



**Richmond
Society for
Community
Living**

OUTCOME MANAGEMENT REPORT 2021

Measuring Effectiveness, Efficiency, Service Access and
Experience of Service Delivery

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INTRODUCTION

*Note: Richmond Society for Community Living (RSCL) changed its name to Aspire Richmond in March 2022. Given this reporting year is 2021, RSCL has been used throughout the report.

RSCL has produced an Outcome Management Report annually since 2003. This is the 19th report which tracks the identified outcomes of RSCL programs and services. The information and analysis derived from the outcomes management process is used to highlight areas of strengths and identify areas requiring improvements. The annual Outcome Management Report is part of RSCL's continuous Quality Improvement and Performance Management System.

The Outcome Management System is designed to provide essential information to RSCL's management and Board of Directors in order to monitor and make improvements to service delivery. The results reported through the outcomes process supports RSCL's Mission, Values and Vision Statements. It is expected that the results will assist the staff at RSCL to be more responsive to the needs of the children, youth and adults who live with a disability and their families who are served by the Society.

The Outcome Management System has been refined over the years: outcomes changed, survey questions updated, measurement indicators adjusted, and processes for collection revised. RSCL's main operational database, Sharevision, is referenced many times throughout this report as it serves as the main source for file reviews and data collection from program operations.

The internationally validated Quality of Life Framework, developed by Dr. Robert Schalock, was considered when the outcomes and indicators were developed. This framework measures quality of life in 3 areas:

- Independence
- Social participation
- Well-being

These are further broken down into 8 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)

RSCL's Mission and Vision are:

Vision: Thriving, connected, happy lives.

Mission: From infancy through adulthood, we support people with developmental disabilities to define, discover and advocate for their self-determined goals, passions and happiness.

We do this by:

Amplifying the voices, needs and desires of the people and families we support.

- Treating all people with kindness, dignity and respect.
- Providing flexible programming and services that respond to the changing needs of individuals and families.
- Building the most inclusive, equitable, safe and diverse organization possible.
- Creating accessible conversations, events and spaces to inspire, educate and bring communities together.

The Mission and Vision are represented in the outcomes for each of the 11 program areas:

Children's Services:

- Infant Development Program – for families with infants and toddlers with developmental delays or risk factors
- Supported Child Development Program – for families with children and youth accessing childcare
- Treehouse early Learning Centre – inclusive preschool & daycare programs
- Youth Connections – after-school recreational program for youth aged 13-19
- Children's Respite – provides breaks for families and caregivers

Adult Services:

- Adult Respite – provides breaks for families and caregivers
- Life Services – life-skill development, leisure and recreation with a focus on community and social inclusion
- Outreach – support to individuals who are seeking to enrich their lives through community connections
- Independent Living – life-skill development for those choosing to live on their own
- Home Sharing – a residential option where individuals live with another family
- Supported Living – a residential option where individuals live with 24-hour staff support
- Employment Services and the Richmond HandyCrew Cooperative (RHCC) – provides employment opportunities

For each of these program areas, outcomes and measurement indicators were identified for the following domains:

- Effectiveness – how well things work compared to the results expected
- Efficiency – how well RSCL makes use of the resources available
- Service Access – how easy it is for people to get the services they need
- Experience of Service – what the people using RSCL services think about the services they receive; information is gathered and analyzed Society wide

Information is collected from many stakeholders of RSCL: families, individuals, caregivers, funders, employers, customers, professionals. Information is collected through surveys, interviews and documentation review.

Each year, the Board of Directors review the outcome results and approves all recommendations that arise from the analysis and results. The outcome results are reported to the Society membership, staff and included in the *RSCL Views* (the Society's newsletter), on the RSCL website as well as shared with funders. Recommendations from the Outcome Management Report are included in the Business Improvement Plan and addressed throughout the year by Society staff.

Results are also summarized in an easy read Quality of Life Report. This report is reviewed with individuals in their program areas, feedback is provided by them and used to compile the following year's report. It enables individuals to see how the feedback they provide is used to change or improve the services they receive. The report is also available on the RSCL website and shared with funders.

As a result of information gathered and analyzed on an on-going basis through this Outcome Management process, improvements to RSCL services continue to be made.

Method

Three different methods were employed to gather information regarding supports and services provided by RSCL: surveys, interviews and documentation reviews.

Feedback from various stakeholders is solicited via surveys or interviews:

- Individuals receiving services
- Families of individuals receiving services
- Childcare Centres
- Contracted Caregivers
- Businesses who hire individuals through the Employment Services Program
- Customers of the Richmond HandyCrew Cooperative
- Other External Stakeholders:
 - Funders

- Other service agencies
- Professionals that work with RSCL:
 - Doctors
 - Therapists
 - Consultants
- Community Committee members

Receiving feedback from stakeholders has been challenging over the years. The varying methods (paper surveys, online surveys, and telephone interviews) have been interchanged and RSCL will continue to employ these varying methods.

Surveys

Two stakeholder groups were solicited for feedback via an online survey:

- Families of individuals receiving services
- Childcare centres

Family Experience surveys were developed to solicit the opinions and perspectives of parents, relatives and/or long-term caregivers who are involved in the life of a child, youth or adult who receives services from the Society. For many years, RSCL distributed family experience surveys for each program area, often customizing the survey questions to the specific program area. In 2018, the surveys were adjusted into only one agency-wide survey. This resulted in simplifying the survey process for families; if their family member was served by more than one program area, they were not bombarded with multiple surveys to complete. The years of using a single survey for all program areas has proved less informative and more challenging to complete any required follow up. Although the survey process is complex either way, it is recommended to move back to program specific experience surveys.

Family surveys are typically distributed through annual planning sessions throughout the year or mailed/emailed at various stages of the year. However, given the pandemic, surveys were sent out digitally at a single point of time near the end of the year. This resulted in fewer responses.

Surveys are submitted either in paper form or online. Staff follow up with all surveys received that indicate a less than favourable response (below neutral). The purpose of the contact is to determine the reason for the response and explore options to improve the respondent's service experience, if possible. The timeline set for follow up is 30 days. Overall, the agency staff have met these targets however, not all surveys can be followed up on, as many are returned anonymously.

Interviews

Five stakeholder groups were solicited for feedback via in person or telephone interviews:

- Adult and Youth Individuals receiving services
- Businesses who hired an individual through the Employment Services Program
- Customers of the HandyCrew Cooperative
- Contracted Caregivers
- Other External Stakeholders (funders, professionals, other service agencies, etc.)

Adult individuals and youth that are able to indicate their preference, verbally or by using another communication system (i.e., pictorial symbols, augmentative communication devices) were interviewed.

Consistent feedback from the interviewees is that the individuals enjoy the interview process, and many are able to identify things they like about the program and people they enjoy working with. Ideally, the interviewees are non-partial, however many individuals do not feel comfortable being interviewed by strangers. It has been a recommendation to develop tools to use when interviewing individuals that help them better understand what is being asked. It was also recommended to explore with other agencies how they garner feedback from supported individuals. These recommendations were met with the following adjustments to the interview process:

- Self-Advocates were contracted to conduct peer to peer interviews

- Additional interviewers were used for specific program areas and/or specific individuals given their unique needs, i.e., some interviews were conducted using sign language

In late 2019 and early 2020, RSCL participated in a CLBC provincial project titled *include Me! a Quality of Life Focus*:

“include Me! a Quality of Life Focus invites individuals to participate in a survey that measures quality of life from their perspective. The information gathered from this process is rolled up to provide us with data at the agency, regional, and provincial level. CLBC has chosen the phrase include Me! to describe the survey process as it reflects our commitment to ensuring that individuals play a central role in making decisions that impact their lives. The results provide valuable information with which we can begin to generate ideas, and consider areas in which we could make a positive difference in the lives of the individuals we serve.” ~ CLBC website

An in-depth report summary was provided to each participating agency which includes:

- Domain scores and Composite Score Summary
- Responding to Your Results
- Quality of Life Domains and Indicators
- Key Survey Metrics Summary
- Supplementary Tables for each of the domains

The information from this report is very valuable and will be used to help RSCL identify areas in which we can make changes that would have a positive impact on the quality of life of the individuals we serve. Given this, it was recommended to establish a steering committee that includes representatives of key stakeholder groups to guide how RSCL will respond to the data in the include Me! report. This was not completed, therefore is deferred to 2022.

In an effort to increase the opportunity for RHCC customers to provide feedback, it was recommended to develop a short “How did we do?” survey that would be linked on the bottom of all RHCC invoices. This was not completed, therefore is deferred to 2022.

Documentation reviews

Existing documentation within the Society was used in some situations as the sole measure and in other cases as an additional measure in conjunction with a survey/interview question. Sharevision is used as the primary source of documentation for all individuals, programs and administrative documentation. Program quarterly reporting was developed to assist managers to ensure documentation is completed in Sharevision in a timely manner.

Parameters and omissions

Although the process was designed to solicit input from a broad range of people in order to capture the opinions of a representative group, it is important to mention that some people may not be well represented. Specifically, individuals who are not able to speak or 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 individuals that do not have family involvement, especially if the individual is also unable to communicate in ways that can be clearly understood.

Although the process adopted methods and practices consistent with empirical research, the process and report 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 multiple stakeholder groups were consulted by way of survey or interview, and three methods were used to obtain information, RSCL is confident that the results and conclusions do represent many commonly held beliefs and opinions of self-advocates, families and other stakeholders regarding services provided by RSCL and, therefore can be used to inform the Society of practices that successfully respond to the needs of the people RSCL supports and highlight areas that require some improvement.

The pandemic continued to impact service delivery in 2021. The response to the pandemic by the individuals, families, staff, managers, and directors has been exceptional. A few of the impacts, which in the end help to provide better support to those we serve, which are not measured by an indicator other than our own hearts, include:

- Many staff stepped forward to help in homes which were affected by the pandemic, putting aside their fears to support their colleagues who were working very long hours.
- More people have been able to attend virtual planning sessions than when they are done in person.
- The capacity and creativity of everyone in the agency in being able to implement, follow and maintain the changes in the way service is delivered is very evident.
- Increased flexibility.
- More 1-1 support has happened due to less individuals attending programs because of restrictions or choice to not attend due to precautionary measures.
- Stronger relationships have been built with individuals.
- Staff teams have come together and supported one another in a way that has not been experienced before.

DEMOGRAPHIC SUMMARY

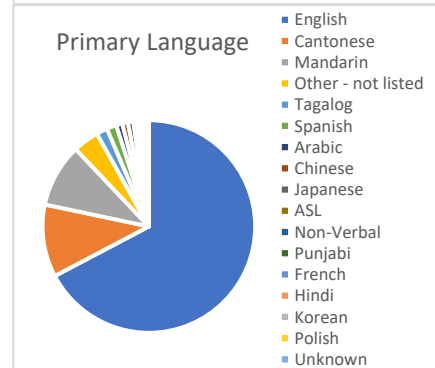
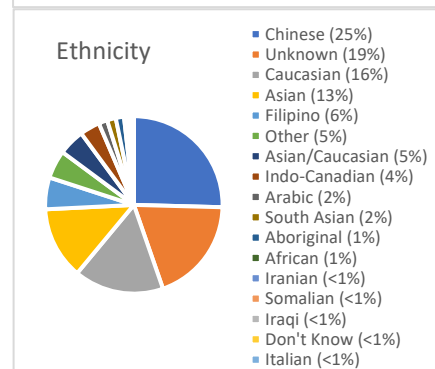
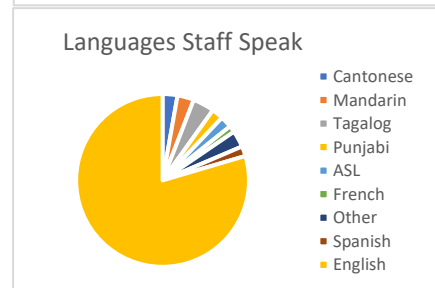
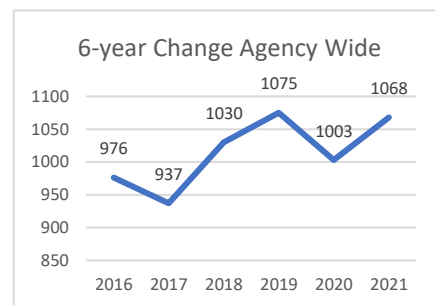
Gathering demographic information such as age, ethnicity, and medical diagnosis of all the individuals served provides valuable information which helps to identify areas where perhaps more focus should be made as well as to ensure the Society is meeting the needs of the cultural diversity of Richmond.

Richmond has a diverse ethnic population. According to the Statistics Canada 2016 National Household Survey, Chinese is the prevalent ethnic origin. The ethnicity breakdown for RSCL individuals is in line with the city's statistics. RSCL employs a culturally diverse employee population. Based on data from the Human Resources Sharevision site, the diversity of languages staff speak meets the needs of the languages of the individuals supported.

The variety of medical diagnoses of the individuals is broad; autism, speech and language delay and developmental disabilities continue to be the most common diagnoses.

RSCL served 1068 individuals in 2021. Some individuals attend more than one RSCL program, therefore the total of individuals served per program area is 1304. The overall growth of the agency has increased in terms of services delivered and funding received. However, demand for service continues to outpace the increase in funding to provide new services.

Moreover, the support needs for children's services compared to support needs for adult services varies. Adult services typically require a much higher staff to client ratio. Consequently, a small number of new referrals to adult services can have a greater impact on the agency and require more funding than the equivalent number of referrals to children's services. The RSCL Operations Report provides a more complete analysis on the growth of the Society.



STAKEHOLDER EXPERIENCE RESULTS

Family Experience

To ensure RSCL’s service values are kept at the forefront of service, families are asked how well RSCL applies these values in their everyday work. The 10 service values are:

- Rights
- Person Centered
- Choice
- Growth and Development
- Commitment to Community
- Family Centered
- Inclusion
- Meaningful Relationships
- Lifelong Supports
- Advocacy

To maintain survey simplicity for families, the 10 values are spread out over a 3-year period, and families are asked about only a few values each year. The values identified for 2021 were defined as:

Rights

- Promotes and supports the rights of people with disabilities to full and equal citizenship.
- Helps me learn how to get the resources I need.
- Provides access to high quality, inclusive services that honour diversity and meet my needs.
- Communicates in a manner that conveys respect.

Person Centered

- Recognizes the diversity, gifts and contribution of each person in developing unique plans and personal support.
- Listens to me and adjusts services as appropriate.
- Encourages me to advocate for my family member.
- Respects my personal beliefs.

Choice

- Supports people’s preferences, hopes and dreams, interests and decisions.
- Encourages independent decision making.
- Provides me with the information I need to make informed decisions.

In 2021, 730 surveys were distributed to RSCL families: 142 responded giving a response rate of 19.5% which is lower than previous years, however as indicated earlier in this report, the ability to hand-deliver surveys was limited.

Surveys Given	Surveys Returned	2021	2020	2019	2018	2017	2016	2015
730	142	19.5%	22.2%	38.26%	37.5%	45%	37%	35%

Survey distribution by program:

Program	Surveys Given	Surveys Returned	Response Rate
IDP	191	36	18.8%
SCDP	274	55	20%
Treehouse	27	14	51.8%
YC	23	9	39%
LIFE	102	24	23.5%
Outreach	26	6	23%
Supported Living	17	8	47%
Home Share	18	5	27.8%
Respite	82	20	24.4%
Independent Living	Family Surveys not conducted. Feedback collected through Individuals interviews.		
Employment Services/ HandyCrew			

Note:

Surveys given –some individuals attend more than 1 RSCL program, therefore, this count reflects surveys counted in more than 1 program.

Surveys returned - based on response to survey question “*which RSCL program are you a part of*”.

Survey Results:

Outcome	Indicator	Results				Target	Met
Maintain satisfaction with service delivery in relation to RSCL service values.	% of families who report satisfaction with how staff apply the following values in their everyday work <ul style="list-style-type: none"> • Rights • Person Centered • Choice 	Rights 61.79% Very Satisfied 32.52% Satisfied 3.25% Neutral 1.63% Dissatisfied 0.81% Very Dissatisfied	Person Centered 60.33% Very Satisfied 31.4% Satisfied 6.61% Neutral 0.83% Dissatisfied 0.83% Very Dissatisfied	Choice 59.35% Very Satisfied 31.71% Satisfied 6.5% Neutral 1.63% Dissatisfied 0.81% Very Dissatisfied		80%	✓
	% of families who report satisfaction with RSCL services	63.04% Very Satisfied 33.33% Satisfied 1.45% Neutral		0.72% Dissatisfied 1.45% Very Dissatisfied		80%	✓
	% of families who report satisfaction with how RSCL responded to the COVID-19 pandemic	Well-Supported 53.72% strongly agree 35.54% Agree 5.79% Neutral 1.65% Disagree 0.83% Strongly Disagree 2.48% N/A	Level of Communication 60.98% Strongly Agree 30.08% Agree 4.07% Neutral 3.25% Disagree 0% Strongly Disagree 1.63% N/A	Safety Measures 60.66% Strongly Agree 32.15% Agree 3.28% Neutral 1.64% Disagree 0.82% Strongly Disagree 2.46% N/A	Connection 55.37% Strongly Agree 32.23% Agree 6.61% Neutral 0.83% Disagree 1.65% Strongly Disagree 3.31% N/A	80%	✓

There were 6 responses that indicated dissatisfied or very dissatisfied. Of those 6, only 3 provided their name. Upon follow up, it was discovered one indicated a dissatisfied response by mistake and they are fully happy with the services. With the second respondent it was discovered the feedback was provided in one program however it was meant for another program. The applicable program was aware of the dissatisfaction and steps have been taken to address the concerns. Follow up was attempted with the third respondent however there was no response.

Due to the pandemic, a question was included on the survey regarding RSCL's response to the pandemic. The results are indicative of the overall satisfaction of families being served at RSCL and how the identified values are being applied in the everyday work of the Society.

I can't tell you enough how grateful we are.

~ RSCL Parent

Overall, they are an awesome caring group of people under extreme pressures.

Thank you to all of you for being there during these difficult times.

~ RSCL Parent

We have noticed increased socialization and the entire team is very helpful and supportive

~ RSCL Parent

I am always very pleased with the service from RSCL. My husband and I rely on those services a great deal. We feel that RSCL is almost like a third parent that we can call on in times of trouble and to share good things too. We appreciate the quick response we get to queries.

~ RSCL Parent

Supported Individual Experience

The total number of adult individuals and youth that were interviewed was 105; in-person, virtually via telephone or by using another communication system (e.g., pictorial symbols, augmentative communication device).

Supported individual interview results:

Outcome	Indicator	Results	Target	Met
Individuals are satisfied with the staff at RSCL (YC, LIFE, Supported Living)	% of individuals that indicate being happy with the staff	97% Happy 1% Unhappy 2% Don't Know	80%	✓
Individuals are satisfied with their caregiver (Home Share, Respite)	% of individuals that indicate being happy with their caregiver	97% Happy 3% Don't Know	80%	✓
Individuals are satisfied with the activities in the program (YC, LIFE)	% of individuals that indicate being happy with the activities	96% Yes 1% Unhappy 3% Don't Know	80%	✓
Individuals are satisfied with being in the program (YC, LIFE, Respite)	% of individuals that indicate being happy with the time they spend in the program	96% Happy 2% Unhappy 2% Don't Know	80%	✓
Individuals are satisfied with their home/living situation (Home Share, Supported Living, Independent Living)	% of individuals that indicate being happy with their home	91% Happy 3% Unhappy 6% Don't Know	80%	✓
Individuals are satisfied with the other people they live with (Home Share, Supported Living, Independent Living)	% of individuals that indicate being happy with the other people they live with	88% Happy 4% Unhappy 8% Don't Know	80%	✓
Individuals will like their job (Employment Services/HandyCrew)	% of individuals who report that they like their job	88% Yes 4% No 8% Don't Know	80%	✓
Individuals are satisfied with the assistance they receive from the program (Employment Services/HandyCrew)	% of individuals who report being happy with the help they received from the staff	86% Happy 14% Don't Know	80%	✓

There were a few individuals who reported dissatisfaction to some of the questions. Where possible, follow up was conducted and steps have been taken to address concerns. Given the above results, it is clear that individuals are happy with the services they receive from RSCL.

A few individuals specifically commented on the pandemic and feeling frustrated with the restrictions.

"...besides having to wear a mask and stay 6 ft apart, I'm happy"

~ Outreach Participant

"I am very happy with Outreach"

~ Outreach Participant

Contracted Caregiver Experience

Fifty-one contracted caregivers in the Respite and Home Share programs were telephone interviewed.

Outcome	Indicator	Results	Target	Met
Caregivers will feel supported by the Manager	% of caregivers that report being satisfied:			
	"I feel supported by the RSCL Manager"	73.33% Strongly Agree 26.67% Agree	80%	✓
	"I trust the RSCL Manager"	80% Strongly Agree 20% Agree	80%	✓
	"I feel that I have the necessary skills and knowledge to support the individual(s) in my care"	80% Strongly Agree 20% Agree	80%	✓
	"The RSCL Manager is responsive to my requests for advice or assistance"	100% all of the time	80%	✓
	"The RSCL Manager listens to me when I have concerns"	100% all of the time	80%	✓
	% of caregivers that report being supported through the pandemic			
	"I am well supported at this time"	60% Very Satisfied 40% Satisfied	80%	✓
	I am satisfied with the level of communication about COVID-19	73.33% Very Satisfied 26.67% Satisfied	80%	✓
	I am satisfied with the safety measures in place at RSCL	73.33% Very Satisfied 26.67% Satisfied	80%	✓
I am satisfied with the resources that have been provided to support me personally during this time	66.67% Very Satisfied 26.67% Satisfied 6.67% Neutral	80%	✓	

The contracted caregiver survey results demonstrate that they are satisfied with their relationship with RSCL.

Childcare Centre Experience

The total number of childcare centres supported through the Supported Child Development Program that were sent an online survey was 70, with 20 responses, giving a 28.5% response rate. There are several childcare programs in Richmond which are operated by a single agency therefore, a survey was sent to the managing agency and not each specific childcare centre. However, the agency can decide to complete individual surveys per centre if the feedback being provided differs.

Childcare centre satisfaction results:

Outcome	Indicator	Results	Target	Met
Childcare providers will be satisfied with Consultant support.	% of childcare providers who express satisfaction with the consultation services provided by SCDP Consultant	45% Very Satisfied 45% Satisfied 5% Neutral 5% Dissatisfied	80%	✓
	% of childcare providers who express satisfaction with the training opportunities provided by SCDP	26.32% Very Satisfied 42.11% Satisfied 31.58% Neutral	80%	✓
	% of childcare providers who express satisfaction with the physical resources provided by SCDP (lending library, equipment, learning materials, etc.)	36.84% Very Satisfied 36.84% Satisfied 26.32% Neutral	80%	✓
	To what extent has your ability to serve children that require extra support increased as a result of your involvement with SCDP	36.84% Very Great Extent 26.32% Great Extent 36.84% Moderate Extent		
	% of childcare providers who report satisfaction with how RSCL responded to the pandemic	Well-Supported 42.11% strongly agree 36.84% Agree 15.79% Neutral 5.26% Strongly Disagree Safety Measures 42.11% Strongly Agree 42.11% Agree 10.53% Neutral 5.26% Disagree	Level of Communication 42.11% Strongly Agree 42.11% Agree 15.79% Neutral Connection 36.84% Strongly Agree 42.11% Agree 15.79% Neutral 5.26% Strongly Disagree	80%

It is evident that childcare providers are satisfied with the service they receive from the Supported Child Development Program. There was one centre that reported dissatisfaction, however, no name was provided therefore follow up could not be conducted.

Richmond HandyCrew Cooperative (RHCC) Customers Experience

In 2021, there were 12 RHCC customers interviewed receiving the following services:

- Landscaping/Lawn Maintenance – 8 responses
- Commercial Cleaning – 3 responses
- Garbage Removal – 2 responses
- Other – 1 response

Outcome	Indicator	Results	Target	Met
RHCC customers will be satisfied with the services provided	Customers will be satisfied with:			
	Quality of Service	63.64% Very Satisfied 36.36% Satisfied	80%	✓
	Courteous Employees	83.33% Very Satisfied 39% Satisfied	80%	✓
	Punctual Employees	74% Very Satisfied 26% Satisfied	80%	✓
	COVID-19 Safety Measures	60% Very Satisfied 6.7% Very Satisfied 33.3% Neutral	80%	✓
	Overall Satisfaction	63% Very Satisfied 37% Satisfied	80%	✓
	Customers would recommend RHCC to others	100% Yes	80%	✓

It is evident that RHCC customers are satisfied with the services they receive. That said, the staff are working on new customer service expectations in terms of service delivery, working on skill development with teaching the RHCC members how to better engage with customers.

Employment Services Businesses Experience

In 2021, there were 13 businesses interviewed in relation to their experience hiring an employee through the RSCL Employment Services program.

Outcome	Indicator	Results	Target	Met
Businesses will be satisfied with the services provided	Satisfaction with their involvement with the Employment Services staff team	53.85% Very Satisfied 23.08% Satisfied 15.38% Neutral 7.69% N/A	80%	✓
	The Employment Services staff team listened to concerns or requests	66.67% Very Satisfied 8.33% Satisfied 8.33% Neutral 16.67% N/A	80%	✓
	Satisfaction with the employee hired through the Employment Services program	33.33% Very Satisfied 33.33% Satisfied 16.67% Neutral 8.33% N/A	80%	✓
	The extent to which the employee supported by the Employment Services program meet job expectations	41.67% Very Great Extent 25% Great Extent 16.67% Moderate Extent 16.67% N/A	80%	✓

It is evident that businesses that hire individuals through the Employment Services Program are satisfied with the services they receive.

The Employment staff team was always there and supportive when there were concerns, or to help with re-training.

~ Employer

External Stakeholder Survey Results

RSCL works closely with many other professionals in the community, including other service providers, funders, doctors, therapists, community committee members, and others. 13 external stakeholders were telephone interviewed.

As indicated in the results table, the results were positive. However, there were a few dissatisfied responses; no names were provided therefore follow up could not be completed. Some of the comments related to these respondents were:

“Accessibility to RSCL’s services – there are long waitlists and lack of services across the board, not just RSCL, but it would be amazing to expand the YC program and relieve the waitlist.”

“The flexibility when working in the community together isn’t always apparent.”

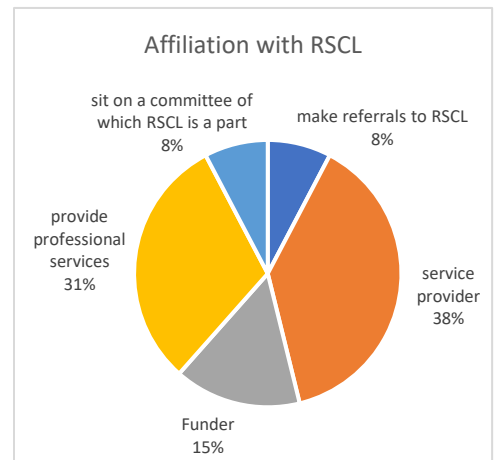
“The difficulties with finding and hiring staff is a constant challenge.”

One question asked; *“What three words best describe RSCL”* and the following words were provided:

- | | | |
|------------------|--------------------|-------------|
| Compassion | Person-Centered | Inclusive |
| Engaged | Relational | Needed |
| Connected | Empowering | Partnership |
| Reliable | Cooperative | Curious |
| Responsive | Friendly | Leaders |
| Collaborative | Caring | Advocates |
| Community-minded | Family-Centered | Innovators |
| Professional | Eager to learn and | Team Player |
| Supportive | Improve | Keen |

The intention of soliciting feedback is to determine areas where RSCL can improve our relationships with the External Stakeholders and the services we provide. We continue to receive positive results which indicates that those we affiliate with in a professional capacity are satisfied with the way in which we provide service. However, RSCL will continue to focus on improving their relationships with all stakeholders.

“They provide amazing services” ~ provides professional services



Question	Results
RSCL is an effective advocacy organization on behalf of children, youth and adults and their families	76.92% Strongly Agree 15.38% Agree 0% Neutral 7.69% Strongly Disagree
RSCL is continually improving the services they provide	53.85% Strongly Agree 38.46% Agree 7.69% Neutral
RSCL is well known in the community as a high-quality service provider and leader	76.92% Strongly Agree 23.08% Neutral
RSCL staff are responsive in meeting the needs of individuals and families served by the organization	61.54% Strongly Agree 23.08% Agree 7.69% Neutral 7.69% N/A
Individuals and family’s rights are respected by RSCL staff	61.54% Strongly Agree 15.38% Agree 15.38% Neutral 7.69% N/A
Communication with the RSCL program staff is respectful and courteous	69.23% Strongly Agree 23.08% Agree 7.69% Neutral
RSCL program staff are professional and demonstrate knowledge and expertise	66.67% Strongly Agree 24% Agree 8.33% Neutral
Satisfaction with accessibility to RSCL Services	38.46% Very Satisfied 23.08% Satisfied 7.69% Neutral 7.69% Dissatisfied 23.08% N/A
Satisfaction with RSCL’s communication regarding events and/or changes relevant to you	46.15% Very Satisfied 23.08% Satisfied 15.38% Neutral 15.38% N/A
Satisfaction with RSCL’s referral process	38.46% Very Satisfied 30.77% Satisfied 7.69% Neutral 30.77% N/A
Satisfaction with RSCL’s overall COVID-19 response	38.46% Strongly Agree 30.77% Agree 7.69% Neutral 23.08% N/A

PROGRAM OUTCOME DATA RESULTS

Infant Development

Infant Development provides support for families with infants and toddlers who have extra support needs, a delay in their development, or who may be at risk of a delay.

In 2021, the Infant Development Program (IDP) served 332 children (283 in 2020, 352 in 2019, 346 in 2018) ages birth to three years. The program has a high turnover rate of children served, as many families only require service for brief periods of time. On average, the program served 166 children in any given month (ranging from 144 – 197 per month). The average consultant caseload was 33.39 children per consultant. In 2021 there were 179 referrals, 181 intakes and 160 discharges from the program. Of the 179 referrals, 12 were removed from the waitlist. At the end of December 2021, there were 29 children waiting for service (46 children on the waitlist at end of 2020). Although there were less children on the waitlist at the end of 2021, this is still higher than typical. In 2021, there were some staffing shortages which were stabilized near the end of the year, therefore it is expected to see the waitlist numbers continue to decrease. In past years, the manager would carry a caseload, however in 2019 and 2020, the manager did not. In 2021, the manager started to carry a small caseload again which is expected to help alleviate waitlist numbers moving forward.

IDP has an open referral policy and therefore, referrals are received from public health nurses, doctors, hospitals, parents, etc. Reviewing the results, it is apparent that referrals are coming from a variety of sources; 17% of children referred are over the age of 2 years (16% in 2020, 22% in 2019).

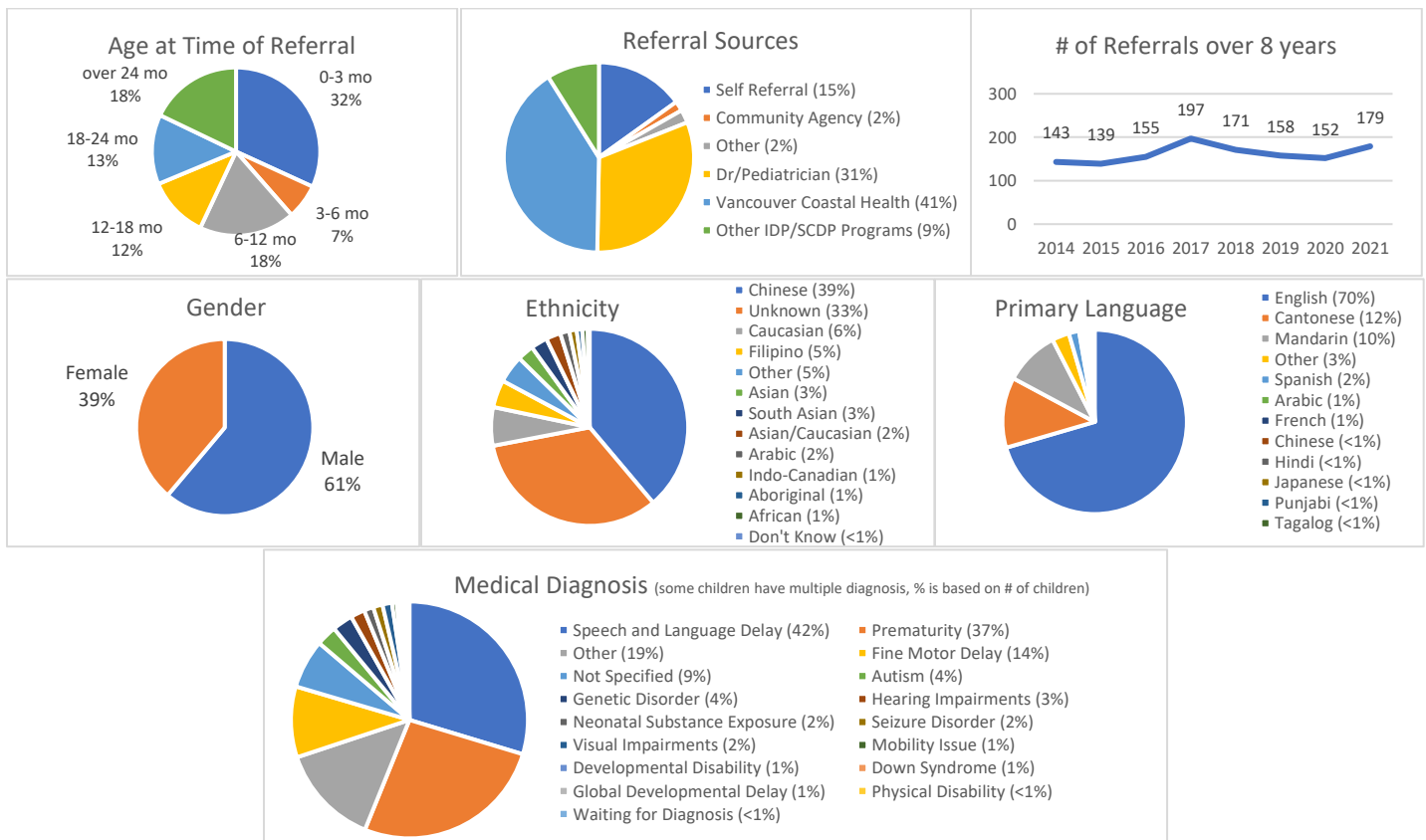
The average age of a child referred to IDP in 2021 was 12.2 months (12.15 months in 2020, 13.42 months in 2019, 12.84 months in 2018) with 32% being 0-3 months old.

Demographics

- Children Served in 2021: 332
- Monthly Average Children Served: 166
- Average Consultant Caseload: 33.39
- Referrals in 2021: 179
- Intakes in 2021: 181
- Discharges in 2021: 160
- Children on Waitlist as at Dec 31, 2021: 29
- Average Age at Time of Referral: 12.2 months
- Family Survey Responses: 36
- Family Survey Response rate: 18.8%

Vancouver Coastal Health (VCH) consists of 41% of all referrals:

- Public Health Nurses (46)
- BC Children's Hospital (8)
- BC Women's Hospital (9)
- Speech-Language Pathologists (5)
- Richmond Hospital-NICU (1)
- Richmond Early Childhood Mental Health (4)



Data Results

Outcome	Indicators	Data Source	Results	Target	Met									
Effectiveness														
Families will gain knowledge of their child's development, strengths and areas where support is needed	% of families who report increased understanding of their child's development	Family Survey	71.88% Strongly Agree 25% Agree 3.13% Neither 0% Disagree	80%	✓									
Families will gain knowledge of activities and community resources that will promote their child's development	% of families who report increased awareness of services and resources available to them	Family Survey	65.63% Strongly Agree 31.25% Agree 3.13% Neither 0% Disagree	80%	✓									
Efficiency														
Maintain direct service hours	% of direct service hours (compared to total service hours)	Sharevision	<table border="1"> <tr> <td>Direct hrs</td> <td>1424.65</td> <td>37%</td> </tr> <tr> <td>Indirect hrs</td> <td>2390.43</td> <td>63%</td> </tr> <tr> <td>Total Hrs</td> <td>3815.08</td> <td></td> </tr> </table>	Direct hrs	1424.65	37%	Indirect hrs	2390.43	63%	Total Hrs	3815.08		50%	X
	Direct hrs	1424.65	37%											
	Indirect hrs	2390.43	63%											
Total Hrs	3815.08													
% of indirect service hours (compared to total service hours)	Sharevision			50%	X									
Service Access														
Experience of Service (analysis at beginning of report)	Time from referral to first visit (intake date)	Sharevision	Avg = 55.51 days 50/181 = 27.6% were less than 30 days 134/181 = 74% were less than 90 days	45 days	X									
	Time from referral to start date (Consultant assigned)	Sharevision	Avg = 125.35 days 9/181 = 5% less than 10 days 30/181 = 16.5% less than 90 days 14/181 = 7.7% over 6 months Avg # days from referral to first contact = 16 days	45 days	X									
Experience of Service (analysis at beginning of report)														
Families will be satisfied with the services they receive from RSCL	% of families that report satisfaction with services they receive	Family Survey	71% Very Satisfied 29% Satisfied	80%	✓									

Effectiveness

Typically, families in the Infant Development Program are new to Community Living. Parents are often overwhelmed with the knowledge that their child has or may have a disability. The IDP Consultant plays an important role for the family; just knowing they are not alone can comfort a new parent. The Consultant also helps by providing necessary knowledge and resources to better support their child. If families can report that their knowledge and ability to support their child has increased, then the program is deemed to be effective.

As indicated in the data results table, 100% of families surveyed reported increased understanding of their child's development and an increased awareness of services and resources available to them. Based on the survey responses, it appears that families continue to feel better able to support their children as a result of the services provided.

Efficiency

The outcome to determine efficiency in the program is to maintain direct service hours. Given the unique needs of each family, consultants provide a variety of services. Direct service includes face-to-face contact and phone calls, however there are many other ways in which consultants engage with and support families including centre/clinic visits, emails, family workshops, and administrative work such as report writing, research, home visit records, etc.

To distinguish the varying service requirements for families, IDP categorizes the level of service requirement as the following:

- Active = contact with families at a minimum of once per month
- Follow up = contact with families every two to six months
- On hold = families away from Richmond for over 6 months but would still like IDP services when they return

The criteria for what constitute indirect or direct service hours often changes based on funder reporting requirements. The criteria from the funder is defined as:

- Direct Service Hours = in person visits, phone calls, virtual meetings
- Indirect Service Hours = texting, emails, documentation, report preparation

The majority of service hours are provided to children/families who are categorized as active. The total number of service hours provided in 2021 was 3815.08 (2673.63 in 2020, 3353 in 2019, 3031 in 2018), with 37% direct and 63% indirect.

In 2021, the program modified how service hours were documented to align with the funder guidelines. These modifications resulted in a shift of direct vs indirect hours. This would account for the inversion of the ratio between direct vs indirect from 2020 to 2021.

2021	Direct Hrs	Indirect Hrs	TOTAL	%
Active	1162.15	1975.67	3137.82	98%
On Hold	5.08	10	15.08	>1%
Follow up	248.58	393.43	642.01	1.7%
Not specified	8.83	11.33	20.16	>1%
TOTAL	1424.65	2390.43	3815.08	N/A
%	37%	63%	N/A	
2020				
	1649.8	1023.75	2673.63	
%	61.7%	38.3%	N/A	

It was recommended to adjust the target for this indicator to be in line with the funder. The funder now recommends an even 50/50 split between direct and indirect service hours. Therefore, the targets have been adjusted to reflect that. The results do not meet this target. Given the modifications to the service hour documentation process were done in 2021, it is too early to determine if service delivery adjustments need to be made in order to meet the ratio of direct and indirect target.

Another type of service provided by IDP are workshops and events in which families participate. These events help the families learn new skills and meet other families in their community. Some of these groups are hosted by IDP and some are hosted by other community partners. In 2021, the following workshops and events were provided both in-person and virtually:

- Baby Babble (in partnership with Richmond Family Place)
- StrongStart programs (hosted by Richmond School District)
- Steveston Baby Group (in partnership with Richmond Public Library)
- Story Time (hosted by Richmond Public Library)
- Tummy Time (hosted by Richmond Cares, Richmond Gives)
- Toddle Waddle (hosted by Richmond Cares, Richmond Gives)
- Mom and Baby Yoga
- RSCL Family Picnic
- RSCL Holiday Party

Service Access

For many years, the time from referral to start has been calculated based on all children served in the year, however it is more appropriate to calculate this accessibility measure for only those children who started in the calendar year. It was recommended to adjust this indicator to reflect the time from referral to start for those children who started in the year. This was completed.

It was also recommended to re-examine the benchmark to determine a more applicable target. In talking with other IDP service providers, and in looking at the history of the results of this indicator, a benchmark of 45 days is appropriate.

For the program to be accessible, the wait time for service is minimal. The average wait time for accessing services is measured in the following ways:

1. Time from referral to start (date consultant assigned) - for children who started service in 2021, it took an average of 125.35 days from referral to start (70 days in 2020, 72 days in 2019, 47 days in 2018).
2. Time from referral to intake (first face to face visit) - for children who started service in 2021, it took an average of 55.51 days from referral to first visit (45 days in 2020, 50 days in 2019, 54 days in 2018).

The increase in the number of days from referral to start can be attributed to the staffing shortages over the last few years. At the end of 2021, there were 29 children on the waitlist. Although wait time for service is not ideal, all families referred to IDP are contacted either by letter, phone or in person to initiate support; in 2021, this first contact was made within an average of 16 days. The number of days from referral to first visit has remained consistent; in 2021, the average number of days from referral to first visit was 55.5 days. This is to be commended given the staffing shortages and is directly attributed to the program having one Consultant accountable for all intakes.

2020 Recommendations

- Adjust the service accessibility indicator to reflect the time from referral to start for those children who started in the year (not for all children served) - COMPLETED
- Re-examine the accessibility benchmark for time from referral to start to determine a more applicable target – DISCONTINUED

2021 Recommendations:

- None

Supported Child Development

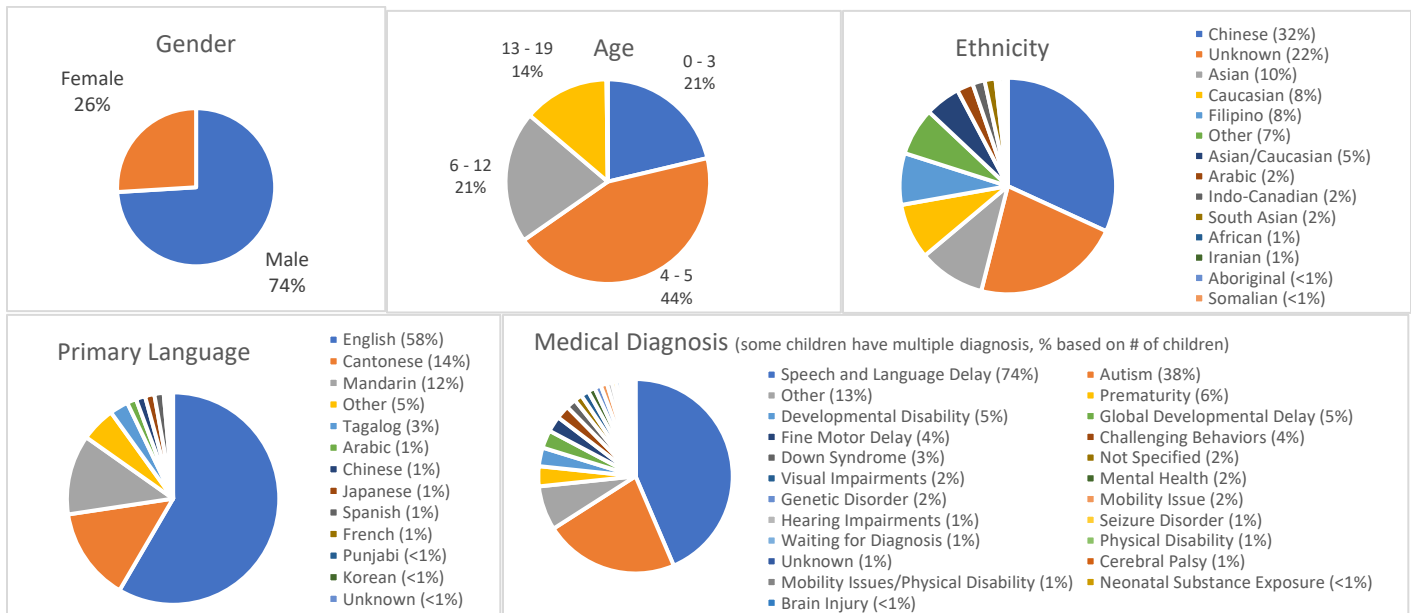
The Supported Child Development Program (SCDP) serves families with children from birth to age 19 years, partnering with community licensed childcare programs to offer a range of options for children who require additional supports to attend preschool, day care and out-of-school care.

In 2021, the program supported 493 children (466 in 2020, 507 in 2019, 498 in 2018) and 122 childcare programs in Richmond (106 in 2020, 114 in 2019, 116 in 2018).

SCDP has an open referral policy. Consequently, parents may self-refer, or referrals can come from community professionals such as Infant Development consultants, Speech Language Pathologists, the Early Childhood Mental Health Program, Occupational Therapists, Physiotherapists, Doctors, Psychologists, Public Health Nurses and Social Workers. When a referral to the program is received, an initial intake is completed to determine the need. The SCDP received 201 new referrals in 2021 (79 in 2020, 172 in 2019); 188 children started the program in the year and 144 children were discharged from SCDP (aged out of service, caught up to norm, family decision, moved out of service area, moved onto Kindergarten or other reasons). The pandemic greatly impacted the referrals in 2020, however the referrals in 2021 are back to the standard numbers.

- Children Served in 2021: 493
- Childcare Centres Supported in 2021: 77
- Childcare Programs within the Centres in 2021: 122
- Monthly Average Children Served: 350
- Average Consultant Caseload: 42.05
- Referrals in 2021: 201
- Intakes in 2021: 188
- Discharges in 2021: 144
- Children Waiting for Intake as at Dec 31, 2021: 47
- Children Waiting for Funding as at Dec 31, 2021: 99
- Family Survey Responses: 55
- Family Survey Response Rate: 20%
- Childcare Centre Survey Responses: 19
- Childcare Centre Survey Responses: 27%

Demographics



Our SCD Consultant has been a great support for us at Riverside. She is there to encourage us when things get tough and always helping us find ways to care and support for the children in our care

~ Childcare Centre

My son is improving well since he started to receive support from you

~ SCDP Parent

Our consultant has gone to great lengths to help our infant receive the appropriate funding he has needed in order to have his current daycare be able to provide the extra care he needs one on one and this never would be possible without our consultant's amazing efforts.

~ SCDP Parent

Data Results

Outcome	Indicators	Data Source	Results	Target	Met									
Effectiveness														
Childcare centre's capacity to include children requiring extra support will be increased	% of childcare centres who report that SCDP's involvement has positively impacted their ability to serve children requiring extra support	Childcare Centre Survey	38.89% Very great extent 27.78% Great extent 33.33% Moderate extent	80%	✓									
Children will experience inclusion in their childcare setting	% of childcare programs that meet SCDP's inclusion criteria on the annual Inclusion Checklist	Childcare Inclusion Checklist	54 checklists completed in 2021 89.51% average	80%	✓									
Efficiency														
Maintain direct service hours	% of direct service hours compared to total service hours	Sharevision	<table border="1"> <tr> <td>Direct hrs</td> <td>3320</td> <td>51%</td> </tr> <tr> <td>Indirect hrs</td> <td>3131</td> <td>49%</td> </tr> <tr> <td>Total Hrs</td> <td>6450</td> <td></td> </tr> </table>	Direct hrs	3320	51%	Indirect hrs	3131	49%	Total Hrs	6450		50%	✓
	Direct hrs	3320	51%											
Indirect hrs	3131	49%												
Total Hrs	6450													
% of indirect service hours compared to total service hours	Sharevision			50%	✓									
Service Access														
Minimize time to enter program for children that started in 2021	# days between initial referral and first visit (start date) from SCDP	Sharevision	99 days for new intakes	No benchmark	N/A									
Childcare centre's access to requested / needed resources as appropriate to the child's needs will be increased	% of childcare centres who access training/workshops	File Review	14 / 77 = 18%	No benchmark	N/A									
	% of childcare programs that receive extra staffing resources	File Review	81 / 122 = 66%	No benchmark	N/A									
Experience of Service (analysis at beginning of report)														
Families will be satisfied with the services they receive from RSCL	% of families that report satisfaction with services they receive	Family Survey	60% Very Satisfied 34.55% Satisfied 1.82% Neutral 1.82% Dissatisfied 1.82% Very Dissatisfied	80%	✓									
Childcare centres will be satisfied with Consultant support	% of childcare centres who express satisfaction with the consultation services provided by SCDP Consultant	Childcare Centre Survey	45% Very Satisfied 45% Satisfied 5% Neutral 5% Dissatisfied	80%	✓									
	% of childcare centres who express satisfaction with the training opportunities provided by SCDP	Childcare Centre Survey	26.32% Very Satisfied 42.11% Satisfied 31.58% Neutral	80%	✓									
	% of childcare centres who express satisfaction with the physical resources provided by SCDP (lending library, equipment, learning materials, etc.)	Childcare Centre Survey	36.84% Very Satisfied 36.84% Satisfied 26.32% Neutral	80%	✓									

Effectiveness

Two outcomes were identified to measure effectiveness:

1. Childcare provider's capacity to include children requiring extra support will be increased

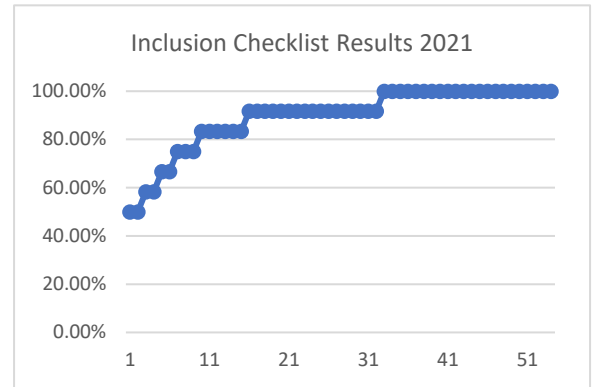
SCDP consultants work collaboratively with childcare centres as well as early intervention professionals to ensure that every child receives the support required. Childcare providers were asked to what extent their involvement with SCDP had increased their ability to support children requiring extra support; 100% indicated to a moderate, great or very great extent.

2. Children will experience inclusion in their childcare setting

Consultants conduct an Inclusion Checklist in the childcare centres to measure the level of inclusion the children experience in the centres. Seventy-seven childcare centres are supported, of which 54 had an Inclusion Checklist completed (48 in 2020, 46 in 2019), which equates to 70%. The questions contained in the Inclusion Checklist assist the consultants in knowing how effective the centre to adapt their program and activities to include children receiving SCDP services.

Of the 54 Inclusion Checklists completed, the score percentages ranged from 50% - 100%, with an average of 89.51% (92.36% in 2020, 93.3% in 2019). The Inclusion Checklists are completed by varying consultants, therefore often the results are subjective. That said, the centres that scored low percentages can be attributed to the following factors:

- High staff turnover
- New to supporting children through SCDP
- Newly operating programs



An effective Supported Child Development Program would result in seeing inclusion improvements in childcare programs over time. Therefore, it was recommended to adjust the Inclusion Checklist to allow for an easier comparison to the previous score percentage. This was completed late in the year; therefore comparative data will be available in the 2022 Outcomes Management Report.

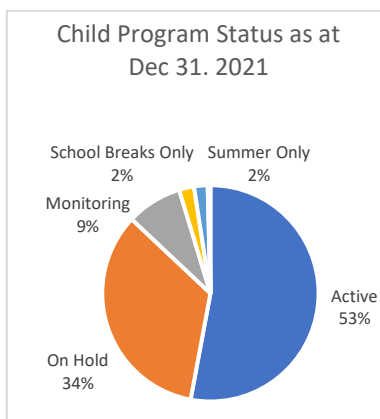
In 2022, it is planned to host specific workshops on how to create an inclusion policy and how to make programs more inclusive. It is expected that these workshops will help to improve the score percentage.

Efficiency

An efficient program is one where adequate service level hours are maintained, and where families and childcare centres are receiving sufficient amounts of service despite funding limitations. Service hours include contact with families, centre visits, meetings with professionals and more. In some cases, SCDP is simply the funding source and direct service is not provided by the program.

What is considered direct service by the funder is not consistent with how service hours have been recorded over the years. There has not been a distinction between indirect vs direct service, therefore it was recommended to adjust the efficiency indicator to reflect the ratio between indirect and direct service hours. This was completed; however, it is further recommended to make improvements to the documentation processes for service hours in relation to the distinction between direct and indirect in order to ensure data accuracy.

In 2021, there were 6450 service hours recorded (5865 hrs in 2020, 3845 hrs in 2019, 3261 hrs in 2018). 3320 hours were indicated as direct, and 3131 were indicated as indirect. The funder recommends an even 50/50 split between direct and indirect service hours. The results meet the funder recommendation.



Hours	Direct Hrs	Indirect Hrs	TOTAL	%
Active	2663	2343	5006	77.62%
On Hold	223	272	495	7.7%
Monitoring	129	135	264	4%
School Breaks Only	2	7	9	<1%
Summer Only	5	9	14	<1%
Not Yet Receiving Service	280	309	589	9%
Not Specified	16	56	72	1%
TOTAL	3318	3131	6449	
	51%	49%		

Given that every child served requires a different level of service, SCDP categorizes the requirement level (program status) as the following:

- Active = a child and family who is currently receiving services from the program on a regular basis.
- Monitoring/follow up = a child and family who is currently receiving services or consultation from the program on an occasional basis usually initiated by a Consultant.

- On-hold = children who are currently not accessing childcare, are waitlisted for funding and/or a childcare space, or the family is taking an extended break from childcare and/or who only need transitional support.
- Summer/School breaks only = children who access services only during school breaks.
- Not yet receiving services = children who are either on the waitlist or have exited services.

Early Intervention Services in BC are significantly under-funded, as evidenced by the waitlist numbers, and even those receiving services are often in need of additional supports. The average caseload in 2021 was 42.05 children per consultant (43.18 in 2020, 48.6 in 2019, 53 in 2018).

As per the Program Status chart, 47% of children were not active (as of December 31), therefore these children require less consultant time which helps alleviate the demand of carrying heavy caseloads.

Service Access

There are 2 outcomes to measure accessibility:

1. Minimize time to enter program

Of the 188 children that started SCDP services in 2021, the average time from referral date to start date was 99 days (127 days in 2020, 136.9 in 2019, 142 in 2018). Late in 2020, the intake process was streamlined by appointing a specific Consultant to be responsible for all intakes. This resulted in more consistent processes as well as minimizing wait time for initial contact and ultimately service delivery. Given the results from the last several years, and with the improvements to the intake process, it is recommended to set a target of 90 days from referral to start of service.

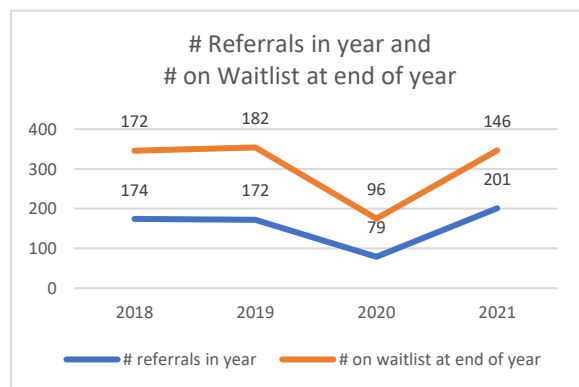
The nature of the Supported Child Development services does not allow for simplified criteria for determining service delivery start dates. Historically, start dates were recorded in Sharevision when a consultant was assigned to the family/child, and consultants were assigned when the child started attending a childcare centre. However, discussions and planning occur with the family much sooner than when they start in a childcare centre, therefore are receiving services despite not yet participating in a childcare centre. Children may start receiving consultative services, but remain on the waitlist for funding for any of the following reasons:

- There may be spaces available in a childcare program yet no funding to provide the extra support needed.
- There may be funding but no available spaces in a childcare program.
- There may be funding and space availability, but no extra staff available.

Due to funding limitations the program has carried a waitlist for several years. At the end of 2021, 47 children were waiting for intake (start date) and 99 children were waiting for funding for a total of 146 children waiting for service (total of 96 at end of 2020, total of 182 at end of 2019, total of 172 at end of 2018).

In some cases, children may receive partial funding (due to funding limitations and/or centre availability) and therefore remain on the waitlist for funding. However, they continue to receive consultative services from the program. The Sharevision system was designed to track referral dates, start dates, and exit dates but was not configured to track the various funding statuses. It was recommended to explore system improvements to track the multiple stages (referral, start, partial funding, and full funding) to full-service delivery. This was completed, and the following documentation modifications were made in Sharevision.

- Date criteria for service delivery:
 - Referral date = date referral received
 - Date for First Contact = when intake consultant first makes contact (phone or letter)



- o Start Date = date intake is completed with the family. Funding Status clearly identified for the multiple levels of funding

These changes will allow for consistent tracking of the status of children’s service delivery.

2. Childcare provider’s access to requested/needed resources as appropriate to the child’s needs will be increased

Resources and training opportunities given to childcare centres provide additional opportunities for children to access the supports they need.

a) Childcare providers attending training/workshops:

The program provides workshops based on identified needs of the childcare centres including building capacity so that they can support more children in the future. In 2021, the consultants hosted 14 workshops for childcare providers (3 in 2020, 17 in 2019, 13 in 2018).

Of the 77 childcare centres, 18% (4% in 2020, 36% in 2019, 41% in 2018) attended at least 1 workshop throughout the year. It was recommended to provide a tool for childcare centres to request workshops or training opportunities to ensure they are receiving the support they need. The online tool was completed in 2020, however it was determined to wait until after the pandemic before making the tool available to childcare centres. It is recommended to launch the online tool for childcare providers in 2022.

Although there was an increase in the number of workshops in 2021, the pandemic continued to impact the ability to host training opportunities. In late 2021, two Consultants were assigned to focus on coordinating training opportunities for childcare centres. It is expected that with the return of in-person opportunities post-pandemic and the increased focus on developing training opportunities, there will be an increase in the number of workshops being offered as well as the number of centres attending.

b) Childcare programs receiving extra staffing resources:

In 2021, 122 childcare programs were supported with 81 centres receiving additional staffing resources which equates to 66% (70% in 2020). Those childcare programs that did not receive extra staffing resources are supported in other ways such as attending workshops, consultation services, etc.

	2021	2020
# of childcare centres	77	70
# of childcare programs	122	106
# contracts with child care programs	81	74
% of programs receiving additional staffing	66%	70%

Although the number of contracts in 2021 increased, so did the number of programs which accounts for the decrease in the overall percentage of programs receiving additional staffing resources.

Current tracking systems for childcare centres is limited in Sharevision. It was recommended to develop more appropriate tracking systems in Sharevision, however this was not completed and is therefore deferred to 2022 to develop a system to track:

- Childcare centres actively supported through SCDP (with or without contracts)
- Childcare centres with active contracts
- Childcare centres accessing resources
- Childcare centres attending training events

2020 recommendations

- Explore system improvements to track the multiple stages (referral, start, partial funding, and full funding) to full-service delivery – COMPLETED
- Explore alternative criteria for determining start dates into the program - COMPLETED
- Implement the online tool for childcare centres to request workshops or training opportunities - DEFERRED

- Develop a tracking system in Sharevision to track childcare centres supported through SCDP, active contracts, childcare centres accessing resources and training events - DEFERRED
- Adjust the SCDP efficiency indicator to reflect the ratio between indirect and direct service hours - COMPLETED
- Adjust the Inclusion Checklist to allow for an easier comparison to the previous score percentage. COMPLETED

2021 Recommendations

- Implement an online tool for childcare centres to request workshops or training opportunities
- Develop a tracking system in Sharevision to track childcare centres supported through SCDP, active contracts, childcare centres accessing resources and training events
- Implement system improvements to documenting service hours (indirect vs direct)
- Set target for Service Access indicator of number of days from referral to start of service to be 90 days

Treehouse early Learning Centre

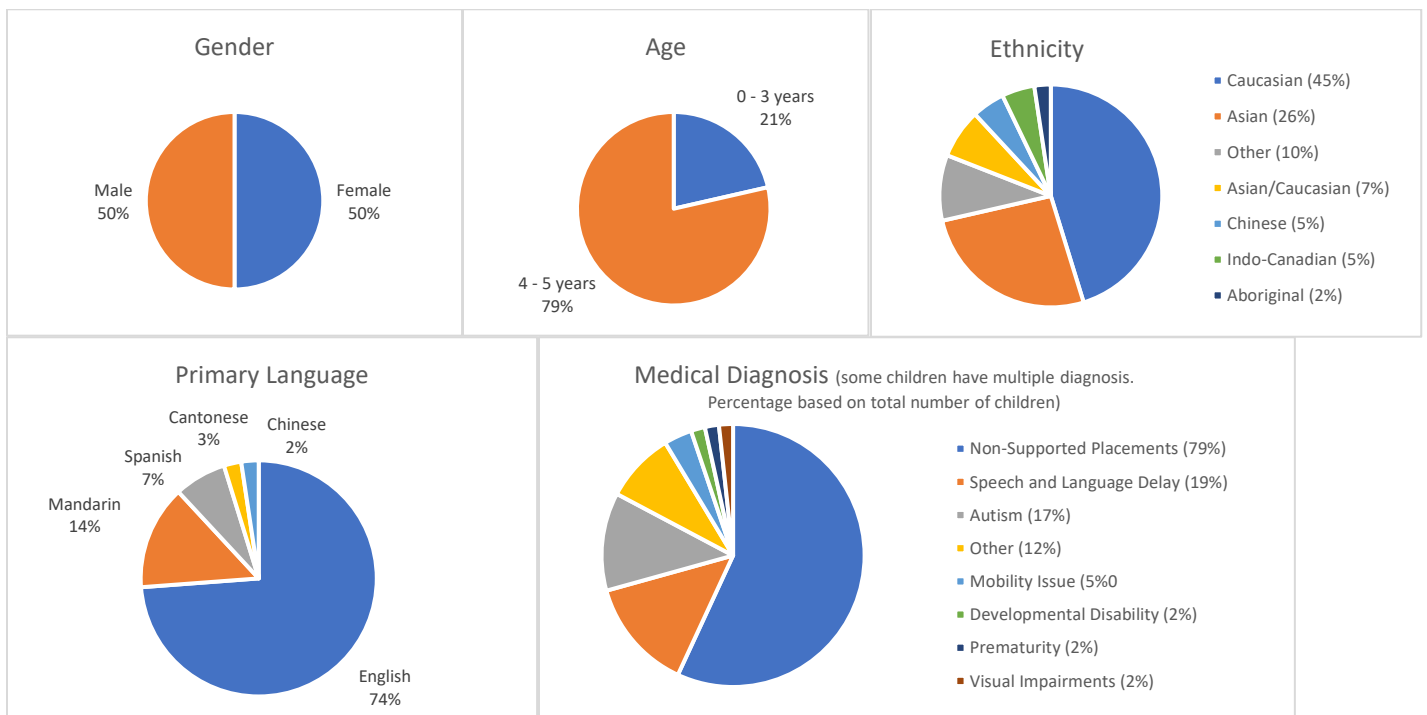
Treehouse early Learning Centre is an inclusive childcare centre for children with varying abilities focusing on the whole child and learning through play. Treehouse is licensed for 25 children. In 2021, 42 children were served at Treehouse (9 with extra support needs). The total number of children served accounts for those children in part and full-time placements as well as placements that turned over during the year. Treehouse is both a daycare and a 5-hour preschool. In 2021, there were 18 new intakes and 14 discharges. As of December 31, 2021, Treehouse served 28 children, and had a waitlist of 85 children.

- Children Served in 2021: 42
- Children Served as at Dec 31, 2021: 28
- Intakes in 2021: 18
- Discharges in 2021: 14
- Referrals in 2021: 16
- Children on Waitlist as at Dec 31, 2021: 85
- Family Satisfaction Survey Responses: 14
- Family Survey Response Rate: 51.8%

In 2021, planning began to open 5 additional childcare programs:

- Seedlings Infant Toddler
- Seedlings Preschool
- Seedlings Daycare
- Seedlings Jr After School Care
- Seedlings Sr After School Care

Demographics



Data Results

Outcome	Indicators	Data Source	Results	Target	Met	
Effectiveness						
Children will have opportunities for growth and development	% of children that maintain or experience improvement in their level of development relative to same age peers	Family Survey	Social Development: 43% Very Great Extent 50% Great Extent 7% Moderate Extent 0% Small Extent 0% No Extent Cognitive Development: 21% Very Great Extent 64.5% Great Extent 14.5% Moderate Extent 0% Small Extent 0% No Extent	Emotional Development: 36% Very Great Extent 50% Great Extent 14% Moderate Extent 0% Small Extent 0% No Extent Physical Development: 21.5% Very Great Extent 71.5% Great Extent 7% Moderate Extent 0% Small Extent 0% No Extent	80%	✓
Efficiency						
Treehouse will maintain full capacity	% of enrollment for the year (Jan – Dec)	File review	Preschool 89% Daycare 99% % enrollment = 94%	95%	✗	
Service Access (all children, not just supported children)						
Minimize wait time for entry into the program (for children that started services in 2021)	Time from referral (or age eligible date) to program entry	Sharevision	101 days	60 days	✗	
	# of children who age out prior to receiving services	Sharevision	34 children were removed from waitlist in 2021 14 were due to aging out	No benchmark	N/A	
Experience of Service (analysis at beginning of report)						
Maintain satisfaction with service delivery	% of families who report satisfaction with services	Family Survey	57% Very Satisfied 43% Satisfied	80%	✓	

We love treehouse and couldn't be happier!! The staff are all amazing and the kids. The outdoor play area is awesome and I love that the kids go on walks daily to new places. They are always doing fun crafts and teaching the kids new and different things
~ Treehouse parent

We love treehouse!!! The staff is amazing and constantly surpassing my expectations for all the fun and creative things they do with the kids.
~ Treehouse parent

Effectiveness

Measuring opportunities for growth and development helps determine the effectiveness of the centre. Families were asked to what extent they felt their child had opportunities for personal growth and development in 4 areas: social; cognitive; emotional; and physical. As the data results table indicates, families report high levels of improvement in these areas.

Activities are specifically chosen for the development of these 4 areas targeted in the survey:

- Social = circle time, dress up play, show & tell, co-operative play, turn taking with simple activities; listening, making conversation, negotiating with peers, and learning to handle conflicts
- Cognitive = story time, music circle, sensory play, learning concepts such as letters, counting, shapes and colours
- Emotional = Seeds of Empathy program, story time, emotional self-regulation techniques such as “How does your Engine Run” or other visual cues, pretend play
- Physical = learning independence with daily skills like dressing, eating, and washroom routines; colouring, cutting, painting; puzzles, beads, playdough or other manipulatives; riding bikes and other outside play on the playground, movement games and dancing, walks in the community

Many of the activities in the program were impacted due to the pandemic. There were times of the year when there were limited children attending, as well as many activities had to be adjusted to meet the pandemic restrictions. That being said, the results from the family survey is consistent with previous years and returned highly favourable results.

Efficiency

Treehouse is a program that operates on a fee for service basis. In order to maintain current and optimal staffing levels, it is important that the program maintains full enrollment. Therefore, the target set for the efficiency outcome was 95% of full enrollment. Treehouse is licensed for 25 spaces which includes both preschool and daycare. Many children attend on a part time basis, and some children transition out of service to Kindergarten in September, therefore, more than 25 children are able to receive services throughout the year.

Balancing the requests from families and the level of needs of the child with the available spaces can sometimes lead to less than full enrollment.

In 2021 there were 42 children (43 in 2020, 47 in 2019, 41 in 2018) who attended the program; 9 children required extra support (6 in 2020, 9 in 2019, 5 in 2018). There are fluctuations in the numbers each year according to the children's ages, how many children leave for kindergarten, and the level of support required for the children with diverse abilities. The numbers also reflect the movement of some children from part-time into full-time spaces. When averaging the preschool and daycare spaces, there was a 94% enrollment in 2021 (94.5% in 2020, 98.5% in 2019, 96% in 2018).

The pandemic caused some uncertainties which accounts for the decrease in enrollment. There were times when a family confirmed their space and withdrew at last minute due to pandemic uncertainties.

With the addition of 5 new childcare programs, it is recommended to explore a more suitable indicator for efficiency.

Service Access

Treehouse carries a waitlist as there are a limited number of spaces available for the popular program. Often children are added to the waitlist prior to being age eligible. At the end of 2021, there were 85 children on the waitlist.

There were 18 children that started services in 2021. To calculate wait times for service, the following are considered:

- One record with no referral date, therefore, was removed from calculation
- Age eligibility is 36 months: of the 18 children that started, there were 10 children who were not age eligible at the time they were referred:
 - Four started service after age eligibility; in these cases, the date they became age eligible was used in the calculation.
 - Six children started services prior to age eligibility; these 6 children were removed from the calculation. Three became age eligible within 4 months of starting service. Licensing regulations allow for only 2 children between 30-36 months to attend the centre at any given time without a requested exemption. An exemption was not requested in 2021 as the start dates of the under-aged children were sporadic throughout the year therefore there was not a timeframe where more than 2 kids were under age eligibility.

Of the remaining children that started in 2021 (12 children used in the calculation), it took an average of 101 days between referral/age eligibility to start of service (88.6 days in 2020, 92.5 days in 2019, 293.8 days in 2018). Treehouse does not have any control over how many spaces can be offered as the program is bound by licensing regulations as to how many children can be enrolled in the program. Additionally, the number of spaces that become available will fluctuate from year to year depending on how many children leave for kindergarten or for other reasons.

It is important to note that the spaces typically only become available between July and September. Consequently, if a child does not receive an available space during this period, they are unlikely to receive a placement in that year. Long wait times continue to be a major challenge for many families.

Treehouse typically carries a waitlist of approximately 100 children (85 at the end of 2021). The fact that many children on the waitlist are not even age eligible is telling of the high need for preschool/daycare in the community. It has become the norm in the community that families with children under 5, need to be added to preschool/daycare waitlist much sooner than the service is required.

Finding a childcare program for children requiring extra support is more challenging than for typically developing children. Children with extra support needs are tracked on the Supported Child Development waitlist and therefore the referral date specific to Treehouse is not an accurate representation of when the child first required the service. Therefore, it is recommended to adjust this indicator to track the number of days from referral to start of service for the children in supported placements. Children supported through SCDP are already age eligible, therefore there is no need to compare age eligibility date.

Children aging out prior to receiving service is another indicator of accessibility. In 2021, there were 34 children who were removed from the waitlist prior to receiving services, 14 of those children had aged out. The remaining children removed from the waitlist were due to family choice or moving out of the area. It is unknown whether the 34 children received services elsewhere. Given this, it is recommended to discontinue tracking this indicator.

In 2019, RSCL began working with the City of Richmond to develop an additional childcare facility with capacity for 5 new childcare programs. This new facility, called Seedlings Early Childhood Development Hub, opened in early 2022. The expansion will provide more opportunities for families requiring childcare and the hope is that wait time and the number of children aging out prior to service will decrease. However, the need for additional childcare spaces in the city continues to be high and although the additional centres will provide more spaces, there may not be a decrease in waitlist numbers.

2020 Recommendations

- None

2021 Recommendations:

- Explore a more suitable indicator for Efficiency for childcare programs
- Adjust the Service Access indicator to track referral to start of service for children in supported placements

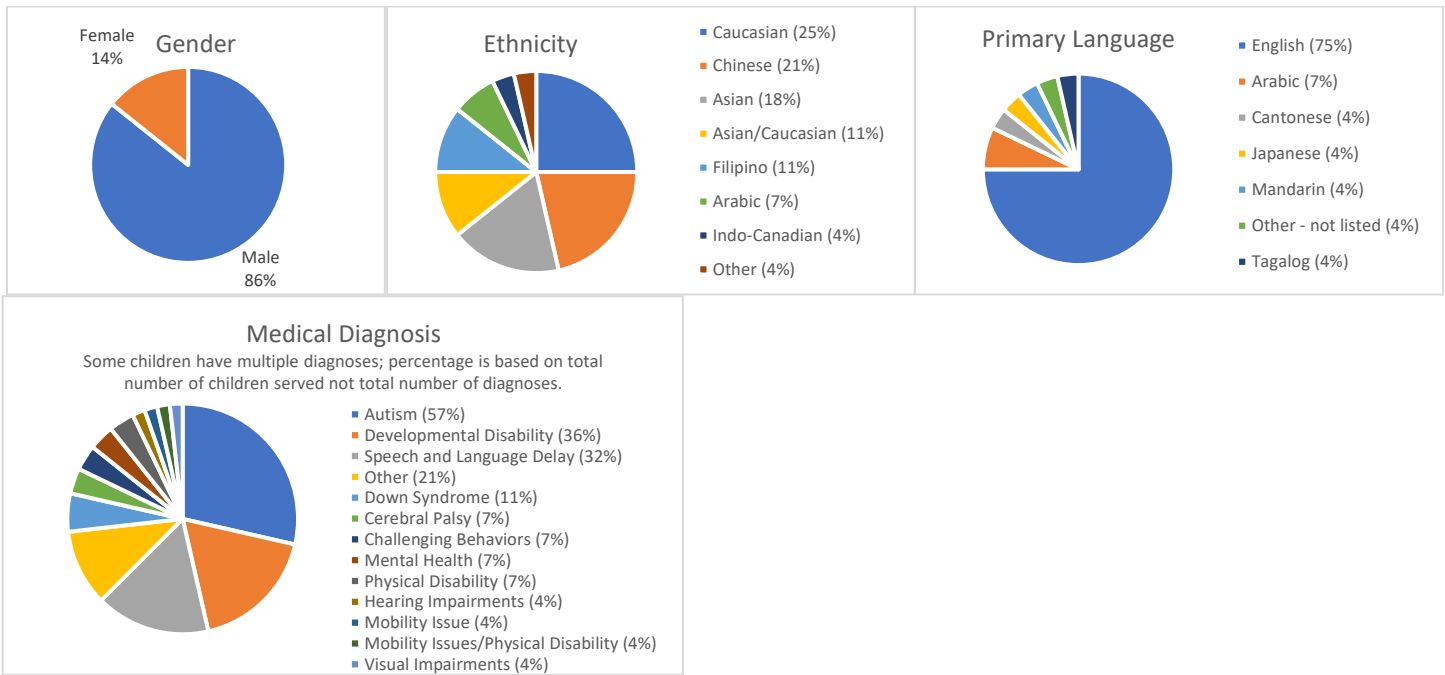
Youth Connections

Youth Connections is an innovative, licensed, out-of-school care program designed exclusively for youth with developmental disabilities. The program operates after school on weekdays during the school year and for full days during the spring, summer, and winter breaks, offering the opportunity for social interaction and recreation in a fun and safe environment. In 2021, 28 youth were supported with 8 intakes and 5 discharges.

Input from both families and youth were solicited to report on the outcomes.

- Youth Served in 2021: 28
- Youth Served as of Dec 31, 2021: 23
- Intakes in 2021: 8
- Discharges in 2021: 5
- Referrals in 2021: 7
- Youth on Waitlist (through SCDP) as at Dec 31, 2021: 35
- Family Satisfaction Survey responses: 9
- Family Response Rate: 39%
- Youth interviewed: 11

Demographics



I've been spending lots of good time at YC ~ YC participant

Overall, we have noticed increased socialization and the entire team is very helpful and supportive ~ YC Parent

The Youth Connection staff, and program is outstanding. My son has grown so much from the personalized care they have given him ~ YC Parent

Data Results

Outcome	Indicator(s)	Data Source	Results	Target	Met
Effectiveness					
Self-determination will be encouraged and supported	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	20 goals expired in 2021: 35% Achieved 15% Attempted 5% Discontinued 5% not started yet 20% Partially Achieved 20% In Progress 90% Total Attempted	90%	✓
Youth participate in annual person-centred planning	% of completed Person-Centred Planning sessions in the calendar year	Sharevision	12 plans in 2021 12/28 = 43%	100%	✗
	% of youth who completed a personal plan within 14 months of their previous plan	Sharevision	12 plans 5 completed within 14 mo Avg # days between plans = 304.5	No benchmark	N/A
Individuals will have opportunities to actively participate in positive recreational activities	% of activities that individuals engage in that are related to their likes	Sharevision	99% Yes 1% No	80%	✓
Efficiency					
Maximize program utilization	Average occupancy	Sharevision	28 youth supported	17	✓
Service Access					
Accessibility needs related to health, mobility or transportation issues will be successfully accommodated	% of accessibility issues successfully accommodated	Sharevision	9 accommodations: 100% were accommodated	80%	✓
Experience of Service (analysis at beginning of report)					
Maintain satisfaction with service delivery in relation to RSCL service values.	% of families who report satisfaction with RSCL services	Family Survey	87.5% Very Satisfied 12.5% Satisfied	80%	✓
Individuals are satisfied with the staff at RSCL	% of individuals that indicate happiness with the staff	Individuals Interview	91% Happy 9% Didn't Know (1 person)	80%	✓
Individuals are satisfied with the activities in the program	% of individuals that indicate happiness with the activities	Individuals Interview	100% Happy	80%	✓
Individuals are satisfied with being in the program	% of individuals that indicate happiness with the time spent at YC	Individuals Interview	100% Happy	80%	✓

Effectiveness

Youth Connections is a recreation-based program that focuses on goal achievement through community activities. RSCL's Individualized Planning policy states that individuals served by RSCL will be given the opportunity to participate in annual planning where they set goals. Staff support the youth in working towards those goals throughout the year and through activity planning. There were 20 goals that expired in the 2021 year for the youth; 90% were recorded as being achieved or partially achieved. These 20 goals were set during the 2020 calendar year, in the early stages of the pandemic. The reduced number of goals set during that time frame is attributed to the pandemic. Due to the pandemic, there were several youth not attending the program regularly, therefore the opportunity to work on goals was limited.

It is not always feasible to schedule planning sessions annually due to scheduling and family involvement challenges. However, as goal setting is more consistent and up to date, youth are supported more in their goals and developing new skills. In 2021, 12 plans were completed (9 in 2020, 13 in 2019) which equates to 43% of the youth. Of those 12, four were the youth's first plan. Of the remaining 8, five were completed within 14 months of its previous plan. The average number of days between planning sessions for the 8 recurring plans completed in 2021, was 304.5 days (516 days in 2020).

There are a variety of reasons why some youth did not have a planning session within 2021: The pandemic greatly impacted the ability to complete personal plans; the number of youth attending the program during the year was significantly reduced; scheduling conflicts; some individuals began service but then were not able to remain in the program due to health or family related reasons or due to the pandemic. These individuals would not have completed a planning session.

The target for this indicator is that 100% of the youth will have a personal plan. There are some youth that attend the program only during school breaks. Given their short time in the program, personal plans are not completed. Therefore a target of 100% is not realistic, and it is recommended to set a target of 90% for personal plan completion.

With new reporting features in Sharevision, including a reminder tool, it is expected to see a significant improvement in the frequency of planning sessions. It was a recommendation to develop Program Quarterly Reporting, this was completed

in late 2021 and has provided valuable support to the managers, however it continues to be a challenge to schedule and complete planning sessions throughout the year. It is recommended to adjust the scheduling to align with the individuals' birthdays and to set reminders in Sharevision to support the managers in ensuring all individuals have the opportunity to participate in a planning session and set goals.

Another measure used to determine effectiveness is that individuals will have opportunities to actively participate in positive recreational activities. In 2021, 1698 activities (1536 in 2020, 2101 in 2019, 2441 in 2018) were recorded; 99% of the activities were related to identified "likes" (99% in 2020, 91% in 2019, 89% in 2018). This indicator met the target of 80%. The pandemic allowed for smaller ratios of individuals to staff, which allowed for more focus on scheduling activities related to specific individuals identified likes. That said, YC is a recreational based program, therefore activities related likes should be high. It is recommended to adjust the target to be 90%.

The location of where the daily activities occurred is also tracked; 84% (82% in 2020, 84% in 2019, 83% in 2018) of daily activities in 2021 were out in the community. This is indicative of youth involvement in the community which is one of the desired outcomes of the program. Given the pandemic, this is to be commended.

Efficiency

Youth Connections is licensed to support 17 youth at any given time. Some youth attend on a part time basis, thus allowing 28 youth to be supported in 2021. The pandemic impacted the attendance of many youth, but enrollment numbers were maintained. Due to the program capacity restrictions, the program continued to adapt program activities to meet pandemic restrictions. Despite the capacity limitations to maintain physical distance, the Youth Connections staff are to be commended for their efforts to support the youth during this time.

Service Access

To determine the accessibility of the program, accommodation requests pertaining to accessibility are recorded and tracked. Often, accommodations are regarding additional hours of support, for example the program will provide additional childcare outside of regular program hours as well as beyond the scheduled days of attendance. Others relate to specific activities which require higher levels of staff support. In 2021, there were 9 accommodation requests (12 in 2020, 4 in 2019, 12 in 2018) in the following categories (each accommodation record often identifies more than 1 category):

- 1 Accessibility
- 2 Additional staffing
- 3 Transportation
- 2 Community
- 1 Financial

All 9 accommodation requests were met. This indicator has been tracked and consistently met for several years. It was recommended to explore alternative indicators for determining accessibility to the program.

The waitlist for Youth Connections is held by the Supported Child Development Program which is limited by funding restraints. At the end of 2021, there were 35 youth waiting for the program. It is clear from these findings that another program is needed to support youth with developmental disabilities. RSCL has and will continue to advocate for this age group as it is significantly underfunded provincially. It is recommended to add the number of youth waiting for Youth Connection services as an indicator for accessibility.

2020 Recommendations

- Explore alternative measures for determining accessibility of the Youth Connections program - COMPLETED
- Further the development of Program Quarterly Reporting – COMPLETED

2021 Recommendations

- Align the completion of personal plans to the individuals' birthdays
- Set a target of 90% for Youth Connections personal plan completion
- Adjust the target for Youth Connections Daily Activities to be 90%
- Add the number of youth waiting for Youth Connection services as an indicator for Service Access

Respite

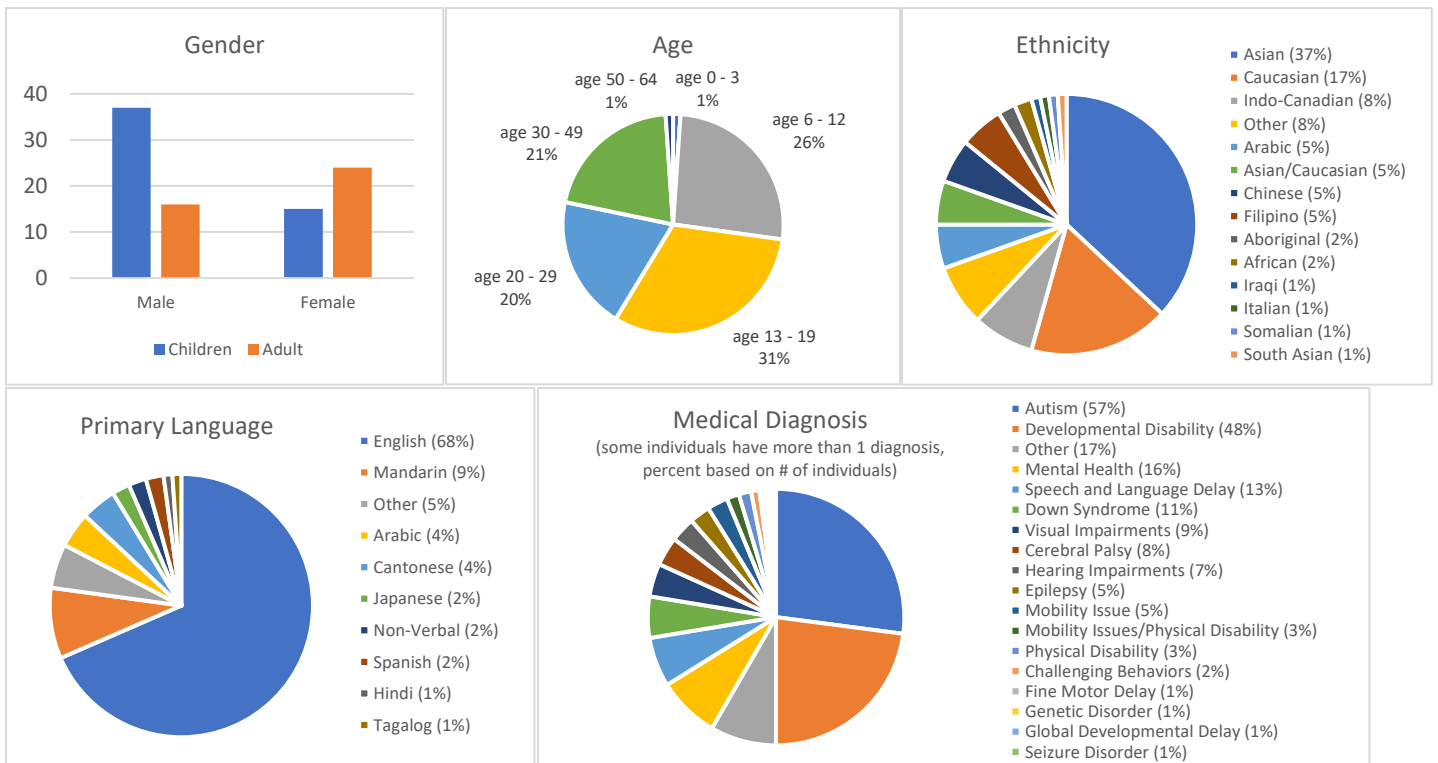
The Respite program is intended to provide families and primary caregivers with time for rest and renewal, which can be especially important for those who care for children or adults with a developmental disability. The time spent in Respite is typically recreation time for the supported individuals and activities are guided by the desires of the family and/or the individuals. The program works with the family to select qualified, paid respite care providers who will spend a few hours or an over-night period with their child or adult with a developmental disability.

In 2021, there were 52 children and 40 adults for a total of 92 individuals (86 in 2020, 81 in 2019, 82 in 2018) supported through the program; 21 started services in 2021 (15 in 2020, 7 in 2019); 18 were referred but may or may not have been matched with a caregiver within the calendar year; 5 exited Respite services (17 in 2020).

- Children Served in 2021: 52
- Adults Served in 2021: 40
- Referrals in 2021: 18
- Intakes in 2021: 21
- Discharges in 2021: 5
- Active Caregivers as at Dec 31, 2021: 95
- Total Caregivers Supported in 2021: 123
- Caregivers Started in 2021: 15
- Caregivers who Became Inactive in 2021: 28
- Family Satisfaction Survey Responses: 20
- Family Survey Response Rate: 24%
- Caregivers Interviewed: 38
- Individuals Interviewed: 14

The Respite program supported 123 caregivers throughout the year; 28 stopped providing care (became inactive) and 15 caregivers signed contracts to begin care within the year.

Demographics



“RSCL gives me good advice on negotiation with CLBC.” ~ Respite Parent

“The RSCL’s Respite Manager provides excellent service to find good caregiver for my daughter.” ~ Respite Parent

“I am always very pleased with the service from RSCL. My husband and I rely on those service a great deal. We feel that RSCL is almost like a third parent that we can call on in times of trouble and to share good things too” ~ Respite Parent

"[The Manager] has been amazing, so helpful. They got me signed up for virtual First Aid. They're on the ball with any updates. [The CEO] sends a weekly email about COVID - I read every one of them." ~ Respite Contracted Caregiver

"Yeah, I'm happy!" ~ Respite Participant

Data Results

Outcome	Indicator(s)	Data source	Results	Target	Met
Effectiveness					
Families will feel supported by the agency	% of families that report respite has made a positive difference in their life	Family Survey	71.43% Strongly Agree 28.57% Agree	80%	✓
Families are included in the selection of their caregiver	% of families who report involvement in the selection of their caregiver	Family Survey	61.54% Very Great Extent 38.46% Great Extent	80%	✓
Efficiency					
Families will receive respite in a timely manner	Days from referral to initial match for new individuals (who started in year)	Sharevision	125 days from referral to match 20.7 days referral to funding start	60 days	✗
	Days from request for new or additional caregiver to match	Sharevision	18 requests 87 days	60 days	✓
Maintain balance of staff time spent with individuals, family members and care providers in relation to other activities.	# of caregivers who apply # of caregivers who sign contracts in the year	Sharevision	39 caregivers screened 22 determined not to be caregiver 10 signed contracts 7 still being screened	No benchmark	N/A
	# of days to complete screening process	Sharevision	Applicants deemed not to be a caregiver = 88 days Applicants who signed contracts with RSCL = 87 days Avg = 87.5 days	No benchmark	N/A
Service Access					
Families receive adequate amounts of respite	% of families who report they are receiving an adequate amount of respite	Family Survey	15.38% Very Great Extent 53.85% Great Extent 23.08% Moderate Extent 7.69% Small Extent	80%	✓
Experience of Service (analysis at beginning of report)					
Maintain satisfaction with service delivery	% of families who report satisfaction with RSCL services	Family Survey	84.21% Very Satisfied 15.79% Satisfied	80%	✓
	% of individuals that indicate being happy with their caregiver	Individual Interview	89% Happy 11% Did Not Know (1 person) 5 people did not answer	80%	✓
	% of individuals that indicate being happy with the time they spend in the program	Individual Interview	100% Happy	80%	✓
	% of caregivers who report being supported by the program manager	Caregiver Interview	72.97% Strongly Agree 21.62% Agree 5.41% Neutral	80%	✓
	% of caregivers who report the program manager is responsive to requests for assistance	Caregiver Interview	83.78% All of the time 13.51% Most of the time 2.7% Some of the time	80%	✓

Effectiveness

To determine if the program is effective, families were asked to rate their agreement to the following statement: *"The services my family member receives from the RSCL Respite Program have made a positive difference in their life"*; 100% of the respondents agreed or strongly agreed.

It is important for both the family and the individual receiving respite to be happy with their caregiver for it to be a positive experience and meet the needs of all involved. Families often come to RSCL having a respite caregiver in mind, however many rely on RSCL to recruit and recommend caregivers. Families are asked to what extent they were involved in the selection of their caregivers; 100% of those that responded indicated to a great or very great extent. Upon analysis of the data, and experience with families and the caregiver selection process, it is recommended to remove this indicator as often families are happy when RSCL finds the caregiver. That said, families are always given the choice through the matching process.

Individuals are asked in their interviews if they are happy with the time they spend with their Respite caregiver. This is a reflection of the effectiveness of the program; therefore, it is recommended to add this as an indicator.

Of the 14 individuals interviewed, 100% said they were happy with the time spent in Respite.

Given the above, the Respite program is deemed to be effective.

Efficiency

Individuals being matched with a caregiver in a timely manner indicates that the family/primary caregiver is receiving the break that they need, thus the program is deemed efficient. The target for the number of days between referral and a match with a caregiver is 60 days.

The way in which dates are tracked for Respite individuals are as follows:

- Referral date to Respite program = funder submits referrals
- Start date with Respite program =
 - Adult respite – start date determined by CLBC (date funding received)
 - Children’s respite – date first connected with the family
- Referral date to specific caregiver = start date with Respite program, or the date the request was made for a new/additional caregiver
- Match date with specific caregiver = date contract signed

In previous years of reporting on this indicator, the calculation was based on the individuals who were referred in the year. To be consistent with other program areas that report on the same measure of efficiency, the way in which this indicator is measured and calculated was adjusted to reflect the number of days from referral to match for those individuals who started service in the year.

In 2021, there were 21 individuals who started Respite services. It took an average of 20.7 days from referral to start of service; 10 individuals were not yet matched with a caregiver at the end of the year and 4 were matched within the first 3 months of 2022. Of the 11 individuals matched, it took an average of 125 days between referral and the match date. Finding a match can be challenging as each individual has unique needs. It is not necessarily a first-come-first-served process due to the need to match appropriate caregivers with the needs of the individuals.

The pandemic impacted the number of individuals not matched as many families/individuals chose to wait until after the pandemic before they started services as they were hesitant to go into other people’s homes during this time.

Throughout the year, individuals already matched with a caregiver may request a replacement or an additional caregiver. There were 18 requests for a new or additional caregivers in 2021 for 13 individuals. It took an average of 87 days from request to match.

Recruitment of qualified caregivers continues to be a challenge. The following efforts have been made over the last few years to increase recruitment:

- Postings on job search websites
- Posting on RSCL website, Facebook page and *RSCL Views*
- Distributing postings to community agencies
- Posted through Kwantlen College and Douglas College so students may apply
- Participated in two virtual job fairs at universities
- Offered incentives to existing caregivers to refer additional caregivers

The pandemic impacted recruitment as many applicants were hesitant to have people in their home. At certain times of the year recruitment efforts were paused due to the uncertainty of the pandemic.

The recruitment process is complex and time consuming. In 2021, there were 39 new applicants (43 in 2020, 60 in 2019, 69 in 2018) that began the screening process. The recruitment/screening process involves several tasks including document gathering, interviews, home visits, etc. This is a time-consuming process for the managers, however improved documentation and tracking has provided the opportunity to screen more applicants congruently. Of the 39 screened

applicants, 22 were determined not to be caregivers, 7 were still being screened at the end of 2021, and 10 signed contracts and became RSCL caregivers. In 2021, there were 15 new caregivers who signed contracts. In some cases, caregivers who provided care in the past return and therefore do not go through the full screening process again.

The screening duration is often dependent upon caregiver follow through (e.g., caregivers take a long time to submit their documentation); in 2021, the average duration of the screening process was as follows:

- Applicants deemed not to be a caregiver = 88 days
- Applicants who signed contracts with RSCL = 87 days

An average of 3 months is a reasonable amount of time, especially considering that most Respite caregivers work as little as 4 hours/week.

The number of people requiring caregivers is much higher than in the past. However, due to the recruitment challenges, in early 2022 the funder for Adult Respite determined not to refer individuals to the program unless the family comes with a caregiver. Often families require more than 1 caregiver because of caregiver availability, however with the limited number of caregivers, it is difficult to assign additional caregivers.

Given the average number of days it takes to recruit caregivers, it is understandable that the average number of days from referral to match is so high. Recruitment of caregivers has become increasingly challenging. It is hoped that the following changes that have been made will help to reduce the number of days from referral/request for caregiver to match date:

- there was an increase in pay in early 2022 for Respite caregivers
- recruitment efforts have amplified
- the screening process has been streamlined with an online application form

Service Access

Families are asked if the amount of Respite services they receive is adequate: 92% indicated to a moderate, great, or very great extent; 1 family indicated to a small extent however no name was provided, therefore follow up could not be completed.

The results met the identified target however, they do not represent the families who require respite but are not able to access the service. RSCL does not hold the waitlist for Respite services, it is held with the funders.

It was recommended to further explore alternative indicators to measure accessibility. Upon review of the existing indicators for efficiency, it was determined to track the number of days from referral to match as an indicator of accessibility rather than efficiency.

2020 Recommendations

- Explore an alternative Service Access indicator – COMPLETED

2021 Recommendations

- Add the individual interview question “Are you happy with your caregiver” as an Effectiveness indicator
- Track the number of days from referral to match for Respite individuals as an indicator of Service Access rather than Efficiency

Life Services

Life Services supports program participants to access community and social inclusion activities such as recreation, creative expression, life skills development, volunteerism, and employment. The goal is to provide individuals the opportunity for community inclusion with an emphasis on skill development and supporting participants to reach their full potential.

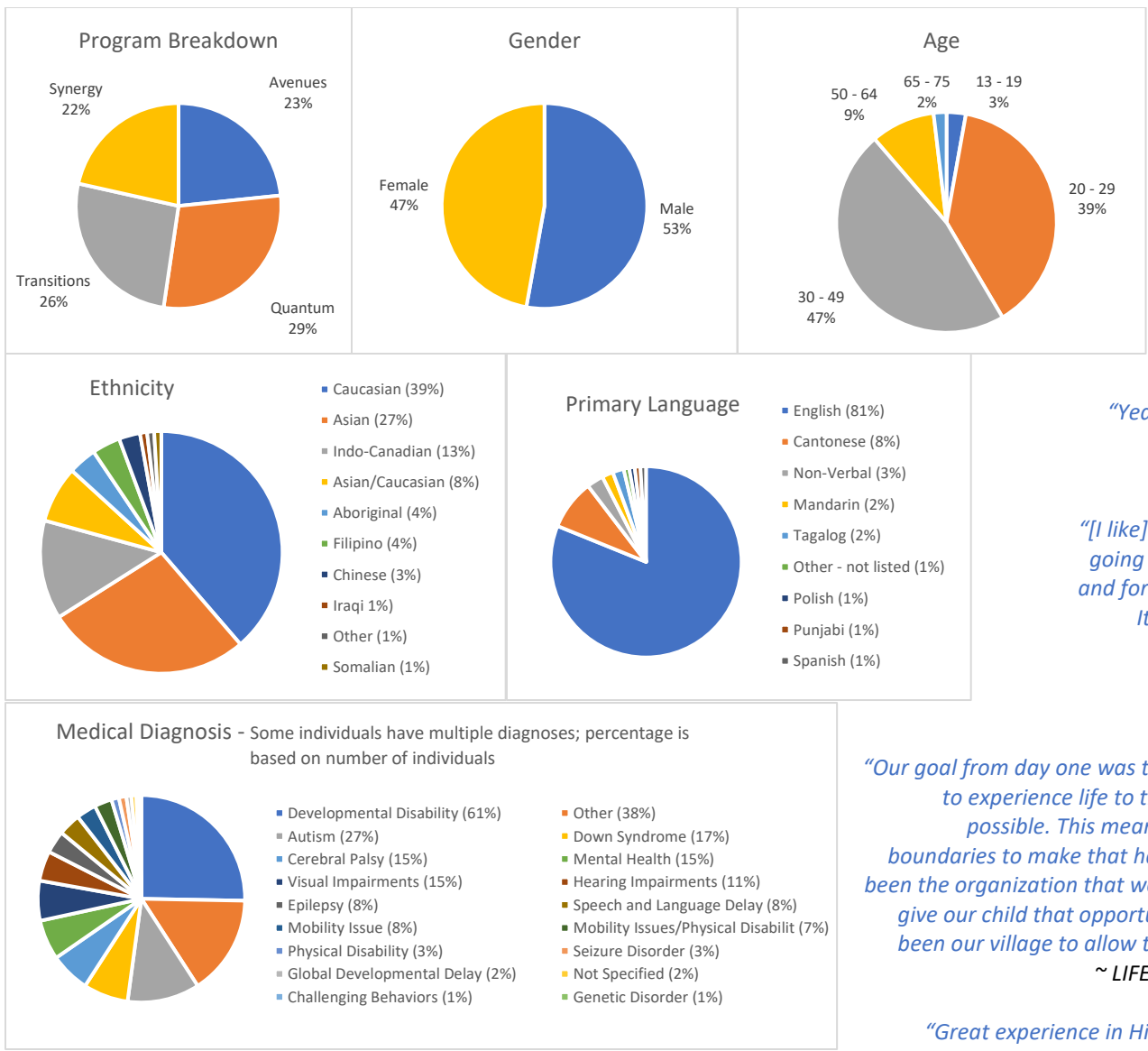
Life Services include the following programs: Avenues, Transitions, Quantum, and Synergy.

In 2021, 106 adults were served in these programs: 1 individual transferred from one LIFE service to another, 5 individuals started LIFE Services in 2021 and 3 individuals exited.

Both families and individuals were solicited for feedback.

- Adults Served in 2021: 106
- Referrals in 2021: 5
- Intakes in 2021: 5
- Inter-agency transfer: 1
- Discharges in 2021: 3
- Family Satisfaction Survey Responses: 24
- Family Surveys Emailed: 99
- Family Survey Response Rate: 24%
- Individuals Interviewed: 50

Demographics



"Yeah, I'm happy!"
~ LIFE Services Participant

"[I like] buying coffee, going to McDonald's and for walks. I like it. It's pretty nice."
~ LIFE Services Participant

"Our goal from day one was to raise our child to experience life to the fullest extent possible. This meant pushing some boundaries to make that happen. RSCL has been the organization that worked with us to give our child that opportunity. They have been our village to allow that to happen."
~ LIFE Services parent

"Great experience in Hiking & sailing in Summer season."
~ LIFE Services parent

Data Results

Outcome	Indicator(s)	Data source	Results	Target	Met
Effectiveness					
Individuals will have opportunities to actively participate in activities that are related to their interests	% of activities that individuals engage in that are related to their likes	Sharevision	88% Yes 12% No	80%	✓
	% of individuals that report liking the activities in the program	Individuals Interview	90% Happy 0% Unhappy 4% I Don't Know 6% Didn't Answer	90%	✓
Self-determination will be encouraged and supported	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	27% Achieved 18% Attempted 14% Discontinued 8% In Progress 12% Not Started Yet 21% Partially Completed 74% Total Attempted	90%	✗
Individuals participate in annual Person-Centred Planning	% of completed Person-Centred Planning sessions in the calendar year	Sharevision	96 completed plans 96/106 = 90.5%	100%	✗
	% of individuals who completed a plan within 14 months of their previous plan	Sharevision	79 plans were within 390 days of the previous plan Average of 383.39 days between plans	No benchmark	N/A
Efficiency					
Enhance the quality of life for individuals served by providing opportunities for growth and development beyond the requirements and funding allocation in the contract	% of situations that were accommodated beyond the requirements and funding allocation in the contract	Sharevision	# requests = 73 # accommodated = 71 % accommodated = 97%	90%	✓
Service Access					
Accessibility needs related to health, mobility or transportation issues will be successfully accommodated	% of accessibility issues successfully accommodated	Sharevision	# requests = 73 # accommodated = 71 % accommodated = 97%	80%	✓
Experience of Service (analysis at beginning of report)					
Maintain Satisfaction with service delivery	% of families that report satisfaction with RSCL Services	Family Survey	56.52% Very Satisfied 39.13 Satisfied 4.35% Neutral	80%	✓
	% of individuals that report being happy with the staff	Individuals Interview	94% Happy 6% Did Not Answer	80%	✓
	% of individuals that report being happy with the time spent in program	Individuals Interview	4% I Don't know 90% Happy 6% Did Not Answer	80%	✓

Effectiveness

Part of the RSCL mission is to support the inclusion of individuals in the community. This includes ensuring they have opportunities to participate in community-based activities, encouraging community contribution and supporting the achievement of personal development goals. There are three outcomes to measure effectiveness:

1. Individuals will have opportunities to actively participate in activities that are related to their interests

Daily activities the individuals are engaged in are recorded in Sharevision. There were 15,950 activities recorded in 2021 for the 106 individuals supported (15,457 in 2020, 23,289 activities in 2019). The pandemic greatly impacted the number of activities. Eighty-eight percent of activities that individuals engaged in were related to their likes that were identified at annual planning sessions (79% in 2020, 75% in 2019, 74% in 2018). This met the target and increased from the previous years. The pandemic allowed for smaller ratios of individuals to staff, which allowed for more focus on scheduling activities related to specific individuals identified likes.

Individuals were asked in their interviews if they liked the activities in their day program: 90% of individuals indicated happy with the activities (90.7% in 2020, 82% in 2019, 93% in 2018), 4% indicated they didn't know and 6% of the individuals asked chose not to answer the question.

2. Self-determination will be encouraged and supported

Individuals set goals each year through their planning sessions. The data used for this indicator are the goals set in the 2020 calendar year and expired in the 2021 calendar year. In 2021, there were 228 goals that expired. The percent of Person-Centred Planning goals that have documented evidence that the goal was attempted was 74% (81% in 2020, 89% in 2019 and 2018).

The categories of the goal status are as follows:

- Achieved = the goal was completed 100%
- Partially achieved = the goal was mostly completed
- Attempted – not completed = the goal was started but determined not to continue
- In progress = the goal is still in the process of being completed
- Not started yet = the goal has not been started yet
- Discontinued = the goal was not started and determined not to be started



In 2020, goals were set during the uncertainty of how long the pandemic would last. Some individuals did not attend their program for precautionary reasons therefore goals were not worked on, and some community programs were closed, therefore certain goals could not be attempted.

To create efficiencies for managing the completion of Person-Centred Plans, it is recommended to adjust the schedule for planning sessions to fall in line with the individuals' birthdays and set alerts/reminders in Sharevision as the individuals' birthdays are approaching.

3. Individuals participate in Person-Centred Planning annually

It is an expectation of the program that all individuals participate in annual Person-Centred Planning sessions. Occasionally, there are factors that prevent this: scheduling of sessions, illness or extended absences from the program, personal preferences of the family/individual, program operational challenges. In 2021, there were 96 personal plans completed (91% of all individuals) with 79 plans completed within 14 months. The average timespan between planning sessions was 383.39 days. Given the complexity of the pandemic and how it impacted service delivery, specifically the ability to meet together with families, this high completion rate is to be commended. Although there were individuals not attending the program due to the pandemic, planning sessions were still completed through creativity with the staff and families; many of the planning sessions were conducted virtually. Many of the planning sessions looked a little different, as many of the documentation pieces were completed outside of the planning sessions, therefore it was easier to focus more on the individual during the session.

The data indicates that 10 individuals did not have a plan in 2021 due to the following reasons:

- individuals may have had a planning session late in the year, with the following planning session possibly being scheduled 13-15 months later which results in it being counted in a different calendar year
- individuals who started later in the year may not have been captured in the calendar year
- those individuals who did not attend regularly due to the pandemic may not have wanted to do a virtual planning session and preferred to wait

Moving to the birthday schedule will help alleviate these gaps.

Efficiency

An efficient program will maximize all available resources, specifically funding. The contracted expectations of Life Services is to provide a certain number of hours of service in a day program per individual. RSCL's vision of these services is to provide opportunities for growth and development in the 8 Quality of Life domains (emotional well-being, interpersonal relations, material well-being, personal development, physical well-being, self-determination, social inclusion, and rights). To fully realize that vision, support is regularly needed beyond a 6 hour/day program.

Situations arise throughout the year where decisions are made to accommodate the individuals beyond what is funded and contracted to provide. The pandemic required alterations to some of the ways in which services were conducted. Some of the accommodations made were:

- Providing support in individuals homes
- Providing support in the program space after hours
- Transportation
- Arranging drive-by connections

In 2021, 73 accommodations (88 in 2020, 31 in 2019, 25 in 2018) were recorded in Sharevision for the following categories:

- Additional staffing hours
- Transportation
- Communication
- Events outside regular hours
- Other

Of the 73 requests, 71 were accommodated: 97%. This met the target.

Determining if support provided is an accommodation continues to be a challenge. Often service delivery is adjusted, but it is not necessarily an accommodation. In reviewing the accommodation records in 2021, it was determined that many did not warrant an accommodation record. It cannot be determined if there were accommodations made that did not recorded in Sharevision. It was recommended to explore options to provide prompts for managers to appropriately record accommodation requests. This recommendation was met with the recent Sharevision management tools.

The way in which the staff responded to the pandemic by staying connected with individuals despite not being able to see them in person on a regular basis is evidence of an extremely efficient program.

It has been a continual recommendation to explore alternative measures for efficiency, however with the improvements to the data entry process, it was determined that the accommodations indicator is still a valid measure for efficiency.

Service Access

Accommodations is also used to measure accessibility to the program. As indicated above, all accommodation requests were related to accessibility to the programs: transportation, additional staffing hours, support at events outside regular hours.

It was recommended to explore tracking attendance and reasons for not attending as a measure of accessibility into the programs, however upon review it was determined that attendance is not a good measure for accessibility of the program. Therefore, accommodation requests related to accessibility will continue to be the measure for accessibility.

2020 Recommendations

- Explore alternative indicators for Efficiency - DISCONTINUED
- Explore tracking attendance and reasons for not attending as a measure of accessibility into the programs - COMPLETED
- Set a benchmark of 100% for percentage of Person-Centred Planning sessions - COMPLETED

2021 Recommendations

- Adjust the schedule for planning sessions to fall in line with the individuals' birthdays

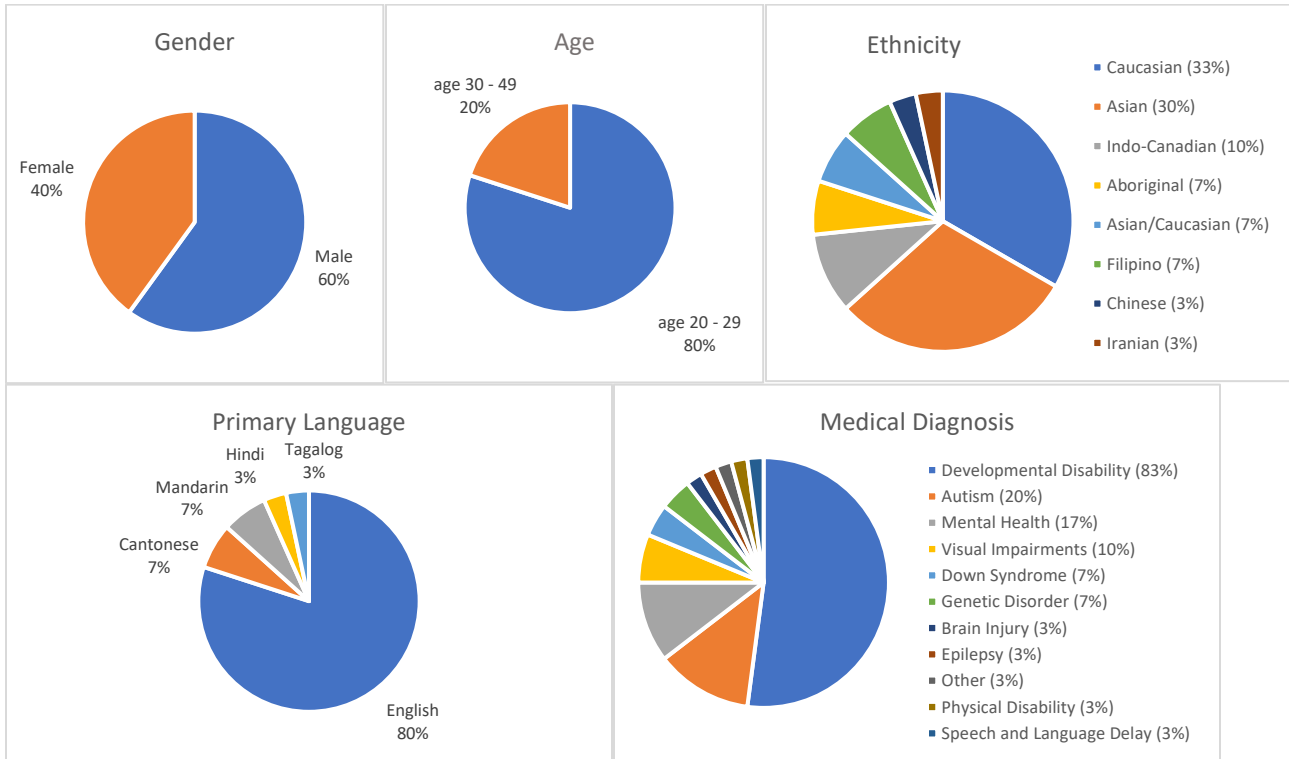
Outreach

Youth transitioning into Adult Services receive a small amount of funding from CLBC annually. Outreach provides customized support to better access recreation and volunteer opportunities. Participants work one-on-one, in small or in large groups with an Outreach support staff to reach their goals. The program helps participants strengthen and create community connections and natural supports. Since the program’s creation in 2013, the service has grown from serving 12 individuals in 2013 to 30 individuals in 2021. One individual started the service in 2021, with 2 exiting the service.

- Adults Served in 2021: 30
- Referrals & Intakes in 2021: 1
- Discharges in 2021: 2
- Individuals Interviewed: 7
- Family Satisfaction Survey Responses: 6
- Family Survey Response Rate: 23%

Both families and individuals were solicited for feedback.

Demographics



“Our daughter loves Outreach and going places and doing things with Outreach provides her with a purpose for the day.”
 ~ Outreach Parent

Data Results

Outcome	Indicator(s)	Data source	Results	Target	Met
Effectiveness					
Individuals will have opportunities to connect with people in the community	% of individuals who report that they have made connections as a result of their participation in the program	Individuals interviews	86% Yes 14% Did Not Answer (1 person)	80%	✓
Efficiency					
Maintain balance of staff time spent with individuals in relation to other responsibilities	# hours staff spent providing direct support	Sharevision	1697.6 hours of Daily Activities 26.9 hours recorded in Contact Records for the year Total 1724.5 hours direct support	No benchmark	N/A
Individuals participate in annual person-centred planning	% of completed Person-Centred Planning sessions in the calendar year	Sharevision	27 plans completed = 90% Avg # days between planning sessions = 445	100%	✗
Service Access					
Individuals receive an adequate number of hours of service	Average # of hours of service per month per individual. Include highest and lowest individual monthly average	Sharevision	141.5hrs/mo 4.88 hrs/mo per individual Highest mthly avg = 16 hrs/mo Lowest mthly avg = 0.4hrs/mo	No benchmark	N/A
Experience of Service (analysis at beginning of report)					
Maintain Satisfaction with service delivery	% of families that report satisfaction with RSCL Services	Family Survey	66.7% Very Satisfied 33.3 Satisfied	80%	✓
	% of individuals that report being happy with the staff	Individuals Interview	100% Happy	80%	✓
	% of individuals that report being happy with the time spent in program	Individuals Interview	86% Happy 14% Did Not Answer (1 person)	80%	✓

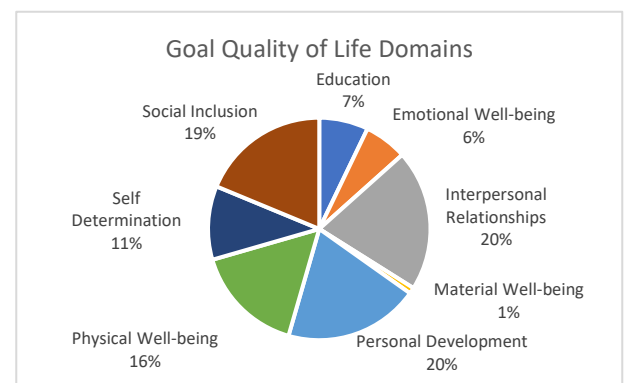
Effectiveness

The purpose of the program is to facilitate participants to make connections in the community. Individuals were asked “Do you have friends at RSCL?”; 6 of the 7 individuals replied yes, 1 individual did not answer.

Typically, the individuals captured in the interview process are those individuals that are highly engaged and therefore may not necessarily represent all participants. It was recommended to expand the interview process to include phoning individuals in the Outreach program to ensure that all are given the opportunity to provide feedback. This was completed, and for the first time, Self-Advocates were contracted to interview Self-Advocates. However, given the pandemic it was challenging to capture all individuals.

In addition to making connections, individuals are encouraged to set goals. Staff in the Outreach program support individuals to achieve goals in all Quality-of-Life domain areas. In 2021, there were 112 goals that expired of which 92% were attempted or achieved. The adjacent graph represents the percentage of goals in each Quality-of-Life domain; 39% of the goals were related to Social Inclusion and Interpersonal Relationships. That said, all Quality-of-Life domains impact the ability to make connections.

It is recommended to include the percentage of goals attempted or achieved as a measure for effectiveness.



Efficiency

Outreach employees job duties are balanced between time spent with individuals and time spent with administrative work such as file reviews, planning, documentation, and committees etc. An efficient program would maintain high levels of direct support while ensuring all other job responsibilities are completed. Sharevision documentation tracks time spent in two different ways:

- Daily Activities – activities individuals are engaged in through the Outreach program such as:
 - Social gatherings

- Educational training sessions
- Shopping
- Check-ins
- Planning meetings
- Contact Records – staff documentation of contact with individuals outside of specific activities.

In 2021, the following was recorded for Daily Activities and Contact Records:

	2021		2020		2019	
	Daily Activities	Contact Records	Daily Activities	Contact Records	Daily Activities	Contact Records
# records	1279	418	1685	1157	1734	Not tracked
Annual total hours	1697.6 hrs	26.9 hrs	2298.65 hrs	Not tracked	4838.40 hrs	Not tracked
Monthly Avg	141.5 hrs	2.24 hrs	191.5 hrs		403.2 hrs	
	143.7 avg monthly hours direct support					

Many activities were adjusted due to the pandemic, and the duration was less overall. Additionally, the number of staff in the program was reduced to 1 manager and 1 support worker who was on-leave for 3 months of the year. Documentation was impacted because of these staffing changes.

The duration of contact records began in 2021. The 418 contact records documented were categorized as:

- 4 meetings
- 299 Other/Text messages
- 55 Phone Calls
- 59 Emails
- 1 Video Call

In 2021, there was a transition to more in-person connections, therefore the documentation focus was on Daily Activities. With more in-person connections, there is less texting and emails which results in the fewer number of contact records.

There were 2 staff in the Outreach program in 2021 with a total of 3402 worked hours (5154.5 in 2020) with an average of 283.5 hours worked per month (429.5 hours in 2020). As indicated above, there were some staffing changes in 2021 which would account for the decrease in hours worked. When comparing the number of paid work hours with the average number of service hours provided to individuals, 50.7% of staff hours worked are in direct support. As indicated above, documentation was impacted due the staffing changes. In 2022, there will be a renewed focus on increasing the number of hours of direct support.

Another indicator used to track efficiency in the Outreach program is the number of Person-Centred Plans completed in the year. In 2021, there were 27 personal plans completed in Outreach (27 in 2020) equating to 90% of the individuals supported in 2021 had a plan (87% in 2020, 93% in 2019). The average number of days between plans was 445 days.

Three individuals did not have a plan in 2021; 2 had exited service in 2021, and 1 had a plan in early 2022.

Service Access

Individuals receiving an adequate number of hours of service is indicative of the program’s accessibility. The average number of Daily Activities recorded per individual was 4.88 hours per month (6.2 hours in 2020, 12.2 hours in 2019, 9.4 hours in 2018). The lowest monthly average for an individual was 0.4 hours (0.14 in 2020, 0.7 hours in 2019, 0.2 hours in 2018). The highest monthly average for an individual was 16 hours (19.9 hours in 2020, 37.5 hours in 2019, 28.5 hours in 2018).

Lowest	Average	Highest
0.4 hours	4.88 hours	16 hours

Outreach provides a wide range of support. The service is intended to be flexible in terms of meeting the unique needs of the individuals. There are a variety of factors that affect the average number of service hours per individual: time of year individuals start or exit the program; some individuals require or choose to have less support. The pandemic impacted both the number of activities and the duration. Some individuals chose not to participate in activities virtually. These

factors account for the decrease in the overall average of service hours per individual. As mentioned above, the staffing changes would also have impacted the amount of time spent with the individuals.

The individuals were asked how happy they were with their time spent with RSCL staff; 6 of the 7 individuals indicated Happy, with the 7th not answering the question.

2020 Recommendations

- Adjust the tracking of Outreach Contact records to include duration of contact – COMPLETED

2021 Recommendations

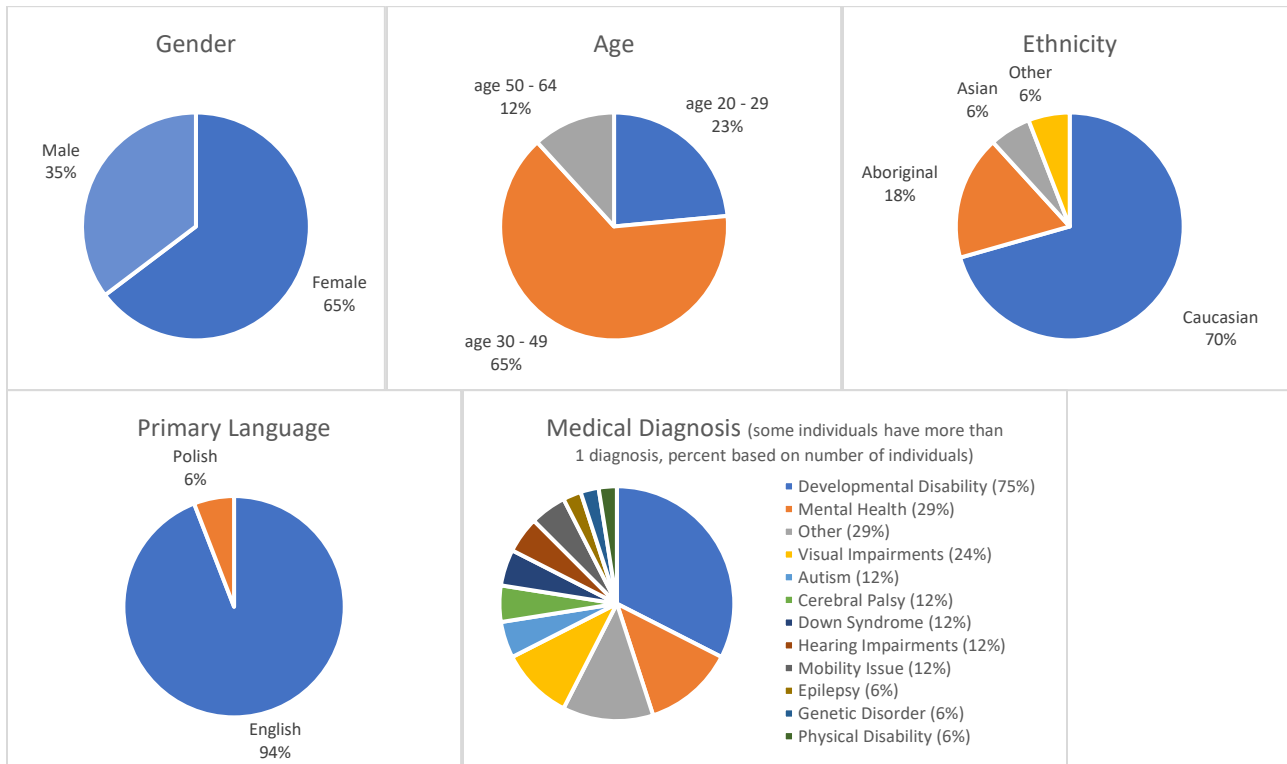
- Add the percentage of goals attempted or achieved as a measure for Effectiveness

Independent Living

Independent Living supports individuals to live in their own community, with the needed support to ensure long-term success. The service is based on the specific needs of each individual supported and works to create a clear and strong natural support system. Individuals served live independently or are working towards living independently. In 2021, there were 17 individuals supported in the program (18 in 2020, 17 in 2019).

- Adults Served in 2021: 17
- Referrals & Intakes in 2021: 1
- Discharges in 2021: 0
- Individuals Interviewed: 15

Demographic Information



Data Results

Outcome	Indicator(s)	Data source	Results	Target	Met
Effectiveness					
Individuals will be supported to further their independence through life-skills activities	% of Service Plan goals attempted	Sharevision	27 completed goals: 92.5% attempted <ul style="list-style-type: none"> • 20 achieved • 5 partially achieved • 1 Not Achieved • 1 Not specified 	90%	✓
	# of Service Plans		72 active plans in 2021	No benchmark	N/A
Efficiency					
Maintain balance of staff time spent with individuals in relation to other responsibilities	% of direct vs indirect staff hours	Sharevision ADP	Total contact hours in year: 4972.6 Avg 414 hours/month contact records Avg of 514.5 staff hours/month 80% direct, 20% indirect	No benchmark	N/A
	# of monthly average contact hours per individual	Sharevision	Avg of 36.6 hours/month/individual	No benchmark	N/A
Service Access					
Individuals will receive adequate amounts of supports	% of individuals that report happiness with time spent with RSCL	Individual interviews	18% unhappy (2 people) 82% happy 4 didn't answer (removed from calculation)	80%	✓
Experience of Service (analysis at beginning of report)					
Individuals will be satisfied with service	% of individuals that indicate being satisfied with their home	Individual interviews	89% happy 11% didn't know 6 didn't answer (removed from calculation)	80%	✓
	% of individuals that indicate being satisfied with the people they live with	Individual interviews	75% happy 25% didn't know 11 didn't answer (removed from calculation)	80%	✗
	% of individuals that indicate being satisfied with the support they receive	Individual interviews	10% unhappy 90% happy 5 didn't answer (removed from calculation)	80%	✓

Effectiveness

The Independent Living Service encourages independence through supporting individuals in life-skill activities. All individuals participate in annual planning where they develop Service Plan objectives. These plans are reviewed frequently and when the objective has been met, they are marked as completed. In 2021, there were 72 active Service Plan goals of which 27 were completed in the year. Of those 27, 92.5% were achieved or partially achieved (91 goals in 2020 with 51 completed with a 60.8% attempt rate) which meets the target.

In other program areas, goals are recorded and tracked on an annual timeframe as they use the SMART goal framework. The Independent Living planning policies indicate that service plan goals are dynamic therefore can have undefined timeframes. It is recommended to review the planning processes and determine clarity around how to record the progress on service plan goals.

Service objectives are broken down into the following focus areas:

- Daily Routines and Activities
- Cooking and Nutrition/Food Management
- Health
- Housing
- Education
- Personal Safety
- Relationships/Interpersonal Skills
- Legal Skills
- Problem Solving
- Money Management
- Personal Appearance and Hygiene
- Housekeeping/Household Management
- Transportation
- Job Seeking/Maintenance Skills
- Handling/Preparing for Emergencies
- Knowledge/Utilization of Community Resources
- Building/Maintaining Friendships
- Landlord/Tenant Relationships
- Pregnancy Prevention/Parenting and Childcare

Service objectives can also be broken down into type of support. Multiple support types can be identified for any given service objective. In 2021, the 27 completed service objectives indicated the following support types:

- 25 Developing Routines and Structures – helping individuals build routines towards achieving a new goal of interest
- 18 Training/Coaching – detailed, step by step support for specific skill development (e.g., learning how to do laundry)
- 24 Monitoring and Check-Ins – routine/skill is established, staff check-in and monitor individuals progress to determine support needs

Given the nature of the Independent Living Service is about supporting individuals to develop routines and increase independence through coaching and training, the above breakdown of the Service Plan types of supports is in line with the service objective.

Efficiency

Independent Living employee’s job duties are balanced between time spent with individuals and time spent with administrative work such as file reviews, planning, documentation, meetings, and committees etc. An efficient program would maintain high levels of direct support while ensuring all other job responsibilities are completed. In 2021, there were 2478 contact records (2496 in 2020) recorded for supported individuals totalling 4972.6 hours, broken down into the following categories:

Contact Type	2021	2020	2019
Meet in Office	45 records = 102.5hrs	14 records = 31.5hrs	32 records = 65hrs
Meet in Community	803 records = 2146hrs	688 records = 1831.7hrs	522 records = 1775hrs
Meet in Home	516 records = 1168.8hrs	762 records = 1908 hrs	744 records = 1983.5hrs
Meeting with other Support Network Members	3 records = 5.7hrs	3 records = 7hrs	8 records = 21hrs
Phone Call	152 records = 78.3hrs	347 records = 234.7hrs	61 records = 21.9hrs
Text Message	97 records = 14.2hrs	141 records = 47.5hrs	59 records = 50hrs
Email	52 records = 28.3hrs	4 records = 3.25hrs	9 records = 3.6hrs
Social Gathering	0 records	6 records = 18hrs	33 records =124.5hrs
Other	70 records = 165.6hrs	75 records = 181.7hrs	172 records = 485.7hrs

To compare a ratio of direct and indirect hours, the number of staff hours for the program is compared to the number of contact records recorded.

	2021	2020	2019
Monthly Staff Paid Out Hours	514.5	592.4	638.75
Monthly avg Contact Record Hours	414	415	377.5
Direct vs Indirect	80% Direct 20% Indirect	70% Direct 30% Indirect	60% Direct 40% Indirect

An operational change was applied in 2021 to increase the percentage of direct hours; schedules were modified to allow staff more time to spend with the individual.

The specific number of service hours allocated to each individual are determined by the funder. RSCL often advocates for additional service hours, however staff are limited to how much service can be provided based on the funding allocations. Often, contact is made with more than one individual at a time and tracked together. The average number of contact hours per month per individual is 36.6 hours (37 hours in 2020, 23.84 hours in 2019) with 13.4 hours as the lowest and 59.6 hours as the highest.

The nature of the program allows for flexibility in the way service hours are allocated. Given the fluctuating needs of the individuals at any given month, some service hours to some individuals are re-allocated to other individuals. Initially, the pandemic resulted in a shift in how services were delivered, but as individuals and staff became accustomed to working around the restrictions, service delivery was not impacted.

Service Access

Individuals were asked if they were happy with the time spent with RSCL staff: 15 individuals were interviewed, of which 9 indicated they were happy; 2 indicated they were unhappy and said they wanted more hours; 4 people didn't answer the question.

The intent of the program is that individual's independence will increase because of acquiring new skills through their involvement with RSCL, therefore decreasing the amount of service hours needed.

2020 Recommendations

- None

2021 Recommendations

- Review the planning processes and determine clarity around how to record the progress on Service Plan goals.

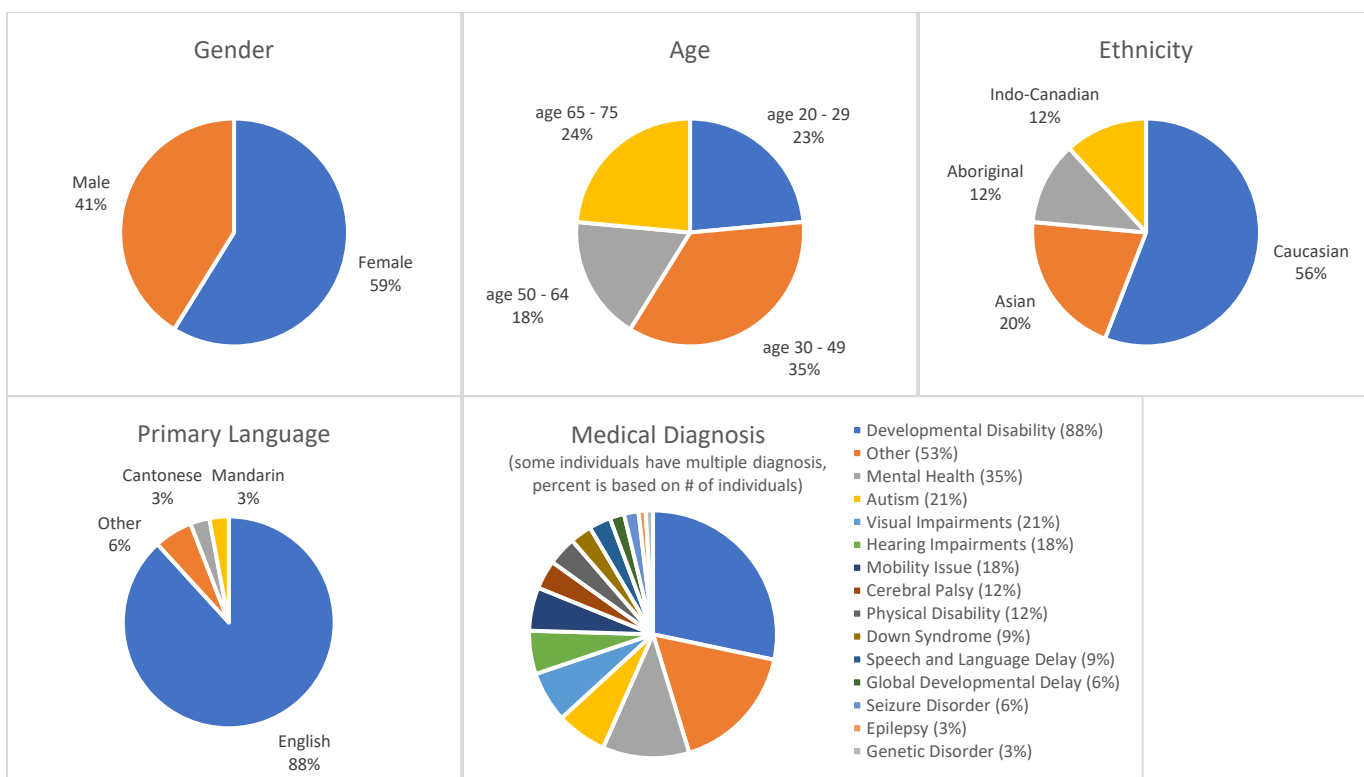
Home Share

Home Share consists of individualized living options with trained and screened “roommates” where a supported individual will share a home with a caregiver. In 2021, there were 34 individuals supported through Home Share. There were no intakes throughout the year, and 2 individuals exited services as they received services elsewhere. At the end of the year there was 1 individual not yet matched with a caregiver. There were 26 caregivers supported throughout the year as some individuals are supported by the same caregiver; 2 new caregiver in 2021; 5 caregivers stopped providing care in 2021.

Families, caregivers, and individuals were solicited for feedback.

- Adults Served in 2021: 34
- Referrals in 2021: 0
- Intakes in 2021: 0
- Discharges in 2021: 2
- Changed Caregivers: 4
- Caregivers Contracted: 26
- Caregivers Started in 2021: 2
- Caregivers who Became Inactive in 2021: 5
- Individuals interviewed: 15
- Caregivers Interviewed: 15
- Family Satisfaction Survey Responses: 5
- Family Survey Response Rate: 28%

Demographics



“[Our son] has officially “flown the nest”. He has found his new forever home and he is adamant about keeping it that way. As his parents we can finally have peace of mind.” ~ Home Share Parent

Data Results

Outcome	Indicator(s)	Data Source	Results	Target	Met
Effectiveness					
Individuals will experience inclusion in their community	# of individuals who report participating in community activities	Individuals Interview	100% Yes 2 people did not answer	80%	✓
Self-determination will be encouraged and supported	% of individuals that report that their choices are honoured	Individuals Interview	92% Yes 8% Did Not Know (1 person) 2 people did not answer	80%	✓

Individuals will experience stability in their living arrangement	% of all moves out of or between placements	Sharevision	4 changed caregivers 2 exited Home Share 17.5% changed caregivers	10%	x
	Reasons for changes in living situation	Sharevision	Family/Individual decision Caregiver resignation	No benchmark	N/A
Caregivers will support the individuals in their home to attempt their goals	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	43 total goals expired in 2021: <ul style="list-style-type: none"> • 19 achieved • 4 attempted • 3 in progress • 9 partially achieved • 8 discontinued • 81% attempted 	90%	x
Individuals participate in annual Person-Centred Planning	% of completed Person-Centred Planning sessions in the calendar year	Sharevision	32 plans completed in 2021 32 / 34 = 94%	100%	x
	% of individuals who completed a personal plan within 14 months of their previous plan	Sharevision	30 plans completed within 14 months. 30 / 32 = 94% 391 average # days between plans	90%	✓
Efficiency					
Maintain balance of staff time spent with individuals, family members and caregivers in relation to other responsibilities	Avg # Home Visits per caregiver Avg # of face to face contact with caregiver Avg # face to face contact with individual	Sharevision	688 Caregiver contacts: <ul style="list-style-type: none"> • 110 Face to Face • 1 Office Visit • 0 Visit at Caregiver home • 229 Email • 93 Other (texting, virtual calls) • 216 Phone calls • 16 Not Specified 569 – records created from Individual Case Notes (i.e., contact with both caregiver and individual) 914 Individual Case Notes: <ul style="list-style-type: none"> • 149 Face to Face • 253 Email • 124 Other (texting, virtual calls) • 338 Phone Calls • 50 Not Specified 	No benchmark	N/A
	Avg # of contacts per caregiver Avg # of contacts per individual	Sharevision	688 / 26 = 26.46 contacts per caregiver in year 914 / 34 = 26.88 contacts per individual	2 contacts per caregiver No benchmark for # individual contacts	✓ N/A
	# of caregivers who apply # of caregivers who sign contracts in the year	Sharevision	6 Caregivers screened 1 signed contracts 5 still being screened at end of 2021	No benchmark	N/A
	# of days to complete screening process	Sharevision	141 days to complete screening	No benchmark	N/A
Service Access					
Minimize the time between referral and placement for all individuals served in Home Share	Average number of days from referral to placement (start date)	Sharevision	0 referral in 2021 0 days	60 days	N/A
Home Share caregivers will be responded to in an efficient, timely manner	% of Home Share caregivers indicating that their needs were responded to in a timely fashion by the agency	Caregiver Interview	100% all of the time	80%	✓
Experience of Service (analysis at beginning of report)					
Maintain satisfaction with service delivery	% of families who report satisfaction with RSCL services	Family Survey	80% Very Satisfied 20% Satisfied	80%	✓
	% of individuals that indicate being happy with their caregiver		100% Happy 2 people did not answer	80%	✓
	% of individuals that indicate being happy with their home		100% Happy 2 people did not answer	80%	✓
	% of individuals that indicate being happy with the other people they live with		100% Happy 3 people did not answer	80%	✓
	% of caregivers who report feeling supported by the Program Manager		73.3% Strongly Agree 26.7% Agree	80%	✓

Effectiveness

Five outcomes were identified to determine the effectiveness of the Home Share program:

1. Individuals will experience inclusion in their community

Individuals were asked if they participate in activities in the community: 100% indicated yes (75% in 2020, 80% in 2019, 64% in 2018).

2. Self-determination will be encouraged and supported

Individuals having choice is one of RSCL's core values; Self-Determination is an identified Quality of Life domain, and as such is emphasized in the support provided to both individuals and caregivers. Individuals were asked if they get to make choices in their homes and if they get to do the things they want to do; 92% indicated yes (100% in 2020, 80% in 2019, 73% in 2018) and 1 person indicated they did not know. Although choice is a subjective concept, it is important for individuals to feel that their choices are being honoured and these results indicate that most of the individuals are feeling they have choice.

3. Individuals will experience stability in their living arrangement

There were 4 individuals who changed caregivers 2021; 2 that exited Home Share and moved to a different service agency. Six of 34 individuals changed living situations in 2021, this equates to 17.5% of individuals served changed their living situation in 2021 (11% in 2020, 54% in 2019, 21% in 2018). The target for this indicator is 10%. Often the need for a new caregiver is unavoidable. Honouring the choices of individuals is an RSCL service value; balancing choice and providing stability is at the forefront when transitioning between caregivers. The reasons for changing living situation for the 6 individuals were:

- Exited Home Share services – family decision
- Caregiver resignation
- Individual or family choice
- Individual moved back with family

4. Caregivers will support the individuals in their home to attempt their goals

Personal Development is a Quality of Life domain. Typically, Home Share individuals participate in annual planning sessions where goals are set. The goals used for this indicator were set in 2020 and expired in 2021. Twenty-eight individuals had 43 goals that expired in 2021 (52 goals expired in 2020, 11 goals expired in 2019, 11 goals expired in 2018). Six individuals did not have goals set in 2020 due to the pandemic or due to personal choice. As noted below, 100% of the individuals participated in a Personal Planning session, however some individuals chose not to set goals as they are happy with their life. Eighty-one percent of the goals were achieved or attempted. Consistent with other program areas, there was a high percentage of discontinued goals because of the pandemic and the restrictions. Some goals were community oriented, or vacation related which were not possible to achieve during the pandemic.

5. Individuals participate in annual Person-Centred Planning

In 2021, there were 32 personal plans completed: 94% (33 in 2020, 34 in 2019, 28 in 2018); 30 of the 32 plans were completed within 14 months of the previous plan, with an average of 391 days between plans. The 2 individuals that exited Home Share services in 2021 did not have a plan completed, therefore 100% of the individuals had a personal plan.

Given the above, the Home Share program is deemed to be effective.

Efficiency

The majority of the manager's role involves communicating with individuals, families and caregivers. Maintaining a balance of time spent with all three groups of people in relation to other responsibilities is a good measure for an efficiently run program. Contact made with individuals/families and caregivers is recorded in 2 places in Sharevision:

- Individuals Case Notes – when the contact is regarding the individual/family;

- Caregiver Contact Record – when the contact is regarding the caregiver.

2021			2020			2019		
		Average # Contacts			Average # Contacts			Average # Contact
34 Individuals	914 Case Notes	26.88	35 Individuals	889 Case Notes	24.13	37 Individuals	660 Case Notes	17.8
26 Caregivers	688 Contact Records	26.46	30 Caregivers	724 Contact Records	25.4	26 Caregivers	528 Contact Records	20

The pandemic impacted the number of contacts in 2021 as RSCL staff made frequent and regular contact with individuals and caregivers to check-in regarding their needs. The following excerpt is from the RSCL Policy *CS006 Contracted Caregivers Monitoring*:

The Manager contacts the caregiver (email, phone, or meetings) using the following frequency schedule:

- For the first month of a new Home Share arrangement, at least once a week
- For the next 2-4 months, at least every two weeks
- For the next 4-6 months, at least monthly
- Subsequently, contact will take place every 6 months unless the individual situation merits more frequently

An average of 26 contacts per caregiver exceeds the policy expectation.

In addition to support provided to caregivers, families and individuals, the manager also spends a considerable amount of time recruiting and screening potential caregivers. In 2021, there were 6 caregivers that applied. One became a caregiver, and 5 were still in the screening process at the end of the year, or they were deemed to be good candidates but there were no individuals who required a caregiver. There was an additional caregiver who started the screening process in 2020 and signed a contract in 2021. It took an average of 141.5 days to complete the screening process for the 2 new caregivers in 2021. Occasionally, individuals are matched with existing caregivers.

Often individuals who are referred to Home Share are referred just out of interest and exploring Home Share as a living option. In these cases, it is not urgent to find a caregiver, however there is still administrative work needed. It is only the cases where individuals are in urgent need of somewhere to live that the screening process is expedited.

It is recommended to modify the screening documentation in Sharevision to differentiate caregivers who have completed screening but are not yet matched due to no individuals requiring a caregiver.

With no individuals referred to the Home Share program in 2021, the need to screen applicants was low. However, there were 4 individuals who changed caregivers therefore screening was needed.

Service Access

As indicated above, often it is a timely process to match individuals with caregivers. Minimizing the time between need for a caregiver and being matched with a caregiver is an indicator of accessibility.

In 2021, there were no individuals referred to Home Share. However, this can be tracked for the individuals who changed caregivers within the year. Of the 4 individuals who changed caregivers in 2021, it took an average of 60 days. Two individuals were matched with an existing caregiver, however the other two required extensive screening and caregiver training before the match could be made.

It is recommended to include the number of days from requesting a new caregiver to match for those individuals who change caregivers as an indicator for Service Access.

Caregivers being supported by the RSCL staff is also measure of an accessible program. When asked if the Home Share manager is responsive to requests for advice or assistance and listens when the caregiver has concerns, all caregivers interviewed responded favourably.

2020 Recommendations

- Set a benchmark of 100% Personal Plans – COMPLETED

2021 Recommendations

- Include the number of days from requesting a new Home Share caregiver to match date for those individuals who change caregivers as an indicator for Service Access.
- Modify the screening documentation in Sharevision to differentiate caregivers who have completed screening but are not yet matched due to no individuals needing a caregiver.

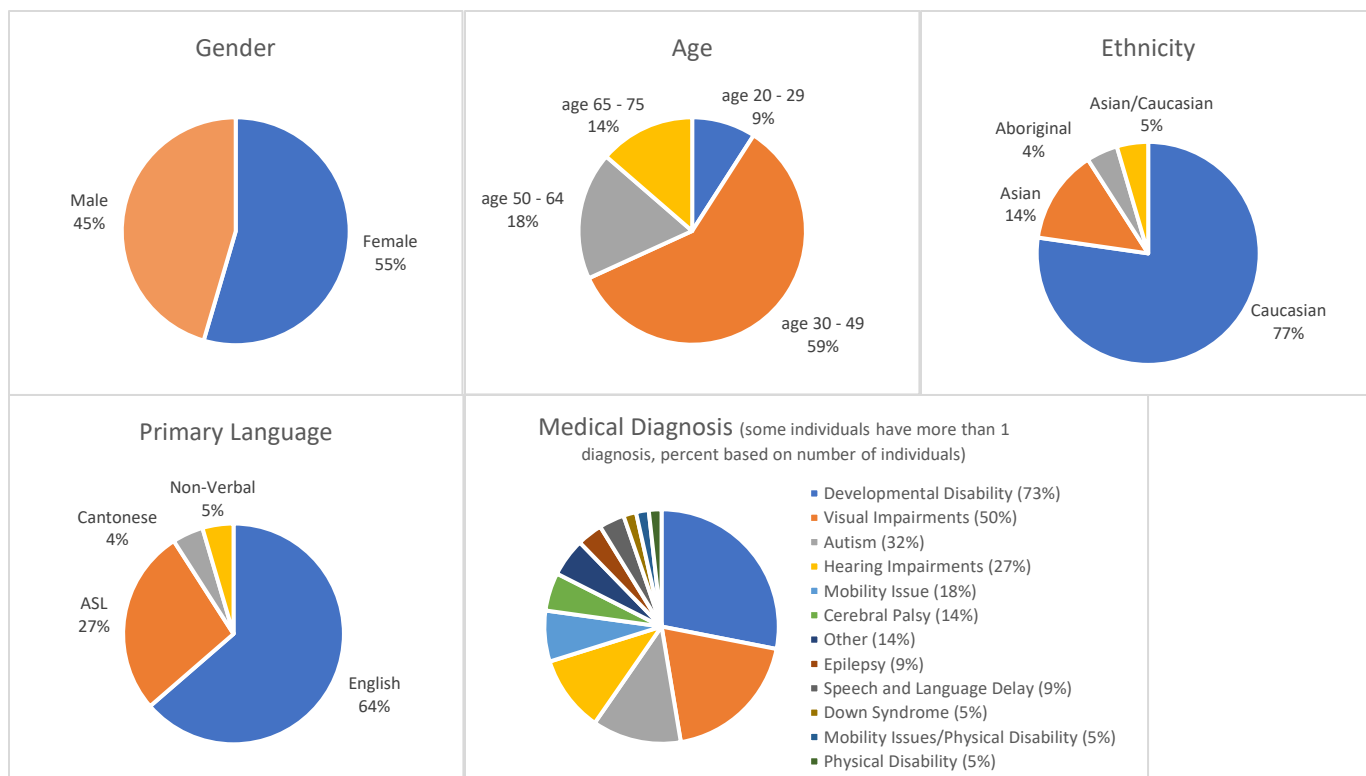
Supported Living

Supported Living is shared living for adults with 24-hour support staff in 7 different homes: Second Avenue, Muscroft House, Pendleton House, Rivermark, S and B, Woodward's, and Catherine & Tiffany's. Individuals receive residential support, home skills, and personal development support. In 2021, there were 21 individuals supported through Supported Living.

Families and individuals were solicited for feedback.

- Adults Served in 2021: 21
- Referrals in 2021: 0
- Intakes in 2021: 1
- Discharges in 2021: 0
- Family Satisfaction Survey Responses: 8
- Family Survey Response Rate: 81%
- Individuals Interviewed: 14

Demographics



Data Results

Outcome	Indicator(s)	Data Source	Results	Target	Met
Effectiveness					
Self-Determination will be encouraged and supported	% of individuals that report that their choices are honoured	Individual Interview	82% Yes 9% No (1 person) 9% Don't Know (1 person) 4 people didn't answer	80%	✓
	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	68 Goals Expired in 2021 82% were attempted or completed 35% Achieved 28% In Progress 9% Attempted 6% Not Started 12% Discontinued 10% Partially Achieved	90%	✗
Individuals will experience inclusion in the community	% of activities that individuals engage in that are related to their likes	Sharevision	85% Yes 15% No	80%	✓
Efficiency					
Minimize need to backfill shifts due to staff illness	% of sick utilization	ADP	3.64%	Statistics Canada	✓
Individuals participate in annual Person-Centred Planning.	% of completed Person-Centred Planning sessions in the calendar year	Sharevision	18/21 = 86%	100%	✗
	% of individuals who completed a plan within 14 months of their previous plan	Sharevision	16 were completed within 14mo = 76%	No benchmark	N/A
	Average number of days between planning sessions	Sharevision	Avg # days between sessions = 331	No benchmark	N/A

Service Access					
Accessibility needs related to communication, health, mobility or transportation issues will be successfully accommodated	% of accommodations met to meet changing needs of the individuals	Sharevision	15 Accommodations 4 with no result 11/15 = 73% accommodated	80%	x
	# of individuals requiring customized communication systems # of individuals who have customized communication systems	Sharevision	14 individuals require 9 individuals who have 64%	No Benchmark	N/A
Experience of Service (analysis at beginning of report)					
Maintain satisfaction with service delivery	% of families who report satisfaction with RSCL services	Family Survey	57% Very Satisfied 28.5% Satisfied 14.5% Very Dissatisfied (1 person)	80%	✓
	% of individuals that indicate being happy with the staff	Individual Interview	90% Happy 10% Not Happy (1 person) 5 people didn't answer	80%	✓
	% of individuals that indicate being happy with their home	Individual Interview	83% Happy 8.5% Not Happy (1 person) 8.5% Did Not Know (1 person) 3 people didn't answer	80%	✓
	% of individuals that indicate being happy with the other people they live with	Individual Interview	80% Happy 10% Not Happy (1 person) 10% Did Not Know (1 person) 5 people didn't answer	80%	✓
	% of individuals that indicate being happy with the help they receive from RSCL	Individual Interview	100% Happy 5 people didn't answer	80%	✓

Effectiveness

Two outcomes were set to determine the effectiveness of the Supported Living Services:

1. Self-Determination will be encouraged and supported

Individuals were asked if they make choices in their home. In 2021, 15 individuals were interviewed, however 4 of those did not answer this question. Of the remaining 11, 82% indicated yes (92% in 2020, 100% in 2019, 91% in 2018). One person indicated no; upon follow up, the individual spent a significant amount of time in the hospital, and therefore was limited in their ability to make choices. It is important to make note of individuals who choose not to answer; however, they are removed from the result calculations given they did not provide an answer.

Another indicator of Self-Determination is the completion of personal goals. In 2021, the percent of Person-Centred Planning goals that have documented evidence that the goal was attempted was 82% (87% in 2020, 91% in 2019, 85% in 2018). The goals included in this calculation are the goals that expired in the 2021 year, therefore were set in 2020. There were 68 goals that expired in 2021 (54 goals expired in 2020, 99 goals expired in 2019, 100 in 2018). It is typical for an individual to set approximately 3 or 4 goals each for the calendar year, depending on their aspirations. The number of discontinued goals increased in 2020 due to the pandemic; many goals were unable to be worked on given the restrictions in place. The uncertainty of the pandemic made it challenging to attempt goals.

It was recommended to develop quarterly reports to assist managers in ensuring that measurable goals are developed, progress reported on, and finite results recorded at the time of their completion. Tools were developed in Sharevision to assist managers late in 2021. It is expected that these tools will help managers with following up on goals.

2. Individuals will experience inclusion in the community

In 2021, 85% of activities that individuals are engaged in are related to identified likes (85% in 2020, 86% in 2019, 84% in 2018); this met the target of 80% and is consistent with previous years.

There were 7490 activities recorded in Sharevision in 2021 (5070 in 2020, 4478 in 2019). It is not realistic to expect all activities relate to identified likes, especially in a residential setting, however it is hoped that high levels would be achieved. Finding a balance between daily activities that bring joy into our lives and provide a sense of achievement is a challenge for everyone, not only individuals with developmental disabilities. The support provided to encourage these types of activities will continue to be a high priority and indicator of the effectiveness of the program.

There have been inconsistencies in data entry with daily activities in the Supported Living program. It was recommended to determine a more efficient and consistent method to record Daily Activities and Daily Journal. This was attempted, however not completed, therefore is deferred to 2022 and is expected to be completed with the development of Sharevision version 4.

The location of activities is also tracked in Sharevision; 48% of daily activities engaged by the individuals occurred out in the community (52% in 2020, 79% in 2019, 81% in 2018). The pandemic greatly influenced the ability for individuals to be out in the community, however the staff are to be commended for their creative response to supporting the individuals in their homes with the limiting options available to them in the community. Although there were less activities in the community, the percent of activities related to things the individuals like to do did not decrease by much, so this is again reflective of the creativity of the staff in terms of engaging the individuals at home.

Given the above results, the Supported Living services are deemed to be effective.

Efficiency

	2021	2020
A. Total Hours Paid Out (including sick)	90414.24	90013.6
B. Total Sick Hours Used	3294.25	3104.25
C. Typical Work Day Hours	7.5	7.5
D. Total Sick Days in Calendar Year (B/C)	439.23	413.9 days
E. Total Number of FT/PT Employees at End of Calendar Year	47	48
F. # Sick Days per Employee (D/E)	9.35	8.62 days per employee

An efficient Supported Living service is one that maintains consistent and reliable staff. The need to backfill shifts due to staff illness creates an unstable staffing environment for the individuals, as well as creating higher costs due to the need to pay staff overtime.

The percentage of sick utilization for Supported Living employees was 3.64% of total hours paid out (3.45% in 2020, 4.21% in 2019, 4.85% in 2018), which equates to approximately 9.35 days per full time/part time employee; this is below the Stats Canada statistic of 14.9 total days lost per worker (non-profit) in 2021. The pandemic resulted in many staff requiring to self-isolate, however this was classified as WorkSafe and not as sick time. The staff in the Supported Living homes are to be commended for their dedication in providing support during an unprecedented pandemic. It is important to note, that with the heightened safety measures in place, e.g., washing hands, physical distancing, limiting time in community, etc., the number of staff who were sick was significantly reduced.

It is an expectation of the service that all individuals participate in annual Person-Centred Planning sessions. Occasionally there are factors that prevent this: scheduling of sessions, illness, personal preferences of the family, and program operational challenges. In 2021, there were 18 personal plans completed with 16 being completed within 14 months of the previous plan. The average number of days between planning sessions (for those completed in 2021) was 338 days (329 days in 2020, 459 days in 2019).

Those individuals who did not have a plan in the year were a result of medical issues, were in the process of moving, or the plan spanned over December to January, so would not have been captured in the calendar year. Consistent with other program areas, it is recommended to move the scheduling of competing personal planning sessions to align with the individuals' birthdays. It is expected that this modification will help alleviate gaps in personal planning sessions.

Service Access

An accessible Supported Living service is one in which staffing is available to support all the needs of the individuals and individuals are not limited in their activities because of lack of staff. Often, accommodations are regarding additional staff to cover special events, vacations, and hospital stays. In 2021, there were 15 accommodations recorded in Sharevision (27 in 2020, 7 in 2019, 8 in 2018) with 93% (100% in 2020) of the requests being accommodated and 7% partially accommodated, in the following categories (requests can indicate more than 1 category):

- 1 Accessibility
- 7 Additional Staffing Hours
- 1 COVID-19 Accommodation
- 2 Environmental
- 1 Financial
- 2 Other
- 1 Transportation

Having the ability to communicate and make your needs known is vital to feel supported. Communication systems are often used and include sign language, an augmentative communication device, picture symbols etc. In 2021, there were 9 individuals with a communication plan documented in Sharevision. Upon review of the data required for this indicator, it was determined that an assessment of existing communication plans documented in Sharevision is required. It is also recommended to establish criteria for determining who requires a communication plan.

To facilitate the use of these communication systems, often staff require training. It was recommended to explore tracking the percent of staff trained in these communication systems. This was not completed, therefore is deferred to 2022.

2020 Recommendations

- Determine a more efficient and consistent method to record Daily Activities/Daily Journal - DEFERRED
- Track the percent of staff trained in individuals communication systems – DEFERRED
- Set a benchmark of 100% of personal plans – COMPLETED

2021 Recommendations

- Determine a more efficient and consistent method to record Daily Activities/Daily Journal
- Establish criteria for determining individuals who require a communication plan
- Track the percent of staff trained in individuals communication plans

Employment Services

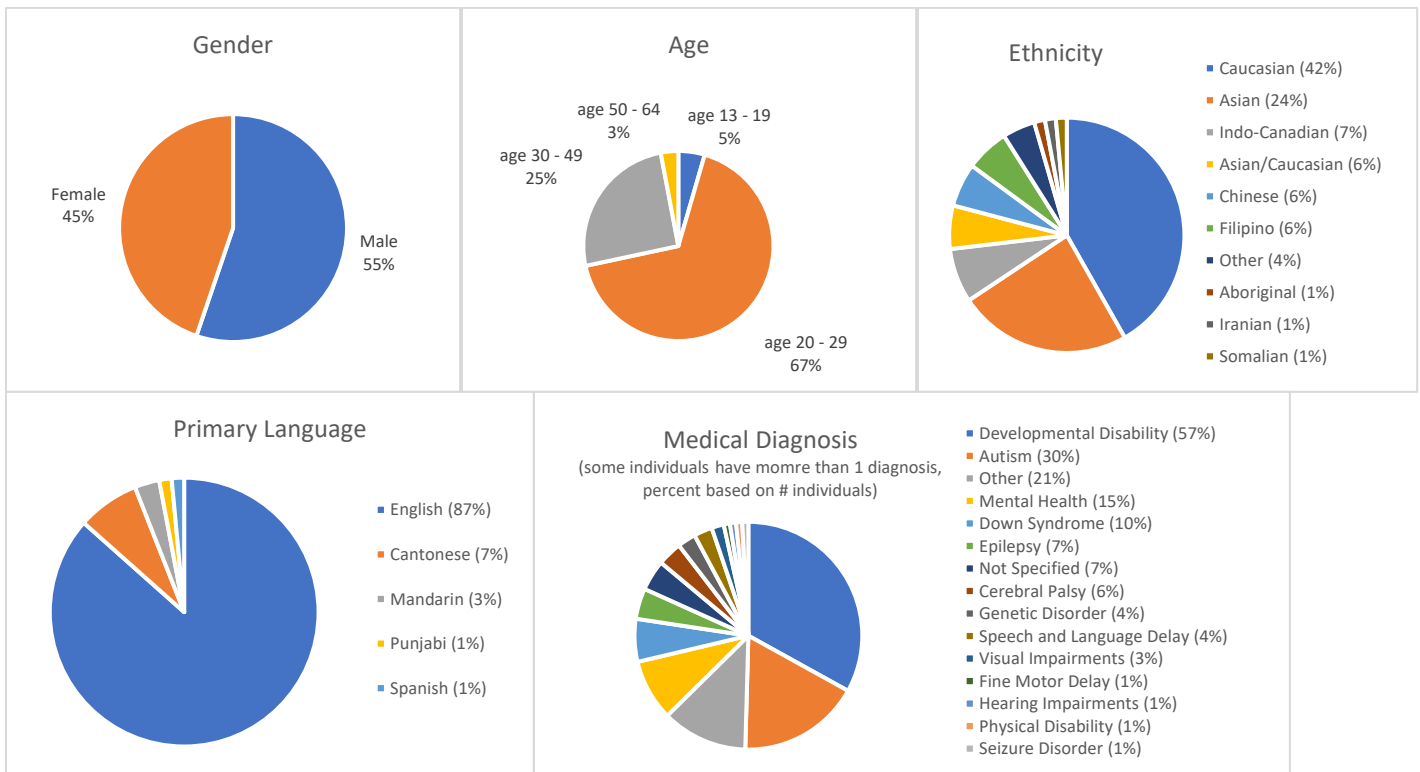
The Employment Services Program assists individuals to obtain paid work in the community. Employment Services provide a range of services including, but not limited to, job development and on-site job coaching.

There were 67 individuals supported in Employment Services (63 in 2020, 57 in 2019); 13 individuals were in both programs as they were working for RHCC but also seeking additional or replacement employment; 6 individuals started in Employment Services in 2021, 14 exited.

- Adults Served in Employment Services in 2021: 67
- Individuals in Employment Services and HandyCrew: 13
- Referrals & Intakes to Employment Services in 2021: 6
- Discharged from Employment Services: 14
- Waitlist at end of December 31, 2021: 1
- Businesses Interviewed: 13
- Individuals Interviewed: 10

In 2020, RSCL applied for and was awarded a 3-year Youth Employment grant through the BC Employment Network with several other organizations. This innovative project enabled the program to support an additional 11 individuals in 2021 (9 in 2020) to find employment however due to the funding specifications, they were tracked separately and are not included in this report.

Demographics



“Employment staff team was always there and supportive when there were concerns or to help with retraining; very satisfied with the program and supports.” ~ Business who hired through Employment Services Program

Data Results

Outcome	Indicator	Data Source	Results	Target	Met
Effectiveness					
Individuals will secure employment	% of new individuals successfully placed in employment within the first six months	Sharevision	6 new individuals 2 employed by end of 2021 2 employed within 6 months; 33%	50%	X
	Average number of days to attain first employment placement	Sharevision	148 days	6 months	✓
Maximize career enhancements for all employed individuals	% of employed program participants that exceed minimum wage	Sharevision	29 job records / 80 total job records = 36.25% 24 individuals / 67 = 35.8%	15%	✓
Efficiency					
Maximize # of job placements	# of job placements in the calendar year	Sharevision	21 placements	No benchmark	N/A
Individuals will maintain employment	Average length of employment	Sharevision	80 active jobs in 202 with 44.3 months average length of employment	No benchmark	N/A
Service Access					
Employers will meet accommodation needs of individuals	% of jobs successfully modified with support from the program	Sharevision	62 / 80 jobs = 77.5%	50%	✓
Individuals will be employed in a variety of employment sectors reflective of their community	# of employment sectors in which individuals are employed	Sharevision	14	No benchmark	N/A
Experience of Service (analysis at beginning of report)					
Businesses will be satisfied with the services provided	% of employers who report satisfaction with their involvement with the Employment Services staff team	Employer Interview	53.85% Very Satisfied 23.08% Satisfied 15.38% Neutral 7.69% N/A	80%	✓
Individuals will report that they like their job	% of individuals who report that they like their job	Individual Interview	86% Yes 14% No (1 person) 3 people didn't answer	80%	✓
Individuals will be satisfied with the assistance they receive from the program	% of individuals who report that staff helped them when they needed help	Individual Interview	100% Happy 4 people didn't answer	80%	✓

Effectiveness – Employment Services

Of the 67 individuals served in 2021, 57 were employed in 80 jobs at 47 different businesses. Some individuals had more than one job. Individuals not yet employed were involved in job readiness activities such as resume building, interview prepping etc.

There were 6 individuals who started in Employment Services in 2021. Of those 6, two were employed within 6 months equating to 33% (17% in 2020, 33% in 2019, 37.5% in 2018); 4 were not yet employed by the end of the year. Of the 2 that gained employment, it took an average of 148 days to secure employment (134 days in 2020, 108 days in 2019, 26 days in 2018).

Two of the individuals who started in the program in the year were involved in a work experience program, so although they did not gain a permanent employment placement, they were working in a work experience program.

The pandemic continued to impact the Employment program in 2021 in terms of vaccination status, the changing job market, and the economic instability. RSCL received a Supported Employment Recovery grant through Inclusion BC which helped in providing the support needed to ensure individuals were able to maintain employment opportunities during the pandemic.

It is important to note that the 80 Employment Records reflected in these results include individuals who have been placed through the Employment Services Program however no longer receive support through the program. It was recommended to adjust the Sharevision system to differentiate between those regularly receiving job support and those independently working. This was not completed, therefore is deferred to 2022. That said, there were 14 individuals who exited services within the year; 7 of these were because their employment situation was secure, and they no longer needed support from the program.

The Employment Services Program has been operating for 11 years and the staff team continue to strongly advocate for fair wages through marketing the strengths of the individuals and demonstrating the value of hiring individuals with disabilities. This is evident in the percentage of individuals receiving more than minimum wages; 29 of the 80 jobs exceeded minimum wage which equates to 36.25% of all jobs (38% in 2020, 30% in 2019, 34% in 2018) which exceeds the target. The minimum wage in the province has been sequentially increasing in recent years; it is to be commended that the percent of individuals who exceed minimum wage has been consistently above the target.

Efficiency – Employment Services

In 2021, there were 21 job placements in the year (19 in 2020, 23 in 2019, 12 in 2018). As indicated above, the pandemic impacted the ability to find suitable employment in some cases, however these results are indicative of the efficiency of the program in that so many placements were made despite a pandemic.

Although some jobs are seasonal or contractual, and therefore temporary, ideally individuals who are successfully placed in long-term positions is an indicator of an efficient Employment service. That said, temporary positions provide opportunities for growth and ultimately can result in acquiring long-term employment in the future.

Of the 21 jobs that started in 2021, 15 were still employed at the end of the year. Of the 80 jobs, 12 ended for various reasons (see Service Access). It was recommended to include the average length of employment as an efficiency measurement for Employment Services. Of the 80 jobs, the average length of employment was 44.3 months, which equates to 3.69 years (average of 3.5 years in 2020).

Service Access – Employment Services

Of the 80 jobs in 2021, 62 of them were accommodated by the employer to fit the needs of the individuals (accommodations such as hours, work environment, equipment uses, etc.) which equates to 77.5% (74.5% in 2020) of the jobs were accommodated by the employer.

It is not necessarily a goal to have a high number of accommodations, however the more accommodations being made by employers' results in more opportunities for individuals to find employment. Although accommodations are often needed to be made by employers when hiring a person with a disability, job coaching and support from the Employment Services staff can often eliminate the need for accommodations. If the number of jobs requiring modifications starts to decrease, an analysis would need to be completed to determine if it was a result of RSCL being unsuccessful in supporting employers which may then affect the number of job opportunities for the individuals.

In 2021, 12 jobs ended for the following reasons:

- 2 Jobs not the right fit
- 3 Employer didn't make accommodations
- 2 Seasonal
- 2 COVID related
- 2 Employer initiated
- 1 Individual moved

Although 3 of the jobs ended due to lack of accommodations being made, there is no recommendation. The staff continue to look at the employer/RSCL and the employer/employee relationships to provide more support. The Employment Services staff work with employers to help them make accommodations and at times, some employers may be unwilling to make any accommodations. The pandemic may also have impacted employers' ability to make accommodations given the economic instability.

The jobs in 2021 were in a variety of employment sectors:

- Administration (2)
- Agriculture (3)
- Educational (1)
- Financial (1)
- No Specified (3)
- Food Services (8)
- Health Care (1)
- Manufacturing (3)
- Recreation (4)
- Utilities (1)
- Retail (12)
- Technical Services (2)
- Transportation (4)
- Service Industry (30) – includes 15 in RHCC
- Warehouse (5)

It is to be commended that the individuals in the Employment Services Program are being employed in such a variety of sectors. The Employment Services staff will continue to look for opportunities beyond the current list of employment sectors.

2020 Recommendations

- None

2021 Recommendations

- Adjust the Sharevision system to differentiate between those employees regularly receiving job support and those working independently

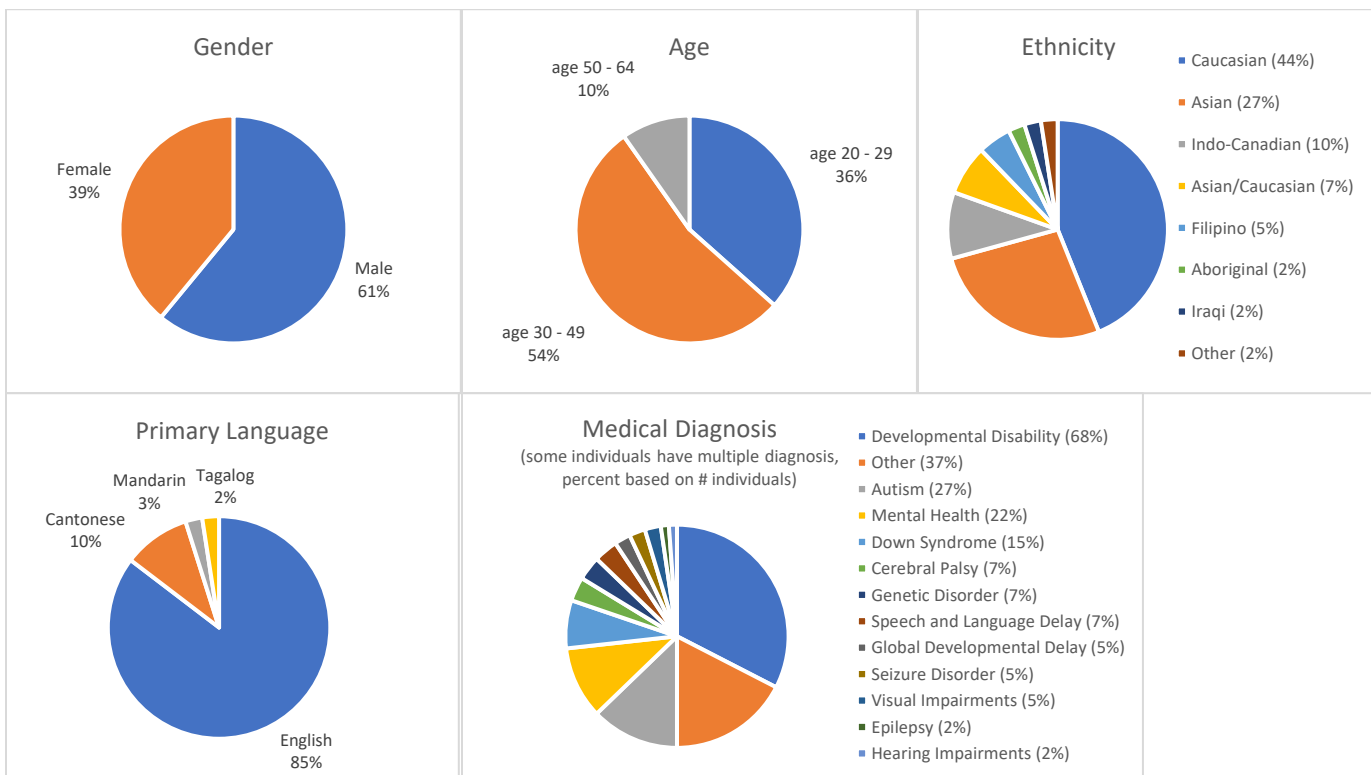
Richmond HandyCrew Cooperative

The Richmond HandyCrew Cooperative (RHCC) is a business venture that was developed and operates within the support and assistance of RSCL and the Employment Services staff. RHCC serves the Richmond community by providing garden maintenance, catering, cleaning, painting, and other handy person jobs. RHCC provides individuals an opportunity to develop work skills and participate in paid work within the community. Often, individuals will start in RHCC to develop the skills necessary to move into other work opportunities in the community.

- HandyCrew Members: 41
- Individuals in Employment Services and HandyCrew: 13
- New HandyCrew Members in 2021: 0
- HandyCrew Members who Left in 2021: 1
- HandyCrew Customers Interviewed: 12
- Individuals Interviewed: 14

There were 41 members working in RHCC (44 in 2020, 41 in 2019); 13 individuals were in both programs as they were working for RHCC but also seeking additional or replacement employment.

Demographics



"It's so rewarding to see the confidence and sense of accomplishment of the crew members." ~ HandyCrew customer

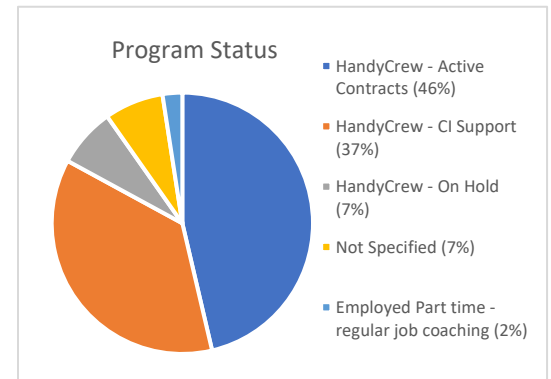
Data Results

Outcome	Indicator	Data source	Results	Target	Met
Effectiveness					
RHCC members/employees will learn new job skills	% of RHCC members/employees that successfully learn new skills through their employment	Sharevision	19 active contract employees 8 developed new skills 7/19 = 37%	60%	X
	% of RHCC members who move on to other employment opportunities (both exited and existing individuals)	Sharevision	19 active contract employees 8 active contract employees also in Employment Services 8/19 = 42%	No benchmark	N/A
	Reasons for exiting RHCC	Sharevision	Moved out of service area	No benchmark	N/A
Efficiency					
Individuals will maintain or increase earning potential	# of new customers that result in more work for the employees	Finance Records	21 customers 6 new in 2021	No benchmark	N/A
Service Access					
Individuals will have a greater awareness of their future job choices	% of individuals in RHCC who report that they have a greater awareness of their future job choices	Individual Survey	No data to report	80%	N/A
	% of individuals at RSCL who report being aware of the Employment Services program	Individual Survey	63.75% Yes 31.25% No 5% Don't Know 25 people Did Not Answer	No benchmark	N/A
Individuals will have a variety of work options while in RHCC	# of work options available at RHCC	RHCC contracts	6	No benchmark	N/A
Experience of Service (analysis at beginning of report)					
RHCC customers will be satisfied with the services provided	% of customers who report overall satisfaction with RHCC	HandyCrew Customer Interview	75% Very Satisfied 16.7% Satisfied 8.3% Neutral	80%	✓
Individuals will be satisfied with the assistance they receive from the program	% Individuals who report being Happy with the help they get from RSCL	Individual Interview	100% Happy 2 people did not answer	80%	✓

Effectiveness – RHCC

The 41 individuals working at the RHCC in 2021 were categorized into the following:

- 19 Active Contracts = individuals actively working with staff in regular RHCC contracts
- 3 On-Hold = individuals not currently working but may in the future
- 15 CI Support = individuals working on contracts paid through RHCC but supported through Life Services
- 3 Not Specified
- 1 Employed Part Time – Regular Job Coaching



Due to the pandemic, the working schedule of the RHCC members fluctuated, was inconsistent and some people were not working, however, their status in the program did not change. It is expected that once the pandemic restrictions are lifted, members will go back to their regular work schedules.

Skill development is a valuable tool to measure individuals' personal growth within their employment with the RHCC. In 2021, there were 40 Skill Development records for 19 individuals on active contract. Of the 40 skills, 9 were completed in the year, 8 were successfully acquired (ceased being worked on) accounting for 7 individuals acquiring the skill: 37% (47.6% in 2020, 43% in 2019, 47% in 2018). The results in 2021 did not meet the target of 60%. Although a high rate of skill development is ideal, there is a balance between acquiring skills and requiring ongoing support to perform tasks. In many cases, individuals do not want to gain new skills as they are content with their current job tasks. Skill development is also not based on pre-determined timeframes as there are unique circumstances in which skills are acquired for each individual. That said, it was also recommended to explore methods to increase skill development. Staff worked with individuals to mentor them in exploring new skills, however they were not necessarily all recorded in the Sharevision

system. The pandemic also hampered the efforts on skill development given many individuals were not actually working. The staff have developed a skill evaluation grid to more accurately assess the RHCC members skills levels. This will help in planning for skill development. A priority has been placed on documentation with the staff to ensure staff record all skills being worked on.

The number of RHCC members who move on to other employment opportunities because of the experience they gained through RHCC is another indicator of effectiveness. Of the 19 active contract RHCC members, 8 (42% of active contract RHCC members), were also a part of the Employment Services Program either working in other paid jobs or seeking competitive employment (38% in 2020, 29% in 2019). Some employees are happy to remain in RHCC and do not aspire to move on to other employment opportunities despite having the skills to do so. It was recommended to track individuals who exit RHCC for the reason of moving on to other employment opportunities. In 2021, there was one individual who exited the RHCC, however the reasons for discontinuing with RHCC were related to moving out of the service area.

Efficiency – RHCC

Individuals maintaining or increasing earning potential is an indication of an efficient program. Earning potential is dependent upon the number of RHCC customers. In 2021, there were 21 customers of the RHCC (28 in 2020, 20 in 2019, 33 in 2018); 4 were new customers (2 were contract-based). Some customers are repeat customers with active contracts, whereas some are customers that receive services for one-time only jobs. The expectation is not necessarily that the number of customers will grow, but that the number of customers will be maintained to ensure adequate earning potential for the employees.

In the collection of this data, it was discovered that documentation regarding RHCC customers requires improvement to ensure consistency and accuracy. It was recommended to explore documentation improvements for RHCC customers and transfer the documentation into Sharevision. This was not completed therefore is deferred to 2022.

Stability in earning is also affected by the ability to maintain long-term customers. It was recommended to explore tracking the length of time RHCC customers remain customers to determine if focus needs to be applied to customer retention efforts. This will be met with the development of improved documentation in Sharevision for RHCC customers.

Service Access – RHCC

There are two outcomes to measure accessibility of the RHCC:

1. Individuals will have a greater awareness of their future job choices

RHCC is often an introduction to the workforce for many individuals. It provides them with work experience and training opportunities to prepare them for other job opportunities. Some individuals use the RHCC as a steppingstone towards other employment in the community, yet others are happy to stay with RHCC as it meets their employment goals. Unfortunately asking the individuals about their awareness of future job choices was missed on the individuals' interviews, therefore there is no data to report.

In 2021, 105 individuals were interviewed throughout all adult and youth services. They were asked if they were aware of the Employment Services and RHCC opportunities: 80 individuals responded to the question, of those who responded 63.75% indicated "Yes", 31.25% indicated "No", 5% indicated "Don't Know".

Given these results, it is recommended to expand marketing efforts with existing individuals supported at RSCL and LIFE Day Services staff.

An updated Discovery Process will be implemented to further augment the Person-Centred Planning processes. As all adult individuals and youth participate in this Discovery Process, it may result in more individuals wanting to explore employment opportunities. Through the implementation of this Discovery Process, it is expected that the number of individuals being aware of the Employment Services program will increase.

2. Individuals will have a variety of work options while in RHCC

The number of different job types through the RHCC creates a broader array of opportunities for employment which is an indication of accessibility. The RHCC offers the following different job types:

- Landscaping
- Cleaning
- Flyer or newspaper delivery
- Miscellaneous handy work
- Window Washing
- Small Moving

Over the years, some job opportunities have decreased due to a variety of reasons, therefore it is recommended to explore opportunities to increase the number of job types for the RHCC members. This was completed as window washing and car cleaning has been added to the array of opportunities for 2021. These new opportunities were a result of a work experience grant that the Employment Services Program was awarded in 2020 and therefore the necessary equipment was purchased. It is an ongoing expectation that continued exploration of additional work opportunities will occur.

2020 Recommendations

- Explore documentation improvements for RHCC customers and transfer the documentation into Sharevision - DEFERRED

2020 Recommendations

- Explore documentation improvements for RHCC customers and transfer the documentation into Sharevision
- Expand HandyCrew marketing efforts with existing individuals and staff
- Explore tracking the length of time RHCC customers remain customers

Summary of 2020 Recommendations

Establish a steering committee that includes representatives of key stakeholder groups to guide how RSCL will respond to the data in the include Me! report	DEFERRED
Develop tools to use when interviewing individuals that help them better understand what is being asked.	COMPLETED
Explore with other agencies how they garner feedback from supported individuals	COMPLETED
Further the development of Program Quarterly Reporting for all RSCL programs	COMPLETED
Adjust the IDP Service Access indicator to reflect the time from referral to start for those children referred in the year (not for all children served)	COMPLETED
Re-examine the IDP Service Access benchmark for time from referral to start to determine a more applicable target	DISCONTINUED
Explore system improvements to track the multiple stages (referral, start, partial funding, and full funding) to full-service delivery in SCDP	COMPLETED
Explore alternative criteria for determining SCDP start dates into the program	COMPLETED
Implement an online tool for childcare centres to request workshops or training opportunities	DEFERRED
Develop a tracking system in Sharevision to track childcare centres supported through SCDP, active contracts, childcare centres accessing resources and training events	DEFERRED
Adjust the SCDP efficiency indicator to reflect the ratio between indirect and direct service hours	COMPLETED
Adjust the SCDP Inclusion Checklist to allow for an easier comparison to the previous score percentage	COMPLETED
Explore alternative measures for determining accessibility of the Youth Connections program	COMPLETED
Explore an alternative Respite Service Access indicator	COMPLETED
Explore alternative indicators for Efficiency for LIFE services	DISCONTINUED
Explore tracking attendance and reasons for not attending as a measure of accessibility into the LIFE services programs	COMPLETED
Set a benchmark of 100% for percentage of Person-Centred Planning sessions completed (Youth Connections, LIFE Services, Home Share,)	COMPLETED
Adjust the tracking of Outreach Contact Records to include duration of contact	COMPLETED
Determine a more efficient and consistent method to record Daily Activities/Daily Journal for Supported Living	DEFERRED
Track the percent of staff trained in individuals communication systems in Supported Living	DEFERRED
Explore documentation improvements for RHCC customers and transfer the documentation into Sharevision	DEFERRED
Develop a short "How did we do?" survey linked on the bottom of all RHCC invoices	DEFERRED

2021 Recommendations

- Develop program specific experience surveys rather than one agency wide survey
- Establish a steering committee that includes representatives of key stakeholder groups to guide how RSCL will respond to the data in the include Me! Report
- Develop a short “How did we do?” survey that would be linked on the bottom of all RHCC invoices
- Implement an online tool for childcare centres to request workshops or training opportunities
- Develop a tracking system in Sharevision to track childcare centres supported through SCDP, active contracts, childcare centres accessing resources and training events
- Implement system improvements to documenting service hours (indirect vs direct) in IDP and SCDP
- Set a target for the SCDP Service Access indicator of number of days from referral to start of service to be 90 days
- Explore a more suitable indicator for Efficiency for childcare programs
- Adjust the childcare programs Service Access indicator to track referral to start of service for children in supported placements
- Align the completion of personal plans to the individuals’ birthdays
- Set a target of 90% for Youth Connections personal plan completion
- Adjust the target for Youth Connections Daily Activities to be 90%.
- Add the number of youth waiting for Youth Connection services as an indicator for Service Access
- Add the individual interview question “Are you happy with your caregiver” as a Respite Effectiveness indicator
- Track the number of days from referral to match for Respite individuals as an indicator of Service Access rather than Efficiency
- Add the percentage of goals attempted or achieved as a measure for Effectiveness for Outreach
- Review the Independent Living planning processes and determine clarity around how to record the progress on Service Plan goals
- Include the number of days from requesting a new Home Share caregiver to match date for those individuals who change caregivers as an indicator for Service Access
- Modify the screening documentation in Sharevision to differentiate caregivers who have completed screening but are not yet matched due to no individuals needing a caregiver
- Determine a more efficient and consistent method to record Daily Activities/Daily Journal
- Establish criteria for determining individuals who require a Communication Plan
- Track the percent of staff trained in individuals Communication Plans
- Adjust the Sharevision system to differentiate between those individuals in the Employment Services Program regularly receiving job support and those working independently
- Explore documentation improvements for RHCC customers and transfer the documentation into Sharevision
- Expand HandyCrew marketing efforts with existing individuals and staff
- Explore tracking the length of time RHCC customers remain customers

