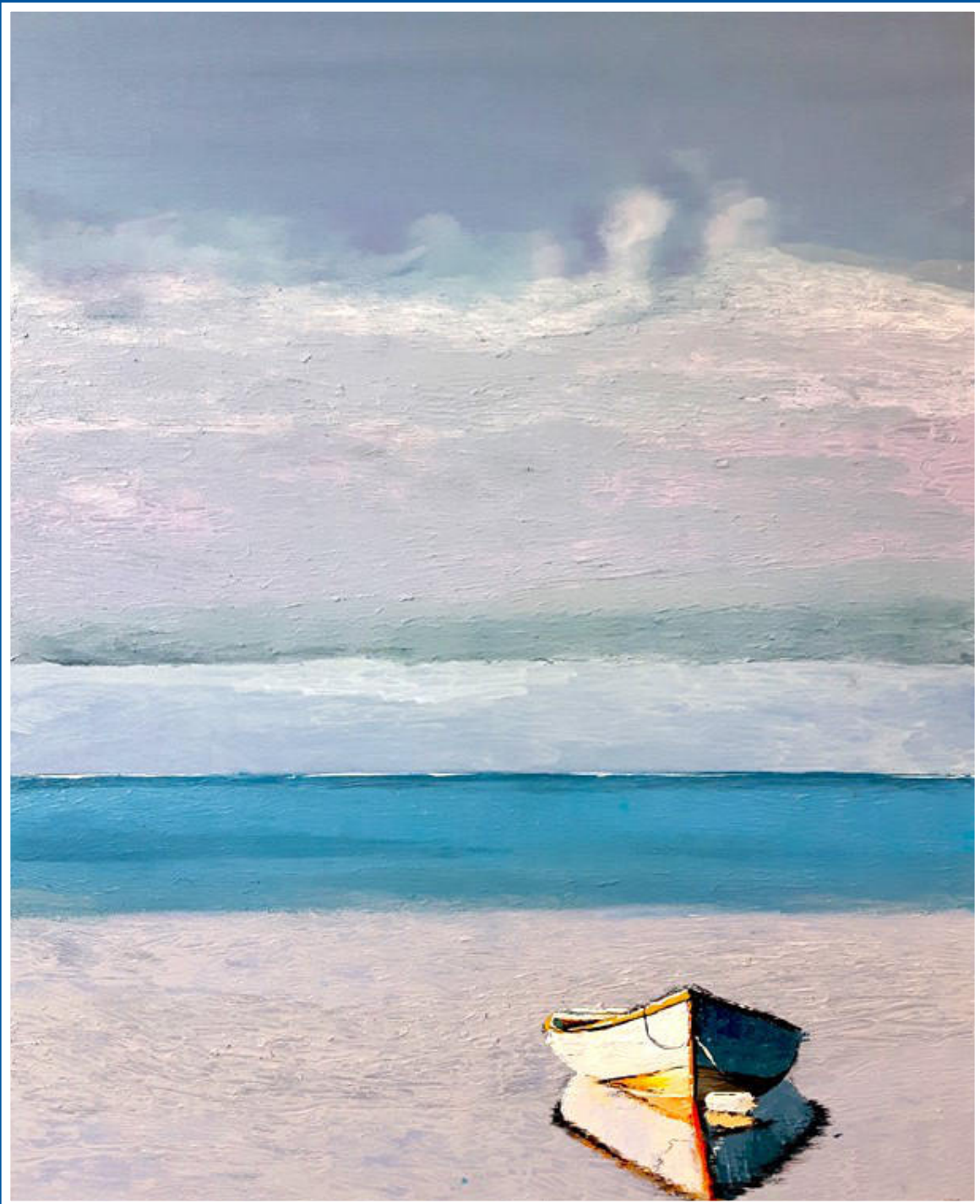




Artist: Sangeeta Rekhi



Artist: Dan Tell

*The work of the CLS takes place on the lands of the Coast Salish peoples who have been here for thousands of years. We know it is an honour to work, live and learn as settlers on these lands.*

# 2023-2024 Board of Directors



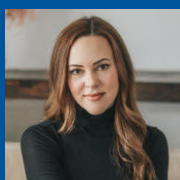
Susan Regan  
Acting Chair



Wesley Ma  
Treasurer



Reba Noel  
Director



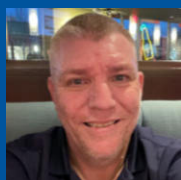
Penny Dale  
Director



Christine Tunn  
Director



Todd Stewart  
Director



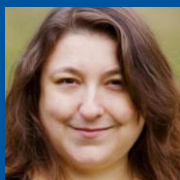
Sky Hendsbee  
Director



Ming Chang  
Director



Heather Russell  
Director



Rachel Warick  
Director



## Vision

Communities where every person lives with dignity and enjoys a full life.

## Mission

Supporting people to live as full citizens.

## Values

Respect  
Community  
Integrity  
Accountability



## Contents

Moving Forward - Message from the CEO and Board Chair  
Strategic Plan  
Finance Report  
Projects and Initiatives  
2023 Performance Measurement Report Summary  
Employee Awards  
In Memory  
Thank You to Our Donors

imagine it-live it



Artist: Rob Bell

*We keep moving forward, opening new doors, and doing new things,  
because we're curious and curiosity keeps leading us down new paths*  
– Walt Disney

## Moving Forward

The 2023/24 year can be summarized in two words – Moving Forward. After several years in which the focus needed to be on the pandemic and health and safety, it was welcome change to dedicate our energy and resources to initiatives that were aimed at improving or enhancing our services and supports.

**Housing** - In keeping with our Strategic Plan, housing was a focus for the year. CLS has been providing 24-hour home-based services for 47 years. Therefore, some homes have come to the end of their useful cycle and others no longer meet the needs of supported individuals as they age. In addition, the younger generation of people we support are asking for a different type of housing. This year we were able to make some significant strides towards addressing some of these housing priorities.

In November 2023, we finally broke ground on the redevelopment of one of our older homes in North Vancouver. The Ross Road home was demolished and is being rebuilt as a fully wheelchair accessible home. This is the first of two homes that will be redeveloped in the next 3-5 years. While some homes are appropriate for redevelopment, other homes are not. In the beginning of 2024, we sold one of our older homes in Surrey and purchased a newer home which will better meet the needs of the people we serve.

In December 2023, CLS formed a new housing partnership with New Vista – an organization that supports low-income housing for seniors across the Lower Mainland. Through this

partnership, we were able to secure an affordable housing unit in one of their new developments. This forms the basis of a new partnership for our Independent Living program (similar to our other housing partnerships), which we hope will result in additional units for the people we support in the future.

**Building Connections** - Also, in keeping with the Strategic Plan, CLS embarked on a new project in 2023 to establish a CLS Self-Advocates group. 10 people we support were approached to help form the group. The current Self-Advocate's group is made up of individuals supported in Supported Living, Independent Living, LIFE, Staffed Homes, and Individualized Supports programs. The group has been meeting monthly. With support of a facilitator, they are getting to know each other and connecting with other Self Advocate groups in the province to learn about their initiatives, activities, and advocacy efforts. Once the group has established their terms of reference and a work plan, they will invite other Self-Advocates to join the group.

**Youth Employment** - Research continues to demonstrate that early engagement in work leads to an increased likelihood of lifelong attachment to the workforce. Unfortunately, people with an intellectual disability do not often get the opportunity to engage in work until they are adults. Through a provincial grant, CLS is participating in a three-year pilot project aimed at supporting youth with an intellectual disability to gain summer employment. CLS supported 12 youth to engage in work experience and/or find summer employment in the Tri-Cities area in 2023.

**Accreditation** - CLS was surveyed (evaluated) by CARF in November 2023. For three days, 8 Surveyors (evaluators) visited programs, reviewed documentation, and interviewed employees, supported individuals, families, and external stakeholders. Once again, CLS received a 3-year accreditation certificate which is the maximum award. During the process CLS provided evidence of compliance to over 1200 standards. We received only two recommendations. During the exit conference, the surveyors made numerous positive comments about CLS. Repeated comments were made about the respectful, skillful, and person-centered support provided to the people we support by our staff. Overall, we are very pleased with the results of the survey.

**Advocacy** – In partnership with Inclusion BC and the BC CEO Network, CLS was actively involved in drafting a position statement on Access to Health and Coordination of Care for Adults with Intellectual and Developmental Disabilities (see <https://www.communitylivingsociety.ca/whats-new/position-statement/>).

This position paper addresses the current challenges and significant erosion of health care services and supports for the people we support. The paper will serve as the basis for provincial advocacy on issues in the upcoming election. The paper has been widely distributed including, CLBC senior management, the Minister of Health, the Health Authorities, and service organizations throughout the province.

2023/24 has been a busy but productive year. In closing, we want to express our sincere gratitude to the CLS employees, Home Share Providers and the management team who continued to provide essential and quality services. We want to thank our funders, Community Living BC, BC Housing, Fraser Health Authority, and the United Way with whom we partner to continue doing the important work of the Community Living Society.



Janice Barr  
CEO



Susan Regan  
Acting Board Chair

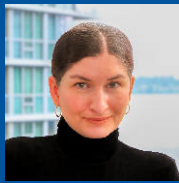


Artist: Akim Zongo

# Leadership Team



Janice Barr  
Chief Executive  
Officer



Brenda Henderson  
Chief Operating  
Officer



Aaron McQueen  
Chief Financial Officer



Marcela Herrera  
Director of Programs



Max Sumner  
Director of Programs



Elke Tilgner  
Director of Programs



Lili Marian  
Director of Programs



Rachel Pearsall  
Director of Programs



Jessica Beasley  
Director of Programs



Jasmine Sandhu  
Finance Controller



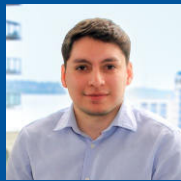
Judy Wilson  
Manager of  
Human Resources



Vicky Pascoe  
Manager of  
Administration



Scott Baitz  
Manager of Information  
Technology



Luis Mata  
Manager of Property  
and Fleet



Jade Braunwell  
Manager of  
Quality Assurance



Alvin Sidhu  
Accounting Manager



Samantha Dickson  
Senior Project Manager



Artist: James Lash

# 2023-2027 STRATEGIC PRIORITIES

All strategic priorities are underpinned by an unwavering commitment to:

Equity, Diversity, Inclusion and Belonging

Strategic, accessible, and plain language communications

Meaningful action towards Indigenous reconciliation and self-education

## RECRUITMENT and RETENTION

At CLS, we recognize our recruitment and retention efforts directly impact our ability to support individuals and families.

We are committed to enhancing recruitment and retention to ensure prospective candidates want to work with us and existing staff members want to stay with us.



## HOUSING

We believe every person deserves a safe, inclusive, welcoming, and dignified place to live.

CLS wants to create innovative housing solutions that meet the specific and ongoing needs of the individuals and families we support.

We know that some people want more independent housing solutions while others are looking to age comfortably in place.



## CONNECTION

The individuals we support are clear in their desire for greater connection and friendship.

The last three years of COVID-19 have made genuine connection much harder to maintain. CLS wants to recalibrate and rededicate ourselves to being collaborative, creative, and thoughtful as we develop programs and projects that nurture genuine friendships, connections, and a true sense of belonging for supported individuals.



## OPERATIONAL RESPONSIVENESS

CLS is a large organization with broad reach. As we move forward, CLS wants to enhance operational responsiveness by streamlining, and modernizing the systems and processes we use to deliver our services.

By doing this work, we can best advocate for and support individuals and families.



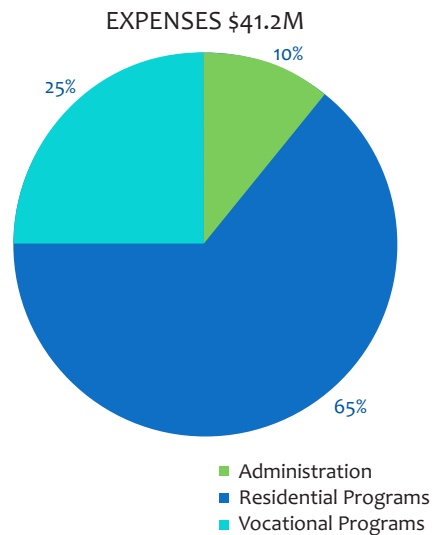
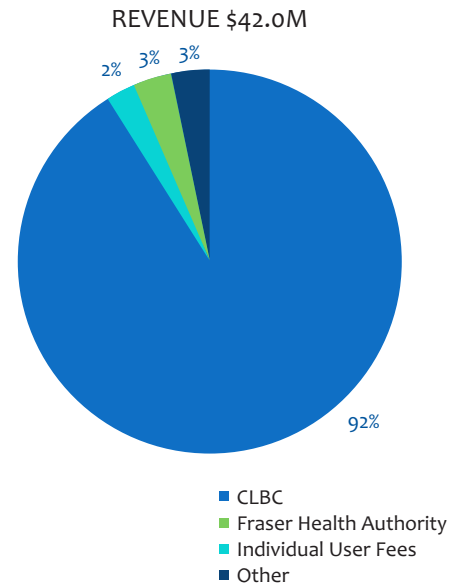
Communities  
where every person  
lives with dignity and enjoys a full life

# Finance Report

For the fiscal year ended March 31, 2024:

- Total operational revenues have increased from \$37.6 million to \$41.2 million, an increase of 11.5% over the prior year. The revenue increase in Fiscal 2024 is mainly due to the annual wage increase, funded from Community Living British Columbia (CLBC) and Fraser Health contracts. CLS also recognized a \$1.6 million dollar revenue adjustment for previously deferred revenue relating to underdelivered services during the pandemic.
- Total expenditures have increased from \$37.1 million to \$41.2 million, an increase of 11.1% over the prior year. This is mainly due to increased costs for employee wages and benefits, repairs and maintenance and technology modernization initiatives.
- Total operational revenues exceeded total operational expenditures for the year resulting in an operational surplus of \$768,183 before the revenue adjustment.
- During the year, changes in capital assets are as follows:
  - Additional capital costs incurred for the redevelopment of Ross Road home
  - Two vehicles were replaced in the fleet

CLS continues to pursue operational efficiencies and systems improvements to sustain anticipated needs and to direct as much of our funding as possible to support individuals.



Artist: James Lash

# Projects and Initiatives

## ROSS ROAD DEVELOPMENT

The Ross Road home in North Vancouver has been home to three Supported Individuals for a very long time. In 2022 it was determined that this home had come to the end of its useful life cycle and was no longer suitable for the individuals living there.

In keeping with the Housing Plan, a review was conducted to consider options for both the current and any future Supported Individuals. Given the location of the home, CLS decided that the best plan would be to re-develop the home as a fully accessible home. CLS was fortunate to receive a grant from BC Housing to assist with the redevelopment costs of this home, and in October 2023 the home was demolished. Construction is expected to be complete by the end of 2024.



## CLS SELF-ADVOCATES GROUP

In keeping with the Strategic Plan, on October 2023, a group of 10 Community Living Society (CLS) Supported Individuals came together to form the CLS Self-Advocates Group.

The group meets monthly and the agenda includes a check-in for the members, reporting back to the group on meetings with the other Self-Advocate groups, and discussing upcoming events or opportunities.

The Self-Advocates have been busy meeting with other Self-Advocate groups. They have met with 4 agencies to date (MACL, Semiahmoo, Inclusion Langley and Nanaimo). The meetings have been held in-person, virtually or via conference call. The Self-Advocates volunteered their time to meet with the other groups, some of which were during the day, while others were in the evenings. In June, they will meet as a group with the Aspire Richmond Self-Advocates.



At these meetings, the group asked questions that were meaningful to them as a group. A few examples of these questions are:

- How do they fundraise?
- How do they learn?
- How do they socialize outside of the monthly meetings?

As they continue to meet with other Self-Advocate groups, they are taking ideas and suggestions from the groups. They are currently deciding on the name of the group, if they would like a logo and if there will be a limit to how many people will be in the group.

In March 2024, the Self-advocates created a presentation for the CLS Board of Directors. Although they said they were nervous, the presenters did a wonderful job.



At the end of May, the Inclusion BC Self-Advocates Conference will be held in Nanaimo. The group felt this would be an exciting opportunity for a few of them to attend. The group developed a proposal and submitted it to the CLS CEO, Janice Barr, for consideration. The proposal was accepted. As there were limited spots, three members were elected by the group to attend. At the next meeting, the individuals attending will report to the group.

When asked how they would like to be represented, they said they see themselves as self-achievers and are driven to succeed.



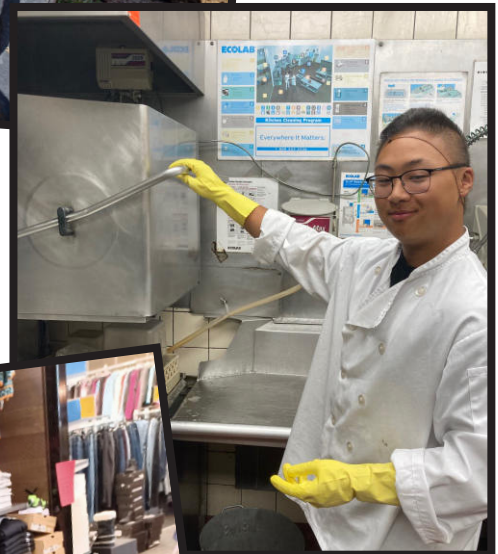
## IMPACT 2.0 YOUTH EMPLOYMENT RESEARCH PROJECT

The employment rate of youth with developmental disabilities is extremely low. Inadequate transition planning and supports are often cited as a contributing factor. In fact, youth with developmental disabilities are rarely engaged in activities that build employment skills or are they given the same choices for a career following high school as mainstream students. In 2023 CLS received a contract to participate in the IMPACT 2.0 program, which aims to address employment rates for youth with developmental disabilities. Ten agencies from the BC Employment Network (BCEN) partnered with the Canadian Institute for Inclusion and Citizenship at the University of British Columbia (UBC) to establish evidence-based best practice for employment intervention activities to see if employment outcomes improve.

Over the course of three years each agency will support 36 youth, approximately 12 a year, to have the opportunity to participate in a summer program (June 1 – August 31) tailored to determine each youth's unique strengths and interests and to improve their employment outcomes. Each Agency participating is either using their own employment service methods for supporting adult Job Seekers to obtain employment or using a prescribed method as outlined by the UBC research team. CLS is using the prescribed method which sets a specific amount of time that can be used in each phase of the students progress toward employment.

Over the Summer of 2023, the CLS Employment Services team supported 12 students to participate in the program. 11 students completed, and all gained work experiences or paid employment. One student was offered a permanent part time position at A&W.

Two of the youth have transitioned seamlessly into CLS Employment Services program and we are more than ready to accept the other participants when they turn 19.





## CELEBRATION AND CONNECTIONS

One of our strategic priorities is “connections” and the COVID-19 pandemic definitely took a toll on our ability to develop and maintain meaningful connections. This past year we were thrilled to be able to return to some celebrations and events.

The CLS Sun Runners team took to the streets of Vancouver in April 2023 for what was a 'not so sunny' Sun Run. 70+ runners, walkers and rollers endured the rain and had a lot of fun completing the 5 or 10K loop around Vancouver. The CLS sponsors both employees and Supported Individuals to participate in this iconic Vancouver event.

The summer picnic saw over 400 people in attendance at the Scandinavian Community Centre in August for an afternoon of food, music, games and prizes. The event is enjoyed by Supported Individuals and their families and employees and their families. It is a great opportunity to come together and spend the afternoon having fun.

This December we introduced a new event – A Very Elvis Christmas. Next year we will have to get a bigger venue because it was a blast!! Elvis was in the room dancing, signing, and handing out gifts to everyone.

## TRAINING REVITALIZATION

CLS endeavours to provide exceptional support via well-trained and capable employees. Through consistent, valued, and inspirational learning opportunities for CLS employees, the experience of the people we support with the services provided by CLS will improve as well. Beginning in late 2023 and into early 2024, CLS conducted a significant and comprehensive review of our current learning and development programs.

To support this review, in depth analysis took place to better understand any learning gaps and identify areas of improvement including: stakeholder reviews, focus groups with various employee groups, data analysis, learning theory and best practice research. This feedback supported the creation of a three-year plan that responds to the changing needs of the organization and aligns with the current strategic focus of creating a responsive organization and improving our recruitment position.

As part of this alignment, CLS has embraced new technologies to support learning. These include the implementation and rollout (for late 2024 / early 2025) of the UKG Pro Learning (Learning Management System) which will support and enhance enrollment, tracking and delivery of training programs. Another program was purchased to support modernizing online learning and creating engaging, interactive content. Additionally, through the creation of a new learning framework and further development of policies and procedures, CLS will streamline the employee experience.

This year, there is a focus on responding to feedback and introducing new professional development opportunities around mental health, building friendships, and re-introducing PCAS to the organization. CLS is pleased to have offered Dementia training in 2023 as it was very well received. In 2024, the Dementia training will be further rolled-out to the organization and our in house NTG Dementia Trainers will be meeting with teams and supporting additional training as needed. Enhancing the current Leadership Development programs is a significant part of the plan and the Human Resources team has recently booked a Team Building session for June 2024.



Artist: Dan Tell



Belonging and feeling part of community is the studio's biggest inspiration for doing what they do. The artists enjoy creating and designing their art pieces. Out of this, comes opportunities to meet new people and showcase their work. In 2023, they attended large conferences as part of a Market Place that feature local, not-for-profit artists and small businesses. The artists taught fused glass in a number of ways. With a flexible schedule, Studio 73 hosted single participant lessons at the studio as well as groups up to 16, and larger groups off site in the community. They held lessons in school settings, senior's facilities, and provided take home kits for those who prefer to learn in the comfort of their own home.

The artists attended several community events throughout the year, such as: Car Free Day, Langley Arts Alive and Surrey Pride. Studio 73 continued to be valued members of the Board of Directors of the Newton Business Improvement Association. They attended monthly meetings, the AGM and State of Newton annual meeting for the business community to come together to talk about the important activities and opportunities in the City of Surrey.

Although making and selling fused glass products is at the center of what Studio 73 does, a desire to give back to community began to develop shortly after acquiring their retail space in Newton, Surrey. This began by offering space to other local artists - who may not otherwise have on opportunity to display their work - to sell their wares at a very low commission rate; sometimes taking no commission at all. The studio made every effort to help other artists by taking their artwork along with them to the various sales and events. This past year, they started sharing their space at Pacific Arts Market in Vancouver. Studio 73 continues to actively seek out artists to include in the gallery in order to best reflect the community.

Each year artists choose glass pieces to donate to a number of organizations to generate funds through their silent auctions. Also, the artists purchased items to donate to the Christmas Bureau, gloves and socks for those in need, and put together care packages to hand out to community members who are experiencing homelessness. This year, more glass pieces were created with a focus on social advocacy. With the sale of these pieces, Studio 73 was able to donate partial proceeds to other not-for-profit organizations, such as Orange Shirt Society and Surrey Pride Society.



Artist: Kurt Linke



Artist: Stephanie Davison



Artist: Jill McKenney

Studio 73 recognize and value the support and collaboration of their community. It is these relationships that have assisted them to get where they are now. A local Community Builder and Visual Artist put forward a nomination to the Surrey Board of Trade for a Surrey Arts and Business Award. Studio 73 was a finalist in the Arts and Innovation category, another highlight of 2023. There are many ways the artists enjoy feelings of pride and validation: through making their art pieces, running the studio, and their engagements with community. This recognition through Surrey Board of Trade was the icing on the cake.



## PotteryWorks

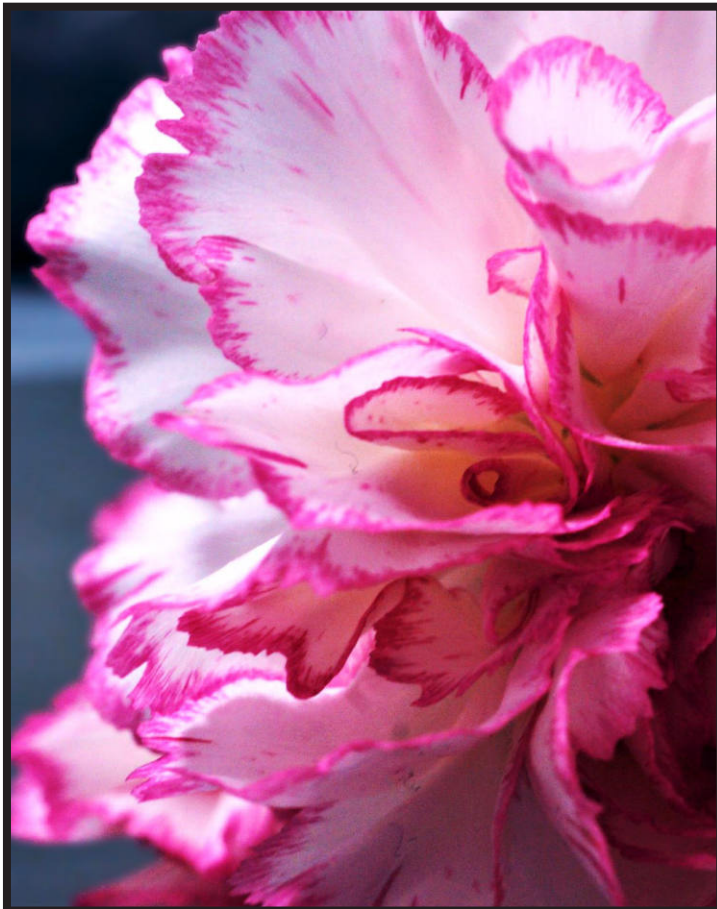
PotteryWorks' year began with the "Amplified Voices" show at Il Museo Gallery in the Italian Cultural Centre. Four PotteryWorks' artists exhibited multiple works in this multi-media showcase of works by artists of diverse abilities.

PotteryWorks participated in the OSCEPA Conference at the Vancouver Convention Centre in April. The conference was attended by political leaders from across Europe and North America. It was a beautiful event and the artists met political leaders and royalty who purchased some of their art.

In August Rob Bell's pastel works were displayed at the New Westminster Public Library in a show called "My Blended World". Linda Raudonus achieved her goal of having a one woman show that featured her abstract paintings called "It's a Thin Line". In August, we also hosted a booth at the New Westminster Pride Festival which was a tremendous success.

We had the pleasure of hosting Lamin Saine as a volunteer 2023. Lamin and his family from Gambia have a long-standing relationship with the studio, and he brought a wealth of knowledge and skill to share with the artists at PotteryWorks.

In the Fall of 2023 the artists were busy preparing for the annual Inclusion Art Show and the New Westminster Cultural Crawl, which were both in October. The studio had its highest sales ever at these events. Rob Bell's art was chosen for the show's promotional flyer.



Artist: Siobhan Harris

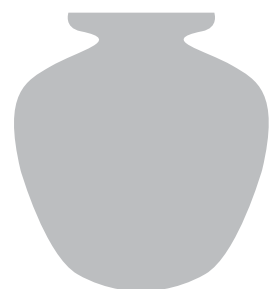
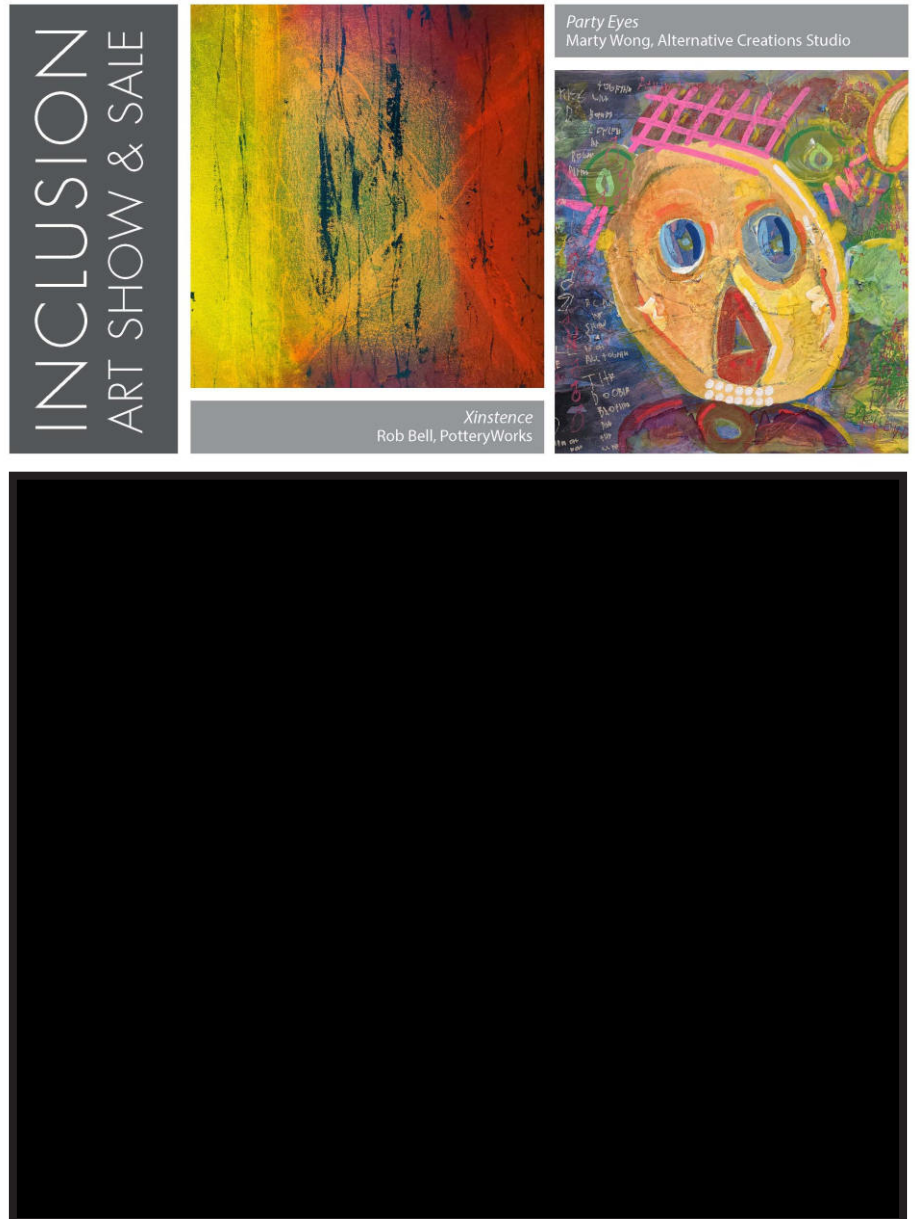
We continued to expand on collaborations with several other businesses:

- Great Wall Tea - they sold a record amount of PotteryWorks art.
- Steel and Oak - we provided two holiday clay workshops in their brewery in December.
- Simon's Soap Box - they now include their hand soap in our retail outlets, combined with PotteryWorks soap dishes.

PotteryWorks artists received interest from the media, with an article in La Source Newspaper about the studio and a documentary filmed by New West TV, which will be released later in 2024.

The holiday season was exceptionally busy with a show of photography at the gallery in Queen's Park called "Winter Solstice" and the Christmas market at Crystal Mall. They also produced an annual Colour Collective calendar, featuring works by our artists and photographers.

Finally, The Colour Collective launched a book titled "Landscapes" that feature paintings by five painters. The launch was very successful, and three of the five artists featured were on hand to sign books for buyers.





Artist: Sangeeta Rekhi

## 2023 Performance Measurement Report Summary

The Community Living Society (CLS) has produced a Performance Measurement Report (formerly called the Outcomes Management Report) annually since 2017. Prior to this date, the information was included in the Annual General Report. This report tracks and summarizes the identified outcomes of CLS programs and services. The information and analysis derived from the Performance Measurement process is used to highlight areas of strengths and identify areas requiring improvements. The annual Performance Measurement Report is part of CLS's continuous quality improvement and Integrated Planning Framework.

The Performance Measurement Plan which identifies the expected outcomes for CLS programs and services, is designed to provide essential information to CLS's management and Board of Directors to allow them to monitor and make improvements to service delivery. It is expected that the outcome results will assist CLS employees to be more responsive to the needs of adults with an intellectual disability and their families who are served by the Society.

The Performance Measurement Plan has been refined over the years; outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised. Our Performance Measurement Plan and the desired outcomes for each program are evaluated and aligned with CLS's articulated values and the internationally validated Quality of Life Framework, developed by Dr Robert Schalock.

## DEMOGRAPHICS OF THE PEOPLE WE SUPPORT

CLS remains relatively stable in the number of people supported. In 2023, 488 represents the total highest number of Supported Individuals in CLS services at a single point throughout the year (an increase of 2% from 2022). Programs such as L.I.F.E., Independent Living and Employment Services seem to be attracting the greatest growth, especially among younger aged people (19-30 and 31-50).

The reasons for the younger generation choosing the above-mentioned services may be:

- The services better reflect the choices and preferences of the young generation.
- Funding for these services is more available.
- Over the last five years, CLS has made a concerted effort to develop services to provide a wider repertoire of options for the people we support.

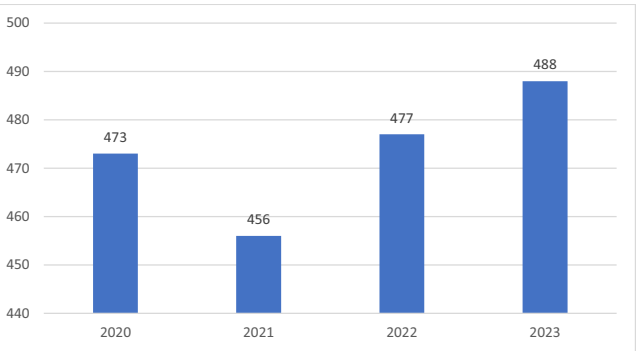
The growth and interest in L.I.F.E., Independent Living and Employment Services, suggests that further development of these services is appropriate. In 2023, CLS acquired additional contracts to expand the L.I.F.E service, and Employment Services have increased capacity with additional funding from several sources (e.g. CLBC, MSDPR - Impact 2.0). CLS

continues to partner with housing organizations to provide increased Independent Living options. In 2023 we were able to provide two new units with New Chelsea Society, and in early 2024 we formed a new partnership with New Vista.

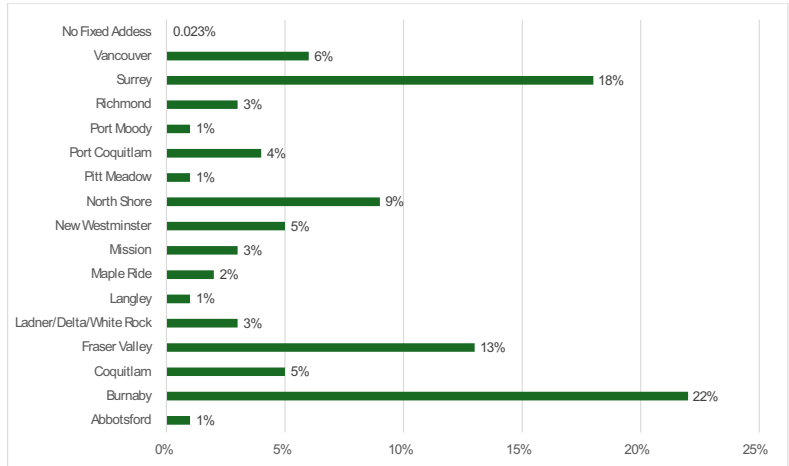
Increasingly, most people living in Staffed Homes are in the later stages of life with 56% of Supported Individuals in Staffed Homes in the age range of 51-70, and 12% above the age of 70. As many of the people we support are aging, further development of resources, support, and guidance for employees to support people in the late stage of their life is appropriate. A Late Life Planning Guide and three policies have been developed and we are modifying the documents to align with CLS policies and practice. Redevelopment and planning for employee training has resulted in the completion of the Training Revitalization Plan in spring, 2024. The Housing Plan also addresses the housing needs for the people we support who are aging and increasingly require accessible housing options.

The majority of the people we support report that they are Caucasian, and English is their first language. This result is consistent with the provincial data on languages spoken in the Greater Vancouver area.

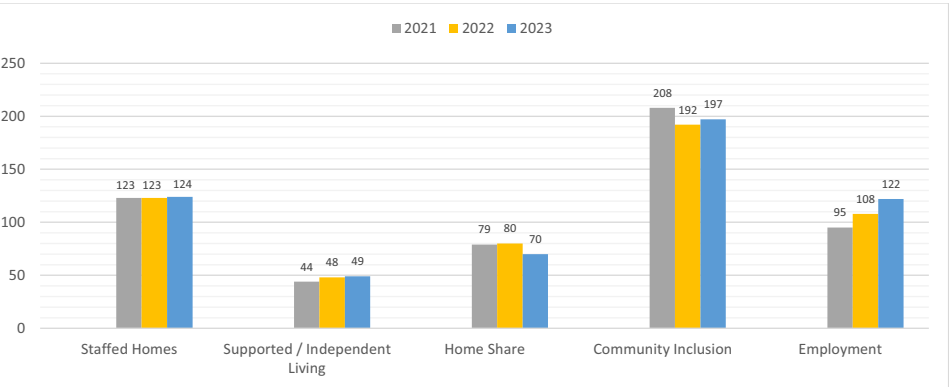
Total number of supported individuals



Total number of supported individuals by geographic location



Total number of supported individuals in each program



## STAKEHOLDER SATISFACTION SURVEY RESULTS

The survey results from Supported Individuals, family/personal support network members and external stakeholders, were overwhelmingly positive in 2023. Survey response rates decreased from Supported Individuals to 72% (81% in 2022) and from family/personal support network members to 18% (32.5% in 2022). Interestingly, of the nine service areas, five programs had relatively similar survey response rates to 2022 and two programs increased significantly. Two programs (Supported Living and Independent Living) were not separated for data collection in 2022, therefore comparison is not available. Developing alternative methods of gathering input from stakeholders and family/personal support network members is necessary. Members of the Senior Management team are meeting to determine next steps in July 2024.

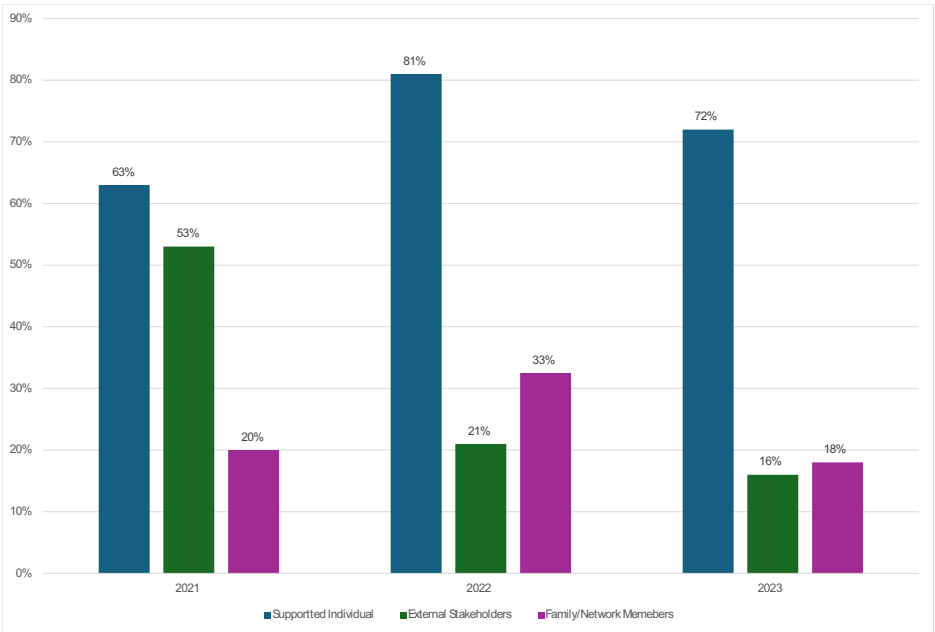
The survey response rate for external stakeholders (excluding employers) remains low and requires attention. External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It has become increasingly difficult to maintain a positive survey response rate, even with repeated requests and encouragement. Alternative methods of gathering input may be needed. We have a new goal related to increasing this response rate which is highlighted at the end of this report.

In 2022, CLS identified a need for modifications in acquiring feedback from employers who work with the Employment Services program. The changes we made have been positive as the 2023 survey response rate increased to 53% from 28% in 2022.

Upon review of the survey results and comments, some themes emerged:

- The results indicated that family/personal support network members believed their loved ones were safe, well cared for and that their rights and choices were honored. Many family/personal support network members commented that CLS employees are caring and professional.
- Respondents continued to remark on the challenges related to staffing. Specifically, some family/personal support network members commented that the increased employee turnover is leading to inconsistent support. Similar to other service providers and businesses, CLS has been very challenged to recruit and retain employees. In 2023, after two years of strong advocacy, CLS received funding for significant wage increases for employees which we believe will assist with the recruitment and retention concern. Efforts to increase recruitment and retention of employees will continue to be a priority in the coming years.
- Supported Individuals convey that employees treat them as a unique individual who has strengths, abilities, and value.
- Increased consistency of reporting and modification of some metrics helped to improve the accuracy of the survey results.
  - Further analysis into employee comprehension of, and data collection for, these metrics will be beneficial.

Satisfaction Survey Response Rates



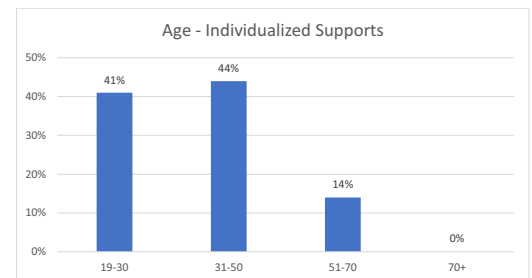
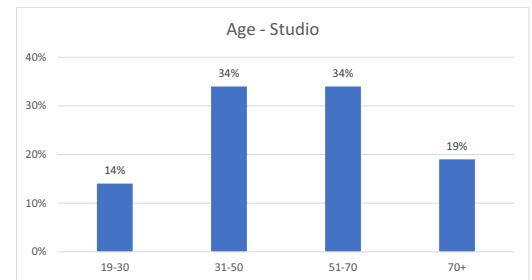
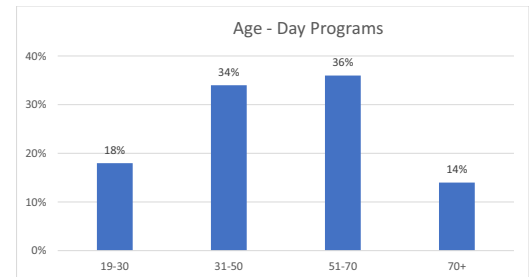
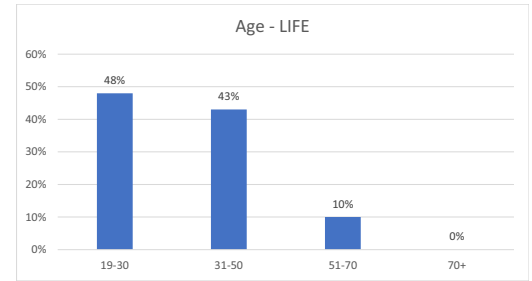
## COMMUNITY INCLUSION PROGRAMS

CLS programs in the Community Inclusion service area are Day Supports, Individualized Supports, Studios and L.I.F.E. This year, improvements were noted for some outcomes in this service area. Survey results indicate:

- In all Community Inclusion programs, 99.25% (99.5% in 2022) of Supported Individuals report that they were able to make choices. This result continues to exceed the target of 90%.
- The number of times Supported Individuals participated in at least one community-based activity per shift increased to 92% (86% in 2022)
- 81.25% of activities (80% in 2022) in which Supported Individuals were engaged were linked to their goals.
  - The Day Supports program was highlighted as requiring work in this area and we are confident this total will increase in the next reporting year.
- 86% of Supported Individuals were engaged and involved in developing a skill (96% in 2022), just passing the 85% target.
  - CLS will be providing additional training to employees on the measurements of this target to ensure validity and reliability of the data.
- The percentage of Supported Individuals in Day Supports and the studios that were engaged in activities that contributed to their community was 97% (92% in 2022). We believe it is important for Supported Individuals to engage in and contribute to their community (e.g. volunteering, donating, etc.), so this is a very positive result.

In 2022, the number of service hours increased. In 2023, 92% percentage of our expected service hours were delivered (90% in 2022, 82% in 2021). Although steady improvement has been noted, employee shortages due to recruitment challenges continued to impact service delivering in these programs.

In 2023, 21 new referrals were accommodated in the Community Inclusion programs (19 in 2022). The average time from the date of the referral to the start of service, was 5 weeks (8.5 weeks in 2022). As many new referrals involve recruitment of new employees, or reassignment of existing employees, an 8-week target continues to be ambitious, but reasonable in a typical year.



*"I have so much appreciation to CLS for assisting my son patiently and respectfully."*

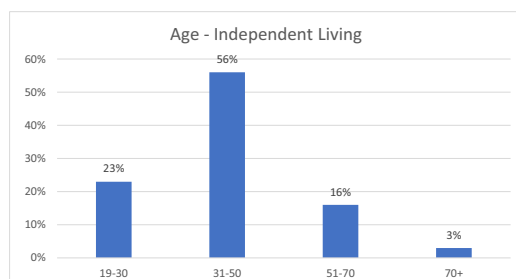
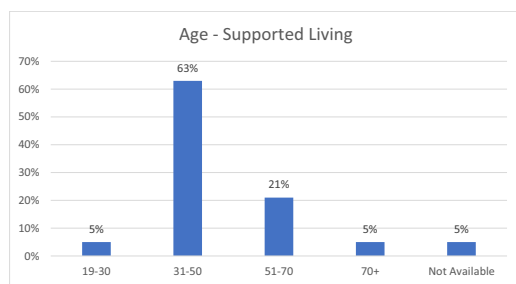
*“CLS's approach to engaging supported individuals and their families / personal support network members positions them as a key community inclusion leader in BC.”*

*“I like when employees support me to go in community and help me towards my goals.”*

## SUPPORTED LIVING

Survey results from the Supported Living program indicated that 100% of Supported Individuals believe they were able to both make choices and learn new skills. These results exceeded the targets of 90%. There were no unplanned moves, indicating that people in Supported Living experience stability in their living arrangements.

In 2023, the number of service hours versus our expected service hours being delivered remained below target. Data for this outcome is obtained from CLBC and both Supported Living and Independent Living programs are combined, and this data cannot currently be altered. Although steady improvement has been noted, CLS is not surprised to see this outcome below 100%. An observation that has grown clearer over the last couple of years related to the Independent Living program is that once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support hours leading to under delivering. In addition, employee recruitment challenges continue to impact the service delivering in these programs, though this bearing has decreased from previous years.



## INDEPENDENT LIVING

Survey results from the Independent Living program indicated that 100% of Supported Individuals believe they were able to make choices and 94% indicated that they were able to learn new skills. These results exceeded the targets of 90%.

There was 1 unplanned move (calculated at 2% which is below the target of a maximum of 5%). This indicates that people in Independent Living experience reasonable stability in their living arrangements.

In 2023, 2 people (8 people in 2022) were new to the Independent Living program, accessing service within an average of 1 month (4.1 months in 2022) from referral to placement. The average length of time between referral and placement was well below the target of 12 months. It continues to be impressive that despite the affordable housing crisis, the Independent Living program continues to support people to move into new living arrangements. CLS will continue to work with affordable housing providers to accommodate the people we support in accessing and maintaining affordable housing.

In 2023, the number of service hours versus expected delivered service hours remained below target. Data for this outcome is obtained from CLBC and both Supported Living and Independent Living programs are combined, and this data cannot currently be altered. Although steady improvement has been noted, CLS is not surprised to see this outcome below 100%. An observation that has grown clearer over the last couple of years related to the Independent Living program is that once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support hours leading to under delivering. In addition, employee recruitment challenges continue to impact the service delivering in these programs, though this bearing has decreased from previous years.

## HOME SHARE

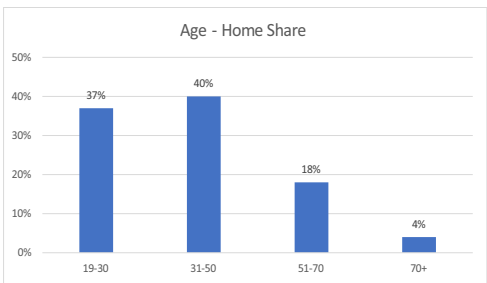
It is the intention of CLS to deliver a service in which Supported Individuals experience stability and contentment with their home and community. Survey results indicate that:

- 87% of Supported Individuals who choose to engage in their home life, feel included.
- 100% of Supported Individuals are content with their living situation.
- 95% of Supported Individuals are supported to be present in their community.
- 100% of Supported Individuals have opportunities to make decisions and choice.

Stability is measured in different ways- longevity of the living situation, number of unplanned moves, and turnover of Home Share Providers. This year's results indicate that Supported Individuals in Home Share experience reasonable stability.

- Unplanned moves were at 4.3% (1.25% in 2022)
- The turnover rate of Home Share Providers decreased to 11.75% (17% in 2022)
  - This did not meet our target of 10% though is lower than previous years.
  - Upon further analysis, a theme did not emerge that explained the increase, however inflation, cost of living and compensation rates for Home Share Providers seem to be at the root of some moves.
  - CLS, along with other service providers in the province, have advocated with CLBC to increase rates for Home Share Providers and will continue to do so in the future.
  - Continued monitoring of turnover rates will be necessary.
- The average number of days from intake to placement (35 days) is impressive considering the very limited availability of Home Share Providers and the high number placements accommodated by CLS. This is far below the target of a maximum of 90 days. A continued year over year comparison will provide better data to analyze the stability of the program.

Lastly, to continue to provide quality support, the Home Share Providers must feel supported and receive support in a timely manner. The survey results indicated that Home Share Providers feel supported by CLS (100 % in 2023, 97% in 2022) and received timely response from CLS employees (100% in both 2023 and 2022). These results are a very good indication that Home Share Providers feel engaged and are willing to freely share their opinions.



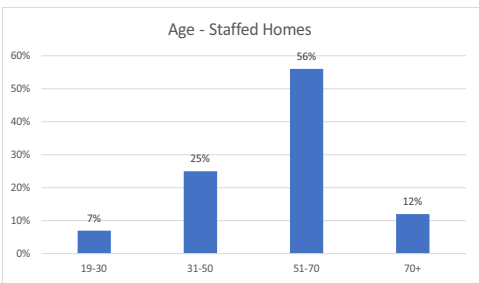
## STAFFED HOMES

Survey results indicated that 95% of Supported Individuals in Staffed Homes that responded to the survey believe they were able to make choices, exceeding the target of 90%. Of moves out of or between homes, none were unplanned. This continues to be a positive result and indicates that people living in Staffed Homes experience stability in their living arrangements.

The Staffed Homes program met or exceeded all but one target. Through this data analysis, the measure looking at the percentage of times a Supported Individual participates in at least one community-based activity per week is an area requiring further work. Although the result is better than previous years, 85.5% (74% in 2022 and 66% in 2021), results are still below our realistic target of 95%. This indicates that Supported Individuals in Staffed Homes are not present enough in community. Upon investigation, it appears that the lower-than-expected result may be attributed to several factors including: data collection errors, staffing challenges and the aging population of people living in Staffed Homes. However, given the low result, additional employee training and monitoring is required.

The effectiveness outcome measuring Supported Individuals with at least one person with whom they have a relationship, and regularly interact with each month is well above target at 89.25%, though CLS is aware how difficult it can be for some of the people we support to develop and maintain relationships with family and friends. This challenge is well documented in research related to people with intellectual disabilities. In the Fall of 2024, CLS has scheduled training with a consultant to provide employees with education and strategies to support people to develop and maintain friendships.

The number of support hours delivered in relation to the number that were funded is a good indication of how the organization efficiently managed its resources. Although CLS continues to experience employee shortages due to recruitment challenges, in 2023, 99% of the hours funded were delivered in the Staffed Homes programs.



## EMPLOYMENT SERVICES

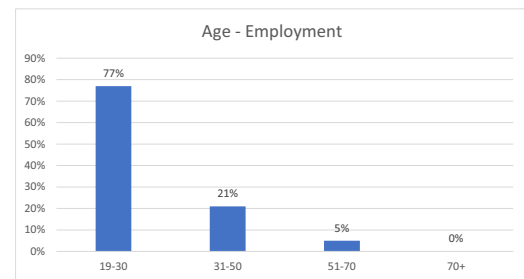
It is the intention of CLS to deliver a service in which Supported Individuals secure and maintain employment at their preferred pace. The program was very successful this past year with all but one target being met. Below are some of the positive outcomes:

- Employment Services continues to assist people to find and secure employment, with 28 job seekers new to the program in 2023 (40 in 2022).
- The variety of job options remained stable at 22 sectors.
- The number of Supported Individuals making more than minimum wage was 56%.
- The number of Supported Individuals receiving career enhancements was 66% of employed Supported Individuals- a very impressive result.

The one target that was not met was - 75% of newly Supported Individuals are successfully placed in employment within the first six months. The percentage of Supported Individuals successfully placed ranged from 62% to 67% across the three funding categories. The CLS has a clear understanding of the reasons for this outcome.

The Employment Services program success has led to new referrals and expansion of the program. It is one of three CLS programs attracting the most significant growth, especially among younger adults (19-30 and 31-50). In 2022, increased funding from several sources (e.g. Inclusion BC COVID Recovery Fund and CLBC referrals) added to the capacity of the Employment Services team, which allowed for a greater number of people to be added to the program.

In 2023, The Employment Services team began participating in a pilot project called Impact 2.0, which will support youth to gain summer work experience and employment. Impact 2.0 is a three-year pilot project with UBC.



Artist: Dan Tell

*“My job coach has been amazing helping me get through my new step in life when I was looking at a career college to become a vet assistant, he helped me find a way to get my sponsorship and now I'm starting college at the end of the month.”*

# Employee Awards



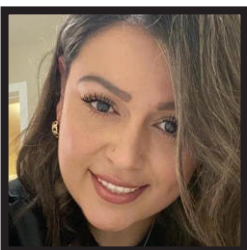
This year's Gala hosted over 100 employees and guests at the Vancouver Golf Club for an evening of food, entertainment and recognition. This is an evening that celebrates employees who have reached milestone years of employment at the CLS as well as 4 nominated awards, of which we had a record number of nominations this year. Congratulations to all recipients and thank you for your hard work and dedication to the CLS and Supported Individuals.

## WOODLANDS PARENTS GROUP AWARD FOR VISION, COURAGE AND CREATIVITY

This award is presented to someone who:

- Demonstrates sincere motivation towards Vision, Courage and Creativity in approaches to support
- Thinks consistently outside the conventional mindset to get things achieved for an individual or group.
- Aligns with the original inspiration, vision and courage shown by the Woodlands Parents Group

**This year's winner was Nydia Soler Gomez.**



Nydia has only been working with CLS since March 2022, but in that short space of time has made herself well known and very popular with the individuals and teams that she supports.

After joining CLS, Nydia quickly moved into a leadership role as the Team Lead at Maginnis. She has led her team to create a warm, inviting and well managed home and excelled in many areas.

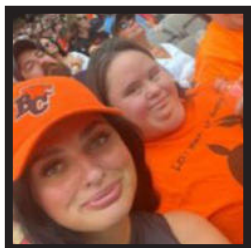
Nydia has fostered great relationships between herself and the families, facilitating the building and continued relationships between the individuals and their families. An example of this is supporting one person to engage with her niece and nephew. This reconnection started with mailing cards and led to regular visits with them. Another example of this is a reconnection with two sisters for another person. She had not seen them for 4 or 5 years. Nydia went over and above what was expected to make this reunion happen. Nydia was the driving force behind arranging multiple vacations for two people she supports. She recognized right away one person's love of action, colour, music and loud noises. She helped this person plan a vacation that captured these elements and was a trip to Disneyland, her first vacation in over 20 years and her first one outside of Canada! This was a huge endeavour as the person used a wheelchair to get around in community, she needed to get a passport and she had never been on a plane. There were a lot of unknowns. Nydia supported the person on this trip and it was incredible.

The physical and mental health of all the individuals has been a focus of the Maginnis team, with Nydia leading the way. Joan's successes are a key example. Joan has overcome many of her fears with Nydia's encouragement and support, such as riding in elevators, travelling over bridges, and engaging in many community events. Joan has a much-increased positive outlook due to Nydia's consistent support in reinforcing the positive in Joan's life. Nydia's team members state that "she's really been an inspiration to all of us, she brings an energy and positive attitude into the home every time she walks in". The individuals and the entire team really do adore her and are so appreciative of everything she brings into the home and workplace and all of the positive changes she has made at Maginnis.

## COMMUNITY INTEGRATION AND INCLUSION AWARD

The Community Integration and Inclusion Award is presented to someone who consistently and significantly achieves success in a community inclusion and integration goal with an individual or group, specifically which engages them in a number of differing and creative ways.

**This year's award was shared by Joy Tully and Elysia Bernard.**



**Joy Tully**

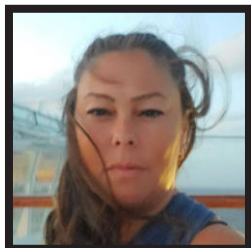
Joy started at the Waterfront Opportunity Centre (WOC) in September 2022 and immediately showed herself to be an incredible team player, constantly working on new ideas for supporting individuals to be included in their community. Joy has advocated and supported the people that attend WOC to be involved with and give back

to their community. She and her team ensure that people's birthdays and various holidays are recognized and engages the people who attend WOC in choosing which days are celebrated and planning and organizing for these events.

Joy ensures everyone has an opportunity to be involved and enjoy their communities outside of the typical work week, such as supporting people to go to weekend or evening events. Two great examples are when Joy supported Thomas to attend his first ever Canucks game. The result was a huge success both in terms of Thomas' enjoyment but also in the resilience and risk tolerance of all involved. Another example is supporting Jay, Pierce and David to attend a BC Lions' football game where they got to meet and befriend one of the players.

There are numerous other examples, rich experiences in the community happen most every week. Joy creatively finds ways to show the community just how amazing the folks that CLS supports are, such as at Easter, when Joy contacted the BC Children's Hospital Patient Experience Department and worked with them to get a list of items that could benefit the children. Everyone at WOC then created Easter goodie bags, which they delivered to the hospital, forming great connections.

Joy has a strong passion for everyone that she supports and has developed the team at WOC with the same mindset. She has inspired her team to not just be out in community, but to ensure that all folks are a part of it and welcomed by others.



**Elysia Bernard**

Elysia Bernard has worked with CLS since 2016 within our Individualised Supports program and latterly as the Coordinator for our LIFE program. Her team members state that 'she is a fantastic advocate for CLS and the people we support, never too busy for anything or anyone'. Elysia is always there to offer

solutions and ideas for working with and engaging the people we support. Elysia's team members state that she is a 'fantastic' manager and is always very clear in her communication with the team. Elysia is

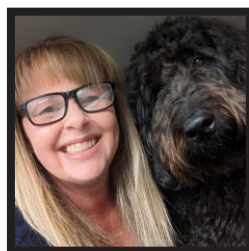
creative in finding new activities. If an individual has expressed great interest in a community event Elysia will go above and beyond to support their wishes to attend. She role models encouraging people to make friendships within the program and positive connections outside of CLS.

She strongly encourages people to visit new places with staff and try new things, she will offer extra personal time if anyone has expressed interest in activities or wishes to have extra supported time, whether it's learning transit or learning to take HandyDart. She always communicates about job opportunities if she feels it would be a good fit. Elysia is well respected by her peers, families and individuals alike. She is always there for her team.

## PERSON CENTRED ACTIVE SUPPORT AWARD

This award is presented to a team or an employee who has demonstrated through multiple examples of sustained active supports, attitude and passion, a commitment and embracement of the Person Centred Active Support philosophy and approach.

**This year's winner is June Sheck.**



June has been with CLS for over 16 years and has worked in a number of different programs and locations; but latterly at King George – part of Surrey Day Supports. When it comes to Person Centered Active Support, June is natural. In her role, she has fully embraced Active Support and it is reflected in the way she interacts with the people she

supports. There are many examples, however the following captures it best. June regularly supports Andy (to maintain confidentiality, we will refer to this supported individual as Andy), who has high medical needs, and while many might find using active support challenging with him, June sees it as an opportunity to show that with the right type of assistance, everyone can do almost anything. June helped develop an amazing goal "Andy Rocks" and encouraged this person with a consistent approach every time she supported him. The goal included painting rocks orange in honour of Truth and Reconciliation Day with positive messages on them, as well as a QR code to link the finder of these rocks to Indigenous Artists, the 94 Calls of Action and how we as Canadians can support reconciliation. While Andy is often tired, June persevered each shift and would engage him by playing stimulating music, talking to and encouraging, then invite him to work on the goal. She used hand-under-hand assistance with most of the steps such as painting and writing on the rocks and had him listen to and choose what information he wanted for the QR codes. Once the rocks were completed, she supported him to randomly place his orange rocks in Holland Park the day before a Truth and Reconciliation event was happening for attendees to find. It was truly amazing to see the smile on his face when he was done placing the rocks in the park! June was a big part in ensuring that he made a strong contribution to his community. She brings this amazing approach each and every day.

## TEAM AWARD

The TEAM Award is presented to a team in CLS that deserves special recognition of:

- A TEAM that has gone above and beyond others to embrace and live the CLS values
- A TEAM that has accomplished / achieved / reached a goal that has significantly enhanced and improved the quality of lives for individuals. These accomplishments / contributions support the CLS Mission, Vision and Values
- The impact of this TEAM's contribution has enriched the supported individual(s), the CLS and the community
- A TEAM that has demonstrate a true TEAM spirit

**The winner of the TEAM award this year is shared by the Neville and Sardis teams.**

### Neville Team

The Neville team supports people with varying degrees of needs and the team is able to successfully balance their needs in a very engaging and person-centered manner. This team flies under the radar often, yet they have remained steadfast and stable for many years. This year, they yet again successfully saved up for and visited another continent as a group. This happens annually and they are the only team in CLS who have been able to provide vacation experiences that most of us can only dream of! The effort that goes into creating these dream vacations is definitely a 'team' effort. The team are also known for producing and sharing home-grown crops which helps to bring their community together. It is in fact, hard to visit them as they are always out and about participating in activities such as the theatre project, art studios and exhibitions, visiting friends and family and living life! They always have contagious smiles on their faces, and are proud of the work they do. They truly are an inspiration to everyone working in this organization.



### Sardis Team

This is an amazing team. They have gone through so much change and loss the past few years, yet they remain positive, optimistic and resilient. They have had several changes to the leadership team, the passing of one longtime roommate, the passing of a second within a few years. Chris moved in recently and changed the dynamics of the home. He is very independent, and the team weren't fully prepared for this. The other individuals have always needed more support. An adjustment was needed, and they did it. Then with Mark moving in, there have been new challenges. He is a lovely man, and the team again is dealing with the challenges of someone living with dementia and all that entails.

Despite all of these challenges, the team has remained strong, creative and positive. They ensure everyone attends events, like Pub Nights in Burnaby. If there's a game on, you can find them enthusiastically watching it. This year has been a challenging one for Chris. He had to move from his bachelor pad to Sardis. No one knew how it would go. It was a big change. Chris has blossomed living at Sardis. This year, he chose to stay at Sardis for Christmas rather than go to his brother's home. His family has praised the team for welcoming him and ensuring he is receiving the great care that he is. This year, for the first time, Ted's family even remarked on the amazing care provided by the Sardis team after having switched day programs to CLS.

This team works so hard, they are diligent, thoughtful, person centred and FUN!





Artist: Sherri Lynn Seitz

## *In Memory*

Caroline Herczeg  
David Chappell  
Sharon Wesko  
Bernice Belcourt

Thank you to all of the individuals and organizations  
who contributed to and supported CLS this past year



Ann Crocker  
Bock Yip  
Clinton Morrison  
Gulf & Fraser Fisherman's Credit Union  
Harry & Gillan Chiang  
Harvey Hunt  
Imagepath Printing Solutions Inc.  
James Harris  
Karen Auld  
Sharon Moysey  
Sylvia Walterhouse  
Terrence Greenaway  
Vancouver Rotary Club Foundation  
Rebecca Phillips



Artist: Sangeeta Rekhi



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