



Performance Measurement Report

January 1, 2024 – December 31, 2024



Contents

1. Introduction	3
1.1 CLS's Mission and Values	3
1.2 Quality of Life Framework	4
1.3 CLS Programs	4
2. Measuring Performance: Methods	6
2.1 Outcomes Framework	6
2.2 A Closer Look on Methods: Satisfaction of CLS Stakeholders	6
3. Executive Summary	8
4. Demographics: Supported Individuals	19
4.1 Total Number	19
4.2 Entrance, Exit and Transitions	20
4.3 Geographic Location	22
4.4 Characteristics	25
4.5 Analysis	30
5.1 Survey Response Rates	32
5.2 Survey Results	35
5.2.1 Supported Individuals Satisfaction Survey Results	35
5.2.2 Family/Personal Support Network Members Satisfaction Survey Results	40
5.2.3 External Stakeholders Satisfaction Survey Results	42
5.3 Analysis	44
6. Program Performance Measurement: Service Delivery	48
6.1 Community Inclusion	48
6.2 Supported Living	52
6.3 Independent Living	55
6.4 Home Share	58
6.5 Staffed Homes	62
6.6 Employment Services	66
7. Agency Management Measurement: Business Function	70
8. Reflecting on Results: Data Analysis and Dissemination Plan	71
9. Acting on Results: Business Improvement Plan	72
9.1 Goals Status	72
9.2 Considerations	77
10. Moving Forward	78
10.1 New Goals	78
11. Appendices	79
Appendix A: 2024 Participant Survey	79
Appendix B: 2024 Family/ Personal Support Network Member Survey	82
Appendix C: 2024 External Stakeholder Survey	83
Appendix D: 2024 Home Share Provider Survey	84
Appendix E: 2024 Participant Survey - Employment Services	85
Appendix F: 2024 Employer Survey	86

1. Introduction

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. In 2020, CLS conducted a thorough review of the performance measurement process resulting in the desired outcomes for each program being aligned with CLS's articulated values and the internationally validated Quality of Life Framework, developed by Dr. Robert Schalock. In subsequent years, the Performance Measurement Report has been refined; outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised.

This report tracks and summarizes the identified outcomes of CLS programs and services and the information and analysis derived from the performance measurement process is used to highlight areas of strengths and identify areas requiring improvement. The report is designed to provide essential information to CLS's management team and Board of Directors for 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 the people we support and their families/ personal support network members.

The annual Performance Measurement Report is part of CLS's Integrated Planning Framework for continuous quality improvement.

1.1 CLS's Mission and Values

Mission:

Supporting people to live as full citizens.

Values:

Respect

- Every person is a unique individual, with strengths, abilities, and value.
- Making choices is a right, with support as necessary from friends, family, and trusted advisers.
- Each person is entitled to live with dignity and equality in a safe and secure environment.

Community

- Community is where we are known as Supported Individuals and as citizens.
- Each community is strengthened by the inclusion of people from all walks of life.
- We support social change that contributes to stronger, healthier communities for everyone.

Integrity

- We are honest and dependable in our interactions with each other.
- We support employee through training and engagement to advance our mission.
- Best practices guide our efforts to provide flexible and responsive supports and services.

Accountability

- Personal outcomes of the people we support guide decision making.
- We use feedback to learn, grow and improve performance.
- Our financial resources are used in innovative, cost-effective ways.

1.2 Quality of Life Framework

Developed by Dr Robert Schalock

The Quality of Life Framework measures a Supported Individual's quality of life in three areas:

1. Independence
2. Social participation
3. Well-being

These are further broken down into eight domain areas of quality of life:

- Emotional well-being - contentment, self-concept, lack of stress.
- Interpersonal relations - interactions, relationships, supports.
- Material well-being - financial status, employment, housing.
- Personal development - education, personal competence, performance.
- Physical well-being - health and health care, activities of daily living, leisure.
- Self-determination - autonomy/personal control, personal goals, choices.
- Social inclusion - community integration and participation, roles, supports.
- Rights - legal, human (respect, dignity, equality).

CLS's mission of supporting people to live as *full citizens* is represented in the outcomes for each of the program areas; Community Inclusion, Supported Living, Independent Living, Home Share, Staffed Homes, and Employment Services.

1.3 CLS Programs

Community Inclusion

The Community Inclusion programs are for people who require ongoing support to participate in community. Included in this area are the following CLS programs: **Individualized Supports**, **Day Supports**, the two art **Studios** and **L.I.F.E.** services. Community Inclusion programs operate in two different services; outside the Supported Individual's homes (community based) or from within the Supported Individual's homes (home-based). Both services may have a vocational, social, recreational, life-skill focus or, a combination of these, to support active engagement with community. For the purposes of this report, Community Inclusion includes only the community-based model.

Individualized Supports: Individualized Supports are provided on a one-to-one basis and can occur in the community or in a person's home. The type of support provided can focus on skill development, community inclusion or outreach. This service is highly individualized with the person determining the type of support and where and when the support is provided, on a set schedule. Supports respond to the person's strengths, individuality and changing needs.

Studios: There are two studios: Studio Seventy Three, where a group of artists work with glass to create beautiful glassware, decorative pieces, and wearable art. The artists use techniques of molding and fusing to bring their original designs to life. PotteryWorks studio is a collective of talented potters, painters and photographers who create original works of art from the varying mediums. Within both studios, some of the artists receive support, while others attend independently. The artists of both studios exhibit their work at art shows and galleries around the Lower Mainland.

Day Supports: The Day Supports program is designed for people who require ongoing support to participate in community. These Community Inclusion services are often provided in small groups where people will meet in the mornings at the small community embedded program location, located near a transit hub or Skytrain station to have easy access to community activities. They are supported to have a meaningful and purposeful day in community, based on their goals and preference of activities.

L.I.F.E. (Learning, Inclusion, Friendships, Employment): L.I.F.E.-based services combine support for people interested in employment who also want to connect to their community, pursue life-long learning, and build meaningful relationships. L.I.F.E. services are provided in community and occur when and where the Supported Individual's goals will best be achieved. It is a flexible and responsive service that offers support when it is needed and not when it's not. The service is driven by the Supported Individual and reflects their strengths, rights, and choices.

Supported Living

The Supported Living program is designed for people who want to live in a home that CLS owns and manages and would need ongoing support to do so. The support model of this program is different for everyone as people have different wants and needs. Some people need only a few (ten) hours of support each week and others may need up to 30 hours.

Independent Living

The Independent Living program is designed for people who own, lease, or rent their own home, living independently with minimal assistance (up to 10 hours a week) in daily living. Support is targeted through one-on-one sessions which can be in person or virtual.

Home Share

The Home Share program is designed to foster relationships. Home Share is for people who want to share a home with a family, couple, or single person (as their Home Share Provider) who will support them with self care, meal preparation and the development of other life skills as well as to maintain or build relationships and access their community.

Staffed Homes

The Staffed Homes program provides people with a home and supports on a 24 hour, seven days a week basis. These supports include maintaining overall health and safety, support to communicate their choices, staying in touch with family and friends, caring for their home, participating in, and contributing positively to their communities. CLS encourages family and personal support network engagement to support people to make decisions about their lives with a goal to support people to gain and/or maintain the skills needed to determine their own life.

Employment Services

Employment Services supports people to find employment in the community or to develop the skills they need to obtain the employment of their choice. Job Coaches help people to develop skills to obtain meaningful, community-based employment and to earn competitive wages and benefits like other members of the community.

2. Measuring Performance: Methods

2.1 Outcomes Framework

To measure objectives for service delivery and business function of the organization and all programs, CLS has developed a framework identifying performance indicators within four areas:

1. **Effectiveness** – how well services operate compared to the results expected.
2. **Efficiency** – how well the organization makes use of the resources available.
3. **Service Accessibility** – how easy it is for people to acquire the services they need.
4. **Satisfaction** – how well CLS stakeholders report the organization is following through on agreements and meeting their needs.

Recommendations resulting from the analysis of the outcomes in this Performance Measurement Report are included in the CLS Business Improvement Plan and addressed throughout the year by the lead employee of the Senior Management team.

While analyzing the data for the purposes of performance measurement, CLS continues to adjust and fine tune some metrics and targets. This work ensures that the outcomes are reflective of the service area and are capturing the information we need to make decisions. Increased information sharing with CLS employees and collaboration with leadership for monitoring purposes has helped improve the accuracy of some results. Further consideration into employee comprehension of, and data collection for these metrics, is ongoing.

2.2 A Closer Look on Methods: Satisfaction of CLS Stakeholders

Satisfaction Surveys: What Happens to the Data?

To understand how stakeholders are experiencing CLS services, information is collected from: Supported Individuals, family and personal support network members, caregivers, funders, professionals, and employers. In 2026, CLS hopes to expand the external stakeholder survey to include relevant community members as well.

Note: Employee feedback is captured in the annual Workforce Management Report.

The Manager of Quality Assurance reviews the results with each Program Director and the Chief Operating Officer in preparation for this report. As applicable, CLS follows up with some survey respondents on a case specific and timely manner.

The CLS Board of Directors reviews the results in the report annually and approves recommendations that arise from the analysis and results. The results are reported to CLS membership and to all other interested parties in the Annual Report. This report is also summarized in a short plain language version available in the CLS newsletter and on the CLS website. This access enables Supported Individuals to see how the feedback they provide is used to change or improve services.

Satisfaction Surveys: Methods to Gather Information

Three different methods are employed to gather information regarding satisfaction and stakeholder experience with the supports and services provided by CLS: surveys, interviews, and documentation reviews.

1) Surveys

Surveys are submitted either in paper form, online or by phone. The appropriate member of the Senior Management team follows up with respondents that indicate they would like to speak to a CLS representative about the service or their response if the respondent provides their contact information.

CLS stakeholders receive satisfaction surveys via:

	Paper	Online	Interview
Supported Individuals Participant Surveys	*		
• Employment Services program Participant Survey		*	
Family/ Personal Support Network Members		*	*
Home Share Providers	*		
External Stakeholders		*	
• Employers		*	

CLS continues to develop quality improvement initiatives related to satisfaction surveys. The aim is to improve response rates, increase the number of respondents, and determine if there is room for improvement in the validity of the data. As such, new goals are outlined in Section 10.1.

2) Interviews

Telephone interviews are conducted by a member of the Senior Management team with families and personal support network members who do not have access to email and/or have indicated they prefer to be interviewed. In 2024, 13 family/ personal support network members were interviewed (mostly by phone) using the survey questions to guide the interview.

If Supported Individuals require assistance to complete the survey, they are interviewed by employees or an advocate, using the Participant survey questions. Some Supported Individuals are unable or unwilling to respond to the survey, though every effort is made to gather their feedback.

3) Documentation Reviews

CLS uses an online intranet and client management system called ShareVision. This system is referenced many times throughout this report as it is the main source for file reviews and data collection from program operations.

4) Satisfaction Surveys: Parameters and Omissions

To capture the opinions of a representative group, the process was designed to solicit input from a broad range of people engaging with CLS services. Though many efforts are made, it is important to note that some people may not be well represented. Specifically, Supported Individuals who are not able to communicate in ways that can be clearly understood by others, do not have a strong voice in the report. A second group of people that are not well represented are those Supported Individuals that do not have family/ personal network involvement, especially if they are also unable to communicate in ways that can be clearly understood by others.

Although this report and the process has adopted methods consistent with research, the practices do not conform to the stringent guidelines of empirical research practices. The final conclusions contained in the report are based largely on information and opinions gathered from the surveys, interviews, and a review of specific documentation. That said, given that five different CLS groups were consulted using three methods to obtain the information, CLS is confident that the results and conclusions do represent many commonly held beliefs and opinions regarding services provided by CLS. Therefore, the results can be used to inform CLS of practices that successfully respond to the needs of the people CLS supports, and to highlight areas that require some improvement.

3. Executive Summary

Demographics of the People We Support

The 2024 net increase in referrals and intakes is lower than that of the previous year, for various reasons. CLS does not maintain waitlists for services and new people are referred to CLS by our primary funders, Community Living British Columbia (CLBC), and the Fraser Health Acquired Brain Injury Program.

This year, L.I.F.E services and Home Share have grown, particularly among ages 19 to 40. Employment Services did not have an increase that has been trending in recent years, in part due to the decreased capacity of the team.

Younger generations are increasingly attracted to services such as L.I.F.E., Independent Living and Employment Services. Additionally, during the last three years the younger age groups have been referred to CLS for Home Share and Supported Living. Reasons for the younger generations choosing the above-mentioned services may be threefold:

- 1) The services better reflect the choices and preferences of younger generations.
- 2) Funding for these services is more available.
- 3) 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.

In Independent Living, the majority of Supported Individuals are under the age of 30, and most had previously been living with their parent(s). The move into this program is their first time living in their own home.

Although the programs/services noted above have attracted the younger generation, increasingly, most people living in Staffed Homes are in the later stages of life. 66% of the Supported Individuals in Staffed Homes are over the age of 51, with 10% above age 70. In 2024, two Supported Individuals transitioned out of Day Supports program due to age related changes, moving into home-based community support.

The majority of Supported Individuals across the CLS continue to be male. Though this differs across programs, the gender imbalance has also been noted in recent research regarding supported employment for people with an intellectual disability. It appears that gender bias and societal values that may be influencing the engagement of women in employment in general, could also be affecting Employment Services in our sector. This gender gap is also evident in L.I.F.E. Services at CLS. Further research into the reasons and supports required to change this trend would be beneficial sector wide.

Stakeholder Satisfaction Survey Results

The survey results from Supported Individuals, family/personal support network members and external stakeholders including employers, were overwhelmingly positive in 2024. However, the survey response rates across some stakeholders are still lower than CLS would like.

Both the family/personal support network members and external stakeholder groups had increases in survey response rate, however, long term challenges remain. External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It is increasingly difficult to maintain a strong survey response rate, even with repeated reminders. Acquiring survey feedback from family/personal support network members is a valuable component of CLS assessing the quality of our services.

The survey response rate from Supported Individuals was very similar, increasing slightly from 72% to 75% in 2024, though by program there were some changes.

Over the next two years, CLS will work to determine if there is room for improvement in the validity of the data obtained.

Supported Individuals Feedback and Targets

Supported Individuals either completed the survey on their own or were assisted by CLS or a family/personal support network member. In the latter, Supported Individuals communicated their choices verbally or by using another communication system (e.g., pictorial symbols, augmentative communication device, etc.), selecting the corresponding picture. Where a Supported Individual was not able to answer the question, it was marked as 'unsure.'

The responses were overwhelmingly positive, with all survey results exceeding the 90% target.

Outcome: Supported Individuals are treated as unique, with strengths, abilities, and value.

- Supported Individuals that indicate employees are interested in them.
 - 99% survey respondents agreed
- Supported Individuals that indicate employees know what they are good at.
 - 99% survey respondents agreed
- Supported Individuals that indicate employees help them with what they need.
 - 99% survey respondents agreed

Outcome: Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.

- Supported Individuals that indicate employees support them make their own choices/decisions.
 - 98% survey respondents agreed
- Supported Individuals that are connected with resources that they need.
 - 99% survey respondents agreed

Outcome: Supported Individuals are supported to live with dignity and equality in a safe and secure environment.

- Supported Individuals that indicate feeling safe in their program or where they live.
 - 99.5% survey respondents agreed
- Supported Individuals that indicate employees listen to them.
 - 98% survey respondents agreed

Outcome: Supported Individuals are supported to be known citizens in their community.

- Supported Individuals that indicate employees support them to go out in their community if they want to.
 - 99% survey respondents agreed

Outcome: Supported Individuals and families/personal support network members can depend on CLS.

- Supported Individuals that indicate they can depend on employees.
 - 98% survey respondents agreed

Outcome: CLS will be responsive and follow through on our commitments to Supported Individuals and families/personal support network members.

- Supported Individuals that indicate employees do what they say they are going to do.
 - 98% survey respondents agreed

Family/ Personal Support Network Members Feedback and Targets

The responses were overwhelmingly positive, with all survey results exceeding the 90% target.

Outcome: Supported Individuals are treated as unique, with strengths, abilities, and value.

- Family/personal support network members that indicate CLS employees know their family member's strengths.
 - 97% survey respondents agreed
- Family/ personal support network members that indicate CLS employees see their family member as a unique individual.
 - 98% survey respondents agreed

Outcome: Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.

- Family/personal support network members that indicate their family member's choices are respected by CLS employees.
 - 98% survey respondents agreed
- Family/personal support network members that indicate CLS employees support their family member to make their own choices/ decisions.
 - 96% survey respondents agreed

Outcome: Supported Individuals are supported to live with dignity and equality in a safe and secure environment.

- Family/personal support network members that indicate their family member is safe participating in the program/living in their home.
 - 99% survey respondents agreed

Outcome: Supported Individuals are supported to be known as citizens in their community.

- Family/personal support network members that indicate CLS employees support their family member to be involved in their community, if they want to be.
 - 98% survey respondents agreed

Outcome: CLS supports social change that contributes to stronger, healthier communities for everyone.

- Family/personal support network members that indicate CLS employees advocate for their family member.
 - 98% survey respondents agreed
- Family/personal support network members that indicate CLS advocates for people with disabilities.
 - 99% survey respondents agreed

Outcome: Supported Individuals and families/ personal support network members can depend on CLS.

- Family/personal support network members that indicate CLS acts with integrity.
 - 99% survey respondents agreed
- Family/personal support network members that indicate CLS employees respond in a timely manner.
 - 98% survey respondents agreed

Outcome: CLS will be responsive and follow through on our commitments to Supported Individuals and families/personal support network members.

- Family/personal support network members that indicate CLS employees follow through on the things they say they will do.
 - 98% survey respondents agreed
- Family/ personal support network members that indicate CLS listens and responds to their feedback.
 - 98% survey respondents agreed

External Stakeholders Feedback and Targets

The responses were overwhelmingly positive, with all survey results exceeding the 90% target.

Outcome: Supported Individuals are supported to be included in their community.

- External stakeholders that indicate CLS works to ensure Supported Individuals are involved in their community.
 - 93% survey respondents agreed
- External stakeholders that indicate CLS advocates for people with disabilities.
 - 100% survey respondents agreed
- External stakeholders that indicate CLS works to make a stronger, healthier community for everyone.
 - 100% survey respondents agreed
- External stakeholders that indicate CLS acts with integrity.
 - 93% survey respondents agreed
- External stakeholders that indicate CLS is dependable as an organization.
 - 100% survey respondents agreed

Outcome: CLS ensures services and supports are flexible and responsive.

- External stakeholders that indicate CLS is a responsive organization.
 - 100% survey respondents agreed

Outcome: CLS is accountable to all our stakeholders.

- External stakeholders that indicate CLS is an accountable organization.
 - 100% survey respondents agreed

Outcome: Employment Services program ensures proper support for participating employers.

- Employers that indicate they are satisfied with CLS Employment Services program.
 - 100% survey respondents agreed
- Employers that indicate they are satisfied with the on-the-job support provided by program team members.
 - 100% survey respondents agreed
- Employers that indicate job candidates were appropriate for the job.
 - 100% survey respondents agreed

Service Delivery Outcomes: Program Performance

Program Performance: Community Inclusion Programs

In 2024, Community Inclusion had 18 new Supported Individuals enter services and 17 people exit services. The Community Inclusion outcomes are overwhelmingly positive, with 2024 results exceeding the targets in five out of seven measurements.

The following summarizes the Community Inclusion **effectiveness measures**:

Outcome: Supported Individuals will be present in community and have access to community-based activities.

- **93% average** for the number of times Supported Individuals in Day Supports, IS and L.I.F.E. services are present in community, exceeding the 90% target.

Outcome: Supported Individuals will be supported to contribute to their communities.

- **95%** of Supported Individuals in Day Supports and Studios are engaged and involved in contributing to their community at least once per year, exceeding the 90% target.

Outcome: Supported Individuals will have opportunities to improve upon or learn new skills.

- **100%** of Supported Individuals are engaged and involved in skill development, exceeding the target of 85% quarterly.

Outcome: Self-determination will be encouraged and supported.

- **97%** of Supported Individuals in Community Inclusion indicate having opportunities to make choices, exceeding the 95% target.
- **69%** of activities Supported Individuals engage in are linked to their goals: The average did not meet the 75% target. By program:
 - Individualized Supports met the target with 90%
 - Day Supports did not meet the target with 38%
 - Studios met the target with 87%
 - L.I.F.E. services met the target with 80%

The target currently outlines that all Supported Individuals participating in the Community Inclusion programs would be working on one of their goals 75% of the time they are supported. After a few years of analyzing this data, we believe the target is unrealistic as individuals are supported to engage in many activities, but they are not always related to the goals they set each year during their annual planning meeting. Also, some programs are more goal directed than others, i.e. L.I.F.E. services. This metric will be revised next year to better reflect the unique programs and meaningful self-determination.

The following summarizes the Community Inclusion **efficiency measure**:

Outcome: Maximize service hours received.

- **92%** of funded hours were delivered. This was below the 95% target. Interestingly, the number is the exact same as in 2023 (90% in 2022).
 - There are multiple contributing factors to this result, such as Individualized Supports does not have global funding but rather individualized funding. This could result in under delivering the hours if, for example, an employee is sick and/or a Supported Individual cancels or refuses supports. Another factor is that in both Day Supports and the Studios, some positions are not backfilled when the employee is away. CLS is examining if this practice can be reconsidered in the future.

The following summarizes the **Service Access measure** for Community Inclusion:

Outcome: Minimize time to program entry and continuation.

- It took an average of **6.7** weeks from referral to beginning of service which is below the 8 week target.

Program Performance: Supported Living

In 2024, Supported Living had one new Supported Individual enter services and two people exit services. The Supported Living outcomes have overwhelmingly positive results, with all 2024 results meeting or exceeding the targets.

The following summarizes the Supported Living **effectiveness measures**:

Outcome: Support to maintain stability in their living arrangement.

- The program had **zero** unplanned moves in 2024.

Outcome: Self-determination will be encouraged and supported.

- **100%** of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 95% target.

Outcome: Opportunities to learn skills that support independence.

- **100%** of Supported Individuals are engaged and involved in skill development, exceeding the 90% target.

The following summarizes the Supported Living **efficiency measure**:

Outcome: Minimum levels of support are being provided to all Supported Individuals.

- The program met the 95% target with **95%** of funded hours being delivered.
 - CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

The following summarizes the **Service Access measures** for Supported Living:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a **2-month** average between expressed desire or need to move and placement for the Supported Individuals accommodated.

Program Performance: Independent Living

Growth of the Independent Living program has continued. CLS has been working on increasing the number of affordable housing units available to individuals supported in Independent Living. In 2024, **15** new housing units were added through our partnerships with housing providers, far exceeding our target of three. CLS is nearing completion of development of a policy framework that reflects best practices for Independent Living.

The Independent Living outcomes have overwhelmingly positive results, with 2024 results exceeding the targets in three out of four measures.

The following summarizes the Independent Living **effectiveness measures**:

Outcome: Support to maintain stability in their living arrangement.

- The program had **zero** unplanned moves in 2024.

Outcome: Self-determination will be encouraged and supported.

- **100%** of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 90% target.

Outcome: Opportunities to learn skills that support independence.

- **100%** of Supported Individuals in the program indicated having opportunities to learn skills, exceeding the 90% target.

The following summarizes the Independent Living **efficiency measure**:

Outcome: Minimum levels of support are being provided to all Supported Individuals.

- **70%** of funded service level hours were delivered: The program did not meet the target of 95%. Although improvement has been noted, CLS was expecting this measurement to be below target. CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

The following summarizes the **Service Access measures** for Independent Living:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a **6-month** average between expressed desire or need to move and placement for the Supported Individuals accommodated.

Program Performance: Home Share

The Home Share outcomes are overwhelmingly positive, with 2024 results exceeding the targets in nine out of eleven measures.

The following summarizes the Home Share **effectiveness measures**:

Outcome: Home Share Providers will feel supported by the agency.

- **97.7%** of Home Share Providers indicated they feel that support offered by the agency met their needs.
 - The Home Share program experienced some sudden unexpected employee transitions in 2024. These results indicate that despite the ensuing challenges, there are strong relationships, and the Home Share Providers feel connected to the organization.

Outcome: Supported Individuals will experience inclusion in their community.

- **91%** of Supported Individuals in Home Share are present in the community during home share supported time at least two times per week. Some missing data influenced this result. Also, for some Supported Individuals, they choose not to access community with their Home Share Provider, yet currently they are included in the data collection. The recommendation is to update this measure, and where the data is collected, to appropriately capture Supported Individuals who choose not to be accompanied/ supported to access community.

Outcome: Self-determination will be encouraged and supported.

- **96%** of Supported Individuals indicated having opportunities to make choices, exceeding the 95% target.

Outcome: Supported Individuals will experience stability and contentment in their home.

- There were two unplanned moves (2.5%) in 2024, meeting the target of less than or equal to 5%.
- 95% of Supported Individuals in Home Share that choose to engage in the home-life indicated they feel included, exceeding the 90% target.
- 100% of Supported Individuals in Home Share indicate feeling content with their living situation, exceeding the 95% target.
- An analysis of the mean, mode and median regarding the amount of years Supported Individuals are in Home Share is completed annually for this outcome. The program exceeded the 4-year target (mean) with a mean of 5.11 years, a median of 3.8 years and a mode of 2 years.

The following summarizes the Home Share **efficiency measure**:

Outcome: Minimizing turnover in Home Share providers.

- 14.5% of Home Share Providers exited from providing services in 2024. The program did not meet the target (under 10%). Throughout 2024, CLS contracted with 55 Home Share Providers, eight discontinued service with CLS resulting in 14.5%.

To assess Supported Individual's stability in their home, CLS evaluates longevity, turnover of Home Share Providers, and unplanned moves. This year's results indicate that on average, Supported Individuals in Home Share experienced reasonable stability. Unplanned moves remain below target at 2.5% (4.3% in 2023 and 1.2% in 2022). The turnover rate remains above target (14% in 2024, 11.75% in 2023 and 17% in 2022).

Though a strong theme is not evident, upon further analysis, the cost of living, inflation, 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 been and will continue to advocate for CLBC to increase rates for Home Share Providers. For three of the Home Share Provider exits, the situations were complex with elements of fit of the service model and/or the specific needs of the Supported Individual affecting the end result. Though we realize the realities of these challenges, CLS continues to aim for the 10% turnover target.

The following summarizes the **Service Access measures** for Home Share:

Outcome: Minimize the time from intake to placement.

- In 2024, the program met the 90-day target with 65 days from intake to placement. The 65-day timeframe is positive and is indicative of transitions being able to follow the matching process.

Outcome: Maximize appropriate placements of Supported Individuals.

- 87.5% of accepted referrals were successfully matched. The program did not meet the 90% target, there was one unsuccessful match.

Outcome: Home Sharing Providers will be responded to in an efficient timely manner.

- 97.7% of Home Share Providers indicated that their needs were responded to in a timely way by employees, exceeding the 95% target. As mentioned above, this depicts the strengths of the team response even amongst unexpected staff changes.

Program Performance: Staffed Homes

The Staffed Homes outcomes are overwhelmingly positive, with all 2024 results meeting or exceeding the targets.

The following summarizes the Staffed Homes **effectiveness measures**:

Outcome: Support to maintain stability in their living arrangement.

- **1.8%** of all moves out of or between living arrangements were unplanned: The program met the target (under 5%). Currently, CLS defines an unplanned placement move as “all moves that occur due to crisis or emergency situations and where the Supported Individual and/or family members have not been actively involved in planning for the move or having choice in the move.” In 2024, there were multiple other emergency placements for Supported Individuals in Staffed Homes that did not result in permanent moves, thus not part of the data in this measure. While CLS cannot be entirely prevent unplanned emergency moves, such as when a home is damaged because of a severe storm, flood or the sump pump breaks, CLS will examine these situations to determine if there are possible strategies that would mitigate the impact on Supported Individuals.

Outcome: Self-determination will be encouraged and supported.

- **99%** of Supported Individuals in Staffed Homes indicated having opportunities to make choices, exceeding the 90% target.

Outcome: Supported Individuals will be present in community and have access to community-based activities.

- **97%** of times Supported Individuals living in Staffed Homes are present in community at least one time per week which exceeded the target of 95%.

CLS defines community presence as “activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.) and does not necessarily involve interaction with other people.” In previous years, the results for this measure were below the target (85.5% in 2023 and 74% in 2022). The target is very realistic, and consequently, CLS implemented two approaches to improve the results for 2024:

- 1) Regularly distributing and reviewing results with programs on whether or not Supported Individuals living in Staffed Homes were present in community.
- 2) Reviewing accuracy of documentation regarding whether or not Supported Individuals living in Staffed Homes were present in community.

Practice and documentation improvements both contributed to the program meeting this target. The monitoring processes remain in place currently.

Outcome: Supported Individuals will have a network of unpaid healthy, positive, and stable relationships.

- **97%** of times Supported Individuals with at least one Unpaid Person with whom they regularly interact with every month which exceeded the target of 95%.

Currently, CLS defines an Unpaid Person as “a person involved in a Supported Individual’s life who is unpaid such as family, friend, acquaintance, members of a club, group, team, or congregation, etc.). This would not include CLS employees, medical professionals, and other network members who are paid to be in the person’s life.” We believe the results from this measure indicate that there is room for further growth. This is an exciting path for CLS, especially following completion in 2024 of training with employees regarding how to support and facilitate friendships for and with Supported Individuals.

The following summarizes the Staffed Homes **efficiency measure**:

Outcome: Maintain use of funded service level hours.

- 100% of funded hours were delivered which exceeded the target of 95%.

The following summarizes the **Service Access measure** for Staffed Homes:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a 2.8-month average between expressed desire or need to move and placement for the Supported Individuals accommodated.

Program Performance: Employment Services

The Employment Services outcomes are positive given the challenging year for the program, with 2024 results exceeding the targets in nine out of eleven measurements. Some of the results were influenced by several employee changes that impacted the program. CLS is nearing completion of development of a policy framework that reflects best practices for Employment Services.

The following summarizes the Employment Services **effectiveness measures**:

Outcome: Supported Individuals will secure and maintain employment.

- The percentage of new Supported Individuals that were successfully placed in employment within the first six months of services did not meet the targets of 75% by funding category. (Funding categories “A, B and C” are used in this report to describe the following funding streams from CLBC:
 - A: PSI VCE (Personalized Support Initiative: Vancouver Coastal East)
 - B: PSI UF (Personalized Support Initiative: Upper Fraser)
 - C: DD VCE (Developmentally Disabled: Vancouver Coastal East)
- Target is 75% for each funding category. Comparative analysis:
 - 2023: A: 67% B: 64% C: 62%
 - 2024: A: 25% B: 50% C: 0%

Further considerations are discussed below.

- Supported Individuals were employed an average of 42 weeks per year in Employment Services which exceeded the 30-week target.

Outcome: Maximize career enhancements for all employed Supported Individuals.

- 44% of employed Supported Individuals in Employment Services received more than minimum wage. The program did not meet the 45% target but this still a favorable result.
- The average wage for employed participants in Employment Services rose from \$18.33 to \$19.15 in 2024, above the target of minimum wage (\$17.40 per hour).
- 50% of employed Supported Individuals received a job or career enhancement this year which exceeded the target of 35%.

The following summarizes the Employment Services **efficiency measure**:

Outcome: Minimize preventable employment breakdowns (Supported Individuals that have achieved employment).

- 91% of at-risk situations (job in jeopardy) were prevented (at the time of identification of imminent breakdown): The program exceeded the 75% target.

The following summarizes the **Service Access measures** for Employment Services:

Outcome: Supported Individuals will receive service in a timely manner.

- **100%** of Supported Individuals were in active job search within 3 months of intake. However, this is a self-driven program, which is a direct reflection of the interests and status of the individual. Although we exceeded our target, it is important to note that the process is designed to be completed systematically however, it is entirely driven by the choices of the Supported Individual which can influence the outcome.

Outcome: Supported Individuals will be employed in a variety of employment sectors reflective of their community.

- Supported Individuals were employed in **21 sectors**, exceeding the target of 20 sectors.

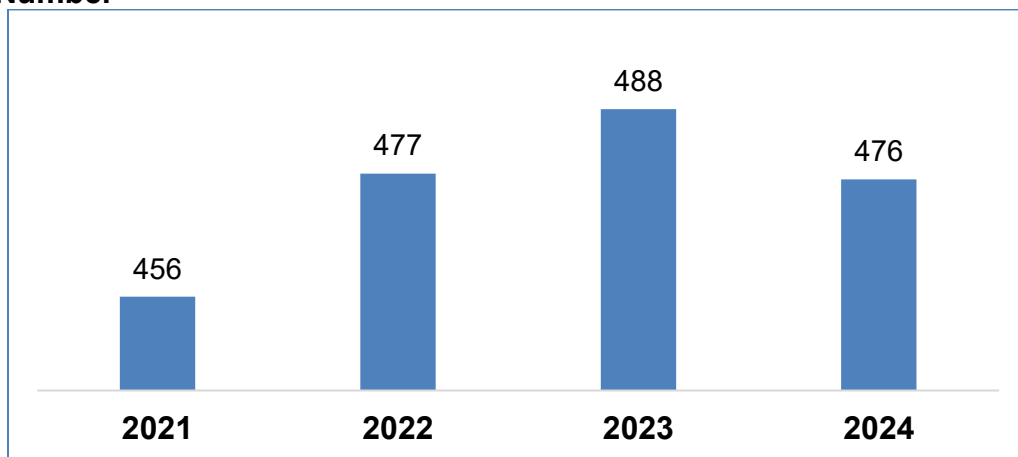
Looking Forward- Service Delivery Outcomes

Overall, the results were positive for this reporting year. Year over year analysis helps to assess and determine future changes that may be necessary and prioritize modifications to specific program planning. Developing strong policy frameworks and utilizing our digital data management system, ShareVision, for recording more meaningful data have led to even better consistency and accountability in CLS programs.

4. Demographics: Supported Individuals

Supported Individuals by: Total Number, Program, Geographical Location, Primary Diagnosis, Age, Declared Gender, Declared Ethnicity and First Language.

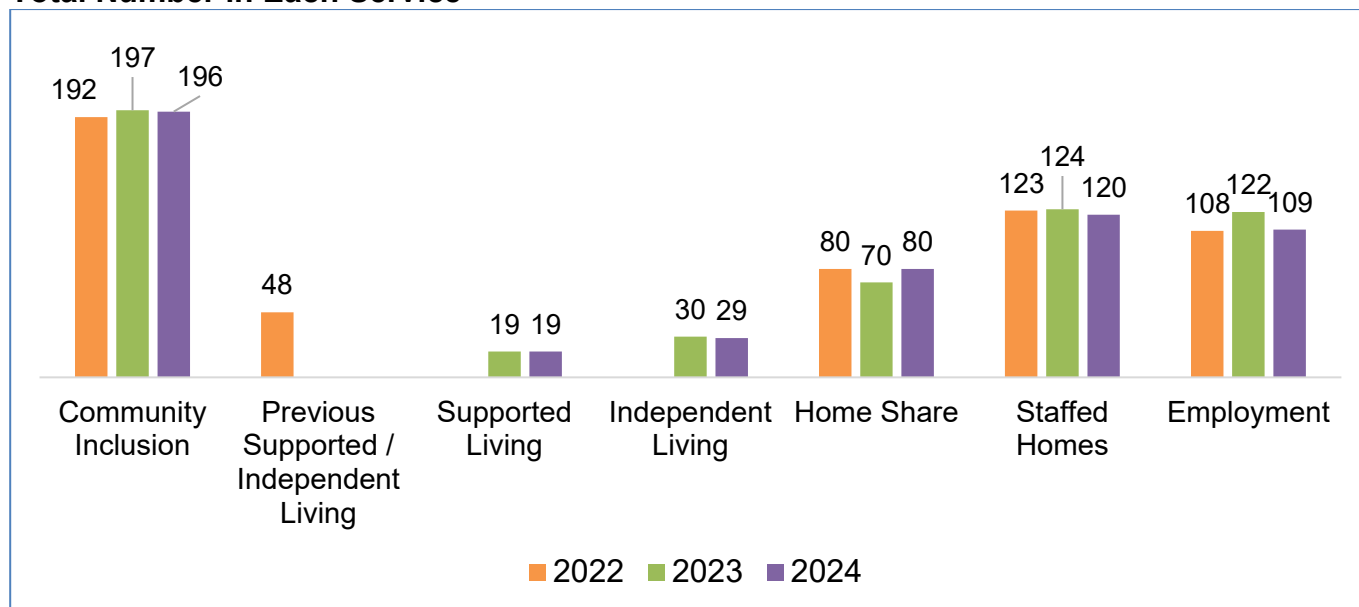
4.1 Total Number



Note: Not included in the totals reported are 15 youth supported by the CLS Employment Services team in the Impact 2 project over the Summer of 2024.

The number indicated in these columns represents the highest total of Supported Individuals in CLS services at a single point throughout the year. Of the 476 Supported Individuals, some are supported in multiple programs.

Total Number in Each Service

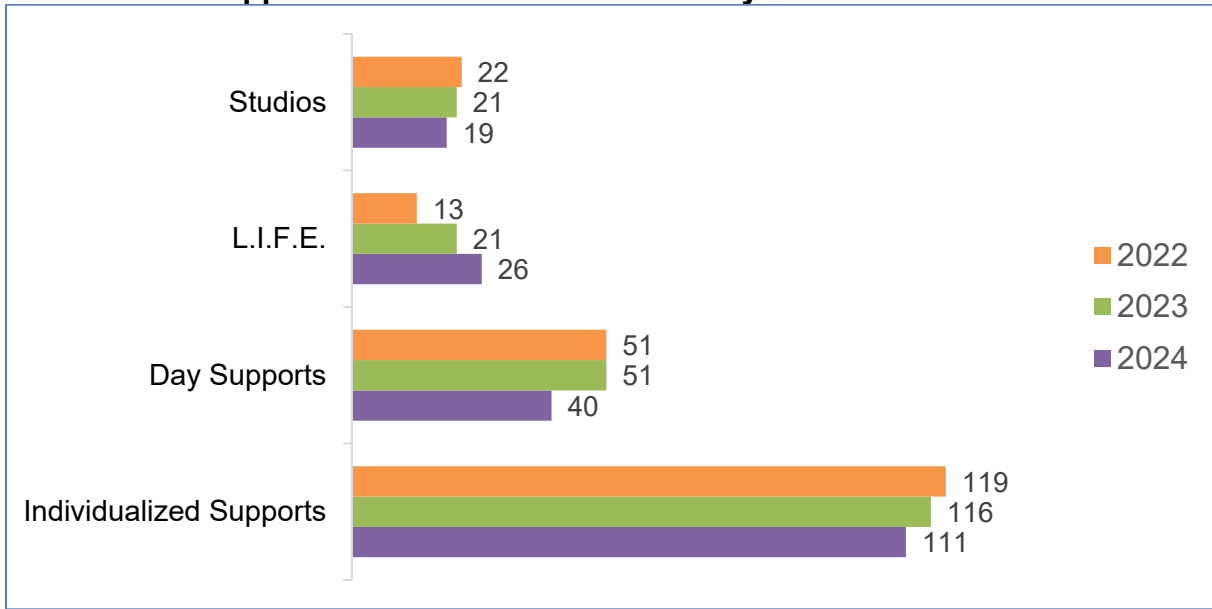


Notes:

These numbers are for the totals in each service area, which equals 553 Supported Individuals. As some people are in more than one CLS program, the above numbers do not add up to 476 (the total number of people supported by the CLS in 2024 at any given time).

Supported Living and Independent Living were counted together until 2023.

Total Number of Supported Individuals in Community Inclusion



4.2 Entrance, Exit and Transitions

Summary of the changes in 2024 within CLS Programs:

New to CLS	31
Transitioned Internally (from one CLS program to another)	16
Exited CLS	39
Exited a program:	37
Passed away:	2

Supported Individual's entrances and exits, including internal transitions:

Entrances:

Community Inclusion- Individualized Supports – total = 8:

- 3 new to the program, from L.I.F.E. services.
- 5 new to CLS.

Community Inclusion - Day Supports – total = 4:

- 1 new to the program, lives in a CLS Staffed Home.
- 3 new to CLS.

Community Inclusion - L.I.F.E. – total = 6:

- 2 new to the program from Employment Services.
- 4 new to CLS.

Supported Living - 2 new to CLS.

Independent Living - 2 new to the program from Supported Living.

Staffed Homes - 4 new to CLS.

Home Share – 6 new to CLS.

Employment - 14 new to CLS.

Exits:

Community Inclusion (Individualized Supports) – total = 9:

- 1 passed away (also lived in a CLS Home Share).
- 1 moved out of the Lower Mainland with their Home Share Provider.
- 1 made the decision to discontinue receiving CLBC funding.
- 4 left CLS services due to fit of program.
- 2 had funding stream changes from CLBC.

Community Inclusion (Day Supports) – total = 3:

- 1 left CLS services due to fit of program.
- 2 left the program due to changes in mobility and/or health.

Community Inclusion (L.I.F.E.) – total = 4:

- 3 transitioned to CLS Individualized Supports program.
- 1 transitioned from Employment Services but never began with L.I.F.E. services.

Community Inclusion (Studios): total = 1:

- 1 moved out of the Lower Mainland with their Home Share Provider.

Supported Living - Three in total:

- 2 moved to the Independent Living program.
- 1 moved and did not have CLS support.

Staffed Homes – total = 3:

- 1 passed away.
- 1 left CLS services due to fit of program.
- 1 transitioned to the CLS Home Share program.

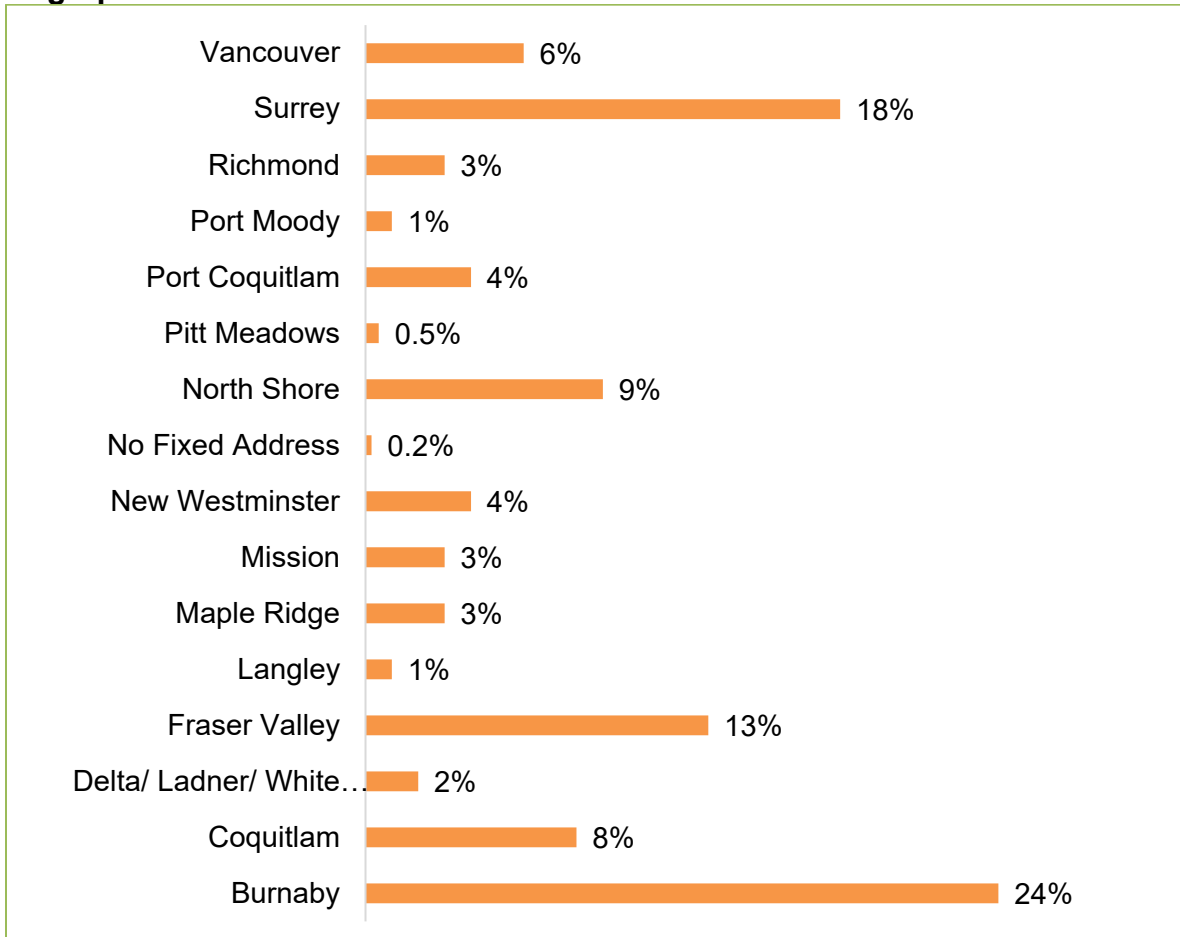
Home Share – total = 12:

- 1 passed away (also was in the Individualized Supports program).
- 1 left CLS services without notice (moved out of the country).
- 3 moved out of the Lower Mainland with their Home Share Providers.
- 3 left CLS services due to fit of program.
- 1 changed service provider due to changes in mobility and/or health.
- 1 had funding stream changes from CLBC.
- 2 due to breakdown of service.

Employment – total = 7:

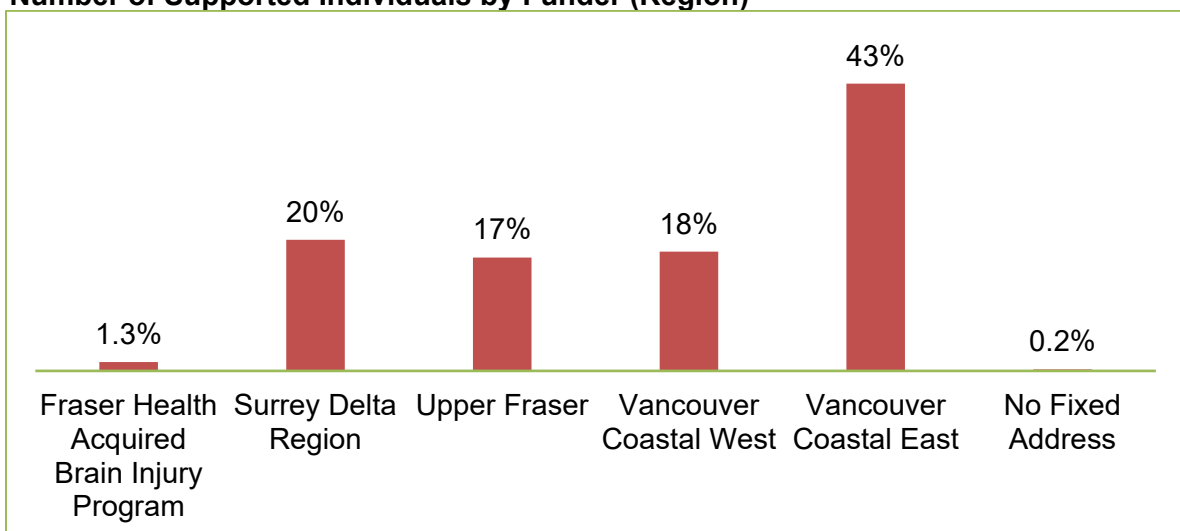
- 1 moved out of the Lower Mainland.
- 2 left CLS services due to fit of program.
- 3 transitioned to CLS L.I.F.E. services.
- 1 made the decision to discontinue receiving CLBC funding following successfully acquiring employment.

4.3 Geographic Location

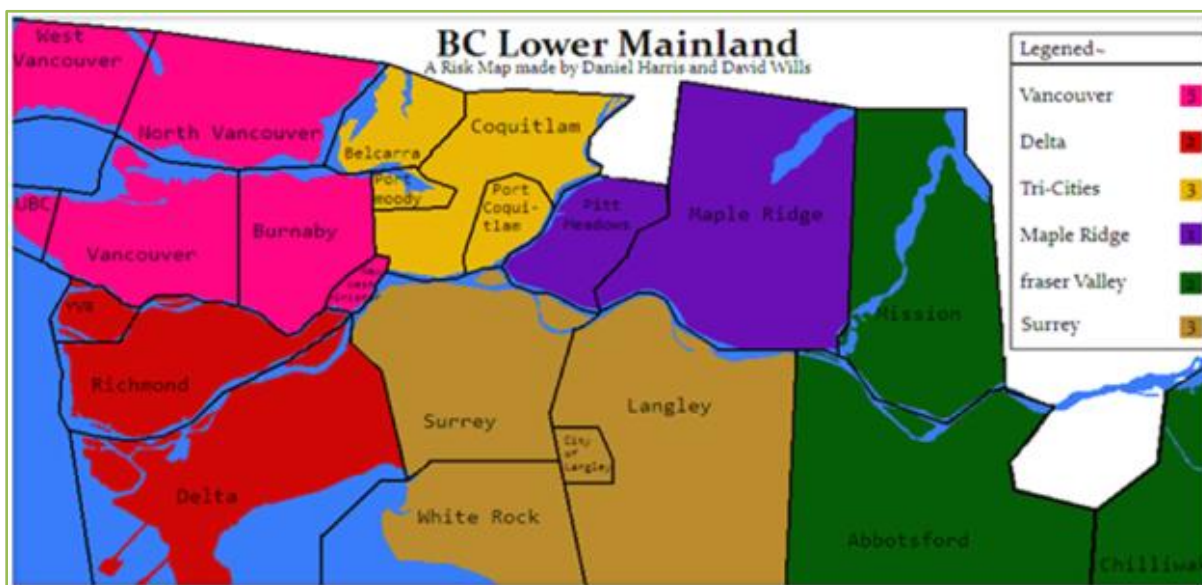


The vast majority of CLS services are located and provided in the Metro Vancouver area.

Total Number of Supported Individuals by Funder (Region)



Canadian Census Information



Lower Mainland Population

Population history

Year	Pop.	±%
2001	2,224,515	+8.3%
2006	2,373,612	+6.7%
2011	2,590,921	+9.2%
2016	2,759,385	+6.5%
2021	2,966,830	+7.5%

Source: [Statistics Canada](#)
[5][6][7][8][9][10]

As of the 2021 census, the population of the Lower Mainland totals 2,966,830:

- 295,934 in the [Fraser Valley Regional District](#)^[8]
- 2,642,845 in [Metro Vancouver Regional District](#)^[9]

These figures are slightly inflated due to the inclusion of areas within the Regional Districts which are not normally considered to be part of the Lower Mainland, notably the lower Fraser Canyon and the heads of Harrison and Pitt Lakes, which are within the Fraser Valley Regional District, and Lions Bay and Bowen Island, which are within the Greater Vancouver Regional District.

Canadian Census Information continued

Ethnicity in the Lower Mainland

Excerpt from the most recent Canadian Census Profile (2021).

The Lower Mainland is among the most multicultural and diverse regions in Canada. As of 2021, Europeans form a plurality with 1,337,105 persons or 45.7 percent of the total population, followed by East Asians with 614,860 persons or 21.0 percent and South Asians with 422,880 persons or 14.5 percent.

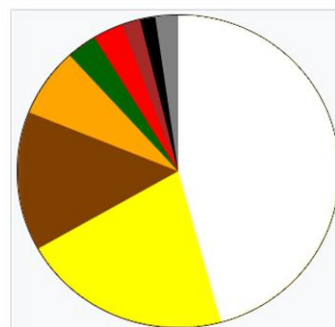
Metro Vancouver is a multi-ethnic society. There remains a small population (2.99%) of indigenous people. From the time of the region's first non-indigenous settlement in the second half of the 19th century, people from Britain and Ireland were the largest group of immigrants and, collectively, remain the largest ethnic grouping in Lower Mainland to this day. The largest non-European ethnic groups situated in Vancouver include East Asian, South Asian, and Southeast Asian. The metropolitan area has one of the most diverse Chinese-speaking communities.

*Canadian Census Profile 2021

In the City of Vancouver and four adjacent municipalities (Surrey, Burnaby, Richmond, and Coquitlam), there is no visible majority. Hence, the term visible minority is used here in contrast to the overall Canadian population which remains predominantly of European descent.

Knowledge of language (2016–2021)

Language	2021 ^{[2][3]}		2016 ^{[7][8]}	
	Pop.	%	Pop.	%
English	2,772,150	94.78%	2,569,215	94.63%
Mandarin	295,400	10.1%	252,260	9.29%
Punjabi	286,270	9.79%	223,510	8.23%
Cantonese	235,220	8.04%	224,655	8.27%
French	185,330	6.34%	185,420	6.83%
Tagalog	113,205	3.87%	98,395	3.62%
Hindi	119,435	4.08%	75,125	2.77%
Spanish	100,355	3.43%	79,885	2.94%
Korean	63,335	2.17%	52,650	1.94%
German	43,490	1.49%	47,825	1.76%
Total responses	2,924,680	98.58%	2,714,995	98.39%
Total population^[b]	2,966,830	100%	2,759,365	100%



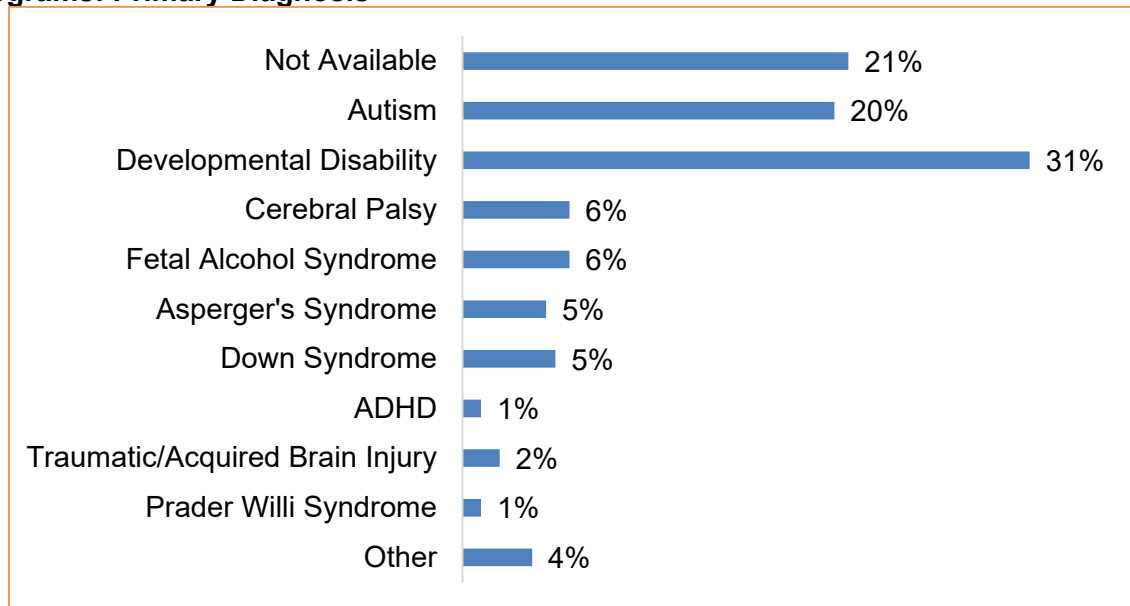
Panethnic breakdown of the Lower Mainland (2021 census)^{[2][3]}

European ^[c]	(45.72%)
East Asian ^[d]	(21.02%)
South Asian	(14.46%)
Southeast Asian ^[e]	(7.09%)
Middle Eastern ^[f]	(3.05%)
Indigenous	(2.99%)
Latin American	(1.86%)
African	(1.53%)
Other ^[g]	(2.32%)

4.4 Characteristics

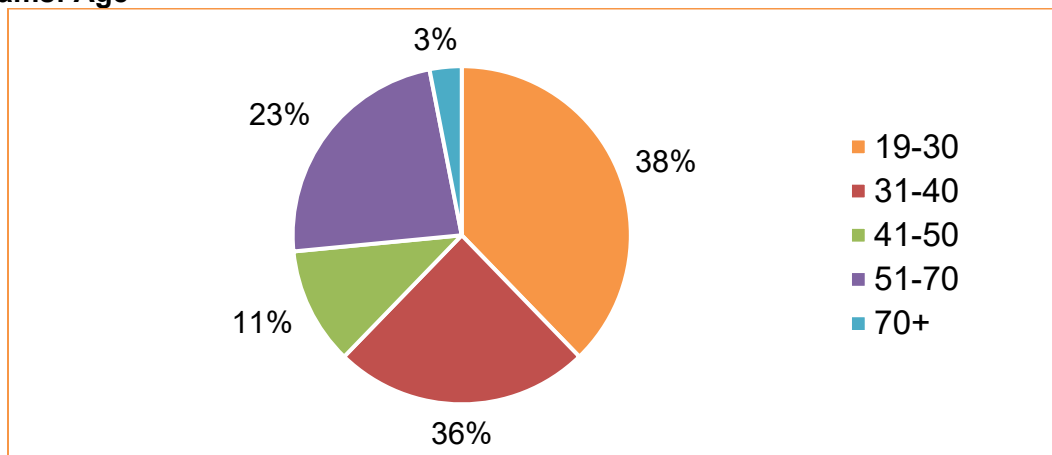
Primary Diagnosis, Age, Declared Gender, Declared Ethnicity and First Language.

All Programs: Primary Diagnosis

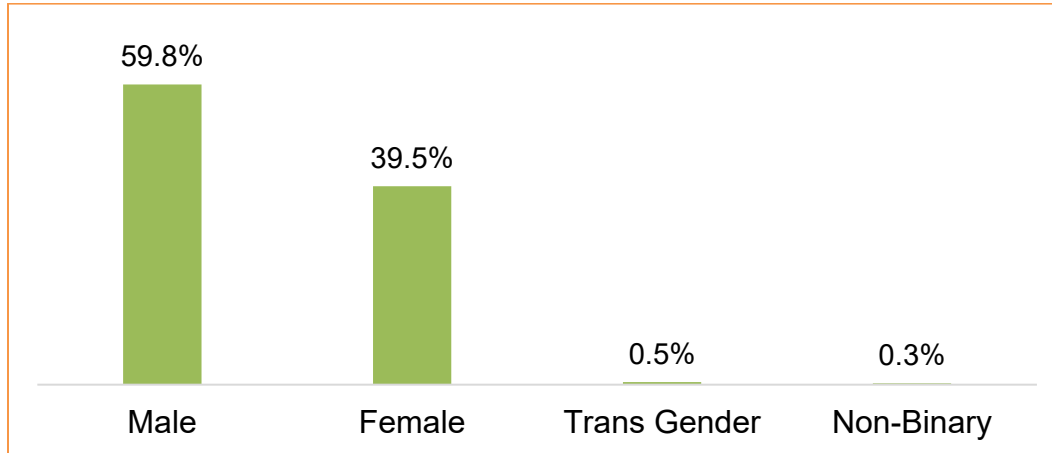


Note – we do not collect diagnosis for Supported Individuals in the Employment Services program, therefore the diagnosis is listed as 'Not Available.'

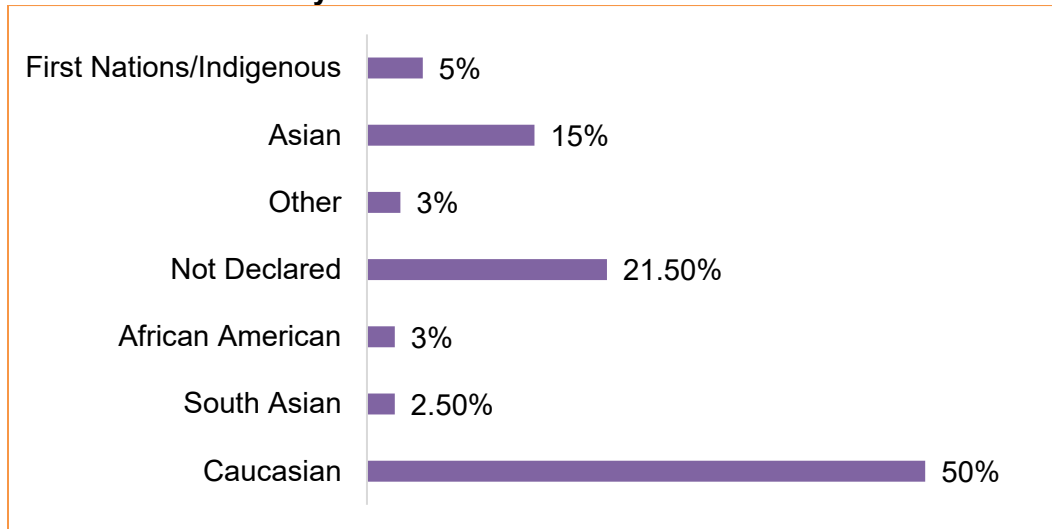
All Programs: Age



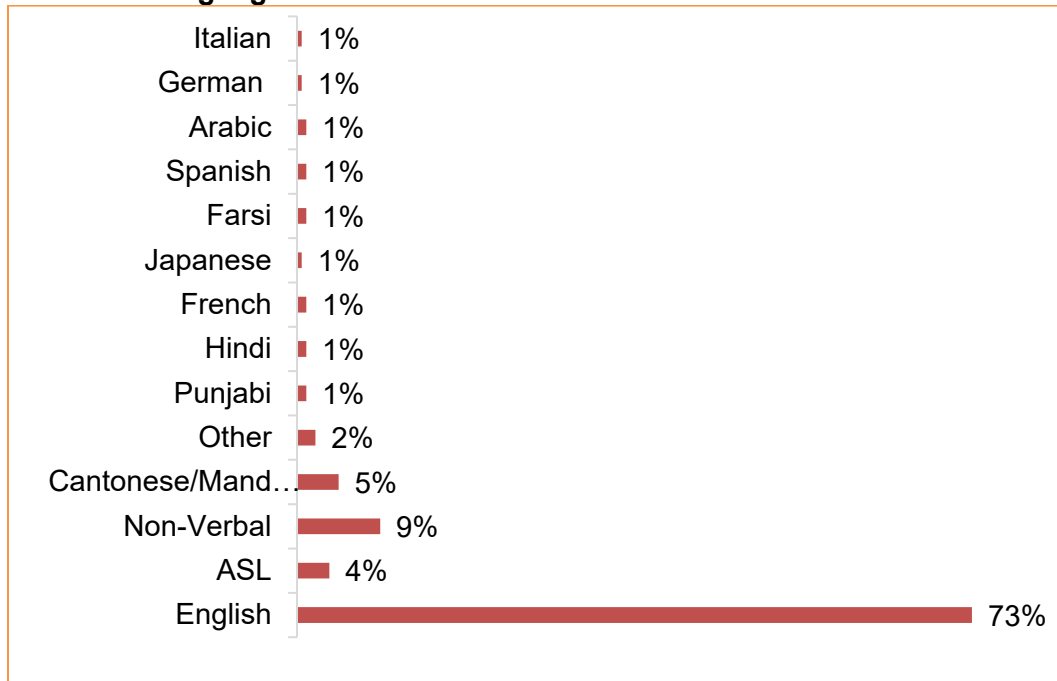
All Programs: Declared Gender



All Programs: Declared Ethnicity

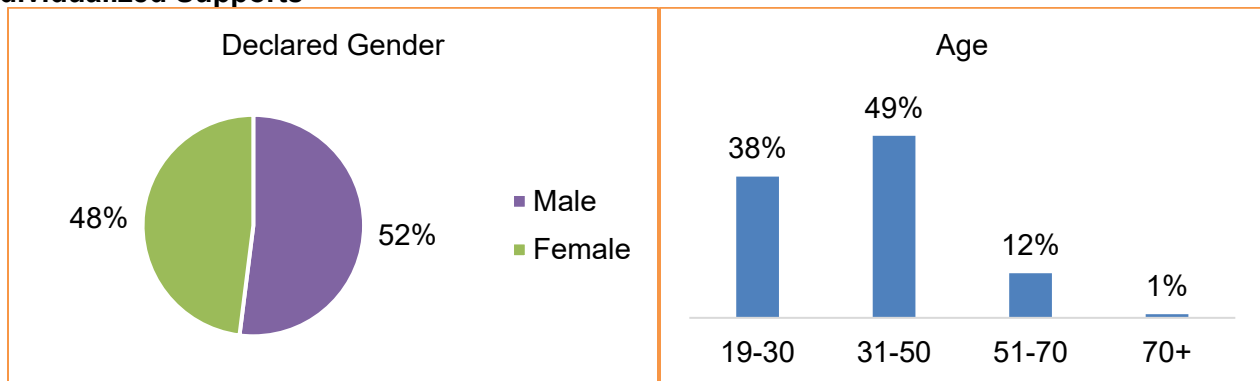


All Programs: First Language

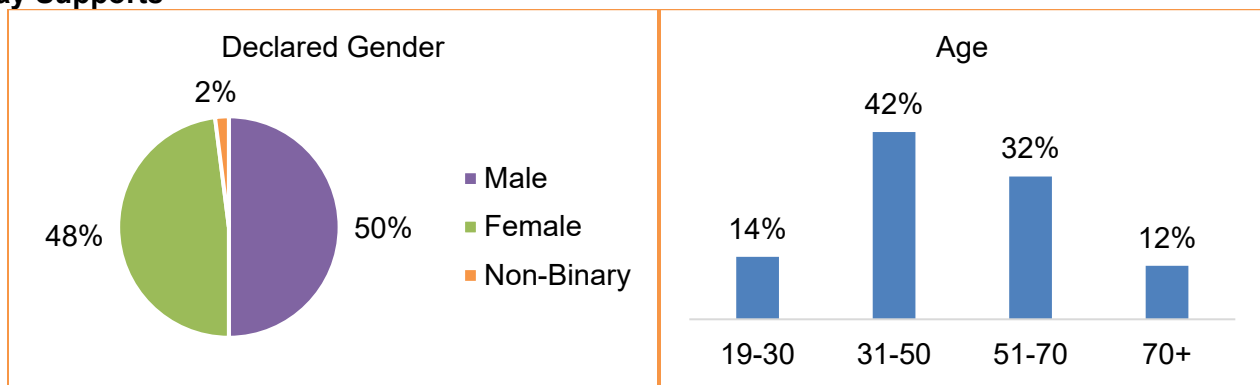


Demographics: By Program

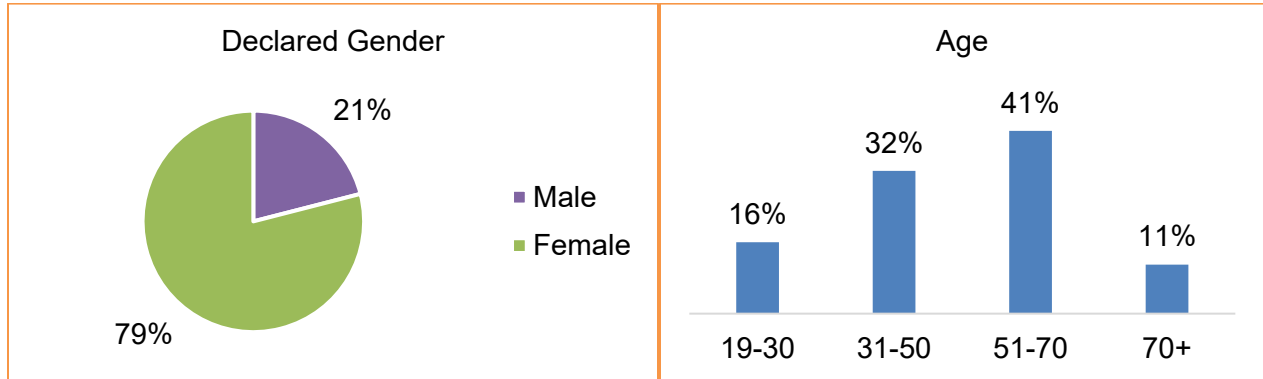
Individualized Supports



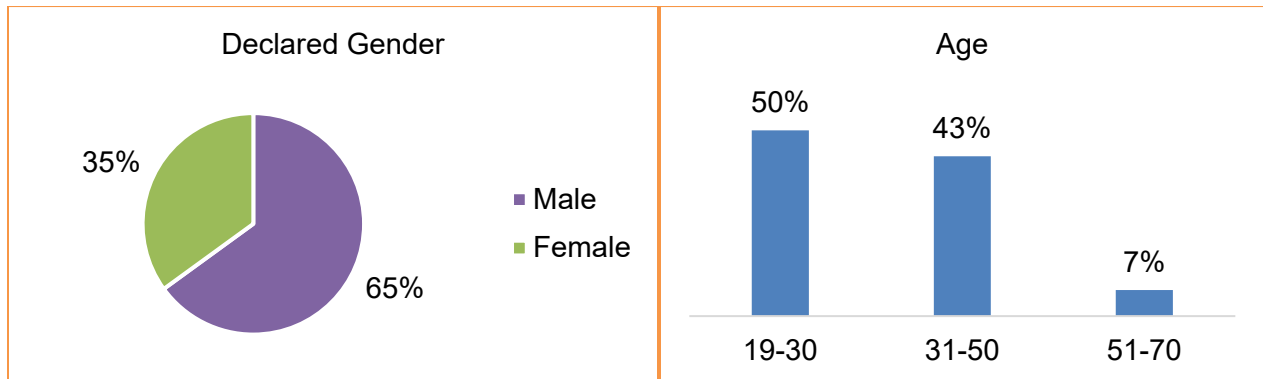
Day Supports



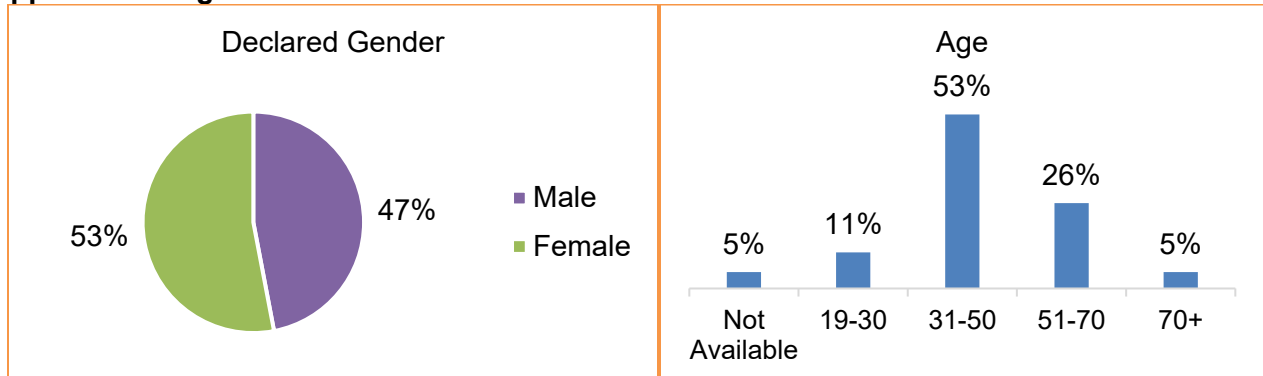
Studios



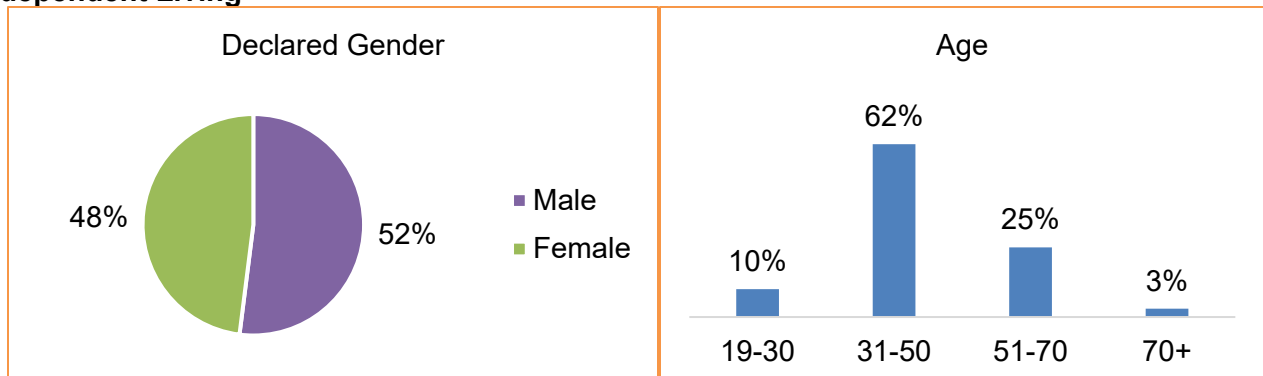
L.I.F.E.



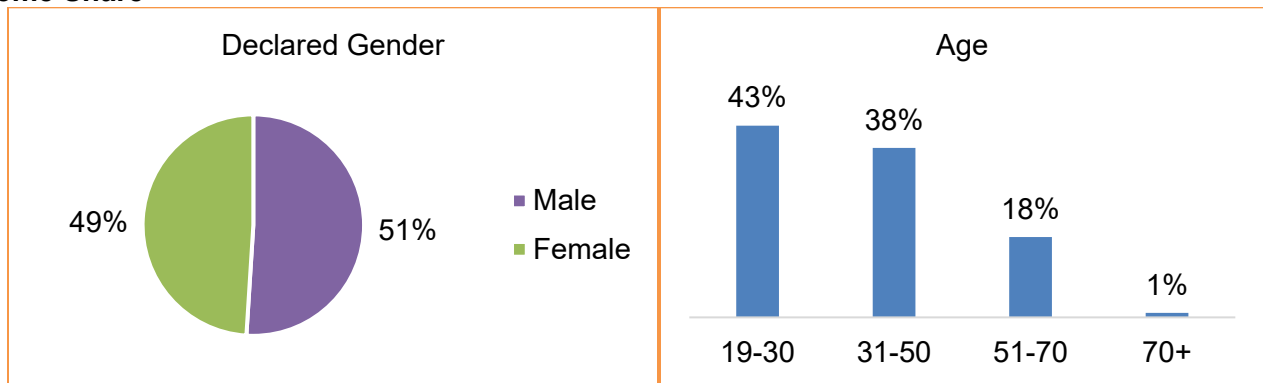
Supported Living



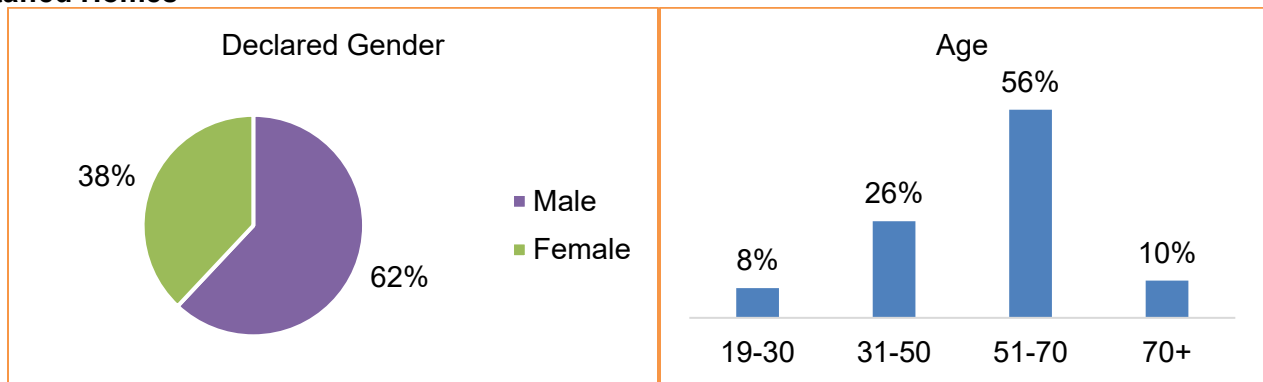
Independent Living



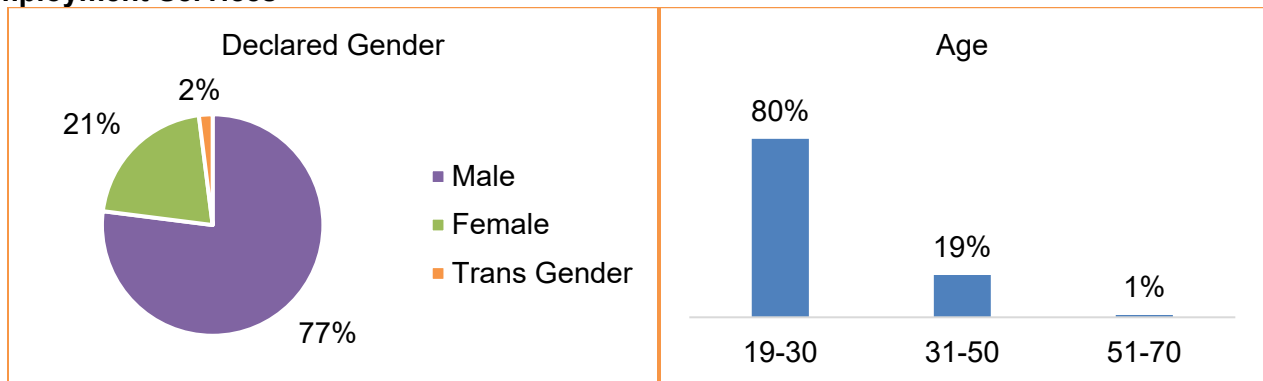
Home Share



Staffed Homes



Employment Services



4.5 Analysis

The review and analysis of CLS demographics has highlighted several themes:

Cost of Living in the Lower Mainland:

Over the last few years, CLS has seen many moves away from the Lower Mainland. This is especially evident in the Home Share program: in 2024, three Supported Individuals moved with their previously CLS contracted Home Share Providers to other regions in the province citing the cost of living as their reason. The Lower Mainland continues to be one of the most expensive areas to live in the world and escalating housing costs have resulted in an affordable housing crisis. Most of the people supported by CLS receive Person with Disability Benefits (PWD) provided through the Ministry for Social Development and Poverty Reduction as their sole or main income source. Although the monthly payment has increased in the last three years, the annual amount is still below the poverty level.

- A year's income at 2023 BC PWD rates for single persons is approximately \$16,300. The poverty line for Canada is approximately \$29,380 for a single person.
- Persons on BC Disability Assistance receive \$500 a month for shelter (increased from \$375 August 1, 2023). The average monthly amount for rent in BC is over \$2560.

Through advocacy and actions, CLS has endeavoured to address some of the poverty issues experienced by the people we support by:

- Advocating for increased PWD rates.
- Developing and expanding Employment Services.
- Developing a 10-year Housing Plan.
- Forming partnerships with housing providers and the Cooperative Housing Federation of British Columbia to access affordable housing for the people we support.
- Building affordable housing (e.g., 43 Hastings).

Growth: The 2024 net increase in referrals and intakes is lower than that of the previous year, for various reasons. To analyze the data in a meaningful way, CLS has updated the method of gathering, analyzing, and presenting the data on entrances, transitions, and exits of Supported Individuals. These improvements led us to clarify internal transitions within the same service area, or internal transitions to new service areas. This has resulted in a streamlined process.

Internal transitions: Supported Individuals changing program within CLS.

- Internal transitions within the same service area: No Exit Summary is required. Performance Measurement Planning in 2025 will determine improvements in how these are tracked through the year. They require documenting and currently there are a few methods. We would like to shift this to be one process.
 - E.g.: A Supported Individual moves from one CLS Staffed Home to another.
- Internal transitions to new service areas: Exit Summary is required.
 - E.g.: A Supported Individual moves from the Home Share program to a Staffed Home. The new program is in an entirely different service area.

New people are referred to CLS by our primary funders, CLBC and the Fraser Health Acquired Brain Injury Program. Preferencing is led by Program Directors, collaborating with Supported Individuals and their families/personal support network members.

This year, L.I.F.E services and Home Share have grown, particularly among ages 19 to 40. Employment Services did not have an increase that has been trending in recent years, in part due to the decreased capacity of the team.

Age: Younger generations are increasingly attracted to services such as L.I.F.E., Independent Living and Employment Services. Additionally, during the last three years the younger age groups have been referred to CLS for Home Share and Supported Living. Reasons for the younger generations choosing the above-mentioned services may be threefold:

- 1) The services better reflect the choices and preferences of younger generations.
- 2) Funding for these services is more available.
- 3) 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.

In Independent Living, the majority of Supported Individuals are under the age of 30, and most had been living with their parent(s). The move into this program is their first time living in their own home.

Although the programs services noted above have attracted the younger generation, increasingly, most people living in Staffed Homes are in the later stages of life. 66% of the Supported Individuals in Staffed Homes are over the age of 51, with 10% above the age of 70. Two main reasons for this trend:

- 1) During deinstitutionalization (1981 to 1996), CLS developed many Staffed Homes to support people moving into community from the institutions. The preferred living option at the time was 4-person group homes. Although these Supported Individuals were typically in their middle years at the time of their move, many are now in the later stage of life.
- 2) As living options have expanded, new people referred to Staffed Homes typically are aging and/or have more complex care needs.

In 2024, two Supported Individuals transitioned from the community-based model of support due to age related changes, moving into home-based community support. For example, this trend is evident in Day Supports where the program has made changes for some Supported Individuals on a case-by-case basis, including shortening the length of time participating in the community per day. For the 44% of Supported Individuals in the later stages of life, they may still be paired with one or two other Supported Individuals, and this may not be as practical in the coming years with aging-related changes.

Declared Gender: The majority of Supported Individuals across the CLS continue to be male. Though this differs across programs, the gender imbalance has also been noted in recent research regarding supported employment for people with an intellectual disability. It appears that gender bias and societal values that may be influencing the engagement of women in employment in general, could also be affecting Employment Services in our sector. This gender gap is evident in L.I.F.E. services and Employment Services. Further research into the reasons and supports required to change this trend would be beneficial sector wide.

Diversity: The vast majority of the people we support report that they are Caucasian, and English is their first language. This result is consistent with the CLBC data. CLBC uses language information (not ethnicity) from the Ministry to target communications with Supported Individuals and their personal support networks from the agency.

Looking Forward

The interest in L.I.F.E., Employment Services, Home Share and Independent Living within the younger generations suggests that further advancement of these CLS services is appropriate.

CLS supports an increasingly aging population, especially in Staffed Homes. As of early 2025, Late Life Planning procedures are in place, further supporting this change in demographic. Additional funding from BC Housing has allowed CLS to redevelop of two Staffed Homes to be wheelchair accessible.

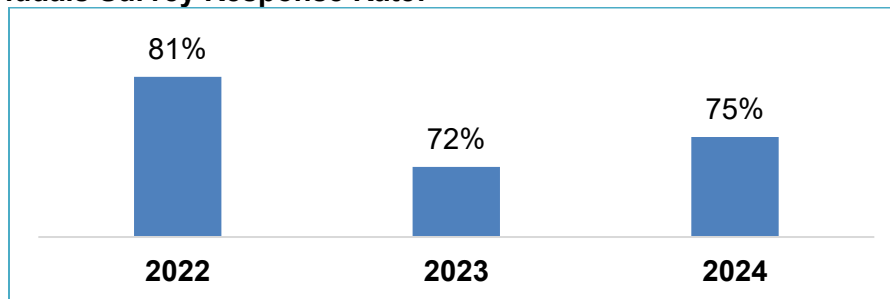
Redevelopment and planning for employee training has resulted in a comprehensive Training Plan, some goals outlined in Section 9 relate to these initiatives and Performance Measurement. The Housing Plan also addresses the housing needs for the Supported Individuals that are aging and increasingly require accessible housing options. CLS continues to partner with housing organizations for Independent Living options, increasing the partnerships by 11 in the last two years.

5. Stakeholder Satisfaction – Service Quality: All Programs

Satisfaction surveys are intended to solicit the opinions and perspectives of Supported Individuals, family/personal support network members, Home Share Providers, and external stakeholders, who are engaged and involved in the lives of the people supported by CLS.

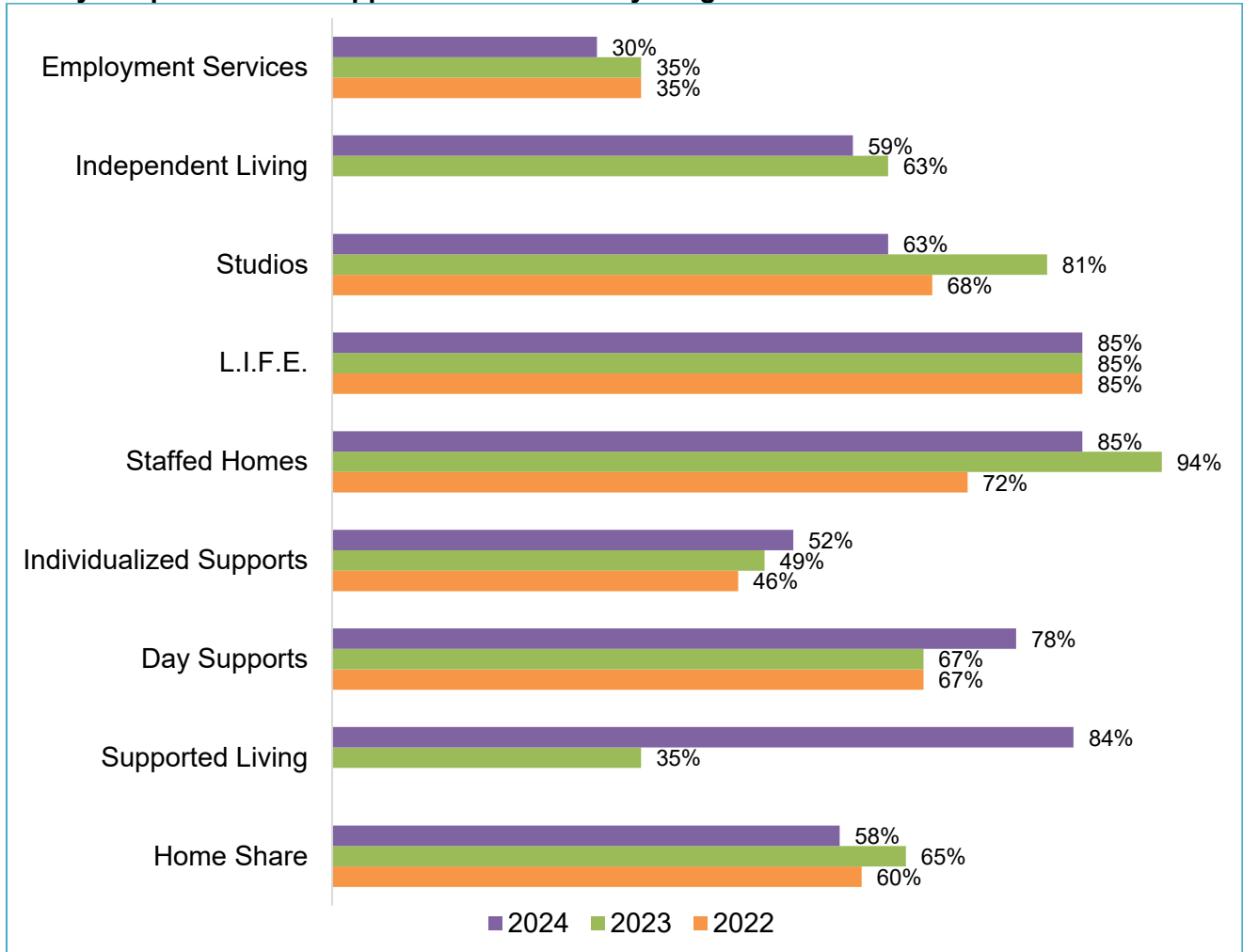
5.1 Survey Response Rates

Supported Individuals Survey Response Rate:



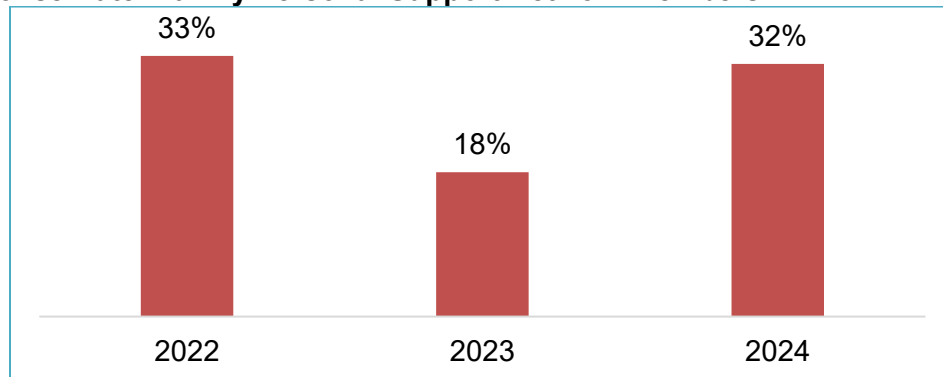
Note: The above graph does not include the survey responses from participants in Employment Services.

Survey Response Rate: Supported Individuals by Program:

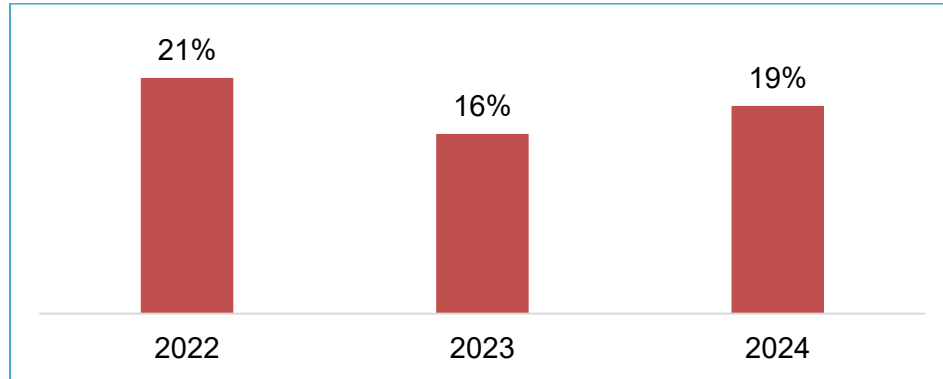


Note: As of 2023 Supported Living and Independent Living programs were separated, prior to this they were reported as one program.

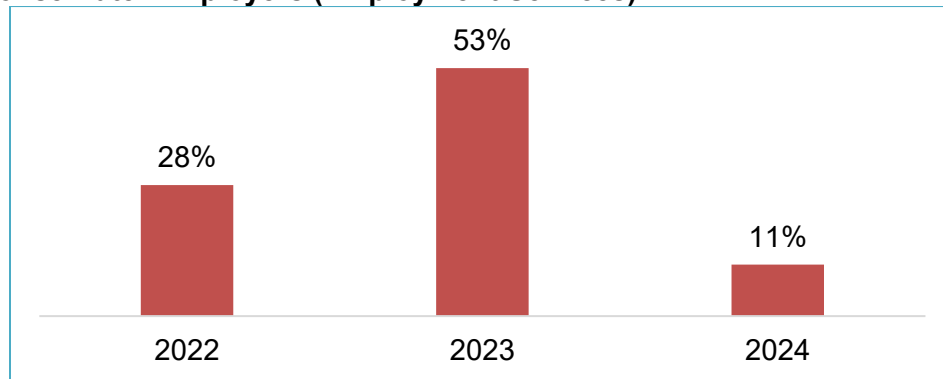
Survey Response Rate: Family/Personal Support Network Members



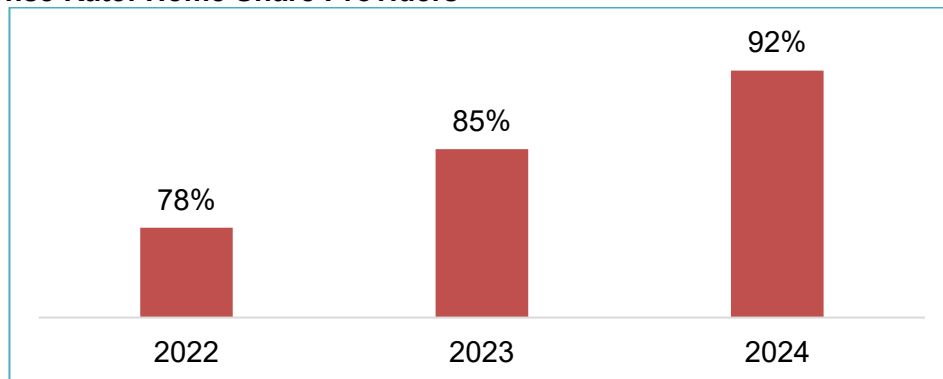
Survey Response Rate: External Stakeholders



Survey Response Rate: Employers (Employment Services)



Survey Response Rate: Home Share Providers



5.2 Survey Results

This Section outlines results the 2024 satisfaction results for the following three areas: Supported Individuals, Family/ Personal Support Network Members and External Stakeholders. The Home Share Providers survey results are captured in the corresponding Program Performance Measurement.

5.2.1 Supported Individuals Satisfaction Survey Results

Data Source: Participant Surveys (Appendix A and Appendix E)

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2024 Results	Target
Supported Individuals are treated as unique, with strengths, abilities, and value.	Respect	% of Supported Individuals that indicate employees are interested in them.	All Supported Individuals	Participant Survey (Appendix A)	Average All Programs 99% Day Supports: 96% Individualized Supports: 98% Studios: 100% L.I.F.E.: 100% Supported Living: 100% Independent Living: 100% Home Share: 100% Staffed Homes: 98% 0 Responded "Sometimes" 1 Responded "Unsure"	90% agree
		% of Supported Individuals that indicate employees know what they are good at.	All Supported Individuals and participants in Employment Services	Participant Survey (Appendix A and E)	Average All Programs 99% Day Supports 97% Individualized Supports 98% Studios 100% L.I.F.E. 100% Supported Living 100% Home Share 100% Staffed Homes 100% Employment Services 97% 8 Responded "Sometimes" 6 Responded "Unsure"	90% agree

		% of Supported Individuals that indicate employees help them with what they need.	All Supported Individuals and participants in Employment Services	Participant Survey (Appendix A and E)	Average All Programs 99% Day Supports 100% Individualized Supports 96% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 100% Home Share 100% Staffed Homes 100% Employment Services 94% 13 Responded "Sometimes" 4 Responded "Unsure"	90% agree
Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.	Respect	% of Supported Individuals that indicate employees support them make their own choices/ decisions.	All Supported Individuals	Participant Survey (Appendix A)	Average All Programs 98% Day Supports 100% Individualized Supports 95% Studios 100% L.I.F.E. 100% Supported Living 94% Independent Living 100% Home Share 95% Staffed Homes 100% 12 Responded "Sometimes" 3 Responded "Unsure"	90% agree
	Community	% of Supported Individuals that are connected with resources that they need.	Supported Individuals in Individualized Supports and Independent Living programs	Participant Survey (Appendix A)	Average All Programs 99% Individualized Supports 98% Independent Living 100% 3 Responded "Sometimes" 1 Responded "Unsure"	90% agree

Supported Individuals are supported to live with dignity and equality in a safe and secure environment.	Respect	% of Supported Individuals that indicate feeling safe in their program/ or where they live.	All Supported Individuals	Participant Survey (Appendix A)	Average All Programs 99.5% Day Supports 100% Individualized Supports 100% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 100% Home Share 100% Staffed Homes 99% 5 Responded "Sometimes" 1 Responded "Unsure"	90% agree
		% of Supported Individuals that indicate employees listen to them.	All Supported Individuals and participants in Employment Services	Participant Survey (Appendix A and E)	Average All Programs 98% Day Supports 97% Individualized Supports 96% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 100% Home Share 100% Staffed Homes 99% Employment Services 94% 14 Responded "Sometimes" 3 Responded "Unsure"	90% agree
Supported Individuals are supported to be known as citizens in their community.	Community	% of Supported Individuals that indicate employees support them to go out in their community if they want to.	All Supported Individuals	Participant Survey (Appendix A)	Average All Programs 99% Day Supports 100% Individualized Supports 100% Studios 100%	90% agree

					L.I.F.E. 100% Supported Living 94% Independent Living 100% Home Share 98% Staffed Homes 100% 12 Responded "Sometimes" 2 Responded "Unsure"	
Supported Individuals and families/ personal support network members can depend on CLS.	Integrity	% of Supported Individuals that indicate they can depend on employees.	All Supported Individuals	Participant Survey (Appendix A)	Average All Programs 98% Day Supports 100% Individualized Supports 96% Studios 100% L.I.F.E. 100% Supported Living 92% Independent Living 100% Home Share 95% Staffed Homes 100% 21 Responded "Sometimes" 5 Responded "Unsure"	90% agree
CLS will be responsive and follow through on our commitments to Supported Individuals and families/ personal support network members.	Accountability	% of Supported Individuals supported that indicate employees do what they say they are going to do.	All Supported Individuals	Participant Survey (Appendix A)	All Programs 98% Day Supports 97% Individualized Supports 98% Studios 100% L.I.F.E. 100% Supported Living 100% Independent Living 100% Home Share 100% Staffed Homes 97% 21 Responded "Sometimes" 3 Responded "Unsure"	90% agree

Below are some comments from Supported Individuals:

My home is like my family, I am always included.

My home always supports me, I have many people to reach out to if I need to talk or need help.

They helped me get my job, a new home and create my cookbook.

I like that I can live independently.

I like feeling like I'm engaging with my community when I'm with my support staff.

I like that I am able to go out with staff to do what I like and also I like that staff help me.

The staff are awesome, friendly, supportive, inclusive, encouraging and help me to learn life/cooking skills. I love my house and support staff.

The program helps me get out of the house. They help me do things I find hard to do independently.

I meet people a lot.

I like the people, staff, roommates, parties. Not alone anymore.

Staff are cooperative, and supportive, and guide me to become more independent.

5.2.2 Family/Personal Support Network Members Satisfaction Survey Results

Data Source: Family/ Personal Support Network Member Survey

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2024 Results	Target
Supported Individuals are treated as unique, with strengths, abilities, and value.	Respect	% of family/ personal support network members that indicate CLS employees know their family member's strengths.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	97%	90% agree
	Respect	% of family/ personal support network members that indicate CLS employees see their family member as a unique individual.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	98%	90% agree
Supported Individuals are supported to exercise their right to make choices with support as necessary from friends, family, and trusted advisers.	Respect	% of family/ personal support network members that indicate their family member's choices are respected by CLS employees.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	98%	90% agree
	Respect	% of family/ personal support network members that indicate CLS employees support their family member to make their own choices/decisions.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	96%	90% agree
Supported Individuals are supported to live with dignity and equality in a safe and secure environment.	Respect	% of family/ personal support network members that indicate their family member is safe participating in the program/ living in their home.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	99%	90% agree
Supported Individuals are supported to be known as citizens in their community.	Community	% of family/ personal support network members that indicate CLS employees support their family member to be involved in their community, if they want to be.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	98%	90% agree
CLS supports social change that contributes to stronger, healthier communities for everyone.	Community	% of family/ personal support network members that indicate CLS employees advocate for their family member.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B))	98%	90% agree
	Community	% of family/ personal support network members that indicate CLS advocates for people with disabilities.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	99%	90% agree
Supported Individuals and families/ personal support network members can depend on CLS.	Integrity	% of family/ personal support network members that indicate CLS acts with integrity.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	99%	90% agree
	Integrity	% of family/ personal support network members that indicate CLS employees respond in a timely manner.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	98%	90% agree

CLS will be responsive and follow through on our commitments to Supported Individuals and families/ personal support network members.	Accountability	% of family/ personal support network members that indicate CLS employees follow through on the things they say they will do.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	98%	90% agree
	Accountability	% of family/ personal support network members that indicate CLS listens and responds to their feedback.	All family/ personal support network members	Family/ Personal Support Network Member Survey (Appendix B)	98%	90% agree

Below are samples of comments from family/personal support network members:

The most important aspect I appreciate about the CLS is that the staff genuinely like and take pride in their work.

CLS employees seek opportunities for my family member to be independent, such as feeding himself.

It's reassuring that the same people have worked with my brother for a long time as they know his likes and dislikes and the biggest thing is he trusts them.

it is a very stable environment for my daughter. She is very happy with the staff and house there. I can relax knowing that she will be well cared for in my absence.

The treatment of family member by CLS is that of one of their own. They are very transparent and always looking for the best for my family member. The encourage growth.

My sister has been in a staffed house for over 20 years. The staff are amazing, some having been there for 20 years themselves.

They are all great. They look into my son's skills, emotion, personality, and thinking. They listen to my son's feelings, requests, and desires. They understand the barrier between my son and job requirement. They meet the employer and my son regularly, find issues and solve problems in time.

Because all the support staff are also deaf, the first language in the home becomes ASL, which has greatly benefitted everyone's ability to understand and communicate as clearly as possible leaving nothing to assumptions and miscommunications.

When attending social events planned by CLS, individuals are treated with respect and the events are thoughtfully planned. I like the newsletter and reading about CLS staff and seeing photos of individual engaged in community activities. Ultimately, my family member is being cared for, and I express gratitude for the people who support my loved one.

5.2.3 External Stakeholders Satisfaction Survey Results

Data Source: External Stakeholder (Includes Employers- Employment Services)

External Stakeholders survey respondents include members of funding bodies, employers through the Employment Services program, organizations that partner to deliver services in the community, other non-government agency service providers in the community, public organizations (e.g. Health, Municipal/ Regional/ Provincial/ Federal Government), and advocacy or other community groups.

Outcomes	Link to Agency Values	Indicator / Measurement	Who Applied to	Data Source	2024 Results	Target
Supported Individuals are supported to be included in their community.	Community	% of stakeholders that indicate CLS works to ensure Supported Individuals are involved in their community.	All External Stakeholders	External Stakeholder Survey (Appendix C)	93%	90% agree
	Community	% of stakeholders that indicate CLS advocates for people with disabilities.	All External Stakeholders	External Stakeholder Survey (Appendix C)	100%	90% agree
	Community	% of stakeholders that indicate CLS works to make a stronger, healthier community for everyone.	All External Stakeholders	External Stakeholder Survey (Appendix C)	100%	90% agree
	Community	% of stakeholders that indicate CLS acts with integrity.	All External Stakeholders	External Stakeholder Survey (Appendix C)	93%	90% agree
	Community	% of stakeholders that indicate CLS is dependable as an organization.	All External Stakeholders	External Stakeholder Survey (Appendix C)	100%	90% agree
CLS ensures services and supports are flexible and responsive.	Integrity	% of stakeholders that indicate CLS is a responsive organization.	All External Stakeholders	External Stakeholder Survey (Appendix C)	100%	90% agree
CLS is accountable to all our stakeholders.	Accountability	% of stakeholders that indicate CLS is an accountable organization.	All External Stakeholders	External Stakeholder Survey (Appendix C)	100%	90% agree
Employment Services program ensures proper support for participating employers.	Accountability	% of employers that indicate they are satisfied with CLS Employment Services program.	All employers who currently have or have had a job placement in the year being surveyed	Employer Survey (Appendix F)	100%	90% agree

	Accountability	% of employers that indicate they are satisfied with the on-the-job support provided by program team members.	All employers who currently have or have had a job placement in the year being surveyed	Employer Survey (Appendix F)	100%	90% agree
	Accountability	% of employers that indicate job candidates were appropriate for the job.	All employers who currently have or have had a job placement in the year being surveyed	Employer Survey (Appendix F)	100%	90% agree

Below are some comments from external stakeholders:

The Theatre projects that CLS has been involved with sponsoring is a great example of CLS working to make a stronger, healthier community for everyone.

CLS is well respected across the IDD Sector but is also seen as an important voice at government and broader community tables for its insight.

CLS is planful first but also recognizes that sometimes service need pressures require great nimbleness to connect people with services more quickly.

In my dealings with CLS CEO (and occasionally other staff) there is a strong commitment to collaboration and developing clear expectations for mutual accountability.

A responsive organization, as evidenced by their willingness to partner on matters of importance to the people it serves.

CLS is a great partner. I appreciate the evident commitment to the self-advocates they serve!

I appreciate the leadership role they play in their community and in the broader community inclusion sector.

I feel that the organization has made significant effort to collaborate with other providers and share their knowledge and expertise willingly.

Thank you for the great job you do helping great people achieve great things.

CLS leadership team is passionate about the individuals they look after and they encourage personal growth and community growth.

5.3 Analysis

Survey Response Rates

The survey results from Supported Individuals, family/personal support network members and external stakeholders including employers, were overwhelmingly positive in 2024. However, the survey response rates across some stakeholders are still lower than CLS would like.

Survey response rates continue to be an area of focus for CLS, with some potential for improvement more feasible than others. The response rate for the family/personal support network member survey increased by 14%, the response rate for the Home Share Providers survey increased by 7%, the response rate for the external stakeholder survey increased by 3%, with the response rate for the employers survey decreasing significantly by 42% (see Section 6.6 regarding possible influential factors).

Both the family/personal support network members and external stakeholder groups have increases in survey response rate, however, long term challenges remain. External stakeholders are asked to complete satisfaction surveys from numerous service providers each year. It is increasingly difficult to maintain a strong survey response rate, even with repeated reminders. Acquiring survey feedback from family/personal support network members is a valuable component of CLS assessing the quality of our services.

In 2024, CLS implemented changes that are part of ongoing business improvement goals from the past three years. CLS identified certain stakeholder groups to modify our methods for acquiring feedback:

Personal support network members:

- 2024: Surveys ready to be distributed by early December of each year.
- 2024: Program Managers discuss the survey purpose with applicable network members in advance of them receiving the surveys.
- 2024: Survey access links sent via email on behalf of the applicable Program Directors, so the name is more recognisable to the member.
- 2023: The Manager of Quality Assurance completes phone interviews with a group of network members who do not have an email on file with us.
- 2024: As follow up to 2023's lower survey response rates, program leadership for both Supported Living and Independent Living offer guidance and examples regarding the survey questions to assess/confirm Supported Individual's comprehension of what is being asked in the survey.

External stakeholders:

- 2024: Mandatory name field added to the survey for all respondents to ensure a response to feedback is possible.
 - 2023: Survey access links sent via email on behalf of the applicable Job Coaches, so the name is more recognisable to the Employer.

The family/personal support network member survey currently includes surveying network members of Supported Individuals in Employment Services. During 2025 Performance Measurement Planning, CLS will determine if the survey results from this cohort of network members may be better gathered and analyzed separately, given many of the Supported Individuals in Employment Services opt for CLS to have very little if any contact with their network.

Interestingly, the survey response rate from Supported Individuals was similar, from 72% in 2023 to 75% in 2024, though by program there were some changes.

Community Inclusion:

- Individualized Supports 2% increase
- Day Supports 10% increase
- L.I.F.E no change
- Studios 18% decrease
 - likely due to a change in the attendance of one Supported Individuals partly through the year

Supported Living 48% increase

- The program remedied the challenges experienced in 2023 surveying Supported Individuals, fixing this rate for 2024.

Independent Living 4% decrease

- Though a low return is expected, many Supported Individuals choose not to participate. For all CLS programs we will be exploring a process of tracking refusals of participation separately, a recommendation with a 2026 target.

Home Share 7% decrease

Staffed Homes 9% decrease

Employment Services 5% decrease

- Though is fairly consistent to the last three years data. Methods of providing the surveys have been identified as an area to improve, for example for some identified Supported Individuals in Home Share, we may offer a link to access the survey online, with no picture symbols.

Over the next two years, CLS is working to determine if there is room for improvement in the validity of the data obtained. These initiatives are outlined as new goals in section 10.1.

The Program Directors, Manager of Quality Assurance and Chief Operating Officer have begun discussions on improving survey response rates while obtaining reliable and valid data. The group will strategize further on this process during 2025 Performance Measurement Planning.

Supported Individuals Feedback and Targets

The responses were overwhelmingly positive, with all survey results exceeding the 90% target. As mentioned in Section 2, it is important to note that though CLS makes a variety of efforts to solicit reliable and valid input, some people may not be well represented.

Supported Individuals either completed the survey on their own or were assisted by CLS or a member of their family/personal support network. In the latter, Supported Individuals communicated their choices verbally or by using another communication system (e.g., pictorial symbols, augmentative communication device, etc.), selecting the corresponding picture. Where a Supported Individual was not able to answer the question, it was marked as 'unsure.'

CLS has noted the following two measures for a deeper analysis during 2025 Performance Measurement Planning.

Outcome: Supported Individuals are supported to live with dignity and equality in a safe and secure environment.

- Supported Individuals that indicate feeling safe in their program or where they live.
 - **All programs met or exceeded target.** CLS notes that 5 respondents selected 'sometimes' and 1 selected 'unsure.' Though the 2024 results exceeded the target, applicable Senior Management team members will be reviewing and investigating situations where the respondents noted 'sometimes/unsure.'

Outcome: Supported Individuals are supported to be known as citizens in their community.

- Supported Individuals that indicate employees support them to go out in their community if they want to:
 - **All programs met or exceeded target.** CLS notes that 12 respondents selected 'sometimes' and 2 selected 'unsure.' Though the 2024 results exceeded the target, applicable Senior Management team members will be reviewing and investigating situations where the respondents noted 'sometimes/unsure.'

Given the challenges with interpreting and measuring how Supported Individuals are connected to community supports and professional resources, the participant survey for Individualized Supports and Independent Living includes a question to this regard. In 2024, CLS gathered information about the community resources Supported Individuals were supported to connect with. Results were very positive for both program areas. Examples of these community resources are:

- Community clubs
- Community programs
- Drop-in resources
- Community events; municipally, provincially, and corresponding calendars
- Community meetups and gatherings
- Workshops
- Recreational activities and classes
- Volunteer opportunities
- Contact information for local organizations
- Employment opportunities

Family/Personal Support Network Members Feedback and Targets

The responses were overwhelmingly positive, with all survey results **exceeding the 90% target.** For all survey respondents in this group, CLS asks if they would like to have a discussion with a CLS employee regarding their survey responses. If so, they must provide their name and contact information, otherwise the survey is anonymous. Once CLS acquires the feedback, applicable respondents are contacted respectively, within two months. As of the 2025 surveys, applicable follow up will be within one month.

Upon review of the Family/Personal Support Network Members Survey results and comments, some themes emerged:

- The results indicate that respondents believe their loved ones are safe, well cared for and that their rights and choices are honored. Many family/personal support network members commented that CLS employees are caring and professional and appreciate different forms of communication.
- Some respondents commented on the challenges related to staffing. Similar to other service providers and businesses, CLS has experienced challenges with recruitment and retention of employees, though this improved in 2024. After two years of strong advocacy with the Provincial government, CLS received funding for significant wage increases in 2023 which we hope will help with recruitment and retention of employees. Considerable efforts have been made over that last few years to recognize and promote employee retention. Efforts to

increase recruitment and retention will continue to be a priority in the coming years, and this has been identified as a strategic priority of the 2023-2027 CLS Strategic Plan.

CLS is a large organization with broad reach. Moving forward, we are working to enhance operational responsiveness by continuing to modernize the systems and processes we use to deliver our services and be responsive to the needs of Supported Individuals and their families/personal support network members.

External Stakeholders

The responses were overwhelmingly positive, with all survey results **exceeding the 90% target**. For survey respondents in this group, CLS asks if they would like to have a discussion with a CLS employee regarding their survey responses. In 2024, we implemented adding contact information and/or name as a mandatory field, since sensitivity requiring anonymity is not as necessary as with other stakeholders to whom we are seeking feedback. This change was to further improve methods to address negative feedback. The negative survey feedback received from one of the respondents was not actionable as they did not provide their contact information in the applicable field. We will be looking into how to remedy this with other forms of technology in the future. However, the majority of responses were positive.

Looking Forward

Over the next two years, CLS will work to continue improving survey response rates as much as possible, increase the number of respondents, and determine if there is room for improvement in the validity and reliability of the feedback obtained. As such, the following recommendations are outlined as new goals in Section 10.1:

- 2026: Update the participant surveys for Individualized Supports.
- 2026: Update the participant surveys for Independent Living.
- 2026: Change the process of acquiring feedback through satisfaction surveys for Supported Individuals in Home Share.
- 2026: Develop a process for tracking refusals of participation in Supported Individuals satisfaction surveys.
- 2027: Update the participant surveys for Home Share.
- 2027: Survey additional area of External Stakeholders: relevant community members.
- 2028: Update the participant surveys for Staffed Homes.
- 2028: Update the participant surveys for Day Supports.

An increased survey response rate from all CLS stakeholders would strengthen the reliability of the results. Therefore, further actions towards this with all stakeholder groups will remain a focus. Although recruitment is a sector and province-wide issue, CLS will continue targeted efforts to build and maintain a fulsome employee pool.

6. Program Performance Measurement: Service Delivery

6.1 Community Inclusion

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Some metrics and targets differ across Community Inclusion. As applicable to the indicators, results are tabulated by program: **Individualized Supports**, **Day Supports**, **Studios** and **L.I.F.E** based services. Below are the results for these four programs.

Total number of Supported Individuals supported in Community Inclusion: **196**

Outcome	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2024 results	Target
Supported Individual Impact Measures - Effectiveness							
Supported Individuals will be present in community and have access to community-based activities	Social Inclusion	% of times that Supported Individuals in Day Supports, IS and L.I.F.E. are present in community (see definition below for Community Presence)	All Supported Individuals participating in Day Supports, Individualized Supports and L.I.F.E. programs (breakdown by service area)	Annually	Activity Log Are any of these Activities in the community?	Total Average 93% Individualized Supports 92% Day Supports 95% L.I.F.E. 93%	90% target
Supported Individuals will be supported to contribute to their communities	Rights Social Inclusion	% of Supported Individuals in Day Supports and Studios that are engaged and involved in contributing to their community at least once per year (see definition below for Community Contribution)	Supported Individuals participating in Community Inclusion: Day Supports and Studios only	Annually	Activity Log Are any of these activities part of a community contribution?	Total Average 95% Day Supports 93% Studios 100%	90%
Supported Individuals will have opportunities to improve upon or learn new skills	Personal Development	% of Supported Individuals that are engaged and involved in skill development (see definition below)	All Supported Individuals participating in the program (breakdown by service area)	Quarterly-aggregated annually	Activity Log Are any of these activities related maintaining or learning a skill?	Total Average 100% Individualized Supports 100% Day Supports 100% Studios 100% L.I.F.E. 100%	85% of Supported Individuals on a quarterly basis.
Self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals in Community Inclusion that indicate having opportunities to make choices	All Supported Individuals participating in the Community Inclusion programs	Annually	Survey Item – three-point scale – Participant Survey (Appendix A)	Total Average 97% Individualized Supports 95% Day Supports 100% Studios 100% L.I.F.E. 100% 3 Responded 'Sometimes'	95%

	Self-determination Personal Development	% of activities a Supported Individual engages in that are linked to their goals	All Supported Individuals participating in the program (Breakdown by service area)	Annually	Activity log Is there a goal related to any of these activities?	Total Average 69% Individualized Supports 90% Day Supports 38% Studios 87% L.I.F.E. 80%	75%
Service Management Measures – Efficiency							
Maximize service hours received	N/A	% of hours paid in relation to hours that were funded	All funded hours	Monthly – aggregated annually	Tracking of direct service hours provided	92%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	N/A	Average time from referral to beginning of service	All new referrals	All Supported Individuals referred and in program	Program tracking	6.7 weeks	8 weeks
Definition of Terms and Acronyms:							
Community Presence: Activities that occur outside of the program or home (e.g., a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							
Skill Development: Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, taking part in an activity (e.g. swimming, horseback riding, painting, etc.), learning something new, improving upon and/or maintaining an existing skill (e.g. cooking, learning to read, gardening, banking, etc.).							
Community Contribution: Examples include but are not limited to: <i>Volunteering</i> (Meals on Wheels, APCA, etc.), <i>Community Enhancements</i> (planting a community garden, cleaning up or picking up garbage in the community, etc.), <i>Assisting a neighbour/friend</i> (baking a neighbour cookies, picking up the mail for a neighbour, etc.), <i>Donation</i> (donating clothing, items or money to an organization or person), <i>Other</i> (voting in an election, etc.).							

Analysis

The Community Inclusion outcomes are overwhelmingly positive, with 2024 results exceeding the targets in five out of seven measurements.

The following summarizes the Community Inclusion **effectiveness measures**:

Outcome: Supported Individuals will be present in community and have access to community-based activities

- **93% average** for the number of times Supported Individuals in Day Supports, IS and L.I.F.E. services are present in community, exceeding the 90% target.

Outcome: Supported Individuals will be supported to contribute to their communities

- **95% of Supported Individuals** in Day Supports and Studios are engaged and involved in contributing to their community at least once per year, exceeding the 90% target.

Outcome: Supported Individuals will have opportunities to improve upon or learn new skills

- **100% of Supported Individuals** are engaged and involved in skill development, exceeding the target of 85% quarterly.

- This measure was reviewed in 2024 to ensure the target and timeline were relevant to the programs. The information is recorded on activity logs, grouped by quarters, and aggregated annually.

Outcome: Self-determination will be encouraged and supported

- **97% of Supported Individuals** in Community Inclusion indicate having opportunities to make choices, exceeding the 95% target.
- **69% of activities** Supported Individuals engage in are linked to their goals: The average did not meet the 75% target. By program:
 - Individualized Supports met the target with **90%**
 - Day Supports did not meet the target with **38%**
 - Studios met the target with **87%**
 - L.I.F.E. services met the target with **80%**

CLS identifies a 'Supported Individual's goal' as their ambition or effort, aim or desired result. Goals are specific, measurable objectives tailored to the Supported Individual's aspirations and needs, focusing on enhancing socio-emotional well-being and personal development. Each Supported Individual has a minimum of one goal. To measure meaningful self-determination, we believe expecting them to work on their goals 75% of their Community Inclusion supported time is not necessary.

After a few years of analyzing this data, we believe the target is unrealistic as Supported Individuals are engaged in many activities, but they are not always related to the goals they set each year during their annual planning. Also, some programs are more goal directed than others, i.e. L.I.F.E. services. This metric will be revised next year to better reflect the unique programs and meaningful self-determination.

Through analyzing the 2024 results CLS has determined we should be measuring for different targets in each Community Inclusion program. During 2025 Performance Measurement Planning, and in consultation with applicable Leaders, CLS will make a determination. Preliminary discussion with appropriate members of Senior Management has so far included the following proposals:

- Individualized Supports: Target: 75%
- Day Supports: Indicator: Target: 90% 1x per week
- Studios: Indicator: Target: 75%
- L.I.F.E.: Target: 90%

The following summarizes the Community Inclusion **efficiency measure**:

Outcome: Maximize service hours received

- **92% of hours** paid in relation to hours that were funded, below the 95% target. Interestingly, the number is the exact same as in 2023 (90% in 2022) and CLS was expecting this measurement to be below target.
 - There are multiple contributing factors, such as how one program, Individualized Supports, does not have global funding but rather individualized funding. This could result in under delivering the hours if, for example, an employee is sick and/or a Supported Individual cancels or refuses supports. Another factor is that in both Day Supports and the Studios, when Leaders or employees are away, their hours are not covered - this includes vacation and sick time.

The following summarizes the **Service Access measure** for Community Inclusion:

Outcome: Minimize time to program entry and continuation

- **Average of 6.7 weeks** from referral to beginning of service exceeded the 8-week target.

Looking Forward

Overall, the results were positive for this reporting year. Year over year analysis helps to assess and determine future changes that may be necessary and prioritize modifications to specific program planning. Developing strong policy frameworks and utilizing ShareVision for recording more meaningful data, have led to even better consistency and accountability in CLS programs.

There have been many successes in these programs. This year, CLS has identified three new priorities that connect to all the Community Inclusion programs, one new priority that connects to Individualized Supports and one new priority that connects to Day Supports.

6.2 Supported Living

CLS uses the following five outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for. Below are the results for the Supported Living program.

Total number of Supported Individuals supported in Supported Living: **19**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2024 Results	Target
Supported Individual Impact Measures - Effectiveness							
Support to maintain stability in their living arrangement	Physical Well-Being Emotional Well Being	% of all moves out of or between living arrangements that are unplanned (see definition below)	All Supported Individuals experiencing a move between or out of a placement	Annually	Exit Summary – Sharevision	0%	Less than 5%
Self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals that indicate having opportunities to make choices	All Supported Individuals that participate in the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	100%	95%
Opportunities to learn skills that support independence	Personal Development	% of Supported Individuals that report they are engaged and involved in skill development (see definition below)	All Supported Individuals that participate in the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	100%	90%
Service Management Measures - Efficiency							
Minimum levels of support are being provided to all Supported Individuals	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly - aggregated annually	Service Level Hours review	95%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	N/A	Average number of months between referral and/or expressed desire or need to move, and placement for the Supported Individuals that were accommodated in the reporting year	All new referrals or internal accommodation requests from Supported Individuals	At time of program entry	Program tracking	2 months	12 months
Definition of Terms and Acronyms:							
Unplanned Placement Move: All moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move.							
Skill Development: Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, taking part in an activity (e.g. swimming, horseback riding, painting, etc.), learning something new, improving upon and/or maintaining an existing skill (e.g. cooking, learning to read, gardening, banking, etc.).							

Analysis

The Supported Living outcomes have overwhelmingly positive results, with all 2024 results meeting or exceeding the targets.

The following summarizes the Supported Living **effectiveness measures**:

Outcome: Support to maintain stability in their living arrangement.

- The program had **zero** unplanned moves in 2024.

Outcome: Self-determination will be encouraged and supported.

- **100%** of Supported Individuals in the program indicate having opportunities to make choices, exceeding the 95% target.

Outcome: Opportunities to learn skills that support independence.

- **100%** of Supported Individuals are engaged and involved in skill development, exceeding the 90% target.
 - CLS defines skill development as “working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual’s quality of life.” This measure was reviewed in 2024 to ensure the target and timeline were relevant to the program. Program Leadership offered further guidance and examples to respondents on this measure, as the data is self reported on the Participant Survey. Survey results this year indicated that **100%** of Supported Individuals indicated that they were able to learn new skills.

The following summarizes the Supported Living **efficiency measure**:

Outcome: Minimum levels of support are being provided to all Supported Individuals.

- The program met the 95% target with **95%** of funded hours being delivered.
 - CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

The following summarizes the **Service Access measures** for Supported Living:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a **2-month** average between expressed desire or need to move and placement for the Supported Individuals accommodated.
 - The indicator was updated to include “need” to move.
 - The method(s) for tracking expressed desire or needs for Supported Individuals to move as well as if they were accommodated, requires some modification for the next reporting year. In 2024 CLS was still holding “Making It Happen” meetings where these pieces were documented, even if not requiring action yet. Since the beginning of 2025, these meetings have been discontinued. *Accommodation Request* records in ShareVision capture some but not yet all this information. During 2025 Performance Measurement Planning, CLS will determine the tracking process.

Looking Forward

Overall, the results were positive for this reporting year. Year over year analysis helps to assess and determine future changes that may be necessary and prioritize modifications to program planning. Developing strong policy frameworks and utilizing ShareVision for recording more meaningful data, have led to even better consistency and accountability in CLS programs.

There have been many successes in this program. CLS has identified two new priorities this year that connect to this program.

6.3 Independent Living

CLS uses the following five outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for. Below are the results for the Independent Living program.

Total number of Supported Individuals supported in Independent Living: **30**

Objective	Quality of Life Domain	Indicator	Who Applied to	Time of Measure	Data Source	2024 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Support to maintain stability in their living arrangement	Physical Well-Being Emotional Well-Being	% of all moves out of or between living arrangements that are unplanned (see definition below)	All Supported Individuals experiencing a move between or out of a placement	Annually	Exit Summary - Sharevision	0%	Less than 5%
Self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals that indicate having opportunities to make choices	All Supported Individuals that participate in the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	100%	95%
Opportunities to learn skills that support independence	Personal Development	% of Supported Individuals that report they are engaged and involved in skill development (see definition below)	All Supported Individuals that participate in the survey	Annually	Survey Item - three-point scale – Participant Survey (Appendix A)	100%	90%
Service Management Measures - Efficiency							
Minimum levels of support are being provided to all Supported Individuals	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly-aggregated annually	Service Level Hours review	70%	95%
Service Management Measures – Service Access							
Minimize time to program entry and continuation	N/A	Average number of months between referral to and/or expressed desire or need to move into an Independent Living arrangement, and placement for the Supported Individuals that were accommodated in the reporting year	All new referrals	At time of program entry	Program tracking	6 months	12 months
Definition of Terms and Acronyms:							
Unplanned Placement Move: All moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move.							
Skill Development: Skill development means working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual's quality of life. Skill development may be part of a goal, taking part in an activity (e.g. swimming, horseback riding, painting, etc.), learning something new, improving upon and/or maintaining an existing skill (e.g. cooking, learning to read, gardening, banking, etc.).							

Analysis

The Independent Living outcomes have overwhelmingly positive results, with 2024 results exceeding the targets in three out of four measures.

The following summarizes the Independent Living **effectiveness measures**:

Outcome: Support to maintain stability in their living arrangement.

- The program had **zero** unplanned moves in 2024.

Outcome: Self-determination will be encouraged and supported.

- **100%** of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 90% target.

Outcome: Opportunities to learn skills that support independence.

- **100%** of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 90% target.
 - CLS defines skill development as “working on a skill that increases and/or maintains independence, enhances personal development, or promotes the Supported Individual’s quality of life.” This measure was reviewed in 2024 to ensure the target and timeline were relevant to the program. Program Leadership offered further guidance and examples to respondents on this measure, as the data is self reported on the Participant Survey. Survey results this year indicated that **100%** of Supported Individuals indicated that they were able to learn new skills.

The following summarizes the Independent Living **efficiency measure**:

Outcome: Minimum levels of support are being provided to all Supported Individuals

- Measure: **70%** of funded service level hours were delivered: The program did not meet the target of 95%. Although improvement has been noted, CLS was expecting this measurement to be below target. CLS has observed over the last few years how once Supported Individuals have secured housing, their support needs often decrease. This has led to some Supported Individuals declining to accept support.

The following summarizes the **Service Access measures** for Independent Living:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a **6-month** average between expressed desire or need to move and placement for the Supported Individuals accommodated.
 - The indicator was updated to include “need” to move.
 - The method(s) for tracking expressed desire or needs for Supported Individuals to move as well as if they were accommodated, requires some modification for the next reporting year. In 2024 CLS was still holding “Making It Happen” meetings where these pieces were documented, even if not requiring action yet. Since the beginning of 2025, these meetings have been discontinued. *Accommodation Request* records in ShareVision capture some but not yet all this information. During 2025 Performance Measurement Planning, CLS will determine the tracking process.

CLS has been working on increasing the number of affordable housing units available to individuals supported in Independent Living. New partnerships are:

- New Vista Society, New Westminster - 1 unit
- M’akola Housing Society, Vancouver - 10 units
- Sawmill Housing Cooperative, Vancouver - 3 units

Looking Forward

Overall, the results were positive for this reporting year. Year over year analysis helps to assess and determine future changes that may be necessary and prioritize modifications to program planning. Developing strong policy frameworks and utilizing ShareVision for recording more meaningful data, have led to even better consistency and accountability in CLS programs.

There have been many successes in this program. CLS is nearing completion of development of a policy framework that reflects best practices for Independent Living. Additionally, CLS is developing the Independent Living Program site on ShareVision. CLS has identified three new priorities this year that connect to this program.

6.4 Home Share

CLS uses the following eight outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for. Below are the results for the Home Share program.

Total number of Supported Individuals supported in Home Share: **70**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2024 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Home Share Providers will feel supported by the agency	N/A	% of Home Share Providers that feel that support offered by the agency met their needs	Home Share providers that have provided services for at least two months	Annually (cross section of providers at one point in time)	Survey Item - four-point scale Home Share Provider Survey (Appendix D)	97.7%	90%
Supported Individuals will experience inclusion in their community	Social Inclusion	Supported Individuals in Home Share are present in the community during home share supported time at least two times per week (see definition below for Community Presence)	All Supported Individuals in Home Share	Annually	Quarterly Report	91%	90%
Supported Individuals' self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals in Home Share that indicate having opportunities to make decisions and choices	All Supported Individuals in Home Share	Annually	Survey item – three-point scale Participant Survey (Appendix A)	96% 2 Responded "Sometimes"	95%
Supported Individuals will experience stability and contentment in their home	Physical Well-Being Emotional Well Being	% of all moves out of or between placements that are unplanned per year	All Supported Individuals experiencing a move between or out of a Home Share placement	Annually	Exit Summary - Sharevision	2.5% 2 Supported Individuals	Less than or equal to 5%
	Social Inclusion Emotional Well Being	% of Supported Individuals in Home Share that choose to engage in the home-life feel included	All Supported Individuals being supported in Home Share who choose to engage in the home-life	Annually	Survey item – three-point scale Participant Survey (Appendix A)	95% 4 Responded "Sometimes"	90%
	Emotional Well Being	% of Supported Individuals in Home Share that indicate feeling content with their living situation	All Supported Individuals in Home Share	Annually	Survey item – three-point scale Participant Survey (Appendix A)	100% 1 Responded "Sometimes"	95%
	Physical Well-Being Emotional Well Being	Average length of stay of Supported Individuals in the program	All Supported Individuals in Home Share	Analysis completed annually of the mean, mode and median	Program History - Sharevision	Mean = 5.11 years Median = 3.8 years Mode = Under 2 years	Mean = 4 Years

Service Management Measures - Efficiency							
Minimizing turnover in Home Share providers	N/A	% of Home Share Providers that exit from providing services each year	All Home Share Providers that were active at any time in the given year	Annually	Sharevision – Programs and Residence List	14.5%	Under 10%
Service Management Measures – Service Access							
Minimize the time from intake to placement	N/A	Average number of days from intake to placement	All intakes (Supported Individuals matched)	At time of placement	Sharevision - Referral and intake forms	65 days	90 days Includes emergency placements
Maximize appropriate placements of Supported Individuals	N/A	% of accepted referrals that we are able to successfully match	All accepted referrals	At time of placement	Sharevision - Referral and intake forms	87.5%	90%
Home Sharing Providers will be responded to in an efficient timely manner	N/A	% of Home Share Providers indicating that their needs were responded to in a timely way by employees	Home Share Providers that have provided services for at least two months	Annually (cross section or providers at one point in time)	Survey Item - four-point scale Home Share Provider Survey – Appendix D	97.75%	95%
Definition of Terms and Acronyms:							
Community Presence: Activities that occur outside of the program or home (e.g., a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.							

Analysis

The Home Share outcomes are overwhelmingly positive, with 2024 results exceeding the targets in nine out of eleven measures.

The following summarizes the Home Share **effectiveness measures**:

Outcome: Home Share Providers will feel supported by the agency

- 97.7% of Home Share Providers indicated they feel that support offered by the agency met their needs.
 - The Home Share program experienced some sudden unexpected employee transitions in 2024. These results indicate that despite the ensuing challenges, there are strong relationships, and the Home Share Providers feel connected to the organization.

Outcome: Supported Individuals will experience inclusion in their community.

- 91% of Supported Individuals in Home Share are present in the community during home share supported time at least two times per week.
 - While gathering and analyzing this data, we found that there were four Supported Individual's Quarterly Reports not completed in 2024. One Supported Individual was not receiving services during this time as they were moving, and one was entirely missed. Two were for a Supported Individual who lives with a Home Share Provider who is aging. The Provider was in hospital for a period of time and the Supported Individual stayed with their family during that time. These missing reports influenced the results.

- CLS has identified a need to update the Supported Individual Quarterly Reports used in Home Share. As part of this review, we will be examining who to apply this measure to. For some Supported Individuals, they choose not to access community with their Home Share Provider, yet currently they are included in the data collection. The recommendation is to update this measure, and where the data is collected, to appropriately capture Supported Individuals who choose not to be accompanied/ supported to access community.

Outcome: Self-determination will be encouraged and supported.

- **96%** of Supported Individuals in the program indicated having opportunities to make choices, exceeding the 95% target.

Outcome: Supported Individuals will experience stability and contentment in their home.

- There were two unplanned moves (**2.5%**) in 2024 due to breakdown of service, meeting the target of less than or equal to 5%.
- **95%** of Supported Individuals in Home Share that choose to engage in the home-life indicate they feel included, exceeding the 90% target.
 - This indicator and who the measure applies to were updated in 2024 as a result of the 2023 data analysis.
- **100%** of Supported Individuals in Home Share indicated feeling content with their living situation, exceeding the 95% target.
- An analysis of the mean, mode and median regarding the amount of years Supported Individuals are in Home Share is completed annually for this outcome. The program exceeded the 4-year target (mean) with a mean of **5.11 years**, a median of 3.8 years and a mode of 2 years.

The following summarizes the Home Share **efficiency measure**:

Outcome: Minimizing turnover in Home Share providers.

- **14.5%** of Home Share Providers exited from providing services in 2024. The program did not meet the target (under 10%). Throughout 2024 CLS contracted with 55 Home Share Providers, eight discontinued service with CLS resulting in 14.5%. As discussed above,
 - 3 Home Share Providers moved out of the Lower Mainland. Previously supported CLS Supported Individuals moved with them.
 - 2 Home Share Providers exited as a result of service breakdown.
 - CLS terminated 1 Home Share Provider contract due to safety concerns.
 - 1 Home Share Provider retired.
 - 1 Home Share Provider changed agencies.

To assess Supported Individual's stability in their home, CLS evaluates longevity, turnover of Home Share Providers, and unplanned moves. This year's results indicate that on average, Supported Individuals in Home Share experienced reasonable stability. Unplanned moves remain below target at **2.5%** (4.3% in 2023 and 1.2% in 2022). The turnover rate remains above target (14% in 2024, 11.75% in 2023 and 17% in 2022).

Though a strong theme is not evident, upon further analysis, the cost of living, inflation, 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 been and will continue to advocate for CLBC to increase rates for Home Share Providers. For three of the Home Share Provider exits, the situations were complex with elements of fit of the service model and/or the specific needs of the Supported Individual affecting the end result. Though we realize the realities of these challenges, CLS continues to aim for the 10% turnover target.

The following summarizes the **Service Access measures** for Home Share:

Outcome: Minimize the time from intake to placement.

- In 2024, the program met the 90-day target with **65 days** from intake to placement. The 65-day timeframe is positive and is indicative of transitions being able to follow the matching process. CLS is happier with this result than that of 35 days in 2023, even though both meet the target.

Outcome: Maximize appropriate placements of Supported Individuals.

- **87.5%** of accepted referrals were successfully matched. The program did not meet the 90% target, there was one unsuccessful match. This resulted in an unplanned move. The Supported Individual continues to receive CLS Home Share services with another Provider.

Outcome: Home Sharing Providers will be responded to in an efficient timely manner.

- **97.7%** of Home Share Providers indicate that their needs were responded to in a timely way by employees, exceeding the 95% target. As mentioned above, this depicts the strengths of the team response even amongst unexpected staff changes.

Looking Forward

Overall, the results were positive for this reporting year. Year over year analysis helps to assess and determine future changes that may be necessary and prioritize modifications to specific program planning. Developing strong policy frameworks and utilizing ShareVision for recording more meaningful data, have led to even better consistency and accountability in CLS programs.

There have been many successes in this program. CLS will continue monitoring Home Share Provider turnover rates for any emerging themes and intervene and/or make modifications to support better retention as applicable. However, fit is a top priority when it comes to the home sharing model. If the fit is not right, CLS works with CLBC, and the Home Share Provider and/or Supported Individual to find suitable placements. CLS has identified three new priorities this year that connect to this program.

6.5 Staffed Homes

CLS uses the following six outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for the Staffed Homes program.

Total number of Supported Individuals supported in Staffed Homes: **124**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2024 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Supported Individuals will experience stability in their living arrangement	Physical Well-Being Emotional Well Being	% of all moves out of or between placements that are unplanned (see definition below)	All Supported Individuals experiencing a move between or out of a Staffed Home that is unplanned	Annually	Exit Summary - Sharevision	1.8%	Less than 5%
Self-determination will be encouraged and supported	Self-determination Rights	% of Supported Individuals in Staffed Homes that indicate having opportunities to make choices	All Supported Individuals who participate in the survey	Annually	Survey Item - three-point scale – Participant Survey – Appendix A	99% 4 Responded “Sometimes” 3 Responded “Unsure”	90%
Supported Individuals will be present in community and have access to community-based activities	Social Inclusion	The percentage of times Supported Individuals living in Staffed Homes are present in community at least one time per week (see definition below for Community Presence)	All Supported Individuals	Annually	Activity Log Are any of these activities in the community?	97.75%	95%
Supported Individuals will have a network of unpaid healthy, positive, and stable relationships	Interpersonal Relations	% of times Supported Individuals with at least one unpaid person with whom they regularly interact with every month (see definitions below for Unpaid Person, and Regular Interaction)	All Supported Individuals	Annually	Activity Log Did the Supported Individual connect with someone who is an unpaid person during this shift?	97.5%	65% once per month
Service Management Measures - Efficiency							
Maintain use of funded service level hours	N/A	% of service level hours as a proportion of funded hours	All funded hours	Monthly-aggregated annually	Tracking of direct service hours provided	100%	95%
Service Management Measures – Service Access							
Supported Individuals accessibility needs related to choosing their living environments successfully accommodated	Physical Well-Being Emotional Well Being	Average number of months between expressed desire or need to move and placement for the Supported Individuals that were accommodated in the reporting year	All Supported Individuals expressing an interest or need to move	At time of move-aggregated annually	Tracking of moves – Accommodation Requests in ShareVision	2.8 months	12 months

Definition of Terms and Acronyms:
Community Presence: Activities that occur outside of the program or home (e.g., a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.). Does not necessarily involve interaction with other people.
Regular Interaction: A minimum of two times per month. This may take place: in person (e.g. visits with family/friends, outings, get-togethers, vacations, meals, appointments, parties, etc.), or this may take place virtually (e.g. by phone, FaceTime, Zoom or other accessible technology).
Unpaid Person: A person involved in a supported individual's life who is unpaid (e.g., family, friend, acquaintance, members of a club, group, team, or congregation, etc.). This would not include CLS employee, medical professionals, and other network members who are paid to be in the persons life.
Unplanned Placement Move: All moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move or having choice in the move.

Analysis

The Staffed Homes outcomes are overwhelmingly positive, with all 2024 results meeting or exceeding the targets.

The following summarizes the Staffed Homes **effectiveness measures**:

Outcome: Support to maintain stability in their living arrangement.

- **1.8%** of all moves out of or between living arrangements were unplanned: The program met the target (under 5%). There was one unplanned move, resulting from a burst pipe in a CLS Staffed Home. Three of the residents resided in hotels and one moved to another CLS Staffed Home. Though initially temporary, they ended up enjoying the new home and requested to stay there permanently. CLS supported them to advocate with the funder, Fraser Health Acquired Brain Injury Program, and the move became permanent.

Currently, CLS defines an unplanned placement move as “all moves that occur due to crisis or emergency situations and where the individual and/or family members have not been actively involved in planning for the move or having choice in the move.” In 2024, there were multiple other emergency placements for Supported Individuals in Staffed Homes that did not result in permanent moves, thus not part of the data in this measure. However, following analysis of these results, the recommendations are that CLS review and update this measure and the definition of an unplanned move in Staffed Homes.

During 2025 Performance Measurement Planning, applicable Senior Management team members will have a discussion considering the impact of unplanned emergency moves resulting from issues with the Staffed Homes on maintaining stability in the Supported Individual's living arrangement. Examining our effectiveness where CLS cannot entirely prevent the event is recommended, such as when a severe storm occurs, the home's sump pump breaks, a flood results and Supported Individuals are displaced for a period of time. Factors leading to, and as a result of, the unplanned move will be discussed and possible determinations made to update the definition of 'unplanned moves' and/or this measure.

Outcome: Self-determination will be encouraged and supported.

- **99%** of Supported Individuals in Staffed Homes indicated having opportunities to make choices, exceeding the 90% target.

Outcome: Supported Individuals will be present in community and have access to community-based activities.

- **97%** of times Supported Individuals in Staffed Homes are present in community at least one time per week: The program exceeded the 95% target. In previous years, the results for this measure were below the target (85.5% in 2023 and 74% in 2022).

CLS defines community presence as “activities that occur outside of the program or home (e.g. a walk in the park, grocery shopping, going out for dinner, going to the theatre, etc.) and does not necessarily involve interaction with other people.” The target is very realistic, and in 2024 CLS made a concerted effort to improve the results.

As part of 2024 Performance Measurement Planning, appropriate members of Senior Management met to strategize, and actions were implemented immediately:

- 1) The findings and required actions were presented to Staffed Homes leadership team.
- 2) The Manager of Quality Assurance processed, analyzed, and distributed monthly reports on the activity logs specific to this data for each Supported Individual in Staffed Homes. This system has been in place since July 2024.
- 3) Program Directors met regularly with the Managers in their groups to monitor actions and improvements in both documentation and actual access to community. The results show:
 - Increased presence in community of Supported Individuals living in Staffed Homes.
 - Significant improvements in the accuracy of documentation regarding whether or not Supported Individuals living in Staffed Homes were present in community. This documentation is recorded in the activity logs on ShareVision and indicates the reason community presence may not be applicable on the employee’s shift.

Practice improvements and documentation improvements both contributed to the program meeting this target. The monitoring processes remain in place currently.

Outcome: Supported Individuals will have a network of unpaid healthy, positive, and stable relationships.

- 97% of times Supported Individuals connect with at least one Unpaid Person with whom they regularly interact with every month, exceeding the 95% target.
 - During the results analysis for the 2023 Performance Measurement Report, CLS identified the opportunity for this measure to expand after a few years of data. Currently, CLS defines an Unpaid Person as “a person involved in a Supported Individual’s life who is unpaid such as family, friend, acquaintance, members of a club, group, team, or congregation, etc.). This would not include CLS employees, medical professionals, and other network members who are paid to be in the persons life.”

We believe the results from this measure indicate that there is room for further growth by tracking “family” separately. This change would expand opportunities for other friendships and community connections to increase and/or improve, maintaining the monthly minimum. This is an exciting path for CLS, especially following completion in 2024 of training with Leaders on how to support and facilitate friendships for and with Supported Individuals.

The following summarizes the Staffed Homes **efficiency measure**:

Outcome: Maintain use of funded service level hours.

- The program exceeded the 95% target with 100% of funded hours delivered.

The following summarizes the **Service Access measure** for Staffed Homes:

Outcome: Minimize time to program entry and continuation.

- The program exceeded the target in 2024 with a **2.8-month average** between expressed desire or need to move and placement for the Supported Individuals accommodated.
 - The indicator was updated to include “need” to move.
 - The method(s) for tracking expressed desire or needs for Supported Individuals to move as well as if they were accommodated, requires some modification for the next reporting year. In 2024 CLS was still holding “Making It Happen” meetings where these pieces were documented, even if not requiring action yet. Since the beginning of 2025, these meetings have been discontinued. *Accommodation Request* records on ShareVision capture some but not yet all this information. During 2025 Performance Measurement Planning, CLS will determine the tracking process.

Looking Forward

Overall, the results were positive for this reporting year. Year over year analysis helps to assess and determine future changes that may be necessary and prioritize modifications to program planning. Developing strong policy frameworks and utilizing ShareVision for recording more meaningful data, have led to even better consistency and accountability in CLS programs.

There have been many successes in Staffed Homes. The 2024 results have significantly improved in comparison to the previous year. For completion over the next few years, CLS has identified four new priorities that connect to this program.

6.6 Employment Services

CLS uses the following five outcomes to measure Effectiveness, Efficiency and Service Access. Below are the results for Employment Services.

Total number of Supported Individuals supported in Employment Services: **109**

Outcomes	Quality of Life Domain	Indicator / Measurement	Who Applied to	Time of Measure	Data Source	2024 Results	Target
Supported Individual Impact Measures (Effectiveness)							
Supported Individuals will secure and maintain employment (see definition of employment below)	Social Inclusion	% of new Supported Individuals successfully placed in employment within the first six months of services	All new Supported Individuals in Employment Services	At six months of service	Client file review	By funding category: A: 25% B: 50% C: 0%	75% by funding category
	Material Well-being	Average number of weeks to attain first employment placement				A: 39 weeks B: 45 weeks C: 33 weeks	15 weeks
	Social Inclusion	Average weeks of employment per year across Supported Individuals in Employment Services (Note: For Supported Individuals that have been receiving services for less than one year, their results should be pro-rated)	All Supported Individuals in Employment Services that have been placed in at least one job	Annual review of all Supported Individuals that have had at least one job placement	Tracking of individual employment status	42 weeks	30 weeks
Maximize career enhancements for all employed Supported Individuals (see definition of career enhancement below)	Material Well-being	% of employed Supported Individuals in Employment Services that exceed minimum wage	All Supported Individuals that have achieved employment	Annual review of all Supported Individuals that have had at least one job placement	Tracking of individual employment information	44%	45%
	Material Well-being	Average wage across all employed Supported Individuals in Employment Services	Supported Individuals that have achieved employment	Annual review of all clients that have had at least one job placement	Tracking of individual employment information	\$19.15	\$17.40 per hour
	Material Well-being	% of employed Supported Individuals that receive a job or career enhancement each year	Supported Individuals that have achieved employment	Annual review of all Supported Individuals that have had at least one job placement	Tracking of individual employment information	50%	35%
Service Management Measures - Efficiency							
Minimize preventable employment breakdowns	Material Well-being	% of at-risk situations (job in jeopardy) where breakdown is prevented	All at-risk situations amongst Supported Individuals that have achieved employment	At the time of identification of imminent breakdown	Job in jeopardy tracking	91%	75%

Service Management Measures – Service Access							
Supported Individuals will receive service in a timely manner	Rights	% of Supported Individuals in active job search within 3 months of intake	All Supported Individuals that have received three months of service	At three months from time of intake	Supported Individual's file	By funding category: A: 100% B: 100% C: 100%	90%
Supported Individuals will be employed in a variety of employment sectors reflective of their community	Social Inclusion	# of employment sectors in which Supported Individuals are employed	All Supported Individuals that have achieved employment	Annually (Use 4-digit National Occupational Codes (NOC) matrix for classification)	Employment Sector Tracking	21 sectors See below for details	20
Definition of Terms and Acronyms:							
Employment: Paid work that takes place in an integrated community setting; and where wages, benefits and working conditions comply with industry standards and relevant laws (e.g., Employment Standards). Employment does not include work experience or volunteering. It may include self-employment. It is sometimes referred to as “real work for real pay.” (from CLBC’s Employment Policy, with modifications).							
Career Enhancements: An increase in pay, hours of employment, secondary positions, positive appraisals, or an increase in scope of responsibility for the individual.							
At Risk of Breakdown: Any situation where an employer or employee indicates that they are considering ending the employment relationship due to issues or concerns either party has with the employment arrangement (e.g., excluding situations where the parties mutual agree on ending the relationship, where the job loss is due to layoffs or re-structuring, or where an individual decides to seek a new employment option unrelated to an issue with the present employer).							
Funding categories: (“A, B and C” used in this report to shorten text in presentation and analysis of data for reviewing the number of weeks to attain first employment placement. A: PSI VCE B: PSI UF C: DD VCE A: PSI VCE (Personalized Support Initiative: Vancouver Coastal East) B: PSI UF (Personalized Support Initiative: Upper Fraser) C: DD VCE (Developmentally Disabled: Vancouver Coastal East)							
National Occupational Codes (NOC) 1 65100 Cashiers 2 11201 Professional occupations in advertising, marketing, and public relations 3 13110 Administrative assistant 4 14111 Data entry clerks 5 14400 Shippers and receivers 6 33109 Other assisting occupations in support of health services 7 42202 Early childhood educators and assistants 8 63202 Bakers 9 64100 Retail salespersons and visual merchandisers 10 64409 Other customer and information services representatives 11 65201 Food Counter attendants, kitchen helpers and related support occupations 12 65211 Operators and attendants in amusement, recreation, and sport 13 65311 Specialized cleaners 14 65312 Janitors, caretakers, and heavy-duty cleaner 15 75101 Material handlers 16 75119 Other trades helpers and labourers 17 75201 Delivery Service drivers and door-to-door distributors 18 85103 Nursery and greenhouse labourers 19 85121 Landscaping and grounds maintenance labourers 20 95109 Other labourers in processing, manufacturing, and utilities 21 65102 Store shelf stockers, clerks, and order fillers							

Analysis

The Employment Services outcomes are positive given the challenging year for the program with 2024 results exceeding the targets in nine out of eleven measurements.

The following summarizes the Employment Services **effectiveness measures**:

Outcome: Supported Individuals will secure and maintain employment.

- % of new Supported Individuals successfully placed in employment within the first six months of services: The program did not meet the targets by funding category or average number of weeks to attain first employment placement. (Funding categories “A, B and C” are used in this report to describe the following funding streams from CLBC: A: PSI VCE B: PSI UF C: DD VCE)
 - Target is 75% for each funding category. Comparative analysis:
 - 2023: A: 67% B: 64% C: 62%
 - 2024: A: 25% B: 50% C: 0%

Further considerations are discussed below.

- The program exceeded the 30-week target with an average of 42 weeks of employment per year across Supported Individuals in Employment Services
 - Last year, CLS successfully added 0.5 Full-Time Equivalent (FTE) position to the DD contract and 1 FTE to the PSI program in the Lower Mainland.

Outcome: Maximize career enhancements for all employed Supported Individuals.

- 44% of employed Supported Individuals in Employment Services that exceed minimum wage. The program did not meet the 45% target. This is a 12% decrease from 2023. Further considerations are discussed below.
- The average wage for employed participants in Employment Services rose from \$18.33 to \$19.15 in 2024, above the target of minimum wage (\$17.40 per hour).
- 50% of employed Supported Individuals received a job or career enhancement. The program exceeded the 35% target.

The following summarizes the Employment Services **efficiency measure**:

Outcome: Minimize preventable employment breakdowns (Supported Individuals that have achieved employment).

- 91% of at-risk situations (job in jeopardy) were prevented (at the time of identification of imminent breakdown): The program exceeded the 75% target.

The following summarizes the **Service Access measures** for Employment Services:

Outcome: Supported Individuals will receive service in a timely manner.

- 100% of Supported Individuals were in active job search within 3 months of intake. However, this is a self-driven program, which is a direct reflection of the interests and status of the individual. Though we exceeded our target, it is important to note that the process is designed to be done systematically and immediately though it is entirely driven by the choices of the Supported Individual.

Outcome: Supported Individuals will be employed in a variety of employment sectors reflective of their community.

- Supported Individuals were employed in 21 different sectors, exceeding the target of 20 sectors.

Considerations

2024 was a difficult year for Employment Services. The team lost a key member, who passed away suddenly in the second quarter. This loss has had a substantial impact on the team and program. CLS imposed a moratorium on new referrals until November 2024.

The 2024 results were affected by additional factors impacting the Employment Services team:

- During the first quarter, the Manager of Employment Services had an unexpected medical leave. As the primary agent for referrals and job motivation, this had a significant impact.
- During the third quarter, two employees departed the team. Employment Services hired three new Job Coaches, with training taking time and resources.
- Also in the third quarter, Employment Services program was part of a youth research project with the University of British Columbia (UBC) called Impact 2.0. This program was filled internally which stretched Job Coach's capacity.

Looking Forward

Despite these challenges, Employment Services continues to rally as a team. There have been many years of growth and success in this program. CLS is nearing completion of development of a policy framework that reflects best practices for Employment Services. Additionally, CLS is developing an Employment Services Program site on ShareVision.

7. Agency Management Measurement: Business Function

All Programs

Human Resource Outcomes	Indicator / Measurement	Data Source	Report	2022 Data	2023 Data	2024 Data	Target
Employees will have an up-to-date performance evaluation	% Performance Plans and Reviews completed bi-annually	UKG	Workforce Management Report	71%	80.5%	62%	100%
Employees will be sufficiently trained for their positions	% of employees completed Way of Thinking (CORE) training within 6 months of hire	UKG	Training Report	62%	54% Completed within 6 months 24% Completed except for Mandt	73%	95%
CLS will have an engaged workforce	% of employees that complete the annual Employment Engagement Survey	Simple Survey	Workforce Management Report	42%	43%	42%	50%
Health and Safety Outcomes	Indicator / Measurement	Data Source	Report	2022 Data	2023 Data	2024 Data	Target
Employees will be familiar with Emergency Response Procedures	Six drills completed annually	Sharevision, Health and Safety Report	Health and Safety Report	96%	97%	100%	100%
Employees will be fully trained on Health and Safety Policies and Procedures	% Annual Health and Safety Training completed	Sharevision, UKG	Training Report	Health and Safety 92% Emergency Preparedness 91% Safe Driving Review 86%	Health and Safety 90.5% Emergency Preparedness 90% Safe Driving Review 84%	Health and Safety 91.5% Emergency Preparedness 90% Safe Driving Review 89%	100%
File Management Objectives	Indicator	Data Source	Report	2022 Data	2023 Data	2024 Results	Target
Critical Incident Reports will be submitted according to process	% Critical Incident reports submitted on time.	Sharevision	Quality Assurance Report	Total Average 97% Six reports were not filed on time. Five of these were from the Home Share Program.	Total Average 95.5% <u>CLBC</u> 90.5% Six reports were not filed on time Three reports were not submitted at all <u>Fraser Health</u> 96% Three reports were not submitted on time <u>Vancouver Coastal Health</u> 100%	Total Average 93% <u>CLBC</u> 90% Ten reports were not filed on time <u>Fraser Health</u> 96% One report was not submitted on time <u>Vancouver Coastal Health</u> 93% Two reports were not submitted on time	100%
Formal complaints in writing are appropriately documented	% Are responded to within 10 working days	Sharevision	Quality Assurance Report	100%	100%	100%	100%

Analysis and Looking Forward

The analysis for the Agency Management Measurement outcomes is included in the appropriate reports: Health and Safety Report, Quality Assurance Report, Training Report, and Workforce Management Report.

8. Reflecting on Results: Data Analysis and Dissemination Plan

Type of Data	Reporting to	Frequency and Format	Comparative Analysis	Potential Extenuating or Influencing Factors
Agency Management Measures	- Board of Directors - Employees	Annually - Business Improvement Plan - Health and Safety Report - Quality Assurance Report - Training Report	Results compared against targets and with previous year's results for trends	- Changes in the job market - Changes in government policy - Pandemic
Demographics: Supported Individual Characteristics	- Board of Directors - Employees - Stakeholders (members, families/ personal support network members)	Annually - Performance Measurement Report - Equity Diversity and Inclusion Report	Results compared with previous years for trends	Limited sector wide comparative data available
Program Performance Measures- Stakeholder Satisfaction: Service Quality Measures	- Board of Directors - Employees - Stakeholders (members, families/ personal support network members) - Supported Individuals	Annually - Performance Measurement Report - Annual Report - Newsletter	Results compared against targets and with previous year's results for trends	- Changes in the job market - Changes in government policy - Pandemic
Program Performance Measures- Effectiveness: Supported Individual Impact Measures	- Board of Directors - Employees - Stakeholders (members, families/ personal support network members) - Supported Individuals	Annually - Performance Measurement Report - Annual Report - Newsletter	- Results compared against targets and with previous year's results for trends - Results broken out by client characteristics, including gender and cultural background	- Changes in the job market - Changes in government policy - Pandemic
Program Performance Measures- Efficiency/ Service Access: Service Management Measures	Employees	Annually - Performance Measurement Report - Annual Report - Newsletter	Results compared against targets and with previous year's results for trends	- Changes in the job market - Changes in government policy - Pandemic

9. Acting on Results: Business Improvement Plan

Development, Implementation and Communication

Analysis of the performance information outlined above includes both service level and agency level consideration. Any actions to improve CLS performance may result from the reflections on annual results, especially by comparing with year-over-year trends. All action plans are included in the Business Improvement Plan, which is monitored regularly by the appropriate Employee Lead (member of the Senior Management team). The results are reported to the Board of Directors on an annual basis as per the Integrated Planning Framework.

Action plans will be communicated to our employees and key stakeholders (where appropriate) to support organization-wide understanding of our work to continuously improve CLS.

9.1 Goals Status

Target Date	Status	Goal	Indicator of Success	Employees Responsible	Progress Comments/ If Complete, Comments on Intended Difference
2024	Complete	Ensure that Supported Individuals are well supported during the late stage of their life.	Develop resource materials, planning processes and policies to guide employees on how to support Supported Individuals during the late stage of their life.	Janice Barr	A Late Life Planning Guide and three policies were developed and distributed to agencies across the province. CLS has completed modifying the documents to align with CLS policies and practice. CLS received funding for CLBC to convert the Late Life Planning Guide into Plain Language and this is complete.
2024	Complete	Ensure that Supported Individuals are well supported during the late stage of their life.	Develop resource materials to support and inform Supported Individuals to learn about options and responsibilities during the late stage of life.	Janice Barr	A Late Life Planning Guide and three policies were developed and distributed to agencies across the province. CLS has completed modifying the documents to align with CLS policies and practice. CLS received funding for CLBC to convert the Late Life Planning Guide into Plain Language and this is complete.
2024	Complete	Ensure that Supported Individuals are well supported during the late stage of their life.	Develop resource materials to inform and support family members to learn about options and responsibilities during the late stage of life.	Janice Barr	A Late Life Planning Guide and three policies were developed and distributed to agencies across the province. CLS has completed modifying the documents to align with CLS policies and practice. CLS received funding for CLBC to convert the Late Life Planning Guide into Plain Language and this is complete.
2025	Complete	Increase the number of affordable housing units available to individuals supported in Independent Living.	Generate 3 new affordable housing units through partnerships with housing providers.	Elke Tilgner	The outcome of this goal exceeded the indicator of success by 11 units: 2024 - New Vista Society - New Westminster - 1 unit 2025 - M'akola Housing Society - Vancouver - 10 units 2025 - Sawmill Housing Cooperative - Vancouver 3 units

2024	Complete	Invest in housing developed by others and managed by CLS.	Research opportunities to invest in affordable housing in the City of New Westminster, City of Burnaby, and City of Surrey.	Janice Barr	Contact has been made with the City of Burnaby and other partner organizations interested in affordable housing. Options have been explored. At this point housing partnerships are proving to be more viable and less costly.
2025	Complete	Ensure CLS homes are physically and environmentally accessible.	Complete a baseline accessibility audit of CLS homes.	Luis Mata Jade Braunwell	CLS has developed an assessment and metric tool to evaluate accessibility across all programs with physical sites. The Property and Fleet and Quality Assurance teams are using this tool.
2025	Complete	Ensure CLS programs are physically and environmentally accessible.	Complete a baseline accessibility audit of CLS programs.	Luis Mata Jade Braunwell	CLS has developed an assessment and metric tool to evaluate accessibility across all programs with physical sites. The Property and Fleet and Quality Assurance teams are using this tool.
2024	Complete	Increase employee education regarding how to support and facilitate friendships for and with Supported Individuals.	Train Leaders on how to support and facilitate friendships for and with Supported Individuals.	Samantha Dickson	Training Revitalization Plan is in place. Janet Klees presented on this topic in partnership with Spectrum Society in October 2024. Training for 90 Leaders and support employees provided.
2025	Complete	Ensure that employees continue to use the Active Support model of support for increased engagement / quality of life for Supported Individuals.	Retrain frontline employees in Active Support.	Samantha Dickson	Active Support training was provided with overwhelmingly positive results. The session was rated 4.6 out of 5 for overall satisfaction and relevance. We are starting to hear stories of shifting thinking. Super Trainers will support ongoing training within the programs.
2025	Complete	Ensure that employees continue to use the Active Support model of support for increased engagement / quality of life for Supported Individuals.	Retrain Leaders in Active Support.	Samantha Dickson	All Leaders received a refresh in Active Support training and feedback for the session was overwhelmingly positive. We are starting to hear more stories and shifts in thinking from Leaders.
2025	Complete	Improve community presence of Supported Individuals in Staffed Homes and Home-Based Community Inclusion.	Complete a monthly analysis of community presence being recorded in activity logs.	Jade Braunwell	Intended results achieved. Monthly reports analyzed and distributed to Staffed Homes Program Directors and Leaders containing the community presence data.
2025	Complete	Improve the satisfaction survey response rates and increase the number of respondents.	Distribute personal support network survey for all service categories prior to the ISQLP meetings.	Jade Braunwell	Intended difference achieved, these actions were put in place for 2024 surveying and analyzed with the 2024 performance measurement process.
2025	Complete	Improve the satisfaction survey response rates and increase the number of respondents.	Add a required field for contact information in the External Stakeholder survey.	Jade Braunwell Vicky Pascoe	The edits to the External Stakeholder surveys have been made.

2025	Complete	Improve the satisfaction survey response rates and increase the number of respondents.	Distribute the Home Share Provider survey earlier than the beginning of the following reporting year.	Jade Braunwell Rachel Pearsall	Intended difference achieved, these actions were put in place for 2024 surveying and analyzed within the subsequent performance measurement process.
2025	In Progress	Improve the satisfaction survey response rates and increase the number of respondents.	Increase the range of External Stakeholders surveyed: relevant community members.	Jade Braunwell	A list of community members relevant to be surveyed has been drafted but not yet distributed. Expected to survey for the 2025 year.
2025	In Progress	Develop an accessible home in North Vancouver to support the aging population and individuals that use mobility aids or a wheelchair for their mobility.	Redevelop Ross Road as an accessible home.	Janice Barr Luis Mata	Ross Road is in the final stages of development. Projected completion mid 2025.
2026	In Progress	Address CLS's aging housing stock and the demographics of Supported Individuals.	Redevelop Nelson to become a fully accessible home.	Janice Barr Luis Mata	The planning process has begun with BC Housing.
2026	In Progress	Increase family/ network communications with the CLS.	Ensure that Managers have contact with family/ network quarterly.	Brenda Henderson	A systematic way of recording contact has been included in the Quarterly report completed by Leaders. The Administration team will be supporting us to gather the data on quarterly basis in preparation for analysis at the end of the year.
2026	In Progress	Increase family/ network communications with the CLS.	Ensure that Directors of Staffed Homes have contact with family/ network members semi-annually (if applicable).	Brenda Henderson	Further training for the Director team is required as the documentation on sharevision is not being used on a consistent basis. Additionally, we will be enlisting the support of the Admin Team to assist with tracking throughout the year.
2025	In Progress	Develop ShareVision	Develop an Independent Living program site.	Vicky Pascoe	The development of policies related to this program has begun. Further development of the program site on SV will be completed after the practice policies have been completed which is expected to be completed by Summer 2025.
2025	In Progress	Ensure that Individualized Supports (IS) fulfills the right needs and is not duplicating other services.	Evaluate Individualized Supports regarding its alignment with other CLS services (e.g. Employment, L.I.F.E., Independent Living), funding model and oversight.	Brenda Henderson	IS and IL Handbooks for Individual and Families have been finalized and copies given to all participants and their families. Handbooks outline the uniqueness of the programs and what program participants can anticipate and expect in the services/supports provided by each program. Funding Model review is in progress with Finance.

2025	In Progress	Ensure that Independent Living has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Independent Living policy framework, practice guidelines.	Angela Keulen	Continues to be in progress and is expected to be finished by late Spring 2025. Policy Framework complete and halfway through completion of policies.
2025	In Progress	Develop ShareVision	Develop an Employment Services Program site.	Vicky Pascoe	Policy development for this program started in September 2024 and is expected to be completed by Summer 2025.
2025	In Progress	Ensure that Employment Service has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Employment Services policy framework, practice guidelines.	Angela Keulen	Currently in progress with anticipated completion by late Spring 2025; reviewing final policy.
2024	In Progress	Increase engagement with IS and Independent Living employees who work remotely.	Complete baseline study regarding engagement with CLS for IS and Independent Living employees who work remotely.	Elke Tilgner	- Open Future Learning pilot will be launched in the summer of 2024 for a test group of IS and IL Employees that will engage them in additional education, training, and learning specific to the challenges faced in IS and IL. - Review of IL policies - in progress - IL Team Lead - additional position added to allow for enough monitoring and coaching available to IL employees. - Review of IS structure - addition of IS Manager, review of job descriptions - Feasibility of adding IS Manager to ensure enough oversight, coaching, and leadership is available to IS Staff.
2025	In Progress	Ensure Active Support sustainability across CLS.	Review resources and tools to support ongoing adoption of Active Support including core training and eLearning.	Samantha Dickson Brenda Henderson	As part of a fulsome review of our Active Support strategy additional training has been identified: New eLearning for employees, new Practice Leadership session for Leaders (in person and online), and additional Active Support training for new hires and refreshers for those who did not attend earlier this year. Work is underway to review the roles of the Active Support Working Group, the Super Trainers and how / where the Super Trainers fit in.

2026	In Progress	Ensure that CLS employees are well trained for their positions.	Develop comprehensive learning path for Multiple and Complex Needs and High Medical Needs.	Samantha Dickson	The Training Revitalization Plan is in place. This has been prioritized for 2026 completion. - Aging and High Medical Needs will be completed for 2025 with some elements already in place, including Dementia. - Multiple and Complex Needs will be in place for 2026 and some elements are being developed now including Mental Health training.
2025	In Progress	Ensure the CLS employees are well trained for their position.	Provide ergonomic, musculoskeletal injury prevention training to CLS employees as their job requires.	Samantha Dickson	Training Revitalization Plan in place. Deferred to 2025 as part of core programs review. To be included in the Aging and High Medical Pathway. This ties to fall prevention training as well as back care of employees.
2025	In Progress	Build knowledge and skills regarding building relationships, problem solving and conflict resolution.	Leader Level 2 Provide additional training and materials to Leaders on building relationships, problem solving and conflict resolution.	Judy Wilson	Training Revitalization Plan in place. New Leader Level 2 training plans are outlined in the 2024 Training Report.
2026	Not Started	Ensure that Supported Living has a strong foundation of practice guidelines and policy framework that reflects best practices.	Review and update Supported Living policy framework, practice guidelines.	Angela Keulen	Not yet started. Planned to begin following completion of the Independent Living policy framework.
2026	Not Started	Ensure that CLS employees are well trained for their positions.	Revised Develop comprehensive learning path for Multiple and Complex Needs and High Medical Needs.	Samantha Dickson	- The Training Revitalization Plan is in place. This has been prioritized for 2026 completion. - Aging will be completed for 2025 with some elements already in place, including Dementia. - Multiple and Complex Needs will be in place for 2026 and some elements are being developed now including Mental Health training.
2026	Not Started	Ensure Supported Individuals know how to make a formal complaint.	Develop 'Animaker' film to describe the CLS Feedback and Complaint process. Shared with employees, families, and Supported Individuals.	Vicky Pascoe Jade Braunwell	Deferred due to capacity.
2025	Dis-continued	Improve the satisfaction survey response rates and increase the number of respondents.	Distribute participant surveys for Supported Individuals in all service categories at the ISQLP meetings.	Jade Braunwell	Increasing response in the Supported Living program has been determined to be enough to maintain or increase the overall response rate of this group of CLS stakeholders. No further actions currently.

9.2 Considerations

CLS made considerable progress on many goals in 2024. As related to Performance Measurement planning, 14 business improvement goals are complete, one has been discontinued, 15 are in progress and three are not yet started.

Alongside organization wide implementation and updates to many internal systems, the intention of these goals remains focused on the wellbeing of CLS stakeholders. Planning aspects including assessment and monitoring the safety of Supported Individuals throughout the aging process is an example of an area that CLS has focused on as a direct result of growing needs in our community.

With the revitalization of CLS training in 2024, CLS continues fulsome efforts to ensure employees receive the training they need so they can provide effective support to Supported Individuals. Developing strong policy frameworks and utilizing ShareVision for recording more meaningful data, have led to even better consistency and accountability in CLS programs.

10. Moving Forward

CLS continues improving quality of services. Amongst the recommendations resulting from this report, CLS has identified nine new business improvement priorities to focus on over this next reporting period. CLS will communicate and consult on applicable action plans with employees and key stakeholders (where appropriate) to support organization-wide understanding of our work to continuously improve CLS.

10.1 New Goals

Target Date	Status	Plan Origin	Goal	Indicator of Success	Employee(s)
2026	New	Quality Assurance Performance Measurement	Create Acquired Brain Injury (ABI) Incident Report in ShareVision.	ABI Incident Report list completed and in use.	Vicky Pascoe
2026	New	Performance Measurement	Increase reliability of data in Supported Individuals satisfaction surveys.	Update the participant surveys for Individualized Supports and Independent Living.	Jade Braunwell Elke Tilgner
2026	New	Performance Measurement	Increase reliability of data in Supported Individuals satisfaction surveys.	Change the process of acquiring feedback through satisfaction surveys for Supported Individuals in Home Share.	Jade Braunwell Rachel Pearsall
2026	New	Performance Measurement	Increase validity of data in Supported Individuals satisfaction survey response rates.	Develop process for tracking refusals of participation in Supported Individuals satisfaction surveys.	Jade Braunwell Brenda Henderson Program Directors
2027	New	Performance Measurement	Increase reliability of data in Supported Individuals satisfaction surveys.	Update the participant surveys for Home Share.	Jade Braunwell Rachel Pearsall
2027	New	Performance Measurement Training Plan	Integrate training concepts on how to support and facilitate friendships for and with Supported Individuals	Record 'family' separately from list of possible unpaid persons tracked by staff in activity logs and provide support to maintain momentum. Source: Activity logs	Brenda Henderson Program Directors
2027	New	Performance Measurement Training Plan	Integrate training concepts on how to support and facilitate friendships for and with Supported Individuals	Increase friendships and community connections in Supported Individuals lives. Source: Quarterly Reports	Brenda Henderson Program Directors
2028	New	Performance Measurement	Increase reliability of data in Supported Individuals satisfaction surveys.	Update the participant surveys for Staffed Homes and Day Supports.	Jade Braunwell Program Directors

11. Appendices

Appendix A: 2024 Participant Survey

Programs: Day Supports, Individualized Supports, Studios, L.I.F.E., Supported Living, Independent Living, Home Share* and Staffed Homes

I receive support from CLS in

- ☐ Day Supports
- ☐ Individualized Supports
- ☐ Studio
- ☐ L.I.F.E.
- ☐ Staffed Homes

This survey has been completed

- ☐ On my own
- ☐ With assistance from CLS staff
- ☐ With assistance from family/ network

- ☐ In person
- ☐ On the phone
- ☐ Video call

I communicate:

- ☐ Well with words
- ☐ With a few words
- ☐ With gestures and vocalization
- ☐ With sign language
- ☐ With behavioural communication
- ☐ With a communication device

Ratings for 1-10

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. Staff are interested in me.
2. Staff know what I am good at.
3. Staff help me with what I need.
4. Staff listen to me.
5. I can depend on my staff.
6. Staff do what they say they are going to do.
7. Staff support me to go out in my community if I want to.
8. Staff support me to have friends.
9. Staff help me make my own choices/decisions.
10. I feel safe in my program/living here.
11. What I like best about CLS is...

Continued: Appendix A: 2024 Home Share Participant Survey

Program: Home Share

This survey has been completed

- ☐ On my own
- ☐ With assistance from CLS staff
- ☐ With assistance from family/ network

- ☐ In person
- ☐ On the phone
- ☐ Video call

I communicate:

- ☐ Well with words
- ☐ With a few words
- ☐ With gestures and vocalization
- ☐ With sign language
- ☐ With behavioural communication
- ☐ With a communication device

Ratings for 1-13

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. My Home Share Provider is interested in me.
2. My Home Share Provider knows what I am good at.
3. My Home Share Provider helps me with what I need.
4. My Home Share Provider listens to me.
5. I can depend on my Home Share Provider.
6. I like to do things in the home with the person/people I live with, and my Home Share Provider invites me to do so.
7. My Home Share Provider does what they say they are going to do.
8. My Home Share Provider supports me to go out in my community, if I want to.
9. I get to do things with others in my community, if I want to.
10. My Home Share Provider supports me to have friends.
11. My Home Share Provider supports me make my own choices/decisions.
12. I feel safe in my home.
13. I like where I live.
14. What I like best about CLS is...

Continued: Appendix A: 2024 Participant Survey

Program: Supported Living and Independent Living

I receive support from CLS in

- ☐ Independent Living
- ☐ Supported Living

This survey has been completed

- ☐ On my own
- ☐ With assistance from CLS staff
- ☐ With assistance from family/network

- ☐ In person
- ☐ On the phone
- ☐ Video call

I communicate:

- ☐ Well with words
- ☐ With a few words
- ☐ With gestures and vocalization
- ☐ With sign language
- ☐ With behavioural communication
- ☐ With a communication device

Ratings for 1-12

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. Staff are interested in me.
2. Staff know what I am good at.
3. Staff help me with what I need.
4. Staff listen to me.
5. I can depend on my staff.
6. Staff do what they say they are going to do.
7. Staff support me to go out in my community if I want to.
8. Staff help me to connect with resources that I need in community.
9. Staff support me to have friends.
10. Staff support me make my own choices/decisions.
11. I feel safe in my program/living here.
12. I have learned new skills this year.
13. What I like best about CLS is...

Appendix B: 2024 Family/ Personal Support Network Member Survey

Programs: Day Supports, Individualized Supports, Studios, L.I.F.E., Supported Living, Independent Living, Home Share, Staffed Homes, Employment

Please list all CLS program(s) your family member participates/lives in:

- ☐ Staffed Home
- ☐ Supported Living
- ☐ Independent Living
- ☐ Home Share
- ☐ Day Program
- ☐ L.I.F.E.
- ☐ Employment
- ☐ Individualized Supports
- ☐ Art Studio
- ☐ Unsure

Ratings for 1-13

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. CLS employees know my family member's strengths.
2. CLS employees see my family member as a unique individual.
3. My family member's choices are respected by CLS employees.
4. CLS employees support my family member to make their own choices.
5. My family member is safe participating in the program/living in their home.
6. CLS employees support my family member to be involved in their community, if they want to be.
7. CLS employees are advocates for my family member.
8. CLS advocates for people with disabilities.
9. The organization acts with integrity.
10. CLS employees respond in a timely manner.
11. CLS employees follow through on the things they say they will do.
12. CLS listens and responds to my feedback.
13. I would recommend the services offered by CLS to someone close to me.
14. Please share one thing (or more) that you appreciate most about CLS.
15. Would you like to discuss your survey responses with a member of the Senior Management team?

Appendix C: 2024 External Stakeholder Survey

1. My organization's relationship with the Community Living Society is

Please check all that apply:

- ☐ Funder
- ☐ Another non-government agency service provider in the community
- ☐ A public organization (e.g.: Health, Municipal/Regional/Provincial/Federal Government)
- ☐ An organization that partners to deliver services in the community
- ☐ An advocacy or other community Group
- ☐ Other – please specify

2. I have:

- ☐ Regular contact with CLS
- ☐ Occasional contact with CLS
- ☐ Very little contact with CLS

Ratings for 3-10

- ☐ Strongly Agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly Disagree

3. CLS works to ensure Supported Individuals are included in their community.

4. CLS advocates for people with disabilities.

5. CLS works to make a stronger, healthier community for everyone.

6. CLS acts with integrity.

7. CLS is dependable as an organization.

8. CLS is a responsive organization.

9. CLS is an accountable organization.

10. I would recommend the services offered by CLS to someone close to me.

11. Please share one thing (or more) that you appreciate most about CLS and/or the Home Share Provider.

12. Would you like to discuss your survey responses with a member of the Senior Management team?

Appendix D: 2024 Home Share Provider Survey

Program: Home Share

Ratings for 1-9

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

1. In the last year I feel the support offered by CLS meets my needs.
2. In the last year, my needs were responded to in a timely way by CLS.
3. I understand what the expectations are of me as a Home Share Provider.
4. In the last year I feel that the Home Share Coordinators(s) has responded to me in a reasonable amount of time.
5. In the last year I was been made aware training opportunities that may be of use to me in my role as a Home Share Provider.
6. Would you be interested in receiving information on workshops or training.
7. I would recommend the services offered by the CLS to someone close to me.
8. I would recommend CLS to other people interested in becoming a Home Share provider.
9. I would you be willing to provide Respite to other Home Share providers.
10. Please share one thing (or more) that you appreciate most about the Community Living Society.
11. Would you like to discuss your survey responses with a member of the Senior Management team?

Appendix E: 2024 Participant Survey - Employment Services

Program: Employment Services

Ratings for 1-7

- ☐ Yes
- ☐ No
- ☐ Sometimes
- ☐ Unsure

1. The CLS team help me meet my employment goal.
2. The CLS team make themselves available to support me if the need arises.
3. My Job Coach spends time getting to know me, what I am good at, and my needs.
4. My Job Coach listens to me.
5. My Job Coach does what they say they are going to do.
6. I am satisfied with how long it took me to find work.
Ratings for 6. Yes/ No/ Unsure/ Not applicable, I am not employed yet
7. I am satisfied with the on-the-job support from CLS.
8. Is there anything else you would like to share with us?
9. Do you want to be entered into a draw for a \$25 gift card? If yes, please ensure your name and contact information are entered below.
10. Would you like to discuss your survey response with a member of the CLS management team? If yes, please ensure your name and contact information is entered below.

Appendix F: 2024 Employer Survey

Program: Employment Services

Ratings for 1-6

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree

1. I am satisfied with the CLS Employment Services program.
2. CLS Employment Services employees have the appropriate expertise and knowledge.
3. The candidate(s) presented was appropriate for the job.
4. I am satisfied with on-the-job support provided.
5. CLS Employment Services respond in a timely manner.
6. Any additional comments that can help us maintain and/or improve CLS Employment Services?