter their own availability directly into the staffing scheduling system. It is expected that this will improve the efficient utilization of our casual staff.

Monitoring

- Report quarterly on staff utilization and on the use of overtime.
- Monthly monitor the number of new casual hires and the size of the casual pool.
- Team Managers to evaluate all data quarterly.

6.2 Occupational Health and Safety Performance

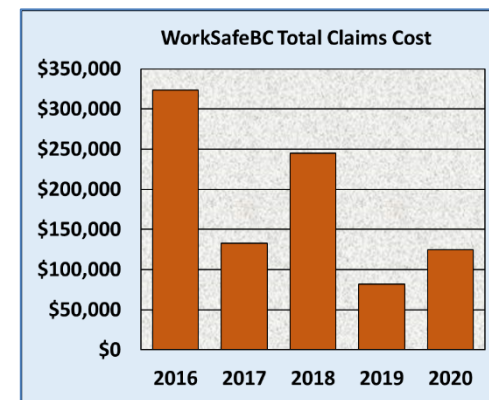
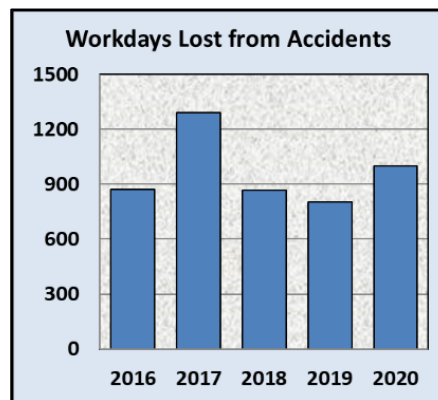
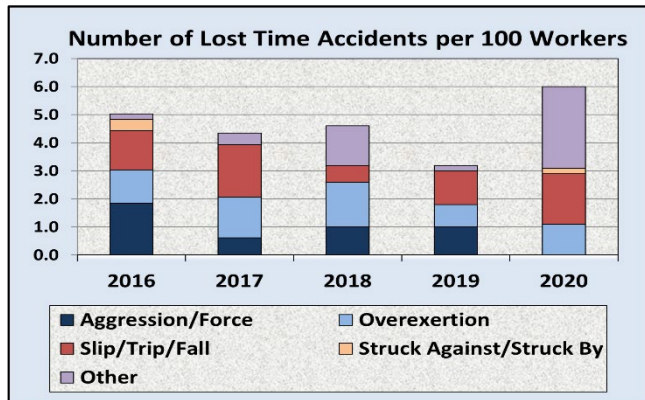
OBJECTIVE To Reduce Occupational Incidents and Associated Cost
TIME OF MEASUREMENT December 2020
OBTAINED BY Human Resources

Measure	Applied To	Data Source	Target 2020	Outcome 2020	Target 2021
Number of lost time accidents resulting from “Aggression/force” per 100 employees	All staff in 2020	DMI	1.0	0.0	0.5
Number of lost time accidents resulting from “Overexertion” per 100 employees	All staff in 2020	DMI	1.0	1.1	1.0
Number of lost time accidents resulting from “Slip/Trip/Fall” per 100 employees	All staff in 2020	DMI	1.0	1.8	1.0
Number of lost time accidents resulting from “Struck By/Struck Against” per 100 employees	All staff in 2020	DMI	0.4	0.2	0.5
Number of lost time accidents resulting from “Other” per 100 employees	All staff in 2020	DMI	0.4	2.9	2.5
WorkSafeBC Claims Costs Total	All Staff in 2020	WorkSafeBC	\$120,000	\$124,700	\$100,000

Limitations

- Lost Time Accident results are reported by the Disability Management Institute (DMI) for the calendar year, not the fiscal year.
- Claims costs at the time of reporting may not be final as claims from the reporting year may still be open and accruing costs.

Key Findings / Trend



- The total number of Lost Time Accidents (LTAs) per 100 workers was 6.0, almost double compared to 3.2 the previous year.
- The increase in LTAs was almost completely caused by Covid-19 claims as reflected in the Other category. For the first time in any calendar year we had no lost time accidents in 2020 due to Aggression/Force.
- The number of workdays lost increased from 809 in 2019 to 1001 in 2020, again mainly due to Covid-19 claims.
- Total claims costs were \$125,000. This is up from \$82,000 the previous year.

Interpretation of Results

- Several Covid-19 outbreaks in our worksites and subsequent time off for those who tested positive are responsible for the sharp increase in the LTA rate and workdays lost in 2020. Aside from Covid-19 claims the number of LTAs in 2020 was very similar to 2019.
- The fact that we had no lost time due to Aggression/Force and achieving that in the midst of a pandemic is a testament to the strength of our OSH Program and the skills and commitment of our employees to effectively provide behaviour supports to our persons served.
- Our claims costs went up in 2020 compared to the previous year, mainly due to Covid-19 claims. Our WSBC premium surcharge for the residential category continues to trend down, where we went from a 95% surcharge in 2014 to 15% in 2021 and anticipating to no longer have a surcharge for 2022.
- This year our internal COR audit of our occupational health and safety program resulted in a passing score of 96%. The involvement of all employees in maintaining our WorkSafeBC Certificate of Recognition has further contributed to promoting our health and safety culture.
- Our JOSH Committee has completed the integration of the National Standard for Psychological Health and Safety in the Workplace into our OSH Program. A comprehensive review found that we meet the 13 criteria that the Standard is comprised of.

Follow Up and Proposed Action

- We will continue to promote psychological health and safety in the workplace. A new feature we have made available to all employees and their families is LifeSpeak, an on-line video library of short, expert led presentations on wellness and mental health related topics. Being able to focus on your job and the tasks at hand is one of the benefits of good mental health and is an important factor to prevent injuries at work.
- Our JOSH Committee attended a course on ergonomics and is developing additional training in order to prevent musculoskeletal injuries due to overexertion. This is now the leading type of occupational injury in our organization.
- We will continue to monitor and evaluate pandemic safety measures and how to adapt our protocols in response to the decreasing impact and severity of the pandemic.
- Two additional employees will be trained as internal auditors to strengthen our capacity to conduct COR audits.

Monitoring

- Continuous review of WSBC Injury Reports and Accident Investigations by Managers, HR, and the JOSH Committee to ensure ongoing mitigation and prevention of risks.
- Monthly review of worksite safety inspections, fire and disaster drills by the JOSH Committee.
- Annual review of our OSH Program and practices as part of our COR audit.
- Quarterly review of lost time incident trends and results as well as claims costs by Directors, Managers and JOSH Committee.

7. CONCLUSION

The Outcomes Management Report provides an overview of the types of services we offer, the results obtained during 2020-21 and the steps we take to ensure that these services are beneficial and rewarding to the people we serve.

In line with our commitment to continuous quality improvement, the results and recommendations throughout this report will be reviewed by the leadership team and the Board of Directors.

The information presented in this report will help us:

- focus our efforts to continue to achieve the best possible outcomes for persons receiving services
- provide ongoing information about the organization's performance
- continually enhance service delivery and the organization
- provide proof of continuous service improvement