

2018
2019



Outcomes
Management
Report



CELEBRATING

20
YEARS

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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

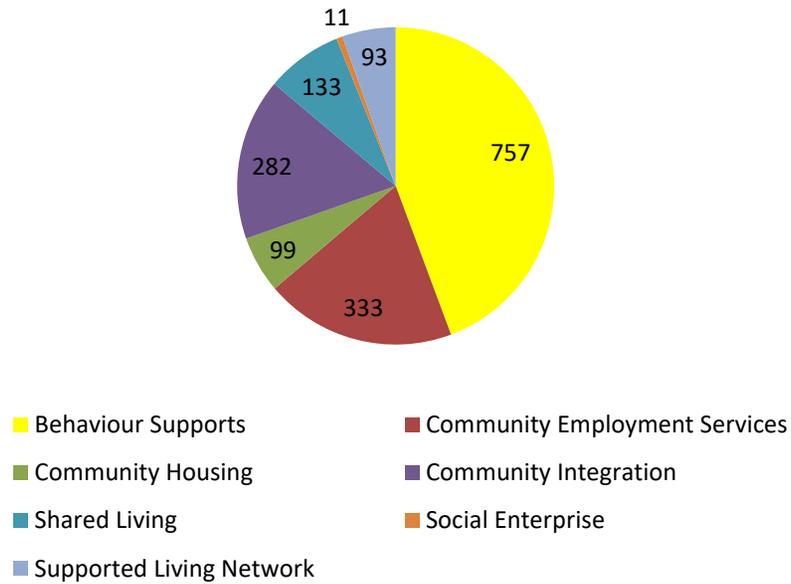
Burnaby
New Westminster
Tri-Cities
Maple Ridge
Abbotsford

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, 2018 and March 31, 2019, *posAbilities* provided services to **1,708** persons served, enrolled in the following service streams (note some persons served are enrolled in multiple programs):

Persons Served by Service Type



Home Supports: 325 persons in total (19% of our services)

- Shared Living Services: 133 persons (8% of our services)
- Community Housing: 99 persons (6% of our services)
- Supported Living: 93 persons (5% of our services)

Community Integration: 282 persons (17% of our services)

Community Employment Services: 333 persons (19% of our services)

Behavior Supports: 757 persons (44% of our services)

Social Enterprise: 11 persons (1% of our services)

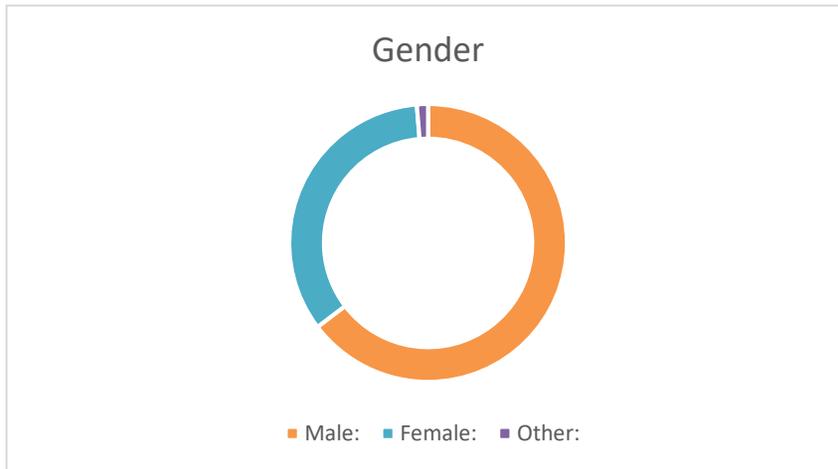
Below is some additional information about the people we served over the past fiscal year (April 1, 2018 to March 31, 2019):

Gender

Male	65.0% of persons served
Female	34.0% of persons served
Other	1.0% of person served

Age

Under 6	1.6%
6 – 18	31.4% of persons served
19 – 30	27.9% of persons served
31 – 40	12.8% of persons served
41 – 50	9.0% of persons served
51 – 60	8.7% of persons served
61 – 70	4.5% of persons served
71 – 80	1.8% of persons served
Unknown:	2.3% of persons served



Diagnosis*

- | | |
|--|---|
| 1. Autism/ASD: 17.7% of persons served | 2. Anxiety Disorder: 4.8% of persons served |
| 3. Intellectual Disability: 14.2% of persons served | 4. Down Syndrome: 3.4% of persons served |
| 5. Developmental Delay: 10.1% of persons served | 6. Obsessive Compulsive Disorder: 2.1 % of persons served |
| 7. ADD/ADHD: 7.6% of persons served | 8. Cerebral Palsy: 2.0% of persons served |
| 9. Epilepsy/Seizure Disorder: 4.8% of persons served | 10. Other diagnoses: 33.3% of persons served |

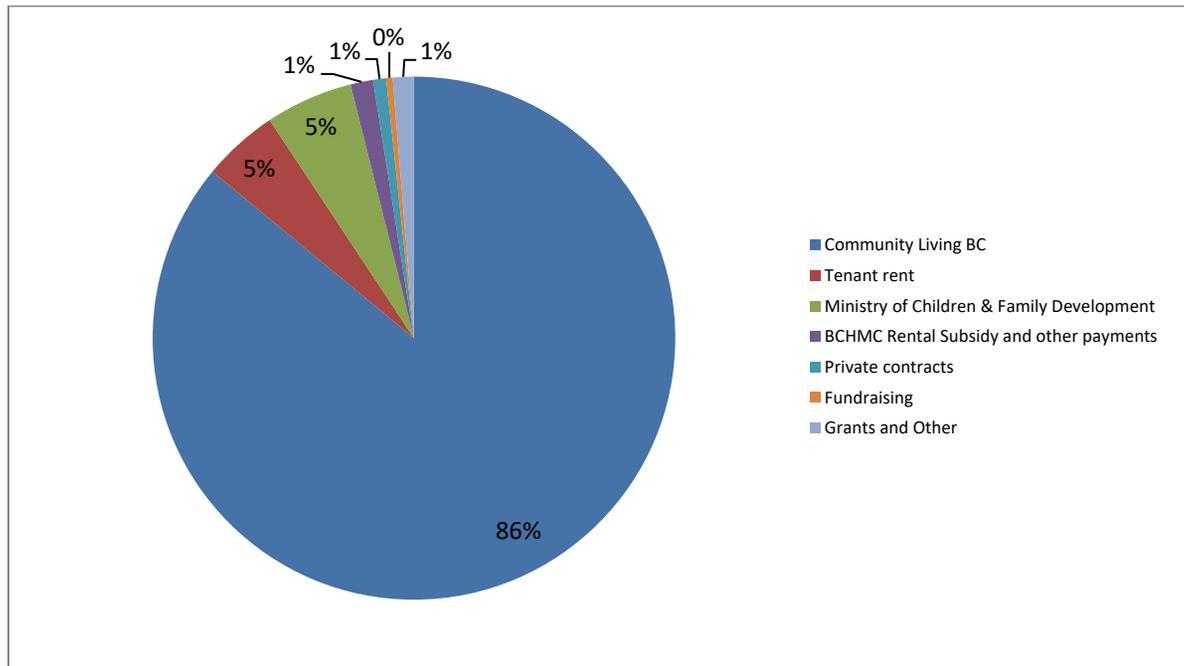
*includes persons served with multiple diagnosis

In regard to our team members, as of March 31, 2019, we had a total of 586 team members delivering our services of which 220 were full time, 181 were part time and 185 were casual.



Where the Money Came from in FYE 2019

Community Living BC	86%	\$27,139,262
Tenant rent	5%	\$ 1,479,490
Ministry of Children & Family Development	5%	\$ 1,719,420
BCHMC Rental Subsidy and other payments	<2%	\$ 445,656
Grants and Other	1%	\$ 417,666
Private contracts	<1%	\$ 267,835
Fund Raising	<1%	\$ 132,207
Total Revenue		\$31,601,536



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, 2018 to March 31, 2019. 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. This year, in order to collect input from persons receiving services and stakeholders we distributed targeted surveys to persons served, family members, *posAbilities'* employees, Shared Living contractors, as well as community employers served by *posAbilities'* Employment Service.

For this report, we collected information in six 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 collected 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

Additionally, 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 our staff for continuous service improvement.

First, in the next section, the aggregated results of the persons served, family members, and employees' satisfaction surveys are presented at the organization level. Then, in section 4, the outcome data and results for each specific service area are reviewed. Lastly, in section 5, key business functions are analyzed at the organization level.

3. SATISFACTION SURVEYS

3.1 Survey Results: Persons Receiving Services

For the Survey period of May 1, 2019 to June 30, 2019, *posAbilities* engaged uSPEQ® to survey consumers in the following service streams: Building Caring Communities/Explore, Community Employment Services, Community Housing, Community Integration, Shared Living, and Supported Living Network.

The uSPEQ® Consumer Experience Survey helps providers improve services through feedback. Anonymous and confidential, the survey captures multiple snapshots of the persons served's experience with *posAbilities*, measuring satisfaction in five areas:

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

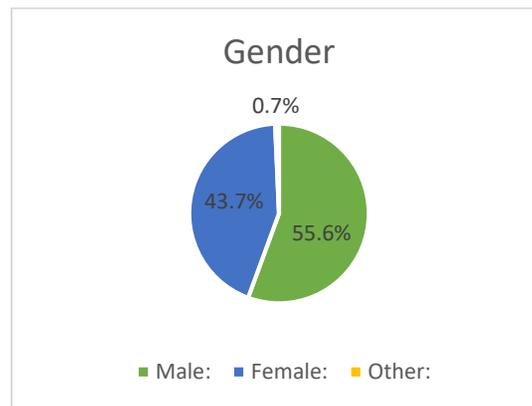
uSPEQ® provides Consumer Experience Benchmarking data which provides comparators for on satisfaction with other community services organizations so we can measure how we compare to peer organizations. uSPEQ® Benchmark Data for Community Services was used for comparison. 67.7% of the survey respondents in the uSPEQ® Benchmark Survey were from the Community Services Sector. 1,908 community services programs contributed to the uSPEQ® Benchmark Survey. Note: Benchmark data is only available for Tier 1 (required) questions. In 2019, these responses will be compared to the 2018 responses.

A total of 507 surveys were distributed to persons receiving services. Surveys were distributed by mail and in person. 296 persons served completed the survey for a 58% response rate. The uSPEQ® Benchmark response rate for surveys conducted between 2015 and 2017 was 71.0%.

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	posAbilities	Benchmark	Difference
Myself (no one helped) ¹	15.5%	74.4%	-58.9%
Myself (someone helped me read and/or write answers on the form)	21.4%	19.2%	+2.2%
Someone else on behalf person served	41.4%	36.8%	+4.6%

Gender: 43.6% of the survey respondents were male and 53.7% of the survey respondents were female.



290 of 296 persons who completed the survey answered the survey question on Health Status.

Health Status	Percentage	Benchmark	Difference
Excellent	16.6%	9.2%	+7.4%
Very good	21.4%	19.2%	+2.2%
Good	41.4%	36.8%	+4.6%
Fair	15.2%	27.3%	-12.1%
Poor	2.8%	7.4%	-4.6%

¹ Note that uSPEQ surveys are not limited to organizations serving people with intellectual disabilities and this should be considered when evaluating benchmark response rates.

The top five survey items with positive responses were:

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
3.2 Respected as a person	97.2%	96.9%	+0.3%
3.1 Respectful of culture	97.1%	95.1%	+2.0%
5.3 Felt safe here	96.9%	94.5%	+2.4%
1.1 Service times okay for me	96.8%	96.1%	+0.7%
3.3 Staff respected privacy	95.1%	94.1%	+1.0%

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

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
4.4 Able to do needed things without barriers	82.1%	88.8%	-6.7%
4.3 Know where/how to get help in community	82.2%	86.6%	-4.4%
4.1 Able to deal with everyday activities	88.8%	90.4%	-1.6%
1.3 Enough staff to meet needs	90.0%	93.7%	-3.7%
2.4 Options explained in language I understood what I need, when I needed it	91.6%	91.4%	+0.2%

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

Service Responsiveness

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
1.1 Service times OK for me	96.8%	93.9%	+2.9%
1.2 Got what I needed, when I needed it	92.7%	91.4%	+1.3%
1.3 Enough staff to meet needs	90.0%	90.4%	-0.4%

Informed Choice

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
2.1 Staff made accommodations	92.8%	93.2%	-0.4%
2.2 Staff paid attention to what I said	92.0%	93.5%	-1.5%
2.3 Opportunity to make important choices	94.8%	94.5%	+0.3%
2.4 Options explained in language I understood	91.6%	96.4%	-4.8%
2.5 I agree with the goals in my plan	92.5%	95.0%	-2.5%

Respect

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
3.1 Respectful of culture	97.1%	96.9%	+0.2%
3.2 Respected as a person	97.2%	96.1%	+1.1%
3.3 Staff respected privacy	95.1%	95.1%	0.0%

Participation

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
4.1 Able to deal with everyday activities	88.8%	89.3%	-0.5%
4.2 Able to make important choices	94.1%	94.1%	0.0%
4.3 Know where to get help in the community	82.2%	88.8%	-6.6%
4.4 Able to do needed things without barriers	82.1%	86.6%	-4.5%

Overall Value

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
5.1 Would recommend to a friend	92.6%	94.5%	-1.9%
5.2 Services met my expectations	92.9%	92.5%	+0.4%
5.3 Felt safe here	96.9%	95.4%	+1.5%
5.4 Services enabled me to do things better	94.7%	92.8%	+1.9%
5.5 Met my need	93.7%	93.7%	0.0%

Key Findings:

- Although *posAbilities'* survey response rate (58%) continues to lag behind the benchmark response rate (71%), we also continue to see a yearly increase (last year's response rate was 41%).
- Overall, *posAbilities'* Agree+Strongly Agree scores were equal or greater than the benchmark for 10 of 20 categories or 50% of Tier 1 questions.
- The health status as reported by *posAbilities* persons served continued to be above that of benchmark respondents.
- The survey item with the lowest Agree + Strongly Agree score was 4.4 "Able to do needed things without barriers" with a score of 82.1% followed closely by 4.3 "Know where/how to get help in the community" with a score of 82.2%. There was only one other question where the combined Agree+Strongly Agree score was below 90%; 4.1 "Able to deal with everyday activities" with a score of 88.8%. Thus despite not meeting benchmark scores in some categories, most scores were in the 90%+ range.

Action Plan:

- This year, forgoing sampling in favour of surveying all persons served resulted in a greater number of surveys collected and an improved response rate. In the coming year, we will implement a staggered survey process, particularly for larger service streams such as Shared Living and Supported Living Network, in order to provide more time for completion and collection of surveys.
- We will continue to focus on in-person surveying as opposed to mailed surveys as this did appear to contribute to an increased response rate this year.
- We will continue to look at internal benchmark performance scores to measure progress from year to year to use as comparators in addition to uSPEQ® Benchmark data.

3.2 Survey Results: Families of Persons Receiving Services

For the second year, during the period of April 1, 2018 to March 31, 2019, *posAbilities* engaged uSPEQ® to survey families of persons served services in the following service streams: Building Caring Communities (BCC)/Explore, Community Housing, Community Integration, Community Employment Services, 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
- Genera

With 2018 being the pilot year for the uSPEQ® Family Survey, benchmarking data is still being collected and will be available in 2020. 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 next year’s reporting. For the current year, we have provided last year’s scores as comparators.

A total of 399 surveys were distributed by mail to family members of persons receiving services. 116 family members returned completed surveys for a 29% response rate; nearly double that of last year’s response rate of 16%.

The top five survey items with positive responses were:

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
D.2 Relative respected	99.1%	95.7%	+3.4%
D.3 Relative treated with respect/courtesy	98.2%	93.5%	+4.7%
C.5 Relative is safe	96.4%	95.7%	+0.7%
E.4 Overall satisfied with services received	95.5%	93.6%	+1.9%
D.5 Relative’s privacy is respected	94.6%	93.5%	+1.1%

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

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
A.6 Staff respond to complaints	77.3%	71.1%	+6.2%
A.1 Staff communicate about relative's care	80.4%	82.2%	-1.8%
C.6 Services are available when needed	80.4%	80.0%	+0.4%
C.7 Involved in decision making	80.6%	80.0%	+0.6%
A.7 Admission information easy to understand	81.1%	77.8%	+3.3%

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

Communication

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
A.1 Staff members communicate with me about my family member's care	80.4%	82.2%	-1.8%
A.2 Staff members at <i>posAbilities</i> understand my family member's needs	93.0%	93.5%	-0.5%
A.3 Staff members know my family member's Preferences	92.0%	86.7%	+5.3%
A.4 Staff members at <i>posAbilities</i> pay attention to what I say regarding my family member	87.0%	82.6%	+4.4%
A.5 If things go wrong, staff members address the issue	85.8%	86.7%	-0.9%
A.6 Staff members respond if I have a complaint	77.3%	71.1%	+6.2%
A.7 Information I received during admission was easy for me to understand	81.1%	77.8%	+3.3%
A.8 I know who to contact if I have a question or concern	90.4%	91.3%	-0.9%

Autonomy

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
B.1 My family has the opportunity to provide input regarding the programs and services he or she receives	85.3%	82.2%	+3.1%
B.2 Staff members encourage my family member to do as much as he or she can do for themselves	90.1%	87.0%	+3.1%
B.3 My family member participates in activities that are meaningful to him or her	88.0%	79.5%	+8.5%

Staff/Care

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
C.1 When my family member needs help right away, someone gets him or her the help	82.7%	71.1%	+11.6%
C.2 If I have an issue, it is addressed promptly	82.4%	73.3%	+9.1%
C.3 Staff members make accommodations that meet my family member's individual needs	88.9%	84.4%	+4.5%
C.4 Staff members at <i>posAbilities</i> appear to enjoy working with one another	85.8%	79.5%	+6.3%
C.5 I feel that my family member is safe at <i>posAbilities</i>	96.4%	95.7%	+0.7%
C.6 Programs and services are available when my family member needs them	80.4%	80.0%	+0.4%
C.7 The staff involve me in making decisions about my family member's care	80.6%	80.0%	+0.6%

Respect/Privacy

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
D.1 Staff members are respectful of my family member's culture	88.3%	91.3%	-3.0%
D.2 People at <i>posAbilities</i> respect my family member as a person	99.1%	95.7%	+3.4%
D.3 Staff members at <i>posAbilities</i> treat my family member with respect and courtesy	98.2%	93.5%	+4.7%
D.4 Staff members treat me with respect and courtesy	93.8%	93.5%	+0.3%
D.5 Staff members respect my family member's privacy	94.6%	93.5%	+1.1%

Overall Satisfaction

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
E.1 I would recommend <i>posAbilities</i> to a friend or family member	92.1%	95.7%	-3.6%
E.2 The programs and services my family member receives meet my expectations	86.7%	89.1%	-2.4%
E.3 If I had other choices, I would still bring my family member to <i>posAbilities</i>	86.4%	93.6%	-7.2%
E.4 Overall, I am satisfied with the programs and services my family member received at <i>posAbilities</i>	95.5%	93.6%	+1.9%

General

Survey Item	2019 Response (agree + strongly agree)	2018 Response (agree + strongly agree)	Difference
G.1 I know the process of filing a complaint or grievance against provider agencies or staff	48.1%	38.6%	+9.5%
G.2 Written materials are easy for me to understand	89.8%	89.1%	+0.7%
G.3 The location where programs and services are provided is in good condition	84.9%	71.1%	+13.8%
G.4 I am satisfied with the cleanliness of the location	86.0%	76.1%	+9.9%
G.5 As a result of programs and services, my family member gets along better with family	73.6%	77.3%	-3.7%
G.6 As a result of programs and services, my family member gets along better with friends and other people	80.0%	77.3%	+2.7%
G.7 As a result of programs and services, my family member is doing better in school and/or work	51.9%	59.1%	-7.2%
G.8 As a result of programs and services, my family member is better able to cope when things go wrong	70.6%	66.7%	+3.9%
G.9 As a result of programs and services, my family member is better able to do the things he or she wants to do	80.0%	77.8%	+2.2%
G.10 Relative works in a healthy environment	60.2%	58.1%	+2.1%
G.11 Services reduced family out-of-pocket expenses	86.7%	86.7%	N/A
G.12 Family member is more connected to people in his/her community since he/she started working with <i>posAbilities</i>	52.3%	N/A – new for 2019	N/A
G.13 Family member is more connected to people in his/her community since he/she started working with <i>posAbilities</i> (Shared Living Program)	40.0%	N/A – new for 2019	N/A
G.14 Family member has had opportunity to participate in a planning meeting during the past 12 months	51.2%	N/A – new for 2019	N/A

Key Findings:

- Highlights of the family survey include 26 items out of 27 from the main survey rated 80% or above and the only item that did not rated slightly below at 77%.
- 19 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 biggest increases were seen in the section on staff care; with the question, “When my family member needs help right away, someone gets him or her the help showing an increase of 11.6% and the question, “If I have an issue, it is addressed promptly,” showing an increase of 9.1%.
- The lowest score appeared in the program specific items for the question, “My family member is more connected to people in his/her community since he/she started working with *posAbilities* (Shared Living Program).” This question, new for this year, rated 40.0%. Other low scores in this section included, “I know the process of filing a complaint or grievance against provider agencies or staff,” (48.1%), “As a result of programs and services, my family member is doing better in school and/or work,” (51.9%), “My relative works in a healthy environment,” (60.2%), “My family member is more connected to people in his/her community since he/she started working with *posAbilities*,” (52.3%), and, “My family member has had opportunity to participate in a planning meeting during the past 12 months,” (51.2%).
- In the category of “Overall Satisfaction,” all items scored over 85%.

Action Plan:

- In upcoming years, we will be able to compare our scores to benchmarking data provided by uSPEQ®. This will provide further context for our scores.
- We will review how information about complaints resolution is disseminated to persons receiving services and their families to address the gap. Two best options for sharing this information are at intake and at annual review meetings. The specific media used to share this information will also be reviewed.
- Another area of concern is resiliency. The low scores with respect to families feeling persons served are doing better due to services as well as being more connected to people in their community indicates the need for further work in this area. Our Building Caring Communities program may take the lead in improving this capacity across the organization as connections, and indirectly resiliency, has been a focus for this program since its inception.
- We will look into implementing electronic surveys
- For Supported Living Network and Shared Living, we will be adopting a survey plan whereby we survey throughout the year as opposed to during a limited survey period.

3.3 Survey Results: *pos*Abilities' Employees

Satisfaction Survey December 2018 Employee Climate:

RESPONDENTS	344 of 542 surveys distributed for a response rate of 63.5%; an increase of 3.1% from 2017
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:	49.0%		
Casual Direct Support Staff:	19.3%		
Senior Support Worker/Assistant Supervisor:	9.9%		
Team Leader/Coordinator/Clinical Supervisor:	7.5%	Full time:	48.6%
Behaviour Consultant:	6.3%	Part time:	32.3%
Admin/HR/Accounting Staff:	3.9%	Relief/Casual:	19.1%
Manager/Director:	3.9%		

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

Survey Item	December 2018 Response (agree + strongly agree)	December 2017 Response	Difference
G.4 Understand job responsibilities	98.8%	97.8%	+1.0%
A.1 Aware of organization's mission	98.2%	96.9%	+1.3%
A.2 Support organization's overall direction	97.4%	95.7%	+1.7%
F.3. Health/safety reviewed regularly	97.4%	95.2%	+2.2%

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

Survey Item	December 2018 Response (agree + strongly agree)	December 2017 Response	Difference
H.1 Paid fairly for work	61.9%	60.5%	+1.4%
H.2 Satisfied with benefit package	64.2%	64.4%	-0.2%

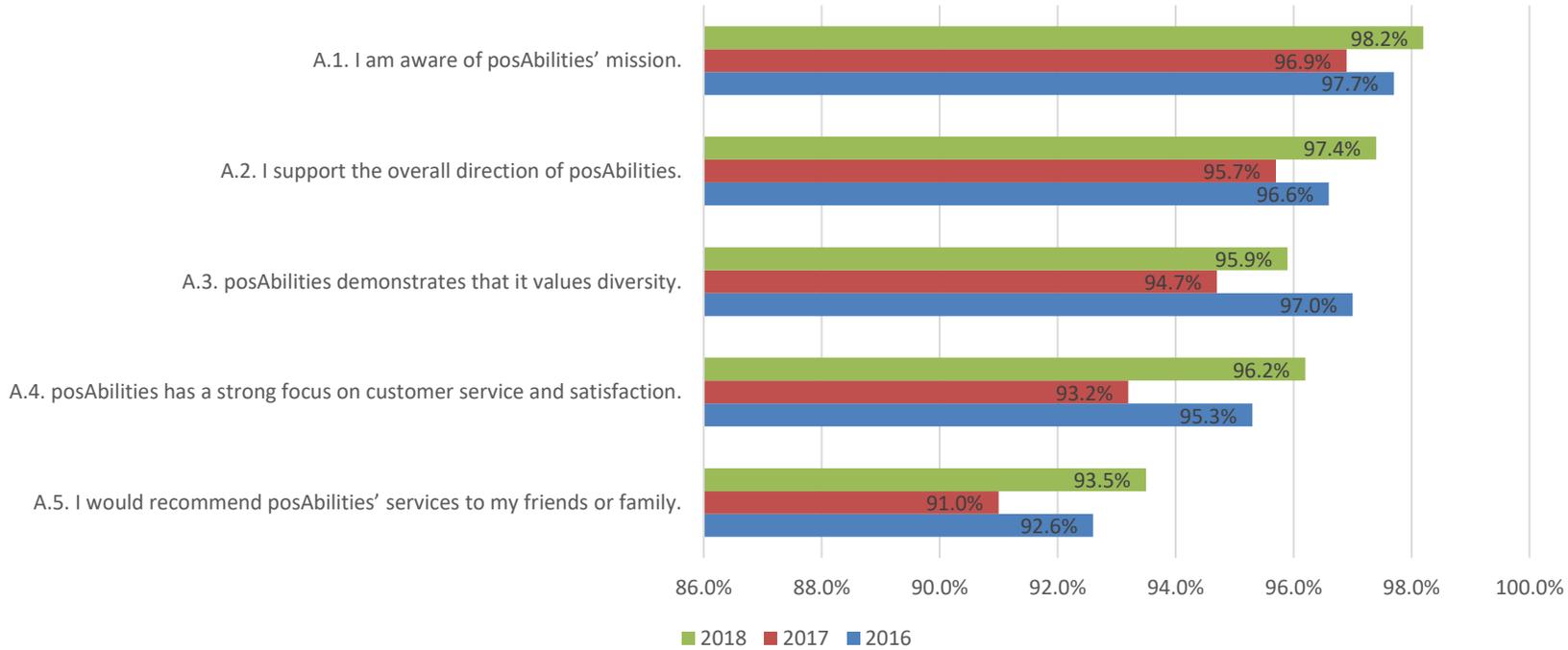
Survey Item	December 2018 Response (agree + strongly agree)	December 2017 Response	Difference
H.5 Staff promoted on merits	72.7%	73.7%	-1.0%
B.3 Asked for input on job decisions	73.6%	69.9%	+3.7%
H.6 Recognition of high performing staff	77.9%	75.6%	+2.3%

Employee Climate Survey Results by Category:

A. Organizational Climate

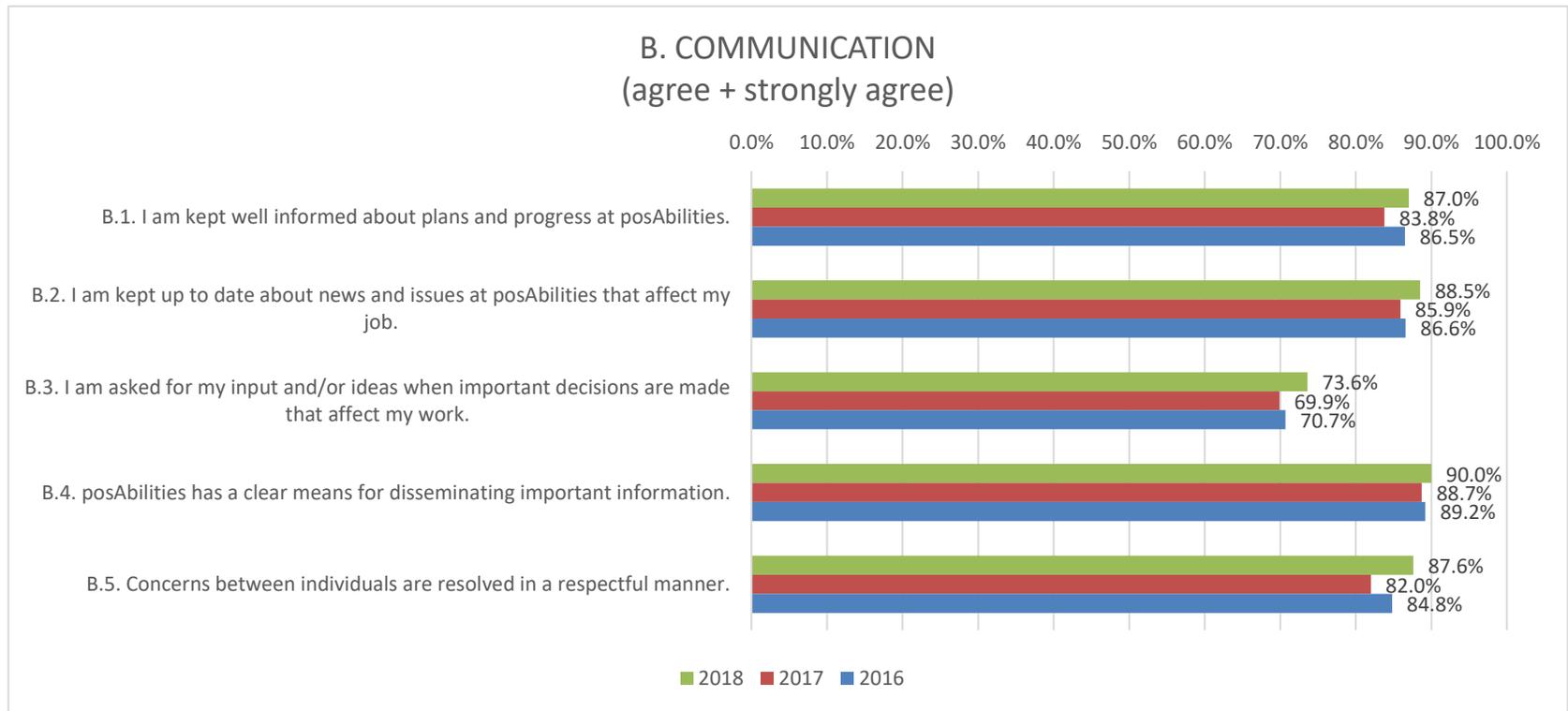
	Strongly Disagree	Disagree	Agree	Strongly Agree
A. ORGANIZATIONAL CULTURE and OUTLOOK				
A.1. I am aware of <i>posAbilities</i> ' mission.	0.9%	0.9%	46.5%	51.8%
A.2. I support the overall direction of <i>posAbilities</i> .	0.6%	2.1%	47.5%	49.9%
A.3. <i>posAbilities</i> demonstrates that it values diversity.	0.9%	3.2%	46.2%	49.7%
A.4. <i>posAbilities</i> has a strong focus on customer service and satisfaction.	0.6%	3.3%	54.1%	42.0%

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



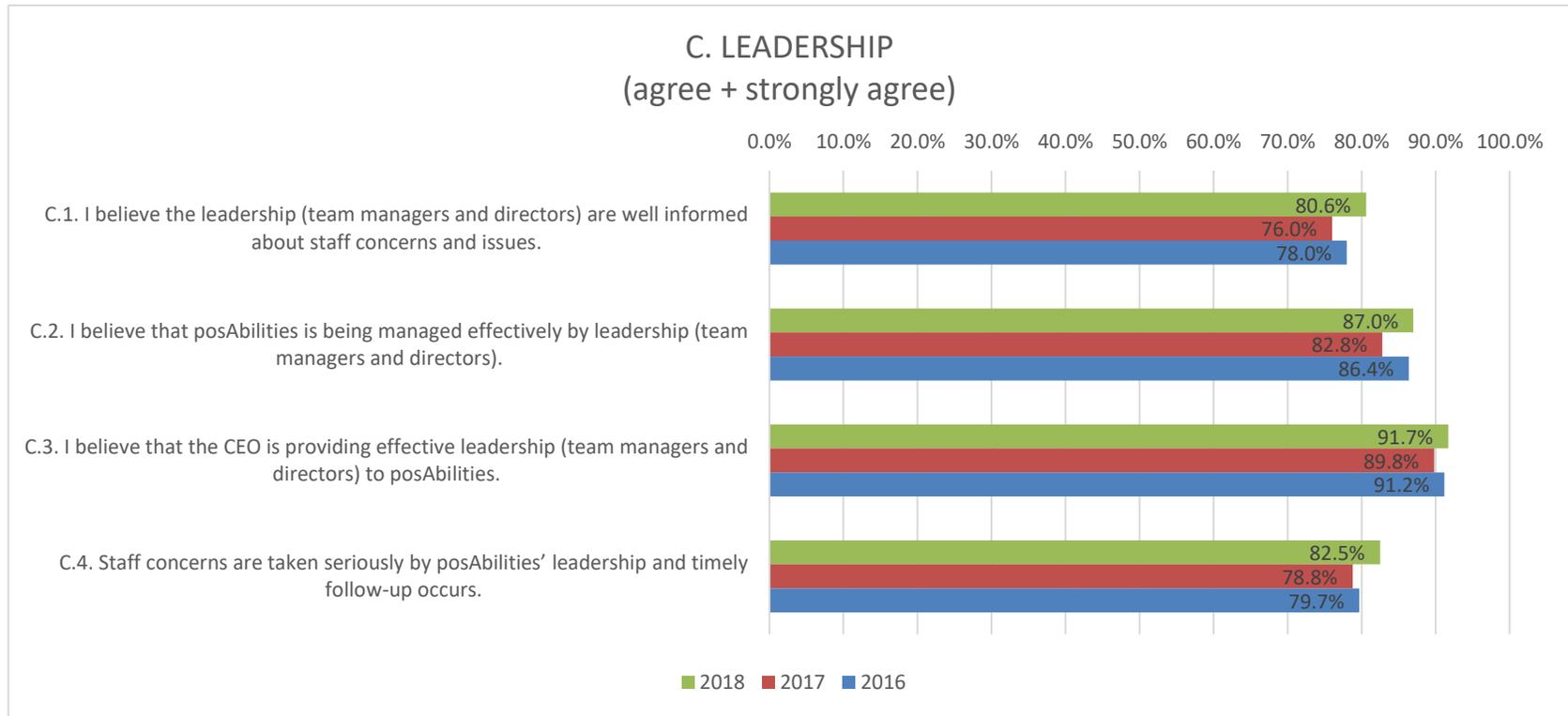
Communication

	Strongly Disagree	Disagree	Agree	Strongly Agree
B. COMMUNICATION				
B.1. I am kept well informed about plans and progress at <i>posAbilities</i> .	1.5%	11.5%	59.0%	28.0%
B.2. I am kept up to date about news and issues at <i>posAbilities</i> that affect my job.	1.5%	10.0%	58.1%	30.4%
B.3. I am asked for my input and/or ideas when important decisions are made that affect my work.	3.6%	22.8%	51.3%	22.3%
B.4. <i>posAbilities</i> has a clear means for disseminating important information.	1.2%	8.8%	62.8%	27.1%



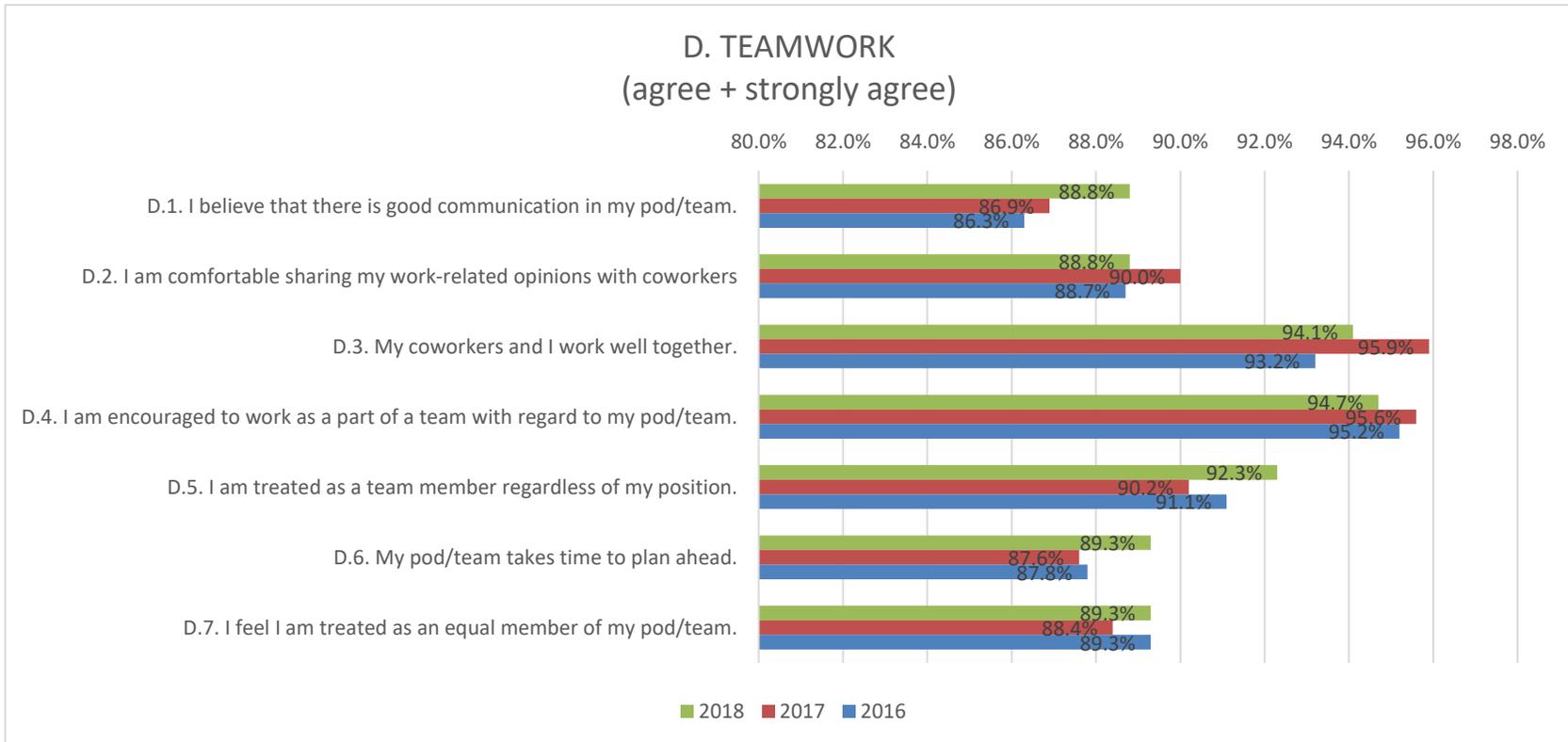
B. Leadership

	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.	2.9%	16.5%	56.2%	24.4%
C.2. I believe that <i>posAbilities</i> is being managed effectively by leadership (team managers and directors).	2.1%	10.9%	57.7%	29.3%
C.3. I believe that the CEO is providing effective leadership (team managers and directors) to <i>posAbilities</i> .	1.2%	7.1%	56.8%	34.9%
C.4. Staff concerns are taken seriously by <i>posAbilities</i> ' leadership and timely follow-up occurs.	2.4%	15.1%	56.2%	26.3%



Workgroup

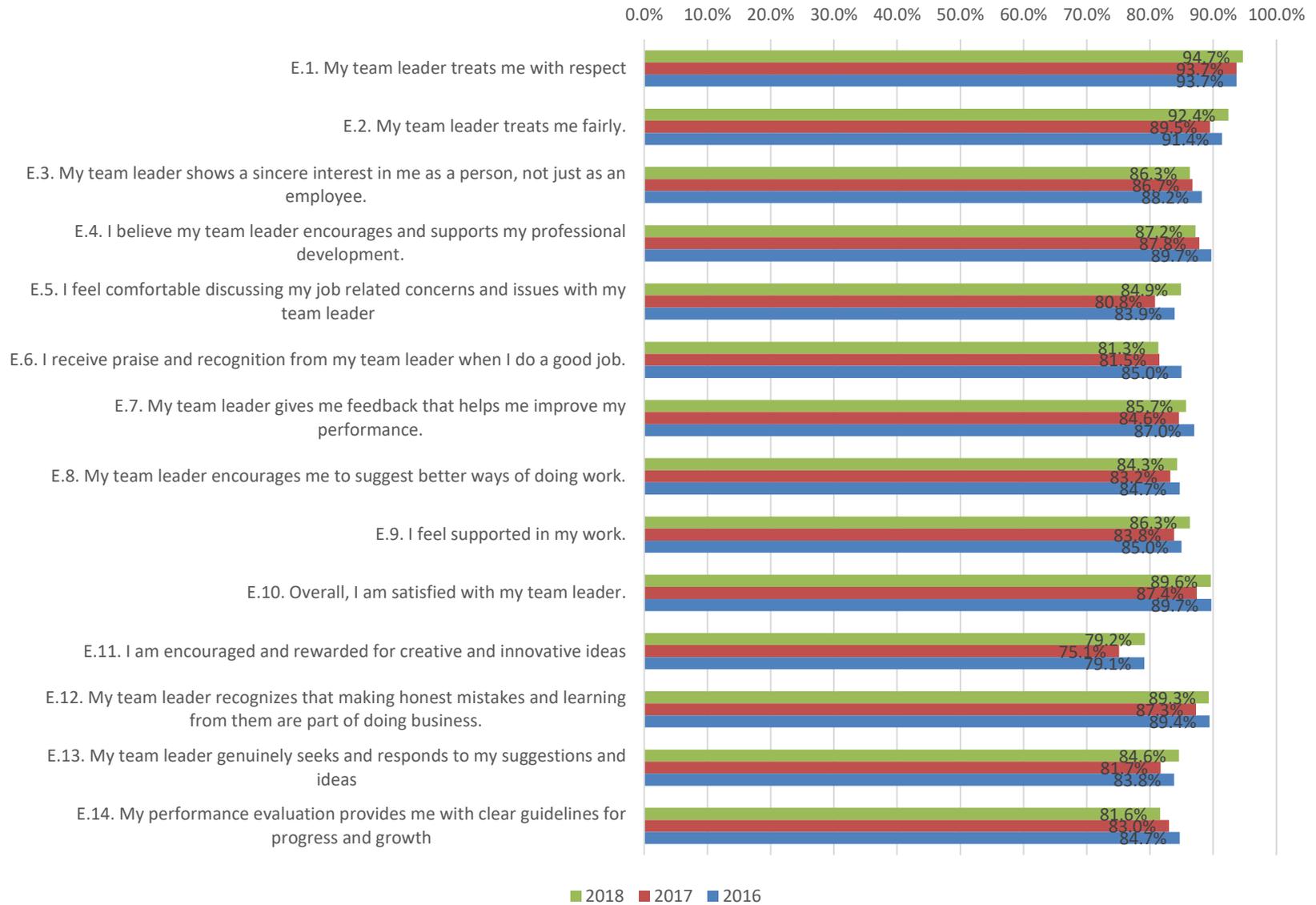
	Strongly Disagree	Disagree	Agree	Strongly Agree
D. TEAMWORK				
D.1. I believe that there is good communication in my pod/team.	2.4%	8.9%	54.1%	34.6%
D.2. I am comfortable sharing my work-related opinions with coworkers	2.1%	9.2%	50.3%	38.5%
D.3. My coworkers and I work well together.	1.8%	4.1%	49.0%	45.1%
D.4. I am encouraged to work as a part of a team with regard to my pod/team.	0.3%	5.0%	52.2%	42.5%
D.5. I am treated as a team member regardless of my position.	1.2%	6.5%	52.1%	40.2%
D.6. My pod/team takes time to plan ahead.	0.9%	9.8%	58.9%	30.4%
D.7. I feel I am treated as an equal member of my pod/team.	1.5%	9.3%	53.7%	35.5%



C. Manager Support

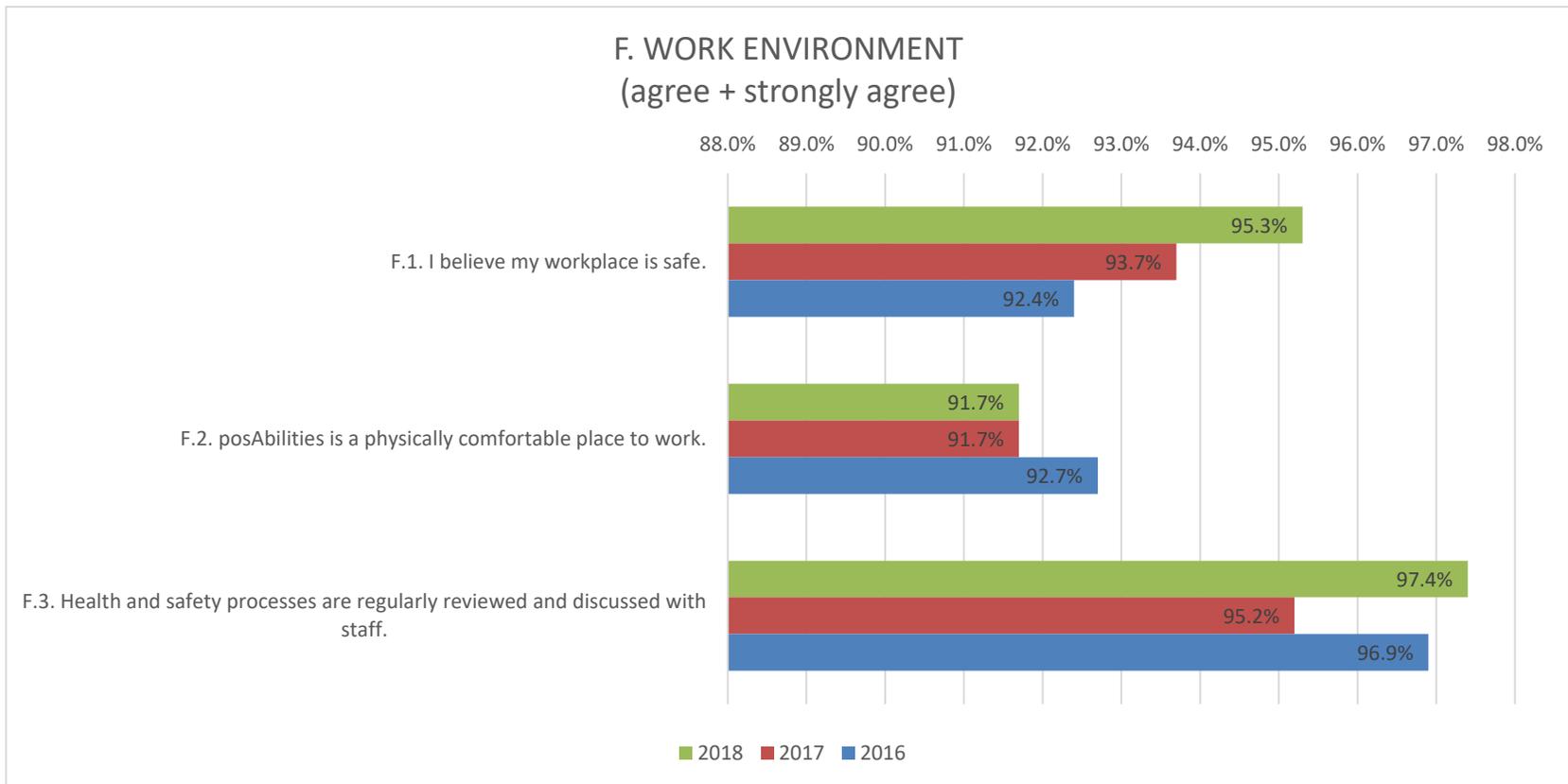
	Strongly Disagree	Disagree	Agree	Strongly Agree
E. MANAGER SUPPORT				
E.1. My team leader treats me with respect	1.0%	4.3%	51.2%	43.5%
E.2. My team leader treats me fairly.	1.0%	6.6%	51.2%	41.2%
E.3. My team leader shows a sincere interest in me as a person, not just as an employee.	2.3%	11.3%	49.3%	37.0%
E.4. I believe my team leader encourages and supports my professional development.	2.0%	10.7%	52.0%	35.2%
E.5. I feel comfortable discussing my job related concerns and issues with my team leader	3.4%	11.7%	50.0%	34.9%
E.6. I receive praise and recognition from my team leader when I do a good job.	3.0%	15.7%	47.8%	33.4%
E.7. My team leader gives me feedback that helps me improve my performance.	2.0%	12.3%	55.7%	30.0%
E.8. My team leader encourages me to suggest better ways of doing work.	1.7%	14.0%	55.5%	28.8%
E.9. I feel supported in my work.	3.0%	10.7%	50.7%	35.7%
E.10. Overall, I am satisfied with my team leader.	2.7%	7.7%	51.2%	38.5%
E.11. I am encouraged and rewarded for creative and innovative ideas	2.7%	18.1%	52.0%	27.2%
E.12. My team leader recognizes that making honest mistakes and learning from them are part of doing business.	2.0%	8.7%	56.7%	32.7%
E.13. My team leader genuinely seeks and responds to my suggestions and ideas	2.7%	12.7%	54.2%	30.4%
E.14. My performance evaluation provides me with clear guidelines for progress and growth	4.0%	14.4%	51.8%	29.8%

E. MANAGER SUPPORT (agree + strongly agree)



D. Staff Support/Environment

	Strongly Disagree	Disagree	Agree	Strongly Agree
F. WORK ENVIRONMENT				
F.1. I believe my workplace is safe.	0.6%	4.1%	55.9%	39.4%
F.2. posAbilities is a physically comfortable place to work.	0.3%	8.0%	50.7%	41.0%
F.3. Health and safety processes are regularly reviewed and discussed with staff.	N/R	2.6%	51.8%	45.6%



E. Staff Development

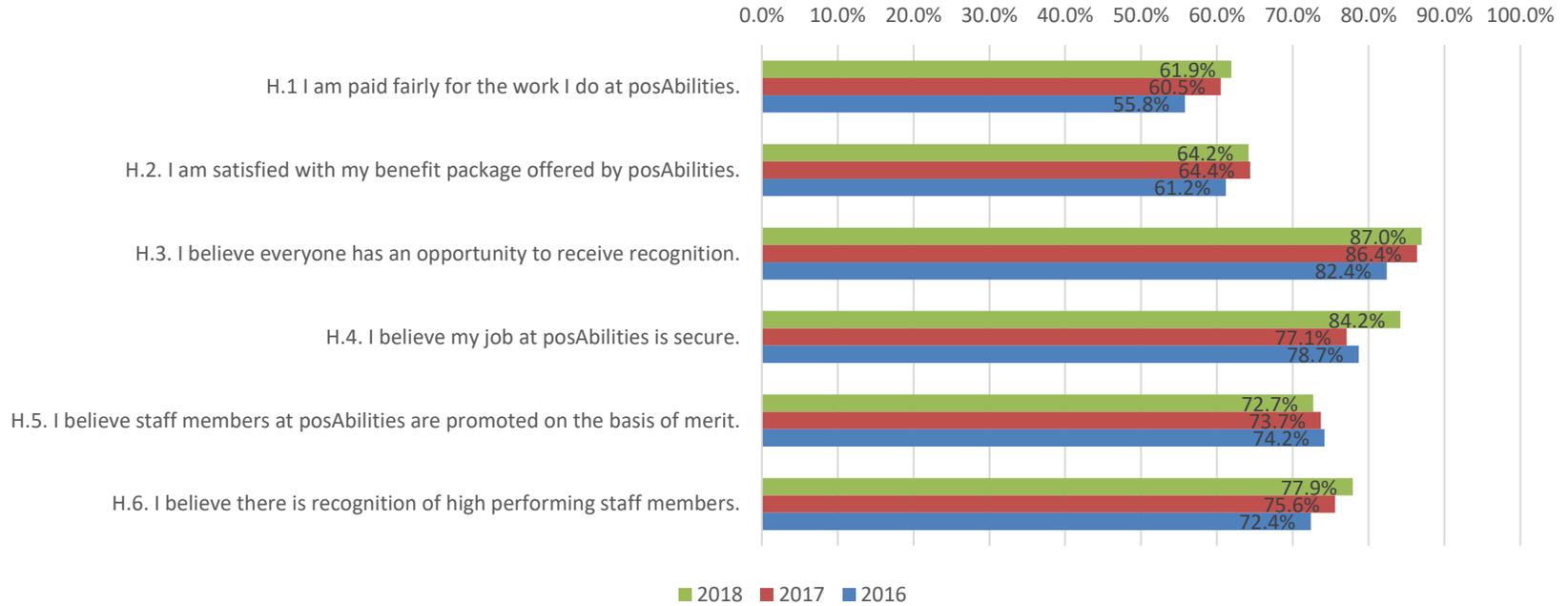
	Strongly Disagree	Disagree	Agree	Strongly Agree
G. STAFF DEVELOPMENT				
G.1. I have the information and resources I need to do my job properly.	N/R	7.6%	57.8%	34.6%
G.2. I am given the training and support I need to do my job well.	0.3%	5.3%	54.5%	39.9%
G.3. I receive the tools and equipment I need to do my job well.	1.5%	5.9%	56.9%	35.8%
G.4. I understand my job responsibilities.	N/R	1.2%	51.0%	47.8%
G.5. I have opportunities for professional growth and development.	0.6%	12.1%	48.7%	38.6%
G.6. posAbilities financially supports professional development.	2.1%	15.4%	51.5%	31.1%
G.7. I am completely clear regarding my role and responsibilities in my current position.	N/R	5.6%	51.0%	43.4%



F. 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> .	10.0%	28.2%	46.6%	15.2%
H.2. I am satisfied with my benefit package offered by <i>posAbilities</i> .	7.7%	28.1%	48.2%	16.0%
H.3. I believe everyone has an opportunity to receive recognition.	3.0%	10.1%	57.7%	29.3%
H.4. I believe my job at <i>posAbilities</i> is secure.	2.3%	13.5%	62.8%	21.4%
H.5. I believe staff members at <i>posAbilities</i> are promoted on the basis of merit.	3.0%	24.3%	54.6%	18.1%
H.6. I believe there is recognition of high performing staff members.	4.5%	17.6%	58.2%	19.7%

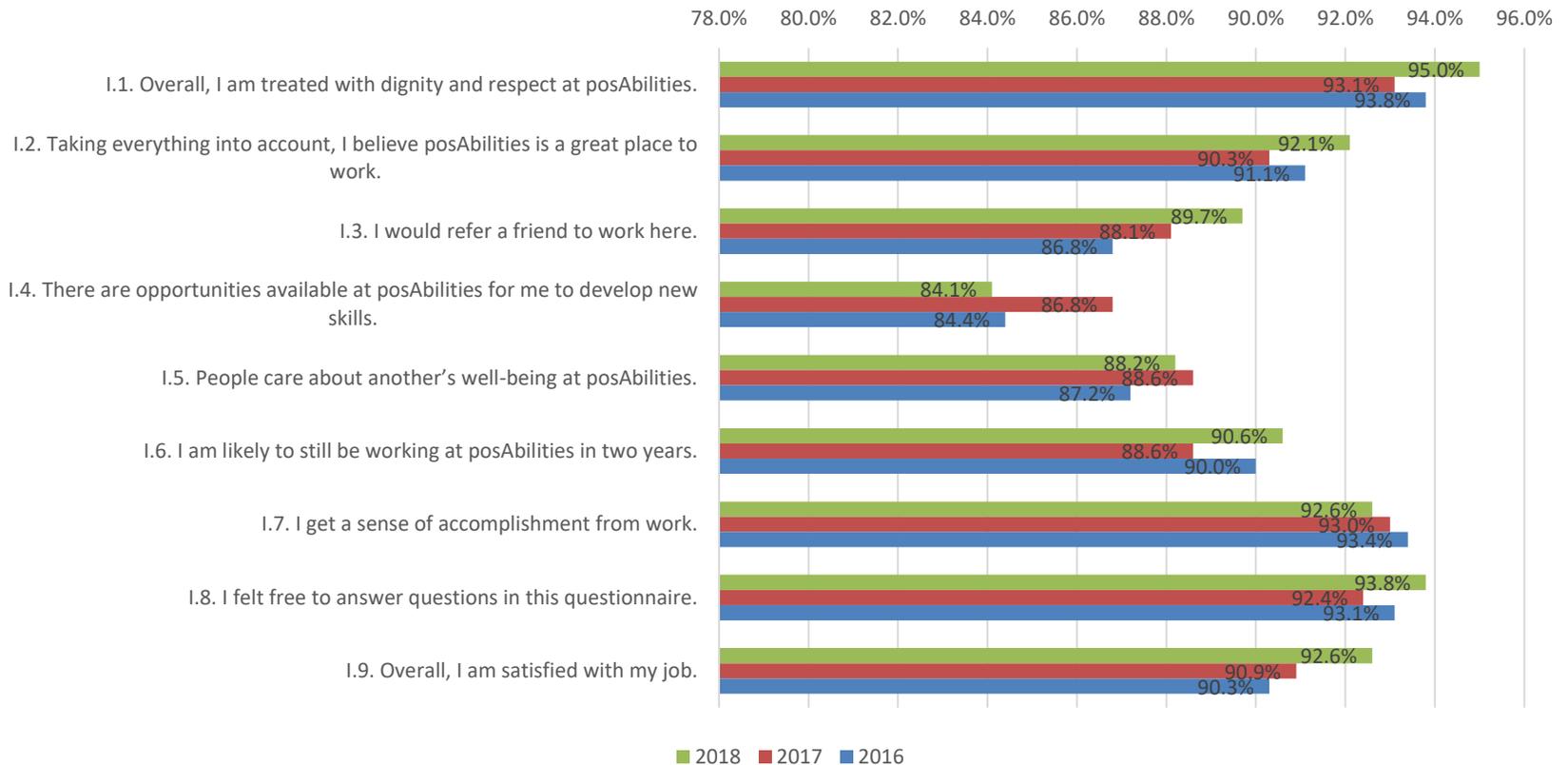
H. COMPENSATION AND RECOGNITION (agree + strongly agree)



G. 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> .	0.3%	4.7%	54.1%	40.9%
I.2. Taking everything into account, I believe <i>posAbilities</i> is a great place to work.	0.6%	7.4%	52.6%	39.4%
I.3. I would refer a friend to work here.	1.5%	8.8%	49.6%	40.1%
I.4. There are opportunities available at <i>posAbilities</i> for me to develop new skills.	1.5%	14.4%	50.3%	33.8%
I.5. People care about another's well-being at <i>posAbilities</i> .	1.2%	10.6%	55.6%	32.6%
I.6. I am likely to still be working at <i>posAbilities</i> in two years.	1.2%	8.2%	51.8%	38.8%
I.7. I get a sense of accomplishment from work.	0.6%	6.8%	50.9%	41.8%
I.8. I felt free to answer questions in this questionnaire.	0.9%	5.3%	49.0%	44.8%
I.9. Overall, I am satisfied with my job.	0.9%	6.5%	55.3%	37.4%

I. OVERALL JOB SATISFACTION (agree + strongly agree)



CUSTOM ITEMS 2018	Strongly Disagree	Disagree	Agree	Strongly Agree
1. My senior support worker or assistant supervisor treats me with respect.	1.4%	5.4%	48.2%	44.9%
2. My senior support worker or assistant supervisor treats me fairly.	1.1%	7.2%	49.3%	42.4%
3. My senior support worker or assistant supervisor shows a sincere interest in me	1.1%	9.8%	50.9%	38.2%

CUSTOM ITEMS 2018	Strongly Disagree	Disagree	Agree	Strongly Agree
as a person, not just as an employee.				
4. My senior support worker/assistant supervisor encourages/supports my professional development.	2.2%	10.9%	51.1%	35.8%
5. I feel comfortable discussing job related concerns and issues with my senior support worker/assistant supervisor.	3.6%	11.6%	46.0%	38.8%
6. I receive praise and recognition from my senior support worker/assistant supervisor when I do a good job.	3.3%	12.7%	51.1%	33.0%
7. My senior support worker/assistant supervisor gives me feedback that helps me improve my performance.	3.3%	14.2%	51.6%	30.9%
8. My senior support worker or assistant supervisor encourages me to suggest better ways of doing work.	4.0%	12.7%	53.1%	30.2%
9. I feel supported in my work by my senior support worker.	3.6%	8.4%	52.2%	35.8%
10. Overall, I am satisfied with my senior support worker or assistant supervisor.	3.6%	8.7%	50.2%	37.5%
11. My senior support worker/assistant supervisor recognizes that making mistakes is part of doing business.	1.8%	6.6%	56.9%	34.7%
12. My senior support worker or assistant supervisor genuinely seeks and responds to my suggestions and ideas.	2.5%	12.7%	52.4%	32.4%
13. I find the weekly staff e-news informative.	0.3%	0.0%	35.3%	64.4%
14. I know where to find community engagement resources on ShareVision.	1.3%	3.5%	35.2%	60.1%
15. I regularly read the blog "posAbilities Today".	0.3%	0.6%	35.7%	63.3%
16. I regularly read posAbilities' quarterly newsletter "Imagine!"	0.3%	0.3%	45.8%	53.6%
17. I regularly read the People of posAbilities newsletter.	0.3%	5.1%	55.2%	39.4%
18. I regularly visit posAbilities' social media sites.	0.3%	3.5%	55.2%	41.0%
19. I know I can refer persons served/families to posAbilities' Community Engagement Department.	0.0%	9.1%	51.3%	39.6%
20. One of more of posAbilities' wellness initiatives has been beneficial to me	0.3%	1.9%	37.9%	59.9%
21. I have had the opportunity to participate in at least one team building experience this year.	4.1%	16.9%	47.3%	31.7%
22. I know where to find posAbilities' Quality Improvement Plans.	13.0%	39.9%	32.9%	14.2%
23. I am familiar with posAbilities' Quality Improvement Plans.	7.2%	24.8%	47.5%	20.4%

Key Findings

- During the 2018 survey period (November 2018-December 2018), 63.5% of our total workforce, or 344 full time, part-time, and casual employees participated in the survey. The 2018 Survey response rate was 3.1% higher than the 2017 Survey response rate, which was itself 6.9% higher than that of 2016; showing a continuing increase in response rate.
- Overall job satisfaction continued its upward trend, rising slightly again as it has every year since 2015, to 92.6%.
- Although all areas of satisfaction remain high, there was a slight decrease (less than 3%) in 11 areas from 2017.
- In category A., “organizational culture and outlook,” two items, A.1, I am aware of *posAbilities*’ mission, and A2., I support the overall direction of *posAbilities*, had previously shown a multi-year downward trend. Both these items had increased in 2018 to beyond their previous high points to 98.2% and 97.4% respectively.
- In category B., “communication,” item B.3, I am asked for input and/or ideas when important decisions are made that affect my work, historically one of the lowest scoring items, showed a marked increase to 73.6%. This is a reversal of a previous downward trend.
- Category D., “teamwork,” saw slight decreases (less than 2%) in three out of seven categories although all categories remain above 88%.
- The five Survey Items with highest percentages indicating satisfaction, with respondents reporting to either “strongly agree” or “agree”, were identified in the following statements: G.4, I understand my job responsibilities (97.8%), A.1, I am aware of the organization’s mission (96.9%), A.2, I support the organization’s overall direction (97.4%), F.3, Health and safety is reviewed regularly (97.4%), and A.4, The organization is focused on customer service and satisfaction. I am encouraged to work as part of a team (95.6%). Three of these, G.4, A.1, and A.2, were also among the top five in 2017.
- The lowest percentages, where respondents expressed satisfaction by answering “strongly agree” or “agree”, are found in the following statements, which identify the top five survey items for improvement: H.1, I am paid fairly for the work I do at *posAbilities* (61.9%), H.2, I am satisfied with the benefit package offered by *posAbilities* (64.2%), H.5, Staff at *posAbilities* are promoted based on merits (72.7%), B.3, I am asked for my input and/or ideas when important decisions are made that affect my work (73.6%), H.6, there is recognition of high performing staff (77.9%).
- It should be noted that although it is an item with historically low ratings, H.1, I am paid fairly for the work I do at *posAbilities*, while remaining low, nonetheless has shown a continual upward trend since 2015, increasing by over 8% during that period.
- The survey items for which satisfaction ratings most significantly increased in 2018 compared to the previous year are: H.4, I believe my job at *posAbilities* is secure (from 77.1% in 2017 to 84.2% in 2018), and B.5, concerns between individuals are resolved in a respectful manner (from 82.0% in 2017 to 87.6% in 2018).
- The survey items for which satisfaction ratings most significantly decreased in 2018 compared to the previous year are: I.4, there are opportunities available at *posAbilities* for me to develop new skills (from 86.8% in 2017 to 84.1% in 2018), and D.3, my coworkers and I work well together (from 95.9% in 2017 to 94.1% in 2018).

2018 uSPEQ® Employee Climate Survey Quality Improvement Plan

The primary purpose of the uSPEQ® Employee Climate Survey is to gather feedback from employees about their perceptions of their work environment and overall job satisfaction. The survey is administered by an independent third party and participants' answers and comments are confidential. The indicators we use to measure our life at work are standardized and tested. This assures us that the results we receive accurately reflect our performance and how we are doing in relation to other community living service providers in North America.

Our survey report looks at *posAbilities'* strengths, as well as its areas to improve upon. This year's results were extremely positive. Of the 60 indicators of Organizational Climate, Workgroup and Staff Support that we measure, we have just six that fall below our threshold of a positive response. *posAbilities* defines a positive response, as an indicator that employees rate with "agree" or "strongly agree," for a total of 80% or higher. For all indicators where the positive response falls below this percentage, a measurable action is put forward to address the concern. The action items are rolled up into an annual uSPEQ® Quality Improvement Plan.

Summary of Results by Domain:

I. Organizational Climate

- a) *posAbilities'* Culture and Outlook - Five indicators addressing understanding and alignment with the Association's vision, mission and values. No indicator fell below 80% satisfaction.
- b) Communication – Five indicators measuring how information flows and interpersonal communication unfolds. One indicator, B.3, did not meet the threshold. This plan will address how we ask for input and/or ideas when important decisions are made that affect an employee's work.
- c) Leadership – Four indicators measuring various aspects of leadership and management scored above 80% satisfaction.

Follow up and proposed action(s) regarding indicators falling below 80%:

Indicator B.3: I am asked for input and/or ideas when important decisions are made that affect my work. (73.6%)

Workplace changes involve all levels of an organization. When changes are anticipated that impact an employee or their team, the preferred way of moving forward will be to engage those impacted as early as possible, and to offer them choices or options in the areas where they have influence.

Over the coming year, each team will review and discuss this topic and learn together how they can play a part in managing changes that impact their work to a higher level of satisfaction. In order to do this, leaders will share information around the timing or extent to which sharing may be limited. Take for example, a government referral may be extremely fast if an individual or family is in crisis, leaving little time for team engagement.

Other limitations to influencing decisions or outcomes may arise from an employee's role. For example, management functions such as vacation scheduling, budgeting and staffing, fall to Team Leaders.

The question we aim to work on together is how can the whole team provide input into a smoothly functioning program and shape decisions that impact them to the greatest extent possible? The following action items will assist us with this challenge.

II. Workgroup

- d) Teamwork – Seven indicators regarding communication and teamwork scored in the high 80's–mid 90's (percentages).
- e) Manager Support – Of fourteen indicators, thirteen scored above 80%, measuring areas such as respect, fairness, staff development, engagement, and recognition of ideas or performance. The one area where the positive response fell short by 0.8% was on being rewarded for creative and innovative ideas. (E.11)

Follow up and proposed action(s) regarding indicators falling below 80%:

Indicator E.11 I am encouraged and rewarded for creative and innovative ideas. (79.2%)

A discussion guide will be created for pods/teams that assists employees with identifying what creative and innovative ideas could emerge or have emerged in their programs. Each pod/team will identify, put into practice, and reflect on at least one creative or innovative idea in their program.

Employees will acknowledge and celebrate each other/peers for implementing creative and innovative ideas. Each pod/team will determine how to celebrate and recognize their progress.

III. Staff Support

- f) Work Environment – Three indicators measure comfort and safety, ranging from 91.4-97.4% satisfaction.
- g) Staff Development – Seven indicators, ranging from job responsibilities to training, growth and professional development, all scored at or well above 82.5%.
- h) Compensation and Recognition – Of the six indicators in this area, four fall below the 80% satisfaction level. The first two are compensation and benefits, which are negotiated through the Collective Agreement bargaining process. The other two items related to recognition of high performing staff members and promotion based on merit will be addressed in this plan.
- i) Overall Job Satisfaction – Of the nine indicators here, the range of positive responses spanned 84.1-95%

Follow up and proposed action(s) regarding indicators falling below 80%:

Indicator H.1 I am paid fairly for the work I do at *posAbilities*. (61.9 %)

Indicator H.2 I am satisfied with my benefit package offered by *posAbilities*. (64.2%)

Each Orientation Express session will include a 30 minute presentation by the BC Government and Employees Union, educating staff on the Collective Bargaining process and employee benefits.

Indicator H.5 I believe staff members at *posAbilities* are promoted on the basis of merit. (72.7%)

The Career Development and Performance Evaluation tools on ShareVision can be used for career education and planning purposes. For example, employees can review the required competencies for the role(s) they are interested in, and plan/learn to advance their careers with the support of their supervisors. The new process is also more interactive, with conversations being started by employees or their supervisors through ShareVision. The new HR features are currently being piloted by the Red Pod, and are anticipated to be rolled out to all employees by May, 2019.

When new roles are being piloted or developed and posted to ShareVision, Team Leaders will discuss them with their teams to raise awareness of career development opportunities.

Indicator H.6 I believe there is recognition of high performing staff members. (77.9%)

We will continue to tweak and clarify the promotion of peer-to-peer nominations for formal recognition. We will attempt to ensure that every Pod will have at least one nomination in a calendar year.

We will take photos of only the award recipients following the awards, and publish with permission on internal channels.

Summary of Custom Question Responses

We also ask for feedback through customized indicators on a variety of subjects ranging from one's relationship with their senior support worker or supervisor (all scoring above 80%), through to probing the use of our various communications channels.

- We learned our weekly story blog and social media sites are visited by less than half our employees (46.1%), and our externally focused quarterly newsletter and newly introduced employee newsletter are read more frequently, by about two thirds (66.9%) of employees. The
- Community Engagement team will work on improving these scores by consulting with a cross section of employees and teams.
- In terms of our wellness initiatives, 72.2% of employees found one or more initiatives beneficial, which is a slight increase from 72% in 2017.
- 76.4% of our employees reported participating in at least one team building event within the year
- We learned an average of 66.6% of employees are familiar with our uSPEQ® Quality Improvement Plans and know where they can view them on ShareVision.
- These measurements provide us with feedback as to the reach, use, accessibility, and awareness of our communications tools and wellness initiatives.

Follow up and proposed action(s) regarding custom question responses:

The Community Engagement Team will be implementing a few changes we hope will better support our teams with efficient and effective information flow:

- A presentation will be delivered at each Pod Meeting once each year to facilitate awareness of our various communications channels and highlight how to best use them.
- Focus groups will be set up to solicit feedback on content delivered through all channels, and get leads on new stories and features.

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:

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.

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.

In response to the need for residential options for individuals with developmental disabilities, *pos*Abilities 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.
- Environments where our persons served thrive in an atmosphere that is encouraging and consistent.
- Provide, through our Shared Living providers, a means to a lifestyle which supplies stimulation, activity and identification and assistance in achievement of personal goals for our clients.

Stakeholder Survey Results:

Survey 2018-19: Shared Living Providers

RESPONDENTS 25 of 91= 28.1%

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	72.0%	20.0%	8.0%	0.0%	0.0%
2. My questions and concerns are addressed and responded to in a timely manner by the Shared Living Team.	64.0%	24.0%	12.0%	0.0%	0.0%
3. I get the support I need from the Shared Living Team.	56.0%	32.0%	12.0%	0.0%	0.0%
4. My Shared Living Coordinator consistently communicates with me.	56.0%	44.0%	0.0%	0.0%	0.0%
5. The Shared Living Team offers beneficial information about upcoming events and workshops/information sessions.	52.0%	44.0%	4.0%	0.0%	0.0%
6. The Shared Living Contractor Agreement is understandable.	52.0%	48.0%	0.0%	0.0%	0.0%
7. The Shared Living Contract is reviewed with me annually.	60.0%	40.0%	0.0%	0.0%	0.0%
8. The Shared Living Team appropriately matches homes with persons served.	52.0%	28.0%	20.0%	0.0%	0.0%
9. The Shared Living Team provides support and guidance to the contractors to assist persons served in pursuing their goals.	48.0%	40.0%	12.0%	0.0%	0.0%
10. The Shared Living Team provides me with valuable information about opportunities and resources for the person I support.	48.0%	44.0%	8.0%	0.0%	0.0%
11. Do you understand the role of the Quality Assurance Monitor?	YES: 80.0%		NO: 20.0%		

Key Findings

- Notable on this year's survey was the fact we saw no responses of "disagree" or "strongly disagree" to any of the 11 survey questions. This was a marked improvement over last year when we had some respondents choosing "disagree" or "strongly disagree" for three of eight questions.
- Although the total percentage of respondents who indicated "strongly agree" or "agree" to "2. My questions and concerns are addressed and responded to in a timely manner by the Shared Living Team." Remained the same as last year (88.0%), there was a significant increase in the percentage indicating "strongly agree" (from 48.0% to 64.0%).
- There was also an increase (from 84.0% to 88.0%) in respondents who indicated "strongly agree" or "agree" to "3. I get the support I need from the Shared Living Team."
- There was an increase (from 92.0% to 100.0%) in respondents who indicated "strongly agree" or "agree" to "4. My Shared Living Coordinator consistently communicates with me". This was a question that had seen a slight decrease previously.
- Finally, the percentage of respondents indicating "strongly agree" or "agree" to questions "6. The Shared Living Contractor Agreement is understandable," and "7. The Shared Living contract is reviewed with me annually," both increased (from 92.0% to 100.0% and 88.0% to 100.0% respectively).
- The only question showing a slight decrease this year was "11. Do you understand the role of the Quality Assurance Monitor?" (from 84.0% responding "yes" last year to 80.0% responding "yes" this year).

Follow Up and Proposed Action

- We will include written documents describing the roles of the Shared Living Coordinator and the Quality Assurance Monitor which will be reviewed annually with the Shared Living Contractors.

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 2017	Outcome 2018	Target Achieved
Minimize the number of incidents involving verbal and physical aggression	# of aggressive incidents involving verbal and physical aggression to # of persons served	0.6	0.03	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	0	0	✓
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served	0.02	0	0	✓

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 2017	Outcome 2018	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	75%	20 91%	48 81%	✓

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
	they need to do without major barriers ²				
	# 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%	4 100%	8 50%	✗
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 the service met their need	85%	19 86%	45 93%	✓
	# and % of families of persons receiving Shared Living Services who report they are overall satisfied with the services received	85%	3 100%	9 90%	✓

² 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.

Efficiency					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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 ³	131	133	✓

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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%	87%	✓

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Promote overall safety	# and % of persons served who report feeling safe at posAbilities.	75%	9 90%	50 96%	✓
	# and % of families who report that their family member is safe at posAbilities	75%	8 100%	9 90%	✓

³ 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 2017	Outcome 2018	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at posAbilities respect them as a person	90%	7 88%	50 96%	✓
	# and % of families of persons served who report that staff members treat them with respect and courtesy	90%	7 88%	10 100%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff members at posAbilities pay attention to what they say	90%	22 88%	46 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 posAbilities Shared Living Services.	75%	N/A	29 66%	✗
	# and % of families who report that their family member gets along better with peers as a result of posAbilities.	75%	2 66%	27 93%	✓
Enhance community-based resilience	# and % of persons served who report that they know where and how to get help they need in the community	80%	19 79%	43 84%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons served who report they are able to make choices that are important to them	90%	24 96%	48 96%	✓

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Maximize overall satisfaction with service	# and % of persons served that report the services they receive meet their expectations	95%	22 88%	40 91%	✗

Key Findings:

- Although we did not meet targets in all areas of satisfaction for persons receiving Shared Living Services and their families in 2018-2019, in all areas where we missed targets, we have made improvements over 2017-2018 scores.
- We remain committed to continuing this trend in the coming year with respect to outcomes relating to the overall improvement of quality of life of person served.

Follow up and proposed action:

- We will make more efforts to communicate the work *posAbilities* does to enhance the quality of life of their family member.
- We will continue to develop opportunities for community connections based on interest and/or region between persons served and shared living contactors.
- We will make more effort to communicate with persons receiving services and their families about specific expectations from the service.
- We will increase our efforts to ensure more satisfaction surveys are completed by family members of persons receiving Shared Living Services.

4.1.2 Supported Living

Program Overview:

The purpose of the Supported Living program is to assist individuals 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.

In general, 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 2017	Outcome 2018	Target Achieved
Minimize the number of incidents involving verbal and physical aggression	# of aggressive incidents involving verbal and physical aggression to # of persons served	0.6	0	0	✓
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	✓

The results indicate that all the targets set for Supported Living services' key monitoring items have been met.

Efficiency					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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	99	93	✓
Maximize staff retention ⁴	# 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)	20	20	✗

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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%	86%	86%	✓

Key Findings:

- The file review showed we have met our service access target for Supported Living services.
- 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 Note there was no increase or decrease in the staffing complement in the SLN program during FYE 2019.

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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 the things they need to do without major barriers ⁵	75%	8 89%	30 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%	4 66%	13 92%	✓
Promote overall safety	# and % of persons served who report feeling safe at <i>posAbilities</i> .	75%	9 90%	35 97%	✓
	# and % of families who report that their family member is safe at <i>posAbilities</i> .	75%	6 100%	15 94%	✓
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%	N/A – New for 2019	24 77%	✗
Enhance overall wellbeing	# and % of persons served who report that their life is generally better since they started working with <i>posAbilities</i> .	80%	N/A – New for 2019	34 95%	✓
Assist persons served in meeting or making progress toward Person Centered Planning goals	% of total goals where in persons served reported that they “got what they wanted” or “made progress on what they wanted”	75%	94%	70%	✗

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 SLN23, 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.

Key Findings

- Based on the responses of persons receiving Supported Living Network services and their families, as well as the file review, we have met all but two of our expected effectiveness targets.
- Although we fell short with respect to assisting persons served in meeting person centered planning goals, this is partially due to the transition over the past year to a new goal tracking system.

Follow-up and Proposed Action

- We will be building in automated reporting features to assist SLN team in tracking goal progress.
- We will be offering the Healthy Relationship Series training to persons served enrolled in SLN to increase their community and personal safety knowledge.

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at posAbilities respect them as a person.	90%	11 100%	35 97%	✓
	# and % of families who report that staff members treat them with respect and courtesy.	90%	4 80%	16 100%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff at posAbilities pay attention to what they say.	90%	11 100%	34 94%	✓
	# and % of families who report that staff at posAbilities pay attention to what they say regarding their family member.	90%	4 80%	15 94%	✓
Enhance community based resilience.	# and % of persons served who report that they know where and how to get help they need in the community.	75%	9 90%	30 83%	✓
	# and % of families who report that as a result of programs and services, their family member is better able to cope	75%	5 100%	11 85%	✓

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
	when things go wrong.				
Promote self-determination and abilities to make their own decisions	# and % of persons served who report that they have the opportunity to make choices that are important to them.	90%	11 100%	34 94%	✓
	# 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%	14 93%	✓
Provide education on rights and responsibilities.	# and % of persons served who report that they have viewed a Prezi presentation about individual rights and responsibilities.	90%	N/A – New for 2019	5 15%	✗
Maximize overall satisfaction with service	# and % of persons served who report the services they receive meet their expectations.	90%	9 82%	34 94%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at posAbilities.	95%	6 100%	14 100%	✓

Key Findings:

- In FYE 2019, the only item falling below target with respect to input is “provide education on rights and responsibilities”.
- The use of the Prezi presentation for this purpose was new for this year and in the coming year, we plan to review how and when this annual presentation is made with all persons served.

Follow-up and Proposed Action

- *posAbilities* will be adding a read aloud and text highlighting feature to its website, and the translation of core documents such as the Charters of Rights, which will provide enhanced accessibility to this information for persons served and other stakeholders.
- *posAbilities* will also encourage participation in workshops, arts and cultural events for self-advocates that are aimed at education on rights and responsibilities. One such example, is the Ready to Rent educational seminar that will be offered by our Team Leader in Supported Living.

4.1.3 Community Housing

Program Overview:

- 24 hour care: This level of service is designed to meet the unique support needs of the individuals who live in the home. Services may include personal care, health planning and psychiatric and/or behaviour support.
- Semi-independent staffing support: focuses on developing independent living skills and building upon 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 2017	Outcome 2018	Target Achieved
Move persons served to more or less independent living arrangements according to changes in their needs ⁶	# and % of persons served that move to a more independent living arrangement	N/A ⁴	N/A – New for 2018	2	N/A
	# and % of persons served that move to a less independent living arrangement	N/A ⁴	N/A – New for 2018	1	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	0.03	0.67	✓
Minimize the number of validated complaints that are processed	# of validated complaints that are processed through the formal	1	1	0	✓

⁶ 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 persons' 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 2017	Outcome 2018	Target Achieved
through the formal complaint resolution process	complaint resolution process				
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served	0.90	0.48	0.70	✓

Efficiency					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Promote service utilization through provision of staffed residential homes	Number of persons served in CH programs	80 ⁷	83	75	✗
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)	137	93	✗

Key Findings:

- The target of 80 represents the total number of available spaces in all Association 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 an individual is in transition from one Community Housing program to another at the time the total vacancy snapshot is taken.
- The file review revealed that we did meet our target related to minimizing the number of validated complaints that are processed through the formal complaint resolution process.
- The file review showed that we have met our target of minimizing medical/treatment errors.

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. We also fill vacancies based on suitability and so vacancies remain unfilled until a compatible match is found.

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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%	85%	73%	✗

Follow-up and Proposed Action

- Although we did meet our target for minimization of medication errors, we are implementing the E-MAR system in all Community Housing Programs.
- We will continue using Person-Centered Thinking and we will ensure all Safety Plans and Behaviour Support Plans are reviewed and updated by Behaviour Consultants.
- We have increased capacity for Registered Behaviour Technicians to assist programs in dealing with communication challenges.
- *posAbilities* participated in the pilot testing of the uSPEQ® Family Member Survey and will continue to use the uSPEQ® Family Member Survey tool to gather feedback from families. We are reviewing methods to increase the response rate.

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Ability to do the things that are important to persons receiving services ⁸	# and % of persons receiving services who report that they are generally able to do the things they need to do without major barriers.	75%	10 83%	47 90%	✓
	# 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%	4 100%	11 69%	✗

⁸ 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, 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.

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Promote overall safety	# and % of persons receiving services who report feeling safe at <i>posAbilities</i>	90%	12 86%	46 92%	✓
	# and % of families who report that their family member is safe at <i>posAbilities</i> .	80%	2 100%	17 100%	✓
Assist persons receiving services in meeting or making progress toward Person Centered Planning goals	% of total goals where in persons served reported that they “got what they wanted” or “made progress on what they wanted	80%	92%	81%	✓

- Based on the file review and stakeholder surveys, we have met all our effectiveness targets except for that of families reporting persons served are better able to do things they want to do due to services received from *posAbilities*.

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them as a person.	90%	12 92%	52 95%	✓
	# and % of family members who report that they are treated with respect and courtesy by <i>posAbilities</i> ’ staff	90%	2 100%	16 94%	✓
Value and acknowledge each person’s individuality	# and % of persons receiving services who report that staff at <i>posAbilities</i> pay attention to what they say.	90%	11 100%	47 86%	✗
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family member.	90%	2 100%	16 89%	✗

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
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%	N/A	53 95%	✓
	# and % of families who report that their family member is more connected to people in their community since they started working with <i>posAbilities</i> .	75%	N/A	7 41%	✗
Enhance Community-based Resilience	# and % of persons receiving services who report that they know where and how to get help they need in the community.	80%	8 89%	42 86%	✓
	# 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 50%	11 73%	✗
Promote self-determination and abilities to make their own decisions	# and % of persons receiving services who report that they have the opportunity to make choices that are important to them.	90%	11 92%	45 87%	✗
	# 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%	12 71%	✗
Provide education on rights and responsibilities	# and % of persons served who report that they have viewed a Prezi presentation about individual rights and responsibilities.	90%	N/A	46 87%	✗
Maximize overall satisfaction with service	# and % of persons receiving services that report the services they receive meet their expectations.	90%	12 86%	49 91%	✓

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i> .	90%	2 100%	16 100%	✓

Key Findings

- The feedback provided by persons receiving Community Housing services and their families show we are meeting some, but not all of our targets. An interesting pattern that may be observed is that many of the areas where we fell short of targets are those where information was drawn from family/stakeholder surveys. For many of those same objectives, the persons served survey score was on or above target. This indicates there may be a disconnect between the families’ perception and that of persons served. This is an opportunity to examine how we communicate about our services to families.
- The low number of survey responses from family members can result in one or two “no” responses pushing the result below the target.
- Thus, not meeting the targets noted above may not accurately represent overall satisfaction amongst family members.

Follow-up and Proposed Action

- *posAbilities* continues to participate in the pilot testing of the uSPEQ® Family Member Survey.
- We will continue to work with our teams to enhance our surveying plan to increase the family member response rate.
- We are working with our teams to be more intentional about information sharing with family members.
- We will be offering family members an electronic survey option in addition to paper format to increase our response rate.

4.2 Community Integration

Program Overview:

We offer a wide range of social, recreational and learning opportunities. Participants are encouraged to pursue their interests and try out different program options. In addition to the variety that 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 2017	Outcome 2018	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	0.7	0.4	✓
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	0.09	0.05	0.06	✓

Key Findings:

- The file review revealed that we have seen a significant reduction in aggressive incidents over the past year; surpassing our target in this area, which we attribute to our targeted staff training program and increased engagement with 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 2017	Outcome 2018	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	N/A – New for 2019	282	✓
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)	59	77	✓

- The file review revealed we met the efficiency targets for 2018-2019.

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Maintain the length of time from referral to service initiation ⁹	% of referred persons for whom services were initiated within 30 working days of referral	95%	33%	33%	✗

- We did not meet our expected service access target related to the length of time from referral to service provision. 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.

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Ability to do the things that are important to persons receiving services ¹⁰	# and % of persons receiving services who reported that they are generally able to do the things they need to without major barriers	90%	27 90%	94 80%	✗
	# and % of families who report that the service received at posAbilities make the person receiving services better able to do the things they want to do	90%	6 100%	23 85%	✗
Promote overall safety	# and % of persons receiving services who report feeling safe at posAbilities	90%	30 97%	121 98%	✓
	# and % of families who report that their family member is safe at posAbilities	85%	6 86%	25 93%	✓
Assist persons receiving services in meeting or making progress toward Person Centered Planning goals	% of total goals wherein, persons served reported that they “got what they wanted” or “made progress” on what they wanted	95%	97%	76%	✗

⁹ Note a significant number of referrals to Community Integration Programs during FYE2019 were to the Limitless Program; which has a fixed start date at the beginning of the school year. This explains some of the delays between referral and start date.

¹⁰ 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, 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.

Key Findings

- Although we fell short on three out of five of our effectiveness targets for Community Integration Programs, we are nonetheless above 80% satisfaction in all but one.

Follow-up and Proposed Action

- We have made enhancements to our Person Centered Goal tracking system to make it more user friendly; which is designed to increase goal progress tracking.

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Treat persons served and families with respect	# and % of persons served who reported that people at <i>posAbilities</i> respect them as a person.	90%	30 100%	121 98%	✓
	# and % of family members who report that they are treated with respect and courtesy by <i>posAbilities</i> ' staff.	90%	8 100%	24 89%	✗
Value and acknowledge each person's individuality	# and % of persons receiving services who report that staff at <i>posAbilities</i> pay attention to what they say.	90%	30 97%	118 94%	✓
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family member.	85%	6 86%	25 89%	✓
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%	N/A	113 93%	✓
	# and % of families who report that their family member is more connected to people in their community since they started working with <i>posAbilities</i> .	75%	N/A	16 59%	✗
Enhance Community-based Resilience	# and % of persons receiving services who report that they know where and how to get help they need in the community.	75%	25 86%	96 80%	✓
	# 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%	6 100%	18 69%	✗
Promote self-determination and abilities to make their own decisions	# and % of person receiving services who report that they have the opportunity to make choices that are important to them.	95%	31 100%	116 95%	✓

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
	# and % of families who report that their family member has the opportunity to provide input regarding the programs and services they receive.	75%	4 57%	21 78%	✓
Provide education on rights and responsibilities	# and % of persons served who report that they have viewed a Prezi presentation about individual rights and responsibilities.	90%	N/A	115 93%	✓
Maximize overall satisfaction with service	# and % of persons receiving services that report the services they receive meet their expectations.	95%	31 100%	104 93%	✗
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i>	90%	7 88%	26 93%	✓

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

- The feedback provided by persons receiving Community Integration services and their families show we are meeting most of our targets. The few areas indicating room for improvement include family members who report they are treated with respect by staff (89% or 1% below target) and families who report the person receiving services is more connected to their community (59% or 16% below target). Note this was a new measure added via a custom question for this past year and so we intend to examine ways to increase this score for next year. Other areas falling slightly below target include families who report the person receiving services is better able to cope when things go wrong (6% below target) and persons served who report the services meet their expectations (2% below target). Note although the total number of survey responses was greater this year than in the past, the low number of survey responses from family members can result in one or two “no” responses pushing the result below the target. Thus, not meeting the targets noted above may not accurately represent overall satisfaction amongst family members.

Follow up and proposed action

- We will communicate with families that program participation information will be made available upon request.
- 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.

4.3 Building Caring Communities/Explore

Program Overview:

Building Caring Communities (BCC) and Explore work with persons served who are ready to broaden their horizons and stretch towards new experiences and growth. We share a strengths-based and relational approach that invites people to be active participants in shaping what they want for their future. People will 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 will work alongside 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 Growth - 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.

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

- Deep Dive Discovery (6-8 weeks) - participants engage in reflective activities and storytelling
- Action Plan - participants are involved in shaping their journey with determining goals and have a vision of their future selves
- Service/Platform Collaboration - connecting participants to supports that match their goals. A community of professionals develop around the participant to provide very individualized supports.
- Services/platforms offered in Explore: Building Caring Communities, Employment Services, Laurel Behaviour Support Services, Kudoz.
- Continued Check-Ins - participants 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 Asset Based Community Development services and their family members. These outcome results apply to persons participating in BCC services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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 2017	Outcome 2018	Target Achieved
Promote BCC service Utilization through Provision of a wide range of social, recreational, and learning opportunities	Number of persons participating in BCC ¹¹	40	54	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)	5	1	✗

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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%	80%	96%	✓

- In 2018-2019, we met our key monitoring targets as well as expected targets for efficiency and service access.

¹¹ 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.

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Ability to do the things that are important to persons served	# and % of persons receiving services who report that they are generally able to do the things they need to do without major barriers	75%	4 80%	8 67%	✗
	# and % of families who report that the services received at posAbilities make the person receiving services better able to do the things they want to do	75%	3 100%	4 100%	✓
Promote overall safety	# and % of persons receiving services who report feeling safe at posAbilities	80%	5 100%	12 100%	✓
To increase the level of activity outside the home	% change between baseline and exit in persons served responding they are “very busy”.	N/A	N/A – new for 2018	+67%	
To increase active engagement	% change between baseline and exit in persons served responding that they feel “very interested” most of the time.	N/A	N/A – new for 2018	+17%	
To increase comfort/confidence in community settings	% change between baseline and exit in persons served responding that they feel “comfortable” in community settings.	N/A	N/A – new for 2018	+33%	
To increase the quality of relationships	% change between baseline and exit in persons served responding that they “feel close to the people in their life”.	N/A	N/A – new for 2018	+33%	

- Note a new survey instrument was piloted with persons served by BCC. This survey posed several questions designed to capture effectiveness data using a “pre-post” format; with the same questions posed at the start of service or baseline and again at the end of service or exit. The percentage change in the “best” responses was measured with the hypothesis that there would be an increase. Due to the survey being implemented mid-way through the fiscal year, the sample of persons served who answered both baseline and exit surveys was very small. We hope to have more robust data in the future.

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Treat persons served and families with	# and % of persons served who report that people at	90%	5	12	✓

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
respect	<i>posAbilities</i> respect them as a person		100%	100%	
	# and % of family members who report that they are treated with respect and courtesy by <i>posAbilities</i> ' staff	90%	3 100%	4 100%	✓
Value and acknowledge each person's individuality	# and % of persons receiving services who report that staff at <i>posAbilities</i> pay attention to what they say.	90%	4 80%	12 100%	✓
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family members.	90%	3 100%	3 75%	✗
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%	1 50%	12 100%	✓
	# and % of families who report that their family member is more connected to people in their community since they started working with <i>posAbilities</i>	75%	2 67%	N/A	N/A
Enhance Community-based Resilience	# and % of persons receiving services who report that they know where and how to get help they need in the community.	75%	4 80%	8 67%	✗
	# 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 35%	2 50%	✗
Promote self-determination and abilities to make their own decisions	# and % of persons receiving services who report that they have the opportunity to make choices that are important to them.	90%	5 100%	11 92%	✓
	# and % of families who report that their family member has the opportunity to provide input regarding the programs and services they receive.	90%	3 100%	4 100%	✓
Maximize overall satisfaction with service	# and % of persons served that report that the services they receive meet their expectations.	95%	5 100%	12 100%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i> .	95%	3 100%	4 100%	✓

- Although there are several areas where targets were not met for the BCC service stream, the very low number of survey responses makes the results less statistically significant. As noted previously, when the response rate is very low, one or two “no” responses can push the result below the target.
- Nonetheless, we do see overall satisfaction meeting targets.

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

Follow up and proposed action

- We will develop systems to increase the survey response rate from families of person served.
- We will be offering the Healthy Relationship Series training to persons served enrolled in BCC to increase community based resilience by increasing community and personal safety knowledge.

4.4 Employment Services

Program Overview:

We assist 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 2018-19: Community Employers

RESPONDENTS	39 of 168 (21.1% 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:	9
Health:	0
Other/unknown:	30

	Excellent	Very Good	Good	Adequate	Needs Improvement
Community Employers					
Matching the employee's skills to the requirements of the job.	43.5%	17.4%	26.1%	4.4%	8.7%
Satisfaction with <i>pos</i> Abilities Employment Service in understanding your business needs.	43.5%	21.7%	26.1%	4.4%	4.4%
Job coaching of the employment specialist to ensure duties were performed to standard.	30.4%	30.4%	26.1%	8.7%	4.4%
Your satisfaction with providing worksite adjustment modifications.	50.0%	18.2%	22.7%	4.6%	4.6%

	Excellent	Very Good	Good	Adequate	Needs Improvement
Community Employers					
Your satisfaction with providing follow up service if required.	50.0%	9.1%	22.7%	4.6%	13.6%
Providing information about our job seekers and service.	43.5%	17.4%	26.1%	4.4%	8.7%
Responding to your questions, concerns, or needs in a timely, helpful, and understanding manner.	43.5%	34.8%	8.7%	8.7%	4.4%
Supports/services were provided at a time that was convenient to you.	39.1%	30.4%	17.4%	8.7%	4.4%
Being respectful and following the work environment standards/expectations.	43.5%	30.4%	13.0%	8.7%	4.4%

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

Respectful	85.7%
Professional	90.5%
Helpful	95.2%
Trustworthy	90.5%
Would recommend PES to another employer?	95.2%

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 2017	Outcome 2018	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 2017	Outcome 2018	Target Achieved
Provide assistance to prepare for, secure, and maintain competitive employment	Number of persons receiving employment services	90	180	333	✓
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	4 months	2.5 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)	7	5	✗

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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%	✓

- The file review indicated that we have met our expected service access target.

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Increase the number of persons served who are employed	# of job placements secured	90	N/A	85	✗
	# of job placements sustained for 6 months or more	45	N/A	48	✓
Increase confidence, knowledge, and connections in the workplace as a result of services received	# and % of persons served who report that they feel more confident since starting their current job	85%	N/A	6 75%	✗
	# and % of persons served who reported that they know how to do their job	85%	N/A	6 75%	✗

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
	# and % of persons served who report that they feel included at their job	85%	N/A	7 88%	✓

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that people at <i>posAbilities</i> respect them as a person	90%	16 94%	7 100%	✓
	# and % of families who report that staff members treat them with respect and courtesy	90%	12 100%	36 92%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff at <i>posAbilities</i> pay attention to what they say	90%	16 94%	8 100%	✓
	# and % of families who report that staff at <i>posAbilities</i> pay attention to what they say regarding their family member	90%	11 92%	34 87%	✗
Provide education on rights and responsibilities	# and % of persons served who report that they were advised of their rights and responsibilities when entering the employment service	85%	N/A	7 88%	✓
Maximize overall satisfaction with service	# and % of persons served that report that the services they receive meet their expectations	95%	15 88%	8 100%	✓
	# and % of families who report that overall, they are satisfied with the programs and services their family member receives at <i>posAbilities</i>	95%	11 85%	37 95%	✓

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

- Based on the responses of persons receiving services and their family members, we are doing well in all areas of input, falling slightly short of our target on only one of eight measures. We raised our targets this year for overall satisfaction with services and continued to meet those; showing an increase in the scores in that area.

Follow up and proposed action

- We will place more efforts in providing on-the-job skills development.
- We will develop strategies to increase our response rates amongst persons served and families connected to Employment Services.
- We also note that CLBC conducts their own annual survey regarding employment services. We will ensure our survey does not overlap with theirs to prevent confusion or “survey fatigue”.

4.5 Social Enterprise: Don't Sweat It Services (DSIS)

Program Overview:

DSIS offered environmentally responsible commercial and residential recycling and maintenance services to customers in the Greater Vancouver area while providing flexible, supported employment to persons with developmental disabilities. Note that due to a variety of factors, posAbilities made a decision to close down social enterprise operations at the end of March 2019.

Outcomes Data and Results:

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

Key Monitoring Items					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Provide employment to persons with developmental disabilities	Number of persons employed ⁸	11	11	11	✓
Minimize workplace accidents involving crew members	# of workplace accidents involving crew members	0	0	0	✓
Minimize the number of validated complaints by crew members	# of validated complaints by crew members that are processed through the formal complaint resolution process	0	0	0	✓
Minimize the number of validated complaints from customers	# of validated complaints from customers	0	0	0	✓

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Maintain length of time from application to employment interview	% of applicants who were interviewed within 15 working days of applying for a job	90%	100%	100%	✓

⁸The total number of persons employed is not entirely up to the social enterprise and 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 were employed during the reporting period.

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'* and LBSS' records.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Provision of behavior support services	Number of children (over 6 years old) served through MCFD funded services	400	411	415	✓
	Number of children (0-19 years old) served through private contracts	30	30	57	✓
	Number of adults (over 19 years old) served	N/A	N/A – New for 2019	271	✓
Refer families to the Director of Community Engagement for resource coordination as needed	# of families referred to the Director of Community Engagement	N/A	N/A	9	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	1	✗

- The file review showed the targets set for LBBS' key monitoring items have been met except for the number of validated complaints processed through our complaints resolution process. Our target for this measure is always zero or no complaints and in FYE 2019, we did have a single formal complaint which was satisfactorily resolved.

Efficiency					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Provision of direct service	% of total hours used towards direct service	80%	N/A – New for 2019	72%	✗
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)	10% increase	16	21	✓

- Our file review revealed we fell slightly short of our efficiency target related to use of hours towards direct service.
- We again surpassed our target for maximizing staff retention significantly, achieving a 31% increase in staff employed at least two years from 2017 to 2018.

Service Access					
Objective	Measure	Target	Outcome 2017	Outcome 2018	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%	99%	97%	✓

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Maximize goals met	% of goals set that were met during the course of service	80%	77%	79%	✗
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%	N/A – New for 2019	83%	✓
Maximize behavior plan outcomes	% of stakeholders that report that they saw an overall	80%	N/A –	86%	✓

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
	improvement in the person served's behavior (reduction of challenging behavior and increase in adaptive skills) as a result of the service		New for 2019		

- The file review indicated that we continued to meet our target for service access. We also met three of four targets for effectiveness and although we fell short on the objective of maximizing goals met, we nonetheless improved over last year and fell short by only 1%.

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Communication	% of stakeholders that report the consultant's communication skills meet the needs of the team	80%	N/A – New for FYE 2019	71%	✗
Reliability and accountability	% of stakeholders that report consultants assigned to work with them is reliable and accountable	80%	N/A – New for FYE 2019	85%	✓
Implementation Support	% of stakeholders that report that the consultant provides sufficient training and hands-on demonstrations to successfully implement programs	80%	N/A – New for FYE 2019	72%	✗
Ethical and respect behavior	% of stakeholders that report that the consultant demonstrated confidentiality, showed empathy and respect, and was flexible in her interactions	80%	N/A – New for FYE 2019	84%	✓

- The consultant feedback surveys showed Laurel met targets for reliability and accountability as well as for ethical and respectful behaviour.
- We fell slightly short in the areas of communication and implementation support.
- We used a new stakeholder survey this year for Laurel and we will be examining whether features of the survey design may have influenced responses or contributed to response error.

Follow up and proposed action

- Regarding direct service hours, we will continue to explore options for increasing efficiencies in this area such as increased use of our online systems to reduce indirect service hours.
- We have updated the Laurel stakeholder survey for greater ease of use and will communicate with all stakeholders regarding the survey at the start of service.
- To increase satisfaction with communication and implementation support, consultants will be encouraged to increase in particular informal communication; in order to stay abreast of stakeholders' ongoing satisfaction throughout the service period.
- We used a new stakeholder survey this year for Laurel and we will be examining whether features of the survey design may have influenced responses or contributed to response error.

4.7 Laurel Behaviour Support Services - Training

Program Overview:

We offer 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:

Key Monitoring Items					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Provision of Training ¹²	Number of group trainings (Triple P®) offered to parents	2	N/A – New for FYE 2019	1	✗
	Number of trainings (Capacity Building) offered to professionals	10	N/A – New for FYE 2019	13	✓
	Number of group trainings (PEERS) offered to adults	2	N/A – New for FYE 2019	2	✓
	Number of group trainings (Connect with PEERS®) offered to children	2	N/A – New for FYE 2019	3	✓

Efficiency					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Maximize participants per training session	# of participants/capacity of session X 100%	80%	N/A – New for FYE 2019	68%	✗

¹² 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.

Effectiveness					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Improvement in participant test scores following PEERS training	Average % improvement between pre and post test score	70%	N/A – New for FYE 2019	53%	✗

Input					
Objective	Measure	Target	Outcome 2017	Outcome 2018	Target Achieved
Maximize satisfaction	% of participants reporting they were satisfied or very satisfied that the workshop met their expectations	90%	N/A – New for FYE 2019	98%	✓

Follow up and proposed action

- We will develop more formal systems to gauge interest in specific training programs preemptively in order to maximize attendance and meet our efficiency target.
- We will continue to develop our practitioner capacity in delivering the PEERS training as effectively as possible.
- We will also examine our process of administering pre and post tests in order to see whether any element of this process was a factor in missing our target.

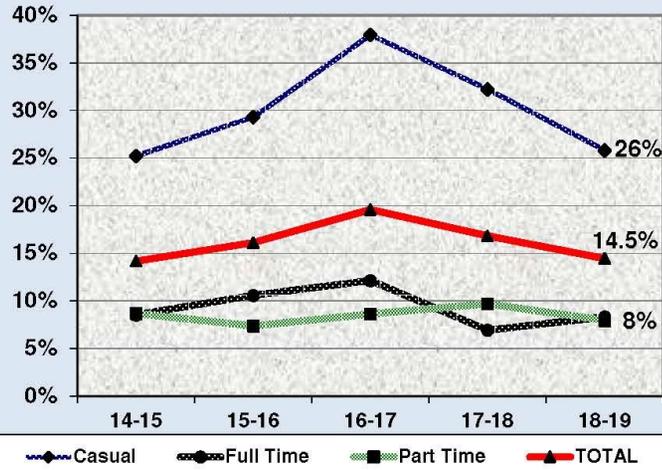
5. KEY BUSINESS FUNCTIONS

5.1 Staff Utilization

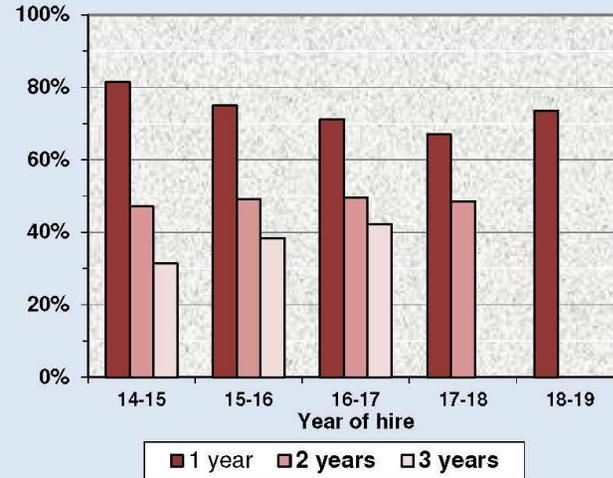
OBJECTIVE: To increase the efficient utilization of our staff
TIME OF MEASUREMENT: April 2019
OBTAINED BY: Human Resources

Measure	Applied To	Data Source	Target FYE 2019	Outcome FYE 2019	Target FYE 2020
% of staff exits	All staff in reporting period	HRIS	15%	14.5%	13%
% of new hires retained after two years	All staff in reporting period	HRIS	55%	49%	55%
Casual Employees to Full Time Equivalentents (FTE) ratio	All casual staff in reporting period	HRIS	0.75	0.72	0.75
Overtime as a % of total hours worked	All staff in reporting period	Staff Scheduling System	0.7%	0.67%	0.6%

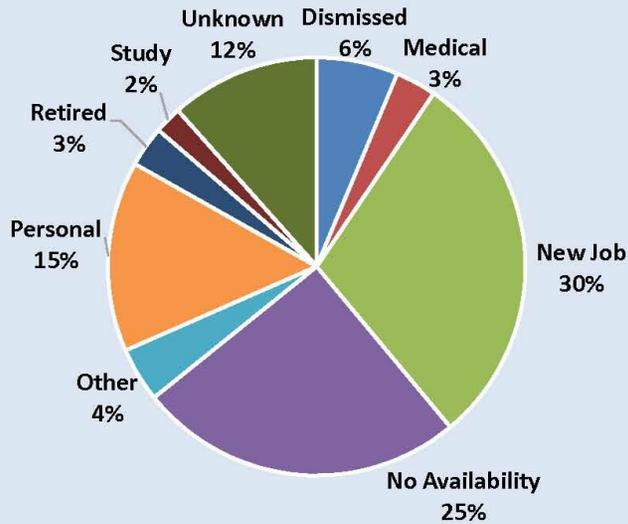
**Staff Turnover by Employment Status
2014 - 2019**



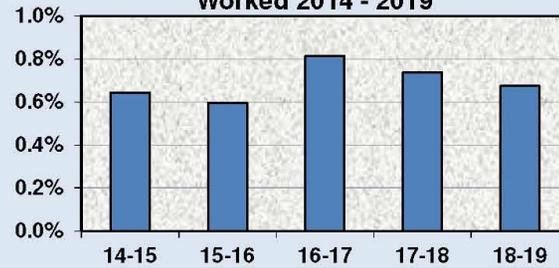
Retention of New Hires 2014 - 2019



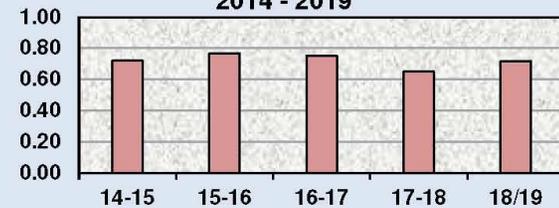
Reason for Leaving 2018 - 2019



**Overtime as a Percentage of Hours
Worked 2014 - 2019**



**Casual Employees to FTEs ratio
2014 - 2019**



Key Findings/Trends

- The overall turnover rate continues to trend downward: 14.5%, down from 17% last year and 20% two years ago. This due to casual staff turnover being down to 26% from 32% last year and 38% the year before that. Turnover of part time and full time staff changed little, both are now at about 8%.
- The most common reasons for people to leave our organization were a new job, availability (casual employees) and personal reasons. Combined these make up 70% of the reasons why people left us this past year.
- Retention of new hires: of staff hired up to one year ago, 74% is still with us. This is up from 69% for new hires in the previous year. For staff hired 2 years ago retention remains constant at 49%, the same as in the previous 2 years.
- 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 this year was 0.72, up from 0.65 the previous year.
- The total number of employees increased from 564 to 586 and we hired 102 new employees.
- Overtime hours were marginally down at 0.67% of total hours worked compared to last year's 0.72%.

Interpretation of results

- The overall turnover rate of 17% is comparable to what we see in the Community Living Services sector as a whole (CSSEA Survey 2018: 17.6%). Our turnover rate for casual employees is also on par with the sectoral result as a whole. For regular staff our turnover is lower than the average in the sector: 8% vs. 13%. Of all employees who left 30% did so for a new job. This is a significant increase compared to 11% the year before. Limited availability to work shifts remains the main reason for the high casual turnover. These two indicators reflect the ongoing challenge to maintain our workforce in a very tight labour market with record low unemployment.
- The increase in our total number of employees is due to the hiring of casual employees outpacing turnover.
- Overtime was down slightly as our capacity to backfill shifts improved due to a somewhat larger pool of casual employees. This is also reflected in the increase of the casual employees to FTEs ratio.
- Changes made in the selection process and the administration of our recruitment process aiming to provide a better candidate experience have contributed to the increase of retention of new hires in their first year by 7 percentage points.

Follow up and proposed action

- The People of *posabilities* campaign that was launched this past year aiming to enhance our employer brand and improve our position in a highly competitive labour market will be revised based on an evaluation and repeated this year.
- Our new performance management system launched this year is expected to contribute to staff retention as it enables early intervention in some of the situations that in the past eventually led to staff leaving us.
- Report quarterly on staff utilization and on the use of overtime.
- Monitor monthly the number of new casual hires and the size of the casual pool.
- Team Managers to evaluate all data quarterly.

5.2 Occupational Health and Safety Performance

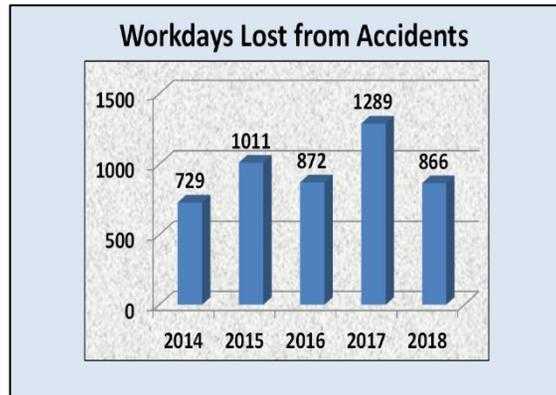
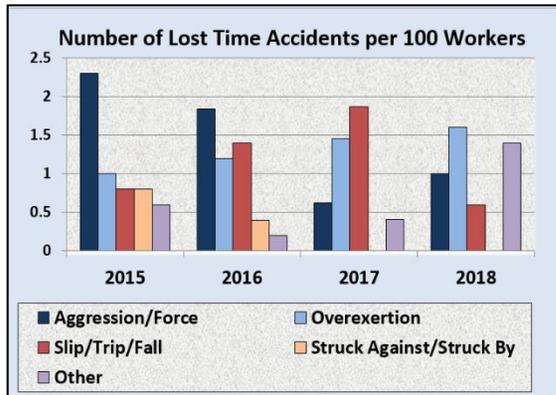
OBJECTIVE To Reduce Occupational Incidents and Associated Cost
TIME OF MEASUREMENT December 2018
OBTAINED BY Human Resources

Measure	Applied To	Data Source	Target 2018	Outcome 2018	Target 2019
Number of lost time accidents resulting from "Aggression/force" per 100 employees	All staff in 2018	DMI	0.6	1.0	1.0
Number of lost time accidents resulting from "Overexertion" per 100 employees	All staff in 2018	DMI	1.0	1.6	1.0
Number of lost time accidents resulting from "Slip/Trip/Fall" per 100 employees	All staff in 2018	DMI	1.0	0.6	1.0
Number of lost time accidents resulting from "Struck By/Struck Against" per 100 employees	All staff in 2018	DMI	0.0	0.0	0.0
Number of lost time accidents resulting from "Other" per 100 employees	All staff in 2018	DMI	1.6	1.4	0.8

Limitations

- Lost Time Accident results are reported by the Disability Management Institute (DMI) for the calendar year, not the fiscal year.

Key Findings / Trend



- The total number of lost time accidents (LTA) per 100 workers was 4.6, compared to 5.4 the previous year.
- There were two notable differences in LTA results compared to last year. In the category Slip/Trip/Fall the number of LTAs decreased by more than 60%. In the Other category the number of LTAs more than tripled.
- The number of workdays lost decreased from 1289 in 2017 to 866 on the measure date of December 31, 2018.
- Total claims cost were virtually unchanged compared to the previous year on the measure date of December 31, 2018.

Interpretation of Results

- Our claims costs in most years are impacted significantly by one or two expensive claims that typically make up around 80% of our total claims costs. In the last few years we have been able to avoid these expensive claims in the aggression/force category where they traditionally occurred. However this has now shifted to the Overexertion category.
- The overall number of lost time accidents has stabilized over the last 3 years at an acceptable level. This points to a well-established and comprehensive health and safety program that is consistently followed. One area of concern in 2018 was the significant increase in injuries as a result of motor vehicle accidents, which explains the LTA result in the Other category. This is consistent with the general rise in accident rates in the province as reported by ICBC.
- Our audit score of our occupational health and safety program this year was 99%. The involvement of all employees in maintaining our WorkSafeBC Certificate of Recognition has further contributed to promoting our health and safety culture.

Follow Up and Proposed Action

- We will again participate in the Not Myself Campaign to promote mental health this year. The campaign has been expanded and will run until February 2020. 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 OSH Committee will be working on integrating the National Standard for Psychological Health and Safety in the Workplace into our OSH program this year. This initiative looks at a broad range of psychosocial factors in our employees' work environment that enable them to do their work safely and promote their well-being.
- We have added an instructional video around safe driving to our health and safety toolkit in an effort to reverse the worrisome increase in motor vehicle accidents this past year.

Monitoring

- Continuing review of WSBC Injury Reports and Accident Investigations by Managers, HR, and the JOSH Committee to ensure ongoing mitigation and prevention of risks.
- Quarterly review of lost time incident trends and results as well as claims costs by Directors, Managers and OSH Committee.

6. CONCLUSION

The Outcomes Management Report provides an overview of the types of services we offer, the results obtained during 2018-19 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