

A horizontal banner image with a dark blue background. It features a faint world map, binary code (0s and 1s), and several semi-transparent white squares of various sizes. A large magnifying glass with a black frame is centered over the image, focusing on the central area.

Outcome Management Report

2025

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

thriving. connected. happy.

Contents

EXECUTIVE SUMMARY	2
INTRODUCTION.....	4
Method.....	5
Surveys	6
Interviews	8
Documentation reviews	9
Parameters and Omissions.....	9
DEMOGRAPHIC SUMMARY	10
COMMUNITY COLLABORATORS EXPERIENCE RESULTS	12
EXIT SURVEYS.....	13
ASPIRE FEEDBACK SURVEYS	14
PROGRAM OUTCOME DATA RESULTS	15
Infant Development	15
Supported Child Development	20
Child care Programs	27
Youth Connections	31
Respite.....	35
Life Services	40
Outreach.....	44
Employment Services.....	49
Richmond HandyCrew Cooperative.....	54
Independent Living	58
Home Share	62
Supported Living	68
RESULTS OF 2024 RECOMMENDATIONS.....	73
SUMMARY OF 2025 RECOMMENDATIONS.....	74

EXECUTIVE SUMMARY

The annual Outcome Management Report is a key component of Aspire's continuous Quality Improvement and Performance Management System. It involves the tracking of identified outcomes of its programs and services which highlight areas of strength and identify areas needing improvement. 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. Some key points from the 2025 report include:

Soliciting Feedback is a vital component of performance measurement. Aspire typically has higher than standard family survey response rates (32.7% in 2025) and the improved methods for soliciting input from supported individuals has resulted in higher numbers of adult and youth (164) having the opportunity to provide feedback. However, soliciting feedback from other people affiliated with Aspire continues to prove challenging.

The Infant Development Program (IDP) supported 274 families/children, providing an almost even split between direct and indirect service. The program continued to face challenges regarding wait times for service, however, can be attributed to children receiving supports for longer periods of time and the increasing complexity of needs and diverse levels of support required by families. Families continue to report high satisfaction rates.

The Supported Child Development Program (SCDP) supported 503 children in 2025 which is a notable decrease from previous years, this is partly due to revised 'on hold' criteria. The program was deemed effective with child care centres reporting high positive impacts due to involvement with SCDP and achieved an average inclusion checklist score of 84.59%. The efficiency measure met its target by maintaining a 53% direct to 47% indirect service hour ratio. Wait times from referral to intake and funding increased due to staffing challenges and prioritization processes. Experience with service continues to be rated with high satisfaction from both families and child care centres.

The Child Care Programs supported 189 children across 5 programs which are highly effective and efficient, with strong family satisfaction and high enrollment. However, accessibility remains a challenge due to long waitlists. Continued focus on inclusion, support for diverse abilities, and improved tracking of school break supports are recommended for future improvements.

Youth Connections (YC) effectively supported 25 youth with strong alignment between activities and youths' interests. Goal work is embedded into programming, and person-centred planning practices are expected to improve with the implementation of the F-words planning format. YC maximizes use of its licensed capacity by serving more youth overall and has begun strengthening how it measures efficiency by introducing tracking for staffing ratios. Demand for YC service continues to exceed available spaces, with an ongoing waitlist reflecting broader funding and capacity constraints. Families and youth report consistently positive experiences.

The Respite Program shows consistent service effectiveness, caregiver recruitment improvements, and positive reported experience with service among families, individuals, and caregivers. There were some challenges in timely caregiver matching this past year due to unique situations and is not expected to be the standard moving forward. A positive trend is the decreasing duration for screening potential caregiver applicants.

The 4 Life Services Programs are serving increasing numbers of adults; therefore, a new program is planned for 2026 to address the capacity issues and make room to support additional individuals. Despite being over capacity, the 4 programs continue to experience high satisfaction rates among participants and families. Although some targets such as activity preference alignment and planning session completion were slightly missed in 2025, the results are not alarming and additional training resources for staff are in place to address increased documentation accuracy.

Outreach reported positive experiences with service by participants. The majority of individuals receive in-person supports, reported meeting new people in the community and participated in annual person-centred planning with goals set in all 8 Quality of Life domains. Documentation methods were modified in the last 2 years resulting in a decrease in ratio of direct and indirect support and the number of support hours documented. A recommendation has

been made to conduct periodic reviews of staff schedules and support records documented to identify the gaps in documentation.

Employment Services supported 76 individuals with 35 employed across 48 positions; 33% of jobs exceeding minimum wage and 65% of jobs included employer accommodations. Despite a challenging job market and ongoing barriers for some participants, employer and individual satisfaction with the program remains high and restructuring efforts aim to consolidate services for improved documentation and support.

The Richmond HandyCrew Cooperative (RHCC) revamped their outcome system in 2025, therefore several indicators were reported on for the first time. Key results included a low number of new customers however stable customer retention; positive customer feedback and 100%-member satisfaction with learning; 63% revenue allocation to wages. In addition to the changes to the outcome system in 2025, a recommendation has been made to improve skill tracking and training event tracking in 2026.

Independent Living supported 17 individuals with 51 active service objectives with a 96% attempt rate. It was reported that 53% of staff hours are in direct support which has consistently fallen below the target. Upon analysis, there are some recommendations to address this. Accommodation requests were fully met, and individuals are reporting high satisfaction rates regarding their home, support, and staff.

Home Share supported 34 adults, and demonstrated effectiveness through high participation in community activities, self-determination, stability in living arrangements, goal achievement, and person-centred planning, while maintaining efficiency in the number of caregiver and individual contacts, timely screening and placements, and overall satisfaction among individuals, families, and caregivers.

Supported Living had 20 individuals living in 6 homes and experienced high satisfaction with their experience from families and individuals. Regular documentation and the development of Communication Plans for all individuals continues to be a challenge, however there are recommendations in place to address these.

Recommendations from the 2025 Outcome Management Report include modifying the outcome system, adapting program operations, enhancing staff training and improvements to the documentation processes within the Sharevision system.

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, Directors, 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

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 2025, 914 surveys were distributed to Aspire families with 299 responses giving a response rate of 32.7%.

Surveys Given	Surveys Returned	2025	2024	2023	2022
914	299	32.7%	36.25%	30.4%	31.7%

Survey distribution by program:

Program	Surveys Given	Surveys Returned	Response Rate
IDP	170	49	28.8%
SCDP	313	77	24.6%
Child Care	138	56	40.5%
Youth Connections	25	12	48%
LIFE	108	66	61%
Supported Living	13	6	46%
Home Share	34	7	20.5%
Respite	81	26	32%
Independent Living	Family Surveys not conducted. Feedback collected through Individuals interviews.		
Outreach			
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 2025 were defined as:

GROWTH AND DEVELOPMENT

Identifying and supporting the development of skills, abilities, competencies and talents of each person continually.

COMMITMENT TO COMMUNITY

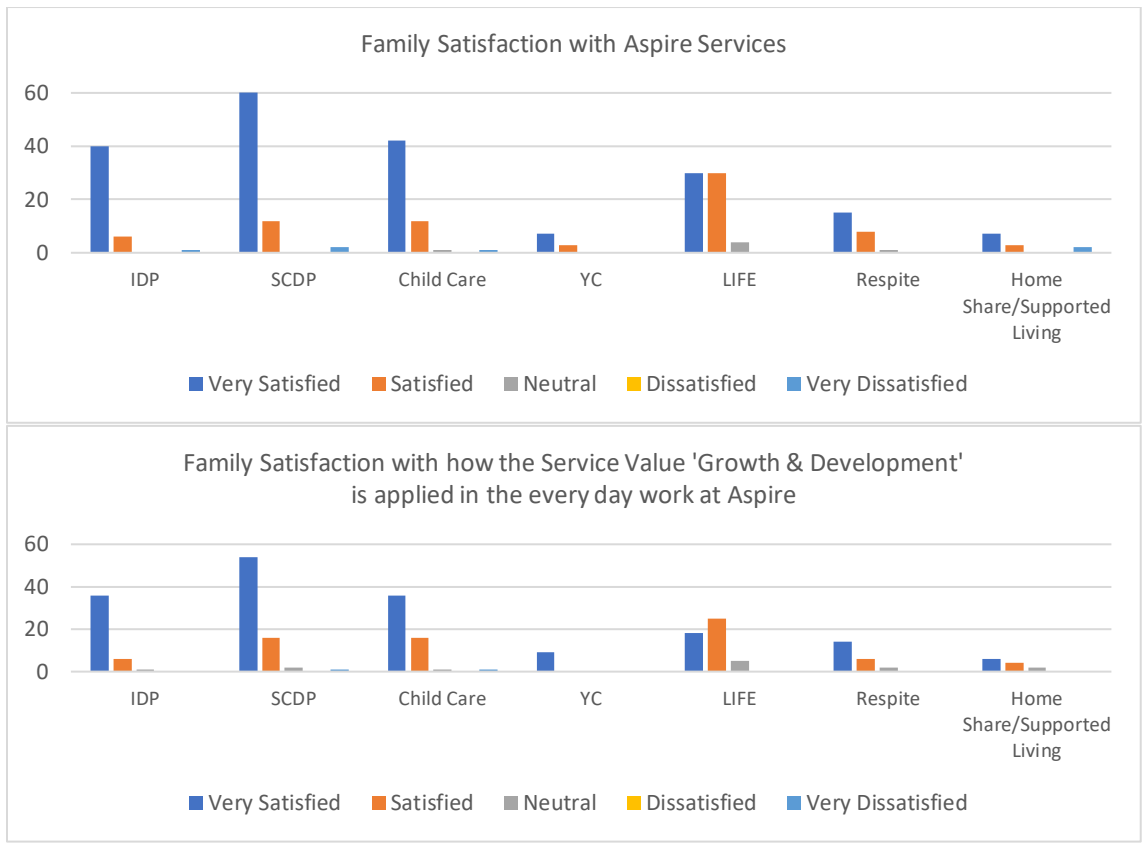
Working with communities for our mutual benefit so as to increase the capacity to welcome and include all people.

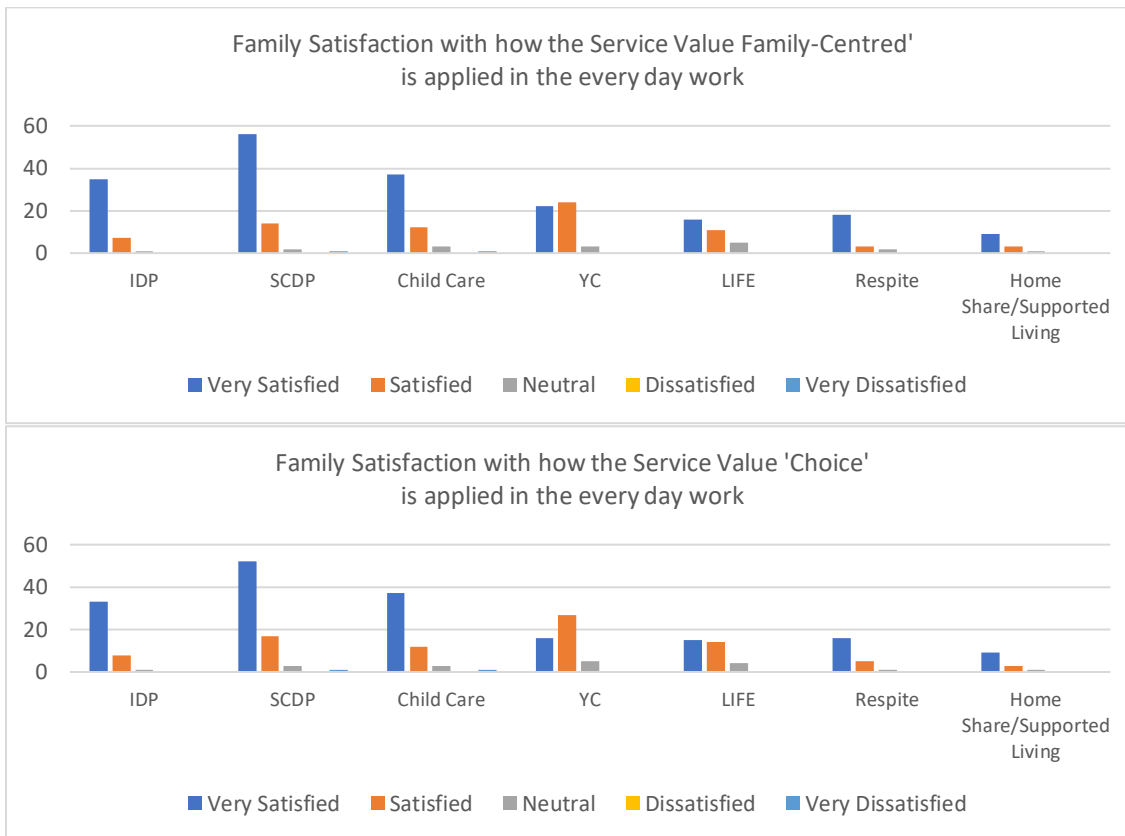
FAMILY CENTERED

Recognizing, enabling, and strengthening the significance and importance of the role families have in the life of the people we support

It has been several years since any significant change has been made to the family survey questions, therefore it is recommended to modify the survey questions for 2026.

The below survey 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 106 child care centres; 72 centres were provided a survey with 27 responses resulting in a 37.5% response rate.

Interviews

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

- 45 Contracted Caregivers (Respite and Home Share)
- 6 HandyCrew Customers
- 5 Employers affiliated with the Employment Services
- 14 Other Community Collaborators with Aspire (funders, other service providers, therapists, etc.)

For 22 years, Aspire has faced challenges gathering feedback from everyone connected with the organization. Surveys have shifted from paper to online formats, and telephone interviews were added to boost response rates. Lately, this method is less successful. The external contractor tasked with conducting the telephone interviews over the past two years reported trouble reaching respondents—caller ID, unanswered calls, and limited availability were major obstacles. When contact was made, many people preferred to complete the survey online at their own convenience.

Given this feedback, it is recommended to discontinue the method of conducting telephone interviews and rely on online surveys. Additionally, it is recommended to review the questions being asked and modify if needed.

Adults and youth that can indicate their preference, verbally or by using another communication system (e.g., pictorial symbols, augmentative communication devices), were interviewed. Ideally, the interviewers are non-partial, however many individuals do not feel comfortable being interviewed by strangers. The interview process has been improved over the last several years due to a collaborative effort spearheaded by members of senior leadership with two staff members supporting 2-3 self-advocates to conduct peer to peer interviews.

Consistent feedback from the interviewers is that the individuals enjoy the interview process.

The interview process provides individuals with 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.

With recent improvements to the interview process, the number of individuals having the opportunity to provide their feedback has increased. In 2025, 164 adult and youth were interviewed in each of the programs they participate in; in some cases, individuals are being asked questions from multiple program areas:

- 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

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

Documentation reviews

Aspire Richmond uses a cloud-based case management application called Sharevision and is used as the primary source of documentation for all individuals, programs, and administrative documentation. Documentation captured in Sharevision 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 a dynamic application in that improvements or changes in documentation processes are ongoing, often as a result of the analysis derived from this report.

Parameters and Omissions

Although the survey and interview process has been strengthened over time, particularly through improvements to the individual survey process and efforts to make participation more accessible, it is important to acknowledge that not all voices are equally represented.

The outcomes process is designed to gather input from a broad and representative group; however, there continue to be individuals whose perspectives are more difficult to capture. In particular, individuals who communicate in ways that are not easily understood by others may not have a strong voice reflected in this report, despite the use of supported and alternative communication strategies.

Additionally, individuals who do not have family involvement are less likely to be represented, especially when they are also unable to communicate in ways that can be clearly understood. As a result, while meaningful progress has been made in improving the individual survey process, there remains an ongoing challenge in ensuring that the voices of the most vulnerable individuals are fully heard and accurately reflected.

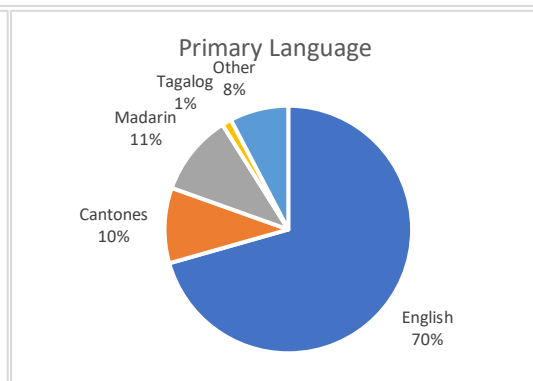
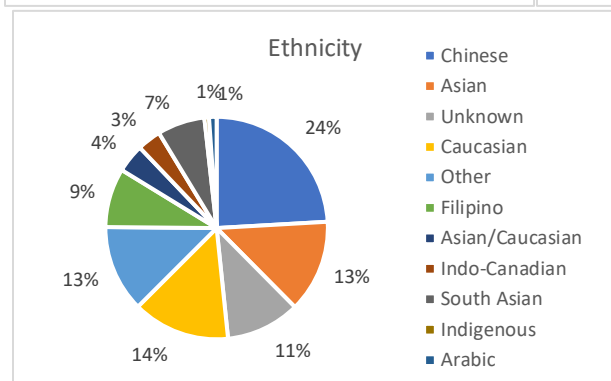
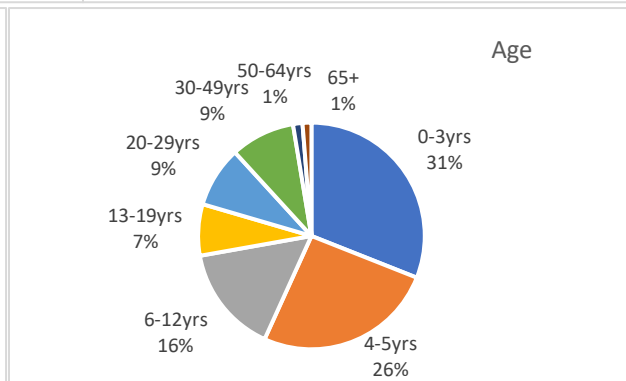
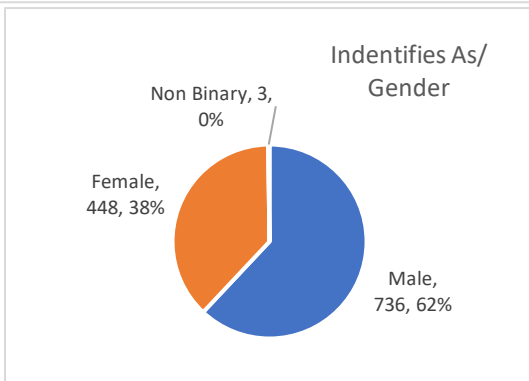
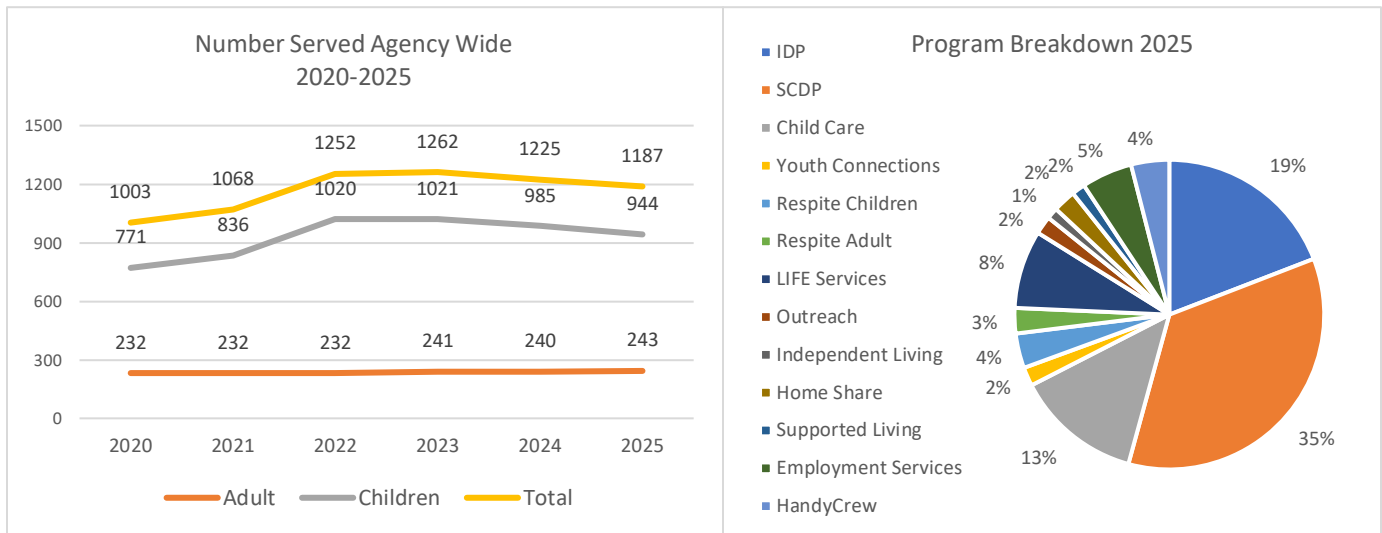
Although the process adopted methods and practices consistent with empirical research, the process and report do not conform to the stringent guidelines of empirical research practices. The final conclusions contained in the report are based largely on information and opinions gathered from the surveys, 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.

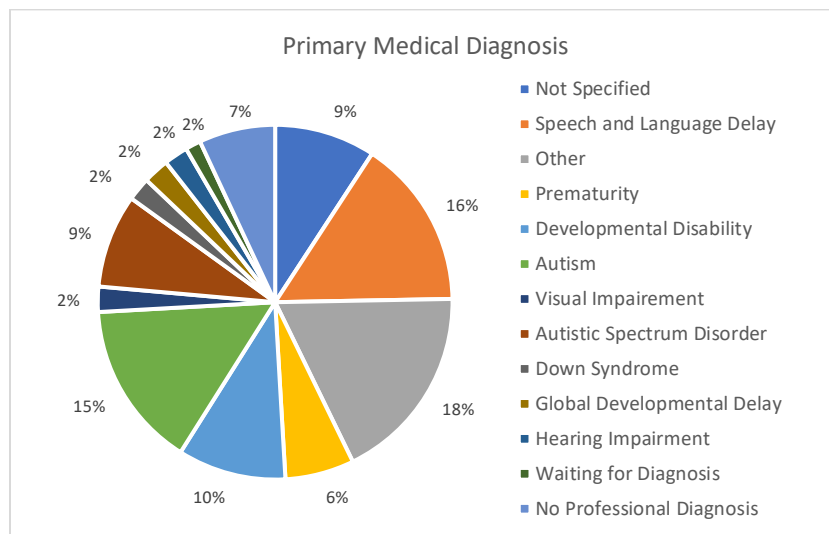
DEMOGRAPHIC SUMMARY

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 1,187 individuals in 2025. As some individuals access more than one Aspire program, the total number of individuals supported across program areas was 1,432.

While there was a slight overall decline in the number of individuals served, demand for services continues to exceed the level of funding available to develop new services.

Support needs vary significantly between children’s and adult services. The Infant Development and Supported Child Development Programs supported a combined total of 777 children and families, representing approximately 56% of all individuals served by Aspire. These programs are primarily home and centre based and differ substantially from adult services in terms of service delivery and staffing models. A notable decline in the number of children served through the Supported Child Development Program in 2025 is explored further in the relevant section of this report.

In contrast, adult services require significantly higher staff-to-individual ratios and are predominantly program-based. As a result, even a small number of new referrals to adult services can have a disproportionate operational and financial impact on the organization, requiring substantially more resources than an equivalent increase in children’s services.

The LIFE Services programs are currently operating over capacity. To respond to this demand, Aspire has secured funding to open an additional community inclusion program in spring 2026, which will support approximately five individuals already receiving services and fifteen new individuals. In addition, Aspire is opening two new Supported Living homes, which will accommodate four currently served individuals and one new individual.

COMMUNITY COLLABORATORS EXPERIENCE RESULTS

Aspire works closely with many professionals in the community, including other service providers, funders, medical professionals, therapists, community committee members, and others. For several years, soliciting feedback from our community collaborators has alternated between telephone interviews and online surveys. In 2025, telephone interviews were conducted with 15 community collaborators.

Community Collaborator Responses

Make Referrals to Aspire	2
Service Provider	5
CLBC Staff	1
Provide Professional Supports (therapy, education, etc)	5
Represent an organization that funds Aspire Programs	2
Committee Representative	1

The results showing high levels of satisfaction are in the below charts.

AGREEMENT RATINGS

(% Positive = Strongly Agree + Agree)

Statement	Total Responses	% Positive	% Neutral/Negative
Effective advocacy organization	15	93%	7%
Continually improving services	15	100%	0%
Well known as high quality provider	15	93%	7%
Staff responsive to needs	14	100%	0%
Rights respected by staff	13	100%	0%
Communication respectful & courteous	14	100%	0%
Staff professional & knowledgeable	14	100%	0%

SATISFACTION RATINGS

(% Positive = Very Satisfied + Satisfied)

Question	Total Responses	% Positive	% Neutral/Negative
Accessibility to Aspire services	11	91%	9%
Communication regarding events/changes	13	100%	0%
Referral process	9	100%	0%

The intention of soliciting feedback is to determine areas where Aspire can improve our relationships with community collaborators and the services we provide. In response to *“Is there anything Aspire Richmond should focus on?”*, two comments stood out regarding supporting individuals with higher behavioural support needs and possible program expansion with Outreach, Employment and Community Inclusion. In response to this question, the 2026 Health and Safety Report includes a recommendation related to the increasing complexity and intensity of behavioural support needs across programs. As previously noted, Aspire will be opening a new Community Inclusion program in 2026, which is expected to support an additional 15 adults in the community.

In response to *“Does anything regarding your experience with Aspire Richmond concern you?”*, two comments stood out regarding wait times for IDP and SCDP services and staffing levels in group homes. Early intervention wait times are addressed in the program specific sections of this report. Aspire acknowledges that additional staffing is always beneficial and can enhance consistency and responsiveness in our staffed homes. Aspire staffs homes in alignment with approved funding levels, which at times can also result in higher overtime costs when vacancies or unplanned absences occur. To help address last-minute staffing shortages more effectively, Aspire is in the process of developing a shared floater position across homes to support quicker coverage and reduce service impacts.

EXIT SURVEYS

Applicable individuals or their family members who exit an Aspire service are surveyed within six months of exit to gather feedback on their experience and, where appropriate, to help ensure they continue to receive the supports they need. As part of the exit process, an Exit Summary is completed by the appropriate staff member (e.g., Program Manager, Consultant).

An Exit Survey is sent to the individual/family for all individuals exiting Aspire services, unless they meet the criteria outlined below.

- The individual has died.
- The Program Manager, in consultation with the Program Director, determines it is inappropriate to contact the family (e.g., the family is experiencing significant distress).
- The individual is transferring to another Aspire program.

Note: due to the high number of children supported in the IDP and SCDP programs, a random sampling of Exit Surveys is sent.

Program Managers are notified five months after an individual exits their program to initiate the Exit Survey process. Surveys are conducted either by telephone interview or by email. The feedback collected is used to identify areas for improvement, inform Aspire’s future direction, and provide an opportunity to offer additional support to individuals or families who may be experiencing challenges accessing alternate services, funding, or supports.

Due to the selection criteria and the way Exit Surveys are tracked, it is difficult to determine the total number of surveys eligible to be sent. In 2025, a total of 97 Exit Surveys were sent (69 in 2024), with 19 responses received (10 in 2024).

It was previously recommended that additional training be provided on completing Exit Summaries to ensure Exit Surveys are consistently initiated. While the number of surveys sent increased in 2025, it is recommended that refresher training be provided twice per year for Program Managers to further improve consistency and compliance.

The Exit Survey asks 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?*

The Director of Quality Assurance is notified of each Exit Survey response and follows up with individuals or their family members when dissatisfaction is identified and/or when follow-up is requested through the survey.

The following is a break down of the programs that individuals or families provided feedback for and the follow up results:

Program	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Follow Up
IDP	1	0	0	0	N/A
SCDP	1	0	0	1	Follow-up was attempted; however, the family member did not respond. This was a complex and highly dynamic situation.
Child care	12	1	1	0	The family member indicated that they did not wish to receive follow-up. Suggestions for program improvement were shared with the Program Manager and Director.
Supported Living	0	0	0	1	Aspire made multiple accommodations to support the family’s circumstances, extending services for several months beyond the originally planned transition date. Despite these efforts and flexibility, the family remained dissatisfied with the situation.
Community Inclusion			1		Follow-up was attempted; however, the individual did not respond.
Total	14	1	2	2	

Some of the comments received were:

"Aspire helped my son big time. I can't believe how time flies so fast. Just sad that my son is over now in IDP. But I'm so grateful for all the help from our [consultant]. To all the staff in Aspire thank you so much!"

"We would like to extend our heartfelt gratitude to the staffs and teachers of Seedlings daycare. We were so lucky we found the perfect place with very professional and patient staffs for our twins who needed an extra support. Kudos to all the staffs! My boys will surely miss everyone."

"The treehouse team will be talked about in this house for years! [Our daughter] loved her years there and we miss you all!"

ASPIRE FEEDBACK SURVEYS

A general feedback form is available through multiple channels, including feedback cards placed in suggestion boxes, QR codes posted at Aspire locations, and an online survey accessible via the Aspire Richmond website and ShareVision.

In 2025, one submission was received from a Community Partner indicating that the Aspire website did not clearly outline how to apply for services or eligibility requirements. In response, the website was updated to include this information. As no identifying information was provided in the survey, follow-up to advise the individual that their suggestion was implemented was not possible.

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. The program experiences a high turnover rate as many families require only brief periods of service.

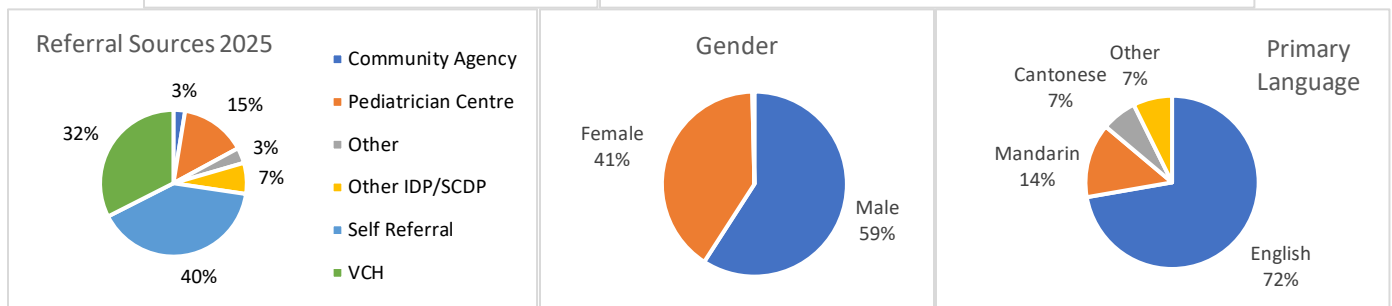
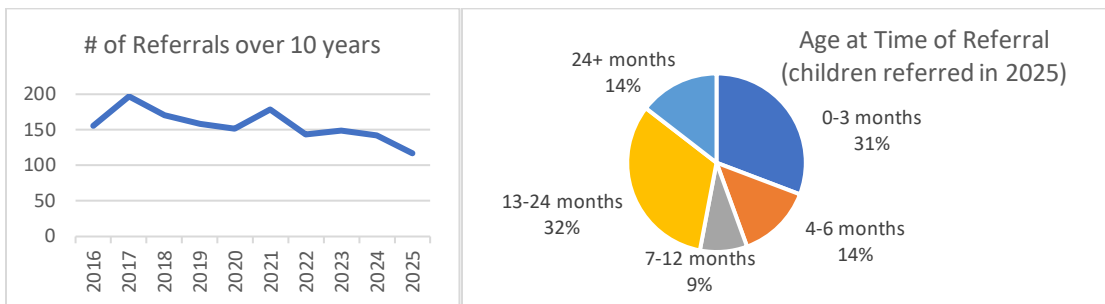
Key Statistics	2025	2024	2023	2022
Children Supported	274	275	306	275
Monthly Average Children Served	169	160	178	160
Average Consultant Caseload	29.35	26.33	29.17	26.33
Referrals	117	142	149	142
Intakes	128	117	138	117
Discharges	114	128	153	128
Children on Waitlist at end of year	11	35	28	35
Average Age at Time of Referral	12 mo	14 mo	14.9 mo	14 mo
Family Experience Survey Responses (2025: 49 responses to 170 surveys distributed)	28.8%	25.5%	21.7%	25.5%

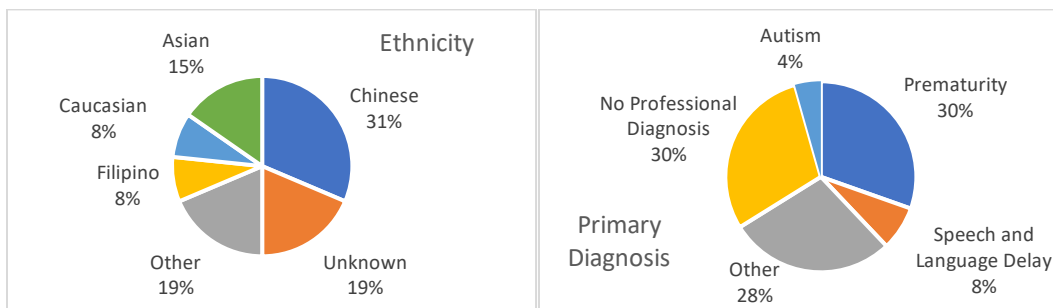
For several years, the program has reported the *Average Consultant Caseload*. However, this measure is no longer an accurate reflection of the program’s true demands. The number of children assigned to each consultant does not account for the diverse levels of support required by families or the increasing complexity of their needs. Given these limitations, the program will discontinue reporting on average consultant caseload beginning next year.

Children have been receiving support for longer periods of time in recent years due to increased needs. Of the 114 children who exited in 2025, the average duration of support was 1.37 years (1.17 years in 2024, 1.16years in 2023), with the longest duration of 3.2 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 2025 was 12 months (14.25 months in 2024, 14.9 months in 2023, 11.8 months in 2022).

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	77% Strongly Agree 23% 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	77% Strongly Agree 23% Agree	80%	✓											
Efficiency																
Maintain direct service hours	% of direct service hours (compared to total service hours)	Sharevision	<table border="1"> <tr> <td>Direct hrs</td> <td>2628.5</td> <td>52%</td> </tr> <tr> <td>Indirect hrs</td> <td>2417.5</td> <td>48%</td> </tr> <tr> <td>Total Hrs</td> <td>5046</td> <td></td> </tr> </table>	Direct hrs	2628.5	52%	Indirect hrs	2417.5	48%	Total Hrs	5046		>50%	✓		
	Direct hrs	2628.5	52%													
Indirect hrs	2417.5	48%														
Total Hrs	5046															
% 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 2025)	Sharevision	AVG 64 days	45 days	✗											
	Time from referral to start date (Consultant assigned) (calculated for all children who started service in 2025)	Sharevision	AVG 74 days	45 days	✗											
	# of children served through the IDP Outreach/Navigator program	Sharevision	22 families supported through Family Navigation 45 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 13% Satisfied 2% Very Dissatisfied	80%	✓											
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	<table border="1"> <tr> <td>Growth & Development</td> <td>Family Centred</td> </tr> <tr> <td>84% Very Satisfied 14% Satisfied 2% Neutral</td> <td>82% Very Satisfied 16% Satisfied 2% Neutral</td> </tr> <tr> <td>Commitment to Community</td> <td></td> </tr> <tr> <td>79% Very Satisfied 19% Satisfied 2% Neutral</td> <td></td> </tr> </table>	Growth & Development	Family Centred	84% Very Satisfied 14% Satisfied 2% Neutral	82% Very Satisfied 16% Satisfied 2% Neutral	Commitment to Community		79% Very Satisfied 19% Satisfied 2% Neutral		80%	✓			
	Growth & Development	Family Centred														
84% Very Satisfied 14% Satisfied 2% Neutral	82% Very Satisfied 16% Satisfied 2% Neutral															
Commitment to Community																
79% Very Satisfied 19% Satisfied 2% Neutral																
% of families that report satisfaction with their IDP Consultant	Family Survey	<table border="1"> <tr> <td>Really Listens</td> <td>Responds in a Timely Manner</td> </tr> <tr> <td>90.5% Strongly Agree 9.5% Agree</td> <td>90% Strongly Agree 10% Agree</td> </tr> <tr> <td>Has the Skills and Knowledge to do the Job</td> <td>Is Respectful and Professional</td> </tr> <tr> <td>90.5% Strongly Agree 9.5% Agree</td> <td>95% Strongly Agree 5% Agree</td> </tr> <tr> <td colspan="2">Provides me with Information I need to make Informed Decisions</td> </tr> <tr> <td colspan="2">93% Strongly Agree 7% Agree</td> </tr> </table>	Really Listens	Responds in a Timely Manner	90.5% Strongly Agree 9.5% Agree	90% Strongly Agree 10% Agree	Has the Skills and Knowledge to do the Job	Is Respectful and Professional	90.5% Strongly Agree 9.5% Agree	95% Strongly Agree 5% Agree	Provides me with Information I need to make Informed Decisions		93% Strongly Agree 7% Agree		80%	✓
Really Listens	Responds in a Timely Manner															
90.5% Strongly Agree 9.5% Agree	90% Strongly Agree 10% Agree															
Has the Skills and Knowledge to do the Job	Is Respectful and Professional															
90.5% Strongly Agree 9.5% Agree	95% Strongly Agree 5% Agree															
Provides me with Information I need to make Informed Decisions																
93% Strongly Agree 7% Agree																

“We have really appreciated being part of the IDP program. There was so much uncertainty all through the pregnancy and after, but it’s been so reassuring to have this team following us and ease our mind as we watch our little guy grow.” ~ IDP Parent

“[Our Consultant] has helped us so much and truly understands our child’s needs.” ~ 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 49 families, which does not fully represent all families of IDP. Soliciting feedback is often challenging, especially given 42% of the 274 children supported in 2025 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.

Exploring new methods to ensure all families can share their experiences and feedback was recommended. The number of surveys distributed increased, partly due to the Program Manager encouraging the team to use every opportunity, such as playgroups, family visits, and Aspire events to prompt families to complete surveys. Consultants were also encouraged to document when surveys were provided.

To standardize and streamline this process, program administrative staff will be responsible for sending the Family Experience Survey to all IDP families. This change aims to ensure surveys are distributed equitably and consistently documented across the program.

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 2025 was 5046 hours (4014.17 in 2024, 4460 in 2023, 3806.4 in 2022), with 52% direct and 48% indirect. The target was met, however there was another slight decline in direct service hours compared to indirect.

Upon reviewing the 2024 data, it was identified that not all indirect service hours had been recorded in ShareVision. In response, the Program Manager directed consultants to ensure that all support activities were documented accurately and consistently. The resulting increase in total documented service hours demonstrates that these improved documentation practices were successfully adopted. A subsequent decline in direct hours had been anticipated.

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 collaborators. In 2025, families were invited to attend 49 events through the Infant Development program and 94 events through the IDP Outreach/Navigator program.

Some of the events in 2025 included:

IDP Events:

- Playgroup
- 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)

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)

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:

- Time from referral to intake (first face to face visit) - for children who started service in 2025, it took an average of 64 days from referral to first visit (82.7 days in 2024, 59.6 days in 2023, 51.7 days in 2022).
- Time from referral to start (date consultant assigned) - for children who started service in 2025, it took an average of 74 days from referral to start (83.6 days in 2024, 87.31 days in 2023, 106 days in 2022).

The program has consistently been unable to meet the target of 45 days and as mentioned earlier in this report, feedback from community collaborators included the concern of wait times for early intervention services. Although the target has consistently not been met, there has been steady improvement in wait times over the past several years. This

2025	Direct Hrs	Indirect Hrs	TOTAL	%
Active	1714.25	1625	3339.25	66%
On Hold	4	1.25	5.25	<1%
Follow up	617.25	443	1060.25	21%
Unspecified	2	4.5	6.5	<1%
Waitlist	291	343.75	634.75	12.5%
TOTAL	2628.5	2417.5	5046	
%	52%	48%		
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%		

is partly due to the streamlining of the intake process by assigning a dedicated intake consultant. Additionally, the number of children on the waitlist at the end of the year has decreased.

It is important to note that families who are waiting for service are not without support. Although being assigned a dedicated consultant provides individual service, all families on the waitlist are given the opportunity for group support by invitations to participate in IDP events – including playgroups and Baby Babble.

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. 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 2025, 22 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 2025, 45 families were supported through the Outreach program.

The Family Navigation and Community Outreach programs were recent additions to IDP services; therefore, it was recommended to solicit feedback from families in these service areas. This was completed in that 9 additional families were provided with a survey. Families supported through Community Outreach are not surveyed as often the contact is limited to just one encounter with the family whereas families through the Navigation service can potentially receive up to 3 visits. Of the 22 families supported through Navigation, 4 families did not respond when consultants reached out, and 5 families received only 1 visit therefore did not meet the threshold to receive a survey.

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. One family indicated dissatisfaction with the service; follow up could not be completed as no name was provided however the responses to all other questions were favourable.

2024 RECOMMENDATIONS RESULTS

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

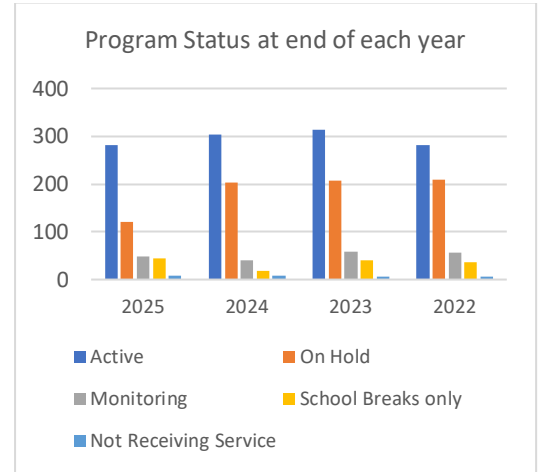
2025 RECOMMENDATIONS

- none

Supported Child Development

The Supported Child Development Program (SCDP) provides services to families with children from birth through age 19 by collaborating with community-licensed child care providers to offer a variety of support options for children requiring additional assistance to participate in preschool, daycare, and out-of-school programs. SCDP operates under an open referral policy, enabling parents to self-refer or receive referrals from community professionals including Infant Development Consultants, Speech Language Pathologists, Early Childhood Mental Health Program staff, Occupational Therapists, Physiotherapists, Physicians, Psychologists, Public Health Nurses, and Social Workers.

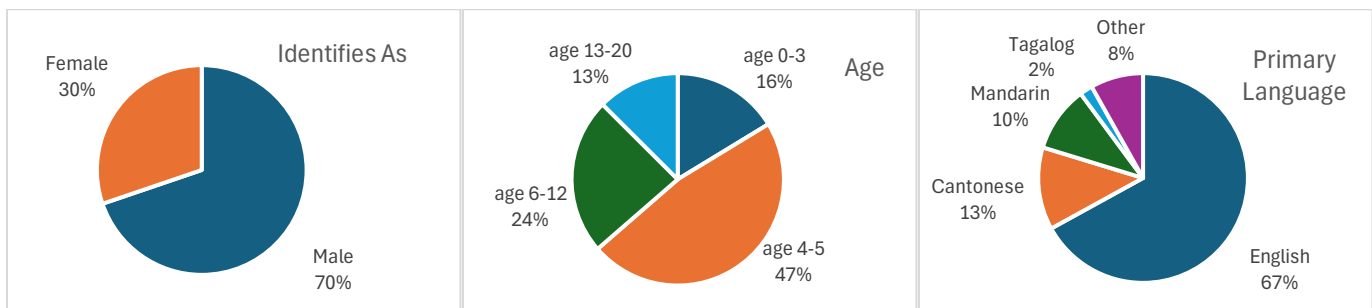
Key Statistics	2025	2024	2023	2022
Children Served	503	571	627	590
Child Care Centres Supported	106	111	117	97
Child Care Programs within the Centres	232	155	181	165
Monthly Average Children Served	389	440	471	427
Average Consultant Caseload	44.87	57.4	58.31	49.30
Referrals	154	168	184	209
Intakes	129	156	195	226
Discharges	150	199	211	162
Children Waiting for Intake as at Dec 31	75	46	21	30
Children Waiting for Funding as at Dec 31	72	70	41	5
Family Experience Survey Response (2025: 77 responses from 313 surveys distributed)	24.6%	31%	35%	30%
Child care Centre Survey Response (2025: 27 responses from 72 surveys distributed)	36%	33.6%	56%	12.6%

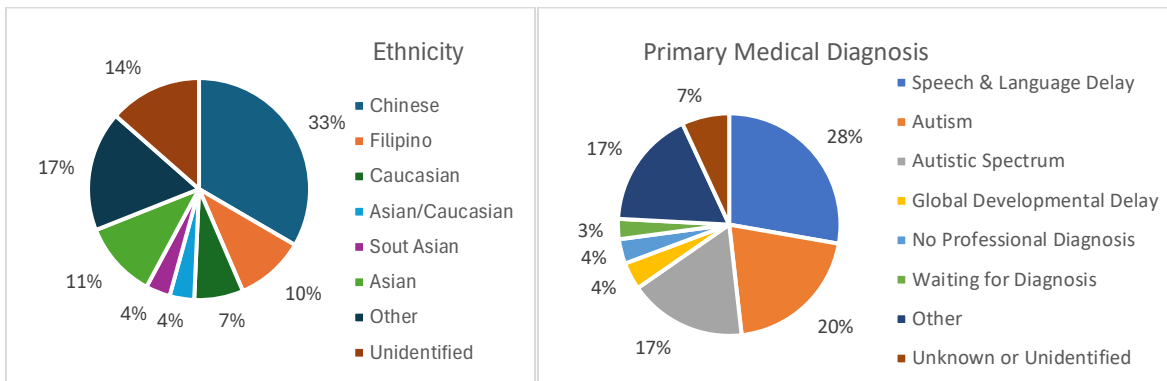


Along with the Infant Development program, SCDP historically reported on the *Average Consultant Caseload* as a reflection of program demands. However, the number of children assigned to each consultant does not account for the diverse levels of support required by families, the increasing complexity of children’s needs or the identified program status of each child. Given these limitations, the program will discontinue reporting on average consultant caseload beginning next year.

In 2025, there was a decrease in the number of children served, which may be attributable to a review and adjustment of the criteria associated with the ‘on hold’ program status.

DEMOGRAPHICS





“Very helpful staff. You can feel that they care your child.” ~ SCDP Parent

“Our SCDP Consultant was able to help us navigate through challenges experienced at a child care center and greatly improved his care experience through thoughtful and meaningful guidance and suggestions.” SCDP Parent

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	48% Very great extent 39% Great extent 4.3% Moderate extent 4.3% Small Extent 4.3% 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	93 checklists completed in 2025 84.59% average score percentage 4% average score percentage increase (39 centres comparative data)	80%	✓		
	% of families that report their child is included in their child care setting	Family Survey	45% Very great extent 33% Great extent 4% Moderate extent 2% Small Extent 16% N/A	80%	✓		
Efficiency							
Maintain direct service hours	% of direct service hours compared to total service hours	Sharevision	Direct hrs	5182.67	53%	>50%	✓
			Indirect hrs	4593.58	47%	<50%	✓
		Sharevision	Total Hrs	9776.25			
Service Access							
Minimize time to enter program for children that started in the year	# days between initial referral and first visit (start date) from SCDP	Sharevision	177 days for new intakes (129 children)	90 days	✗		
	# days between initial referral and full funding received	Sharevision	245 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	106 centres 53 centres accessed training/workshops 50%	No benchmark	N/A		
	% of child care programs that receive extra staffing resources	File Review	48 centres with contracts 48/106 = 45%	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	81.3% Very Satisfied 16% Satisfied 2.7% Dissatisfied	80%	✓		
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Growth & Development 74% Very Satisfied 22% Satisfied 3% Neutral 1% Very Dissatisfied	80%	✓		
			Commitment to Community 71% Very Satisfied 23% Satisfied 4% Neutral 1% Very Dissatisfied				
		Family-Centred 77% Very Satisfied 19% Satisfied					

			3% Neutral 1% Very Dissatisfied			
	% of families that report satisfaction with the SCDP Consultant	Family Survey	Really Listens 87% Strongly Agree 13% Agree	Responds in a Timely Manner 87% Strongly Agree 13% Agree	80%	✓
Has the Skills and Knowledge to do the Job 85.5% Strongly Agree 13% Agree 1.5% Neither			Is Respectful and Professional 91% Strongly Agree 9% Agree			
Provides me with Information I need to make Informed Decisions 90% Strongly Agree 7% Agree 3% Neither						
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	65.3% Very Satisfied 19.2% Satisfied 7.7% Neutral 7.7% Dissatisfied		80%	✓
	% of child care centres who express satisfaction with the training opportunities provided by SCDP	Child care Centre Survey	47.8% Very Satisfied 30.4% Satisfied 13% Neutral 8.7% Dissatisfied		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	43.5% Very Satisfied 43.5% Satisfied 8.7% Neutral 4.3% Dissatisfied		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, 91% 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 two child care centres reported to a small or no extent, no names were provided therefore follow up could not take place.

“Having the additional support worker in the classroom has been an incredible asset throughout our programs. Their presence has greatly enhanced our ability to meet student needs, and we consistently feel heard, valued, and supported by the Aspire team. This strong sense of collaboration is a key reason our partnership has remained so successful over the years. We look forward to continuing to work hand in hand with the programs in the years to come.” -Child care program

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 2025, 106 child care centers were supported with 232 operating programs; 94 Inclusion Checklist were completed in programs at 78 centres.

The Inclusion Checklist helps consultants in determining how effectively centers modify their programs and activities to accommodate children receiving SCDP services. Scores from the 94 checklists ranged from 42% to 100%, with an average score of 84.5% (83.54% in 2024, 91.17% in 2023, and 91.67% in 2022). While results may be influenced by the subjective

perspective of different consultants, centers with lower scores frequently encounter challenges such as high staff turnover, lack of experience supporting children through SCDP, or newly established programs.

An effective Supported Child Development Program aims to see improvements in inclusion within child care programs over time. Of the 94 child care centers where an inclusion checklist was completed, 39 had also completed a checklist the previous year, showing an average 4% increase in inclusion score percentage.

Families are asked “Is your child included in their child care setting” as an additional measure for effectiveness regarding inclusion; 82% of the families responded that their child was included to a moderate, great or very great extent. One family indicated to a small extent however no name was provided to provide follow up. The remaining 16% indicated N/A.

In 2025, Aspire SCDP consultants conducted 11 workshops for child care centers, focusing on inclusion.

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 2025, the ratio was 53% direct and 47% indirect which is in line with the funder recommendations.

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.

2025	Direct Hrs	Indirect Hrs	TOTAL	%
Active	3989.33	3677.00	7666.33	78.4%
On Hold	380.92	200.08	581	5.9%
Monitoring	223.75	235.00	458.75	4.7%
School Breaks Only	98.00	65.00	163	1%
Not Yet receiving Service	446.67	389.25	835.92	8.5%
Unspecified	44.00	27.25	71.25	<1%
TOTAL	5182.67	4593.58	9776.25	
%	53%	47%		
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%		

- 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. Note: In 2025, a review and assessment of this criteria was completed and families who were taking a break or who did not respond to communication attempts were exited.
- Summer/School breaks only = children who access services only during school breaks.
- Not receiving services = children who are either on the waitlist or have exited services.

The majority of documented services are with children identified with an active program status.

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:

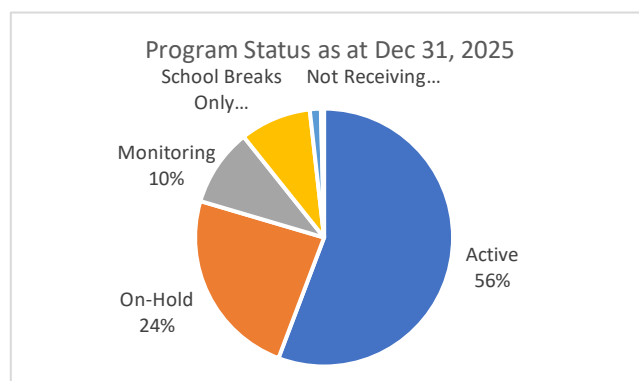
- There may be spaces available in a child care program yet no funding to provide the extra support needed
- There may be funding but no available spaces in a child care program
- There may be funding and space availability, but no extra staff available

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 2025
Waiting for service (intake)	75 children
Waiting for consultant to be assigned	65 children
Waiting for space in a child care centre	199 children
Waiting for funding (child may or may not be attending a child care centre already, depending on need)	72 children



Of the 129 children that started SCDP services in 2025:

- The average time from referral to intake was 177 days (88 days in 2024, 62.3 days in 2023, 100.18 days in 2022)
- The average time from referral to funding received was 255 days (94.35 days in 2024, 87.4 days in 2023)
Note there were 89 children still waiting for funding as at the end of the year

The notable increase in wait times during 2025 was due to the following:

- One consultant went on leave resulting in the remaining consultants handling additional responsibilities

- Referrals often come from community professionals before a child is enrolled in a child care program. In these situations, intake is delayed prioritizing children already attending child care in need of additional supports

To address these delays, the program revised its intake process in 2025 to improve efficiency and reduce wait times. Additionally, a new consultant was hired late in the year to help manage intakes.

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.

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 2025, the consultants hosted 11 workshops for child care providers (13 in 2024, 18 in 2023, 12 in 2022) and a total of 307 people attended.

Of the 106 child care centres, 53 centres attended at least 1 workshop throughout the year which equates to 50% (43% in 2024, 65% in 2023, 39% in 2022).

Current documentation processes in Sharevision make it difficult to track which centres are attending workshops; therefore, it is recommended to improve documentation processes to provide effective measures for calculating this indicator.

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.

2. Child care centres receiving extra staffing resources:

Extra staffing resources (funding) are provided to child care centers through contracts with Aspire. In 2025, Aspire Richmond contracted with 48 child care centers in 114 programs, representing 45% of centers receiving extra staffing resources (57.6% in 2024, 55% in 2023, and 50% in 2022).

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.

Another important consideration regarding measuring this indicator is that the documentation of child care centre contracts was improved in 2025 which makes the results more precise than previous years.

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 were two dissatisfied responses:

- One family reported dissatisfied with Aspire. Upon follow up, it was discovered the family was very happy and mistakenly indicated dissatisfied on the online survey.
- One child care provider reported dissatisfaction with the consultation services. No name was provided; however the Program Manager was aware of the situation, and the concerns were addressed in a timely manner.

2024 RECOMMENDATIONS RESULTS

- None

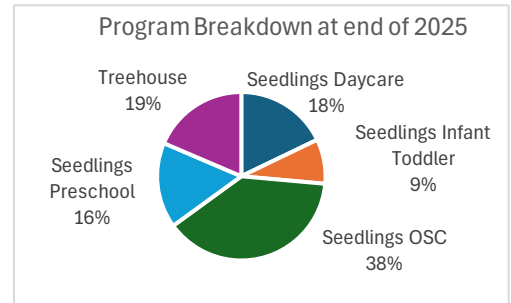
2025 RECOMMENDATIONS

- Improve documentation processes in Sharevision to provide effective measures for calculating the number of child care centres that attend workshops throughout the year.

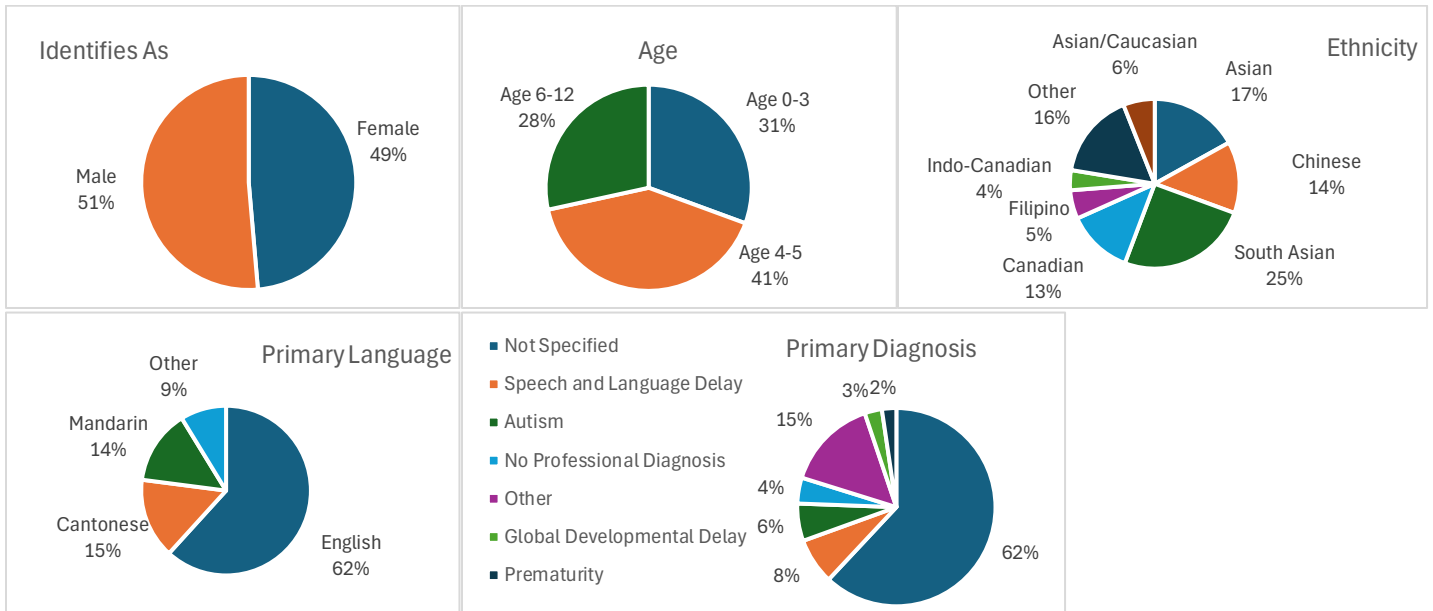
Child Care Programs

Aspire Richmond operates five inclusive child care programs in Richmond, emphasizing learning through play. In 2025, these programs served 189 children, including 30 with supported placements, across both part-time and full-time options. In 2025, 71 new children enrolled while 64 left, leaving 140 participants at year's end. The waitlist is managed online, with 950 children waiting by the end of 2025 (1079 in 2024, 621 in 2023, and 760 in 2022).

Key Statistics	2025	2024	2023	2022
Children Served	189	195	192	178
Children Served as at Dec 31	140	133	139	137
Children with diverse abilities	36	22	28	17
Children receiving IDP/SCDP Supports	30			
Intakes	71	68	71	151
Exited	64	77	85	78
Waitlist as at Dec 31	950	1079	621	760
Family Survey Response Rate (2025: 56 responses from 138 surveys distributed)	40.5%	28%	48%	50%



DEMOGRAPHICS



“My child has adapted well to different environments and social interactions while growing up in your out of school. This has also helped develop various abilities, including confidence and self-confidence.” ~ Parent

“We’re glad that your after-school program can help my daughter. As new immigrants, it’s great that she gets to interact with other children—this will help her improve her English, make friends, and settle into the new environment more quickly.” ~ Parent

“All the leaders go above and beyond to make the kids’ experience great. Not only do they offer a great deal of activities to suit all the different needs and preferences, but they also plan for leadership opportunities for the kids, allowing them to try new things while giving them feedback and room for learning.” ~ 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: 61% Very Great Extent 29% Great Extent 10% Moderate Extent Cognitive Development: 51% Very Great Extent 41% Great Extent 8% Moderate Extent	Emotional Development: 59% Very Great Extent 33% Great Extent 8% Moderate Extent Physical Development: 57% Very Great Extent 39% Great Extent 4% Moderate 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	43% Very Great Extent 48% Great Extent 2% Moderate Extent 7% 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	36 children need extra support 30 children in supported placements 19% of children supported in the year received extra supports	No benchmark	N/A	
	# of children attending school break programs	Sharevision	87 children attended spring, summer, or winter camps. 52 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	950 children	No benchmark	N/A	
Experience with Service						
Maintain satisfaction with service delivery	% of families who report satisfaction with supports received	Family Survey	76% Very Satisfied 21.5% Satisfied 1.5% Neutral 1.5% Very Dissatisfied	80%	✓	
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Growth & Development 67% Very Satisfied 30% Satisfied 1.5% Neutral 1.5% Very Dissatisfied	Family-Centred 70% Very Satisfied 23% Satisfied 5.5% Neutral 1.5% Dissatisfied Commitment to Community 70.5% Very Satisfied 20.5% Satisfied 7.5% Neutral 1.5% Dissatisfied	80%	✓

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.

Aspire values inclusion in all programs. Families were asked on the survey to what extent their child is included in their child care setting. 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 five child care programs are licensed for 132 spaces and served 189 children throughout 2025. 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 2025 was 106%.

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 189 children supported in 2025, 36 were identified as requiring additional support which equates to 19% of all children supported in the year. Of those 36, 30 children were also supported through Supported Child Development or Infant Development. 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.

Program	Licensed for	# Children with diverse abilities	# children receiving IDP/ SCDP support
Treehouse	25 children	8	7
Seedlings Infant Toddler	12 children	4	4
Seedlings Preschool	20 children	9	9
Seedlings Daycare	25 children	8	5
Seedlings OSC	50 children	6	5
Total Licensed	132 children		
Total Enrolled in 2025	189 children	36	30

Support to children during school break camps

The Out of School Care Program follows the standard school year calendar, therefore during school breaks, the program operates camps (summer, winter, and spring breaks) for school age children. In 2025, Seedlings supported 87 children during these breaks of which 52 children did not attend during the school year who may or may not have required extra supports. It is recommended to modify documentation to track the number of children attending school break programs that require extra supports.

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 950 children on the waitlist at the end of 2025. 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 Centres 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 Growth and Development, Commitment to Community, and Family-Centred to their every day work?*

The Data Results table indicates that families are satisfied with their child care supports. There was 1 family that indicated dissatisfaction, however upon follow up it was discovered that the family is very happy with their experience and had selected the wrong response.

2024 RECOMMENDATIONS RESULTS

- None

2025 RECOMMENDATIONS

- Modify Sharevision documentation to track the number of children attending school break programs that require extra supports.

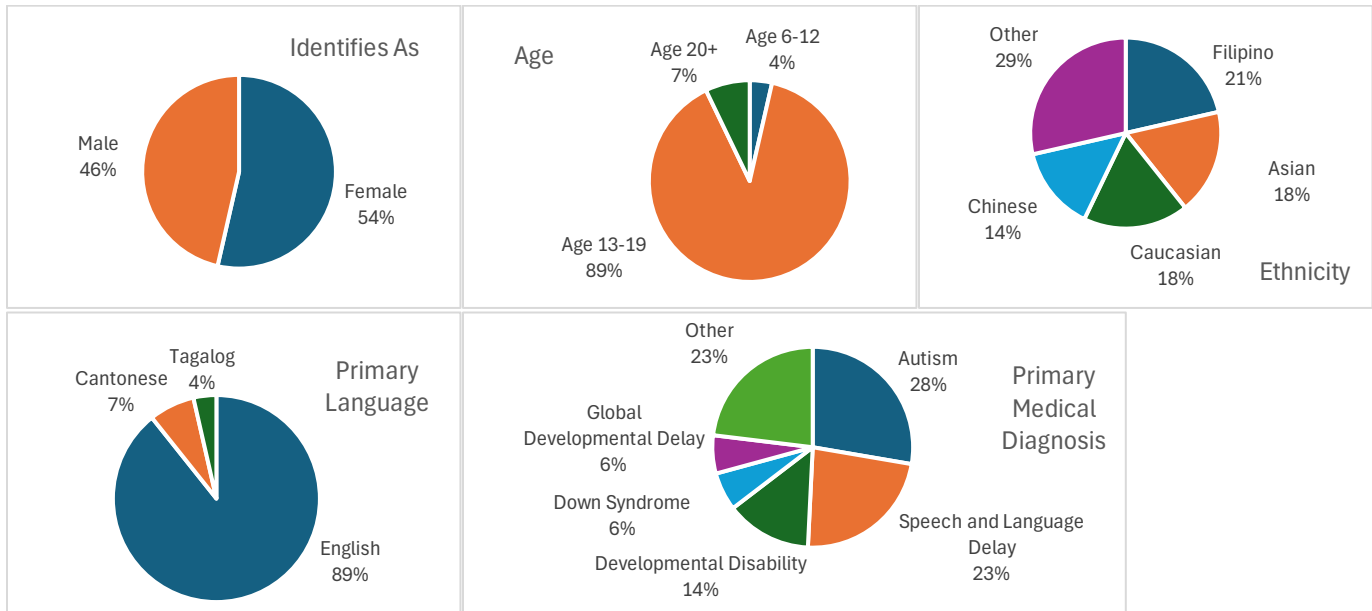
Youth Connections

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.

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

Key Statistics	2025	2024	2023	2022
Youth Served	28	33	26	26
Youth Served as at Dec 31	26	27	21	22
Referrals	0	11	5	4
Intakes	1	12	7	6
Exited	3	6	5	4
Waitlist as at Dec 31	37	32	37	36
Family Survey Response Rate (12 responses from 25 surveys distributed)	48%	55%	76%	91%
Youth interviewed	19	14	10	5

DEMOGRAPHICS



"I like the staff at Youth Connections" ~ Youth in YC

"My child enjoys their time at YC and we find the staff to be amazing." ~ YC Parent

"We are grateful that they are open to suggestions and ideas. It's a fantastic program and we are grateful to have our daughter in the program." ~ YC Parent

"[Our daughter] gained great social and life skills from YC." ~ YC Parent

DATA RESULTS

Outcome	Indicator(s)	Data Source	Results	Target	Met	
Effectiveness						
Self-determination will be encouraged and supported	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	22 goals expired in 2025: 13 Achieved 2 Attempted 3 Partially Achieved 3 In Progress 1 Discontinued 95% 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	10 plans in 2025 10/28 = 36%	90%	✗	
	% of individuals who completed a personal plan within 14 months of their previous plan	Sharevision	10 plans 4 were first plans 2 completed within 14mo/28 individuals = 7% Avg # days between plans = 545	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	2097 Daily Activities 99% Yes 1% No	90%	✓	
Efficiency						
Maximize program utilization	Average occupancy	Sharevision	28 individuals supported	17	✓	
	Staff to Youth Ratio	Sharevision	No data for 2025	No benchmark	N/A	
Service Access						
Accessibility needs related to health, mobility or transportation issues will be successfully accommodated	% of accessibility issues successfully accommodated	Sharevision	6 accommodation records: 6 were met 100% met	80%	✓	
Minimize the number of individuals waiting for service	# of individuals waiting for Youth Connections services	File Review	37 (14 not eligible until 2026 or 2027)	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	70% Very Satisfied 30% Satisfied	80%	✓	
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Growth and Development 75% Very satisfied 25% Satisfied	Family-Centred 83% Very satisfied 17% Satisfied	80%	✓
			Commitment to Community 75% Very satisfied 25% Satisfied			
	% of families that report to what extent their child is included at YC	Family Survey	46% Very Great Extent 27% Great Extent 27% Moderate Extent	80%	✓	
	% of individuals that indicate happiness with the staff	Individuals Interview	84% Happy 11% Unhappy 5% I Don't Know	80%	✓	
	% of individuals that indicate happiness with the activities	Individuals Interview	95% Happy 5% Unhappy	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. Individuals served by Aspire are given the opportunity to participate in annual planning to set goals. Staff support the youth to work towards these goals throughout the year through various activities. In 2025, 22 goals ended (created in 2024) of which 21 were recorded as being attempted, achieved, or partially achieved, demonstrating the program's commitment to helping youth reach their objectives.

In 2025, 10 personal plans were completed (12 in 2024, 15 in 2023, 12 in 2022) which equates to 36% of the youth having participated in the planning process. Of the 10 plans completed, 4 were the youth's first plan, 2 were completed within 14 months of its previous plan. The average number of days between planning sessions for the 6 recurring plans completed in 2025, was 545 days (352 in 2024, 337 in 2023, 533 in 2022).

The 90% target for completed personal plans has consistently not been met in several years. While it is ideal for all youth to have a personal plan, there are a few factors that prevent this:

- Creating a typical plan takes upwards of 90 minutes, plus additional time for scheduling and documentation
- The short duration of the youth participation in the program per day (after school hours) often makes this challenging
- Seven youth attended the program only during school breaks and did not complete annual planning.
- Specific circumstances that prevented a planning session to be scheduled (family decision, illness, etc.)

Youth Connections is primarily a recreational program with some focus on life skills, so setting goals is not necessarily the main focus. However, it was recommended to review the existing Personal Planning process to determine if it could be simplified, allowing more youth to experience a plan. In 2025, a collaborative effort began to train staff on a new 'F- Words for Child Development' planning format. It is expected that this new approach to planning for children may lead to more efficient planning opportunities for the youth. It is recommended to fully implement the F-Words planning process for 2026.

Another measure used to determine effectiveness is that the youth will have opportunities to actively participate in positive recreational activities. In 2025, 2097 activities were recorded (2404 in 2024, 2352 in 2023, 1965 in 2022): 99% of the activities were related to identified "likes" (96% in 2024, 99% in 2023, 2022).

The location of where the daily activities occurred is also tracked: 93% of daily activities in 2025 were out in the community (84% in 2024, 84.5 % in 2023, 87% in 2022). 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 28 youth in 2025.

When evaluating efficiency, it is also important to consider the staff-to-youth ratio. It was recommended to explore this as an additional measure of efficiency to ensure that the program is effectively meeting the needs of the youth. This was completed late in the year with a modification to Sharevision documentation; therefore, there is no data to report for 2025.

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 2025, there were six accommodation requests related to transportation (6 in 2024, 9 in 2023 and 2022) of which all 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 2025, there were 37 youth waiting for the program (32 at the end of 2024, 37 at the end of 2023, 36 at the end of 2022) of which 14 were not yet age eligible.

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 very 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 19 youth who were interviewed reported high levels of happiness. Two youth expressed dissatisfaction with the staff (only one name was provided), while one indicated dissatisfaction with the activities (no name provided). Upon follow-up, it was noted that preferred staff were sometimes unavailable due to illness, absences, or other reasons. As a result, the individual reported feeling unhappy. The relationships between youth and staff are highly valued, and not being able to work with their preferred staff members can significantly impact the youth. It is positive that the youth feel empowered to express their preferences.

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

- Having fun
- Walking outside
- Going to the arcade
- Playing games
- Swimming
- Getting a massage
- Karaoke
- Bowling
- Lazer tag
- Colouring
- Golfing
- Skytrain
- Hanging out
- Listening to music
- Going on outings
- Being silly
- Watching movies
- Basketball

2024 RECOMMENDATIONS RESULTS

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

2025 RECOMMENDATIONS

- Fully implement the F-Words planning process in children services for 2026.

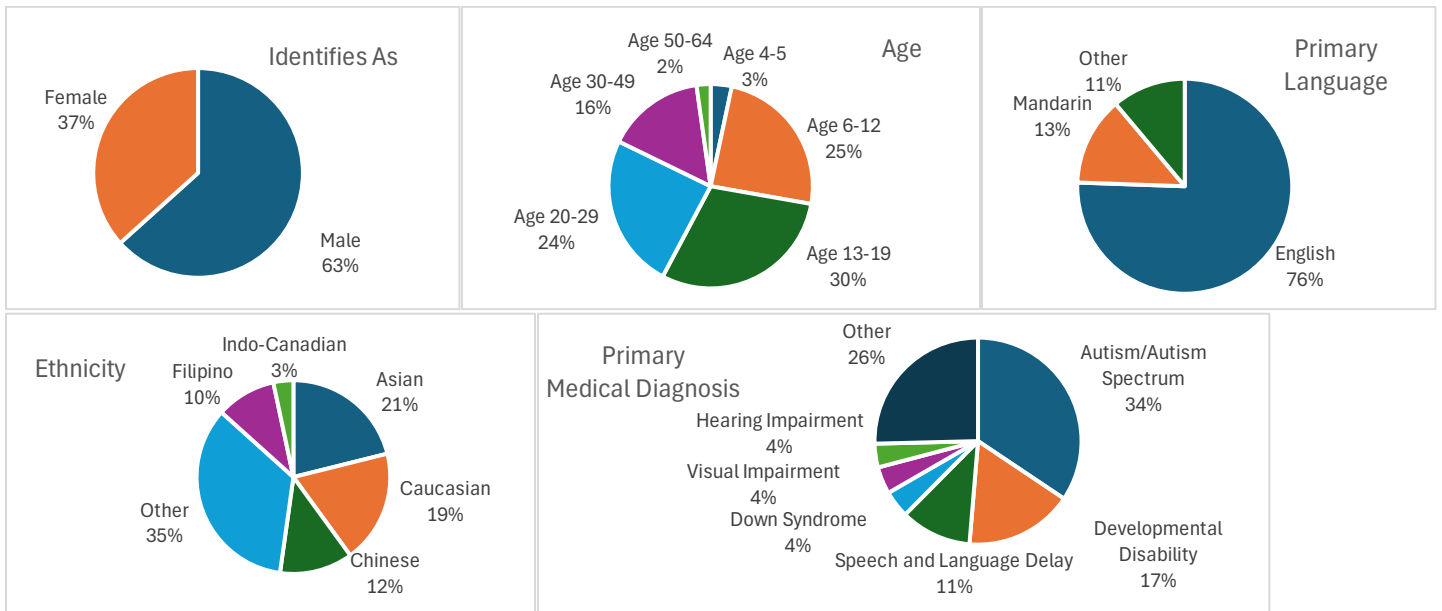
Respite

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.

Key Statistics	2025	2024	2023	2022
Children Served	52	49	49	56
Adults Served	38	39	36	43
Referrals	14	10	10	13
Intakes	15	10	10	13
Exited	17	12	10	24
Active Caregivers as at Dec 31	76	67	65	89
Total Caregivers Supported	99	92	81	121
New Caregivers	31	25	20	14
Caregivers who Became Inactive	23	25	16	32
Individuals Interviewed	18	22	15	5
Caregivers Interviewed	32	27	3	16
Family Experience Survey Response (2025: 26 responses from 81 surveys distributed)	32%	44%	16%	15%

DEMOGRAPHICS



“The support has helped us better care for a neurodiverse child and has eased some of the day-to-day stress on our family. The caregivers show patience and respect, and they understand our child’s communication style and emotional needs. I also value their willingness to listen to our family and make adjustments when needed.” ~ Respite Parent

“[Respite] is the most favourite thing to do in the week.” ~ Respite participant

“The management team has made my work experience so smooth by always guiding me, asking me if I need any help, and always being there when I need assistance. I have been working here for 2 years almost now and the experience with management has been wonderful!” ~ 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	100% Strongly Agree	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	94% Yes 6% No	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	39 caregivers began screening process in 2025 1 still being screened as at the end of 2025 11 determined not to be caregiver 27 signed contracts	No benchmark	N/A	
	# of days to complete screening process	Sharevision	Applicants deemed not to be a caregiver = 42 days Applicants who signed contracts with Aspire = 47.5 days Avg = 45.94 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	15 individuals started Respite in 2025 Avg 25.4 days referral to funding start Avg 105.73 days from referral to first match	60 days	✗	
	Days from request for new or additional caregiver to match	Sharevision	6 requests for 6 individuals Avg of 34 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	33% Very Great Extent 50% Great Extent 8% Moderate Extent 8% Small Extent	80%	✓	
Experience with Service						
Maintain satisfaction with service delivery	% of families who report satisfaction with the Aspire supports received	Family Survey	62.5% Very Satisfied 33.5% Satisfied 4% Neutral	80%	✓	
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Growth & Development 63.5% Very Satisfied 27.5% Satisfied 9% Neutral	Family-Centred 78% Very Satisfied 13% Satisfied 9% Neutral	80%	✓
			Commitment to Community 72.5% Very Satisfied 23% Satisfied 4.5% Neutral			
	% of families that report to what extent they are involved with selecting a caregiver	Family Survey	58% Very Great Extent 42% Great Extent	80%	✓	
	% of individuals that indicate being happy with their caregiver	Individual Interview	94% Happy 6% Unhappy	80%	✓	
Caregivers will feel supported by the Manager	% of caregivers who report being supported by the Program Manager	Caregiver Survey	75% Strongly Agree 22% Agree 3% Neutral	80%	✓	
	% of caregivers who report the Program Manager is responsive to requests for assistance	Caregiver Survey	84.5% All of the time 12.5% Most of the time 3% N/A	80%	✓	
	% of caregivers who report that they trust the Program Manager	Caregiver Survey	75% Strongly Agree 22% Agree 3% Neutral	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	53% Strongly Agree 44% Agree 3% Neutral	80%	✓	
	% of caregivers who report that the Program Manager listens to them when they have concerns	Caregiver Survey	87.5% All of the time 3% Most of the time 9.5% 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 18 individuals interviewed, 17 indicated happy and 1 individual indicated unhappy, however no name was provided. Upon review of the comments provided, the individual indicated they did not have a caregiver at the time they were interviewed and was commenting on their previous caregiver.

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 2025, 39 new applicants began the screening process (36 in 2024, 41 in 2023, 42 in 2022). 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 39 applicants screened in 2025, 11 were not deemed suitable as caregivers, 1 was still in the screening process at the end of the year, and 27 signed contracts to become Aspire caregivers.

Screening time	2025	2024	2023	2022
Applicants deemed not to be caregiver	42 days	58 days	68 days	85 days
Applicants who signed contracts	47.5 days	50 days	99 days	85 days
Average	46 days	53.5 days	83.5 days	85 days

The screening duration is often dependent upon caregiver follow through (e.g., caregivers take a long time to submit their documentation); in 2025, the average duration of the screening process was as follows:

- Applicants deemed not to be a caregiver = 42 days
- Applicants who signed contracts with Aspire = 47.5 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 46 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.

The time it takes to screen potential caregivers has significantly reduced as the adjacent table reflects. This is due to a few factors:

- Potential candidates pulling out of screening earlier in the process as clearer directive was provided to applicants at the time of the interview regarding the requirements for screening.
- Streamlined CRC process results in faster turnaround times.
- Acquiring the references needed for each applicant became more efficient with the development of an online referral tool.

Additionally, recruitment efforts and the online application process have made a positive difference in the number of caregivers applying that ultimately become contracted caregivers. The stability of the program is also highlighted by the number of existing caregivers referring people in their networks to become caregivers with Aspire.

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.

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.

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 2025, there were 15 individuals who started Respite services:

- It took an average of 25.4 days from referral to start of service (funding received or first contact) (12 days in 2024, 23 days in 2023, 25 days in 2022)
- 11 were matched within the calendar year with an average of 105.73 days between referral and first match with a caregiver (52.3 days in 2024, 54.5 days in 2023, 150 days in 2022).
- 2 individuals were not yet matched with a caregiver at the end of the year
- 2 exited the program before being matched with a caregiver

The time from referral to being matched with a caregiver increased compared to the previous two years; this is mostly attributed to unique situations. There were 5 individuals for whom connecting with the family took much longer. Another consideration that impacts the time from referral to a match is whether the family comes to Aspire with their own caregiver. In these cases, the time to match is solely dependent upon the screening of the caregiver. Whereas for families that require assistance from Aspire to find a caregiver, the match time can take much longer. It is therefore recommended to track the number of individuals/families that come to Aspire already with a caregiver in mind.

Families' needs often change over time, which can result in a need to change respite caregivers or add additional support when a single caregiver's availability no longer meets the family's needs. Throughout the year, individuals who are already matched with a caregiver may request new or additional caregiver(s). It was recommended to improve the documentation for requests for new or additional caregivers in Sharevision. This was completed. In previous years, families who sourced their own caregivers were included in the calculation for this indicator; however, the Sharevision documentation enhancements enable the requests for new or additional caregivers to reflect more accurately by including only those families who requested Aspire's assistance in securing additional caregivers.

In 2025, there were 6 requests for new/additional caregivers for 6 individuals (6.7% of Respite individuals) of which 1 was not met. The remaining 5 requests took an average of 34 days from the request to a match.

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 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. *Are you happy with your caregiver?*

All individuals responded happy with their caregiver, except for one who responded unhappy. No name was provided therefore follow up could not be completed. Upon review of the comments provided, the individual indicated they did not have a caregiver at the time they were interviewed and was commenting on their previous caregiver. Given there was no name provided, follow up could not be completed. That said, the caregiver they were unhappy with is no longer their Respite caregiver.

A new question was added to the interview: “What is your favourite thing about Respite?”. Individuals’ responses reflected highly positive experiences, emphasizing social connection, community participation and personal well-being.

“Spending time with nice friendly people. Getting out the house.” ~ Respite participant

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 was recommended to develop an Exit Caregiver Experience Survey to be given when caregivers resign or stop providing care to Aspire individuals. This was completed late in the year, and responses will be included in the 2026 Outcome report.

2024 RECOMMENDATIONS RESULTS

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

2025 RECOMMENDATIONS

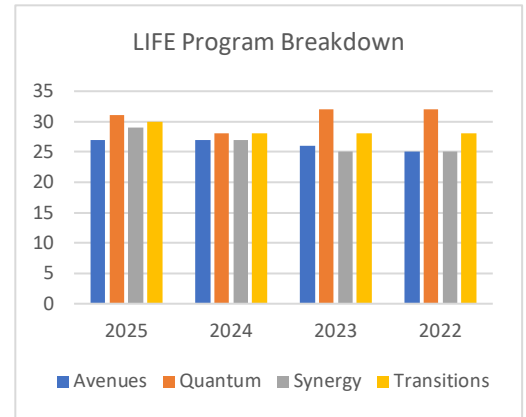
- Track the number of new individuals/families that come to Aspire already with a Respite caregiver in mind.

Life Services

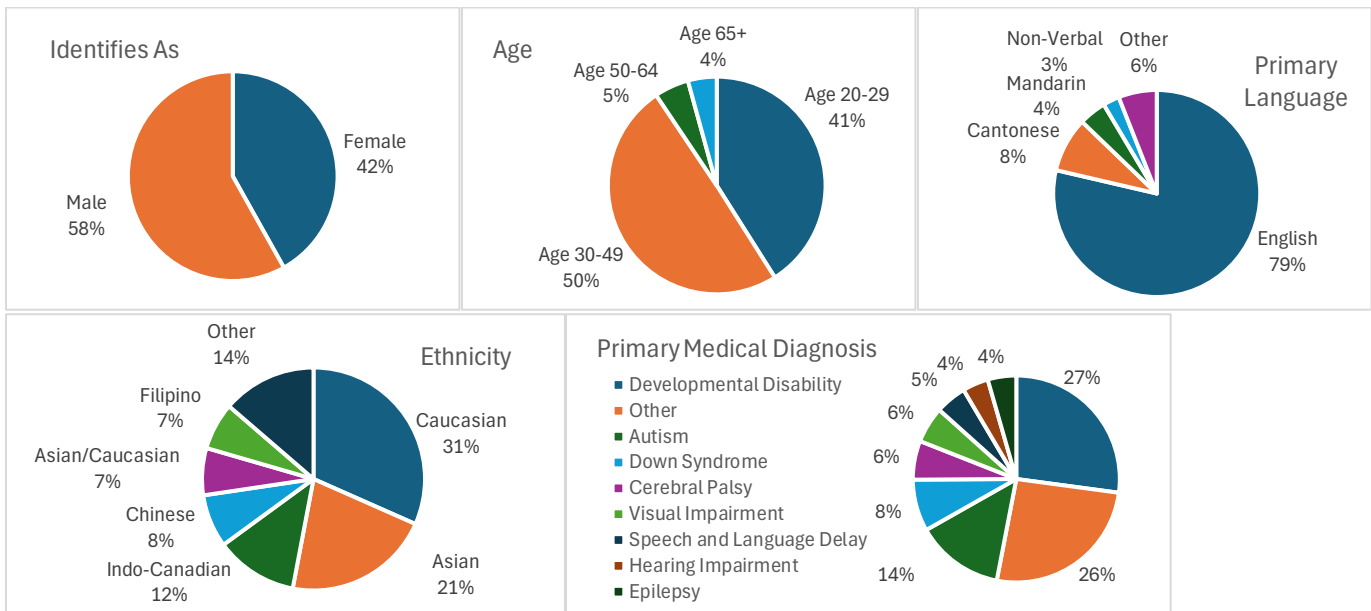
Life Services supports individuals to access community and social inclusion activities such as recreation, creative expression, life skills development, volunteerism, and employment. The goal is to provide individuals the opportunity for community inclusion with an emphasis on skill development and support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

Life Services include the following programs: Avenues, Transitions, Quantum, and Synergy. The existing four programs are over capacity with increasing numbers of intakes; therefore, a new community inclusion program will open in 2026.

Key Statistics	2025	2024	2023	2022
Adults Served	117	110	111	109
Referrals	9	8	5	6
Intakes	10	8	5	7
Exited	3	3	8	4
Individuals Interviewed	84	82	70	55
Family Survey Response Rate (2025: 66 responses from 101 surveys distributed)	65%	38.6%	26%	33%



DEMOGRAPHICS



"[Our son] is very settled and calm. He looks forward to his day everyday" ~ Parent

"We can feel the warmth from every staff. They take care of each individual carefully and considerately. This is a good place for people to learn living skills & attitudes." ~ Parent

"The staff are like angels. They make dreams and goals to pursue." ~ 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	19960 Daily Activity Records 75% Yes 25% No	80%	X	
	% of individuals that report liking the activities in the program	Individuals Interview	93% Happy 1% Unhappy 1% 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	265 Goals ended in 2025 166 Achieved (63%) 22 Attempted (8%) 18 Discontinued (7%) 10 In Progress (3.5%) 49 Partially Completed (18.5%) 93% Total Attempted	90%	✓	
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 individuals who participated in a Person-Centred Planning session in the calendar year	Sharevision	105 completed plans in 2025 2 individuals had more than 1 plan in 2025 103 individuals /117 = 88%	90%	X	
	% of individuals who participated in a Person-Centred Planning session within 14 months of their previous plan	Sharevision	85 individuals had a plan within 14 months of previous plan/117 individuals = 73% Avg 378 days between planning sessions	No benchmark	N/A	
Service Access						
Accessibility needs related to health, mobility or transportation issues will be successfully accommodated	% of accessibility issues successfully accommodated	Sharevision	# requests = 66 # accommodated = 66 % accommodated = 100%	80%	✓	
Experience with Service						
Maintain Satisfaction with service delivery	% of families that report satisfaction with the Aspire supports they receive	Family Survey	47% Very Satisfied 47% Satisfied 6% Neutral	80%	✓	
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Growth & Development 37.5% Very Satisfied 52% Satisfied 10.5% Neutral	Commitment to Community 33.5% Very Satisfied 56% Satisfied 10.5% Neutral	80%	✓
			Family-Centred 45% Very Satisfied 49% Satisfied 6% Neutral			
	% of individuals that report being happy with the staff	Individuals Interview	92% Happy 2% I don't know 6% did not answer	80%	✓	
	% of individuals that report enjoying the time spent in program	Individuals Interview	89% Yes 2.5% No 2.5% I Don't Know 6% did not answer	80%	✓	
	% of individuals that report having friends at Aspire	Individuals Interview	90% Yes 2.5% No 2.5% Don't Know 5% did not answer	80%	✓	

EFFECTIVENESS

There are two 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 19,960 activities recorded for 2025 (19,501 in 2024, 22,123 in 2023, 18,177 in 2022); 75% of activities were related to individual's likes that were identified at annual planning sessions (72% in 2024, 82% in 2023, 84% in 2022). Although a slight increase was seen in 2025, the results were under the target of 80%.

Individuals are involved in selecting their activity schedules on a regular basis, giving them meaningful input into the activities they participate in. In addition, individuals are supported to take part in activities offered through other LIFE programs, expanding opportunities for choice, inclusion, and skill development.

It was recommended to provide additional training through a how-to video on how to complete a Daily Activity record in Sharevision. This was not completed in 2025; therefore, it is deferred to 2026. 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: 93% of individuals indicated happiness with the activities (92.5% in 2024, 93% in 2023, 89% in 2022), 1 person indicated being unhappy however did not provide a name for follow up.

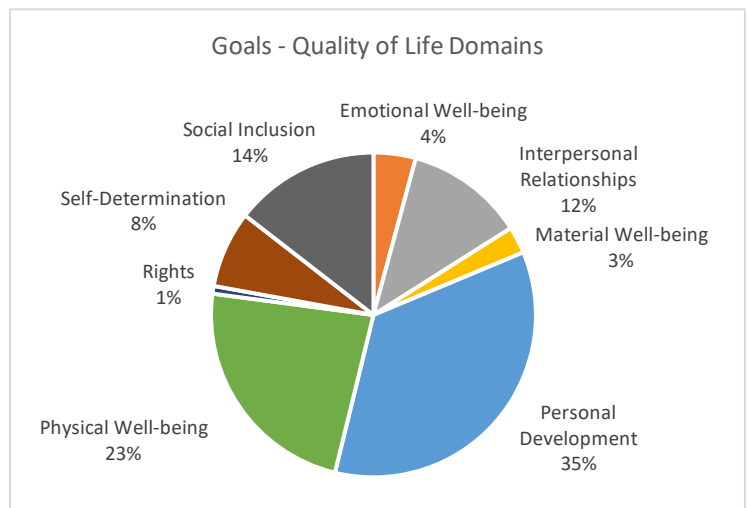
Self-determination will be encouraged and supported.

Individuals set goals each year through their planning sessions. The data used for this indicator are the goals set in the 2024 calendar year and ended in the 2025 calendar year. In 2025, there were 265 goals that ended. The percentage of Person-Centred Planning goals that have documented evidence that the goal was attempted was 93% (94.5% in 2024, 89% in 2023, 84% in 2022).

EFFICIENCY

It is an expectation of the program that all individuals participate in annual Person-Centred Planning sessions. The outcome for efficiency is to enhance the quality of life for individuals served by providing opportunities for growth and development. The goals derived from the Person-Centred planning sessions represent all 8 Quality of Life domains.

In 2025, 88% of the individuals supported had a plan completed within the year. This result is just below target of 90%. Occasionally, there are factors that prevent regularly scheduled planning: scheduling of sessions, illness or extended absences from the program, personal preferences of the family/individual, program operational challenges.



A review of the unmet target indicated that the individuals without a completed plan were unavailable due to health-related reasons or were new to the program and had not yet completed the planning cycle.

Of the completed plans in 2025, 85 were completed within 14 months of the previous plan. The average timespan between planning sessions was 378 days (379 days in 2024, 370 days in 2023, 351 days in 2022).

SERVICE ACCESS

Situations arise throughout the year where accommodations are made to support the individuals beyond what is funded and contracted to provide. Some of the accommodations made were:

- Changing support needs

- 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 2025, 66 accommodations (31 in 2024, 27 in 2023, 44 in 2022) were recorded in Sharevision, of all were accommodated.

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, 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.

Two individuals reported that they did not enjoy their time at the program; one individual provided their name. Upon follow-up the individual indicated that they would like to have a job. They are currently a member of the Richmond HandyCrew Cooperative; however, they are not receiving enough work. Staff are aware of this concern and are exploring ways to better support the individual's employment goals and increase meaningful work opportunities.

Two individuals reported that they do not currently have friends at Aspire; one individual provided their name. Upon follow-up it was indicated that the individual is new to the program and is beginning to build social connections. They do engage socially, and staff are actively supporting them to feel more comfortable by practicing conversations with peers and encouraging participation in group activities. As part of this support, the individual will be setting a goal focused on increasing their communication skills and confidence when interacting with peers.

The responses regarding the favourite things about the program highlighted a wide range of activities and preferences with a strong emphasis on social connections, community activities and recreational pursuits.

Overall, the responses reflect diverse interests centred around social engagement, working and volunteering in community, physical activity, creative expression, and supporting relationships. The importance of familiar staff, friends and accessible recreational opportunities is evident.

2024 RECOMMENDATIONS RESULTS

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

2025 RECOMMENDATIONS

- Develop a training video for completing Daily Activities in Sharevision.

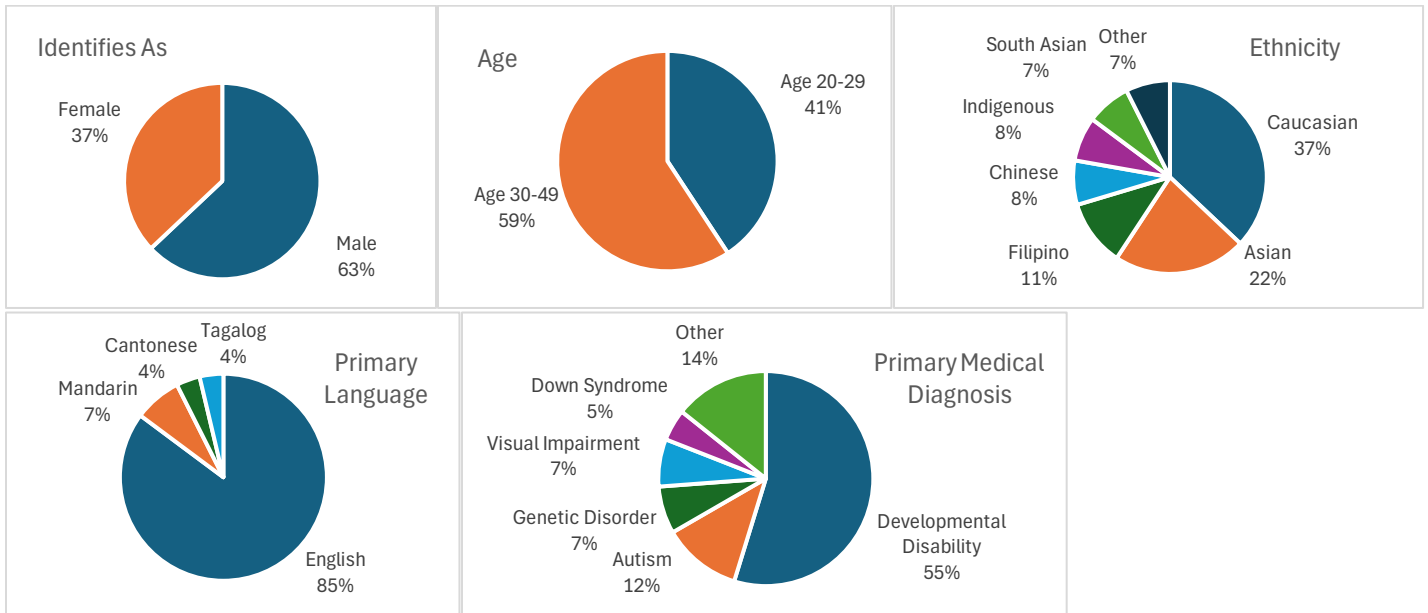
Outreach

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.

Key Statistics	2025	2024	2023	2022
Adults Served	27	29	30	28
Referrals and Intakes	0	2	5	0
Exited	0	2	3	0
Individuals Interviewed	22	22	16	13

Supported individuals were solicited for feedback. It was recommended to discontinue soliciting feedback from families; 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.

DEMOGRAPHICS



"I like getting out in the community and seeing new places." ~ participant

"I'm very grateful for the many years I've been part of this program, and I am excited for the next few years." ~ 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 met people in the community as a result of their participation in the program	Individuals' interviews	86.5% Yes 4.5% No 9% 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	62 Goals expired in 2025 4 Attempted Not Completed 44 Achieved 9 Partially Achieved 4 Discontinued 1 In Progress 93.5% attempted	80%	✓
Efficiency					
Maintain balance of staff time spent with individuals in relation to other responsibilities	# hours staff spent providing direct support	Sharevision	42% Direct 58% Indirect	75% Direct	x
Individuals participate in annual Person-Centred Planning	% of completed Person-Centred Planning sessions in the calendar year	Sharevision	24 plans completed 24/27 = 89% Avg # days between planning sessions = 331 days	90%	x
Service Access					
Individuals receive an adequate number of hours of service	Average # of hours of service per month per individual.	Sharevision	1134.51 hours 94.5 hours per month avg 3.5 hours per month per individual	No benchmark	N/A
Experience with Service					
Individuals will be happy with the service	% of individuals that report being happy with the staff	Individuals Interview	100% Happy	80%	✓
	% of individuals that report being happy with the time spent in program	Individuals Interview	100% Yes	80%	✓
	% of individuals that report being happy with the activities	Individuals Interview	95.5% Happy 4.5% Unhappy	80%	✓

EFFECTIVENESS

There are 3 outcomes to measure the effectiveness of the Outreach Program.

Individuals will have opportunities to connect with people in the community

The purpose of the program is to facilitate individuals to make connections in the community. Individuals were asked "Have you met people in the community through your activities at Outreach? - 86.5% indicated yes; 1 person indicated no, but did not provide a name, and 9% indicated they did not know.

Individuals receive the type of support of their choice

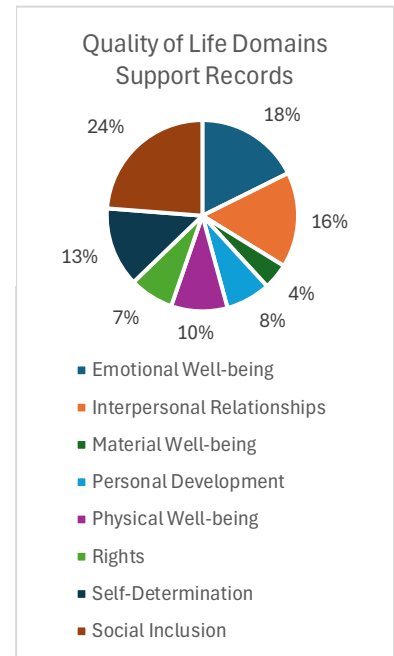
In 2025, 594 Support Records were documented totalling 1,134.51 hours of Support provided to Outreach individuals with 11% Remote supports and 88% In-person support.

The Remote Supports pilot project discontinued in 2025. Based on the experience in the project, it was recommended to modify the support type options to the below. This was completed and will be reported on for 2026.

Support Type	2025	%
In-Person	999.84	88%
In-Person then Remote	1	<1%
Remote then In-Person	3.92	<1%
Remote Supports	129.33	11%
Administrative	0.42	<1%
TOTAL	1134.51	

- 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 2025, the breakdown of Quality-of-Life domains are summarized in the adjacent graph. Any given Support Record can include more than one Quality-of-Life domain; the data shows that individuals are being supported in all areas.



Self-determination will be encouraged and supported

Individuals are encouraged to set goals: 27 individuals had 62 goals that ended in the 2025 year of which 93.5% 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 they previous set. However, as indicated below, having the opportunity to participate in Person-Centred planning each year is a focus.

EFFICIENCY

There are two outcomes to measure the efficiency of the Outreach program.

Maintain balance of staff time spent with individuals in relation to other responsibilities

The roles of Outreach employees are divided between direct support provided to individuals and indirect tasks such as file reviews, planning, documentation, and committee participation. An efficient program would maintain high levels of direct support while ensuring all other job responsibilities are completed. In mid-2024, documentation practices for Outreach staff shifted from recording activity and contact logs to documenting the specific supports delivered. As a result of this change, documented hours decreased, likely due to reduced duplication found in the previous tracking method. However, a review of employee calendars indicates that the majority of staff time is dedicated to working directly with individuals. This discrepancy suggests a gap between staff schedules and what is being documented as support. To ensure comprehensive and accurate documentation, it is recommended that periodic reviews be conducted in 2026 to compare staff schedules against support records.

One Outreach employee works part-time in both Outreach and another Aspire program, so at times their hours may have been attributed to Outreach while they were supporting the other program. This could have led to an overstatement of the staff hours listed below which in turn impact the percent of direct hours.

	2025	2024	2023
Annual Direct Support Hours	1134.51 Support Hours	967.75 hours of Daily Activities (Jan – April) 4.25 hours in Contact Records (Jan – April) 1094 hours of Support Records (May – Dec) TOTAL 2066 hours	3380 hours in Daily Activities 13.5 hours in Contact Records TOTAL 3393.76 hours
Annual Staff Hours Paid Out (Manager Excluded)	2702 hours	2684 hours	4634.5
Direct vs indirect (Manager Excluded)	42% Direct 58% Indirect	77% Direct 23% Indirect	73% Direct 27% Indirect

Individuals participate in annual Person-Centred Planning

Another indicator used to track efficiency in the Outreach program is the number of Person-Centred Plans completed in the year. In 2025, there were 24 personal plans completed equating to 89% of the individuals supported having had a plan (100% in 2024, 80% in 2023, 89% in 2022), which is just below the target of 90%. Three individuals did not have a planning session in 2025 due to:

- 1 individual exited service early in the year
- 1 individual experienced a scheduling challenge
- 1 individual was in process of exiting service therefore would not have had a plan.

The average number of days between plans was 331 days.

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

SERVICE ACCESS

Adequate service hours reflect program accessibility. In 2025, 27 individuals received a total of 1134.51 support hours, averaging 94.5 hours per month. On average, individuals received 3.5 hours per month in 2025 (down from 5.93 in 2024), a decline partly attributed to changes in documentation. It is expected that accuracy in documenting support records will improve with the recommendation to review staff schedules and support records on a regular basis.

Outreach participants are allocated specific annual funding for support tailored to their needs. Support hours vary by individual based on changing requirements; some need minimal assistance, while others require more. This allows for flexibility within the program in terms of the number of hours of support each individual receives.

Based on the high levels of satisfaction with service, as indicated below, the amount of service hours per individual appears to be meeting the need.

EXPERIENCE WITH SERVICE

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?*
4. *What is your favourite thing about Outreach?*

The Data Results table indicates that the individuals are happy with their experience. One individual reported being unhappy with the activities they do in Outreach. Upon follow-up, the individual indicated a misunderstanding and reported enjoying all the activities in Outreach.

When asked what their favourite thing about Outreach is, individuals consistently value social connections, community engagement, and choice and independence. The most frequently expressed interests involve spending time with friends, meeting new people, and participating in shared activities such as games and sports.

2024 RECOMMENDATIONS RESULTS

- 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'. COMPLETED
- Discontinue soliciting feedback from Outreach families and maintain the feedback provided by individuals to measure the experience with service. COMPLETED

2025 RECOMMENDATIONS

- Conduct periodic reviews of staff schedules with documented support records in Outreach to ensure accurate documentation of support being provided.

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.

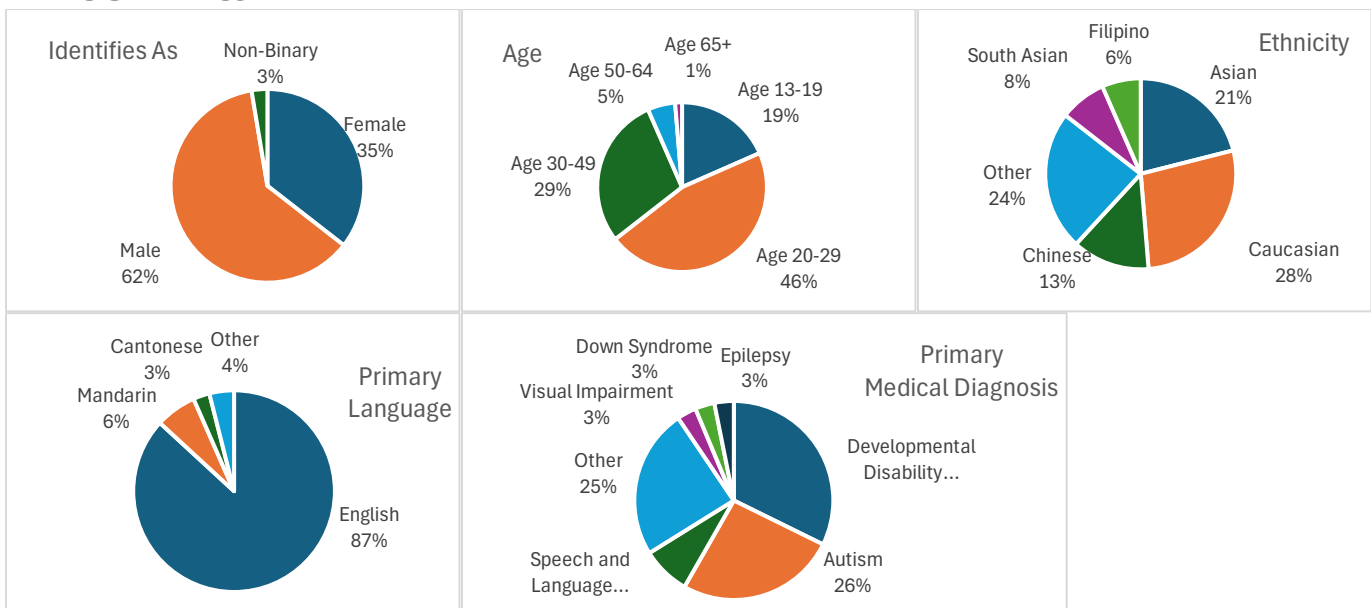
With evolving needs among individuals supported by employment services and Aspire's participation in grant and research projects, the department has undergone several structural changes in recent years. For the past two years, services were divided into two streams:

- **Competitive and Customized Employment** – serving people ready to pursue job opportunities and develop their skills.
- **Youth and Supported Employment** – supporting youth and others requiring more comprehensive, ongoing assistance to build employment skills. Participants from the research project were included under Youth and Supported Employment.

In 2026, these two divisions will be consolidated back into a single employment program that still offers customized support. Accordingly, Sharevision documentation has been updated—and will continue to be refined—to ensure effective and suitable documentation practices are maintained.

Key Statistics	2025	2024	2023	2022
# Served in Employment	76	73	63	66
# in Competitive and Customized Employment	48			
# in Youth and Supported Employment	29			
# Supported in both	1			
Individuals in both Employment and HandyCrew	15	17	17	17
Referrals to Employment	21	20 (10 IMPACT)	6	14
Intakes to Employment	20	20 (10 IMPACT)	11	15
Exits from Employment	32	17 (10 IMPACT)	10	14
Businesses interviewed	5	15	3	10
Individuals Interviewed	19	47	26	18
# of Active Jobs	48	62	64	67
# of Individuals Employed	35	43	43	46
# of Job Placements	11	12	17	20
# of Jobs that Ended	8	12	14	13

DEMOGRAPHICS



"I really like my current job and the help I get from [Aspire]" ~ employment participant

*"I'm very helpful for the help I get. Finding a job has been very beneficial for me. I feel like I'm at a good place in my life now."
~ employment participant*

"Our Employee was very well supported, and the Employment team has kept on top of things ongoing to make sure everyone was happy." ~ Employer

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 2025 6 Competitive and Customized 14 Youth and Supported (not included in calculation) 2 employed by end of 2025 2 employed within 6 months; 2/6 = 33%	50%	X
	Average number of days to attain first employment placement	Sharevision	168.5 days	6 months	✓
Maximize career enhancements for all employed individuals	% of jobs that exceed minimum wage	Sharevision	48 active jobs in 2025 for 35 individuals in 2025 16 jobs exceed minimum wage for 13 individuals 16 / 48 total jobs = 33%	15%	✓
	# of Business Contacts in the year	Sharevision	137 Business contact records:	No benchmark	N/A
Efficiency					
Maximize # of job placements	# of job placements in the calendar year	Sharevision	11 placements	No benchmark	N/A
Individuals will maintain employment	Average length of employment	Sharevision	58.8 months	No benchmark	N/A
Service Access					
Employers will meet the accommodation needs of individuals	% of jobs successfully modified with support from the program	Sharevision	31 / 48 jobs = 65%	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	40% Very Satisfied 40% Satisfied 20% N/A	80%	✓
	% of employers who report that the Employment Services staff team listened to concerns or requests	Employer Interview	60% Very Satisfied 20% Satisfied 20% N/A	80%	✓
	% of employers who report satisfaction with the employee hired through the Employment Services program	Employer Interview	20% Very Satisfied 40% Satisfied 20% Neutral 20% N/A	80%	✓
	The extent to which the employee supported by the Employment Services program meet job expectations	Employer Interview	20% Very Great Extent 20% Great Extent 40% Moderate Extent 20% N/A	80%	✓
Individuals will report that they like their job	% of individuals who report that they like their job	Individual Interview	92% Yes 8% I don't know	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	89.5% Happy 10.5% I don't know	80%	✓

EFFECTIVENESS

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

Individuals will secure employment

In 2025, out of 76 individuals supported, 35 secured employment across 48 positions at 27 businesses; 9 people held multiple jobs. Those not yet employed participated in job readiness activities like resume building and interview preparation. There were 11 new job placements in 2025, with 2 involving individuals who began Employment Services that year—both found jobs within 6 months, representing 33% (compared to 20% in 2024, 18% in 2023, and 20% in 2022). On average, it took these 2 individuals 168.5 days to gain employment (165.6 days in 2024, 129 in 2023, 179 in 2022).

Given this Outcomes report covers the calendar year, it does not include individuals who started the program late in the year and found employment early in 2026.

There is a group of individuals supported in the program who face ongoing barriers in finding new jobs, such as mental and physical health issues, unrealistic expectations, limited availability for work, concerns or fears, and specific job preferences. Each person is supported by a job coach who maintains regular contact, collaborates closely with them, and seeks additional resources when needed. Despite the history of not acquiring paid work experience, support continues as in some cases, it is the only community support they receive.

Maximize career enhancements for all employed individuals

The Employment Services Program has been operating for 16 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 48 active jobs in 2025, 33% exceeded minimum wage.

The effectiveness of any employment program is dependent upon the job market: 2025 continued to be a difficult year as the job market was challenging.

Part of the restructuring of the Employment program 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 was recommended to explore business metrics using the Business Contact Journal in Sharevision as an additional measure for effectiveness of the program. This was completed.

In 2025, 137 Business Contact records were documented where the majority were initial contacts and/or marketing presentations with the intent to increase awareness of the benefits of hiring individuals with developmental disabilities. Additional types of documented business contacts involve job development and exploration.

- 77 Initial Contact
- 62 Presentations delivered
- 5 individuals interviewed
- 5 job coaching
- 25 job development/exploration
- 2 job maintenance/ job in jeopardy support

Given this is a new indicator, trends cannot be analyzed as there is no comparative data. It is expected that in the coming years, trends will be seen and can be analyzed.

EFFICIENCY

There are two outcomes to measure efficiency.

Maximize the number of job placements

In 2025, there were 11 job placements in the year (12 in 2024, 17 in 2023, 20 in 2022), 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. Three jobs were seasonal.

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 48 jobs in 2025, 8 ended for various reasons:

- 3 temporary or seasonal positions
- 3 employer initiated:
 - 1 Business slow down
 - 2 employee struggles with the tasks
- 1 individual passed away
- 1 employee initiated – wanted a different job

The average length of employment for jobs in 2025:

- Average length of employment for the 8 jobs that ended in 2025 was 16 months (488 days), (7 months in 2024)
- Average length of employment for the remaining jobs was 58.8 months, which equates to 4.9 years (4.72 years in 2024, 4.3 years in 2023, 3.63 years in 2022).

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 48 jobs in 2025, 31 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 65% (67.7% in 2024, 75% in 2023, 75% in 2022,) of the jobs being accommodated by the employer.

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

The 48 jobs in 2025 were in 11 different employment sectors:

- | | | |
|----------------------|---------------------|---|
| • Administration (1) | • Food Services (3) | • Retail (14) |
| • Agriculture (1) | • Manufacturing (1) | • Service Industry (19) – includes RHCC |
| • Educational (1) | • Recreation (3) | • Transportation (1) |
| • Not Specified (2) | | • Warehouse (3) |

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?*

Unfortunately, contacting employers to solicit feedback has been challenging. Only 5 employers were reachable via telephone interviews. The feedback from those employers was positive and all were satisfied with their experience.

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.

2024 RECOMMENDATIONS RESULTS

- 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. COMPLETED
 - Explore using the number and types of Business Contacts as an additional measure for effectiveness of the program. COMPLETED

2025 RECOMMENDATIONS

- none

Richmond HandyCrew Cooperative

The Richmond HandyCrew Cooperative (RHCC) is a business venture that operates within the support and assistance of Aspire 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.

Key Statistics	2025	2024	2023	2022
RHCC Members	57	62	66	52
Active RHCC Employees	22	21	19	
Individuals in Employment Services and HandyCrew	15	16	17	17
New RHCC Members	1	1	6	10
RHCC Members who Left	2	6	6	0
RHCC Customers Survey Responses	6	9	7	3
RHCC Members Interviewed	20	47	34	12

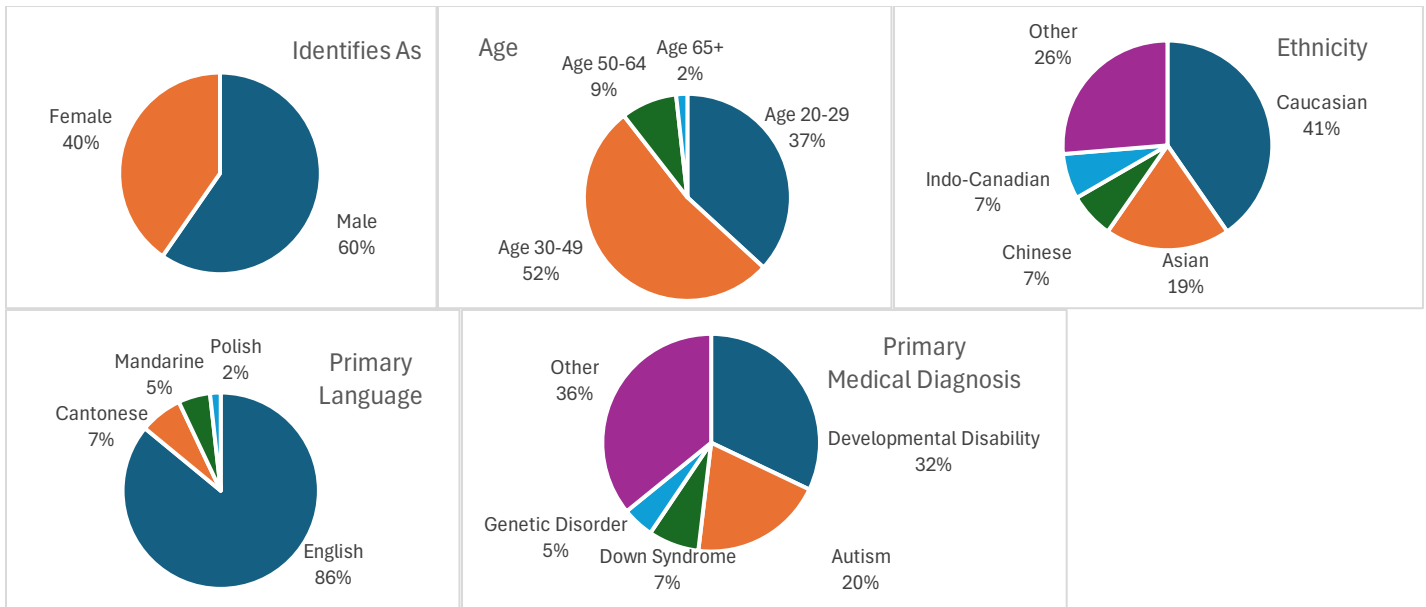
The 57 RHCC participants were categorized into the following as at the end of 2025:

- 26 Active Contracts = individuals actively working with staff in regular RHCC work orders
- 6 On-Hold = individuals not currently working but may in the future
- 25 Community Inclusion Support = individuals working on projects paid through RHCC but supported through Life Services

It was recommended to review of the above noted categories of RHCC members. This was completed and in 2026, individuals who are not interested in working on active contracts will be exited.

In 2025, the outcome system for the RHCC was revamped resulting in a new set of outcomes and indicators. Additionally, documentation processes in Sharevision were enhanced.

DEMOGRAPHICS



"I like working with other people." ~ RHCC Member

"The staff are great and helpful." ~ RHCC Member

"The [supervisor] is very on top of things, leads the team well, ensures everything is done properly and completely." ~ RHCC Customer

DATA RESULTS

Outcome	Indicator	Data source	Results	Target	Met
Effectiveness					
Individuals will maintain or increase earning potential	# of RHCC customers # of new customers in the year	Sharevision	14 customers 4 new customers in 2025	No benchmark	N/A
	Average # of years customers remained with RHCC	Sharevision	5 years	No benchmark	N/A
Individuals will learn new job skills	% of individuals who report being happy with what they are learning through their experiences in HandyCrew	Individual interview	100% Yes	80%	✓
	% of skills acquired by RHCC members in the year	Sharevision	3 Skill Development records in 2025	No benchmark	N/A
	# of training sessions offered to RHCC members in the year	Sharevision	2	No benchmark	N/A
	# of RHCC members that attend training sessions in the year	Sharevision	No data to report	No benchmark	N/A
Efficiency					
HandyCrew will optimize resource allocation to ensure fair and sustainable wages for HandyCrew members	% of revenue allocated to member wages	Finance	63%	No benchmark	N/A
Service Access					
Individuals will have a variety of work options while in HandyCrew	# of work options available at HandyCrew	Sharevision	7	No benchmark	N/A
RHCC customers requests will be responded to in a timely manner	# of days from request to start of work	Sharevision	Average of 21 days	No benchmark	N/A
	% of customer requests that result in work orders	Sharevision	96%	No benchmark	N/A
Experience with Service					
RHCC customers will be satisfied with the services provided	Quality of Service	RHCC customer survey/interview	50% Very Satisfied 50% Satisfied	80%	✓
	Courteous Employees	RHCC customer survey/interview	83% Very Satisfied 17% Satisfied	80%	✓
	Punctual Employees	RHCC customer survey/interview	50% Very Satisfied 50% Satisfied	80%	✓
	Overall Satisfaction	RHCC customer survey/interview	50% Very Satisfied 50% Satisfied	80%	✓
	Customers would recommend RHCC to others	RHCC customer survey/interview	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	100% Happy	80%	✓

EFFECTIVENESS

There are two outcomes to measure the effectiveness of HandyCrew.

Individuals will maintain or increase earning potential

Earning potential is dependent upon the number of RHCC customers. In 2025, there were 14 customers with 3 regular contracts: 7 businesses and 7 individual customers. There were 4 new customers in 2025 each seeking one-time jobs.

The expectation is not necessarily that the number of customers will grow, but that the number of customers will be maintained to ensure adequate earning potential for the employees (# 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 enhanced 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. Of the 14 customers in 2025, the average number of years customers remained with RHCC is 5, with 2 having acquired RHCC services for 16 years.

RHCC members/employees will learn new job skills

It was recommended to ask RHCC members if they are happy with what they are learning through their experiences with HandyCrew as an additional measure of effectiveness: 100% of the individuals interviewed indicated yes.

The program operations for HandyCrew began a restructuring in 2024 and continued into late 2025. Part of that restructuring included assessing and improving documentation requirements. Skill Development is used to track specific skills the individuals choose to work on. In 2025, there were 3 Skill Development records which were still being worked on at the end of 2025. It is anticipated that with the restructuring, the documentation around Skill Development will improve.

Another method for RHCC members to learn new skills is by attending workshops or training events. In 2025, the following events were held for the RHCC members:

- Richmond HandyCrew AGM
- OHS meetings monthly
- Self Defense class (2 people)

Although the current documentation process in Sharevision for tracking these events includes the ability to track the individuals that attended, the process is cumbersome, therefore it is recommended to modify the Sharevision documentation further to ensure efficient tracking of events specific to building skills for RHCC members and the individuals that attended the events.

EFFICIENCY

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 2025, 63% of the revenue generated was allocated to wages (67% in 2024). There was an increase in revenue in 2025, however minimum wage also increased. Measuring the percent of revenue allocated to wages as an indicator for efficiency is relatively new; therefore, an appropriate benchmark will be set after tracking this for 3 years.

SERVICE ACCESS

There are two outcomes to measure accessibility of the RHCC:

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 7 job types:

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

RHCC customer requests will be responded to in a timely manner

Requests for RHCC service is completed through an online form. The documentation process was still in development throughout 2025; therefore, the data is not an accurate representation of requests. There were 65 requests for RHCC work:

- Average of 19.59 days from request to response

- 52 of the 65 requests were accepted equating to 80%

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?*

Five customers were interviewed of which all indicated satisfaction to the above.

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 were also asked what their favourite thing about HandyCrew is. Overall, respondents expressed positive feelings about HandyCrew and the related work. Key themes included enjoyment with the work itself, social connection with team members, having a sense of purpose providing financial and personal benefits.

"I like filling in when they need me." ~ RHCC Member

"I like getting out and doing something handy and making some money." ~ RHCC Member

2024 RECOMMENDATIONS RESULTS

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

2025 RECOMMENDATIONS

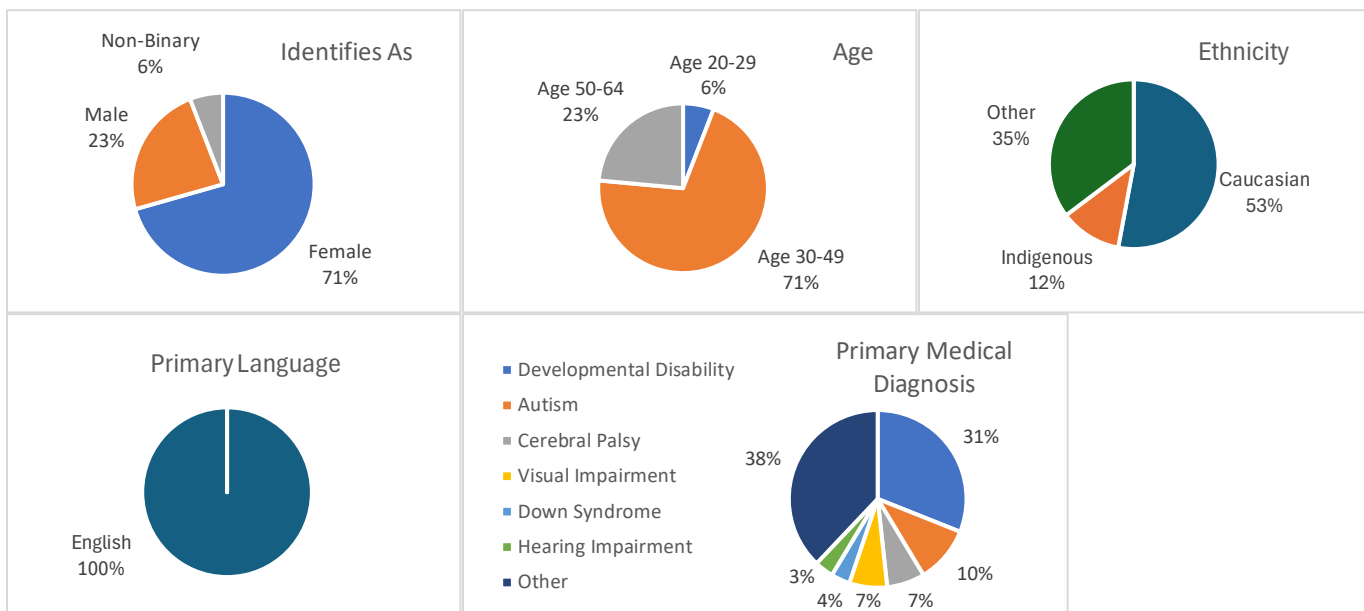
- Modify the Sharevision documentation further to ensure efficient tracking of events specific to building skills for RHCC members and the individuals that attended the events.

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.

Key Statistics	2025	2024	2023	2022
Adults Served	17	15	17	17
Referrals and Intakes	2	0	1	1
Exited	1	0	2	0
Individuals Interviewed	9	8	4	3

Demographic Information



"We learn different skills, like cooking and cleaning. I like the staff." ~ Supported Individual

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	51 active plans in 2025	No benchmark	N/A
	% of Service Plan objectives (goals) attempted	Sharevision	26 completed objectives for 17 individuals <ul style="list-style-type: none"> 20 achieved or partially achieved 1 Discontinued 2 Not Achieved 3 Partially Achieved 25/26 = 96% attempted	90%	✓
Efficiency					
Maintain balance of staff time spent with individuals in relation to other responsibilities	% of direct vs indirect staff hours	Sharevision Payroll	53% direct 47% indirect	80% Direct	X
Service Access					
Accommodate the unique and/or emerging needs of the individuals served	% of Accommodation requests met	Sharevision	2 requests 2 met 100%	No benchmark	N/A

Individuals receive adequate levels of support	# of monthly average contact hours per individual	Sharevision	37.29 hours per individual per month	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 22% I don't know (2 people)	80%	✓
	% of individuals that indicate being happy with the people they live with	Individual interviews	83% happy 17% I don't know 3 people do not live with anyone else	80%	✓
	% of individuals that indicate being happy with the support they receive	Individual interviews	100% Happy	80%	✓
	% of individuals that indicate being happy with the staff	Individual interviews	89% Happy 11% Unhappy	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 2025, there were 51 active goals of which 26 were closed off in the year for 17 individuals. Of those 26, 96% were attempted.

Year	Total active service objectives	Total closed off in year	# attempted	% attempted in year
2025	51	26	25	96%
2024	54	27	22	82%
2023	72	36	29	81%

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.

In other Aspire program areas, goals are recorded differently and tracked on an annual timeframe as they use the SMART goal framework. It was recommended to review the planning processes for Independent Living and determine clarity around how to record the progress on Service Plan objectives. This was completed and starting in 2026, individuals in Independent Living will follow the same Person-Centred Planning process as the other adult Aspire program areas. Therefore, it is recommended to modify the outcome and indicator to be consistent with other program areas.

Early feedback on this shift in planning process has been positive in that it is a more uplifting experience for the individuals as it focusses more on celebrating accomplishments and allows more reflection on the goals they want to focus on.

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 response to participating in a Remote Supports Pilot Project, the tracking method for recording support provided to individuals was modified to meet the needs of the project several times over the course of the project (2022-2025). The type of support was separated into the following categories:

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

In 2025, there was a total of 3334.42 hours of support documented.

Support Type	2025	2024	2023
In-Person	2673.03	2428.83	2332.03
In-Person then Remote	6.58	4.92	N/A
Remote then In-Person	4.5		
Remote Supports	46	89.73	141.33
Administrative	615.38	392.93	452.28
TOTAL	3334.42	2911.50	2925.65

The Remote Supports pilot project discontinued in 2025. Based on the experience in the project, it became clear that individuals preferred the in-person supports and the data reflects the majority of the support was provided in person. It was recommended to update the documentation process by modifying the support type options to:

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

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 as follows:

- 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.

	2025	2024	2023
Monthly avg Contact Record Hours	277.86hrs	280.46hrs	395.4hrs
Monthly Staff Paid Out Hours	524.92	522.4hrs	511hrs
Direct vs Indirect	53% Direct 47% Indirect	54% Direct 46% Indirect	77% Direct 23% Indirect

There is currently no benchmark for what constitutes an appropriate ratio between direct and indirect. It is important to note that this calculation does not include the Program Managers hours whose role is less in providing direct support and more in managing the program. In 2025, 53% of staff hours paid out were spent in support related to individuals. A target of 80% was recommended, yet this has consistently not been met. In analyzing the calculation for this indicator, there are a few factors that impact the results:

- Vacation hours are included in the staff hours paid out
- There were periods of time in 2025 when not all staff were working due to extended vacations and vacancies
- The Sharevision Support Record underwent some documentation modifications over the last 3 years

There are two recommendations to address the target consistently not being met:

- Remove vacation hours from the calculation of staff hours paid out. For 2025, once vacation hours are removed from the calculation the modified percentage of direct hours is 60%
- Conduct periodic reviews of staff schedules with documented support records to ensure accurate documentation of support being provided

SERVICE ACCESS

It was recommended to use the average contact hours per individual as a measure of Service Access as opposed to Efficiency. Therefore, there are two outcomes to measure the accessibility of the Independent Living program.

Individuals receive adequate levels of support

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. The calculation for the number of monthly average hours per individual is based on the total support hours per individual. The average number

of support hours per month, per individual was 37.29 hours (40.26 hours in 2024, 55.13 hours in 2023, 41.49 hours in 2022) with 5.29 hours as the lowest and 72.01 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. That said, each individual has a static number of weekly hours allocated to them and staff schedules are set based on this. Therefore, it is recommended to modify Sharevision documentation to include the estimated scheduled weekly hours for each individual and compare to the documented hours in the Support Record.

Accommodate the unique and/or emerging needs of the individuals served

The evolving or emerging needs of the individuals frequently necessitates adjustments to the support provided. Some of these adjustments pertain specifically to accessibility considerations.

In 2025, there were two accommodation requests, both of which were met. While individuals in Independent Living do not commonly request accommodations, the aging population has resulted in shifts in both the type and level of support required, potentially leading to increased future requests. For example, Aspire now includes support for certain medications that were previously unsupported, due to limited access to HSCL services. As the population continues to age, it will be important to monitor how these demographic changes influence the nature of support provided.

EXPERIENCE WITH SERVICE

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

1. *Are you happy with your home?* 2 individuals reported they did not know which resulted in 78% reporting being happy with their home
2. *Are you happy with the other people you live with?* 83% reported being happy
3. *Are you happy with the support you receive from Aspire?* 100% indicated yes
4. *Are you happy with the staff at your program?* 1 individual indicated unhappy however did not provide a name therefore follow up could not be completed

The Data Results table indicates that the individuals reported being happy with their Independent Living supports.

2024 RECOMMENDATIONS RESULTS

- Review the Independent Living planning processes and determine clarity around how to record the progress on Service Plan Objectives. COMPLETED
- Use the average number of service hours per individual as a measure of accessibility for the Independent Living program instead of efficiency. COMPLETED
- 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'. COMPLETED

2025 RECOMMENDATIONS

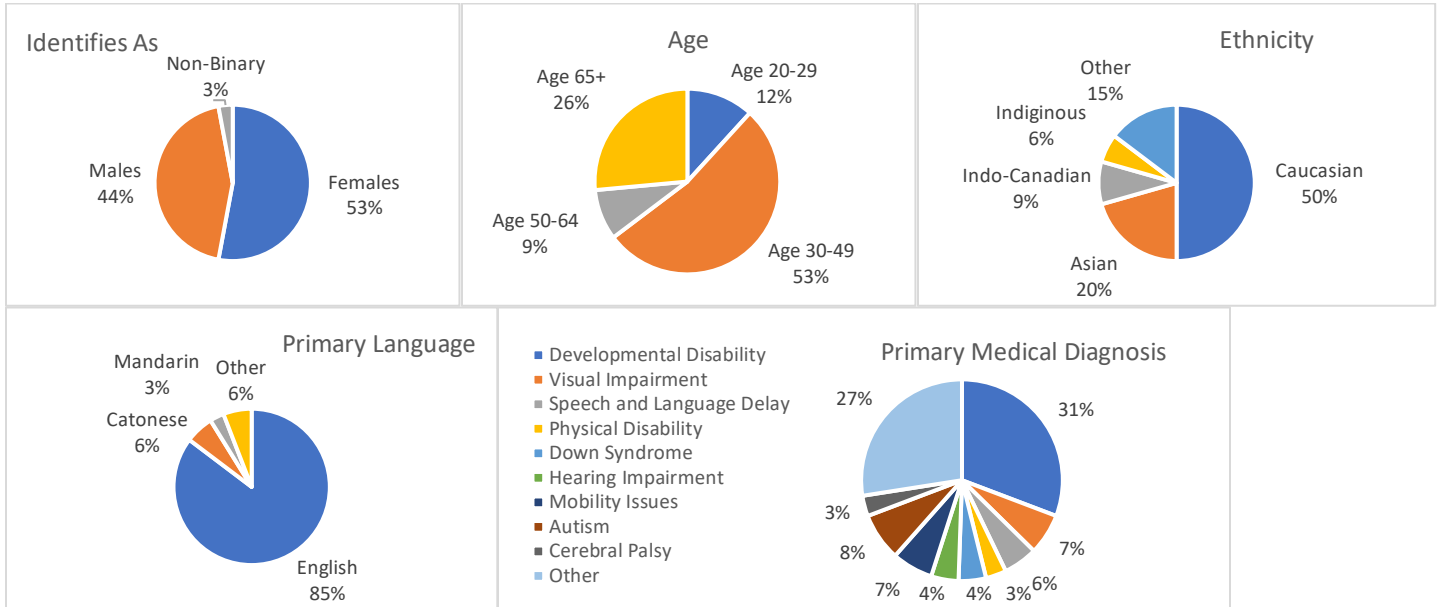
- Modify the Independent Living effectiveness outcome and indicators to be in line with other Aspire adult program areas: % of Person-Centred Planning goals that have documented evidence that the goal was attempted and % of individuals that participated in a Person-Centred plan in the year.
- Modify Sharevision documentation to include the estimated scheduled weekly hours for each individual in Independent Living and compare to the documented hours in the Support Record.

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.

Key Statistics	2025	2024	2023	2022
Adults Served	34	35	34	33
Referrals	3	3	2	1
Intakes	2	3	2	1
Exited	2	3	2	1
Changed Caregivers	1	2	1	4
Individuals waiting for a caregiver at end of year	2	1	1	
Caregivers Supported	28	28	27	25
New Caregivers	2	3	2	0
Caregivers who Became Inactive	2	3	2	1
Individuals Interviewed	17	14	14	8
Caregiver Interviewed	14	8	1	5
Family Survey Response Rate (2025: 7 responses from 34 surveys distributed)	20%	15%	26%	13%

DEMOGRAPHICS



“I love my friends. I started living here 2001. I like hanging out with my roommate.” ~ Supported Individual

“[Our family member] is very happy to be living with their [caregiver]. They have been so amazing! We are so thankful for them.” ~ Family member

“The Home Share Manager is available and professional; very caring and aware of the individual while remaining by the book. She goes above and beyond in creating relationships with the supported individuals.” ~ Contracted Caregiver

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	93% Yes 7% No 2 people did not answer	80%	✓
Self-determination will be encouraged and supported	% of individuals that report that their choices are honoured	Individuals Interview	87% Yes 13% I don't know 2 people 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 changed caregivers 3/34 = 8.8% 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	28 goals for 21 individuals ended in 2025 <ul style="list-style-type: none"> 12 achieved 7 attempted 1 in progress 6 partially achieved 2 discontinued 26/28 = 92.8% attempted	90%	✓
	% of caregiver monitoring records where caregiver identifies they are supporting the individual to achieve their goals	Sharevision	34 Annual Monitoring records for 23 caregivers 17 unidentified, 7 No, 10 Yes	No benchmark	N/A
Individuals participate in annual Person-Centred Planning	% of individuals who participated in a Person-Centred Planning session in the calendar year	Sharevision	34 plans completed in 2025 for 32 individuals = 94%	90%	✓
	% of individuals who participated in a Person-Centred Planning session within 14 months of their previous plan	Sharevision	28 plans completed within 14 months. 2 plans were the first plan 28/32 = 87.5% 365 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	295 Caregiver contact records: <ul style="list-style-type: none"> 2 Unspecified 76 Email 70 Home Visit 32 Meeting at office 22 Meeting in Community 46 Phone Call 41 Text Message 4 Video Call 2 other 124 in person contacts/28 = 4.43 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	Sharevision	375 Individual contact records <ul style="list-style-type: none"> 5 Unspecified 33 Email 78 Home Visit 72 Meeting at office 71 Meeting in Community 72 Phone Call 7 Social Gathering/Other 35 Text Message 2 Video Call 375 / 34 = 11.02 contacts per individual	No benchmark	N/A
	Avg # of Caregiver Monitoring records per caregiver per year	Sharevision	132 Monitoring Records 28 caregivers Avg of 4.71 per caregiver	4 per year per caregiver	✓
	# of caregivers who apply # of caregivers who sign contracts in the year	Sharevision	6 Caregivers screened 2 signed contracts 1 still being screened at end of year 3 determined not to be a caregiver	No benchmark	N/A
	# of days to complete screening process	Sharevision	Avg of 33 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	39.5 days for new placements 35 days for new caregiver placement	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	86% All of the time 14% 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	67% Very Satisfied 33% Very Dissatisfied (2 people)		80%	✓
	% of families that report satisfaction with the way in which Aspire applies their service values in their every day work	Family Survey	Growth & Development 67% Very Satisfied 16.5% Satisfied 16.5% Neutral	Family Centred 72% Very Satisfied 14% Satisfied 14% Neutral	80%	✓
			Commitment to Community 72% Very Satisfied 14% Satisfied 14% Neutral			
	% of families that report to what extent Aspire has responded to the changing needs of their family member	Family Survey	100% Great Extent		80%	✓
	% of individuals that indicate being happy with their caregiver	Individuals Interview	100% Happy 2 people did not answer		80%	✓
	% of individuals that indicate being happy with their home	Individuals Interview	100% Happy 2 people did not answer		80%	✓
	% of individuals that indicate being happy with the other people they live with	Individuals Interview	100% Happy 2 people did not answer 1 person indicated they didn't live with anyone else		80%	✓
% of individuals that report being happy with the help they receive from your caregiver	Individuals Interview	100% Happy 2 people did not answer		80%	✓	
Caregivers will feel supported by the Manager	% of caregivers that report being supported by the Aspire Manager	Caregiver Survey	78.5% Strongly Agree 21.5% Agree		80%	✓
	% of caregivers that trust the Aspire Manager	Caregiver Survey	71.5% Strongly Agree 28.5% Agree		80%	✓
	% of caregivers that feel they have the necessary skills and knowledge to support the individual(s) in their care	Caregiver Survey	100% Strongly Agree		80%	✓
	% of caregivers that report the Aspire Manager listens to them when they have concerns	Caregiver Survey	86% All of the time 14% 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: 93% of individuals reported participating in community activities (100% in 2024, 92.5% in 2023, 100% in 2022 and 2021). One person said no, and upon follow up explained that while they attend a day program and go shopping, banking, and dining out, they do not consider these as community activities and want more 'fun' outings with their caregiver. The Program Manager will follow up with the caregiver.

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: 87% indicated yes (100% in 2024 and 2023, 2022, 92% in 2021) and 2 people indicated they did not know. Although choice is a subjective concept, it is important for individuals to feel that their choices are being honoured, and these results indicate that the individuals feel they have choices.

Individuals will experience stability in their living arrangement.

In 2025, the following changes were seen in Home Share services:

- 1 individual changed caregivers
- 2 individuals exited Home Share
 - 1 moved to a staffed supported home with another agency
 - 1 returned to live with family

- 2 individuals were new to Home Share

The above movement resulted in 3 individuals who experienced a change in their Home Share living situations in 2025, this equates to 8.8% of Home Share individuals (8.5% in 2024, 8.8% in 2023, 9% in 2022). 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 2024 and ended in 2025. Twenty-one individuals had 28 goals that ended in 2025 (32 in 2024, 30 in 2023, 34 in 2022): 93% 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. Caregiver Monitoring occurs at periodic times of the year and involves the Program Manager assessing the Home Share situation with the caregiver. It was recommended to explore the Caregiver Monitoring practices as an additional measure for this indicator. This was completed in that a review of the individuals’ goals was added to the annual monitoring. The associated change to the documentation process was implemented part way through the year, therefore some monitoring records did not capture the necessary data for this indicator. Of the 34 annual monitoring records completed in 2025, 10 indicated that the Home Share Manager felt the caregiver supported the individual in achieving their goals (17 completed before the documentation change) and 7 indicated no. Some goals are not intended to be supported by the caregivers. Individuals often create goals that are self-directed or supported by other people in their support network such as family, friends and Aspire staff. Although it is important that the caregiver support the individual in achieving their goals, it is recommended to change the wording to this outcome to Individuals are supported to achieve their goals.

Individuals participate in annual Person-Centred Planning

In 2025, there were 34 personal plans completed for 32 individuals equating to 94% of individuals having participated in a personal plan (86% in 2024, 82% in 2023, 100% in 2022): Three individuals had their first plan in 2025; 28 of the remaining plans were completed within 14 months with an average of 365 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. Contact made with individuals/families and caregivers is recorded in a Contact Record in Sharevision. Often contact is with both the caregiver and the individual at the same time and may or may not include a member of the individuals support network.

In 2025, there were 559 Contact Records documented as follows:

2025		Avg # contacts/ year	2024		Avg # Contacts/ year	2023		Avg # Contacts	2022		Average # Contacts
34 individuals	375 Contact Records	11.03	35 individuals	355 Contact Records	10.14	35 individuals	499 Case Notes	14.26	33 Individuals	744 Case Notes	22.54
29 caregivers	295 Contact Records	10.17	28 caregivers	245 Contact Records	8.75	27 Caregivers	335 Contact Records	12.4	25 Caregivers	567 Contact Records	22.68

126 Contact Records included a member of the individuals support network.

In addition to recording regular contact with caregivers, the Home Share Program Managers conduct regular in-person Monitoring with the Caregivers in accordance with the CLBC standards for Home Share. In 2025, there were 132 Monitoring visits completed for 28 caregivers equating to an average of 4.71 per caregiver. This meets the CLBC standards for Home Share of 4 in-person monitoring per year.

According to the Aspire Policy '*CS006 Contracted Caregivers Monitoring*', caregivers are to be contacted at least monthly and have at least 4 Monitoring Checklists per year (as per funder requirements).

The previous benchmark for caregiver contacts frequency was established according to the funder monitoring requirements. As Contact Records are tracked independently, it is recommended to modify the caregiver contact benchmark to 12 contacts annually (one per month in accordance with Aspire policy). Historically, there has not been a defined benchmark for individual contacts; however, based on recent years' outcome results and Aspire policy, it is recommended to align this benchmark with that for caregivers, establishing 12 contacts per individual per year.

It is also important to note that in addition to Contact Records and Monitoring Checklists, caregivers also submit quarterly update reports through the Sharevision system. This provides plenty of ways for Program Managers and caregivers to stay in touch and ensure adequate support is provided.

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 2025, there were 6 applicants that applied to be a caregiver:

- 2 signed contracts within the year with an average of 52.5 days to complete the screening
- 3 were deemed not to be a caregiver with an average of 23.3 days to complete the screening
- 1 still in screening process at the end of the year

It took an average of 35 days (108 in 2024, 153.5 days in 2023) to complete the screening process for the 5 applicants which was under the target.

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 2025, there were:

- 2 individuals referred to Home Share and not matched by the end of 2025
- 2 individuals who started in Home Share with an average of 39.5 days from referral to match
- 1 individual that required a new caregiver and was matched in 35 days

The target of 60 days was met. Each match is unique. In these cases, each caregiver was someone already known to the individual; therefore, the time spent to ensure a good match was minimal.

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?*
4 of the 7 families indicated a very satisfied response; 1 family did not respond and upon analysis of the survey responses it was discovered that 2 responses that indicated dissatisfaction were from the same family and they meant to indicate satisfied.

- *How satisfied are you with the way in which Aspire applies the services values of Growth and Development, Commitment to Community, Family-Centred to their everyday work?*
100% reported satisfied.
- *To what extent is Aspire responding to the changing needs of your family member?*
100% reported to a great extent.

Individuals are asked 4 questions relating to their experience in Home Share and all reported happy responses:

- *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.

2024 RECOMMENDATIONS RESULTS

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

2025 RECOMMENDATIONS

- Modify the Home Share effectiveness outcome 'Caregivers will support the individuals in their home to attempt their goals' to 'Individuals are supported to achieve their goals'.
- Adjust the target for the Home Share efficiency indicators related to the number of contact records per caregiver and per individual to 12 contacts per month.

Supported Living

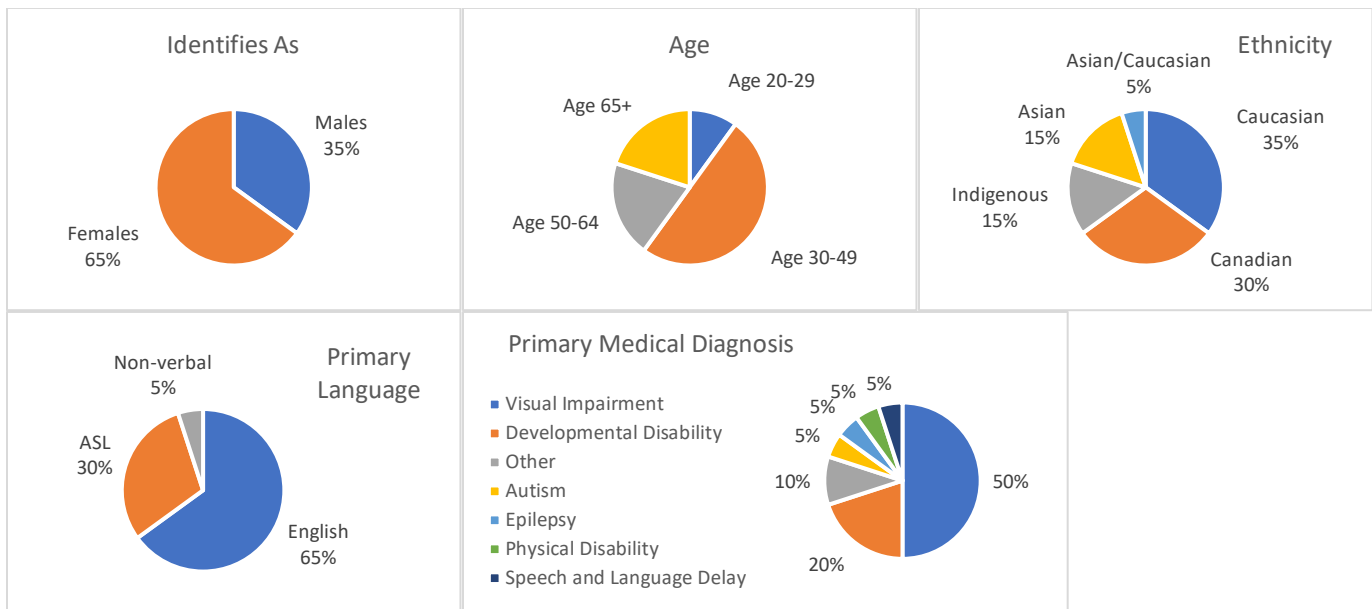
Supported Living is shared living for adults with 24-hour support staff in 6 different homes. Individuals receive in-home support, life skills, and personal development support.

In 2025, there were 20 individuals supported through Supported Living with 1 new individual and 1 who moved to Independent Living.

Not all individuals living in a Supported Living home have a family member to survey. In 2025, family members of 8 individuals were solicited to provide feedback.

Key Statistics	2025	2024	2023	2022
Adults Served	20	21	21	21
Referrals	1	0	2	0
Intakes	1	1	1	0
Exited	1	3	0	1
Individuals Interviewed	13	13	8	
Family Experience Survey Responses (2025: 6 responses from 13 surveys distributed)	35.7%	87.5%	50%	100%

DEMOGRAPHICS



“We are included in the team for our son. The staff and leadership are amazing! We are so fortunate.” ~ Family Member

“Our Family member is aging and Aspire staff are more attentive to her health needs, quick to take action when a health issue arises and have modified her activities to accommodate her health issues.” ~ Family Member

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	83% Yes 17% No	80%	✓
	% of Person-Centred Planning goals that have documented evidence that the goal was attempted	Sharevision	61 Goals ended in 2025 87% were attempted or completed 39 Achieved 1 In Progress 6 Attempted 7 Partially Achieved 8 Discontinued	90%	x
Individuals will experience inclusion in the community	% of activities that individuals engage in that are related to their likes	Sharevision	37% Yes 63% No	80%	x
	% of activities that are out in the community	Sharevision	32% Out in Community	No benchmark	N/A
	% of individuals who indicate doing activities outside the home	Individual interviews	92% Yes 8% No	80%	✓
Efficiency					
Minimize need to backfill shifts due to staff illness	% of sick utilization	Payroll	3.89 %	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 2025 16/20 = 80%	100%	x
	% 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 = 380 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	13 Accommodations requests 13 Accommodations met = 100%	80%	✓
	# of individuals requiring customized communication systems # of individuals who have customized communication systems	Sharevision	20 individuals require 9 individuals who have a plan	No Benchmark	N/A
	% of staff trained on individuals Communication Plans	Sharevision	No data to report	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	83.3% Happy 8.3% Unhappy 8.3% I don't know	80%	✓
	% of individuals that indicate being happy with their home	Individual Interview	100% Happy	80%	✓
	% of individuals that indicate being happy with the other people they live with	Individual Interview	92% Happy 8% I don't know	80%	✓
	% of individuals that indicate being happy with the help they receive from Aspire	Individual Interview	100% Happy	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 2025, 13 individuals were asked the question of which 10 indicated yes: 83% (80% in 2024, 83% in 2023, 100% in 2022); 2 individuals reported 'no' and 1 individual did not answer. Both individuals who reported no are working with the Aspire Inclusive Supports Manager to develop pictograms to assist with day-to-day decisions.

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 2025, therefore were set in 2024. The percentage of goals that have documented evidence that the goal was attempted was 87% (94% in 2024, 89% in 2023, 69% in 2022). There were 8 goals that were discontinued in 2025 due to individual factors including choice and finances, and the remaining were due to staffing availability.

Individuals will experience inclusion in the community.

At annual planning sessions, individuals identify preferred activities, referred to as 'likes'; 37% of recorded activities in 2025 were related to these identified likes (39% in 2024, 84% in 2023, 75% in 2022). It is not realistic to expect all activities to align with individuals' likes, especially in home settings. 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. Supporting activities that match identified preferences remains a priority and is a key indicator of program effectiveness.

Upon analysis of the decreasing result, it was discovered that there has been inconsistent documentation of sleep, sometimes as an activity, sometimes in the charting tool. When sleep is documented as an activity it is not related to an identified like, thus skewing the results. As recommended, clearer documentation guidelines have been established, and from 2026 onward, sleep will be documented exclusively in Charting.

The location of activities is also tracked through the recording of daily activities: 32% of the 11,173 activities were noted to be out in the community (32% in 2024, 53% in 2023 and 2022). This data does not necessarily align with the schedules within the homes; the schedules indicate that individuals are out in the community on a daily basis, attending day programs or other activities. It is expected that with the clearer documentation guidelines for documenting daily activities, the number of documented activities in the community will increase.

In addition to clearer guidelines for documenting daily activities, it is recommended to develop training videos for Sharevision-related tasks; 1 training video was completed, however additional videos and directives within the form will be completed in 2026.

A new interview question asked, *"Do you do things outside your home?"* Eleven individuals said yes, one said no, and one did not respond. On follow-up, the individual who answered no attends a day program daily; her response was based on wanting to dine out every day, which is restricted due to health concerns advised by medical staff.

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 3.89% of total hours paid out (3.64% in 2024, 4.5% in 2023 and 2022), which equates to approximately 11.42 days per full time/part time employee. Although there was an increase in the past year, the result continues to be below the Stats Canada statistic of 15.7 total days lost per worker (non-profit) in 2025.

	2025	2024	2023	2022
A. Total Hours Paid Out (including sick)	116748	125434	100744	93504.97
B. Total Sick Hours Used	4541	4566	4564.50	4230.80
	3.89%	3.64	4.5%	4.5%
C. Typical Work Day Hours	7.5 hours	7.5 hours	7.5 hours	7.5 hours
D. Total Sick Days in Calendar Year (B/C)	605.47	608.8 days	608.6 days	564.1 days
E. Total Number of FT/PT Employees at End of Calendar Year	53	57	59	47
F. # Sick Days per Employee (D/E)	11.42 days per employee	10.68 days per employee	10.32 days per employee	12 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	2021	2022	2023	2024	2025
	Days				
Public sector ⁸	14.9	16.7	15.8	15.7	15.7
Private sector ⁹	10.0	10.9	9.4	9.3	9.5

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 2025, there were 16 personal plans completed with 15 completed within 14 months of the previous plan. The average number of days between planning sessions was 380 (381 in 2024, 385 days in 2023, 450 in 2022).

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 2025, there were 13 accommodations recorded in Sharevision (4 in 2024, 32 in 2023, 7 in 2022) of which 100% were accommodated (100% in 2024, 62.5% in 2023, 43% in 2022).

The accommodations were all in relation to additional staffing.

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.

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. At the end of 2025, there were 9 Communication Plans documented in Sharevision.

It was determined that all individuals in Supported Living should have a Communication Plan; unfortunately, it can be challenging to engage with professionals to write these plans. Recently, Aspire established a new role of Manager of Inclusive Supports of which part of their responsibilities is to work with Program Managers to develop internal communication strategies for all individuals. It was recommended to modify Sharevision documentation surrounding Communication Plans to track these internally developed plans and strategies, this will be completed in 2026.

It was also recommended to complete an assessment of existing Communication Plans in terms of accuracy. This assessment began in 2025 and will be completed in 2026.

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 2026.

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 4 questions relating to their experience in Home Share:

- *Are you happy with your home?*
- *Are you happy with the staff in your home?*
- *Are you happy with the other people you live with?*
- *Are you happy with the support you receive from Aspire?*

The Data Results table indicates that the majority of the individuals are satisfied with their home, the staff and people they live with, and the support they receive from Aspire. Two individuals indicated unhappiness with a specific staff of which no longer works within the home.

2024 RECOMMENDATIONS RESULTS

- Provide clear direction for individuals daily documentation in terms of activities vs charting. COMPLETED
- Provide a training video around daily documentation including accommodations. DEFERRED
- Include the interview question “do you do things outside your home?” as an additional measure for effectiveness. COMPLETED
- Establish criteria for determining individuals who require a communication plan. COMPLETED
- Modify Sharevision documentation surrounding Communication Plans to track internally developed plans and strategies. DEFERRED
- Track the percent of staff trained in individuals communication plans. DEFERRED
- Review current Communication Plans records in Sharevision for accuracy. DEFERRED

2025 RECOMMENDATIONS

- Provide a training video around daily documentation including accommodations.
- Review current Communication Plans records in Sharevision for accuracy by September 30, 2025
- Modify Sharevision documentation surrounding Communication Plans to track internally developed plans and strategies.
- Track the percent of staff trained in individuals communication plans.

RESULTS OF 2024 RECOMMENDATIONS

Outcome	Measurable Indicator	Result
Improve the solicitation of feedback	Telephone interview Contracted Caregivers for the 2025 calendar year by November 30, 2025	Completed
	Explore more ways to ensure all Infant Development families have the opportunity to share their experiences and feedback by June 30, 2025	Completed
	Solicit feedback from families in the Infant Development Family Navigation and Community Outreach areas by April 30, 2025	Completed
	Develop an exit survey for Contracted Caregivers that become inactive by June 30, 2025	Completed
	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	Completed
	Interview members of the HandyCrew Cooperative separately from the Employment Services for the 2025 calendar year by November 30, 2025	Completed
	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	Completed
Improve the Outcome Management System	Explore staff to youth ratios as an additional measure of Youth Connections efficiency by June 30, 2025	Completed
	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	Completed
	Complete a comprehensive review of the outcomes and indicators for the Employment Services by June 30, 2025 considering: <ul style="list-style-type: none"> 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 	Completed
	Explore a more relevant measure of accessibility for the HandyCrew Cooperative by June 30, 2025	Completed
	Add the percentage of revenue allocated to wages as a measure of HandyCrew efficiency by June 30, 2025	Completed
	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	Completed
	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	Completed
	Add another indicator to report on the number of Caregiver Monitoring completed as a measure for Home Share efficiency by June 30, 2025	Completed
	Include the question 'do you do things outside your home' as an additional measure for Supported Living effectiveness by June 30, 2025	Completed
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	Deferred
	Provide clear direction for individuals daily documentation in terms of activities vs charting to Supported Living staff by June 30, 2025	Completed
	Provide more training on how to complete an Exit Summary by June 30, 2025	Deferred
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	Completed
	Review Program Status categories for the HandyCrew participants by June 30, 2025	Completed
	Modify the Sharevision documentation reasons when HandyCrew members exit service by adding 'Personal Choice' and 'Acquired other employment' by June 30, 2025	Completed
	Modify current Sharevision documentation surrounding Communication Plans to track internally developed plans and strategies by June 30, 2025	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	Completed
	Review current Communication Plans records in Sharevision for accuracy by September 30, 2025	Deferred
	Track the percentage of staff trained on individuals Communication Plans in Supported Living by September 30, 2025	Deferred

SUMMARY OF 2025 RECOMMENDATIONS

Deferred/New	Outcome	Measurable Indicator	Staff Responsible
New	Modify the solicitation of feedback	Review and modify, if needed, the questions included on the experience surveys for Families, Contracted caregivers, RHCC Customers, Employers, and Community Collaborators by March 31, 2026	Kami Davis; Sue Jones
New		Discontinue the method of conducting telephone interviews and rely on online surveys for Contracted caregivers, RHCC Customers, Employers, and Community Collaborators by December 31, 2026	Kami Davis
New	Improve the Outcome Management System	Adjust the target for the Home Share efficiency indicators related to the number of contact records per caregiver and per individual to 12 contacts per month by March 31, 2026	Kami Davis
New		Modify the Home Share effectiveness outcome 'Caregivers will support the individuals in their home to attempt their goals' to 'Individuals are supported to achieve their goals' by March 31, 2026	Kami Davis
New		Modify the Independent Living effectiveness outcome and indicators to be in line with other Aspire adult program areas: % of Person-Centred Planning goals that have documented evidence that the goal was attempted and % of individuals that participated in a Person-Centred plan in the year by March 31, 2026	Kami Davis
Deferred	Ensure staff are adequately trained	Conduct refresher training for managers twice per year on completing exit surveys by December 31, 2026.	Sue Jones
Deferred		Provide additional Sharevision training by developing a minimum of 2 task-specific videos including daily activities and accommodations by October 31, 2026	Kami Davis
Deferred		Track the percentage of staff trained on individuals Communication Plans in Supported Living by September 30, 2026	Ann-Marie Prendergast
Deferred	Modify Sharevision documentation practices to meet the growing needs of the agency	Modify current Sharevision documentation surrounding Communication Plans to track internally developed plans and strategies by June 30, 2026	Kami Davis
New		Modify Sharevision documentation to include the estimated scheduled weekly hours for each individual in Independent Living and compare to the documented hours in the Support Record by June 30, 2026	Kami Davis
New		Modify the Sharevision documentation to ensure efficient tracking of events specific to building skills for RHCC members and the individuals that attended the events by June 30, 2026	Kami Davis
New		Track the number of new individuals/families that come to Aspire already with a Respite caregiver by June 30, 2026	Kami Davis; Shintaro Tachihara, Jerome Nicol

New		Modify Sharevision documentation to track the number of children attending school break programs that require extra supports by June 30, 2026	Kami Davis
New		Modify Sharevision documentation to provide effective measures for calculating the number of child care centres that attend workshops throughout the year by June 30, 2026	Kami Davis
Deferred	Improve Program Operations	Conduct periodic reviews of staff schedules with documented support records in Outreach to ensure accurate documentation of support being provided by December 31, 2026	Denise Abegg
New		Review current Communication Plans in Sharevision for accuracy by September 30, 2026	Ann-Marie Prendergast
New		Fully implement the F-Words planning process in children services for 2026 by December 31, 2026	Carrie McLellan-Haqq

