



Outcome Management Report 2024

Measuring the effectiveness, efficiency, accessibility and experience of service for Aspire Richmond's Programs and Services

thriving. connected. happy.

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INTRODUCTION

Aspire Richmond has produced an annual Outcome Management Report since 2003, tracking the identified outcomes of its programs and services. The information and analysis from this process highlight areas of strength and identify areas needing improvement. This report is a key component of Aspire's continuous Quality Improvement and Performance Management System, providing essential insights to Aspire's management and Board of Directors. The results support Aspire's Mission, Values, and Vision Statements, helping staff to be more responsive to the needs of children, youth, and adults with disabilities, as well as their families.

Over the years, the Outcome Management System has been refined, with changes to outcomes, updates to survey questions, adjustments to measurement indicators, and revisions to collection processes.

The internationally validated Quality of Life Framework 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)

Aspire'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 support that responds 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 12 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 child care.
- Child care programs – inclusive preschool & daycare programs.
- Youth Connections – after-school recreational program for youth aged 13-19 with developmental disabilities.
- Children's Respite – provides breaks for families and caregivers.

Adult Services:

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

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 Aspire makes use of the resources available.
- Service Access (accessibility) – how easy it is for people to get the supports they need.
- Experience with Service – what the people accessing Aspire supports think about their experience in the program.

Each year, the Board of Directors review the outcome results and approve all recommendations that arise from the analysis and results. The outcome results are reported to the organization's membership, staff and included in the *Aspire* Views newsletter, on the Aspire 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 Aspire 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 supports they receive.

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

Method

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

Feedback from various Community Collaborators is solicited via surveys or interviews:

- Individuals receiving support.
- Families of individuals receiving support.
- Child care centres.
- Contracted caregivers.
- Businesses who hire individuals through the Employment Services Program.
- Customers of the Richmond HandyCrew Cooperative.
- Other Community Collaborators:
 - Funders
 - Other service agencies
 - Professionals that work with Aspire
 - Community Committee members

The results of all indicators are calculated and summarized and then analysis is completed by Program Managers, the Director of Quality Assurance and the Manager of Technology.

Surveys

The following groups were solicited for feedback via an online survey (paper survey made available in some cases):

- Families of individuals receiving support.
- Child care centres.
- Contracted caregivers.

Family Surveys

Family Experience surveys are developed each year 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 receiving services from Aspire. Families are provided the opportunity to complete these program specific surveys throughout the year. Additionally, a generic online feedback form is available year-round along with suggestion boxes in Aspire locations.

When possible, Program Managers follow-up with survey respondents who indicate a less than favourable response. The purpose of the contact is to determine the reason for the response and explore options to improve the service experience, if possible. Overall, the agency staff have met these targets however, not all surveys can be followed up on, as many are returned anonymously.

In 2024, 720 surveys were distributed to Aspire families with 261 responses giving a response rate of 36.25%.

Surveys Given	Surveys Returned	2024	2023	2022	2021	2020	2019	2018	2017	2016
720	261	36.25%	30.4%	31.7%	19.5%	22.2%	38.26%	37.5%	45%	37%

Survey distribution by program:

Program	Surveys Given	Surveys Returned	Response Rate
IDP	106	27	25%
SCDP	233	73	31%
Child care	118	57	48%
Youth Connections	22	18	55%
LIFE	101	39	38.6%
Outreach	27	3	11%
Supported Living	8	7	87.5%
Home Share	26	4	15%
Respite	75	33	44%
Independent Living	Family Surveys not conducted. Feedback collected through Individuals interviews.		
Employment Services/ HandyCrew			

The results from these surveys are included in the applicable program sections of this report. However, there were two questions related to experience with service that was asked of all families across the organization:

1. How satisfied are you with the service you and/or your child receives from Aspire Richmond?
2. How satisfied are you with the way in which Aspire applies their services values to their everyday work?

Aspire's 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 2024 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.

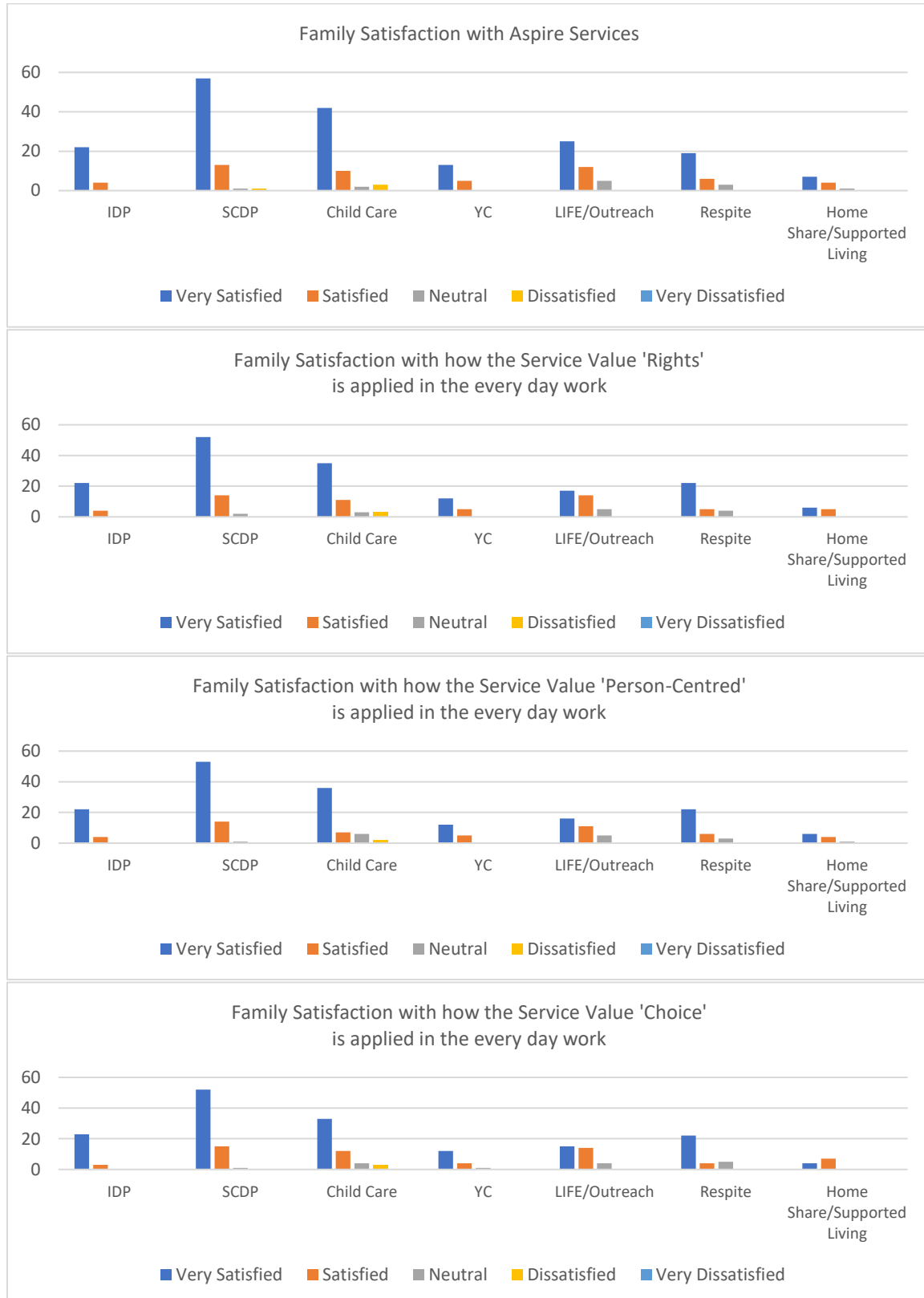
PERSON-CENTRED –

- 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.

The below results indicate that families across the organization are satisfied with Aspire supports and how the identified service values are applied in the everyday work.



Child Care Centre Surveys

The Supported Child Development program provided supports to 111 child care centres; 104 centres were provided a survey with 35 responses resulting in a 33.6% response rate.

Contracted Caregivers

Eighty-nine (89) Contracted Caregivers through the Respite and Home Share programs were provided a survey; 34 responded resulting in a 38.2% response rate. It was recommended to telephone interview the contracted caregivers. This was not completed; however, the response rate was higher than in previous survey years. Again, it is recommended to telephone interview the contracted caregivers.

Interviews

Telephone interviews were conducted by an external contractor for the following groups:

- 9 HandyCrew Customers.
- 16 Employers affiliated with the Employment Services.
- 20 Other Community Collaborators with Aspire (funders, other service providers, therapists, etc).

Adults and youth that can indicate their preference, verbally or by using another communication system (i.e., pictorial symbols, augmentative communication devices), were interviewed.

Consistent feedback from the interviewers is that the individuals enjoy the interview process. Ideally, the interviewers are non-partial, however many individuals do not feel comfortable being interviewed by strangers. The following strategies have been applied to improve the interview process:

- Self-Advocates are contracted to conduct peer to peer interviews with staff support where needed.
- Additional interviewers are used for specific program areas and/or specific individuals given their unique needs, i.e., some interviews were conducted using sign language.

The interview process hopefully provides supported individuals an opportunity to see that their voice matters. Having their peers be the ones interviewing them increases their comfort level and willingness to share their thoughts. However, the interview process is challenging and time consuming given the unique needs of the individuals. As such, there were two recommendations:

- Start the interview process in November to allow for a minimum of 3 months to complete the interview process.
- Develop an ad-hoc committee to develop a new process for soliciting feedback from individuals.

These were completed. The committee was represented by the interviewers, two Program Directors and the Manager of Technology. They met several times over the course of the year in preparation for conducting the interviews. The following strategies were used:

- Separate out interview templates for each specific program area.
- Program Managers were asked to provide helpful tips including communication strategies for how to make an interaction positive for the individual.
- Program Managers were asked to be more involved and support the interviewers as much as possible to coordinate the interviews.
- The interviewers were given more than 3 months to complete the interviews.
- The interviewers scheduled specific events to capture as many individuals as possible in the process.

These strategies resulted in an increase in the number of individuals providing feedback. In 2024, the interview results were as follows:

- 96 LIFE and Youth Connections individuals.
- 22 Outreach individuals.
- 22 Respite individuals.
- 14 Home Share individuals.
- 13 Supported Living individuals.

- 9 Independent Living individuals.
- 47 Employment and HandyCrew individuals.

At the end of the 3 months, the committee met again to identify what worked and what didn't work along with recommendations for further improvement. It is recommended to create a form in Sharevision for Program Managers to provide helpful tips relating to what makes an interaction positive for the individuals in their program. Additionally, this Sharevision form would be used by the interviewers to track which individuals are interviewed. This online form has been completed and will be used in 2025.

The results of the 2024 interviews are found in the applicable program sections of this report.

Documentation reviews

Existing documentation within Aspire 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. The Sharevision system transitioned to a newer version where documentation tasks were streamlined and became less cumbersome for staff. At the end of 2023, the previous version SV3 was discontinued, and all tasks were transitioned to the newer version SV4. It is expected that documentation improvements will continue to be made as a result of analysis from this report.

Parameters and Omissions

Although the process is designed to solicit input from a broad range of people 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. Given that multiple Community Collaborator groups were consulted through surveys and interviews, and three distinct methods were employed to gather information, Aspire is confident that the results and conclusions accurately reflect the commonly held beliefs and opinions of self-advocates, families, and other Community Collaborators regarding the services provided by Aspire. Consequently, these insights can guide Aspire in identifying practices that effectively meet the needs of the people Aspire supports and highlight areas for potential improvement.

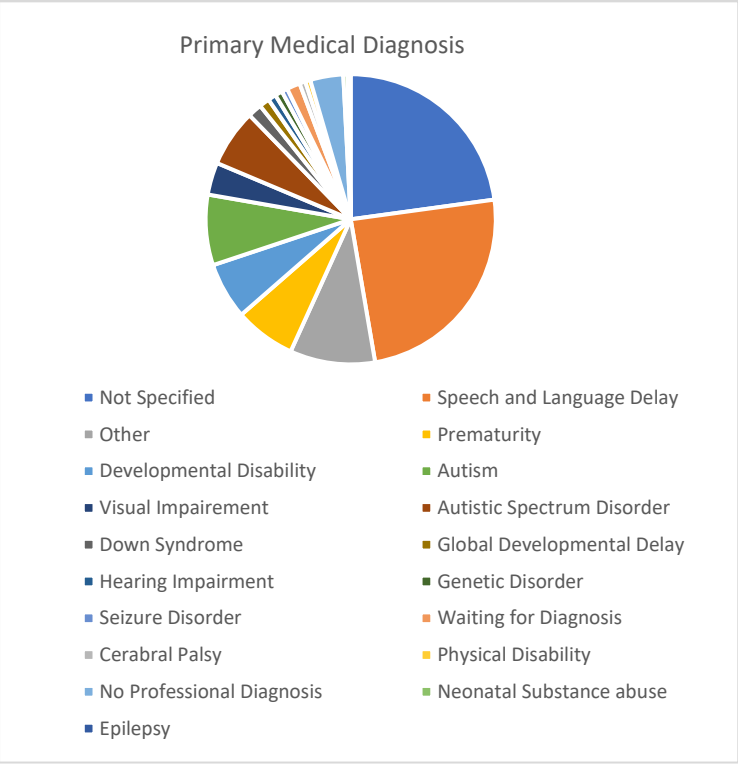
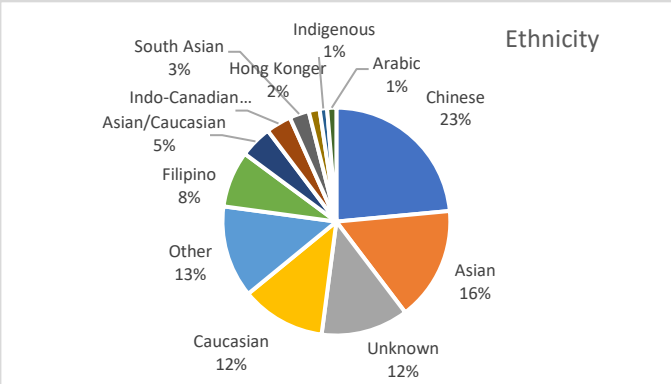
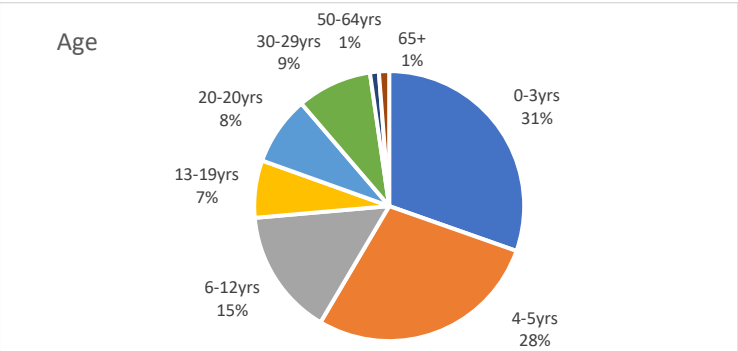
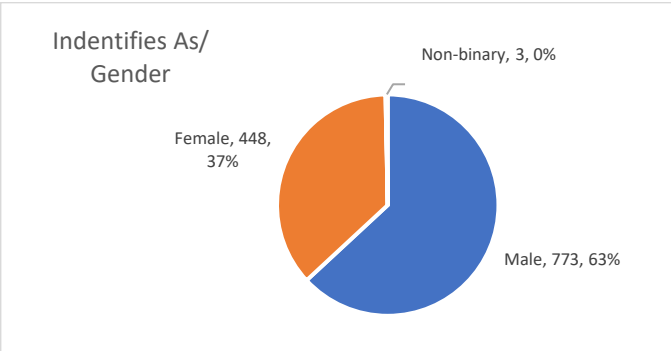
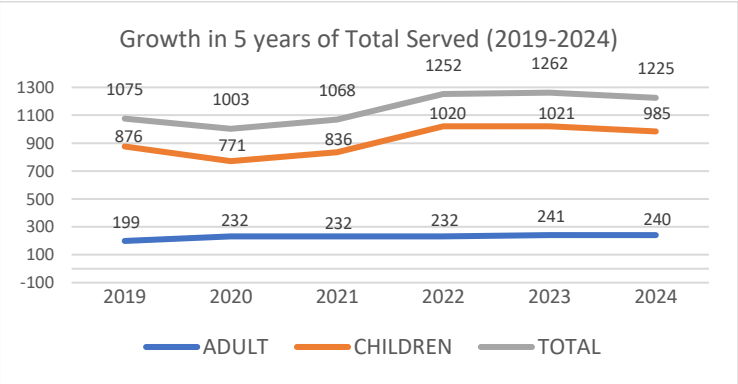
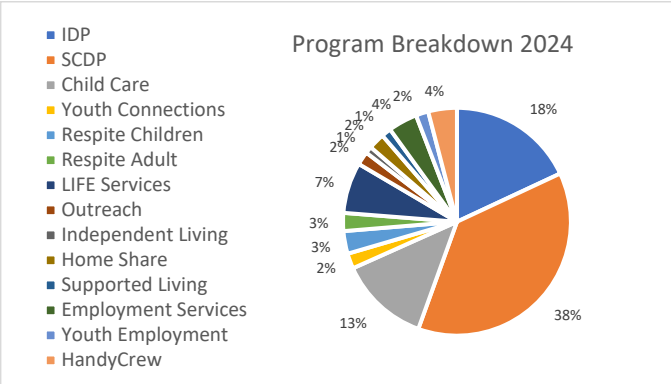
DEMOGRAPHIC SUMMARY

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

Richmond has a diverse ethnic population. According to the Statistics Canada 2021 National Household Survey, the primary mother tongues are English, Cantonese and Mandarin. The ethnicity breakdown for Aspire individuals is in line with the city's statistics. Aspire employs a culturally diverse employee population which helps meet the needs of the languages of the individuals and families 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.

Aspire supported 1225 individuals in 2024. Some individuals attend more than one Aspire program, therefore the total of individuals supported per program area is 1524. Over the year, 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. Numbers are showing a slight decline in numbers served within Children’s Services. This is due to several maternity leaves within the Infant Development and Supported Child Development Programs. It took time to recruit and to orientate new consultants into their temporary positions and build their caseloads, therefore not as many children were served.



COMMUNITY COLLABORATORS EXPERIENCE RESULTS

Aspire works closely with many professionals in the community, including other service providers, funders, doctors, therapists, community committee members, and others. For several years, soliciting feedback from our community collaborators has alternated between telephone interviews and online surveys. In 2024, telephone interviews were conducted with 20 community collaborators with Aspire Richmond.

In response to “What three words best describe Aspire” the following words were provided:

Quality	Experiences	Committed	Inclusive	Caring
Community Focused	Welcoming	Approachable	Professional	Friendly
Advocate	Dedicated	Accepting	Engaged	Positive
Responsible	Collaborative	Hospitable	Accommodating	Adaptable
Safe	Warm	Resourceful	Aspirational	

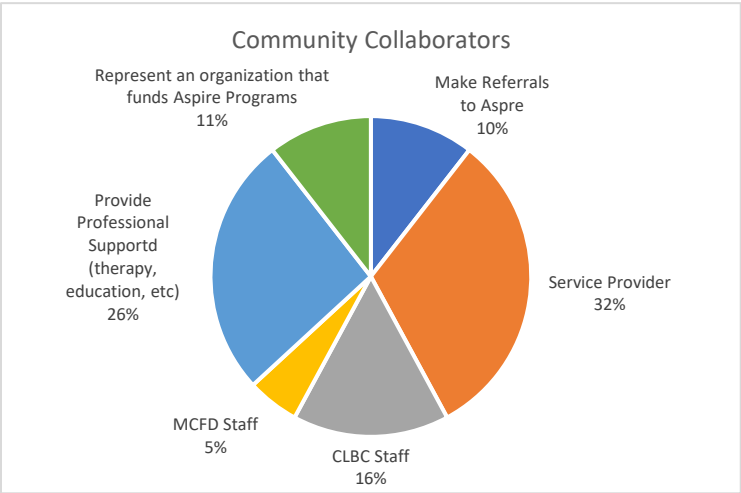
In response to “Is there anything Aspire Richmond should focus on”, the following comments were provided:

- Building their Shared Living capacity
- Transition of young people to adulthood
- Advertise to more families about the YC program

In response to “Does anything regarding your experience with Aspire Richmond concern you?”, the following comments were provided:

- Wait times for SCDP services
- Onboarding of youth requiring lift/sling should include prerequisite that families provide or have access to equipment

The intention of soliciting feedback is to determine areas where Aspire can improve our relationships with community collaborators and the services we provide. The continued and consistent positive results indicate that Aspire’s community collaborators are satisfied with the way in which supports are provided. Aspire will continue to focus on improving their relationships with all community collaborators.



Question	Results
Aspire is an effective advocacy organization on behalf of children, youth and adults and their families	60% Strongly Agree 30% Agree 10% N/A
Aspire is continually improving the services they provide	75% Strongly Agree 15% Agree 5% Neutral 5% N/A
Aspire is well known in the community as a high-quality service provider and leader	75% Strongly Agree 25% Agree
Aspire staff are responsive in meeting the needs of individuals and families served by the organization	70% Strongly Agree 30% Agree
Individuals and family’s rights are respected by Aspire staff	75% Strongly Agree 25% Agree
Communication with the Aspire program staff is respectful and courteous	75% Strongly Agree 20% Agree 5% N/A
Aspire program staff are professional and demonstrate knowledge and expertise	75% Strongly Agree 20% Agree 5% N/A
Satisfaction with accessibility to Aspire Services	45% Very Satisfied 15% Satisfied 10% Neutral 5% Dissatisfied 25% N/A
Satisfaction with Aspire’s communication regarding events and/or changes relevant to you	45% Very Satisfied 45% Satisfied 10% N/A
Satisfaction with Aspire’s referral process	30% Very Satisfied 20% Satisfied 50% N/A

EXIT SURVEYS

Applicable individuals or their family member who exit an Aspire service are surveyed within 6 months of their exit to ask about their experience with Aspire and ensure they continue to receive the supports they need, if applicable. Within the exit process an Exit Summary is completed by the applicable person (Program Manager, Consultant etc.). The following are the criteria for selecting whether an Exit Survey is completed or not:

- 'Yes' is selected for all individuals exiting Aspire services where they don't meet the criteria under the 'No' section below.
 - IDP and SCDP conduct a random sampling of Exit Surveys given the high number of children supported.
- 'No' is selected if:
 - The individual dies.
 - The Program Manager, in consultation with the Program Director, has deemed it inappropriate to contact the family (i.e., the family is in distress).
 - The individual is transferring programs within Aspire.

Program Managers are alerted 5 months after an individual exits their program to conduct an Exit Survey. Individuals or their family member are either telephone interviewed or emailed a survey. The results from these surveys help to identify areas requiring improvement and determine the future direction of Aspire. It is also an opportunity to support an individual or their family member if they are struggling to find alternate or additional support, funding etc..

The Director of Quality Assurance is alerted to each completed survey and can follow-up with individuals or their family member when needed.

Given the criteria for the selection of whether an Exit Survey is completed or not, and the way the surveys are tracked, it is difficult to get an accurate number for the total number of Exit Surveys sent. The data for 2024 shows there were 69 follow-ups completed, with 10 responses (18% response rate). It is recommended to provide more training on how to complete an Exit Summary to ensure more Exit Surveys are sent out.

The Exit Survey asked the following questions:

- *How satisfied were you with the support and service you received from Aspire Richmond?*
- *How satisfied were you with the transition process from Aspire Richmond?*
- *Do you have any feedback for us at Aspire?*
- *Do you want someone from Aspire to contact you regarding this survey?*

All were either satisfied or very satisfied except one however, no follow could take place as no name was provided.

Some of the comments received were:

"We love the IDP playgroups and our [SCDP consultant] was above and beyond amazing."

"All the teachers worked very hard to help my child."

ASPIRE FEEDBACK SURVEYS

A general feedback form is available to anyone affiliated with Aspire via feedback cards through suggestion boxes and QR codes posted in the various locations or via an online survey that is available on the Aspire Richmond website, and Sharevision. In 2024, there were 4 submissions:

- 2 employees (suggestion box submissions)
- 1 Family member (online submission)
- 1 individual (online submission)

The employee survey responses provided support by stating “y’all are doing your best” and requested a van be purchased for the Avenues program which was completed this year. The family member submission did not include a name nor any feedback. The individual response did not include any information, however, their name and contact information was provided therefore follow-up took place and the person did not have any feedback to provide.

PROGRAM OUTCOME DATA RESULTS

Infant Development

The Infant Development Program (IDP) provides essential support for families with infants and toddlers who have diverse abilities, a delay in their development, or who may be at risk of a delay. In 2024, IDP supported 275 children aged birth to three years (306 in 2023, 310 in 2022, 332 in 2021). The program experiences a high turnover rate as many families require only brief periods of service. On average, IDP supported 160 children per month with numbers ranging from 154 – 178. Each consultant managed an average caseload of 26.33 children.

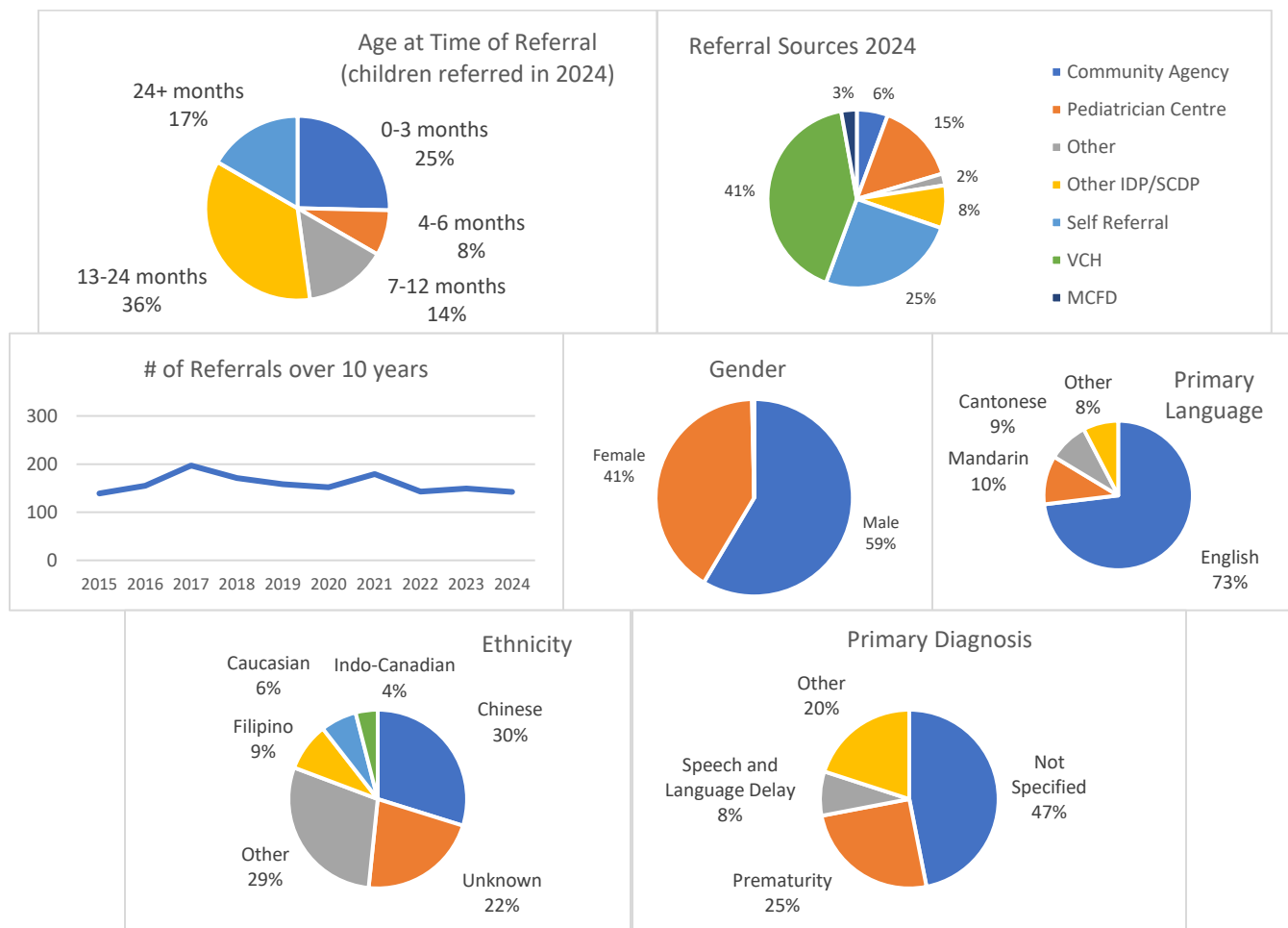
In 2024, there were 142 referrals, 117 intakes and 128 discharges. Of the 142 referrals, 15 were removed from the waitlist for various reasons; 35 were still waiting for service at the end of the year (28 at the end of 2023, 31 at the end of 2022, 29 at the end of 2021).

Staffing consistency remained a challenge in 2024 due to maternity leaves and the timing of replacements resulting in periods where the team was short staffed. This impacted the team's ability to onboard new families in a timely manner resulting in a slightly larger waitlist. Children have been receiving support for longer periods of time in recent years due to increased needs. Of the 128 children who exited in 2024, the average duration of support was 1.17 years (1.16 years in 2023), with the shortest duration of less than 1 month and the longest duration of 2.87 years.

IDP's open referral policy allows referrals from public health nurses, doctors, hospitals, parents, and others. The average age of a child referred to IDP in 2024 was 14.25 months (14.9 months in 2023, 11.8 months in 2022, 12.2 months in 2021).

- Children Supported in 2024: 275
- Monthly Average Children Served: 160
- Average Consultant Caseload: 26.33
- Referrals in 2024: 142
- Intakes in 2024: 117
- Discharges in 2024: 128
- Children on Waitlist as at Dec 31, 2024: 35
- Average Age at Time of Referral: 14 months
- Family Experience Survey Responses: 27
- Family Experience Survey Response rate: 27/106 = 25.5%

Demographics



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	85% Strongly Agree 15% Agree	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	85% Strongly Agree 15% Agree	80%	✓									
Efficiency														
Maintain direct service hours	% of direct service hours (compared to total service hours)	Sharevision	<table><tr><td>Direct hrs</td><td>2266.42</td><td>56%</td></tr><tr><td>Indirect hrs</td><td>1747.75</td><td>44%</td></tr><tr><td>Total Hrs</td><td>4014.17</td><td></td></tr></table>	Direct hrs	2266.42	56%	Indirect hrs	1747.75	44%	Total Hrs	4014.17		>50%	✓
	Direct hrs	2266.42	56%											
	Indirect hrs	1747.75	44%											
Total Hrs	4014.17													
	% of indirect service hours (compared to total service hours)	Sharevision		<50%	✓									
Service Access														
Minimize wait time for accessing the program	Time from referral to first visit (Intake date) (calculated for all children who started service in 2024)	Sharevision	AVG 82.7 days	45 days	✗									
	Time from referral to start date (Consultant assigned) (calculated for all children who started service in 2024)	Sharevision	AVG 83.6 days	45 days	✗									
	# of children served through the IDP Outreach/Navigator program	Sharevision	18 families supported through Family Navigation 24 families supported through Family Outreach	No benchmark	N/A									
Experience with Service														
Families will be satisfied with the services they receive from Aspire	% of families that report satisfaction with supports they receive	Family Survey	85% Very Satisfied 15% Satisfied	80%	✓									
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 85% Very Satisfied 15% Satisfied	80%	✓									
			Person-Centred 85% Very Satisfied 15% Satisfied											
	% of families that report satisfaction with their IDP Consultant	Family Survey	Really Listens 88% Strongly Agree 12% Agree	80%	✓									
			Has the Skills and Knowledge to do the Job 85% Strongly Agree 15% Agree											
			Provides me with Information I need to make Informed Decisions 88% Strongly Agree 12% Agree											

"I worried a little bit about my daughter's milestones. I was given some resources which helped my baby meet her milestones and ease my anxiety." ~ IDP Parent

"Our consultant really takes the time to listen and to take notes to later send additional information for support and a summary of her visits." ~ IDP Parent

"Our consultant has made our journey as a first-time parent with a premature baby great." ~ IDP Parent

Effectiveness

Typically, families in the Infant Development Program are new to early intervention services. Being a parent can be overwhelming at times and being a parent of a child with potential developmental delays may create additional stress.

The IDP consultant plays an important role by walking alongside the families. The consultant is there to answer any questions and provide necessary knowledge and resources to facilitate their child's development.

The effectiveness of the program is measured by the families' increased understanding and ability to support their child. According to the data, 100% of families surveyed reported an increased understanding of their child's development and greater awareness of available services and resources. This is a testament to the positive impact the IDP consultants have on the families they support.

It's important to recognize that the survey results are based on responses from 27 families, which does not fully represent all families of IDP. Soliciting feedback is often challenging, especially when given 42% of the 275 children supported in 2024 were marked as either 'on-hold' or 'follow-up.' These families might be out of the country for parts of the year or uncertain about continuing support; these families are typically not surveyed. Additionally, families who have only recently started receiving support are not surveyed.

The Aspire online generic feedback form offers another avenue for families to provide feedback, in addition to the experience surveys. However, it is recommended to explore more ways to ensure all families have the opportunity to share their experiences and feedback.

Efficiency

The outcome to determine efficiency in the program is to maintain direct service hours. Given the unique needs of each family, IDP services may look different for some families. 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 criterion from the funder is defined as:

- Direct Service Hours = in person visits, phone calls, virtual meetings, and some emails and text communications
- Indirect Service Hours = documentation, report preparation, communication with others regarding a child with parent consent

Most service hours are provided to children/families who are categorized as active. The total number of service hours provided in 2024 was 4014.17 hours (4460 in 2023, 3806.4 in 2022, 3815.08 in 2021), with 56% direct and 44% indirect. The target was met, however there was a slight decline in direct service hours compared to indirect. There are several factors that may have contributed to the slight decline:

- Fewer families/children served in 2024.
- A revised service record documentation record in Sharevision was implemented.
- Communication with others (i.e. medical professionals or therapists) is considered indirect and those types of services increased.

That being said, upon review of the data, it was discovered that not all indirect service was recorded in Sharevision. Occasionally support is provided to families but not necessarily recorded as a service record. The Program Manager has

2024	Direct Hrs	Indirect Hrs	TOTAL	%
Active	1400.67	1052.75	2453.42	61%
On Hold	10.5	0.75	11.25	<1%
Follow up	572	374.75	946.75	23.5%
Unspecified	283.25	319.5	602.75	15%
TOTAL	2266.42	1747.75	4014.17	
%	56%	44%		
2023	Direct Hrs	Indirect Hrs	TOTAL	%
Active	2206	1293	3499	78.5%
On Hold	12	4	16	<1%
Follow up	273	139	412	9%
Waiting for Service	9.5	23.5	33	<1%
Unspecified	270	230	500	11%
TOTAL	2770.5	1689.5	4460	
%	62%	38%		

provided direction to the consultants to be mindful of these situations to ensure that support is documented appropriately. Therefore, a further decline may be seen.

Another type of service provided by IDP is workshops and events in which families participate. These events help families learn new skills and meet other families in their community. Some of these groups are hosted by IDP and some are hosted by or in conjunction with other community partners. In 2024, the following workshops and events were held:

- IDP Events:
 - Playgroup
 - Why Motor Matters
 - Baby Babble (in partnership with Richmond Family Place)
 - Young Parents Group (in partnership with Vancouver Coastal Health)
 - Tots & Tea (in partnership with Richmond Public Library)
 - Toddler Time (in partnership with Richmond Family Place, Richmond Public Library and Touchstone Family Association)
 - Grow with Baby Time (in partnership with Richmond Public Library)
- Aspire Agency Events
 - Aspire Family Picnic
 - Aspire Holiday Party
- Community Events IDP participates in:
 - StrongStart programs (hosted by Richmond School District)
 - Play & Learn, Sing & Play (hosted by Richmond Family Place)
 - Together Talks (hosted by CCRR)
 - CAP-C (hosted by Touchstone Family Association)
 - BC Library Presentation (in partnership with Richmond Public Library)

Service Access

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 intake (first face to face visit) - for children who started service in 2024, it took an average of 82.7 days from referral to first visit (59.6 days in 2023, 51.7 days in 2022, 55.51 days in 2021).
2. Time from referral to start (date consultant assigned) - for children who started service in 2024, it took an average of 83.6 days from referral to start (87.31 days in 2023, 106 days in 2022, 125 days in 2021).

The program has a dedicated consultant that processes intakes; this streamlines the intake process and helps to minimize the wait time for service. The noted increase in the number of days from referral to intake was influenced by three children with extenuating circumstances, each having over 365 days from referral to intake. One child exited in 2023 and returned in 2024, with the original referral date used in the calculation. Another child was a transfer from another agency, where the documented referral date was the original referral date for IDP services at the initial service provider. Excluding these three cases, the average number of days from referral to intake is 68 days.

Unfortunately, the wait time target has consistently not been met over the years. However, there has been an improvement in the time it takes for families to be assigned a dedicated consultant. Additionally, the average consultant caseload has decreased from 33.39 children per consultant in 2021 to 26.33 children per consultant in 2024. With consistent staffing and the streamlined intake process, it is expected that wait times will start to decline.

In addition to the regular funding for the Infant Development program, Aspire receives funding in partnership with Richmond Family Place, for an Outreach and Family Navigator Consultant. This role increases accessibility to infant development support to more families. It was recommended to include the number of children/families supported through this new role as an indicator of accessibility. There are two components to this role:

- Family Navigation – families are connected to community programs and the consultant provides up to 3 visits. Children older than 30 months who are referred to the Infant Development program are supported through Family Navigation to avoid a

delay in support, given their age, and the goal is to establish support services moving forward. In 2024, 18 families were supported through the Family Navigation.

- Community Outreach – families are connected to community programs. The consultant acts as a liaison between families and other community programs. In 2024, 24 families were supported through the Outreach program.

Since the Family Navigation and Community Outreach programs are recent additions to the IDP services, it is recommended to solicit feedback from families in these service areas.

Experience with Service

There were 3 questions asked of families to rate their experience with service:

1. *How satisfied are you with the services you and your child receive from Aspire Richmond?*
2. *How satisfied are you with the way in which Aspire applies the services values of Rights, Person-Centred, and Choice to their every day work?*
3. *How satisfied are you with your IDP Consultant?*

The Data Results table indicates families are satisfied with their experiences with the Infant Development program.

2023 Recommendations

- Include the number of children/families supported through the Family Navigator role as an indicator for IDP service access. COMPLETED

2024 Recommendations

- Explore ways to increase the number of families responding to the Experience Surveys.
- Solicit feedback from families that receive IDP Outreach/Navigation services.

Supported Child Development

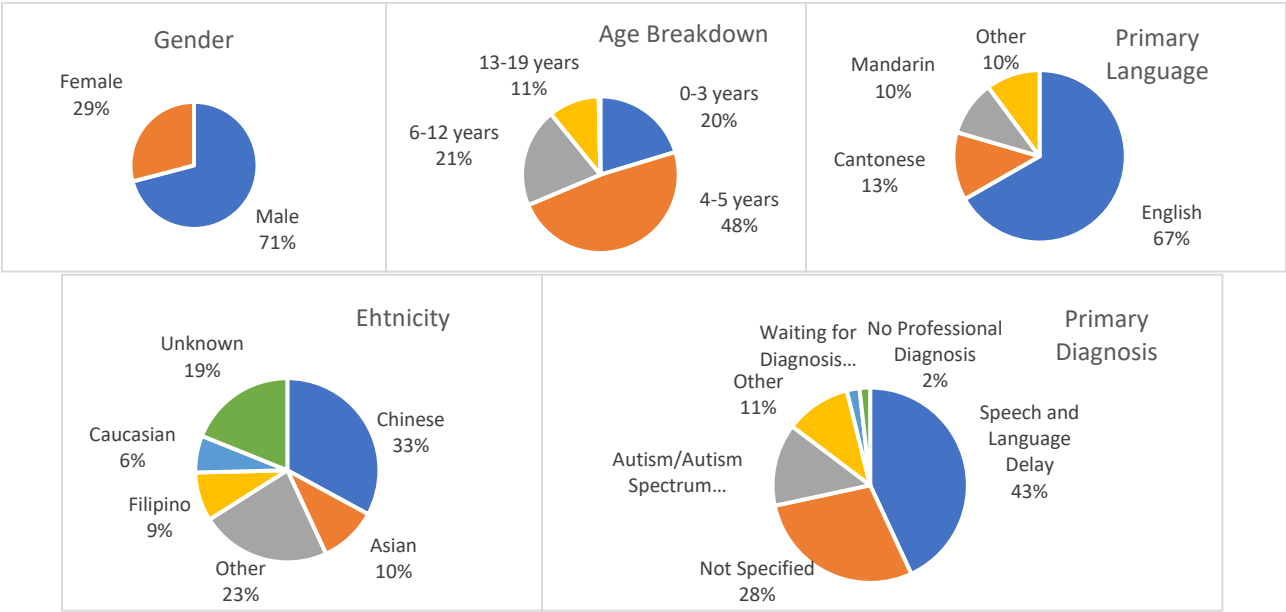
The Supported Child Development Program (SCDP) serves families with children from birth to age 19, partnering with community-licensed child care programs to provide a range of options for children who need additional support to attend preschool, daycare, and out-of-school care.

In 2024, the program supported 571 children (627 in 2023, 590 in 2022, 493 in 2021) and 155 child care programs in Richmond (181 in 2023, 147 in 2022, 122 in 2021).

SCDP has an open referral policy, allowing parents to self-refer or receive referrals 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. SCDP received 168 new referrals in 2024 (184 in 2023, 209 in 2022, 201 in 2021); 156 children started the program in the year and 199 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).

- Children Served in 2024: 571
- Child Care Centres Supported in 2024: 111
- Child Care Programs within the Centres in 2024: 155
- Monthly Average Children Served: 440
- Average Consultant Caseload: 57.4
- Referrals in 2024: 168
- Intakes in 2024: 156
- Discharges in 2024: 199
- Children Waiting for Intake at end of 2024: 46
- Children Waiting for Funding as at Dec 31, 2024: 70
- Family Experience Survey Responses: 73
- Family Experience Survey Response Rate: 73/233 = 31%
- Child Care Centre Survey Responses: 35
- Child Care Centre Survey Responses: 35/104= 33.6%

Demographics



"Our consultant is incredibly easy to communicate with and always takes the time to address our concerns with care and understanding. Their support has truly made a difference; our child made big progress!" – SCDP Parent

"I am appreciative of the "full picture" and inclusive approach to my child's needs in the home, outside the home and at daycare, and involving the daytime carers as they are important in my child's life." – SCDP Parent

"Our consultant put in a lot of effort working with the program staff, providing resources, and visiting the program to ensure everything ran smoothly. We are so appreciative of the opportunities my son had this year!" – SCDP Parent

"Our consultant went above and beyond what we expect, so much so that we completely trust her judgments and recommendations. She is the key that holds together the whole team of consultants to assist our child. I am so inspired by her dedication." – SCDP Parent

"Aspire Richmond has been a tremendous help to our daycare. With their support and the guidance of our teachers, the children have made significant progress. Some of the children have already left our daycare this year to start kindergarten, and we can confidently say that they are well-prepared for this transition. This success is the result of the close cooperation between Aspire and our team, providing the children with the best possible support." – Child Care Provider

Data Results

Outcome	Indicators	Data Source	Results	Target	Met
Effectiveness					
Child care centre's capacity to include children requiring extra support will be increased	% of child care centres who report that SCDP's involvement has positively impacted their ability to serve children requiring extra support	Child Care Centre Survey	31% Very great extent 52% Great extent 7% Moderate extent 7% Small Extent 3% No extent	80%	✓
Children will experience inclusion in their child care setting	% of child care programs that meet SCDP's inclusion criteria on the annual Inclusion Checklist	Child Care Inclusion Checklist	80 checklists completed in 2024 83.54% average score percentage 5% average score percentage decrease (36 centres comparative data)	80%	✓
	% of families that report their child is included in their child care setting	Family Survey	50% Very great extent 23% Great extent 15% Moderate extent 12% N/A	80%	✓
Efficiency					
Maintain direct service hours	% of direct service hours compared to total service hours	Sharevision	Direct hrs 4843 54%	>50%	✓
			Indirect hrs 4105 46%		
	% of indirect service hours compared to total service hours	Sharevision	Total Hrs 8948	<50%	✓
Service Access					
Minimize time to enter program for children that started in 2024	# days between initial referral and first visit (start date) from SCDP	Sharevision	88 days for new intakes (156 children)	90 days	✓
	# days between initial referral and full funding received	Sharevision	94.35 days from referral to funding received	90 days	✗
Child care centre's access to requested / needed resources as appropriate to the child's needs will be increased	% of child care centres who access training/workshops	File Review	111 centres 48 centres accessed training/workshops 43%	No benchmark	N/A
	% of child care programs that receive extra staffing resources	File Review	67 centres with contracts 64/111 = 57.6%	No benchmark	N/A
Experience with Service					
Families will be satisfied with the services they receive from Aspire	% of families that report satisfaction with supports they receive	Family Survey	79% Very Satisfied 18% Satisfied 1.5% Neutral 1.5% Dissatisfied	80%	✓
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 76.5% Very Satisfied 20.5% Satisfied 3% Neutral	80%	✓
			Choice 76.5% Very Satisfied 22% Satisfied 1.5% Neutral		
	% of families that report satisfaction with the SCDP Consultant	Family Survey	Person-Centred 78% Very Satisfied 21.5% Satisfied 1.5% Neutral	80%	✓
			Really Listens 79% Strongly Agree 21% Agree		
			Responds in a Timely Manner 76% Strongly Agree 24% Agree		
Child care centres will be satisfied with Consultant support	% of child care centres who express satisfaction with the consultation services provided by SCDP Consultant	Child Care Centre Survey	Has the Skills and Knowledge to do the Job 84% Strongly Agree 16% Agree	80%	✓
			Is Respectful and Professional 89% Strongly Agree 11% Agree		
	% of child care centres who express satisfaction with the training opportunities provided by SCDP	Child Care Centre Survey	Provides me with Information I need to make Informed Decisions 81% Strongly Agree 19% Agree	80%	✓
	% of child care centres who express satisfaction with the physical resources provided by SCDP (lending library, equipment, learning materials, etc.)	Child Care Centre Survey	57% Very Satisfied 37% Satisfied 3% Neutral 3% Very Dissatisfied	80%	✓
		Child Care Centre Survey	45% Very Satisfied 38% Satisfied 17% Neutral	80%	✓
		Child Care Centre Survey	41.5% Very Satisfied 34.5% Satisfied 24% Neutral	80%	✓

Effectiveness

Two outcomes were identified to measure effectiveness:

Child care provider's capacity to include children requiring extra support will be increased.

SCDP consultants collaborate closely with child care centers and early intervention professionals to ensure every child receives the necessary support. When asked about the impact of their involvement with SCDP, 90% of child care providers indicated that it had increased their ability to support children requiring extra assistance to a moderate, great, or very great extent.

Although three child care centers reported only a small or no extent of improvement, follow-up and review of their comments revealed that most centers experienced positive impacts from the program. One child care center is currently on the funding waitlist and has not yet received the needed supports.

Children will experience inclusion in their child care setting

Consultants use an Inclusion Checklist to measure the level of inclusion children experience in child care centers. In 2024, 111 child care centers were supported, and 77 of them (69%) had an Inclusion Checklist completed (17 in 2023, 44 in 2022, 54 in 2021). A total of 80 checklists were completed for the 77 centers.

The Inclusion Checklist helps consultants assess how effectively centers adapt their programs and activities to include children receiving SCDP services. The inclusion scores from the 80 checklists ranged from 50% to 100%, with an average score of 83.54% (91.17% in 2023, 91.67% in 2022, and 89.51% in 2021). Since different consultants complete the checklists, the results can be subjective. However, centers with lower scores often face challenges such as high staff turnover, being new to supporting children through SCDP, or being newly operating programs.

An effective Supported Child Development Program aims to see improvements in inclusion within child care programs over time. Of the 80 child care centers where an inclusion checklist was completed, 36 had also completed a checklist the previous year, showing an average 5% decrease in inclusion score percentage. This decline can be attributed to management and staff turnovers in many centers over the past year, which impacted the responses on the inclusion checklist. To address these challenges, consultants continue to provide training opportunities and resources to support these centers. In some cases, individualized training workshops were offered to specific centers to address their unique support needs.

Given the low number of checklists completed in previous years, it was recommended to review the process that consultants follow to complete inclusion checklists to determine if changes are needed to increase the number of checklists completed. This was completed resulting in a large increase in the number of checklists completed.

It was also recommended to include the family survey question "Is your child included in their child care setting" as an additional measure for effectiveness regarding inclusion; 88% of the families responded that their child was included to a moderate, great or very great extent. The remaining 12% indicated N/A.

In 2024, Aspire SCDP consultants hosted 13 workshops for child care centres of which inclusion was a focus.

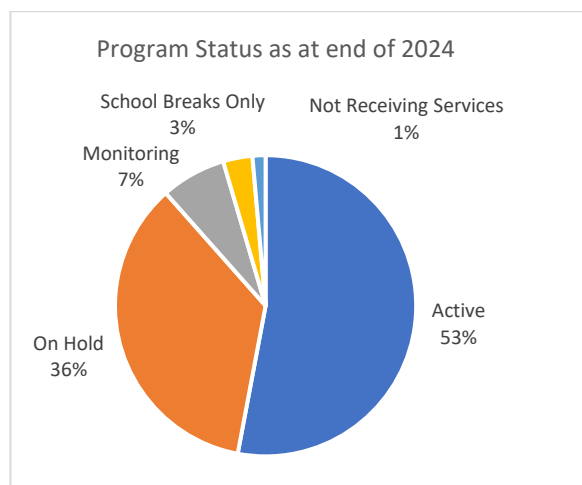
Efficiency

An efficient program is one where adequate service level hours are maintained, and where families and child care centres are receiving enough service despite funding or staffing 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.

The way in which service hours are defined is:

- Direct Service Hours = in person visits, phone calls, virtual meetings, and some emails and text communications.
- Indirect Service Hours = documentation, report preparation, communication with others regarding a child with parent consent.

The funder recommends an even 50/50 split between direct and indirect service hours. In 2024, the ratio was 54% direct and 46% indirect, meeting the target and showing improvement from previous years. A new service record documentation process was developed in Sharevision, providing efficiencies for consultants in data entry. Previously, consultants spent significant time on developing Child and Family Support Plans (CFSP), leading to high indirect service hours. Efforts are underway to replace the CFSP process with a less documentation-heavy planning process.



2024	Direct Hrs	Indirect Hrs	TOTAL	%
Active	3772.5	3219.75	6992.25	78%
On Hold	559.67	315.75	875.42	10%
Monitoring	134	109.75	243.75	3%
School Breaks Only	182.42	170.58	353	4%
Not Yet receiving Service	149.50	229.92	379.42	4%
Unspecified	45	59.25	104.25	1%
TOTAL	4843	4105	8948	
%	56%	44%		

2023	Direct Hrs	Indirect Hrs	TOTAL	%
Active	1838.42	3159.58	4998	75%
On Hold	346.25	513.92	560.17	8.4%
Monitoring	79.33	161	240.33	3.6%
Follow-up	3.92	4.5	8.42	<1%
School Breaks Only	51.75	138.25	190	2.9%
Not Yet Receiving Service	48.58	245.10	293.68	4.4%
Not Specified	14	50.75	64.75	<1%
TOTAL	2382.25	4273.1	4460	
%	36%	64%		

Given that every child supported 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 child care, are waitlisted for funding and/or a child care space, or the family is taking an extended break from child care and/or who only need transitional support. This also includes youth attending the Youth Connections program where SCDP provides the funding yet no consultation 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 have been under-funded for many years, as evidenced by the waitlist numbers, and even those receiving supports are often in need of more support. Additional funding was acquired in recent years, however the number of child care spaces in the city of Richmond continues to be a challenge. At the end of 2024, 36% of the children supported were 'on-hold' meaning they were either waiting for child care spaces, the family was undecided if they wanted service, or youth were attending Youth Connections.

Consultant caseload impacts the number of hours consultants can provide to each family. The average caseload in 2024 was 57.4 children per consultant (58.31 in 2023, 49.3 in 2022, 42.05 in 2021). The caseload calculation is based on the total number of children served throughout the year regardless of Program Status, therefore is not an accurate representation of how many children are supported by each consultant. As per the Program Status chart, 47% of children were not active (as of December 31) as these children require less consultant time which helps alleviate the demand of carrying heavy caseloads. As at the end of 2024, the average number of active children supported by each consultant was 34 children. The contract with MCFD does not indicate the ideal caseload number per consultant, however in discussions with the Regional SCDP Managers Network, other programs average between 40-50 children on their caseloads. This is also indicative of underfunding.

Service Access

There are 2 outcomes to measure accessibility:

Minimize time to service delivery.

The nature of the Supported Child Development services does not allow for simplified criteria for determining service delivery. 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 child care centre. However, discussions and planning occur with the family much sooner than when they start in a child care centre, therefore are receiving services despite not yet participating in a child care centre. Children may start receiving consultative services, but remain on the waitlist for any of the following reasons:

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

Stages of service delivery:

- Referral Date = Date referral received (waiting for intake).
- Start Date = Date intake is completed with the family (waiting for consultant).
- Date Consultant Assigned = Date consultant is assigned (waiting for child care space or funding).
- Date Started at a Child Care Centre = Date a space becomes available, and the child starts attending.
- Date Removed from Funding Waitlist = Date the child received full funding or is no longer waiting for funding.

This service delivery criteria results in 4 categories of waitlists:

Waitlist Category	# Children at end of 2024
Waiting for service (intake)	46 children
Waiting for consultant to be assigned	85 children
Waiting for space in a child care centre	155 children
Waiting for funding (child may or may not be attending a child care centre already, depending on need)	70 children

Of the 156 children that started SCDP services in 2024:

- The average time from referral to intake was 88 days (62.3 days in 2023, 100.18 days in 2022, 99 days in 2021).
- The average time from referral to funding received was 94.35 days (87.4 days in 2023). Note there were 53 children still waiting for funding as at the end of the year.

Although 2024 saw a slight increase in the number of days, it is still within or barely above the target. The program is modifying the intake process to create efficiencies in hopes to reduce the wait times.

Child Care provider's access to requested/needed resources as appropriate to the child's needs will be increased.

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

1. Child care providers attending training/workshops:

The program provides workshops based on identified needs of the child care centres including building capacity so that they can support more children in the future. In 2024, the consultants hosted 13 workshops for child care providers (18 in 2023, 12 in 2022, 14 in 2021) and a total of 422 people attended.

Of the 111 child care centres, 48 centres attended at least 1 workshop throughout the year which equates to 43% (65% in 2023, 39% in 2022, 18% in 2021).

It is expected that workshops for child care centres will continue to be a focus to maintain high levels of accessibility for child care centers to attend and receive training for supporting children with extra needs.

It was recommended to provide a tool for child care centres to request workshops or training opportunities to ensure they are receiving the support they need. The online tool was completed; however, it was determined not

to launch the online request form as consultants continually solicit feedback from the centres in terms of their training needs. Additionally, training needs are addressed within the Inclusion Checklist.

2. Child care centres receiving extra staffing resources:

Extra staffing resources (funding) are provided to child care centers through contracts with Aspire. In 2024, 67 child care centers had a contract with Aspire Richmond, representing 57.6% of centers receiving extra staffing resources (55% in 2023, 50% in 2022, and 66% in 2021).

Child care centers that did not receive extra staffing resources are supported in other ways, such as attending workshops and receiving consultation services. Many centers have more than one contract if they have multiple programs or if the contracts are per child or shared among multiple children.

Although funding has increased in recent years, wages for child care workers have also risen. As a result, the ability to provide funding to more centers has not necessarily been realized.

Experience with Service

There were 3 questions asked of families to rate their experience with service:

1. *How satisfied are you with the services you and your child receives from Aspire Richmond?*
2. *How satisfied are you with the way in which Aspire applies the services values of Rights, Choice and Person-Centred to their every day work?*
3. *How satisfied are you with your SCD Consultant?*

There were 3 questions asked of child care centres to rate their experience with service:

1. *How satisfied are you with the consultation services provided by the Supported Child Development program?*
2. *How satisfied are you with the training opportunities provided by the Supported Child Development program?*
3. *How satisfied are you with the physical resources (e.g., lending library, equipment, learning materials) provided by the Supported Child Development program?*

The Data Results table indicates that most families and child care centres are satisfied with the support they receive. There was 1 family that indicated dissatisfaction with the services, however no name was provided for follow-up.

There was one child care provider who reported dissatisfaction with the consultation services. No name was provided, however upon reviewing the survey results, the comment provided was favourable:

Aspire continues to advocate for additional funding to increase the funding available for child care programs in the Richmond community that include children that receive support services through SCDP.

2023 Recommendations

- Review the process that SCDP consultants follow to complete inclusion checklists to determine if changes are needed to increase the number of checklists completed. COMPLETED
- Include the family survey question “Is your child included in their child care setting” as an additional measure for SCDP effectiveness regarding inclusion. COMPLETED
- Set a target of 90 days for the SCDP Service Access indicator of number of days from referral date to date funding received. COMPLETED
- Launch the online training tool for child care providers. –DISCONTINUED

2024 Recommendations

- None

Child Care Programs

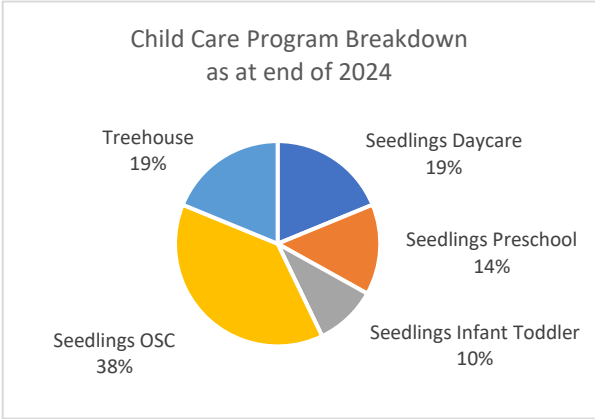
Aspire Richmond operates five inclusive child care programs in Richmond, focusing on the whole child and learning through play. In 2024, these programs served a total of 195 children, including 22 children with diverse abilities. This total includes children in both part-time and full-time placements, as well as those who transitioned during the year.

In 2024, there were 18 referrals (42 in 2023 and 92 in 2022), 68 new children started (71 in 2023 and 151 in 2022), and 77 discharges (85 in 2023 and 78 in 2022). At the end of 2024, 133 children were attending the child care programs.

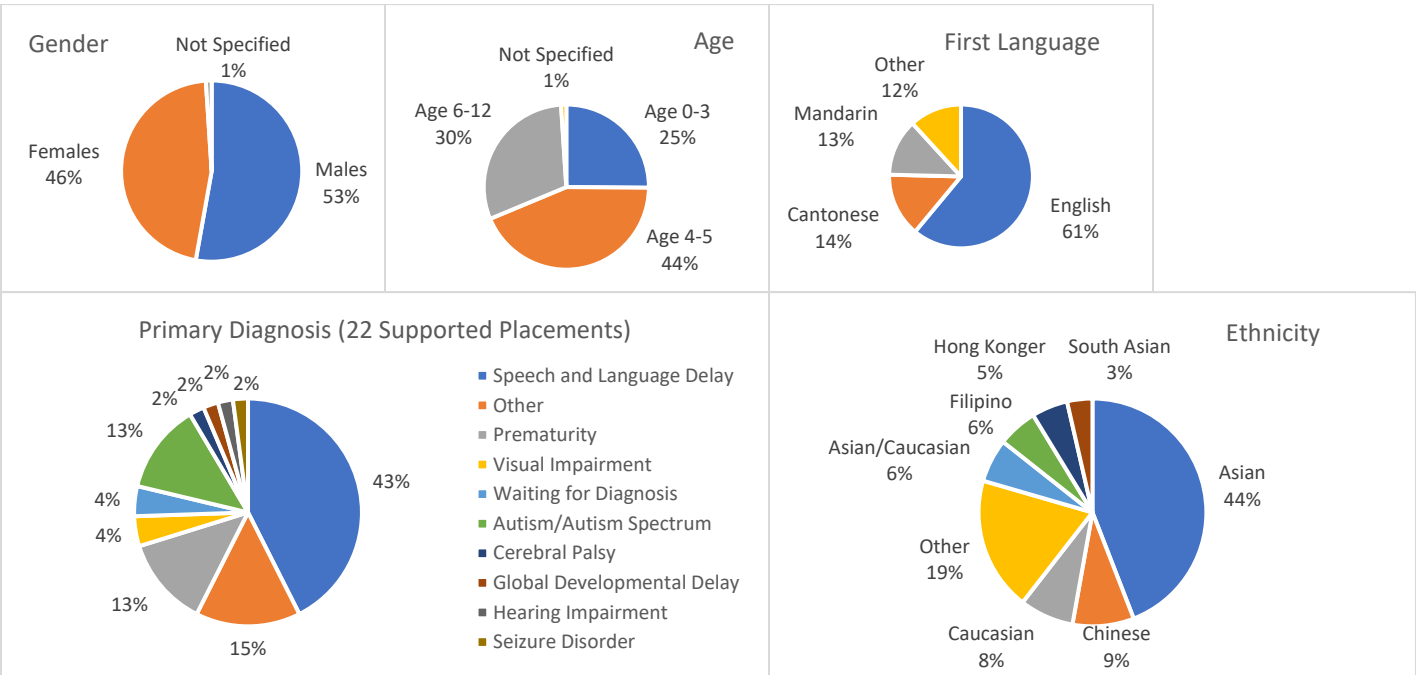
The waitlist for all 5 child care programs is managed through an online application form. At the end of 2024, there were 1079 children on the waitlist (621 at the end of 2023, 760 at the end of 2022).

Program	Licensed for	# Children with diverse abilities
Treehouse early Learning Centre	25 children	5
Seedlings Infant Toddler	12 children	2
Seedlings Preschool	20 children	5
Seedlings Daycare	25 children	5
Seedlings Out of School Care	50 children	5
TOTAL	132 children	22

- Children Served in 2024: 195
- Children Served as at end of 2024: 133
- Referrals in 2024: 12
- Intakes in 2024: 68
- Discharges in 2024: 77
- Children on Waitlist as at end of 2024: 1079
- Family Experience Survey Responses: 57
- Family Experience Survey Response Rate: 57/118 = 48%



Demographics



“My son is an autistic child, after attending 3 days a week at Treehouse, he is more sociable and [is starting] to have more ways to express himself” ~ Parent

“My child has been learning to self soothe and deal with big feelings. He also likes to share toys, put on his own shoes and jacket, after going to school. The educators at the preschool have helped a lot. Thank you.” ~ Parent

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: 55% Very Great Extent 30% Great Extent 13% Moderate Extent 2% Small Extent Cognitive Development: 48% Very Great Extent 35% Great Extent 13% Moderate Extent 2% Small Extent 2% No Extent	Emotional Development: 52% Very Great Extent 36% Great Extent 10% Moderate Extent 2% N/A Physical Development: 54% Very Great Extent 30% Great Extent 12% Moderate Extent 2% Small Extent 2% No Extent	80%	✓
Children will be included in their child care program	% of families who report to what extent their child is included in their child care setting	Family Survey	54% Very Great Extent 36% Great Extent 6% Moderate Extent 0% Small Extent 2% No Extent 2% N/A		80%	✓
Efficiency						
Child care programs will maintain full capacity	% of enrollment for the year (Jan – Dec)	Sharevision	106%		95%	✓
	# of children in supported placements	Sharevision	22 children with diverse abilities		No benchmark	N/A
	# of children attending school break programs	Sharevision	101 children attended spring, summer, or winter camps. 45 children attended a camp without attending a child care program during the school year		No benchmark	N/A
Service Access						
Minimize wait time for entry into the program	# of children on the waitlist	Sharevision	1079 children		No benchmark	N/A
Experience with Service						
Maintain satisfaction with service delivery	% of families who report satisfaction with supports received	Family Survey	74% Very Satisfied 17% Satisfied 4% Neutral 5% Dissatisfied		80%	✓
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 67% Very Satisfied 21% Satisfied 6% Neutral 6% Dissatisfied	Person-Centred 70% Very Satisfied 14% Satisfied 12% Neutral 4% Dissatisfied	80%	✓
			Choice 63% Very Satisfied 23% Satisfied 8% Neutral 6% Dissatisfied			

Effectiveness

Measuring opportunities for growth and development is essential to determine the effectiveness of the centers. Activities are specifically chosen to foster development in four key areas: social, cognitive, emotional, and physical. Families were asked to what extent they felt their child had opportunities for personal growth and development in these areas. According to the data results, families reported high levels of improvement.

There were two family responses indicating only a small or no extent of improvement. No names were provided; therefore follow-up could not be completed. However, all remaining families who responded to the survey reported moderate, great, or very great improvements.

Aspire values inclusion in all programs. Families are asked on the survey to what extent their child is included in their child care setting. One family indicated to a no extent and follow-up is in the process of being completed. All remaining families that responded to the survey reported to a moderate, great, or very great extent.

Given the above results, Aspire's child care programs are deemed effective.

Efficiency

Efficiency is measured in the following ways:

Enrollment

Aspire child care programs operate on a fee for service basis. In order to maintain current and optimal staffing levels, and due to the waitlist numbers, it is important that the programs maintain full enrollment. Therefore, the target set for the efficiency outcome was 95% of full enrollment.

The below table summarizes the enrollment numbers for the 5 child care programs.

	Jan	Feb	Mar	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Avg Monthly Enrollment	Licensed For	% Enrollment
Treehouse	27	26	26	26	26	26	25	26	25	26	26	26	26	25	104%
Seedlings Daycare	26	26	26	26	26	27	26	28	24	25	25	25	26	25	103%
Seedlings Infant Toddler	12	12	13	13	13	13	13	14	14	14	13	13	13	12	109%
Seedlings Preschool	25	25	25	25	25	25	24	24	20	21	20	19	23	20	116%
Seedlings Out of School Care	53	51	51	51	52	52	50	49	54	56	52	51	52	50	104%
													140	132	106%

The five child care programs are licensed for 132 spaces and served 195 children throughout 2024. Many children attend on a part-time basis, allowing more children to be served without exceeding licensing requirements. The numbers fluctuate each year based on children's ages, the number of children leaving for kindergarten, and the level of support required for children with diverse abilities. Additionally, the numbers reflect the movement of some children from part-time to full-time spaces. The average enrollment rate for all five programs in 2024 was 106%.

Given the large number of children waiting for spaces, enrollment rarely falls below capacity. However, due to preschool being only 4 hours per day, higher fees resulted in periods where capacity was not fully utilized despite full enrollment. With the recent enrollment in the \$10 a Day ChildCareBC government initiative, it is expected that capacity will be reached.

Support to children with diverse abilities

Providing support to children with extra support needs while maintaining high enrollment rates and high levels of satisfaction with experience of service is another indicator of an efficient program. Of the 195 children supported in 2024, 22 required extra support. Historically, children with diverse abilities were identified based on whether they were receiving funding for extra staffing resources through the Supported Child Development Program. Often, there are children with extra support needs who are attending the child care programs but not receiving extra staffing resources or are waiting for it. It was determined to identify those children regardless of their funding status, therefore the number of children reported as having extra support needs is greater than reported in previous years.

Support to children during school break camps

Out of School Care Programs and Preschool Programs follow the standard school year calendar, resulting in closures for up to 13 weeks annually (summer, winter, and spring breaks). In 2024, Seedlings supported 101 children during these breaks of which 45 children did not attend during the school year.

Given the high enrollment rates and the additional children supported during school breaks, the child care programs are deemed highly efficient.

Service Access

The need for child care in Richmond is significant, with 1,079 children on the waitlist at the end of 2024. Families often add their children to multiple waitlists, sometimes from birth, resulting in long wait times. Spaces typically become available only between July and September, so if a child does not secure a spot during this period, they are unlikely to receive a placement that year.

Long wait times remain a major challenge for many families. The \$10 a Day ChildCareBC initiative aims to make child care more accessible, however removing cost as a barrier, it is expected the waitlist will grow as more families seek child care. Given the high enrollment rates and the number of children on the waitlist, child care in Richmond is currently deemed not accessible.

Experience with Service

There were 2 questions asked of families to rate their experience with service:

1. *How satisfied are you with the services you and your child receive from Aspire Richmond?*
2. *How satisfied are you with the way in which Aspire applies the services values of Rights, Choice and Person-Centred to their every day work?*

The Data Results table indicates that families are satisfied with their child care supports. There were 3 families which indicated dissatisfaction, however, did not provide names for follow-up.

2023 Recommendations:

- None

2024 Recommendations:

- None

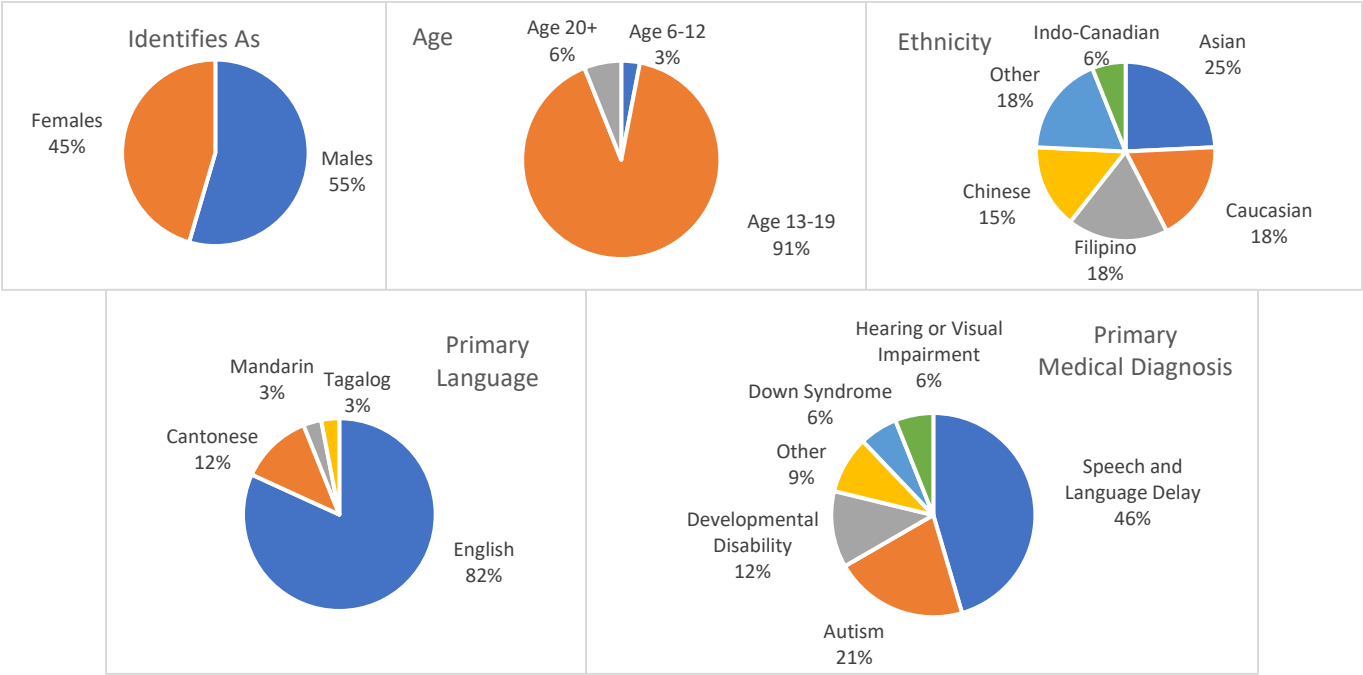
Youth Connections

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 2024, 33 youth were supported with 12 intakes and 6 discharges.

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

- Youth Served in 2024: 33
- Youth Served as end of 2024: 27
- Referrals in 2024: 11
- Intakes in 2024: 12
- Discharges in 2024: 6
- Youth on Waitlist (through SCDP) as at end of 2024: 32
- Family Experience Survey Responses: 18
- Family Experience Survey Response Rate: 18/33 = 55%
- Youth interviewed: 14

Demographics



“My son has just begun his journey at YC, and he is always joyful when he returns home and eager to go back. I am delighted to know that he has found friends at YC, and he even celebrated his birthday there.” ~ Youth Connections Parent

“Since my Child attended YC, he has greatly improved on his social skills, communication and attitude. I appreciate all the support and guidance they provided.” ~ Youth Connections Parent

“It didn’t take long for [our daughter] to fall in love with YC, thanks to the patience, dedication and professionalism of the staffs assigned to take care of her. She has been enjoying every moment of it.” ~ Youth Connections Parent

I like Dance Parties! ~ Youth Connections Participant

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	25 goals expired in 2024: 48% Achieved 12% Attempted 28% Partially Achieved 8% In Progress 100% Total Attempted	90%	✓
Individuals participate in annual person-centred planning	% of individuals who participated in a Person-Centred Planning session in the calendar year	Sharevision	12 plans in 2024 12/33 = 36%	90%	✗
	% of individuals who completed a personal plan within 14 months of their previous plan	Sharevision	12 plans 4 were first plans 5 completed within 14 months/33 individuals = 15% Avg # days between plans = 352	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 identified likes	Sharevision	2404 Daily Activities 96% Yes 4% No	90%	✓
Efficiency					
Maximize program utilization	Average occupancy	Sharevision	33 individuals supported	17	✓
Service Access					
Accessibility needs related to health, mobility or transportation issues will be successfully accommodated	% of accessibility issues successfully accommodated	Sharevision	6 accommodation records: All were met.	80%	✓
Minimize the number of individuals waiting for service	# of individuals waiting for Youth Connections services	File Review	32	No Benchmark	N/A
Experience with Service					
Maintain satisfaction with service delivery in relation to Aspire service values.	% of families who report satisfaction with the Aspire supports they receive	Family Survey	72% Very Satisfied 28% Satisfied	80%	✓
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 71% Very satisfied 29% Satisfied	Person-Centred 71% Very satisfied 29% Satisfied	80%
			Choice 71% Very satisfied 24% Satisfied 5% Neutral		
	% of families that report to what extent their child is included at YC	Family Survey	37.5% Very Great Extent 37.5% Great Extent 25% Moderate Extent	80%	✓
	% of individuals that indicate happiness with the staff	Individuals Interview	93% Happy 7% I Don't Know	80%	✓
	% of individuals that indicate happiness with the activities	Individuals Interview	86% Happy 7% Unhappy (1 individual) 7% I Don't Know	80%	✓
	% of individuals that indicate they enjoy their time spent at Youth Connections	Individuals Interview	100% Yes	80%	✓
	% of individuals that indicate having friends at Youth Connections	Individuals Interview	100% yes	80%	✓

Effectiveness

Youth Connections is a recreation-based program that emphasizes goal achievement through community activities. According to Aspire's Individualized Planning policy, individuals served by Aspire are given the opportunity to participate in annual planning to set their goals. Staff support the youth to work towards these goals throughout the year through various activities. In 2024, 25 goals set during the 2023 calendar year ended. All of these goals were recorded as being attempted, achieved, or partially achieved, demonstrating the program's commitment to helping youth reach their objectives.

In 2024, 12 personal plans were completed (15 in 2023, 12 in 2022, 12 in 2021) which equates to 36% of the youth having participated in the planning process. Of the 33 youth, 6 exited service in 2024 therefore would not have had a plan. Of the 12 plans completed, 4 were the youth's first plan. Of the remaining 8, 5 were completed within 14 months of its previous

plan. The average number of days between planning sessions for the 8 recurring plans completed in 2024, was 352 days (337 days in 2023, 533 days in 2022, 304.5 days in 2021).

The 90% target for completed personal plans was not met in 2024 for several reasons. Creating a typical plan takes upwards of 90 minutes, plus additional time for scheduling and documentation. While it is ideal for all youth to have a personal plan, the short duration of their participation in the program often makes this challenging. Additionally, six youth attended the program only during school breaks and did not complete annual planning.

Of the 12 youth who started in the program in 2024, four participated in a planning session, while the others were waiting to be scheduled. Youth Connections is primarily a recreational program with some focus on life skills, so setting goals is not necessarily the main focus.

It was recommended to review the existing Personal Planning process to determine if it could be simplified, allowing more youth to experience a plan. Although this review was not completed, a collaborative effort is now underway to introduce a new F-Words for Child Development planning format. This new approach to planning for children may lead to more efficient planning opportunities for the youth.

Another measure used to determine effectiveness is that the youth will have opportunities to actively participate in positive recreational activities. In 2024, 2404 activities were recorded (2352 in 2023, 1965 in 2022, 1698 in 2021): 96% of the activities were related to identified “likes” (99% in 2023, 2022, 2021, and 2020). Although there was a slight decline, this indicator met the target of 90%.

The location of where the daily activities occurred is also tracked: 84% of daily activities in 2023 were out in the community (84.5 % in 2023, 87% in 2022, 84% in 2021). This is indicative of youth involvement in the community, which is one of the desired outcomes of the program.

Efficiency

The measurement for efficiency in the Youth Connections program is to maximize program utilization. The program is licensed to support 17 youth at any given time. With some youth attending on a part-time basis, the program was able to support 33 youth in 2024.

When evaluating efficiency, it is also important to consider the staff-to-youth ratio. It is recommended to explore this as an additional measure of efficiency to ensure that the program is effectively meeting the needs of the youth.

Service Access

To determine the accessibility of the program, accommodation requests are recorded and tracked. These requests often involve additional hours of support, such as providing care outside of regular program hours or beyond scheduled attendance days. Other requests may pertain to specific activities requiring higher levels of staff support. In 2024, there were six accommodation requests related to transportation (9 in 2023, 2022, and 2021). All requests were successfully met.

Another measure of service access is the waitlist. The waitlist for Youth Connections is held by the Supported Child Development Program which is limited by funding restraints. At the end of 2024, there were 32 youth waiting for the program (37 at the end of 2023, 36 at the end of 2022, 35 at the end of 2021). These findings highlight the need for an additional program to support youth with developmental disabilities. Aspire has and will continue to advocate for this age group as it is significantly underfunded provincially.

Experience with Service

There were 3 questions asked of families to rate their experience with service:

1. *How satisfied are you with the supports you and your child receive from Aspire Richmond?*
2. *How satisfied are you with the way in which Aspire applies the services values of Rights, Person-Centred, and Choice to their every day work?*

3. *To what extent do you feel your child is included in their child care setting?*

The Data Results table indicates that families are satisfied with the Youth Connections program.

There were 4 questions asked of the youth to rate their experience with service:

1. *Are you happy with the staff at Youth Connections?*
2. *Are you happy with the activities you do at Youth Connections?*
3. *Do you enjoy your time spent at Youth Connections?*
4. *Do you have friends at Youth Connections?*

All 14 youth who were interviewed reported high levels of happiness. One individual mentioned they were not happy with the activities, but upon follow-up, it was discovered that the cold weather on the interview day influenced their response, as they did not enjoy going outside. They indicated being happy in all other areas.

The youth were asked what their favourite thing at Youth Connections was, these were some of the responses:

- Playing basketball
- Going to parks, walks, drives, Ikea
- Arcade, airport, park,
- Beads and colouring
- Going on trips

2023 Recommendations

- Explore the personal planning process to determine if it can be simplified for the Youth Connections program. GOAL CHANGED.

2024 Recommendations

- Explore staff to youth ratio as an additional measure of efficiency for Youth Connections.

Respite

The Respite program is designed to give families and primary caregivers much-needed time for rest and renewal, which is especially important for those caring for children or adults with developmental disabilities. The time spent in Respite is typically recreational for the individuals, with activities guided by the desires of the family and/or the individuals.

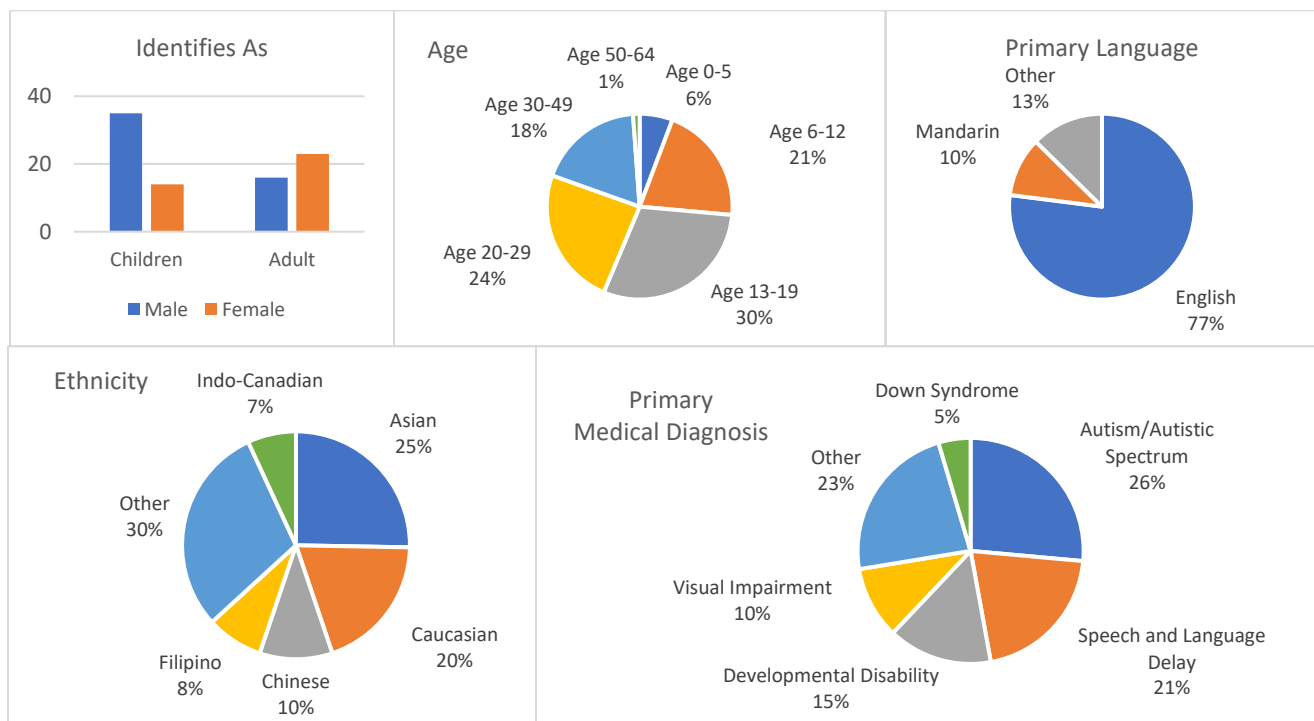
The program collaborates with the individual and/or family to select qualified, paid respite caregivers who can spend a few hours or an overnight period with their child or adult with a developmental disability. This support helps ensure that caregivers can take a break while their loved ones engage in enjoyable activities.

In 2024, there were 49 children and 39 adults for a total of 87 individuals (85 in 2023, 99 in 2022, 92 in 2021) with 1 moving from children to adult respite. In 2024, 10 started services (10 in 2023, 13 in 2022, 21 in 2021); 10 were referred and 12 exited services (10 in 2023, 4 in 2022, 5 in 2021). The reasons for individuals exiting service vary; mostly it is due to family decisions.

The Respite program supported 92 caregivers throughout the year: 25 stopped providing care (became inactive) and 25 caregivers signed contracts to begin care within the year.

- Children Served in 2024: 49
- Adults Served in 2024: 39
- Referrals/Intakes in 2024: 10
- Discharges in 2024: 12
- 1 individual moved from children to adult respite
- Active Caregivers as at Dec 31, 2024: 67
- Total Caregivers Supported in 2024: 92
- Caregivers Started in 2024: 25
- Caregivers who Became Inactive in 2024: 25
- Family Experience Survey Responses: 33
- Family Experience Survey Response Rate: $33/75 = 44\%$
- Caregiver Survey Responses: 27
- Caregiver Response rate: $27/67 = 40\%$
- Individuals Interviewed: 22

Demographics



"My son is autistic. Teaching life skills as parents can be difficult due to the safety that our son feels with us. With our respite provider, our son is learning independent skills (such as getting ready at the pool after his swim lesson) on his own! It's wonderful."
- Respite parent

"[The Program Manager] has delivered on his promise to support our family with respite, this has made a significant impact on our family with our individual having outside experiences and freeing up us to step back from the daily pressures of caring for an individual with intellectual disabilities." - Respite parent

"The respite program has been a great experience for me." - Respite participant

"Aspire was one of the only work environments that put my safety concerns as a top priority. Being a contract worker also gives me the ability to make more choices around what I'm comfortable doing or not." - Respite caregiver

"[The Program Manager] has done such a wonderful job with helping me understand what needs to be accomplished. Very understanding, easy to talk to, responds quite fast. Overall a great experience." - Respite caregiver

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	73% Strongly Agree 17% Agree 10% Neutral	80%	✓
Individuals will report being happy with the time spent in Respite	% of adult individuals that report enjoying the time they spend in the program	Individual Interview	95.5% Yes 4.5% I don't know	80%	✓
Efficiency					
Maintain balance of staff time spent with individuals, family members and caregivers in relation to other activities.	# of caregivers who apply # of caregivers who sign contracts in the year	Sharevision	36 caregivers began screening process in 2024 5 still being screened as at the end of 2024 11 determined not to be caregiver 17 signed contracts	No benchmark	N/A
	# of days to complete screening process	Sharevision	Applicants deemed not to be a caregiver = 58 days Applicants who signed contracts with Aspire = 50 days Avg = 53.5 days	90 days	✓
Service Access					
Families will receive Respite in a timely manner	Days from referral to initial match for new individuals (who started in year)	Sharevision	10 individuals started Respite in 2024 plus 1 individual who moved into adult Respite Avg 12 days referral to funding start 3 individuals not matched as at end of 2024 Avg 52.3 days from referral to first match	60 days	✓
	Days from request for new or additional caregiver to match	Sharevision	45 requests for 30 individuals Avg of 91 days from referral to match	60 days	✗
Families receive adequate amounts of Respite	% of families who report they are receiving an adequate amount of Respite	Family Survey	32% Very Great Extent 39% Great Extent 19% Moderate Extent 10% Small Extent	80%	✓
Experience with Service					
Maintain satisfaction with service delivery	% of families who report satisfaction with the Aspire supports received	Family Survey	68% Very Satisfied 21.5% Satisfied 10.5% Neutral	80%	✓

	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 71% Very Satisfied 16% Satisfied 13% Neutral Choice 71% Very Satisfied 13% Satisfied 16% Neutral	Person-Centred 71% Very Satisfied 19.5% Satisfied 9.5% Neutral	80%	✓
	% of families that report to what extent they are involved with selecting a caregiver	Family Survey	58% Very Great Extent 32% Great Extent 6.5% Moderate Extent 3.5% N/A		80%	✓
	% of individuals that indicate being happy with their caregiver	Individual Interview	95.5% Happy 4.5% Did Not Know		80%	✓
Caregivers will feel supported by the Manager	% of caregivers who report being supported by the Program Manager	Caregiver Survey	70.5% Strongly Agree 29.5% Agree		80%	✓
	% of caregivers who report the Program Manager is responsive to requests for assistance	Caregiver Survey	81.5% All of the time 14.5% Most of the time 4% N/A		80%	✓
	% of caregivers who report that they trust the Program Manager	Caregiver Survey	74% Strongly Agree 26% Agree		80%	✓
	% of caregivers who report that they feel they have the necessary skills and knowledge to support the individual(s) in their care	Caregiver Survey	55.5% Strongly Agree 37% Agree 7.5% Neutral		80%	✓
	% of caregivers who report that the Program Manager listens to them when they have concerns	Caregiver Survey	81.5% All of the time 11% Most of the time 7.5% N/A		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 Aspire Respite Program have made a positive difference in their life”*. All families responded favourably.

Adult individuals are asked in their interviews if they are happy with the time they spend in the program. Of the 22 individuals interviewed, 21 indicated happy and 1 individual indicated they did not know.

A new question was added to the interview: *“What is your favourite thing about Respite?”*. Individuals responded with:

- Hanging out. Relaxing!
- Nice people!
- Everything
- Exchanging Stories and activities
- Outing
- Going to the library and shopping mall and receiving social skills training.
- Going to different places that I don't normally go to. Getting to know other people
- Getting people like me out and meeting other people.
- It's like a holiday out of the house
- Have someone to talk to

- It has reconnected me with friends from Highschool
- I learn to cook, she gets me to try new food and go to new places
- Driving
- Sometimes I go out for lots of fun activities, and I have treats. Sometimes we do something special, like gingerbread houses.

Efficiency

Balancing staff time between individuals, families, and caregivers, alongside other duties, is a key measure of efficiency. However, recruiting qualified caregivers remains a significant challenge due to the complex and time-consuming nature of the process.

In 2024, 36 new applicants began the screening process (41 in 2023, 42 in 2022, and 39 in 2021). The recruitment and screening process involves several tasks, including document gathering, interviews, and home visits, which are time-intensive for Program Managers. Despite this, improved documentation and tracking have allowed for more concurrent screenings.

Of the 36 applicants screened in 2024, 11 were not deemed suitable as caregivers, 5 were still in the screening process at the end of the year, and 17 signed contracts to become Aspire caregivers.

The screening duration is often dependent upon caregiver follow through (e.g., caregivers take a long time to submit their documentation); in 2024, the average duration of the screening process was as follows:

- Applicants deemed not to be a caregiver = 58 days
- Applicants who signed contracts with Aspire = 50 days

A target of 90 days was set for the screening process; this was met as the average time to complete the screening process was 53.5 days. Often the required documentation, such as Criminal Record Checks (CRC), character and physician reference, takes months to collect which slows the process. That said, less time screening potential caregivers results in more time for the Program Managers to dedicate to the individuals and families.

In the past year, it was noticed that potential candidates pulled out of the screening earlier in the process than in previous years as clearer directive was provided to applicants at the time of the interview regarding the requirements for screening. Additionally, the CRC process was streamlined, resulting in faster turnaround times. In 2025, acquiring the references needed for each applicant will become more efficient with the development of an online referral tool. It is anticipated that these improvements to the screening process will result in fewer days to complete the screening.

Finding caregivers with the necessary skills to support individuals with complex care needs continues to be a challenge. The number of applicants who did not become contracted caregivers speaks to this. Educational Assistants (EA's) are often ideal candidates to be Respite Caregivers, however the consistent feedback is that the rate of pay for Respite is not high enough.

The number of people requesting additional caregivers is much higher than in the past. 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.

The following efforts have been made over the last few years to increase recruitment:

- Modified the recruitment flyer with a QR code to the online application form.
- Advocated and received a small increase in the rate of pay for contracted caregivers in Children's Respite with the funders.
- Posted on Aspire website, Facebook page and *Aspire Views* newsletter.
- Distributed postings to community agencies.
- Posted through Kwantlen College and Douglas College and various School Districts.
- Implemented a bonus referral program for new caregivers.
- Asked existing caregivers if they know of others that may be interested in being a caregiver.

These recruitment efforts and the improved online application process have made a positive difference in the number of caregivers applying and ultimately becoming contracted caregivers.

Service Access

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 accessible. 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 = date 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 2024, there were 10 individuals who started Respite services: 1 moved from Children’s Respite to Adult Respite and carried over their existing caregiver. Of the 9 remaining individuals who started Respite services:

- It took an average of 12 days from referral to start of service (funding received or first contact).
- 7 were matched within the calendar year with an average of 52.3 days between referral and first match with a caregiver. This met the target.
- 3 individuals were not yet matched with a caregiver at the end of the year.

Matching caregivers to individuals can be challenging due to the unique needs of each person. It's not simply a first-come-first-served process; instead, it's crucial to ensure that caregivers are appropriately matched to meet the specific requirements of the individuals they will support. This careful matching process helps ensure the best possible care and support for each individual.

Families’ needs often change resulting in the changing need for Respite caregivers, or often one caregiver does not provide the availability that the family needs. Throughout the year, individuals already matched with a caregiver may request a new or an additional caregiver.

In 2024, there were 45 new/additional matches with caregivers for 30 individuals (34% of Respite individuals):

- 11 requests for a new/additional caregiver in 2023 were matched in 2024 with an average of 217 days from referral to match.
- 34 requests for a new/additional caregiver in 2024 were all matched in 2024 with an average of 50 days from request to match.
- Combined average of 91 days from request for a new/additional caregiver to match. (139 days in 2023, 127 days in 2022, 87 days in 2021).

It was recommended to improve the documentation for requests for new or additional caregivers in Sharevision. This was completed therefore will be used to measure this indicator in 2025.

As an additional measure of service access, families are asked if the amount of Respite services they receive is adequate with all but one family indicating to a very great, great or moderate extent: 1 family indicated to a small extent, however no name was provided in order to follow-up.

The results met the identified target; however, they do not represent the families who require respite but are not able to access the service. Often families wait for long periods of time with the funder before they are referred to Aspire Respite Services and this plays a factor in their experience with service.

Experience with Service

There were 3 questions asked of families (Children’s and Adult Respite) to rate their experience with service:

1. *How satisfied are you with the supports you and your child receive from Aspire Richmond?*

2. *How satisfied are you with the way in which Aspire applies the services values of Rights, Person-Centred, and Choice to their every day work?*
3. *To what extent are you involved with selecting your caregiver?*

The Data Results table indicates that families are satisfied with the Respite supports they receive.

Individuals in Adult Respite are asked 1 question relating to their experience in Respite:

1. *How happy are you with your caregiver?*

All individuals responded with yes, except for one who responded with 'I don't know'. In previous years, individuals were also asked if they liked the activities they did while in Respite. In response to feedback from the interview process, it was recommended to simplify the survey by removing this question since the question "do you enjoy your time in respite?" meets the need.

Caregivers are asked 5 questions relating to their experience with the Program Manager:

1. *How satisfied are you with the support you receive from the Program Manager?*
2. *How responsive is the Program Manager to your requests for assistance?*
3. *Do you trust your Program Manager?*
4. *Do you feel you have the necessary skills and knowledge to support the individuals in your care?*
5. *Does your Program Manager listen to you when you have concerns?*

All caregivers responded favourably to the above questions.

Given the above results, families, individuals, and caregivers are satisfied with their experience with the Respite program.

It was recommended to provide an experience survey when caregivers become inactive. It was determined that the Respite Experience Survey for caregivers was geared towards those still providing care, therefore it is recommended to develop an Exit Caregiver Experience Survey to be given when caregivers resign or stop providing care to Aspire individuals.

2023 Recommendations

- Provide an experience survey to contracted caregivers when they become inactive during the year. GOAL CHANGED
- Improve the documentation processes in Sharevision for requests for new/additional Respite caregivers. COMPLETED

2024 Recommendations

- Develop an exit survey for caregivers that become inactive.
- Telephone interview contracted caregivers at the end of 2025.

Life Services

Life Services supports individuals 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 support them to reach their full potential.

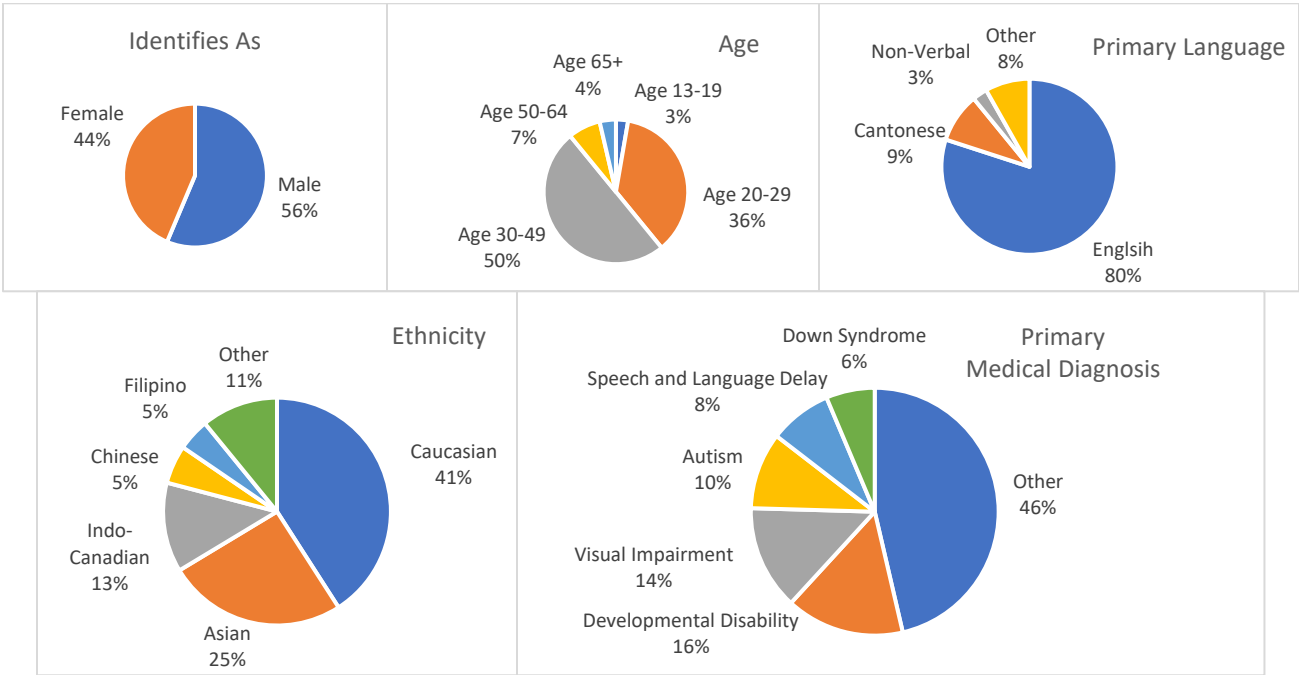
Life Services include the following programs: Avenues, Transitions, Quantum, and Synergy.

- Adults Served in 2024: 110
- Referrals in 2024: 8
- Intakes in 2024: 8
- Discharges in 2024: 3
- Family Experience Survey Responses: 39
- Family Experience Surveys Emailed: 101
- Family Experience Survey Response Rate: $39/101 = 38.6\%$
- Individuals Interviewed: 82

In 2024, 110 adults were served in these programs (111 in 2023, 109 in 2022, 106 in 2021), 3 individuals switched between LIFE programs, 8 individuals started LIFE Services in 2024, and 3 individuals exited.

Both families and individuals were solicited for feedback.

Demographics



“My son and I are new to the Synergy team. They have made us both feel like family.” - Parent

“Our son likes to go to the program, where he can get to explore in the community, meet people and make connections in a safe and meaningful manner. He also enjoys the weekly music therapy which he talks about a lot and sings some songs at home too.” – Parent

“I really really like it here. I like being around big groups, and being busy!” - Participant

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	72% Yes 28% No	80%	✗
	% of individuals that report liking the activities in the program	Individuals Interview	92.5% Happy 2.5% I Don't Know 5% Did not answer	90%	✓
Self-determination will be encouraged and supported	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	229 Goals ended in 2024 139 Achieved (61%) 20 Attempted (8.5%) 14 Discontinued (5.5%) 11 In Progress (5%) 45 Partially Completed (20%) 94.5% Total Attempted	90%	✓
Individuals participate in annual Person-Centred Planning	% of individuals who participated in a Person-Centred Planning session in the calendar year	Sharevision	104 completed plans in 2024 6 individuals had more than 1 plan in 2024 98 individuals /110 = 89%	90%	✗
	% of individuals who participated in a Person-Centred Planning session within 14 months of their previous plan	Sharevision	83 individuals had a plan within 14 months of previous plan/110 individuals = 75% Avg 379 days between planning sessions	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 = 31 # accommodated = 31 % accommodated = 100%	90%	✓
Service Access					
Accessibility needs related to health, mobility or transportation issues will be successfully accommodated	% of accessibility issues successfully accommodated	Sharevision	# requests = 31 # accommodated = 31 % accommodated = 100%	80%	✓
Experience with Service					
Maintain Satisfaction with service delivery	% of families that report satisfaction with the Aspire supports they receive	Family Survey	58% Very Satisfied 29% Satisfied 13% Neutral	80%	✓
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 49% Very Satisfied 37% Satisfied 14% Neutral	Person-Centred 52% Very Satisfied 32% Satisfied 16% Neutral	✓
			Choice 47% Very Satisfied 41% Satisfied 12% Neutral		
	% of individuals that report being happy with the staff	Individuals Interview	93% Happy 2.5% I Don't Know 5% did not answer	80%	✓
	% of individuals that report enjoying the time spent in program	Individuals Interview	95% Yes 1% I Don't Know 4% did not answer	80%	✓
	% of individuals that report having friends at Aspire	Individuals Interview	89% Yes 3.5% Don't Know 7.5% did not answer	80%	✓

Effectiveness

There are three outcomes to measure effectiveness:

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

Daily activities individuals are engaged in are recorded in Sharevision. There were 19,501 activities recorded for 2024 (22,123 in 2023, 18,177 in 2022, 15,950 in 2021); 72% of activities were related to individual's likes that were identified at annual planning sessions (82% in 2023, 84% in 2022, 88% in 2021). The results were under the target of 80% however did

not see a significant drop from previous years results. Through discussions with the Program Managers, the decline may be a result of a few factors:

- Additional training is needed for staff in how to record a Daily Activity.
- Individuals change their mind regarding activities that they like to do, and the list of identified 'likes' in Sharevision are not updated on a day-to-day basis.
- Programs have been focusing on finding new activities in the community that individuals may or may not know whether they will enjoy them.

Individuals are involved in selecting their activity schedule on a regular basis which gives them the opportunity to have more input in the activities they are participating in. Additionally, they are being given the opportunity to participate in activities delivered through the other LIFE programs.

It is recommended to provide additional training through a how-to video on how to complete a Daily Activity record in Sharevision. The expectation is that this will improve documentation accuracy. However, allowing flexibility for individuals to change their mind regarding activities they like to do must be maintained, additionally the exploration of new activities is encouraged, therefore it cannot be expected that all activities on a day-to-day basis are related to pre-identified likes. Given that, in addition to measuring daily activities through documentation, individuals are asked in their annual interview if they like the activities they do while in the program: 92.5% of individuals indicated happiness with the activities (93% in 2023, 89% in 2022, 90% in 2021), 2.5% indicated they didn't know, and 5% chose not to answer.

Self-determination will be encouraged and supported.

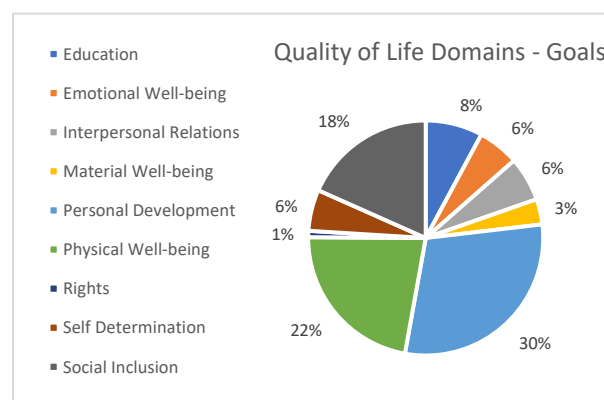
Individuals set goals each year through their planning sessions. The data used for this indicator are the goals set in the 2023 calendar year and ended in the 2024 calendar year. In 2024, there were 229 goals that ended. The percentage of Person-Centred Planning goals that have documented evidence that the goal was attempted was 94.5% (89% in 2023, 84% in 2022, 74% in 2021).

There is often confusion around how to record the status of a goal at the end of the 12-month period. It was recommended to review the status options and provide additional directions for when each option is to be selected.

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.
- Discontinued = the goal was not started and determined not to be started.

The Quality-of-Life domain areas show a broad range of goal focus. It has been observed in recent years, especially through the pandemic, that many goals are related to basic life skills such as personal hygiene or nutrition and are reflective of the families' goals and not necessarily those of the individual. The LIFE programs support both families and individuals; therefore, it is not unreasonable for the families wishes to be reflected in the goals. That said, Program Managers will continue to monitor the Quality-of-Life domain areas for goals and ensure that the individuals' wishes are reflected in the goals.



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 2024, 89% of the individuals supported had a plan completed within the year. This result is just below target of 90%.

Of the completed plans in 2024, 83 were completed within 14 months of the previous plan. The average timespan between planning sessions was 379 days (370 days in 2023, 351 days in 2022, 383.39 days in 2021).

There were 8 new individuals in the year, of which 5 had a person-centred plan when attending Youth Connections, and others were new to Aspire late in the calendar year and had not yet had their planning session scheduled.

Efficiency

An efficient program will maximize all available resources, specifically funding. The contracted expectations of Life Services are to provide a certain number of hours of service in a day program per individual. Aspire's vision of these services is to provide opportunities for growth and development in the 8 Quality-of-Life domains. 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.

Some of the accommodations made were:

- Supporting individuals at events outside program hours.
- Providing staff to support individuals in their Aspire home.
- Providing additional program hours outside of contract.
- Providing transportation.

In 2024, 31 accommodations (27 in 2023, 44 in 2022, 73 in 2021, 88 in 2020) were recorded in Sharevision, of all were partially or completely accommodated.

Given the outcome for efficiency is to enhance the quality of life for individuals served by providing opportunities for growth and development, and since one of the purposes for completing Person-Centred plans is to provide opportunities for growth and development, it is recommended to measure the completion of Person-Centred Plans as an efficiency measure and discontinue measuring accommodation requests as an indicator for efficiency, since it is used to measure accessibility.

Service Access

Accommodations is also used to measure accessibility to the program: All 31 accommodation requests were related to accessibility to the programs: transportation, additional staffing hours, support at events outside regular hours: 100% were met.

Experience with Service

The Data Results table indicates that the majority of families and individuals are happy with their experience.

There were 2 questions asked of families to rate their experience with service:

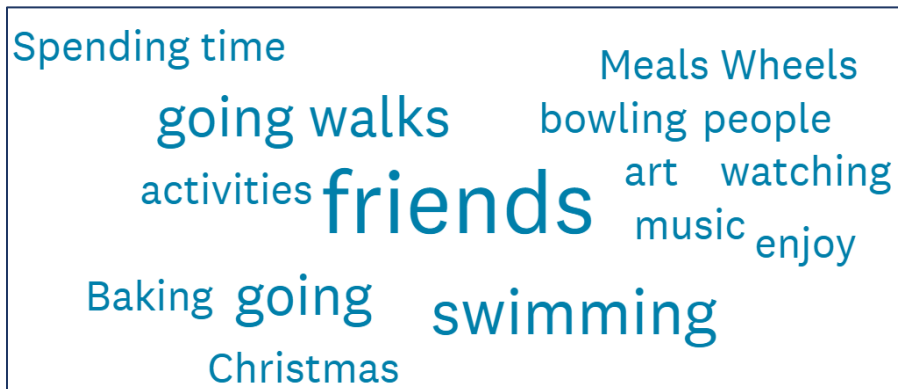
1. *How satisfied are you with the services you and your child receive from Aspire Richmond?*
2. *How satisfied are you with the way in which Aspire applies the services values of Rights, Person-Centred, and Choice to their every day work?*

There were 4 questions asked of the program participants:

1. *Are you happy with the staff at your program?*
2. *Do you enjoy the time spent at your program?*
3. *Do you have friends at Aspire?*
4. *What are your favourite things about the program?*

The data results indicate that both families and individuals are happy with their experiences at Aspire.

Below is a summary of responses regarding the individuals' favourite things about the program:



2023 Recommendations

- Review the status options for individuals' goals and provide additional directive for when each option is to be selected.
COMPLETED

2024 Recommendations

- Develop a training video for completing Daily Activities in Sharevision.
- Measure the completion of Person-Centred Plans as an indicator for efficiency instead of effectiveness.

Outreach

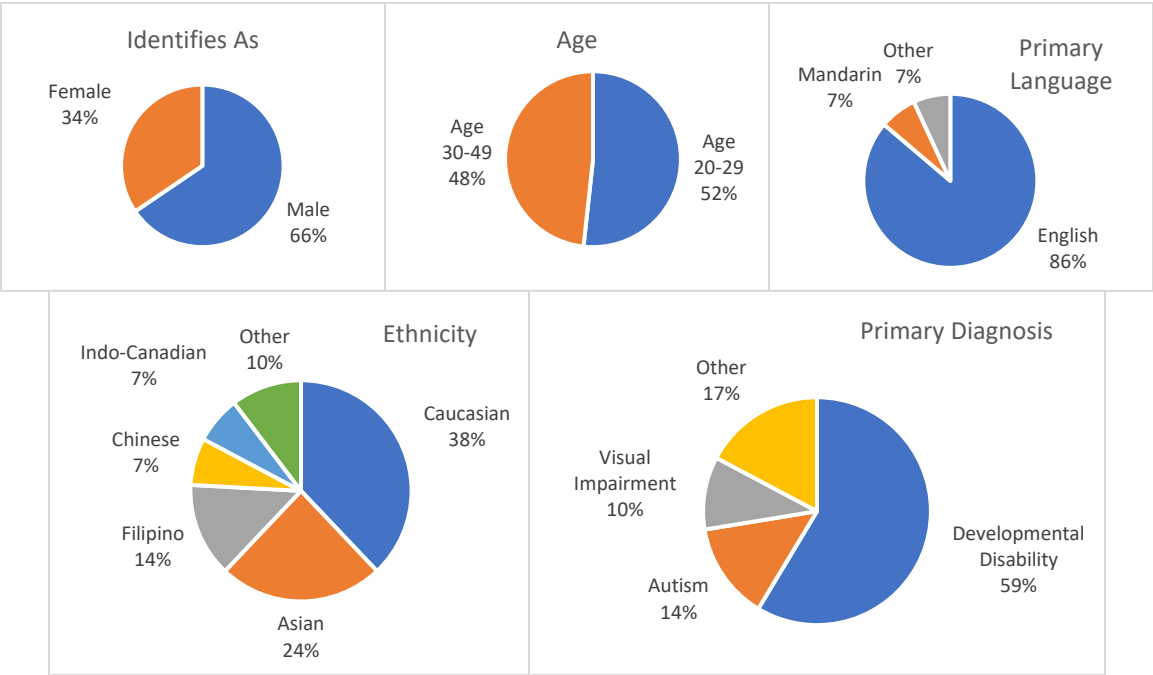
Youth transitioning into Adult Services receive a small amount of funding from CLBC annually. Outreach provides customized support to better access recreation and volunteer opportunities. Individuals work one-on-one, in small or in large groups with an Outreach support staff to reach their goals. The program helps individuals strengthen and create community connections and natural supports. Since the program’s creation, the service has grown from serving 12 individuals in 2013 to 29 individuals in 2024. There were 2 new intakes in 2024 with no one exiting services in 2024. There were no individuals waiting for Outreach services in 2024.

- Adults Served in 2024: 29
- Intakes in 2024: 2
- Discharges in 2024: 0
- Individuals Interviewed: 22
- Family Experience Survey Responses: 3
- Family Experience Survey Response Rate: 3/27 = 11%

Both families and individuals were solicited for feedback.

Unfortunately, not many families responded to the survey – individuals access Outreach services independently and occasionally families are not involved with the service. In some cases, individuals do not want their families to be solicited for feedback. Given this, it is recommended to discontinue soliciting feedback from families and maintain the feedback provided by individuals to measure the experience with service.

Demographics



“I enjoy doing activities with outreach; I like the support I get from the Aspire staff.” – Outreach participant

“I like meeting new people and going to places.” – Outreach participant

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	82% Yes 13.5% No (3 people) 4.55% Did Not Know	80%	✓
Individuals receive the type of support of their choice	Ratio of in-person vs remote supports	Sharevision	21% Remote 79% In Person	No benchmark	N/A
Self-determination will be encouraged and supported	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	33 Goals expired in 2024 4 Attempted Not Completed 22 Achieved 5 Partially Achieved 2 Discontinued 94% attempted	80%	✓
Efficiency					
Maintain balance of staff time spent with individuals in relation to other responsibilities	# hours staff spent providing direct support	Sharevision	77% Direct 23% Indirect	75% Direct	✓
Individuals participate in annual Person-Centred Planning	% of completed Person-Centred Planning sessions in the calendar year	Sharevision	29 plans completed = 100% Avg # days between planning sessions = 353 days	90%	✓
Service Access					
Individuals receive an adequate number of hours of service	Average # of hours of service per month per individual.	Sharevision	172hrs/mo avg 5.93 hrs/mo per individual	No benchmark	N/A
Experience with Service					
Maintain Satisfaction with service delivery	% of families that report satisfaction with Aspire Services	Family Survey	67% Very Satisfied 33% Satisfied	80%	✓
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 100% Satisfied	80%	✓
			Person Centred 100% Satisfied		
	% of individuals that report being happy with the staff	Individuals Interview	95% Happy 5% Unhappy (1 person)	80%	✓
	% of individuals that report being happy with the time spent in program	Individuals Interview	100% Yes 1 person did not answer	80%	✓
	% of individuals that report being happy with the activities	Individuals Interview	100% Happy 1 person did not answer	80%	✓

Effectiveness

The purpose of the program is to facilitate individuals to make connections in the community. In previous years, the interview questions used to measure this indicator were:

- *Have you made friends?*
- *Have you made connections in the community as a result of your participation at Aspire?*

It was a recommendation to modify the question to:

- *"Have you met people in the community through your activities at Outreach?"*

With the improvements in the individuals interview process, and with the revised question, there is a significant increase in the results: 82% indicated yes; 13.5% indicated no; and 4.5% indicated they did not know. Whereas in 2023, 53% of the individuals indicated they had made connections. The Program Manager followed up with the individuals that indicated they had not met people in the community and conversations are occurring to ensure they are receiving the appropriate supports they need to make connections.

It was recommended to report on the number of activities that individuals engage in that are out in the community as an additional indicator for effectiveness in 2024. However, the documentation processes were revised in May of 2024 to

be based more on the type of support provided as opposed to the specific activities the individuals engaged in. In addition, some individuals in Outreach began participation in the Remote Supports pilot project along with individuals from Independent Living. Therefore, this recommendation was modified to measure the support type provided.

In 2024, 1094 hours of Support Records were documented for Outreach:

Type of Support	Location of individual during support
Remote Supports – 225.75 hours	203 .64 hours the individual was at home 5.17 hours the individual was in the community 23.41 hours were unspecified where the individual was
In-Person then Remote – 0.5 hours	
Remote then In-Person – 3 hours	
In-Person – 868.13	155 hours Aspire office 533 hours In Community 155 hours At Individual's Home 7 hours social gathering 18 hours unspecified

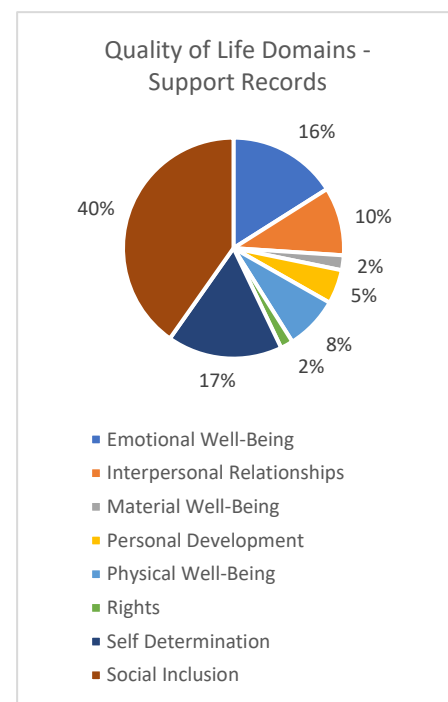
The Remote Supports pilot project will discontinue in 2025. Based on the experience in the project and in using the new documentation processes, it is recommended to modify the support type options to:

- Remote Support.
- Support in Community (includes social gathering).
- Support at Home.
- Support at an Aspire Program location.

Aspire aims to improve the Quality of Life of the individuals receiving service. Of the support provided in 2024, the breakdown of Quality-of-Life domains are summarized in the adjacent graph.

In addition to making connections, individuals are encouraged to set goals: 21 individuals had 33 goals that ended in the 2024 year of which 94% were attempted or achieved.

Due to the nature of the program, not all individuals choose to set goals, or in some cases individuals choose to discontinue the goals that they previous set. However, as indicated below, having the opportunity to participate in Person-Centred planning each year is a focus.



Efficiency

Outreach employees job duties are balanced between time spent with individuals (direct support) and time spent with administrative work such as file reviews, planning, documentation, and committee work etc. (indirect support). An efficient program would maintain high levels of direct support while ensuring all other job responsibilities are completed.

It was recommended to modify the indicator for efficiency as below. These were completed:

- Report on the percentage of direct vs indirect support.
- Set a target of 75% direct support.
- Separate out the Program Manager hours when reporting on direct and indirect support hours.

2066 hours were recorded as direct support in 2024 as follows:

	2024	2023	2022
Annual Direct Support Hours	967.75 hrs of Daily Activities (Jan – April) 4.25 hrs in Contact Records (Jan – April) 1094 hrs of Support Records (May – Dec) TOTAL 2066 hours	3380 Daily Activities 13.5 Contact Records TOTAL 3393.76 hours	1830 hours Daily Activities 17.6 hours Contact Records TOTAL: 1847.63 hours
Annual Staff Hours Paid Out	4427 hours	4634.57 hours	2670.5 hours
Annual Staff Hours Paid Out (Manager Excluded)	2684 hours	N/A	N/A
Direct vs indirect (Manager Excluded)	77% Direct 23% Indirect	73% Direct 27% Indirect (manager included)	69% Direct 31% Indirect (manager included)

Another indicator used to track efficiency in the Outreach program is the number of Person-Centred Plans completed in the year. In 2024, there were 29 personal plans completed (24 in 2023, 25 in 2022, 27 in 2021) equating to 100% of the individuals supported having had a plan (80% in 2023, 89% in 2022, 90% in 2021). The average number of days between plans was 353 days.

Given the above indicators, the Outreach program is deemed to be efficient.

Service Access

Individuals receiving an adequate number of hours of service is indicative of the program's accessibility. The number of support hours documented in 2024 was 2066, or 172 hours on average per month, for 29 individuals. On average, individuals were receiving 5.93 hours of support hours per month.

The majority of individuals in the Outreach program are allocated a specific dollar amount per year for support. The support provided is intended to be flexible in terms of meeting the unique needs of the individuals. This allows for flexibility within the program in terms of the number of hours of support each individual receives. There are some individuals that simply do not need or want high levels of support, whereas others require extra support, and this shifts depending on the individuals' changing needs throughout the year(s).

Experience with Service

There were 2 questions asked of families to rate their experience with service:

1. *How satisfied are you with the services you and your family member receives from Aspire Richmond?*
2. *How satisfied are you with the way in which Aspire applies the services values of Rights, Person-Centred, and Choice to their every day work?*

There were 3 questions asked of the program participants:

1. *Are you happy with the staff at your program?*
2. *Are you happy with the activities you do at your program?*
3. *Are you happy with the time spent at your program?*

The Data Results table indicates that most families and individuals are happy with their experience. Upon follow-up regarding the individual that reported being unhappy, the Program Manager followed up with the individual and conversations are occurring to ensure they are receiving the appropriate supports they need to make connections.

2023 Recommendations

- Adjust the wording of the individuals interview question relating to making connections in the community to “have you met people in the community through your activities in Outreach”. COMPLETED
- Add an additional indicator for Outreach effectiveness to report on the number of activities spent in the community. GOAL CHANGED
- Modify the Outreach indicator for efficiency to report on the percentage of direct vs indirect support and set a target of 75% direct support, excluding the program manager hours from the calculations. COMPLETED

2024 Recommendations

- Modify Support Type options for Outreach and Independent Living Support Records to be ‘Remote Support’; ‘Support in Community’; ‘Support at Home’; ‘Support at a Program Location’.
- Discontinue soliciting feedback from Outreach families and maintain the feedback provided by individuals to measure the experience with service.

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.

In response to the changing needs of individuals supported in Employment Services, a need for a structural change was determined and implemented at the end of the 2023 year. This change allows the team to meet referrals at different stages of their employment journey. The employment services have been divided into two areas:

- # Served in Employment Services in 2024: 73
- Individuals in both Employment and HandyCrew in 2024: 17
- Referrals/Intakes to Employment Services in 2024: 20 (10 IMPACT)
- Discharged from Employment Services in 2024: 17 (10 IMPACT)
- Businesses interviewed: 15
- Individuals Interviewed: 47

- **Competitive and Customized Employment** - for individuals ready to explore job opportunities and improve their skills.
- **Youth and Supported Employment** – for individuals and youth with more comprehensive and ongoing supports to develop the skills needed for their desired employment.

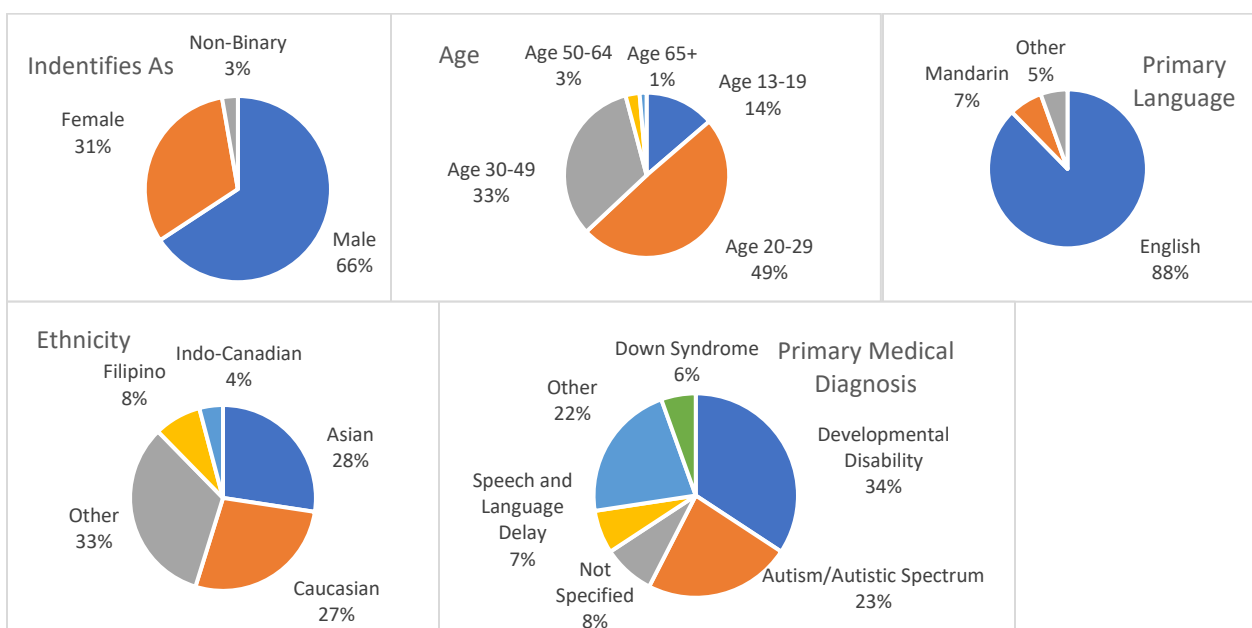
The structural change resulted in 16 individuals moving from Competitive and Customized Employment into the Youth and Supported Employment. In 2024, 73 individuals were supported in both programs. There were 20 new individuals seeking employment support and 17 individuals exited employment support (including the individuals from the Impact grant).

Since 2020, Aspire has been participating in a research project with the BC Employment Network and several other organizations through a grant which has enabled the employment program to support additional youth. These individuals were captured through the Youth and Supported Employment program and funded through “Impact”: 10 individuals in 2024 (20 in 2023, 13 in 2022, 11 individuals in 2021, and 9 in 2020).

Given the structural changes within the Employment Programs, Sharevision documentation was modified and continues to be modified to meet the change in documentation requirements.

Individuals in the programs and employers who work with the program were interviewed.

Demographics



“I got my 4 year pin [at work]. Staff at work can help me through the challenges.” – employed individual

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	20 started in 2024 3 employed by end of 2024 2 employed within 6 months; Or 2/20 = 10% Not including Impact individuals: 2/10 = 20%	50%	X
	Average number of days to attain first employment placement	Sharevision	165.6 days	6 months	✓
Maximize career enhancements for all employed individuals	% of employed program participants that exceed minimum wage	Sharevision	43 employed individuals in 2024 21 jobs exceed minimum wage for 17 individuals 17/43 = 39% 21 / 62 total jobs = 34%	15%	✓
Efficiency					
Maximize # of job placements	# of job placements in the calendar year	Sharevision	12 placements	No benchmark	N/A
Individuals will maintain employment	Average length of employment	Sharevision	62 active jobs in 2024 with 56.65 months average length of employment	No benchmark	N/A
Service Access					
Employers will meet the accommodation needs of individuals	% of jobs successfully modified with support from the program	Sharevision	42 / 62 jobs = 67.7%	50%	✓
Individuals will be employed in a variety of employment sectors reflective of their community	# of employment sectors in which individuals are employed	Sharevision	12	No benchmark	N/A
Experience with Service					
Businesses will be satisfied with the services provided	% of employers who report satisfaction with their involvement with the Employment Services staff team	Employer Interview	43% Very Satisfied 36% Satisfied 21% Neutral	80%	✓
	% of employers who report that the Employment Services staff team listened to concerns or requests	Employer Interview	47% Very Satisfied 20% Satisfied 13% Neutral 7% Dissatisfied (no name) 13% N/A	80%	✓
	% of employers who report satisfaction with the employee hired through the Employment Services program	Employer Interview	47% Very Satisfied 33% Satisfied 6.3% Neutral 6.3% Dissatisfied 6.3% N/A	80%	✓
	The extent to which the employee supported by the Employment Services program meet job expectations	Employer Interview	27% Very Great Extent 27% Great Extent 13% Moderate Extent 7% Small Extent 7% No Extent 19% N/A	80%	X
Individuals will report that they like their job	% of individuals who report that they like their job	Individual Interview	25 people answered the question: 96% Yes 4% No (1 person)	80%	✓
Individuals will be satisfied with the assistance they receive from the program	% of individuals who report that they are happy with the help Aspire gives them	Individual Interview	84% Happy 3.5% Unhappy 12.5% Did Not Know	80%	✓

Effectiveness

There are two outcomes to measure the effectiveness of the Employment Program:

Individuals will secure employment

Of the 73 individuals supported in 2024, 43 were employed in 62 jobs at 33 different businesses: 13 individuals had more than one job; the individuals not yet employed were involved in job readiness activities such as resume building, interview prepping etc.

There were 20 individuals who started in Employment Services in 2024 (10 of which were part of the Impact Program and not included in these calculations):

- 3 gained employment before the end of the year.
- 2 acquired a job within 6 months which equates to 20% (18% in 2023, 20% in 2022, 33% in 2021).
- The remaining individuals were still looking for work at the end of the year.
- Of the 3 that gained employment, it took an average of 165.6 days to secure employment (129 in 2023, 179 in 2022, 148 days in 2021).

Maximize career enhancements for all employed individuals

The Employment Services Program has been operating for 15 years, and the staff team continue to 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. Of the 43 individuals employed in 2024, 17 exceeded minimum wage equating to 39%.

It is recommended to modify this indicator to calculate the percentage of jobs that exceed minimum wage as opposed to the percentage of individuals. Of the 62 jobs in 2024, 21 exceeded minimum wage which equates to 34% of all jobs.

The effectiveness of any employment program is dependent upon the job market: 2024 was a difficult year as the job market was challenging.

Part of the restructuring of the Employment programs included an improvement in documenting contacts with businesses in the community. A large part of the service is reaching out to local businesses and supporting them to hire individuals with developmental disabilities. It is recommended to explore business metrics using the Business Contact Journal in Sharevision as an additional measure for effectiveness of the program.

Efficiency

There are two outcomes to measure efficiency.

Maximize the number of job placements

In 2024, there were 12 job placements in the year (17 in 2023, 20 in 2022, 21 in 2021), of which 6 were still employed at the end of the year. As indicated above, the job market has been challenging which is seen in the lower number of job placements.

Individuals will maintain employment

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 62 jobs in 2024, 12 ended for various reasons (see Service Access):

- Average length of employment for the 12 jobs that ended in 2024 was 7 months (232 days).

- Average length of employment for the 50 remaining jobs was 56.65 months, which equates to 4.72 years (4.3 years in 2023, 3.63 years in 2022, average of 3.69 years in 2021).

Service Access

There are two outcomes to measure accessibility.

Employers will meet the accommodation needs of individuals

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. Additionally, ensuring jobs do not end because of a lack of accommodations being made by the employer is a goal of the program.

Of the 62 jobs in 2024, 42 had accommodations made by the employer to fit the needs of the individuals (accommodations such as hours, work environment, equipment uses, etc.) which equates to 67.7% (75% in 2023, 75% in 2022, 77.5% in 2021) of the jobs being accommodated by the employer.

In 2024, 12 jobs ended for the following reasons (note jobs may end for more than 1 reason):

- 5 temporary or seasonal positions.
- 2 insufficient skills.
- 1 mental health concerns.
- 1 restructuring in company led to layoffs.
- 1 acquired other employment.
- 3 unspecified.

It was recommended to modify Sharevision documentation by standardizing the reasons for jobs ending. This was completed and enables the team to identify areas where additional training for work readiness can be applied or additional support to employers can be implemented. None of the 12 jobs that ended in 2024 were a result of a lack of accommodations being made.

Individuals will be employed in a variety of employment sectors reflective of their community

The 62 jobs in 2024 were in 12 different employment sectors:

- | | | |
|----------------------|---------------------|---|
| • Administration (1) | • Food Services (5) | • Retail (14) |
| • Agriculture (1) | • Manufacturing (1) | • Technical Services (1) |
| • Educational (1) | • Recreation (5) | • Service Industry (27) – includes RHCC |
| • Not Specified (1) | • Utilities (1) | • Warehouse (4) |

It is to be commended that the individuals in Employment Services 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.

Experience with Service

Employers were asked 4 questions to rate their experience with the Employment Services program:

1. *How satisfied are you with your involvement with Employment Services staff team?*
2. *How satisfied are you with how the Employment Services team listened when you had concerns or made requests?*
3. *How satisfied are you with the employee that you hired through the Employment Services program?*

4. *To what extent is the employee supported by the Aspire Employment Services team to meet your job expectations?*

There were 2 employers who reported dissatisfaction: follow-up in the process of being completed.

Individuals were asked 2 questions to rate their experience with the Employment Services Program:

1. *Do you like your job?*
2. *How happy are you with the support you received from the staff?*

The majority of the individuals reported liking their job and being happy with the support received. There was one individual who reported not liking their job and two individuals who were not happy with the help they received: follow-up is in the process of being completed.

The one individual that indicated they did not like their job had recently changed their job and were adjusting to the new responsibilities. They are now happy with their job.

2023 Recommendations

- Adjust Sharevision documentation for Employment Services to standardize options for reason job ended. COMPLETED

2024 Recommendations

- Complete a comprehensive review of the Outcomes and Indicators for the employment program.
 - Modify the employment effectiveness indicator to calculate the percentage of jobs that exceed minimum wage as opposed to the percentage of individuals.
 - Explore using the number and types of Business Contacts as an additional measure for effectiveness of the program.

Richmond HandyCrew Cooperative

The Richmond HandyCrew Cooperative (RHCC) is a business venture that operates within the support and assistance of Aspire and the Employment Services staff. RHCC serves the Richmond community by providing various services such as landscaping or cleaning. RHCC provides individuals an opportunity to develop work skills and participate in paid work within the community. It is hoped that individuals will start in RHCC and develop the skills necessary to move onto other work opportunities in the community if they wish.

- HandyCrew Members in 2024: 62
- Active RHCC Employees: 21
- Individuals in Employment Services and HandyCrew: 16
- New HandyCrew Members in 2024: 1
- HandyCrew Members who Left in 2024: 6
- HandyCrew Customers Survey Responses: 9
- Individuals Interviewed: 47

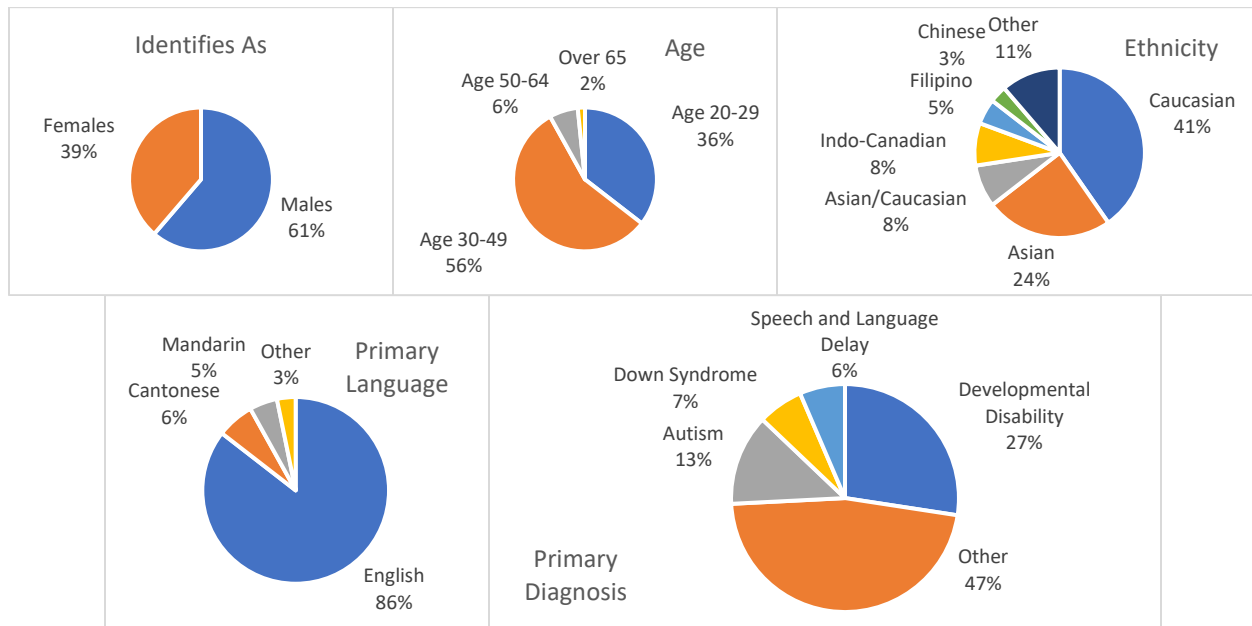
There were 62 participants in RHCC (66 in 2023, 52 in 2022, 41 in 2021) of which 21 were members working on active contracts: 16 individuals were in both Employment Services and the RHCC as they were working for RHCC but also seeking additional or replacement employment. There was 1 new individual and 6 who left the RHCC in 2024.

The 62 RHCC participants were categorized into the following as at the end of 2024:

- 21 Active Contracts = individuals actively working with staff in regular RHCC work orders.
- 9 On-Hold = individuals not currently working but may in the future.
- 31 Community Inclusion Support = individuals working on contracts paid through RHCC but supported through Life Services.
- 1 Not Specified.

It is recommended to review of the above noted categories of RHCC members.

Demographics



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	No data to report	60%	N/A X?
	% of RHCC members who move on to other employment opportunities	Sharevision	0%	No benchmark	N/A
	Reasons for exiting RHCC	Sharevision	2 Moved out of area 1 No Response from Family 3 Service no longer required	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	14 customers in 2024 0 New customers in 2024	No benchmark	N/A
Service Access					
Individuals will have a greater awareness of their future job choices	% of individuals at Aspire who report being aware of the Employment Services program	Individual Survey	77% Yes 23% No 35 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	7	No benchmark	N/A
Experience with Service					
RHCC customers will be satisfied with the services provided	Quality of Service	RHCC customer survey	78% Very Satisfied 22% Satisfied	80%	✓
	Courteous Employees	RHCC customer survey	89% Very Satisfied 11% Satisfied	80%	✓
	Punctual Employees	RHCC customer survey	89% Very Satisfied 11% Neutral	80%	✓
	Overall Satisfaction	RHCC customer survey	78% Very Satisfied 22% Satisfied	80%	✓
	Customers would recommend RHCC to others	RHCC customer survey	100% Yes	80%	✓
Individuals will be satisfied with the assistance they receive from the program	% Individuals who report being Happy with the help they get from Aspire	Individual Interview	92% Happy 0% Unhappy 4% I don't know 4% N/A	80%	✓

Effectiveness

RHCC members/employees will learn new job skills

In previous years, the indicator related to skill development used the Skill Development tracking in Sharevision as the data source. The program operations for both Employment Services and RHCC began a restructuring in 2024 and continues into 2025. Part of that restructuring includes assessing and improving documentation requirements. As such, skill development was not documented in the 2024 year, therefore this indicator could not be measured. It is expected that with the restructuring, skill development will be documented and therefore can be used as a measure for effectiveness in 2025.

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. In 2024, there were 6 individuals who left the RHCC for the following reasons:

- 2 Moved out of area.
- 1 No Response from family.
- 3 Service no longer required/personal choice.

None of the individuals who exited RHCC in 2024 exited due to gaining other employment.

It is recommended to modify Sharevision documentation by adding the following exit reasons:

- Personal Choice.
- Acquired other Employment.

Additionally, it is recommended to ask RHCC members if they are happy with what they are learning through their experiences with RHCC as an additional measure of effectiveness.

Efficiency

Individuals maintaining or increasing earning potential is an indication of an efficient program. Earning potential is dependent upon the number of RHCC customers. It was recommended to explore documentation improvements by tracking RHCC customers in Sharevision. This was completed. In 2024, there were 14 customers of the RHCC (21 in 2023, 2022, and 2021). Historically, if RHCC had multiple contracts with a single business, it was reported as more than 1 customer. The documentation improvements modified this which partly accounts for the decrease in the number of reported customers for 2024.

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 (# of work orders scheduled). Given RHCC is an opportunity for members to learn and acquire skills, all work orders require an Aspire employee to be present to provide the necessary training and supervision. Occasionally, the number of work orders that RHCC can schedule into the work week is dependent upon the number of staff available. Requests for RHCC work are acquired through an online form available from the RHCC website. With the improved documentation processes in Sharevision, it is expected that managing staff schedules with RHCC requests will be streamlined thus allowing more work orders to be scheduled and easier matching of RHCC members with staff per work order.

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 was met with the improved documentation in Sharevision for RHCC customers and will be reported on for 2025.

The goal of RHCC is to provide employment learning opportunities for its participants, another measure for efficiency is an analysis of wages compared to revenue. Running a business has costs in addition to wages, however it is expected that the majority of revenue generated is allocated to its employees. In 2024, 67% of the revenue generated was allocated to wages. It is recommended to add this as an indicator for efficiency.

Service Access

There are two outcomes to measure accessibility of the RHCC:

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

In 2024, 140 individuals were interviewed throughout adult and youth services. They were asked if they were aware of the Employment Services and RHCC opportunities: 105 individuals answered the question; 81 indicated “Yes” = 77% (73% in 2023, 63% in 2022, 63.75% in 2021), 23% indicated “No”.

In review of the survey responses and in conjunction with the recommendation to improve the individual interview process, it was recommended to discontinue this indicator and explore a more relevant measure of accessibility for the HandyCrew Cooperative. This was not completed and therefore is deferred.

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

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

- Landscaping
- Cleaning
- Deliveries
- Miscellaneous handy work
- Window Washing
- Power Washing
- Small Moving/Dump Runs

Experience with Service

HandyCrew customers were asked the following questions to rate their experience with service:

1. *Rate your satisfaction with the following:*
 - *Quality of services*
 - *Courteous employees*
 - *Punctual employees*
 - *Overall satisfaction*
2. *Would you recommend HandyCrew to a friend?*

Eight customers were interviewed of which all indicated 100% satisfaction to the above and would recommend HandyCrew to a friend.

Individuals were asked how happy they are with the help they receive from Aspire: 100% indicated being happy with the help they receive from Aspire.

Individuals in the RHCC were interviewed using the same template as the individuals in Employment services. Given the nature of the two services are different, it is recommended to provide a separate interview template for participants of the RHCC.

2023 Recommendations

- Explore documentation improvements for RHCC customers and transfer the documentation into Sharevision. COMPLETED
- Explore tracking the length of time RHCC customers remain customers. COMPLETED
- Explore a more relevant measure of accessibility for the HandyCrew Cooperative. DEFERRED

2024 Recommendations

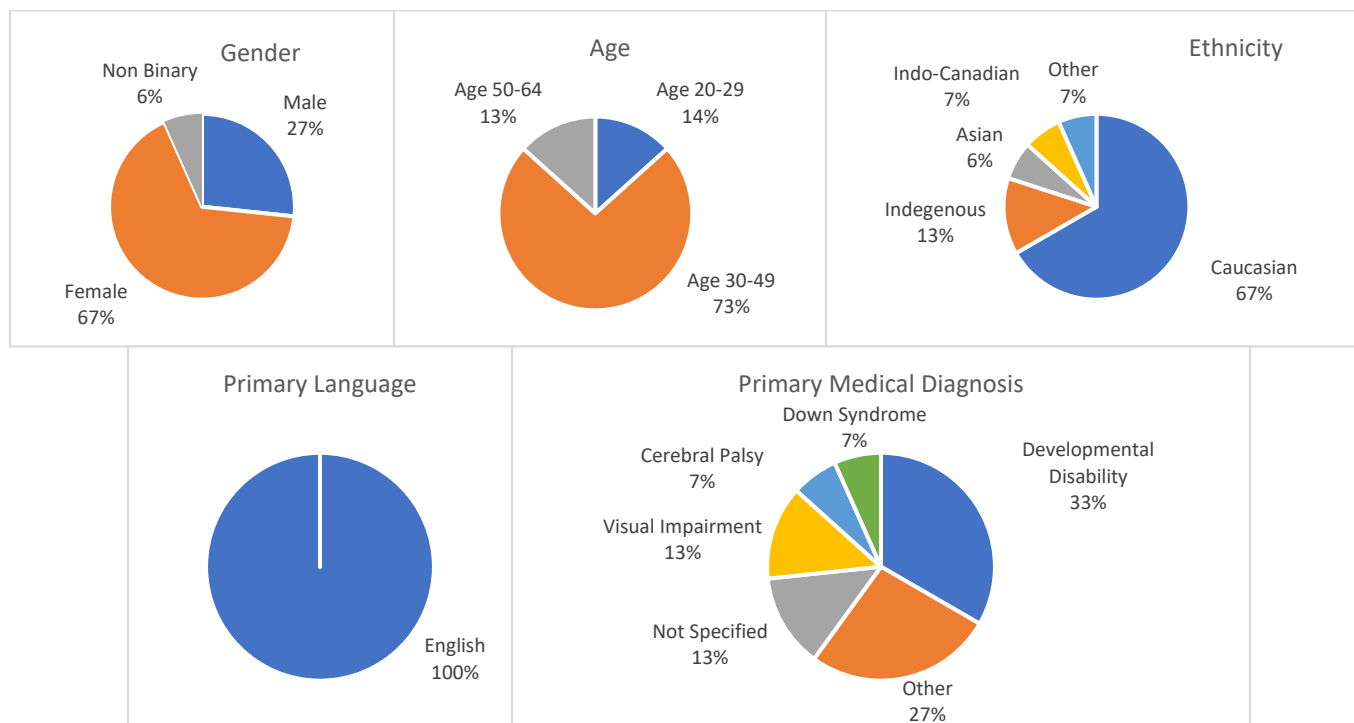
- Review the categories (Program Status) for RHCC participants.
- Modify Sharevision documentation by adding 'Personal Choice' and "Acquired Other Employment" as additional exit reasons when HandyCrew members exit the service.
- Explore a more relevant measure of accessibility for the HandyCrew Cooperative.
- Interview RHCC participants separately from Employment Services.
- Ask RHCC members if they are happy with what they are learning through their experiences with HandyCrew as an additional measure of effectiveness.
- Add the percent of revenue allocated to wages as a measure for RHCC efficiency.

Independent Living

Independent Living supports individuals to live in their community, with the needed support to ensure long-term success. The service is based on the specific needs of each individual and works to create a clear and strong natural support system. Individuals live independently or are working towards living independently. In 2024, there were 15 individuals supported in the program (17 in 2023, 17 in 2022, 17 in 2021).

- Adults Served in 2024: 15
- Referrals & Intakes in 2024: 0
- Discharges in 2024: 0
- Individuals Interviewed: 8

Demographic Information



"I love working with my Aspire support worker. It's sometimes hard finding the time to meet up. I'm very thankful for this program. It has helped me become much more independent! Especially with cooking!" – Independent Living participant

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 Plans	Sharevision	54 active plans in 2024	No benchmark	N/A
	% of Service Plan objectives (goals) attempted	Sharevision	27 completed objectives for 15 individuals • 21 achieved or partially achieved • 4 Discontinued • 1 Not Attempted 22/27 = 82% attempted	90%	X
Efficiency					
Maintain balance of staff time spent with individuals in relation to other responsibilities	% of direct vs indirect staff hours	Sharevision Payroll	54% direct 46% indirect (manager excluded)	80% Direct	X
	# of monthly average contact hours per individual	Sharevision	Avg of 40.26 hours/month/individual	No benchmark	N/A
Service Access					
Accommodate the unique and/or emerging needs of the individuals served	% of Accommodation requests met	Sharevision	14 requests 12 accommodated 1 not accommodated 1 no longer needed 92% met	No benchmark	N/A

Experience with Service					
Individuals will be satisfied with service	% of individuals that indicate being happy with their home	Individual interviews	78% happy 11% Unhappy 11% I don't know	80%	✓
	% of individuals that indicate being happy with the people they live with	Individual interviews	71.5% happy 28.8% I don't know 2 people did Not Answer	80%	✓
	% of individuals that indicate being happy with the support they receive	Individual interviews	75% Happy 25% I don't know 1 person did not answer	80%	✓
	% of individuals that indicate being happy with the staff	Individual interviews	100% Happy 1 person did not answer	80%	✓
	% of individuals that report happiness with time spent with Aspire	Individual interviews	100% Happy 1 person did not answer	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 (goals). These plans are reviewed frequently and when the goal has been met, they are marked as completed. In 2024, there were 54 active goals of which 27 were completed in the year for 14 individuals. Of those 27, 82% were achieved or partially achieved.

Year	Total active service objectives	Total completed in year	# attempted	% attempted in year
2024	54	27	22	82%
2023	72	36	29	81%
2022	81	35	26	74%
2021	72	27	25	92.5%
2020	91	51	31	60.8%

Self-determination is encouraged. Occasionally, facets of an individuals' life change which impact their ability to accomplish a goal, or which cause the individual to change focus and therefore not want to pursue the goal. Although the target was not met, a slight increase was seen over previous years.

In other Aspire 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 objectives are dynamic therefore can have undefined timeframes. It was recommended to review the planning processes and determine clarity around how to record the progress on Service Plan objectives. This was not completed, therefore deferred to 2024.

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 Child care

Service objectives can also be broken down into type of support. Multiple support types can be identified for any given service objective. In 2024, the 27 completed service objectives indicated the following support types:

- Developing Routines and Structures – 22: helping individuals build routines towards achieving a new goal of interest.
- Training/Coaching – 21: detailed, step by step support for specific skill development (e.g., learning how to do laundry)
- Monitoring and Check-Ins – 21: routine/skill is established, staff check-in and monitor individuals progress to determine support needs.

Given the nature of the Independent Living Service is to support 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 objectives.

Efficiency

Independent Living employee's job duties are balanced between time spent with individuals and time spent with administrative work such as meetings, and committees etc. An efficient program would maintain high levels of direct support while ensuring all other job responsibilities are completed.

In 2023, in response to participating in a Remote Supports Pilot Project, a new tracking method was implemented for recording support provided to individuals. The new tracking method separated the type of support into 3 categories:

- In-Person.
- Remote Supports.
- Administrative.

The Remote Supports pilot project will discontinue in 2025. Based on the experience in the project and in using the new documentation processes, it is recommended to modify the support type options to:

- Remote Support.
- Support in Community (includes social gathering).
- Support at Home.
- Support at an Aspire Program location.

In 2024, there was a total of 6529.75 hours of support documented, broken down into the following categories:

Support/Contact Type	Revised Tracking Method		Previous Tracking Method	
	2024	2023	2022	2021
Total Support Documented	3365.57hrs	4744.91hrs	4178.20hrs	3709.40hrs
In Person	2767hrs	3714.19hrs	N/A	N/A
Meet in Office	65.42	42.75	58.70	102.50
Meet in Community	1752.92	1969.09	1854.40	2146.00
Meet in Home	756.42	1461.53	1890.30	1168.80
Meeting with other Support Network Members	1.5	48.05	30.80	5.70
Phone Call	N/A	25.95	137.60	78.30
Other/Not Specified	21.25	166.82	179.70	172.60
Combination Remote and In-Person	4.92	N/A	N/A	N/A
Remote Supports Total	103.27	144.35hrs	N/A	N/A
Phone Call	36.52	56.17	N/A	N/A
Video Call	25.42	63.70	N/A	N/A
Text Message/Remote Chat	4.37	18.05	16.20	14.20
Email	0.88	0.88	10.50	28.30
Other/Not Specified	36.08	5.55	0.00	0.00
Documentation related to individuals	1020.58	886.37hrs	898.60hrs	1256.10hrs
Administrative Work (related to individuals supported)	490.18	733.67	459.30	598.10
Contact Scheduled but cancelled	7.33hrs	152.70	439.30	658.00

The support type "administrative" equates to documentation related to a specific individual. This does not necessarily represent direct support; however, is work related to supporting individuals. The criteria for direct and indirect support are not clear, therefore it was recommended to establish clear criteria for what constitutes direct and indirect support:

- Direct: time spent with the individual (remote, in community, at home, in office).
- Indirect: time spent with administrative work such as file reviews, planning, documentation, and committee work etc..

To compare a ratio of direct and indirect hours, the number of staff hours paid out for the program is compared to the number of hours documented as providing supports to individuals. These calculations include the service hours recorded as "Administrative" given it is work related to specific individuals.

	2024	2023	2022	2021
Monthly avg Contact Record Hours	280.46hrs	395.4hrs	348hrs	309hrs
Monthly Staff Paid Out Hours	522.4hrs	511hrs	401hrs	421hrs
Direct vs Indirect	54% Direct 46% Indirect	77% Direct 23% Indirect	87% Direct 13% Indirect	73% Direct 27% Indirect
	Not including Manager hours	Manager hours included		

There is currently no benchmark for what constitutes an appropriate ratio between direct and indirect. It is important to note that originally this calculation included the Program Managers hours whose role is less in providing direct support and more in managing the program. In 2024, 54% of staff hours paid out were spent in support related to individuals. A target of 80% was recommended, yet this was not met in 2024. The decrease is partly due to the removal of the Program Manager hours from this calculation.

The specific number of service hours allocated to each individual is determined by the funder. Aspire often advocates for additional service hours, however staff are limited to how much support can be provided based on the funding allocations. Often, contact is made with more than one individual at the same time and tracked together, therefore this calculation is based on the total support hours per individual. The average number of support hours per month, per individual was 40.26 hours (55.13 hours in 2023, 41.49 hours in 2022, 36.6 hours in 2021) with 7.86 hours as the lowest and 59.52 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.

It is recommended to use this indicator of average contact hours per individual as a measure of Service Access.

Service Access

Often the changing or emerging needs of individuals result in making accommodations for the support provided. Some of these accommodations are in relation to accessibility. Therefore, it was recommended to change the measure of accessibility to report on the number of accommodations requested and met within the program. This was completed.

In 2024, there were 14 accommodation requests:

- 1 Financial.
- 2 Support at event outside of program hours.
- 5 Transportation.
- 1 Environmental.
- 5 Other.

12 requests were accommodated equating to 92%.

Experience with Service

Individuals are asked 4 questions to measure their experience with service.

1. *Are you happy with your home?*
2. *Are you happy with the other people you live with?*
3. *Are you happy with the support you receive from Aspire?*
4. *Are you happy with the staff at your program?*

The Data Results table indicates that the individuals reported being happy with their Independent Living supports. One individual indicated being unhappy with their home. This individual is waiting to move into a specific apartment and therefore reported unhappiness with their current living situation.

2023 Recommendations

- Review the Independent Living planning processes and determine clarity around how to record the progress on Service Plan Objectives. DEFERRED
- Establish clear criteria for determining direct and indirect support hours for the Independent Living program. COMPLETED
- Establish a target of 80% for independent living direct service hours. COMPLETED
- Change the outcome and indicator for Independent Living Service Access to: COMPLETED
 - Outcome: Accommodate the unique and/or emerging needs of the individuals served
 - Indicator: Number of Accommodation request and the number of accommodation requests met

2024 Recommendations

- Review the Independent Living planning processes and determine clarity around how to record the progress on Service Plan Objectives.
- Use the average number of service hours per individual as a measure of accessibility for the Independent Living program instead of efficiency.
- Modify Support Type options for Outreach and Independent Living Support Records to be 'Remote Support'; 'Support in Community'; 'Support at Home'; 'Support at a Program Location'.

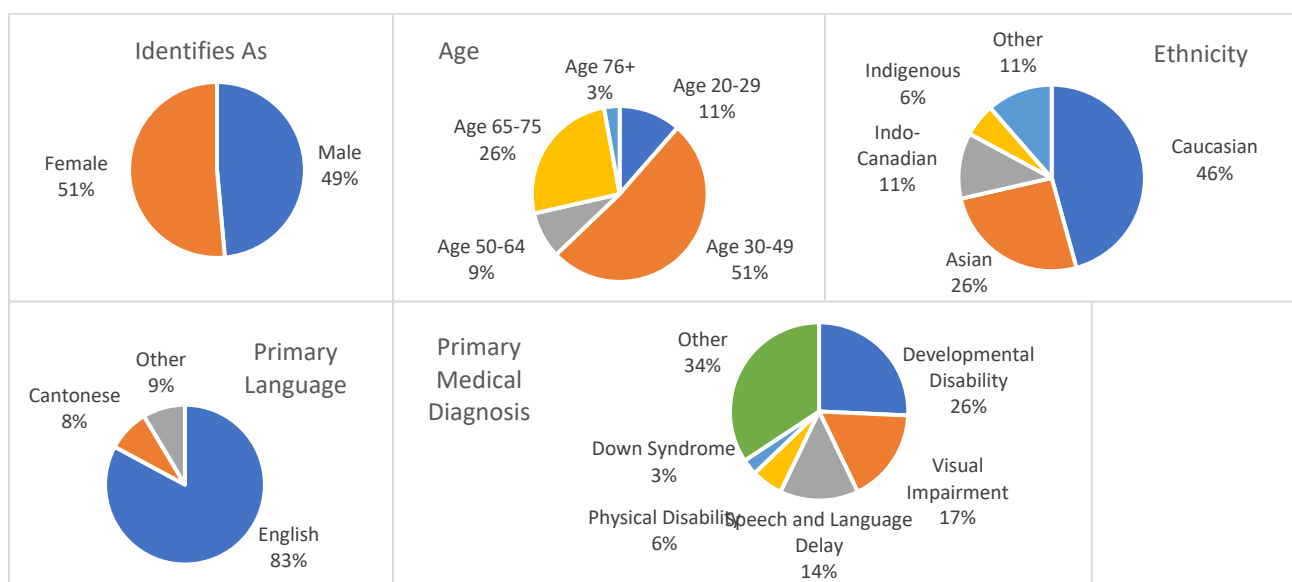
Home Share

Home Share consists of individualized living options with trained and screened “roommates” where a supported individual will share a home with a caregiver. In 2024, there were 35 individuals supported through Home Share. There were 28 caregivers supported throughout the year as some individuals are supported by the same caregiver.

Families, caregivers, and individuals were solicited for feedback.

- Adults Served in 2024: 35
- Referrals in 2024: 3
- Intakes in 2024: 3
- Discharges in 2024: 3
- Changed Caregivers: 2
- Individuals on waitlist at end of 2024: 1
- Caregivers Supported in 2024: 28
- Caregivers Started in 2024: 3
- Caregivers who Became Inactive in 2024: 3
- Individuals interviewed: 14
- Caregiver Survey Responses: 8
- Caregiver Survey Response Rate: $8/22 = 36\%$
- Family Experience Survey Responses: 4
- Family Experience Survey Response Rate: $4/26 = 15\%$

Demographics



“Our son is so happy with his Homeshare Caregiver, he no longer wants to come home to sleep. He is living a full and active life.” - Parent

“I've been working for Aspire as both a respite and home share worker for about eight years now. My overall experience has been positive. Having worked in Social Services for 40years, I've had a number of jobs where the support was minimal regarding safety when dealing with individuals with complex behaviors. Aspire was one of the only work environments that put my safety concerns as a top priority. Being a contract worker also gives me the ability to make more choices around what I'm comfortable doing or not.” – Contracted Caregiver

“I like sometimes swimming with [my caregiver]. I help cook dinner. I bake chocolate chip cookies with [them].” – Supported Individual

Data Results

Outcome	Indicator(s)	Data Source	Results	Target	Met
Effectiveness					
Individuals will experience inclusion in their community	# of individuals who report participating in activities outside the home	Individuals Interview	100% yes	80%	✓
Self-determination will be encouraged and supported	% of individuals that report that their choices are honoured	Individuals Interview	92% Yes 8% No 1 person did not answer	80%	✓
Individuals will experience stability in their living arrangement	% of all moves out of or between placements	Sharevision	2 exited Home Share 1 passed away 2 changed caregivers 3/35 = 8.5% changed caregivers	<10%	✓

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	24 individuals had goals that ended in 2024 32 total goals ended in 2024: 15 achieved 6 attempted 3 in progress 3 partially achieved 5 discontinued 27/32 = 84% attempted	90%	X
Individuals participate in annual Person-Centred Planning	% of individuals who participated in a Person-Centred Planning session in the calendar year	Sharevision	30 plans completed in 2024 for 35 individuals 30/35 = 86%	90%	X
	% of individuals who participated in a Person-Centred Planning session within 14 months of their previous plan	Sharevision	28 plans completed within 14 months. 1 plan was first plan 28/29 = 97% 371 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 # of contacts per caregiver	Sharevision	245 Caregiver contact records: 5 Unspecified 37 Email 68 Home Visit 26 Meeting at office 18 Meeting in Community 46 Phone Call 39 Text Message 2 Video Call 3 other 112 in person contacts/28 = 4 in-person contacts per caregiver	4 in-person contacts per year per caregiver	✓
	Avg # face to face contact with individual Avg # of contacts per individual		355 Individual contact records 7 Unspecified 23 Email 90 Home Visit 59 Meeting at office 68 Meeting in Community 77 Phone Call 9 Social Gathering/Other 16 Text Message 5 Video Call 355 / 35 = 11.14 contacts per individual	No benchmark	N/A
	# of caregivers who apply # of caregivers who sign contracts in the year	Sharevision	3 Caregivers screened 3 signed contracts in 2024 0 still being screened at end of year 0 determined not to be a caregiver	No benchmark	N/A
	# of days to complete screening process	Sharevision	3 caregivers signed contracts Avg of 108 days to complete screening process	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	35.3 days for new placements 42.5 days for new caregiver placements	60 days	✓
Home Share caregivers will be responded to in an efficient, timely manner	% of caregivers that report the Aspire Manager is responsive to their requests for advice or assistance	Caregiver Survey	75% All of the time 25% Most of the time	80%	✓
Experience with Service					
Maintain satisfaction with service delivery.	% of families who report satisfaction with the Aspire supports they receive	Family Survey	50% Very Satisfied 50% Satisfied	80%	✓
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 33% Very Satisfied 67% Satisfied	80%	✓
			Choice 33% Very Satisfied 67% Satisfied		
	% of families that report to what extent Aspire has responded to the changing needs of their family member	Family Survey	67% Great Extent 33% Moderate Extent	80%	✓
	% of individuals that indicate being happy with their caregiver	Individuals Interview	100% Happy	80%	✓

	% of individuals that indicate being happy with their home	Individuals Interview	100% Happy	80%	✓
	% of individuals that indicate being happy with the other people they live with	Individuals Interview	100% Happy	80%	✓
	% of individuals that report being happy with the help they receive from your caregiver	Individuals Interview	100% Happy	80%	✓
Caregivers will feel supported by the Manager	% of caregivers that report being supported by the Aspire Manager	Caregiver Survey	75% Strongly Agree 25% Agree	80%	✓
	% of caregivers that trust the Aspire Manager	Caregiver Survey	75% Strongly Agree 12.5% Agree 12.5% Neutral	80%	✓
	% of caregivers that feel they have the necessary skills and knowledge to support the individual(s) in their care	Caregiver Survey	62.5% Strongly Agree 25% Agree 12.5% Neutral	80%	✓
	% of caregivers that report the Aspire Manager listens to them when they have concerns	Caregiver Survey	75% All of the time 25% Most of the time	80%	✓

Effectiveness

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

Individuals will experience inclusion in their community

Individuals were asked if they participate in activities in the community: 100% indicated yes (92.5% in 2023, 100% in 2022, 100% in 2021).

Self-determination will be encouraged and supported

Individuals having choice is one of Aspire'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 make choices in their homes: All but one indicated yes (100% in 2023, 2022, 92% in 2021) and 1 person did not answer. Although choice is a subjective concept, it is important for individuals to feel that their choices are being honoured, and these results indicate that the individuals feel they have choices. The one individual that indicated 'no' did not provide a name, however they answered all remaining questions positively.

Individuals will experience stability in their living arrangement.

In 2024, the following changes were seen in Home Share services:

- 1 individual passed away.
- 1 individual changed caregivers but did not change living situations.
- 2 individuals exited Home Share.
 - 1 moved to a staffed supported home with another agency.
 - 1 returned to live with family.
- 1 individual changed caregivers and living situation due to personal choice.

The above movement results in 3 individuals who changed living situations in 2024, this equates to 11% of Home Share individuals (8.8% in 2023, 9% in 2022, 17.5% in 2021). This was just over the target of <10%. Often the need for a new caregiver is unavoidable. Honouring the choices of individuals is an Aspire service value; balancing choice and providing stability is at the forefront when transitioning between caregivers.

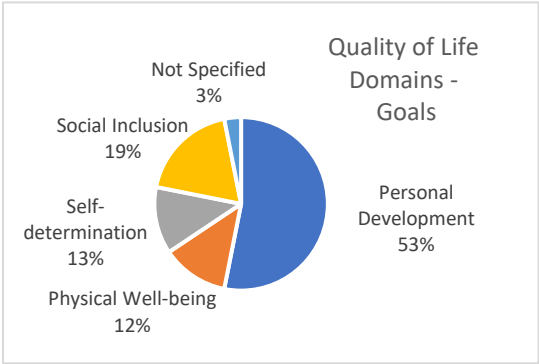
Caregivers will support the individuals in their home to attempt their goals.

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 2023 and ended in 2024. Twenty-four individuals had 32 goals that ended in 2024 (30 in 2023, 34 in 2022, 43 in 2021): 84% of the goals were achieved or attempted.

In reviewing the outcome and indicator, it is noted that the indicator does not necessarily capture whether the caregiver supported the individual in achieving their goals. Therefore, it is recommended to explore the Caregiver Monitoring practices as additional measures for this indicator.

Individuals participate in annual Person-Centred Planning

In 2024, there were 30 personal plans completed for 35 individuals equating to 86% of individuals having participated in a personal plan (82% in 2023, 100% in 2022, 94% in 2021): One individual had their first plan in 2024; 28 of the 29 plans were completed within 14 months and there was an average of 371 days between planning sessions.



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

Efficiency

The majority of the Program 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. In 2024, a change in Sharevision documentation was made to create efficiencies for the staff. Contact made with individuals/families and caregivers is recorded in a Contact Record. Often contact is with both the caregiver and the individual at the same time; the new documentation allows for this.

2024		Avg # Contacts	2023		Avg # Contacts	2022		Average # Contacts	2021		Avg # Contacts
35 individuals	355 Contact Records	10.14	35 individuals	499 Case Notes	14.26	33 Individuals	744 Case Notes	22.54	34 Individuals	914 Case Notes	26.88
28 caregivers	245 Contact Records	8.75	27 Caregivers	335 Contact Records	12.4	25 Caregivers	567 Contact Records	22.68	26 Caregivers	688 Contact Records	26.46

In 2022, CLBC released new standards for Home Share which increased the recommended number of in-home visits and contacts required for each caregiver.

The following excerpt is from the Aspire 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.

With the changes in CLBC Home Sharing standards, it was a requirement to change the target for number of contacts with caregivers to 4 in-person contacts per year. This was completed.

The number of in-person contacts per caregiver meets the funder expectations. Often communication with caregivers occurs through the administrative support and these instances are not documented, where as in previous year many of them were documented. It is unrealistic to expect every instance of communication to be documented. The Program Manager focusses documentation more on significant events or contacts and not necessarily every instance of communication.

The caregiver monitoring process was revamped to meet the updated expectations of the funder. In addition to recording regular contact with caregivers that may or may not include monitoring visits, the Home Share Program Managers also document monitoring in Sharevision. In 2024, there were 134 Monitoring records completed for 26 caregivers. A Monitoring checklist is completed at a minimum of 4 times per year per caregiver per individual.

Although Monitoring checklists are often also documented in the Contact Record, it is recommended to add another indicator to track the # of monitoring per caregiver.

In addition to support provided to caregivers, families, and individuals, screening potential Home Share caregivers is also a part of the Program Managers responsibility. In 2024, there were 2 applicants that applied to be a caregiver plus one where screening started in 2023 and completed in 2024. Three caregivers signed contracts within the year. It took an average of 108 days to complete the screening process for the 3 caregivers. Two of the 3 applicants had delays with acquiring their criminal record checks which impacted the duration of the screening process. Additionally, 1 applicant provided respite care to determine if the match with the individual would be a good home share match. The Home Share screening was not completed until after the respite care trial period.

Service Access

There are 2 outcomes to measure the accessibility of the Home Share program:

Minimizing the time between need for a caregiver and being matched with a caregiver.

In 2024, there were:

- 1 individual who was referred to Home Share in late 2024 was not matched by the end of 2024.
- 3 individuals who started in Home Share with an average of 35.3 days from referral to match.
- 2 individuals that required a new caregiver and was matched in 42.5 days.

The target of 60 days was met. Each match is unique. In these cases, 1 of the new Home Share intakes came with their own caregiver and another individual moved to a caregiver that had already completed the screening process.

Home Share Caregivers will be responded to in an efficient and timely manner.

When asked if the Home Share Program Manager is responsive to requests for advice or assistance and listens when the caregiver has concerns, all indicated all or most of the time.

Experience with Service

There were 3 questions asked of families to rate their experience with service:

- *How satisfied are you with the services you and your child receive from Aspire Richmond?*
- *How satisfied are you with the way in which Aspire applies the services values of Choice, Person-Centred, Rights to their everyday work?*
- *To what extent is Aspire responding to the changing needs of your family member?*

Individuals are asked 4 questions relating to their experience in Home Share:

- *How happy are you with your caregiver?*
- *How happy are you with your home?*
- *How happy are you with the other people you live with?*
- *How happy are you with the support you receive from your caregiver?*

Caregivers are asked 4 questions relating to their experience with the Program Manager:

- *How satisfied are you with the support you receive from the Program Manager?*
- *Do you trust your Program Manager?*
- *Do you feel you have the necessary skills and knowledge to support the individuals in your care?*
- *Does your Program Manager listen to you when you have concerns?*

The Data Results table indicates that families, individuals, and caregivers are satisfied with their experience with the Home Share program.

2023 Recommendations

- Modify the Home Share efficiency target for number of contacts with caregivers to 4 in-person contacts per year.
COMPLETED

2024 Recommendations

- Explore the Caregiver Monitoring practices as an additional measure for Home Share effectiveness in relation to caregivers supporting individuals to achieve their goals.
- Add another indicator to report on the number of Caregiver Monitoring completed as a measure for Home Share efficiency.

Supported Living

Supported Living is shared living for adults with 24-hour support staff in 8 different homes. Individuals receive in-home support, life skills, and personal development support.

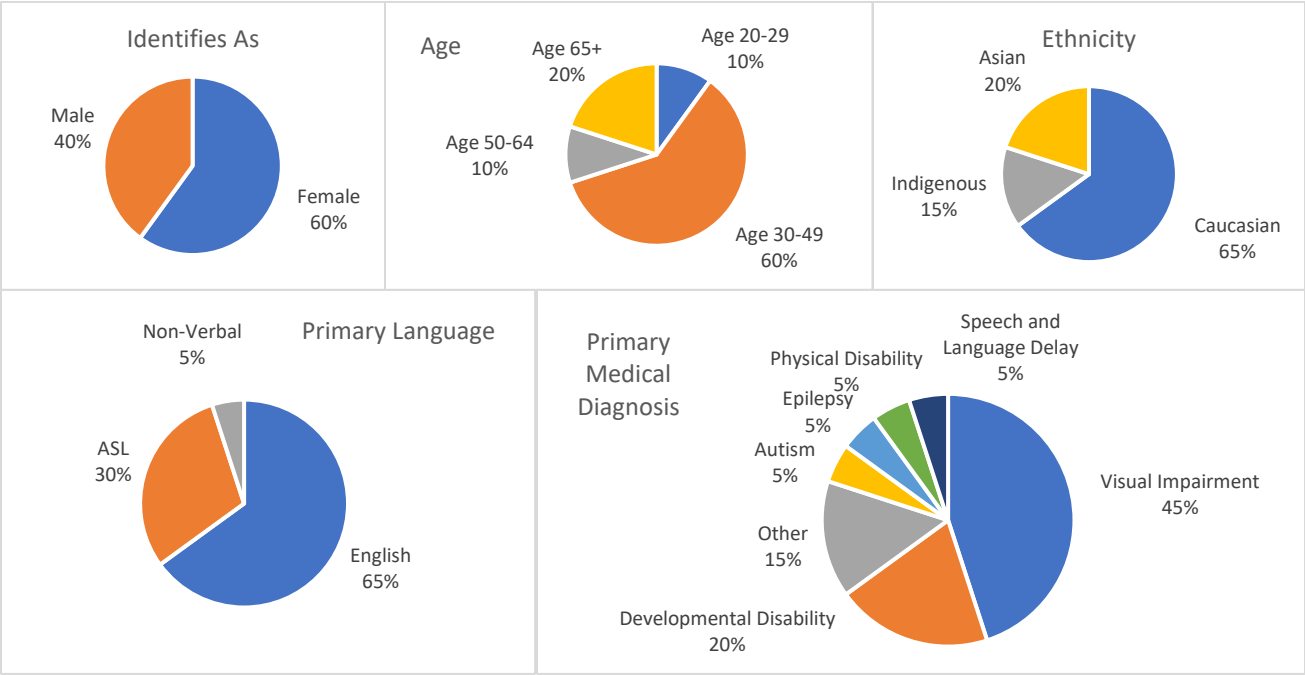
In 2024, individuals in 2 homes moved to services outside of Aspire, therefore at the end of 2024, 6 homes were operated by Aspire. In 2024, there were 20 individuals supported through Supported Living with 1 new individual and 2 who moved to other services and one who passed away.

Not all individuals living in a Supported Living home have a family member to survey. In 2024, family members of 8 individuals were solicited to provide feedback.

The homes are managed by 3 Program Managers and overseen by 1 Program Director, of which there has been higher than normal turnover in the last 3 years. The training involved in a director and management position is extensive and often takes time to fully learn the role. This played a significant role in much of the documentation for the Supported Living homes, which impacted the results in this report.

- Adults Served in 2024: 21
- Referrals in 2024: 0
- Intakes in 2024: 1
- Discharges in 2024: 3
- Family Experience Survey Responses: 7
- Family Experience Survey Response Rate: $7/8 = 87.5\%$
- Individuals Interviewed: 13

Demographics



“I’m happy with most of the roommates in my home.” – individual living in a home

“The care worker shows a genuine caring and interest in each individual and works hard to ensure that each individuals needs are met as much as possible.” – Parent

“The staff understand [our daughter] is aging and tailor her activities accordingly. They are very good about keeping me informed and up to date on her activities and appointments so I can attend as I am able.” – Parent

“My daughter had an amazing transition from home to residential housing. The staff are very patience with loving hearts and acceptance to serve her.” - Parent

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	80% Yes 20% I don't know 3 people did not answer	80%	✓	
	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	65 Goals ended in 2024 94% were attempted or completed	90%	✓	
			41 Achieved 14 In Progress 2 Attempted 3 Not Started 4 Discontinued 4 Partially Achieved			
Individuals will experience inclusion in the community	% of activities that individuals engage in that are related to their likes	Sharevision	39% Yes 61% No	80%	✗	
	% of activities that are out in the community	Sharevision	32% Out in Community	No benchmark	N/A	
Efficiency						
Minimize need to backfill shifts due to staff illness	% of sick utilization	Payroll	3.64%	Statistics Canada	✓	
Individuals participate in annual Person-Centred Planning.	% of individuals who participated in a Person-Centred Planning session in the calendar year	Sharevision	16 plans completed in 2024 16/20 = 80%	100%	✗	
	% of individuals who completed a plan within 14 months of their previous plan	Sharevision	15 plans were completed within 14mo 15/20 = 75%	No benchmark	N/A	
	Average number of days between planning sessions	Sharevision	Avg # days between sessions = 381 days	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	4 Accommodations requests 4 Accommodations met = 100%	80%	✓	
	# of individuals requiring customized communication systems # of individuals who have customized communication systems	Sharevision	21 individuals require 11 individuals who have	No Benchmark	N/A	
Experience with Service						
Maintain satisfaction with service delivery	% of families who report satisfaction with Aspire services	Family Survey	62.5% Very Satisfied 25% Satisfied 12.5% Neutral	80%	✓	
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Rights 62.5% Very Satisfied 37.5% Satisfied	80%	✓	
			Choice 37.5% Very Satisfied 62.5% Satisfied			
	% of families that report to what extent Aspire has responded to the changing needs of their family member		Family Survey	50% Very Great Extent 25% Great Extent 12.5% Moderate Extent	80%	✓
	% of individuals that indicate being happy with the staff	Individual Interview	91% Happy 9% I don't know 2 people did not answer	80%	✓	
	% of individuals that indicate being happy with their home	Individual Interview	83.3% Happy 8.3% Unhappy (1 person) 8.3% I don't know 1 person did not answer	80%	✓	
	% of individuals that indicate being happy with the other people they live with	Individual Interview	100% Happy 3 people did not answer	80%	✓	
	% of individuals that indicate being happy with the help they receive from Aspire	Individual Interview	100% Happy 3 people did not answer	80%	✓	

Effectiveness

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

Self-Determination will be encouraged and supported.

Individuals were asked if they make choices in their home. In 2024, 13 individuals were asked the question of which 8 indicated yes: 80% (83% in 2023, 100% in 2022, 82% in 2021); 2 individuals reported 'I don't know' and 3 individuals did not answer.

Another indicator of Self-Determination is the completion of personal goals. The goals included in this calculation are the goals that ended in the year 2024, therefore were set in 2023. The percentage of goals that have documented evidence that the goal was attempted was 94% (89% in 2023, 69% in 2022, 82% in 2021). This is an improvement from previous years and the target was met.

Individuals will experience inclusion in the community.

Recorded daily activities in Sharevision is the data source for measuring community inclusion. In previous years, the Supported Living service faced inconsistencies in data entry due to two separate processes: Daily Journal and Daily Activities. To address this, a more efficient and consistent method for recording daily activities was recommended. This was implemented in early 2024 with the transition to Sharevision version 4, leading to a significant change in the results for this indicator.

There were 12,313 activities recorded in Sharevision in 2024 (6809 in 2023, 6497 in 2022, 7490 in 2021) for the 20 individuals. At annual planning sessions, individuals identify activities that they 'like' to do: 39% of the recorded activities were related to identified likes (84% in 2023, 75% in 2022, 85% in 2021). It is not realistic to expect all activities relate to identified likes, especially in a home setting. Finding a balance between daily activities that bring joy and provide a sense of achievement is a challenge for everyone, not only individuals with developmental disabilities. Upon analysis, it was discovered that with the change in documentation, many staff recorded sleep as an activity since they used to record that as part of their Daily Journal. Sleep activities were noted as not being related to an identified like, therefore this would have significantly impacted the results.

The support provided to encourage activities that are related to identified likes will continue to be a high priority and indicator of the effectiveness of the program.

The location of activities is also tracked through the recording of daily activities and was recommended to be added as an indicator of inclusion in the community. This was completed: 32% of the 12,313 activities were noted to be out in the community (53% in 2023 and 2022, 48% in 2021).

With the many documentation changes in Sharevision over the years, it is understandable that staff have experienced confusion. It is recommended to provide clarity around documentation requirements for individuals in Supported Living homes specifically in the daily activities and charting. Additionally, it is recommended to develop training videos for Sharevision related tasks.

Individuals were asked "do you do things outside your home?": 10 of the 13 individuals interviewed responded yes; 3 individuals did not answer. It is recommended to include the interview question as an additional measure for effectiveness.

Efficiency

There are two indicators to measure efficiency:

Sick Utilization

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 (4.5% in 2023 and 2022, 3.64%), which equates to approximately 10.68 days per full time/part time employee: the result continues to be below the Stats Canada statistic of 15.7 total days lost per worker (non-profit) in 2024.

	2024	2023	2022	2021	2020
A. Total Hours Paid Out (including sick)	125434	100744	93504.97	90414.24	90013.6
B. Total Sick Hours Used	4566	4564.50	4230.80	3294.25	3104.25
	3.64	4.5%	4.5%	3.64%	3.45%
C. Typical Work Day Hours	7.5 hours	7.5 hours	7.5	7.5	7.5
D. Total Sick Days in Calendar Year (B/C)	608.8 days	608.6 days	564.1 days	439.23 days	413.9 days
E. Total Number of FT/PT Employees at End of Calendar Year	57	59	47	47	48
F. # Sick Days per Employee (D/E)	10.68 days per employee	10.32 days per employee	12 days per employee	9.35 days per employee	8.62 days per employee

Statistics Canada Total Days Lost per worker:

Work absence statistics	Total days lost per worker in a year ⁶				
Geography ⁷	Canada (map)				
Public and private sector	2020	2021	2022	2023	2024
	Days				
Public sector ⁸	15.3	14.9	16.7	15.8	15.7
Private sector ⁹	10.5	10.0	10.9	9.4	9.3

Individuals will participate in annual personal planning

One of the 10 Aspire service values is that Aspire is Person-Centred. As such, it is an expectation 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 2024, there were 16 personal plans completed with 15 completed within 14 months of the previous plan. The average number of days between planning sessions (for those completed in 2024) was 381 (385 days in 2023, 450 in 2022, 338 in 2021).

Service Access

There are two indicators to measure accessibility for the Supported Living Services:

Accommodations will be met to meet the changing needs of the individuals supported

An accessible Supported Living Service is one in which staffing is available to support all the needs of the individuals, and 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 2024, there were 4 accommodations recorded in Sharevision (32 in 2023, 7 in 2022, 15 in 2021) of which all were accommodated: 100% (62.5% in 2023, 43% in 2022, 93% in 2021).

The accommodations were all in relation to additional staffing, transportation, or extra staffing for vacations. It was recommended to add an additional option to the ‘kind of accommodation’ for ‘changing needs of the individual, to clearly identify accommodations in relation to changing needs of the individuals. This was completed at the end of the 2024 year.

Documenting accommodations continues to be a challenge across the organization. Sharevision documentation processes have been modified to provide more directive to staff and more prompts when recording daily documentation. It is expected that these changes, along with the creation of Sharevision training videos, will provide more meaningful accommodation records being documented.

Individuals who require communication systems will have communication systems in place

Having the ability to communicate and make your needs known is vital to being supported. Communication systems include sign language, an augmentative communication device, picture symbols etc. In 2024, there were 9 individuals with

a communication plan documented in Sharevision, however 21 individuals require a communication plan. Additionally, some individuals who have a plan, need an updated plan. Unfortunately, it can be challenging to get Communication Plans written as it relies on the availability of appropriate professional supports to write these reports. It was recommended to complete an assessment of existing communication plans and establish criteria for determining who requires a communication plan. This was completed and determined that all individuals in Supported Living require a plan and that the documentation in Sharevision requires review.

To facilitate the use of these communication systems, 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 2025.

The Manager of Inclusive Support and Staff Development is working with Program Managers to develop communication strategies for all individuals. It is recommended to modify current Sharevision documentation surrounding Communication Plans to track these internally developed plans and strategies.

Families were also asked to what extent Aspire Richmond has accommodated the changing needs of their family member, 100% indicated to a very great extent, great extent, or moderate extent.

Experience with Service

There were 3 questions asked of families to rate their experience with service:

- *How satisfied are you with the services you and your family member receive from Aspire Richmond?*
- *How satisfied are you with the way in which Aspire applies the services values of Choice, Person-Centred, Rights to their everyday work?*
- *To what extent is Aspire responding to the changing needs of your family member?*

The data table indicates that all families are satisfied with the services their family member receives.

Individuals are asked 3 questions relating to their experience in Home Share:

- *How happy are you with your home?*
- *How happy are you with the other people you live with?*
- *How happy are you with the support you receive from Aspire?*

The Data Results table indicates that all but one individual responded favourably to all questions. One individual indicated not being happy with their home. The interviewer commented that “she is very calm and seems happy with her home and the people she lives with.” A proxy family member may be considered for next year given the complexity of the individual’s communication.

2023 Recommendations

- Establish criteria for determining individuals who require a communication plan. DEFERRED
- Track the percent of staff trained in individuals communication plans. DEFERRED

2024 Recommendations

- Provide clear direction for individuals daily documentation in terms of activities vs charting.
- Provide a training video around daily documentation including accommodations.
- Include the interview question “do you do things outside your home?” as an additional measure for effectiveness.
- Establish criteria for determining individuals who require a communication plan.
- Track the percent of staff trained in individuals communication plans.

RESULTS OF 2023 RECOMMENDATIONS

New/Deferred	Outcome	Measurable Indicator	RESULT
Deferred	Improve Program Operations	Explore the personal planning process for Youth Connections to determine if it can be simplified by November 2024.	Discontinued
Deferred	Improve Program Operations	Review the Independent Living planning processes and determine clarity around how to record the progress on service plans objectives by September 2024.	Deferred
Deferred	Improve Program Operations	Establish clear criteria for determining individuals who require a communication plan in Supported Living by September 2024.	Deferred
Deferred	Improve Program Operations	Develop operation guides for all programs to reduce Managers workload and improve clarity regarding expectations. (IDP, SCDP, Supported Living, Child Care).	Deferred
Deferred	Improve Sharevision documentation	Explore documentation improvements for RHCC customers in Sharevision by June 2024.	Completed
Deferred	Improve Program Operations	Launch the online training tool for SCDP child care providers by September 2024.	Discontinued
Deferred	Improve Program Operations	Explore tracking the length of time RHCC customers remain customers by June 2024.	Completed
Deferred	Improve Sharevision documentation	Track the percentage of staff trained in individuals communication plans in Supported Living by November 2024.	Deferred
New	Improve the solicitation of feedback from stakeholders	Ensure all survey rating scale questions are ordered consistently and with the highest rating listed first by June 2024.	Completed
New	Improve the solicitation of feedback from stakeholders	Solicit feedback from the following stakeholders through telephone interviews: Contracted Caregivers, HandyCrew customers, Businesses who hire through the Employment Services, Community Collaborators by January 2025.	Partially Completed
New	Improve the solicitation of feedback from stakeholders	Develop a new process for soliciting feedback from supported individuals by November 2024.	Completed
New	Improve the Outcome Management System	Include the number of children/families supported through the IDP Family Navigator role as an indicator for IDP Service Access by November 2024.	Completed
New	Improve the Outcome Management System	Set a target of 90 days for the SCDP Service Access indicator for average time from referral to funding received by November 2024.	Completed
New	Establish clear processes for program operations	Review the process that SCDP consultants follow to complete inclusion checklists to determine if changes are needed to increase the number of checklists completed annually by June 2024.	Completed
New	Improve the Outcome Management System	Include the question "is your child included in their child care setting?" on the family SCDP survey by June 2024.	Completed
New	Improve the solicitation of feedback from stakeholders	Provide an experience survey to contracted caregivers at the time they become inactive by June 2024.	Goal Changed
New	Improve Sharevision documentation	Improve the documentation process in Sharevision for requests for new/additional caregivers by June 2024.	Completed
New	Establish clear processes for program operations	Review the status options for individuals' goals and provide additional directive for when each option is to be selected by June 2024.	Completed
New	Improve the solicitation of feedback from stakeholders	Modify the supported individual interview question regarding activities in the community to "have you met people in the community through your activities in Outreach?" by November 2024.	Completed
New	Improve the Outcome Management System	Include the number of daily activities that occur out in the community as an additional measure for Outreach effectiveness by June 2024.	Goal Changed
New	Improve the Outcome Management System	Modify the Outreach indicator for efficiency to report on the percentage of direct vs indirect support and set a target of 75% direct support, excluding the program manager hours from the calculations by November 2024.	Completed
New	Improve Sharevision documentation	Modify Sharevision documentation processes by standardizing the reasons for why jobs end in Employment Services by June 2024.	Completed
New	Improve the Outcome Management System	Explore a more relevant measure of accessibility for the HandyCrew Cooperative by November 2024.	Deferred
New	Improve Sharevision documentation	Establish clear criteria for determining direct vs indirect support hours for the Independent Living program by September 2024.	Completed
New	Improve the Outcome Management System	Establish a target of 80% for independent living direct service hours by November 2024.	Completed

New	Improve the Outcome Management System	By November 2024, change the outcome and indicator for Independent Living Service Access to: Outcome: Accommodate the unique and/or emerging needs of the individuals. Indicator: number of accommodation requests and the number of accommodation requests met.	Completed
New	Improve the Outcome Management System	Modify the Home Share efficiency target for number of contacts with caregivers to 4 in-person contacts per year by November 2024.	Completed
New	Improve the Outcome Management System	Add the location of daily activities as an indicator for inclusion in the community for Supported Living by November 2024.	Completed

SUMMARY OF 2024 RECOMMENDATIONS

New/Deferred	Outcome	Measurable Indicator	Staff Responsible
Deferred	Improve the solicitation of feedback	Telephone interview Contracted Caregivers for the 2025 calendar year by November 30, 2025	Kami Davis
New		Explore more ways to ensure all Infant Development families have the opportunity to share their experiences and feedback by June 30, 2025	Elaine Kwok Carrie McLellan-Haqq
New		Solicit feedback from families in the Infant Development Family Navigation and Community Outreach areas by April 30, 2025	Elaine Kwok Carrie McLellan-Haqq
New		Develop an exit survey for Contracted Caregivers that become inactive by June 30, 2025	Kami Davis Sue Jones
New		Discontinue soliciting feedback from Outreach families and maintain the feedback provided by individuals to measure their experience with services for the 2025 calendar year by April 30, 2025	Kami Davis
New		Interview members of the HandyCrew Cooperative separately from the Employment Services for the 2025 calendar year by November 30, 2025	Kami Davis
New		Include the question 'are you happy with what you are learning through your experience with HandyCrew' as an additional measure of HandyCrew effectiveness by November 30, 2025	Kami Davis
New	Improve the Outcome Management System	Explore staff to youth ratios as an additional measure of Youth Connections efficiency by June 30, 2025	Kami Davis Carrie McLellan-Haqq
New		Measure the completion of Person-Centred plans as a LIFE Services efficiency measure and discontinue measuring accommodation requests for efficiency since it is used to measure accessibility by December 31, 2025	Kami Davis
New		Complete a comprehensive review of the outcomes and indicators for the Employment Services by June 30, 2025 considering: - Calculating the percentage of jobs that exceed minimum wage as opposed to the percentage of individuals - Explore using the Business Contact Journal in Sharevision to measure the number of businesses contacted as an additional measure for effectiveness	Justin Byers Annabel Melnyk Katherine Ollson Sue Jones Kami Davis
Deferred		Explore a more relevant measure of accessibility for the HandyCrew Cooperative by June 30, 2025	Katherine Ollson Justin Byers Kami Davis Sue Jones
New		Add the percentage of revenue allocated to wages as a measure of HandyCrew efficiency by June 30, 2025	Kami Davis

New		Use the indicator of average number of contact hours per Independent Living individual as a measure for accessibility as opposed to efficiency by June 30, 2025	Kami Davis
New		Explore the Caregiver Monitoring practices as an additional measure for Home Share effectiveness in relation to caregivers supporting individuals to achieve their goals by June 30, 2025	Kami Davis Shawna Takahashi Ann-Marie Prendergast
New		Add another indicator to report on the number of Caregiver Monitoring completed as a measure for Home Share efficiency by June 30, 2025	Kami Davis
New		Include the question 'do you do things outside your home' as an additional measure for Supported Living effectiveness by June 30, 2025	Kami Davis
New	Ensure staff are adequately trained	Provide additional Sharevision training by developing a minimum of 2 task-specific videos including daily activities and accommodations by October 31, 2025	Kami Davis
New		Provide clear direction for individuals daily documentation in terms of activities vs charting to Supported Living staff by June 30, 2025	Ann-Marie Prendergast Kami Davis
New		Provide more training on how to complete an Exit Summary by June 30, 2025	Kami Davis Sue Jones
New	Modify Sharevision documentation practices to meet the growing needs of the agency	Modify the 'support type' option in Sharevision documentation for Outreach and Independent Living to: Remote Support; Support in Community; Support at Home; Support at Aspire Location by June 2025	Kami Davis
New		Review Program Status categories for the HandyCrew participants by June 30, 2025	Katherine Ollson Justin Byers Kami Davis
New		Modify the Sharevision documentation reasons when HandyCrew members exit service by adding 'Personal Choice' and 'Acquired other employment' by June 30, 2025	Kami Davis
New		Modify current Sharevision documentation surrounding Communication Plans to track these internally developed plans and strategies by June 30, 2025	Kami Davis
Deferred	Improve Program Operations	Review the Independent Living planning processes and determine clarity around how to record the progress on Service Plan objectives by September 30, 2025	Ann-Marie Prendergast Tiffany Da Cruz
Deferred		Review current Communication Plans records in Sharevision for accuracy by September 30, 2025	Ann-Marie Prendergast
Deferred		Track the percentage of staff trained on individuals Communication Plans in Supported Living by September 30, 2025	Ann-Marie Prendergast

