

# 2016 OUTCOMES REPORT

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# WELCOME TO THE 2016 BACI OUTCOMES REPORT

Every year, we learn so much about the Association from the Outcomes Report. It tells the story of the organization one year at a time. The Report is a valuable document for reflection, learning, celebrating accomplishments and identifying challenges within BACI. Furthermore, it greatly informs future planning for the organization.

BACI is always trying to improve what we do and how well we do it. This is called continual quality improvement. The Outcomes Report is one way to monitor our quality improvement. Trying to be better does not mean we're perfect, but it does mean a promise to try to get there. Ultimately, our goal is to achieve 100% in the areas of stakeholder satisfaction, service effectiveness, service efficiency, and service accessibility. But we know this is not always possible. What BACI wants to do is get better, grow, evolve, and learn as an organization – based on the expectations and goals of the individuals and families we support.

**Note: This report is not in plain language. It is our hope that people will get help from their families, friends, or staff to read the report.**

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This report is available at [www.gobaci.com](http://www.gobaci.com)



*Founding Member Lois Godfrey, who passed in 2016.*



It is good to have an end to journey toward; but it is the journey that matters, in the end.



**URSULA K. LEGUIN**





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## INTRODUCTION

### OUTCOMES REPORT

The Outcomes Report is one way BACI can demonstrate how it gathers information and feedback from its stakeholders (individuals receiving service, families and loved ones, employees, professionals and community partners). The report also fulfills one part of BACI's commitment to be an organization continually evaluating itself and trying to improve its services and supports.

The methods of collecting the feedback (data) this year are satisfaction surveys, face-to-face personal interviews, group feedback sessions held with stakeholders, critical incident reports, health and safety reports, and human resource trends/reports. Each of those information sources provides data on at least one outcome in the following areas:

- **Service effectiveness** - the service is having its intended impact (e.g. supports personal growth, helps people get jobs and make friends, enhances social and emotional development, builds families' skills and abilities, etc.).
- **Service efficiency** - using the resources (e.g. money, staff, equipment, etc.) in the best possible way.
- **Access** - measuring the availability of a service based on enrollment and capacity.
- **Stakeholder satisfaction** - the stakeholders are happy with the services they are receiving.

One thing to note is formal feedback tools like satisfaction surveys cannot and will not replace the impact and importance of our daily conversations and the feedback we receive from families and other stakeholders on an ongoing basis. Relationships are a key foundation of the Association and building trust with our stakeholders – through day-to-day conversations and interactions – will only make BACI stronger.

A key role our stakeholders played this year was the development of our 2016 – 2020 Strategic Plan. In January, a series of sessions (which were graphically recorded) were held with people receiving service, families, staff, and community partners. They were asked to reflect upon the previous five-year strategic plan, identifying key points of success and struggle and the learning associated with each, then identify how – and on what – BACI should focus their efforts in order to stay aligned with our mission and make progress toward our vision. The learning that emerged from our sessions with stakeholders provided BACI's Board and Leadership Team with the information needed to create a five-year Strategic Plan that will be relevant and impactful for all BACI stakeholders.

### WELCOME TO THE NEW LOOK: OUTCOMES DASHBOARDS

Each department has worked with its leaders and staff to create an interesting view of the results of their work in 2016. This feedback and data is presented as a **Dashboard**. This format allows each department to share key outcomes, data analysis, highlights, reflections and recommendations from their work over 2106.

Dashboards not only display our key performance indicators, they allow us to organize and present information in a way that is easy to read. The basic dashboards are standard across departments with unique add-ins where relevant. This should make it easier for you, the reader, to find information and compare across departments.

Each Dashboard has a **Data Analysis** section – a description of what the information from the surveys and focus groups report says, and any trends, themes or key findings we need to talk about. We try to figure out what the

# INTRODUCTION

information means and what people are trying to tell us (for example: are they satisfied with a program, do they want changes, etc). Therefore, the data analysis is very important and we have to be clear and rigorous in our review of the surveys and other feedback tools. Full data from each survey used in creating the OMR can be viewed in its entirety. Please contact Lyn King if you would like to see the data summaries and any or all department surveys.

The information collected is both qualitative and quantitative. Qualitative information includes written comments, opinions, and feedback that cannot be measured with a number or rating. Quantitative information uses numbers or percentages (%). This information is directly taken from the surveys or reports.

Again this year, the staff and leaders in all direct services departments were asked to consider looking at data and feedback through the lens of **Reflection**.

As you know, BACI has been doing a lot of reflecting over the past few years. We have reflected on our 'best practice' efforts, our 'status quo' and decided that we can do better. We have rejected the old adage, 'If it ain't broke, don't fix it.' BACI continues to work to be better and do better for the people we serve, their families, our staff and our community.

BACI continues to be committed to being a 'learning organization,' and by that we mean that we want to learn from our past efforts, understand the impact we are really having on those we serve and our community, and we want to be confident enough to take the risks necessary to innovate new and better ways to advance the inclusion and belonging of the people we serve.



This leads to the **Recommendations for 2017** portion of each Dashboard

After reflecting on what we have tried – and learned – we ask ourselves: What are we going to do differently in our (re)design? How will we build a mechanism to know if doing something differently has the intended impact? Each Dashboard will share their **Highlights of 2016**, along with **Recommendations for 2017**.

Two key elements of our learning over the past few years have been learning to embed a 'Learning Loop' approach to our work, as well as our current Leadership Training on Developmental Evaluation – 'Getting Closer to What Matters' – with Steve Patty. The leadership team is learning to "design simple, elegant, and meaningful evaluation methods that help us to focus on impact and not just output."

## INTRODUCTION

As part of BACI's commitment to continuous quality improvement, the target for achievement (in the areas of satisfaction, effectiveness, efficiency, and accessibility) is **85%**. But we continue to focus on – and celebrate – growth and improvement, rather than on numbers. As we begin to use different tools to gather input, we will not always be able to measure our success with numbers. A number or percentage does not always fully tell the story of success and achievement.

One thing that is important to note is that, inevitably, we (who create and author this report) have biases when we collect data and try to find out what it means. This could lead us to read information differently, or make assumptions that are different from what the survey respondent intended to convey.

Another thing to note is the possibility of human error impacting the report findings (i.e. data inputted incorrectly, etc). We do, however, make sincere efforts to be as accurate as possible when dealing with the data, and mindfully set aside known biases to draft a report that is based on the feedback and information trusted to us by our stakeholders.

Happy reading!

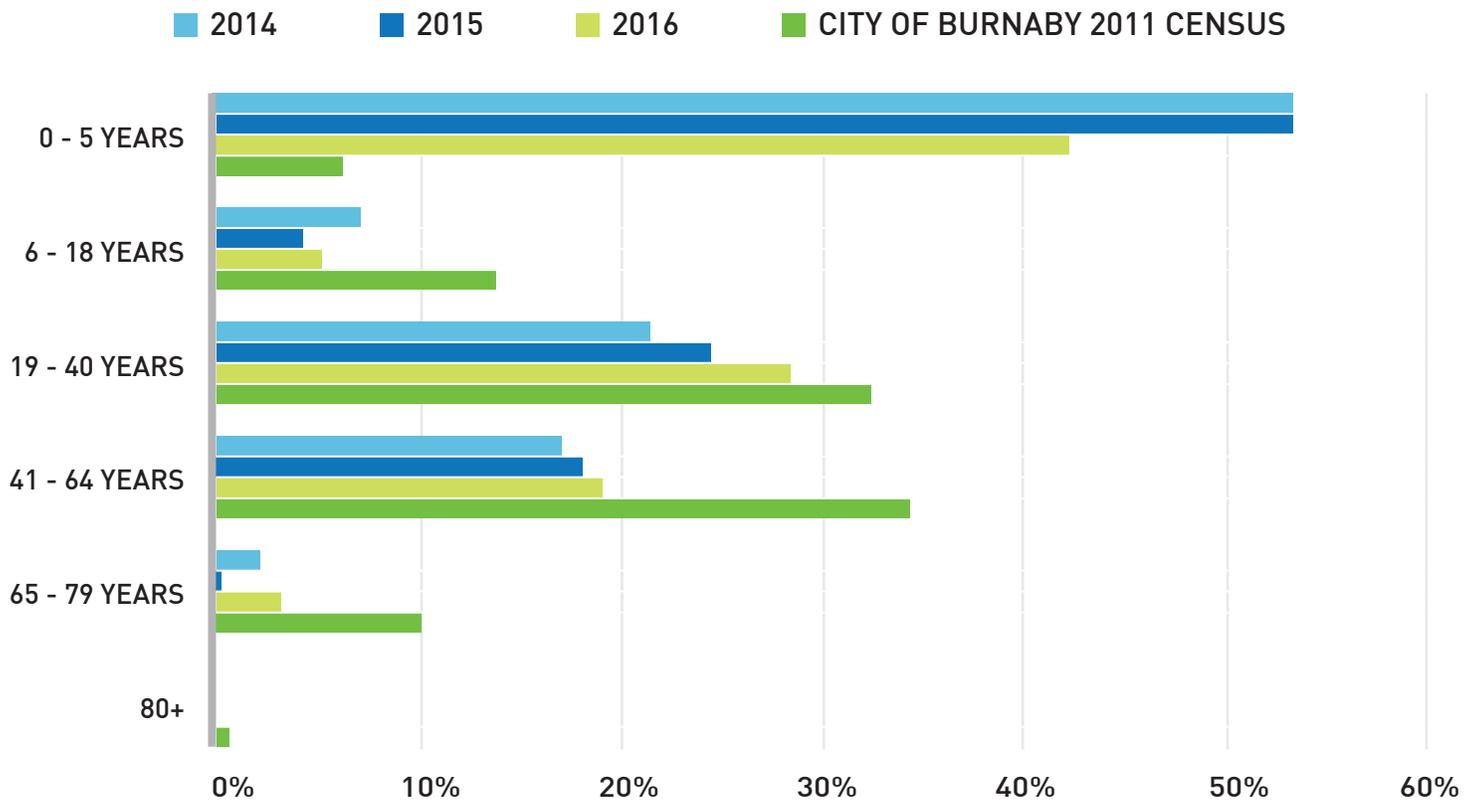
# THE ADULTS AND CHILDREN SUPPORTED AT BACI

## DEMOGRAPHICS

Comparison of Age Groups for the Adult & Children Supported at BACI

Age	Number of Individuals Receiving Service
0 - 5 years	419
6 - 18 years	55
19 - 40 years	280
41 - 64 years	193
65 - 79 years	34
80+	1
<b>Total</b>	<b>988</b>

Comparison of Age Groups for the Adult & Children Supported at BACI from 2014 to 2016



# THE ADULTS AND CHILDREN SUPPORTED AT BACI

## Comparison of Gender for the Adult & Children Supported at BACI

Gender	Number of Individuals
Female	454
Male	534

## Comparison of Cultural Heritage for the Adult & Children Supported at BACI

Cultural Heritage	Number of Individuals
First Nations	33
Chinese	127
Korean	9
Japanese	12
Vietnamese	4
African Canadian	16
Italian	20
Caucasian	352
South Asian	18
French	2
Portuguese	8
Filipino	8
Polish	2
Russian	0
Other	72

\* Information not captured by Infant Development Program

## ABOUT COMMUNITY INCLUSION

BACI's Community Inclusion Program strives to provide flexible supports to individuals in small and large groups and one-to-one settings. Supports aim to help individuals create and maintain connections with friends, family and community, assist them with day-to-day routines, and find meaningful ways to be involved or volunteer in their community based on their interests, desires, strengths and abilities.

### Objectives

- Increase independence and autonomy
- Increase social relationships
- Increase self-esteem
- Meaningful community participation
- Increase safety
- Increase health and fitness
- Decrease behaviour challenges

## PERFORMANCE GOALS



# ADULT AND YOUTH SERVICES: COMMUNITY INCLUSION

DATA FROM INDIVIDUALS SUPPORTED BY COMMUNITY INCLUSION

DATA FROM FAMILY MEMBERS

## EFFECTIVENESS: Increase independence and autonomy

OBJECTIVE DOMAINS

Source: Satisfaction Survey, Q10. How do you feel about the way you spend your time?

- 53.9% I spend my time how I want. It is great.
- 32.7% I do enough of the things I like. It is OK.
- 13.5% I do some of the things I like. But I would like to do more.
- 0.0% I do not do the things I like. It is really bad.

Source: Satisfaction Survey, Q11. Are you currently taking part in any training, education, paid work or volunteering?

- 5.9 Yes, training
- 7.9% Yes, education
- 15.7% Yes, paid work
- 23.5% Yes, volunteering
- 56.9% None of the above

Source: Satisfaction Survey, Q12. How do you feel about choice in your daily life?

- 40.4% I have as much choice as I want. It's great.
- 46.2% I have enough choice. It's ok.
- 13.5% I have some choice. But I would like more.
- 0.0% I have no choice. It's bad.

Source: Family Survey, Q11. How do you feel about the way your family member spends their time?

- 41.9% They spend their time how they want. It is great.
- 35.5% They do enough of the things they like. It is OK.
- 22.6% They do some of the things they like. But they would like to do more.
- 0.0% They do not do the things they like. It is really bad.

Source: Family Survey, Q12. What difference does the support your family member gets from their staff make to how they spend their time?

- 96.8% It makes it better.
- 0.0% No difference at all.
- 0.0% It makes it worse.
- 3.2% Don't know.

# ADULT AND YOUTH SERVICES: COMMUNITY INCLUSION

OBJECTIVE DOMAINS

Source: Family Survey, Q14. How do you feel about choice in your family member's daily life?

- 35.5%** They have as much choice as they want. It's great.
- 45.2%** They have enough choice. It's ok.
- 19.4%** They have some choice. But they would like more.
- 0.0%** They have no choice. It's bad.

Source: Family Survey, Q15. What difference does the support your family member gets from their staff make to the choice they have in their daily life?

- 77.4%** It helps them have more choice.
- 12.9%** No difference at all.
- 3.2%** It makes them have less choice.
- 6.5%** Don't know.

## EFFECTIVENESS: Increase social relationships

Source: Satisfaction Survey, Q7. How do you feel about your social life?

- 64.7%** I see the people I like as much as I want it. It is great.
- 27.5%** I see the people I like sometimes. It is OK.
- 5.9%** I see the people I like but not enough. It could be better.
- 2.0%** I do not see the people I like at all. And I feel lonely.

Source: Satisfaction Survey, Q8. How many friends do you have?

- |  |  |
|--|--|
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #0070c0; margin-right: 5px;"></span> <b>3.9%</b> None           | <span style="display: inline-block; width: 15px; height: 15px; background-color: #709238; margin-right: 5px;"></span> <b>17.3%</b> Five to six   |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #66b3ff; margin-right: 5px;"></span> <b>25.0%</b> One to two    | <span style="display: inline-block; width: 15px; height: 15px; background-color: #2e7d32; margin-right: 5px;"></span> <b>7.7%</b> Seven to eight |
| <span style="display: inline-block; width: 15px; height: 15px; background-color: #c4c400; margin-right: 5px;"></span> <b>17.3%</b> Three to four | <span style="display: inline-block; width: 15px; height: 15px; background-color: #9e9e9e; margin-right: 5px;"></span> <b>28.9%</b> Nine or more  |

Source: Family Survey, Q6. How do you feel about your family member's social life?

- 60.0%** They see the people they like as much as they want. It is great.
- 26.7%** They see the people they like sometimes. It is OK.
- 10.0%** They see the people they like but not enough. It could be better.
- 3.3%** They do not see the people they like at all. And they feel lonely.

Source: Family Survey, Q7. What difference does the support your family member gets from their staff make to their social life?

- 93.6%** It makes it better.
- 3.2%** No difference at all.
- 0.0%** It makes it worse.
- 3.2%** Don't know.

# ADULT AND YOUTH SERVICES: COMMUNITY INCLUSION

OBJECTIVE DOMAINS

Source: Family Survey, Q8. What difference does the support your family member gets from their staff make to them having friends?

- 83.3%** It makes it better.
- 6.7%** No difference at all.
- 0.0%** It makes it worse.
- 10.0%** Don't know.

## EFFECTIVENESS: Increase self-esteem

Source: Satisfaction Survey, Q14. How do you feel about your emotional health?

- 53.9%** I feel as happy as I want. It's great.
- 19.2%** I feel happy enough. It's ok.
- 26.9%** I feel quite happy. But sometimes I feel sad.
- 0.0%** I don't feel happy at all. I often feel sad.

Source: Family Survey, Q18. How do you feel about your family member's emotional health?

- 48.8%** They are happy. It's great.
- 35.5%** They are happy enough. It's ok.
- 16.1%** They are quite happy. But sometimes they are sad.
- 0.0%** They aren't happy at all. They are often sad.

Source: Family Survey, Q19. What difference does the support your family member gets from their staff make to their emotional health?

- 87.1%** It makes it better.
- 6.5%** No difference at all.
- 0.0%** It makes it worse.
- 6.5%** Don't know.

## EFFECTIVENESS: Are connected and have a strong sense of belonging in their community

Source: Satisfaction Survey, Q9. Do you feel part of the community?

- 56.0%** Yes, I am involved as much as I would like to be.
- 30.0%** Yes, I am involved enough. It's ok.
- 12.0%** Yes, I am involved, but not enough. It could be better.
- 2.0%** No, I don't feel part of the community at all.

# ADULT AND YOUTH SERVICES: COMMUNITY INCLUSION

OBJECTIVE DOMAINS

Source: Family Survey, Q9. Do you feel your family member is part of their community?

- 48.4% Yes, they are involved as much as they would like to be.
- 32.3% Yes, they are involved enough. It's ok.
- 19.4% Yes, they are involved, but not enough. It could be better.
- 0.0% No, they don't feel part of the community at all.

Source: Family Survey, Q10. What difference does the support they get from their staff make to how involved they are with the community?

- 83.9% It helps them feel more involved.
- 9.7% No difference at all.
- 0.0% It makes them feel less involved.
- 6.5% Don't know.

## EFFECTIVENESS: Increase health and fitness

Source: Satisfaction Survey, Q13. How do you feel about your physical health?

- 45.3% I feel as healthy as I want. It's great.
- 26.4% I feel healthy enough. It's ok.
- 26.4% I feel quite healthy. But I could be healthier.
- 2.0% I don't feel healthy at all. It's bad.

Source: Family Survey, Q16. How do you feel about your family member's physical health?

- 35.5% They feel as healthy as they want. It's great.
- 41.9% They feel healthy enough. It's ok.
- 22.6% They feel quite healthy. But they could be healthier.
- 0.0% They don't feel healthy at all. It's bad.

Source: Family Survey, Q17. What difference does the support your family member gets from their staff make to their physical health?

- 83.9% It makes them better.
- 9.7% No difference at all.
- 0.0% It makes them worse.
- 6.5% Don't know.

# ADULT AND YOUTH SERVICES: COMMUNITY INCLUSION

OBJECTIVE DOMAINS

## EFFECTIVENESS: Increase safety

Source: CIR report

**Decreased number of falls as a result of:** Strategic planning and renovation of senior's program area including installation of handrails, improved seating, and referrals for OT and PT assessments (see OSH report for additional details)

## EFFECTIVENESS: Decrease behaviour challenges

Source: Measured

### 3 safety plans deactivated due to a decrease in critical behaviour:

1. Increased person centred supports
2. Increased PBS capacity training for supervisor's team
3. Built ongoing collaboration with CAYA to refine and develop communication skills

## EFFICIENCY: Increase in number of people served

Source: Measured

CI has increased the number of people it has served in 2016 to 157 individuals. This is an increase from 139 people served in 2015.

## ACCESS: Our target is to begin services within 2 months of a referral date

Source: Measured

- **83.0%** Individuals started services in under 2 months (15/18 individuals)
- **17.0%** Individuals waited for services to start for over 2 months (3/18 individuals)

## SATISFACTION

Source: Satisfaction Survey, Q15. Are you satisfied with the services you receive from BACI?

- **53.9%** I am very satisfied. It's great.
- **26.9%** I satisfied. It's ok
- **17.3%** I am somewhat satisfied. It could be better.
- **1.9%** I am not satisfied.

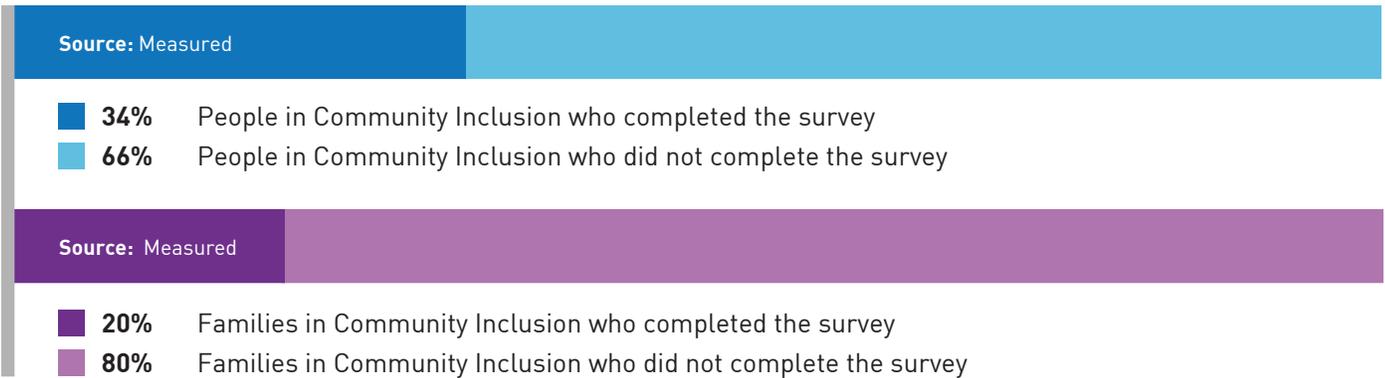
Source: Family Survey, Q20. Are you satisfied with the services your family member receives from BACI?

- **64.5%** I am very satisfied. It is great.
- **19.4%** I am satisfied. It is ok.
- **16.1%** I am somewhat satisfied. It could be better.
- **0.0%** I am not satisfied.

# ADULT AND YOUTH SERVICES: COMMUNITY INCLUSION

## SURVEY RETURN RATE

OBJECTIVE DOMAINS



## THINGS TO CONSIDER

- There was a large influx of new referrals from June to August 2016. Many referrals had complex needs and urgent start dates resulting in quick access to supports, but more focused on behavioural supports and crisis management.
- The program has put great effort and coordination into providing flexible supports for individuals outside of typical day program hours to take advantage of opportunities that are available outside of 9 to 5. This has been received positively by individuals and families but can present staffing challenges.
- Unusual snowfall in Vancouver in December created challenges for many people to access their community due to mobility needs and lack of access to transportation.

## HIGHLIGHTS

- **Sample Training Attended:** PBS Capacity training, NVCI, Gary Anaka Brain training, Person Centred Thinking Training, Steve Patty workshops, Dementia training, Rights training.
  - 72 team meetings held across 10 teams.
- **Community Partners & Connections:** Bonsor Recreation Centre, City of Burnaby Parks & Recreation, Quest Food Exchange, Meals on Wheels, Grandview Towers Senior’s Centre, Burnaby Hospice Thrift Shop, BASES Thrift Store, Rabbitats, Vancouver Orphan Kitten Rescue Association, Douglas College, CBI, CAYA, HSCL, Vinge Nursing.

## DATA ANALYSIS

### Reflection on 2016:

- Person centred planning continues to be the guiding principle for our day-to-day work and supports.
- Many individuals have taken more ownership around directing their service delivery, often requesting flexible hours and schedules. This has given opportunity to explore new communities and activities that would not be possible during typical day program hours. There are staffing challenges to delivering flexible services in this way.
- Teams are recognizing the growing need to change and adapt services for the aging population.

### Recommendations for 2017:

- Prioritize completion of planning meetings with an emphasis on collecting personal expectations for service and creating profiles with individuals and their support networks.
- Continue to work with individuals and families to set expectations, and staff teams and HR to strategize around maintaining flexible and consistent service delivery.

## ABOUT HOME AND COMMUNITY SERVICES

BACI has 15 staffed resourced homes in which there are two to five people living together. These homes are located throughout the Lower Mainland.

### Objectives:

Through person centred practices people served will be supported to:

- Identify and share their personal expectations for the life they desire
- Create and experience a comfortable home life
- Build and maintain lasting relationships
- Contribute in meaningful ways in community
- Maintain and increase their personal health and safety
- Identify and pursue opportunities for personal growth and development
- Increase personal empowerment and self-determination

## PERFORMANCE GOALS

100%

4/4 new individuals  
received information  
about their rights  
at intake

40



out of 57 (70%) individuals  
had planning meetings  
held this year

# ADULT AND YOUTH SERVICES: HOME AND COMMUNITY SERVICES

DATA FROM INDIVIDUAL SURVEY

DATA FROM FAMILY SURVEY

## EFFECTIVENESS: People served will identify and share their personal expectations for the life they desire

Source: Satisfaction Survey, Q14. How do you feel about the way you spend your time?

- 72.4% I spend my time how I want. It is great.
- 27.6% I do enough of the things I like. It is OK.
- 0.0% I do some of the things I like. But I would like to do more.
- 0.0% I do not do the things I like. It is really bad.

Source: Satisfaction Survey, Q15. What difference does the support you get from your staff make to how you spend your time?

- 100.0% It makes it better.
- 0.0% No difference at all.
- 0.0% It makes it worse.
- 0.0% Don't know.

Source: Family Survey, Q10. How do you feel about the way your family member spends their time?

- 55.6% They spend their time how they want. It is great.
- 22.2% They do enough of the things they like. It is OK.
- 22.2% They do some of the things they like. But they would like to do more.
- 0.0% They do not do the things they like. It is really bad.

Source: Family Survey, Q11. What difference does the support your family member gets from their staff make to how they spend their time?

- 94.4% It makes it better.
- 0.0% No difference at all.
- 0.0% It makes it worse.
- 5.6% Don't know.

## EFFECTIVENESS: People served will create and experience a comfortable home life

Source: Satisfaction Survey, Q7. Do you feel a part of your group home household?

- 96.6% I feel part of the home. It's great.
- 3.4% I feel part of the home most of the time. It's ok.
- 0.0% I feel part of the home, but not enough. It could be better.
- 0.0% I don't feel part of the home at all.

OBJECTIVE DOMAINS

# ADULT AND YOUTH SERVICES: HOME AND COMMUNITY SERVICES

OBJECTIVE DOMAINS

Source: Family Survey, Q4. Do you feel that your family member is welcomed and included as part of the home they live in?

- **83.3%** I feel they are part of the home. It's great.
- **11.1%** I feel they are part of the home most of the time. It's ok.
- **5.6%** I feel they are part of the home, but not enough. It could be better.
- **0.0%** I don't feel they are a part of the home at all.

## EFFECTIVENESS: People served will build and maintain lasting relationships

Source: Satisfaction Survey, Q8. How do you feel about your social life?

- **72.4%** I see the people I like as much as I want it. It is great.
- **20.7%** I see the people I like sometimes. It is OK.
- **6.9%** I see the people I like but not enough. It could be better.
- **0.0%** I do not see the people I like at all. And I feel lonely.

Source: Satisfaction Survey, Q9. What difference does the support you get from your group home staff make to your social life?

- **96.6%** It makes it better.
- **0.0%** No difference at all.
- **0.0%** It makes it worse.
- **3.4%** Don't know.

Source: Satisfaction Survey, Q10. How many friends do you have?

- |   |  |
|---|--|
| <span style="color: blue;">■</span> <b>0.0%</b> None                  | <span style="color: green;">■</span> <b>32.1%</b> Five to six        |
| <span style="color: lightblue;">■</span> <b>10.7%</b> One to two      | <span style="color: darkgreen;">■</span> <b>17.9%</b> Seven to eight |
| <span style="color: yellowgreen;">■</span> <b>21.4%</b> Three to four | <span style="color: grey;">■</span> <b>17.9%</b> Nine or more        |

Source: Satisfaction Survey, Q11. What difference does the support you get from your staff make to having friends?

- **89.3%** It makes it better.
- **7.1%** No difference at all.
- **0.0%** It makes it worse.
- **3.6%** Don't know.

Source: Family Survey, Q5. How do you feel about your family member's social life?

- **66.7%** They see the people they like as much as they want. It is great.
- **22.2%** They see the people they like sometimes. It is OK.
- **5.6%** They see the people they like but not enough. It could be better.
- **5.6%** They do not see the people they like at all. And I feel they are lonely.

OBJECTIVE DOMAINS

Source: Family Survey, Q6. What difference does the support your family member gets from their staff make to their social life?

- 94.4%** It makes it better.
- 0.0%** No difference at all.
- 0.0%** It makes it worse.
- 5.6%** Don't know.

Source: Family Survey, Q7. What difference does the support your family member gets from their staff make to them having friends?

- 77.8%** It makes it better.
- 16.7%** No difference at all.
- 0.0%** It makes it worse.
- 5.6%** Don't know.

### EFFECTIVENESS: People served will contribute in meaningful ways in community

Source: Satisfaction Survey, Q12. Do you feel part of the community?

- 58.6%** Yes, I am involved as much as I would like to be.
- 27.6%** Yes, I am involved enough. It's ok.
- 13.8%** Yes, I am involved, but not enough. It could be better.
- 0.0%** No, I don't feel part of the community at all.

Source: Satisfaction Survey, Q13. What difference does the support you get from your staff make to how involved you are with the community?

- 96.6%** It helps me feel more involved
- 3.4%** No difference at all.
- 0.0%** It helps me feel less involved
- 0.0%** Don't know.

Source: Family Survey, Q8. Do you feel your family member is a part of their community?

- 61.1%** Yes, they are involved as much as they would like to be.
- 27.8%** Yes, they are involved enough. It's ok.
- 5.6%** Yes, they are involved, but not enough. It could be better.
- 5.6%** No, they don't feel part of the community at all.

# ADULT AND YOUTH SERVICES: HOME AND COMMUNITY SERVICES

OBJECTIVE DOMAINS

Source: Family Survey, Q9. What difference does the support they get from their staff make to how involved they are with the community?

- 83.3% It helps them feel more involved
- 5.6% No difference at all.
- 0.0% It helps them feel less involved
- 11.1% Don't know.

## EFFECTIVENESS: People served will maintain and increase their personal health and safety

Source: Satisfaction Survey, Q19. How do you feel about your physical health?

- 62.1% I feel as healthy as I want. It's great.
- 31.0% I feel healthy enough. It's ok.
- 6.9% I feel quite healthy. But I could be healthier.
- 0.0% I don't feel healthy at all. It's bad.

Source: Satisfaction Survey, Q20. What difference does the support you get from your staff make to your physical health?

- 93.1% It makes it better.
- 3.4% No difference at all.
- 0.0% It makes it worse.
- 3.4% Don't know.

Source: Satisfaction Survey, Q21. How do you feel about your emotional health?

- 58.6% I feel as happy as I want. It's great.
- 27.6% I feel happy enough. It's ok.
- 13.8% I feel quite happy. But sometimes I feel sad.
- 0.0% I don't feel happy at all. I often feel sad.

Source: Satisfaction Survey, Q22. What difference does the support you get from your staff make to your emotional health?

- 93.1% It makes it better.
- 0.0% No difference at all.
- 0.0% It makes it worse.
- 6.9% Don't know.

Source: Family Survey, Q15. How do you feel about your family member's physical health?

- 41.2% They feel as healthy as they want. It's great.
- 41.2% They feel healthy enough. It's ok.
- 5.9% They feel quite healthy. But they could be healthier.
- 11.8% They don't feel healthy at all. It's bad.

# ADULT AND YOUTH SERVICES: HOME AND COMMUNITY SERVICES

OBJECTIVE DOMAINS

Source: Family Survey, Q16. What difference does the support your family member gets from their staff make to their physical health?

- 88.2% It makes it better.
- 5.9% No difference at all.
- 5.9% It makes it worse.
- 0.0% Don't know.

Source: Family Survey, Q17. How do you feel about your family member's emotional health?

- 43.8% They are happy. It's great.
- 31.3% They are happy enough. It's ok.
- 18.8% They are quite happy. But sometimes they are sad.
- 6.3% They aren't happy at all. They are often sad.

Source: Family Survey, Q18. What difference does the support your family member gets from their staff make to their emotional health?

- 76.5% It makes it better.
- 5.9% No difference at all.
- 0.0% It makes it worse.
- 17.6% Don't know.

## EFFECTIVENESS: People served will identify and pursue opportunities for personal growth and development

Source: Satisfaction Survey, Q16. Are you currently taking part in any training, education, paid work or volunteering?

- 6.9% Yes, training
- 0.0% Yes, education
- 10.3% Yes, paid work
- 10.3% Yes, volunteering
- 72.4% None of the above

Source: Family Survey, Q12. Is your family member currently taking part in any training, education, paid work or volunteering?

- 12.5% Yes, training
- 0.0% Yes, education
- 6.3% Yes, paid work
- 6.3% Yes, volunteering
- 75.0% None of the above

# ADULT AND YOUTH SERVICES: HOME AND COMMUNITY SERVICES

## EFFECTIVENESS: People served will increase personal empowerment and self-determination

OBJECTIVE DOMAINS

Source: Satisfaction Survey, Q17. How do you feel about choice in your daily life?

- **72.4%** I have as much choice as I want. It's great.
- **24.1%** I have enough choice. It's ok.
- **3.4%** I have some choice. But I would like more.
- **0.0%** I have no choice. It's bad.

Source: Satisfaction Survey, Q18. What difference does the support you get from your staff make to the choice you have in your daily life?

- **96.4%** I have as much choice as I want. It's great.
- **0.0%** I have enough choice. It's ok.
- **0.0%** I have some choice. But I would like more.
- **3.6%** I have no choice. It's bad.

Source: Family Survey, Q13. How do you feel about choice in your family member's daily life?

- **29.4%** They have as much choice as they want. It's great.
- **35.3%** They have enough choice. It's ok.
- **35.3%** They have some choice. But they would like more.
- **0.0%** They have no choice. It's bad.

Source: Family Survey, Q14. What difference does the support your family member gets from their staff make to the choice they have in their daily life?

- **81.3%** It helps them have more choice.
- **0.0%** No difference at all.
- **6.3%** It makes them have less choice.
- **12.5%** Don't know.

■ 2015 STATISTICS

■ 2016 STATISTICS

## EFFICIENCY: We will maintain full capacity (all funded spaces full)



Source: Measured

## ACCESS: Target of new referrals to residential moving into their homes within 4 weeks



Source: Measured

OBJECTIVE DOMAINS

# ADULT AND YOUTH SERVICES: HOME AND COMMUNITY SERVICES

OBJECTIVE DOMAINS

## SATISFACTION: Residents are satisfied with their services

N/A\*  
100%

Source: Satisfaction Survey, Q23. Are you satisfied with the services you receive from your group home?

- **79.3%** I am very satisfied. It is great.
- **20.7%** I am satisfied. It is ok.

## SATISFACTION: Families and networks are satisfied with their family member's services

N/A\*  
76%

Source: Family Survey, Q19. Are you satisfied with the services your family member receives from their group home?

- **52.9%** I am very satisfied. It is great.
- **23.5%** I am satisfied. It is ok.
- **17.6%** I am somewhat satisfied. It could be better.
- **5.9%** I am not satisfied.

## PARTICIPANT SURVEY RETURN RATE

99% \*\*  
51% (29/57)

Source: Measured

## FAMILY SURVEY RETURN RATE

99% \*\*  
38% (18/47)

Source: Measured

## THINGS TO CONSIDER

- \* There was no Satisfaction Survey done in 2015, therefore no data was collected.
- \*\* There was no Satisfaction Survey done in 2015. However, 99% of individuals and family members asked at planning meetings indicated satisfaction with goal achievement.
- Residents increasing health concerns have led to the need to be quickly responsive to changing needs.
- This past year 3 folks passed away. Individuals are experiencing increasing fragility and medical issues. As a result, offering relevant training for staff teams will be important – falls prevention, lifts and transfers, dementia supports, grief support etc.
- Four new residents moved in, 2 on an emergency basis. Teams have had to be adaptive and flexible, with short notice.

## DATA ANALYSIS

### Reflection on 2016:

- Teams are recognizing the growing need to change and adapt services for the aging population. This has included changes in medical needs, the need for supportive equipment, accessibility challenges etc.
- Residential Remix new managerial model (three managers vs one overall) has led to strengthening of the leadership team. The improved ratio coupled with targeted leadership training and recruitment for supervisors has paid off.
- Started to see results from more attention being paid in planning to the development of Personal Expectations for Service, as seen by the satisfaction survey data results.
- We have been able to take time to listen to families during person centred planning to offer alternatives for living. This has led to individuals moving to Life Sharing homes, moving to live closer to family or moving between homes to more suitable settings.
- This year has seen a great deal of movement in and out of Residential services. Three individuals died this past year. We had three new permanent residents move in and we supported two people in crisis to have emergency placements in homes. Two people moved into Life Sharing this year as well.
- Work to make homes meet the needs of the residents has produced positive change (more accessible, equipment needs met).
- Time and effort to support the leadership team (training, recruitment) has paid off. Families and residents acknowledge the great support and care they receive from the teams and don't know what they would do without them.

### Recommendations for 2017:

- Prioritize completion of planning meetings with an emphasis on collecting Personal Expectations for Service and creating profiles with individuals and their support networks. **Action:** Personal Expectation and BACI Planning meeting training for leaders and teams to deepen the understanding in this area.
- Continue to provide learning and training opportunities for teams supporting individuals who are aging, and how that can inform the aging strategy in BACI's Strategic plan.
- Next stages in the Residential Remix (more moves to Life Sharing, prep for the new housing build at Filby and temporary relocation of a home, new resident moving from Life Sharing, etc.).
- Support to develop planning facilitation skills of the supervisors and staff.

## ABOUT LIFE SHARING

Life Sharing means living with and sharing all of life’s experiences together and forming a supportive and caring relationship.

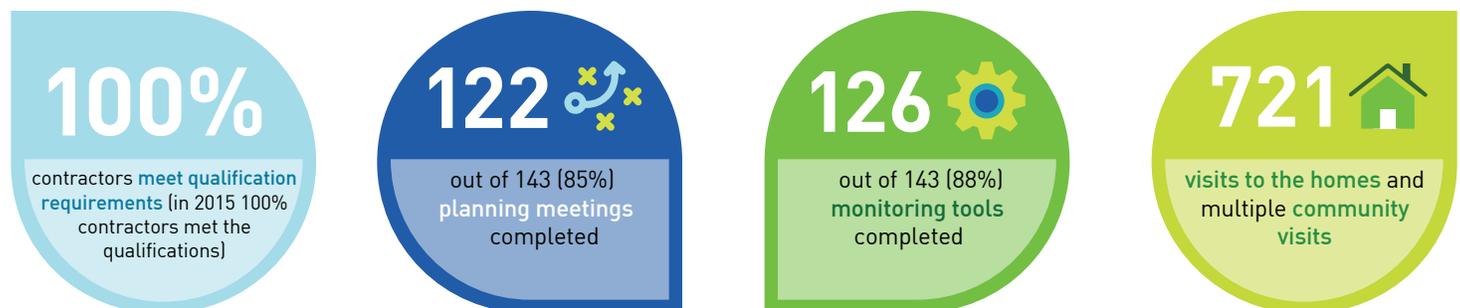
It is a flexible residential option where a person with a developmental disability shares a home with someone contracted to provide support. When there is a good fit between a person and the Life Share Provider, it can be the most effective option for supporting people to be included in their communities.

Over the course of 2016, 5.5 Life Sharing Managers supported 153 people in Life Sharing. At the end of 2016 those Managers were supporting 143 people in Life Sharing and had 121 contractors.

### Objectives

- Individuals live in their desired living situations as defined by them.
- People are growing, learning and thriving.
- People are connected and have a strong sense of belonging in their community.
- People have relationships that are meaningful; they have unpaid support.
- People feel confident and valued; they are contributing citizens in their communities.

## PERFORMANCE GOALS



37% of the people supported in Life Sharing responded to a survey where they answered questions around their satisfaction as well as the effectiveness of the support they receive. Their families were also asked the same questions. The figures on the next page come from the surveys.

# ADULT AND YOUTH SERVICES: LIFE SHARING

DATA FROM INDIVIDUALS SUPPORTED BY LSN SERVICES

DATA FROM FAMILY MEMBERS

**EFFECTIVENESS:** People live in their desired situations as defined by them

**Source: Satisfaction Survey, Q7.** Do you feel part of the Life Sharing Provider's family or household?

- 80.4%** I feel part of the family. It's great.
- 15.7%** I feel part of the family most of the time. It's ok.
- 3.8%** I feel part of the family, but not enough. It could be better.
- 0.0%** I don't feel part of the family at all.

**Source: Family Survey, Q4.** Do you feel that your family member is welcomed and included as part of their Life Sharing Provider's family or household?

- 83.3%** I feel they are part of the family. It's great.
- 10.0%** I feel they are part of the family most of the time. It's ok.
- 3.3%** I feel they are part of the family, but not enough. It could be better.
- 3.3%** I don't feel they are a part of the family at all.

**Source: Satisfaction Survey, Q14.** How do you feel about how you spend your time?

- 61.5%** I spend my time how I want. It is great.
- 25.0%** I do enough of the things I like. It is OK.
- 9.6%** I do some of the things I like. But I would like to do more.
- 3.8%** I do not do the things I like. It is really bad.

**Source: Family Survey, Q8.** How do you feel about the way your family member spends their time?

- 51.6%** They spend their time how they want. It is great.
- 35.5%** They do enough of the things they like. It is OK.
- 12.9%** They do some of the things they like. But they would like to do more.
- 0.0%** They do not do the things they like. It is really bad.

**EFFECTIVENESS:** People are growing, learning and thriving

**Source: Satisfaction Survey, Q19.** How do you feel about your physical health?

- 51.0%** I feel as healthy as I want. It's great.
- 25.5%** I feel healthy enough. It's ok.
- 21.6%** I feel quite healthy. But I could be healthier.
- 2.0%** I don't feel healthy at all. It's bad.

OBJECTIVE DOMAINS

# ADULT AND YOUTH SERVICES: LIFE SHARING

OBJECTIVE DOMAINS

Source: Family Survey, Q13. How do you feel about your family member's physical health?

- 48.5%** They feel as healthy as they want. It's great.
- 21.2%** They feel healthy enough. It's ok.
- 18.2%** They feel quite healthy. But they could be healthier.
- 12.1%** They don't feel healthy at all. It's bad.

Source: Satisfaction Survey, Q20. What difference does the support you get from your Life Sharing make to your physical health?

- 86.0%** It makes it better.
- 10.0%** No difference at all.
- 2.0%** It makes it worse.
- 2.0%** Don't know.

Source: Family Survey, Q14. What difference does the support your family member gets from their Life Sharing Provider make to their physical health?

- 87.6%** It makes it better.
- 6.3%** No difference at all.
- 0.0%** It makes it worse.
- 6.3%** Don't know.

Source: Satisfaction Survey, Q21. How do you feel about your emotional health?

- 62.7%** I feel as happy as I want. It's great.
- 17.6%** I feel happy enough. It's ok.
- 15.7%** I feel quite happy. But sometimes I feel sad.
- 3.9%** I don't feel happy at all. I often feel sad.

Source: Family Survey, Q15. How do you feel about your family member's emotional health?

- 58.1%** They are happy. It's great.
- 22.6%** They are happy enough. It's ok.
- 19.4%** They are quite happy. But sometimes they are sad.
- 0.0%** They aren't happy at all. They are often sad.

Source: Satisfaction Survey, Q22. What difference does the support you get from your Life Sharing Provider make to your emotional health?

- 84.3%** It makes it better.
- 11.8%** No difference at all.
- 0.0%** It makes it worse.
- 3.9%** Don't know.

# ADULT AND YOUTH SERVICES: LIFE SHARING

OBJECTIVE DOMAINS

**Source: Family Survey, Q16.** What difference does the support your family member gets from their Life Sharing Provider make to their emotional health?

- 87.1%** It makes it better.
- 6.5%** No difference at all.
- 3.2%** It makes it worse.
- 3.2%** Don't know.

## EFFECTIVENESS: Are connected and have a strong sense of belonging in their community

**Source: Satisfaction Survey, Q12.** Do you feel part of the community?

- 62.7%** Yes, I am involved as much as I would like to be.
- 17.6%** Yes, I am involved enough. It's ok.
- 15.7%** Yes, I am involved, but not enough. It could be better.
- 3.9%** No, I don't feel part of the community at all.

**Source: Family Survey, Q6.** Do you feel your family member is part of their community?

- 60.6%** Yes, they are involved as much as they would like to be.
- 24.2%** Yes, they are involved enough. It's ok.
- 9.1%** Yes, they are involved, but not enough. It could be better.
- 6.1%** No, they don't feel part of the community at all.

**Source: Satisfaction Survey, Q13.** What difference does the support you get from your Life Sharing Provider make to how involved you are with the community?

- 83.7%** It helps me feel more involved.
- 8.2%** No difference at all.
- 2.0%** It makes me feel less involved.
- 6.1%** Don't know.

**Source: Family Survey, Q7.** What difference does the support they get from their Life Sharing Provider make to how involved they are with the community?

- 84.4%** It helps them feel more involved.
- 6.3%** No difference at all.
- 0.0%** It makes them feel less involved.
- 9.4%** Don't know.

# ADULT AND YOUTH SERVICES: LIFE SHARING

## EFFECTIVENESS: People have relationships that are meaningful, they have unpaid supports

OBJECTIVE DOMAINS

Source: Satisfaction Survey, Q8. How do you feel about your social life?

- **65.4%** I see the people I like as much as I want it. It is great.
- **28.8%** I see the people I like sometimes. It is OK.
- **5.8%** I see the people I like but not enough. It could be better.
- **0.0%** I do not see the people I like at all. And I feel lonely.

Source: Family Survey, Q5. How do you feel about your family member's social life?

- **71.9%** They see the people they like as much as they want. It is great.
- **15.6%** They see the people they like sometimes. It is OK.
- **12.5%** They see the people they like but not enough. It could be better.
- **0.0%** They do not see the people they like at all. And they feel lonely.

Source: Satisfaction Survey, Q9. What difference does the support you get from your Life Sharing Provider make to your social life?

- **80.4%** It makes it better.
- **11.8%** No difference at all.
- **0.0%** It makes it worse.
- **7.8%** Don't know.

Source: Satisfaction Survey, Q10. How many friends do you have?

- |   |   |
|---|---|
| <span style="color: #0056b3;">■</span> <b>5.9%</b> None           | <span style="color: #4caf50;">■</span> <b>7.8%</b> Five to six    |
| <span style="color: #00a0e3;">■</span> <b>19.6%</b> One to two    | <span style="color: #2e7d32;">■</span> <b>2.0%</b> Seven to eight |
| <span style="color: #92d050;">■</span> <b>19.6%</b> Three to four | <span style="color: #bdbdbd;">■</span> <b>45.1%</b> Nine or more  |

*There is no similar question on the Family survey.*

Source: Satisfaction Survey, Q11. What difference does the support you get from your Life Sharing Provider make to having friends?

- **62.7%** I feel as happy as I want. It's great.
- **17.6%** I feel happy enough. It's ok.
- **15.7%** I feel quite happy. But sometimes I feel sad.
- **3.9%** I don't feel happy at all. I often feel sad.

*There is no similar question on the Family survey.*

# ADULT AND YOUTH SERVICES: LIFE SHARING

OBJECTIVE DOMAINS

Source: Satisfaction Survey, Q12. Do you feel part of the community?

- 62.7% Yes, I am involved as much as I would like to be.
- 17.6% Yes, I am involved enough. It's ok.
- 15.7% Yes, I am involved, but not enough. It could be better.
- 3.9% No, I don't feel part of the community at all.

Source: Family Survey, Q6. Do you feel your family member is part of their community?

- 60.6% Yes, they are involved as much as they would like to be.
- 24.2% Yes, they are involved enough. It's ok.
- 9.1% Yes, they are involved, but not enough. It could be better.
- 6.1% No, they don't feel part of the community at all.

## EFFECTIVENESS: People feel confident and valued; they are contributing citizens in their communities

Source: Satisfaction Survey, Q16. Are you currently taking part in any training, education, paid work or volunteering?

- 7.1% Yes, training
- 5.5% Yes, education
- 17.9% Yes, paid work
- 21.4% Yes, volunteering
- 48.2% None of the above

Source: Family Survey, Q10. Is your family member currently taking part in any training, education, paid work or volunteering?

- 8.6% Yes, training
- 5.7% Yes, education
- 5.7% Yes, paid work
- 22.9% Yes, volunteering
- 57.1% None of the above

## EFFICIENCY: Target of managers carrying an average caseload of 25 people\*

Source: Measured

- 100.0% Target met

# ADULT AND YOUTH SERVICES: LIFE SHARING

OBJECTIVE DOMAINS

**ACCESS:** Target of people finding LSN arrangements from referral to move-in within 3 months

Source: Measured

100.0% Target met

## SATISFACTION

Source: Satisfaction Survey, Q19. I am satisfied with the services provided by LSN.

94.0% Satisfied  
6.0% Not Satisfied

Source: Family Survey, Q19. Are you satisfied with the services your family member receives from the Life Sharing Network?

75.0% I am very satisfied. It is great.  
6.3% I am satisfied. It is ok.  
15.6% I am somewhat satisfied. It could be better.  
3.1% I am not satisfied.

## SURVEY RETURN RATE

Source: Measured

37.0% People in Life Sharing who completed the survey  
63.0% People in Life Sharing who did not complete the survey

Source: Measured

41% Families of people in Life Sharing who completed the survey  
59% Families of people in Life Sharing who did not complete the survey

## HIGHLIGHTS

- **Training Attended:** First Aid, PBS Capacity training, NVCI, Gary Anaka Brain training, Medication Administration training, Health Care training, Person Centered Thinking Training, Steve Patty In-service, Dementia training, Rights training, FASD training, home study course, CARF training, TASH Conference

## DATA ANALYSIS

### Reflection on 2016:

Information was gathered through a qualitative survey and evaluation completed in the Fall of 2016. A sampling of people (26%) who are supported through Life Sharing were surveyed. The following are examples of the questions that we asked to gather our data.

#### 1. People are growing, learning and thriving.

- What have you done that makes you proud of yourself?
- How has this made your life better? (Do you believe this has made your life better?)

#### Findings/Themes:

Those we support expressed that they learn best when they have strong, trusting, supportive, networks around them. The routine and reminders provided by a trusted person strengthens their motivation. It is important that we concentrate on strengthening people's support networks outside of the Life Sharing Provider's family, the family of the person supported, and their peers at BACI.

Many of the people we support expressed a desire to make a positive life change. They expressed wanting to improve their understanding of themselves and others. They expressed wanting to improve social relations and their emotional intelligence.

Those we support expressed that learning brings rewards such as:

- Gained independence
- Improved skills
- Improved self-esteem and pride
- Stable relationships
- Financial comfort
- Improved health

#### 2. People feel connected and have a strong sense of belonging in their community.

- How do you feel when someone recognizes you or sees you in your community? (Neighborhood? Who are they? How do you know them?)
- Where do you feel most appreciated in your community?

#### Findings/Themes:

Those we support expressed that although work can be fulfilling it does not guarantee connection.

### 3. People have relationships that are meaningful; they have unpaid support networks.

- What do you do with your friends?
- What have you learned about your friends? (Relationship?)

#### Findings/Themes:

The creation and review of a shared commitment clarifies understanding amongst all parties involved in the Life Sharing arrangement.

#### Recommendations for 2017:

We met as team in February 2017 to reflect on the year and plan for the year ahead. You will find some of our actions in this section.

People living in Life Sharing are aging and a plan for how to best support them through this process is urgently needed. Ways to support people to remain in their current living situations as well as alternative supported living arrangements need to be explored.

The Life Sharing managers play a key role in the success of strong Life Sharing arrangements. In order for them to continue to play a meaningful role they need the time and space to be able to spend with the people they support as well as their networks. They also need to be provided with opportunities for training so that they can continue to strengthen their practices.

- To strengthen the Life Sharing Management team by:
  - Hiring a new Life Sharing Manager by the end of March 2017
  - Providing professional development opportunities to the team to strengthen their practices, specifically in maintaining professional boundaries, facilitation skills, personal planning, and supporting people with drug and alcohol addictions.
- To find and implement management systems that will hold all of our files both for the people supported (planning tool) and for the contractors (HR tool) and convert our paper files over to this new system by the end of 2017.
- To cap our growth at 150 people supported through Life Sharing so that we can concentrate our efforts on strengthening existing arrangements and spend more time with those we are currently supporting.
- To work with CLBC and our community partners to create a plan for those aging in Life Sharing.
- To introduce the new contract and the Contractors Guide, which is a tool for contractors to better understand their obligations as they are laid out in the contract.
- Create a training video and booklet for those supported through Life Sharing to educate on rights as well as to provide information on the values of BACI and the Life Sharing Department.
- Create opportunities to have discussions on the importance of building strong support networks around those we are supporting in Life sharing. This can be done during the creation or review of the shared commitment, during planning, or as a discussion on its own. This will be geared towards contractors, families and those we support.
- Create a Life Sharing newsletter and website by July 2017 where the team can share resources, post newsletters, provide updates on what is happening in the community as well as recruit potential contractors.

# ADULT AND YOUTH SERVICES: OUTREACH SERVICES

## ABOUT OUTREACH

Outreach services supports 70+ people who live independently or with aging families. Individuals are supported to develop the skills that will help them become more independent, lead more meaningful lives, and be able to more fully participate in their community. The hours of support per month are based on the needs and goals of each individual, but typically would not exceed 20 hours per month.

### Objectives

People served will:

- Build skills that will help them lead healthy, full and independent lives
- Learn critical life skills that will enable them to interact, contribute and work in their communities
- Build and maintain lasting relationships with their friends and families
- Drive the services they receive

## PERFORMANCE GOALS



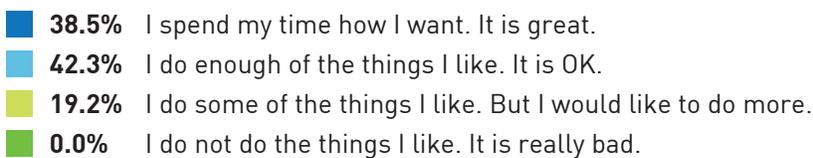
DATA FROM INDIVIDUAL SURVEY

DATA FROM FAMILY SURVEY

**OBJECTIVE DOMAINS**

**EFFECTIVENESS:** People served will build skills that will help them lead healthy, full and independent lives.

Source: Satisfaction Survey, Q10. How do you feel about the way you spend your time?



# ADULT AND YOUTH SERVICES: OUTREACH SERVICES

OBJECTIVE DOMAINS

Source: Satisfaction Survey, Q13. How do you feel about your physical health?

- **34.6%** I feel as healthy as I want. It's great.
- **30.8%** I feel healthy enough. It's ok.
- **30.8%** I feel quite healthy. But I could be healthier.
- **3.8%** I don't feel healthy at all. It's bad.

Source: Satisfaction Survey, Q14. How do you feel about your emotional health?

- **26.9%** I feel as happy as I want. It's great.
- **34.6%** I feel happy enough. It's ok.
- **38.5%** I feel quite happy. But sometimes I feel sad.
- **0.0%** I don't feel happy at all. I often feel sad.

Source: Family Survey, Q11. How do you feel about the way your family member spends their time?

- **25.0%** They spend their time how they want. It is great.
- **50.0%** They do enough of the things they like. It is OK.
- **25.0%** They do some of the things they like. But they would like to do more.
- **0.0%** They do not do the things they like. It is really bad.

Source: Family Survey, Q12. What difference does the support your family member gets from their staff make to how they spend their time?

- **100.0%** It makes it better.
- **0.0%** No difference at all.
- **0.0%** It makes it worse.
- **0.0%** Don't know.

Source: Family Survey, Q16. How do you feel about your family member's physical health?

- **25.0%** They feel as healthy as they want. It's great.
- **25.0%** They feel healthy enough. It's ok.
- **50.0%** They feel quite healthy. But they could be healthier.
- **0.0%** They don't feel healthy at all. It's bad.

Source: Family Survey, Q17. What difference does the support your family member gets from their staff make to their physical health?

- **100.0%** It makes it better.
- **0.0%** No difference at all.
- **0.0%** It makes it worse.
- **0.0%** Don't know.

# ADULT AND YOUTH SERVICES: OUTREACH SERVICES

OBJECTIVE DOMAINS

Source: Family Survey, Q18. How do you feel about your family member's emotional health?

- 50.0% They are happy. It's great.
- 0.0% They are happy enough. It's ok.
- 50.0% They are quite happy. But sometimes they are sad.
- 0.0% They aren't happy at all. They are often sad.

Source: Family Survey, Q19. What difference does the support your family member gets from their staff make to their emotional health?

- 100.0% It makes it better.
- 0.0% No difference at all.
- 0.0% It makes it worse.
- 0.0% Don't know.

**EFFECTIVENESS:** People served will learn critical life skills that will enable them to interact, contribute and work in their communities

Source: Satisfaction Survey, Q9. Do you feel part of the community?

- 30.8% Yes, I am involved as much as I would like to be.
- 50.0% Yes, I am involved enough. It's ok.
- 19.2% Yes, I am involved, but not enough. It could be better.
- 0.0% No, I don't feel part of the community at all.

Source: Satisfaction Survey, Q11. Are you currently taking part in any training, education, paid work or volunteering?

- 6.7% Yes, training
- 3.3% Yes, education
- 33.3% Yes, paid work
- 30.0% Yes, volunteering
- 26.7% None of the above

Source: Family Survey, Q9. Do you feel your family member is part of their community?

- 75.0% Yes, they are involved as much as they would like to be.
- 25.0% Yes, they are involved enough. It's ok.
- 9.1% Yes, they are involved, but not enough. It could be better.
- 6.1% No, they don't feel part of the community at all.

# ADULT AND YOUTH SERVICES: OUTREACH SERVICES

OBJECTIVE DOMAINS

Source: Family Survey, Q10. What difference does the support they get from their staff make to how involved they are with the community?

- **75.0%** It helps them feel more involved.
- **0.0%** No difference at all.
- **0.0%** It makes them feel less involved.
- **25.0%** Don't know.

Source: Family Survey, Q13. Is your family member currently taking part in any training, education, paid work or volunteering?

- **0.0%** Yes, training
- **0.0%** Yes, education
- **50.0%** Yes, paid work
- **0.0%** Yes, volunteering
- **50.0%** None of the above

**EFFECTIVENESS:** People served will build and maintain lasting relationships with their friends and families

Source: Satisfaction Survey, Q7. How do you feel about your social life?

- **42.3%** I see the people I like as much as I want it. It is great.
- **26.9%** I see the people I like sometimes. It is OK.
- **26.9%** I see the people I like but not enough. It could be better.
- **3.8%** I do not see the people I like at all. And I feel lonely.

Source: Satisfaction Survey, Q8. How many friends do you have?

- |   |  |
|---|--|
| <span style="color: blue;">■</span> <b>0.0%</b> None                  | <span style="color: green;">■</span> <b>30.8%</b> Five to six        |
| <span style="color: lightblue;">■</span> <b>11.5%</b> One to two      | <span style="color: darkgreen;">■</span> <b>15.4%</b> Seven to eight |
| <span style="color: yellowgreen;">■</span> <b>19.2%</b> Three to four | <span style="color: grey;">■</span> <b>23.1%</b> Nine or more        |

Source: Family Survey, Q7. What difference does the support your family member gets from their staff make to their social life?

- **100.0%** It makes it better.
- **0.0%** No difference at all.
- **0.0%** It makes it worse.
- **0.0%** Don't know.

# ADULT AND YOUTH SERVICES: OUTREACH SERVICES

OBJECTIVE DOMAINS

Source: Family Survey, Q8. What difference does the support your family member gets from their staff make to them having friends?

- 50.0% It makes it better.
- 25.0% No difference at all.
- 0.0% It makes it worse.
- 25.0% Don't know.

**EFFECTIVENESS:** People served will drive the services they receive

Source: Satisfaction Survey, Q12. How do you feel about choice in your daily life?

- 46.2% I have as much choice as I want. It's great.
- 34.6% I have enough choice. It's ok.
- 19.2% I have some choice. But I would like more.
- 0.0% I have no choice. It's bad.

Source: Family Survey, Q14. How do you feel about choice in your family member's daily life?

- 25.0% They have as much choice as they want. It's great.
- 75.0% They have enough choice. It's ok.
- 0.0% They have some choice. But they would like more.
- 0.0% They have no choice. It's bad.

Source: Family Survey, Q15. What difference does the support your family member gets from their staff make to the choice they have in their daily life?

- 100.0% It helps them have more choice.
- 0.0% No difference at all.
- 0.0% It makes them have less choice.
- 0.0% Don't know.

2015 STATISTICS

2016 STATISTICS

OBJECTIVE DOMAINS

**EFFICIENCY:** Target of Outreach Services maintaining at full occupancy (all spaces occupied)

100%  
100%

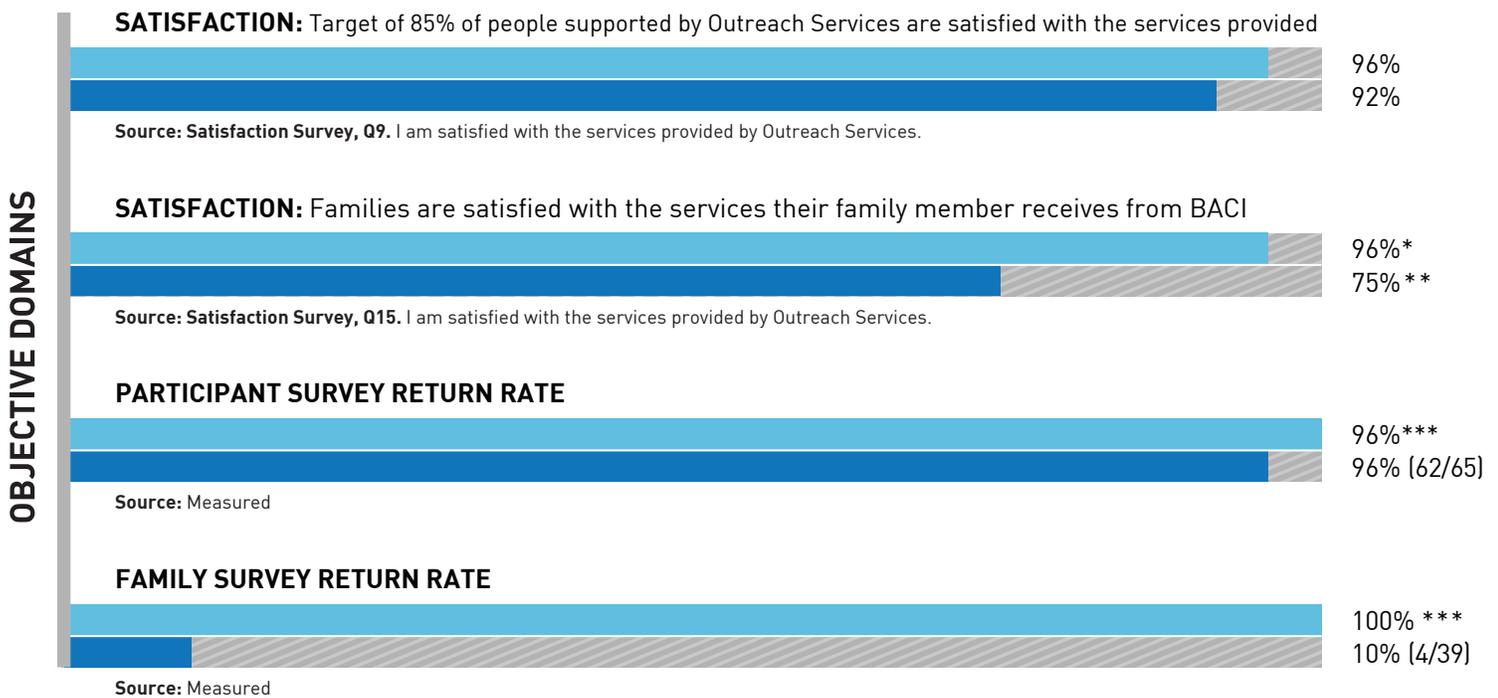
Source: Outreach masterlist and CLBC global and short term list.

**ACCESS:** Target of individuals beginning services within 3 weeks of referral to BACI

100% (13/13)  
100% (18/18)

Source: Outreach masterlist.

# ADULT AND YOUTH SERVICES: OUTREACH SERVICES



## THINGS TO CONSIDER

- \* Of those asked at planning meetings, 96% were satisfied.
- \*\* 25% stated they were satisfied, but that “it could be better”.
- \*\*\* There was no satisfaction survey done in 2015. However, 96% of families and individuals who were asked at planning meetings stated they were satisfied with the support people received to achieve their goals.
- Many new referrals this year took up more than one space due to crises in their lives. Often staff were asked to play new roles (community inclusion workers, coordinators of home/medical/mental health supports). This crisis support was a strain on workers.
- Short term and ongoing Outreach contracts have limited backfill attached. It was difficult supporting people in crisis when staff were sick (no coverage) or on vacation (25% coverage). This will continue to be an issue if this trend towards supporting people in medical crisis continues.
- Maintaining a pool of casuals for this department is challenging, due to the varied and flexible nature of the work.

# ADULT AND YOUTH SERVICES: OUTREACH SERVICES

## HIGHLIGHTS

45



Christmas Hampers distributed\*

150



Community Kitchens held (3/week) serving 35+ participants\*\*

8222



lbs (\$20,555) of food support & kitchen equipment donated by Greater Vancouver Food Bank

- \* In partnership with Blue Mountain Quilters Guild and Quest Food distributors.
- \*\* In partnership with Vancouver Food Bank, Cobs Breads, Can u Dig it, BC Farmers Market Coupon Program and United Way of the Lower Mainland Food security project.
- **Events Held:** 2 Senior's Teas.
- **Training Attended:** Brain Wellness Workshop, GVFB Fresh Choices Canning and Community Kitchen training, Food Safe, Person Centred Practices training, NVCI, First aid, FASD conference, Senior's Ambassador inservice.
- **Community Partners and Supporters:** Greater Vancouver Food Bank and Fresh Choices, BC Farmers Market Coupon program, Can U Dig It Community Gardens, Cob's Breads, United Way of the Lower Mainland - Food security project, Burnaby Community Services, New West Seniors Services, Quest Food distributors, Blue Mountain Quilters Guild.

## DATA ANALYSIS

### Reflection on 2016:

- Outreach services has been busy this past year, moving short term referrals quickly through their allotted time. The average new referral spent 3 to 9 months in the program.
- This is not always enough time to support people to achieve all goals they have set. Our new approach of limiting goals to be worked on to 1 to 2 goals at a time is allowing people to have more success, while drilling down closer to what they truly want and need to achieve.
- There has been a trend in referrals with more complexity this past year. We are seeing more individuals struggling with addictions and experiencing mental health breakdowns resulting in hospitalizations. We are serving less individuals, who are referred into more than one opening. There is a lack of community based mental health support services available that serve individuals with developmental disabilities, FASD and Autism spectrum disorders.
- Aging in place has been a theme this year with a number of ongoing participants requiring extra supports that will allow them to successfully live in community. Three individuals were supported to move into homeshare settings

## ADULT AND YOUTH SERVICES: OUTREACH SERVICES

and are thriving. Three individuals left our services to move closer to their families. Change can be challenging but being part of people driving their own services has been a great learning opportunity.

- Collaborating with BACI programs is a necessary part of the work in Outreach. It has been an area of growth for the team and we expect to continue to work more closely with BEST, Kudoz, BCC, LSN over the coming year.

### **Recommendations for 2017:**

- Outreach staff will need continual support/training to meet the changing needs of the people on their caseloads and to fulfill the new roles we are being asked to play. This could include Mental Health First Aid, Autism specific training, case management skills.
- Staying current around community based services that support aging in place is paramount as most of the people served in Outreach will not be able to afford assisted living. The people we support currently in ongoing outreach support are aging early, with multiple issues arising. Working in collaboration with community resources such as HSCL will be very important to helping people live the lives they want, safely and happily.
- Create opportunities for people to stay connected to their friends, family and the community as they age. Many people noted they are sad and lonely since they have lost parents or spouses. Emotional wellbeing is strongly linked to physical well-being.
- The team will take part in joint LSN/Outreach PBS training to enable them to meet some of the communication and behavioural support needs of people served.
- Hire a staff who speaks Mandarin or Cantonese, Farsi.
- Update PCT training for the team, specific to Outreach planning and documentation needs.

## ABOUT BCC

Building Caring Communities is a partnership between 4 agencies – BACI, posAbilities, Simon Fraser Society for Community Living and Inclusion Powell River. It is part of a larger vision and ambition to transform the role of service delivery organizations from being primarily expert caretakers and teachers, to becoming facilitators, networkers, brokers and coaches.

### Objectives

Ensure that persons with developmental disabilities have genuine opportunities to:

- Broaden and deepen their experiences within community,
- Find and maintain friendships,
- Become more socially and personally resilient.

### Details

There were 1.8 full-time employees in 2016, with 22 participants.



## KEY FINDINGS

Key Findings from 2016 Impact Evaluation:

**Connectors as Guides that Offer Discovery and Change**

Participants reported that Connectors have been an important stepping-stone to their discovery of community and themselves.

**Looking in the Mirror and Liking What I See**

Participants are learning more about their abilities and disabilities, engaging in self-discovery, and coming up with more positive framings around identity and growth.

**Recovering from Boredom**

Participants frequently talked about how BCC assisted them to get out of their homes, find places to go and people to go there with them. They were spending less time at home, less time alone, and their curiosity and excitement was growing.

# ADULT AND YOUTH SERVICES: BUILDING CARING COMMUNITIES



## It's Not So Scary After All

While participants like the idea of trying new experiences, going places and making friends, the reality can result in retreat or paralysis. Participants are overcoming their fears and anxieties by trusting the Connector and/or practicing personal courage. They are becoming more relaxed and willing to trying new things.



## Building Competencies Makes it Easier to Let Go

Families are seeing increases in participant's capacities and competencies, which is shifting their perceptions and building new sets of hopes and expectations—they are beginning to hold participants to higher standards.



## For Whom Does BCC not work?

Not all participants experienced these results—either in total or by degree. Some participants, we know, have achieved limited outcomes. We are committed to understanding more about for whom BCC is not working and why.

## TESTIMONIALS



I didn't think I would ever do something like that but I pushed my boundaries! And I found that I really liked it... I'm not independent totally – but I'm getting there. I never thought I could be independent until we tried things and pushed my comfort zone.

**PARTICIPANT, BUILDING CARING COMMUNITIES**

It [BCC] allows [participant] to make choices, where all his life people make choices for him, he has developed powerful new skills through this program that I feel are invaluable.

**PARENT OF PARTICIPANT, BUILDING CARING COMMUNITIES**



## DATA ANALYSIS

### Reflection on 2016:

- Community Connectors at BACI were engaged not only in connecting participants in meaningful ways in the community and supporting people in navigating new social situations, but also in working in close collaboration with other services at BACI.
- In 2016, BACI connectors were able to focus on supporting youth in transition – those just entering adult services to start to address an identified gap in support.

### Recommendations for 2017:

- BACI Connectors will work with partner agencies to clarify and solidify the BCC partnership.
- BCC will refine and adopt a new Theory of Action.
- Connectors will work with an evaluation expert to refine quantitative measurement practices.
- BCC will investigate common trends around our work with participants for whom BCC does not seem to be achieving notable results.

# ADULT AND YOUTH SERVICES: BEST

## ABOUT BACI'S EMPLOYMENT SERVICES & TRAINING

BACI's Employment Services & Training is a service that focuses on empowering adults with developmental disabilities to attain their employment goals. The employment specialists at BEST work closely with each candidate to discover their potential and connect them with employers.

BEST emphasizes on meeting employers' business needs through positive and innovative employment solutions. BEST continues to primarily focus on effective person-centered and result oriented outcomes for our potential job seekers.

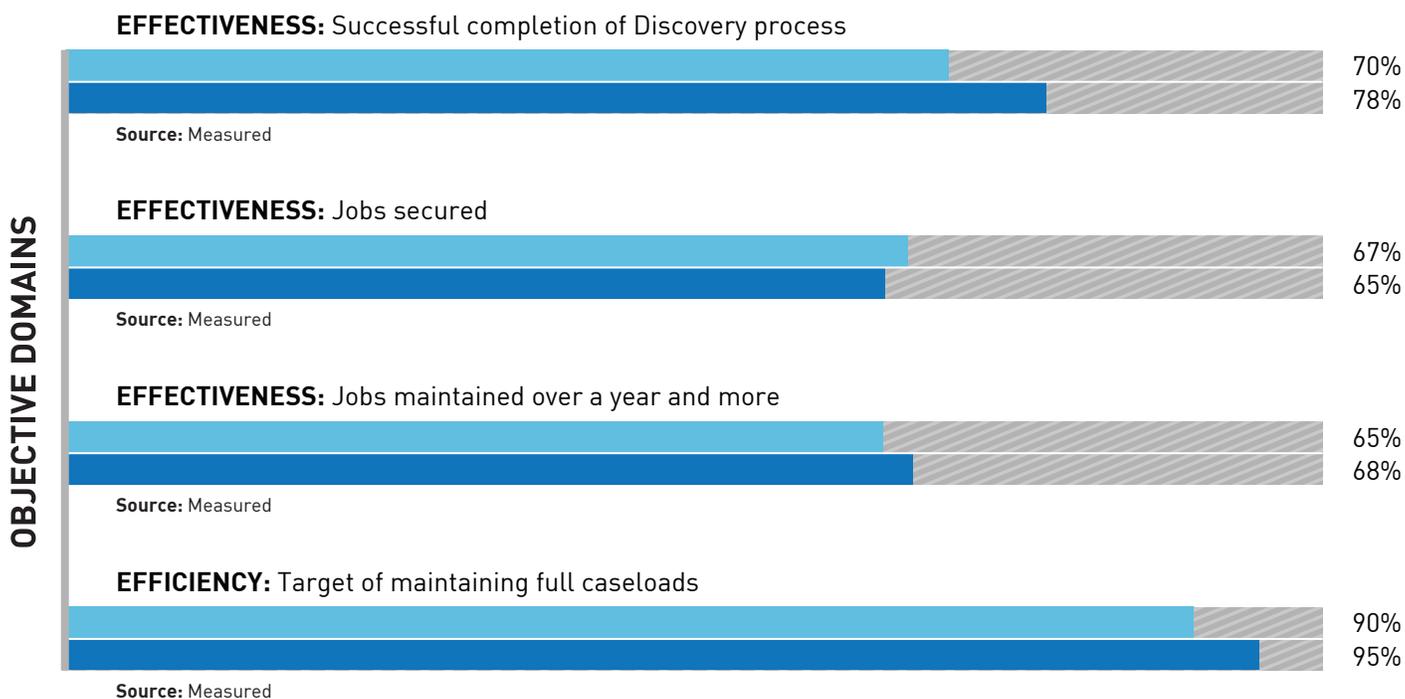
### Objectives

- To assist potential job seekers to explore and identify their interests, needs and skills using a structured discovery process.
- To help prepare potential job seekers to work independently in an open and competitive work force.
- To help facilitate the best possible match between job seekers' skill sets and interests, with employers' business needs.
- To promote the benefits of employment inclusion to business partners and community.

## PERFORMANCE GOALS

2015 STATISTICS

2016 STATISTICS



# ADULT AND YOUTH SERVICES: BEST

**OBJECTIVE DOMAINS**

**ACCESS:** Target of information meeting or start of services taking place within 1 month of referral



Source: Measured

**SATISFACTION:** BEST participants and their families are satisfied with their support



Source: We have gathered the data for satisfaction from our annual review meetings as surveys went out late resulting in low returns. Moving forward the surveys will be out in a timely manner.

## HIGHLIGHTS



- **Events Attended:** BBOT, BEST celebrations, VSB Transition fair, Untapped, Case and Inclusion BC Conferences, BC Win celebrations, Project Everybody.
- **Training Attended:** Denise Bissonnette Job Development Training, Customized Employment Training, Marketing Training, Brain Wellness Training.
- **Community Partners and Supporters:** Vancouver School Board, Ready Willing and Able, BCWIN, Open Door Group, BBOT, CCRW and BC Centre for Ability.

## DATA ANALYSIS

- In gathering data from our review meetings with individuals and families there seemed to be an emerging theme linking having a job with reporting satisfaction with the service. Those with jobs were satisfied with their services, those without jobs were not satisfied.
- The majority of participants were satisfied with the jobs they had obtained, with only a few looking into changing their job or increasing their shifts.
- Another common thread was that no one wanted to work full-time hours or make more money than the exemption limit in fear of losing their PWD status and benefits.
- Families would like to see skill development as part of the service.

## ADULT AND YOUTH SERVICES: BEST

### Reflection on 2016:

- Better structured and streamlined Intake and Discovery process has helped to generate better results.
- Percentile of jobs obtained has been on an upward scale.
- Collaboration with business partners has increased networking, resulting in more job opportunities and business relations.
- Value added services to businesses has been well appreciated by businesses.

### Recommendations for 2017:

- More effective marketing and networking.
- Creating an interactive discovery toolkit which benefits both the jobseeker and Employment Specialist.
- Creating avenues for accessible vocational training opportunities for the jobseeker.
- Maintain a pragmatic Employment Specialist to jobseeker ratio, to achieve attainable results.

## ADULT AND YOUTH SERVICES: ACHIEVEMENT OF GOALS

This year, effectiveness measures continue to be the Individual Support Plan reviews, Service Evaluations and Goal Achievement. Please see the following charts for findings and next steps. Specific departments will share the specifics of their effectiveness measures data in their Dashboards.

In 2016, Service Evaluations were conducted in all residences (15/15). This year we were also able to review a sampling of the Community Inclusion (Day Services) program participants (30%). The Service Evaluation format used was not as effective in Day Services. We will work with Quality Assurance and the Community Inclusion managers to create a tool that works well and allows us to review all people's files. More specific info about these departments can be found in their area Dashboards.

### Service Evaluation 2016

#### Strengths

- Coordinators who have created support documents that assist them in monitoring status of goals, financial guidance, completion of ISP updates, etc. One coordinator has put a fresh face on the documents in the Individual Service Plans (ISP). This will be shared with all teams as it has made accessing information more efficient and user friendly.
- Most people have current Person Centered Plans in place this year — 70% in 2016 vs 50% in 2015 (Home and Community Services); 70% in 2016 vs 63% in 2015 (Community Inclusion). Great work on the part of the teams.

#### Recommendations

- Many goals in place for people are actually a reflection of the expectations the person has about how they want to spend their days and weeks. This is an area for further coaching and support with the supervisors and teams.
- More work needs to be done with teams around capturing Personal Expectations for Service. This information provides us with a foundation for the support for each person served. It helps us identify WHAT a person wants to do; HOW they prefer we provide their supports; WHERE and WHEN they might want their supports provided and any special approaches needed. This information drives how we provide all supports to people served and may also identify any gaps in current services for the person.
- The full Service Evaluation report is available through Quality Assurance.

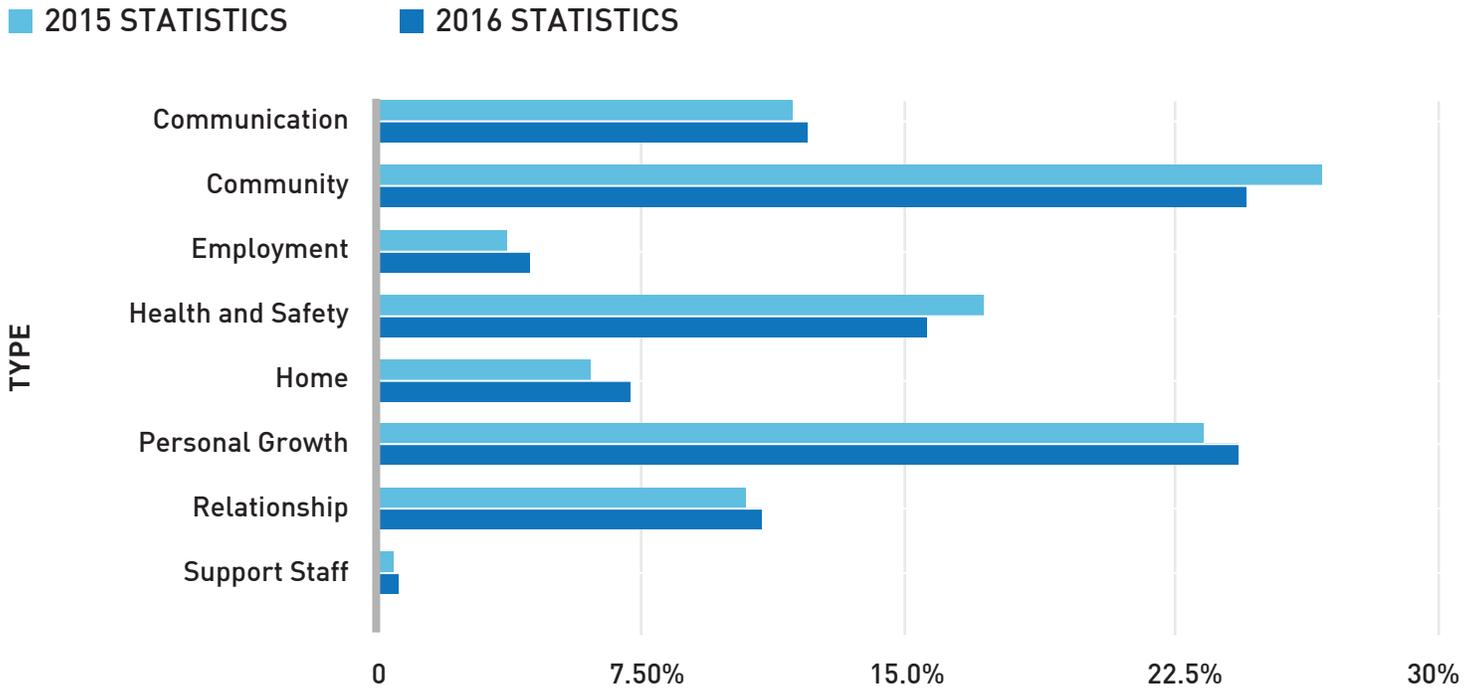
#### Achievement of Goals

- As always, the people we support have been striving to achieve their goals, hopes and dreams over the past year. The path to our goals is where the learning and growth takes place, not just in the achievement of the goal. For your interest, we have included charts showing the distribution and achievement of goals that are set across the Quality Assurance indicators.
- This year we are also providing this data sorted by specific Adult Services departments.

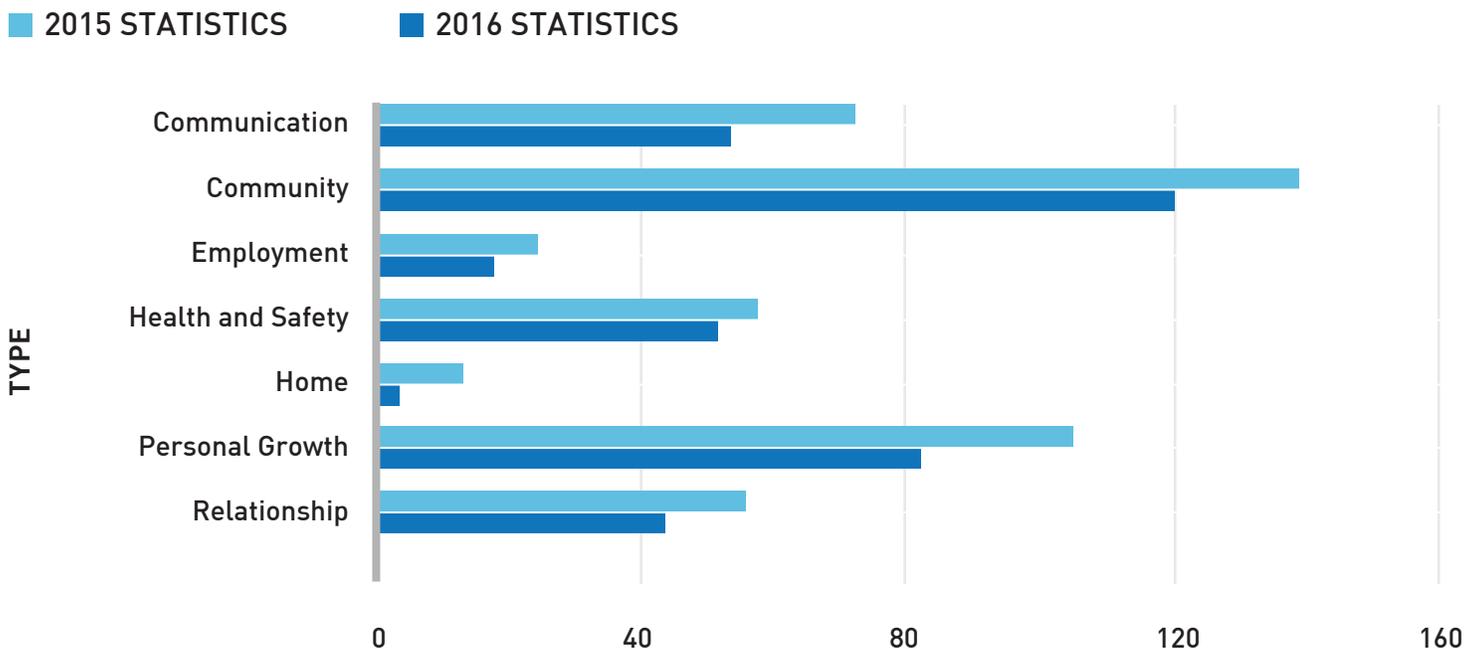
# ADULT AND YOUTH SERVICES: ACHIEVEMENT OF GOALS

## Comparison of 2015/2016 Goals by Type – as of December 31, 2016

Percentage of Goals by Type: 2015-2016

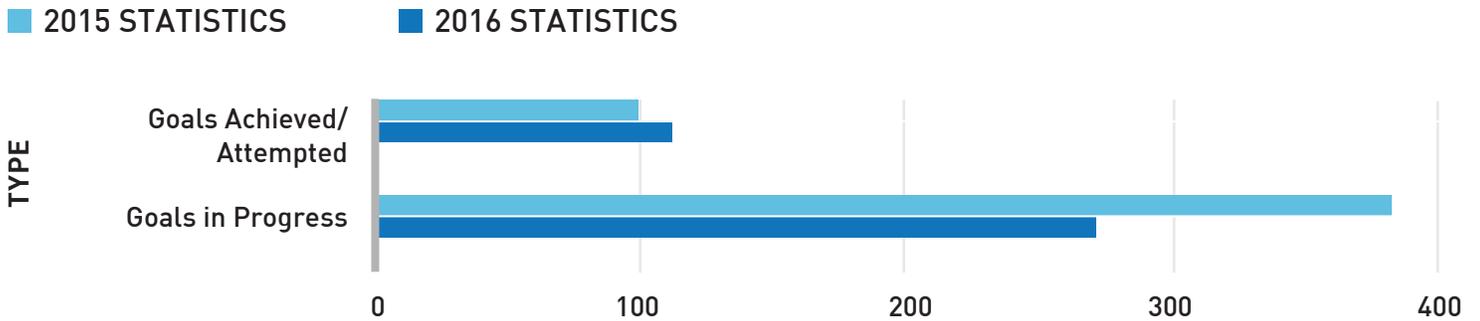


Community Inclusion Goal Type: 2015-2016

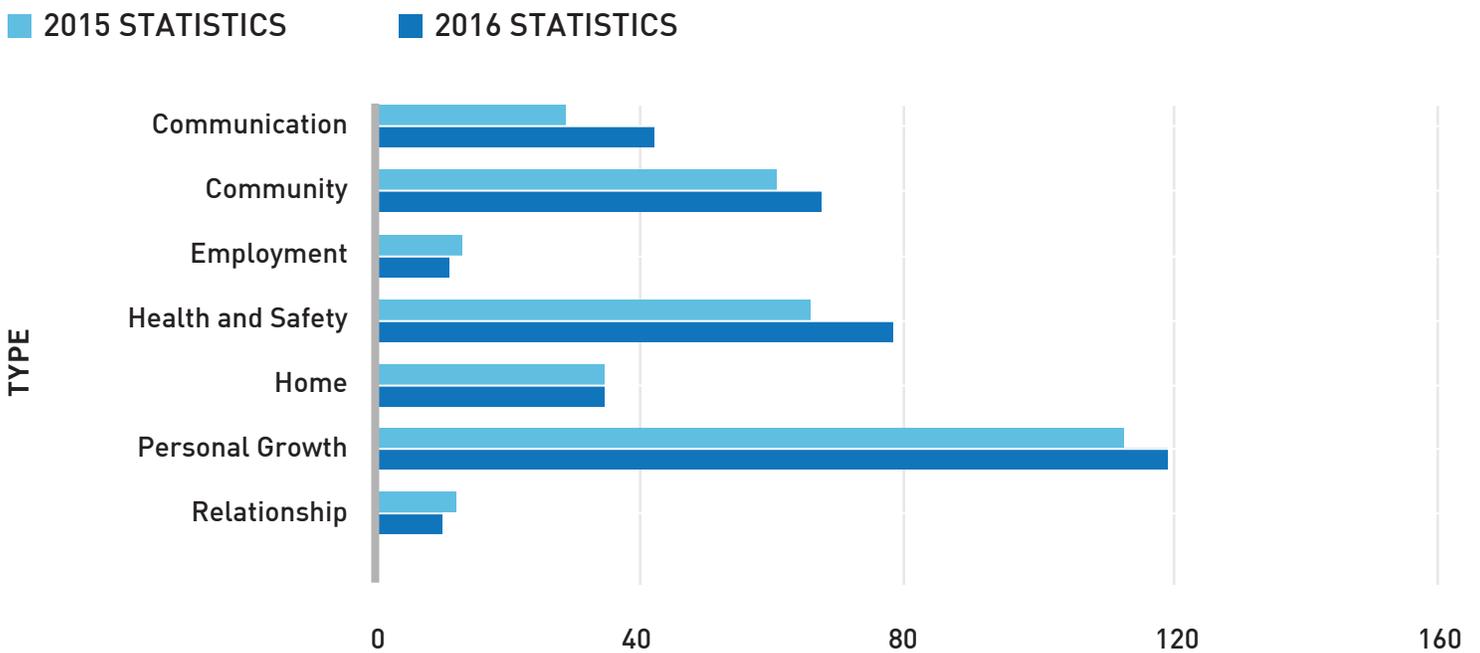


# ADULT AND YOUTH SERVICES: ACHIEVEMENT OF GOALS

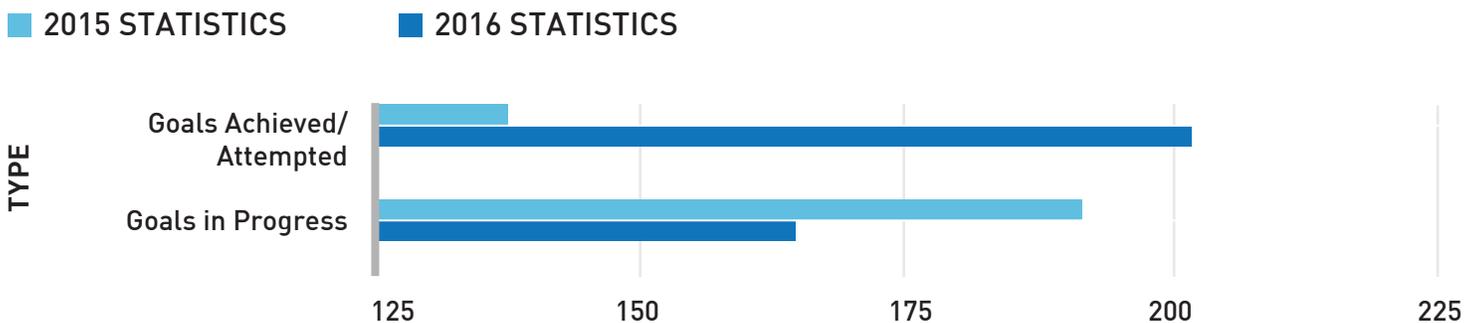
Community Inclusion Goal Completion: 2015-2016



Outreach Goal Type: 2015-2016

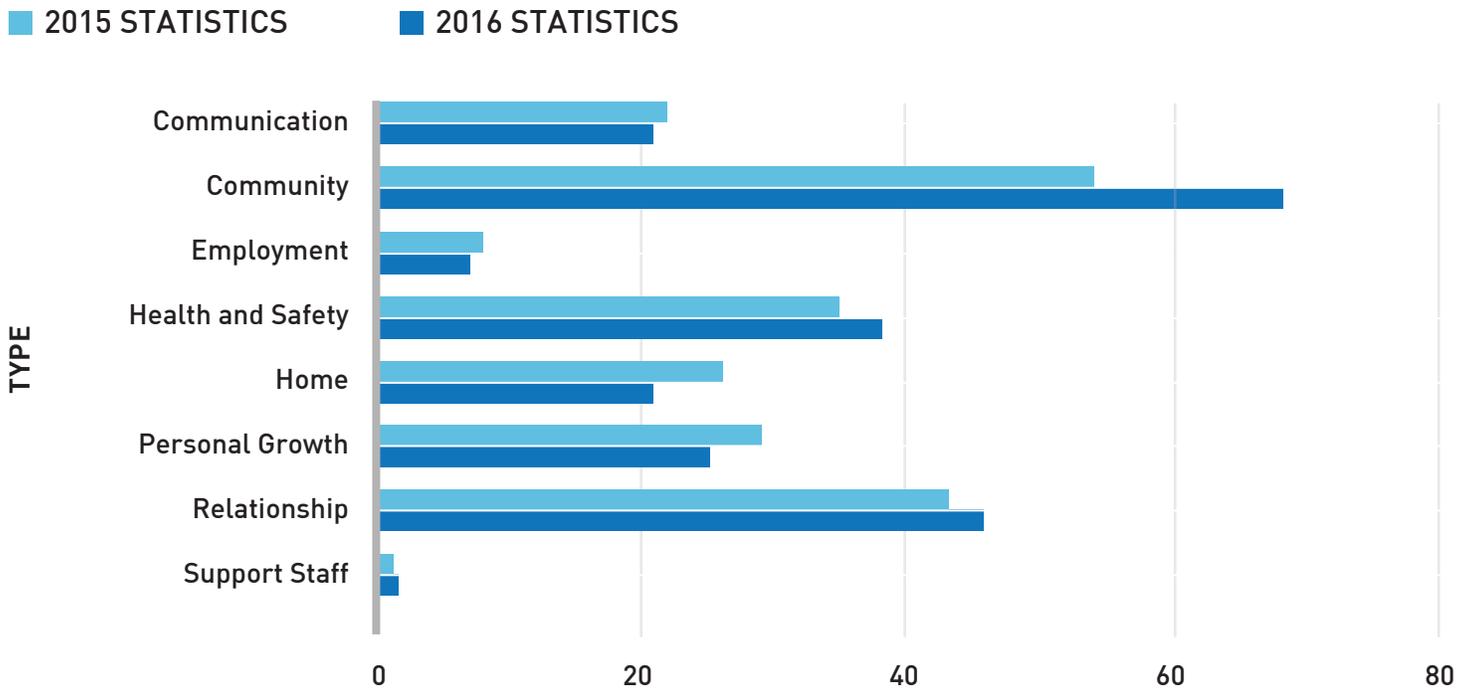


Outreach Goal Completion: 2015-2016

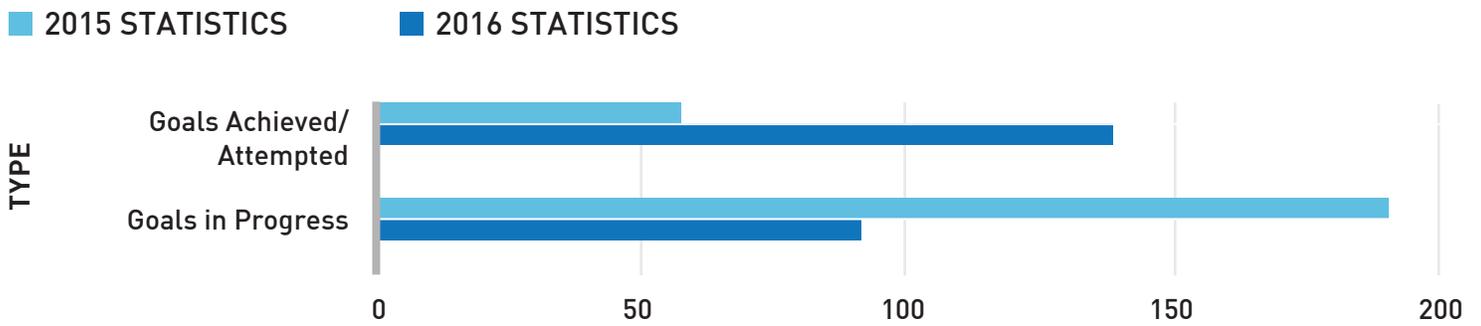


# ADULT AND YOUTH SERVICES: ACHIEVEMENT OF GOALS

Home and Community Services Goal Type: 2015-2016



Home and Community Services Goal Completion: 2015-2016



## ABOUT CHILDREN'S SERVICES

BACI operates 4 inclusive, licensed child care centres in the City of Burnaby. The Fairhaven and Variety Centres provide child care to children ages infant to 5 years and the Brentwood Park Plus and Southslope Out of School Care Centres provide before and after school care to children ages 5 to 12 years. The centres are principled under the values and practices of early childhood education and development, diversity, well-trained and qualified staff, families as partners, and ensuring the health and safety of each child at all times.

## QUALITY ASSURANCE

### Purpose

Through input from The Burnaby Association for Community Inclusion (BACI) membership, families, funders, and employees, a set of 'General Expectations for Service' for Children's Services have been developed. These General Expectations for Service are BACI's internally designed standards that provide the foundation from which we plan and monitor the quality and personal responsiveness of service.

### General Expectations for Children's Services

#### Health and Safety

- BACI will provide child care within environments that are healthy, safe, and secure.

#### Positive Social Atmosphere

- BACI provides child care in ways that value each child's individuality and promotes his/her sense of self-respect, respect for others and respect for his/her environment.

#### Child Development

- BACI provides a variety of programs within the centres that encourage each child's social, emotional, intellectual and skill development.

#### Diversity and Inclusion

- BACI provides child care services that welcome and honour diversity diversity and inclusion.

#### Families as Partners

- BACI recognizes and respects families as partners in the provision of child care.

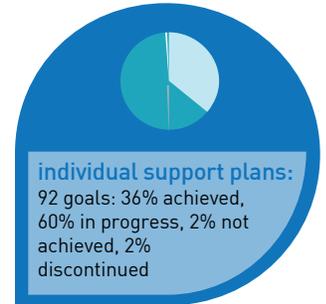
#### The Childcare Team

- BACI actively collaborates with external professionals (Social Workers, Therapists, Teachers, etc.) to ensure the delivery of quality child care.

#### Accessibility

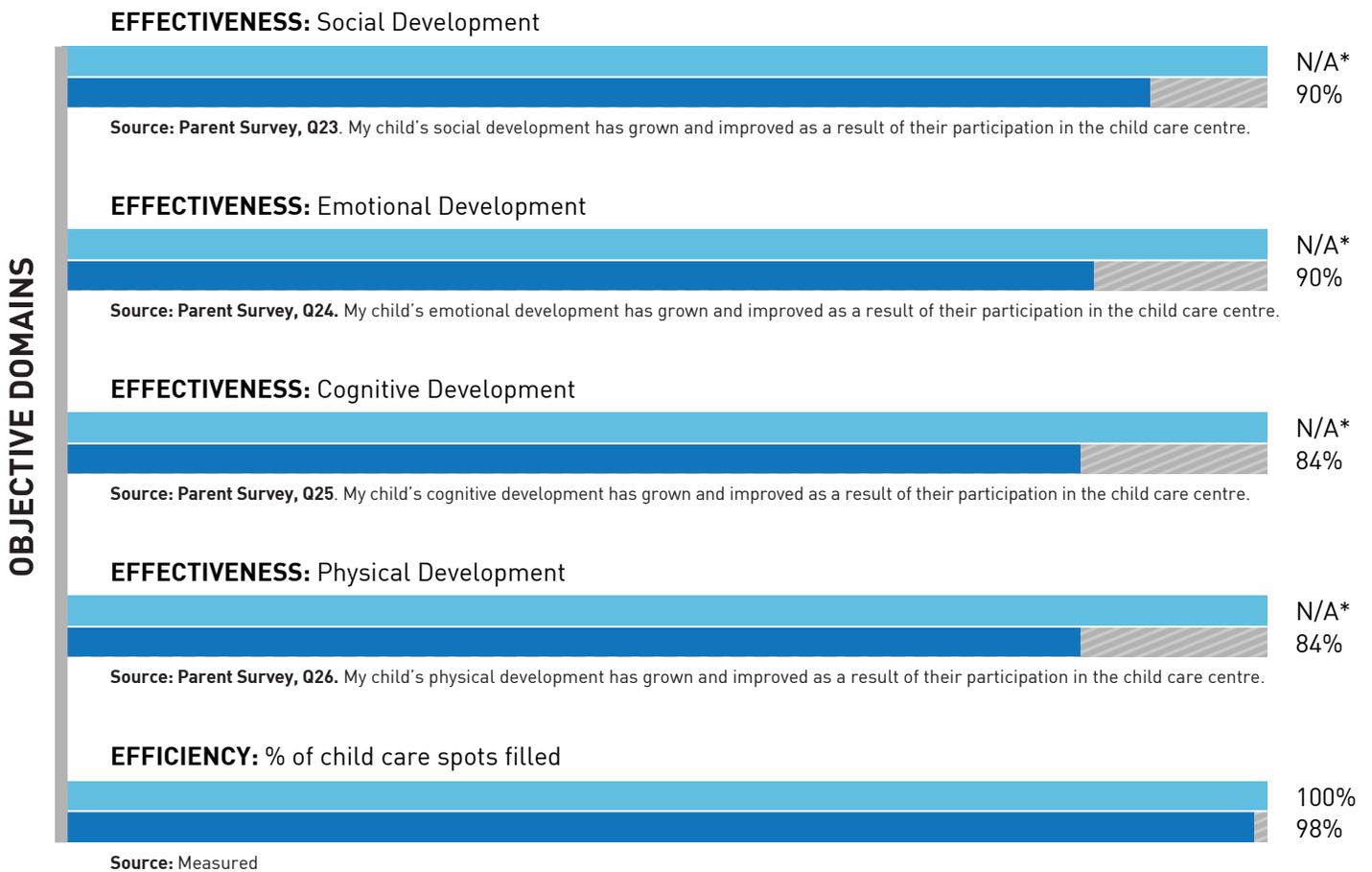
- BACI is a disability confident organization and is committed to ensuring that our buildings, programs and support services are free of barriers and accessible to all.

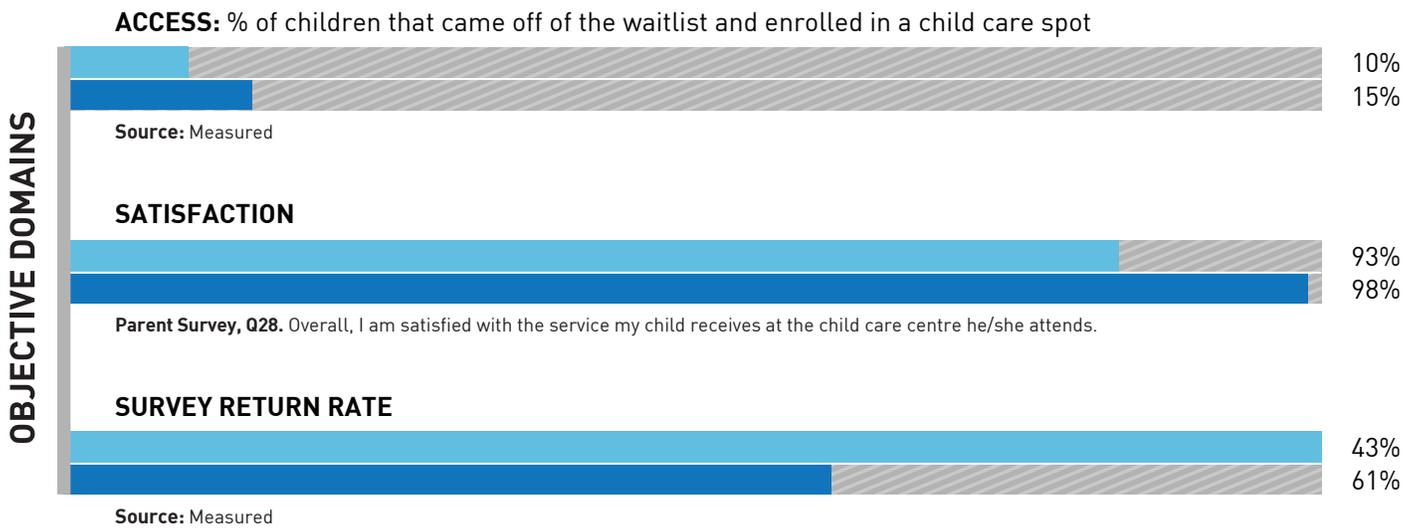
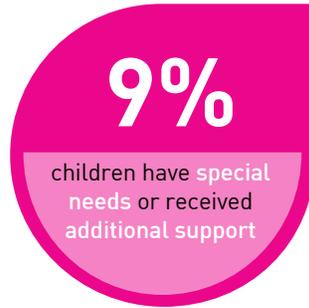
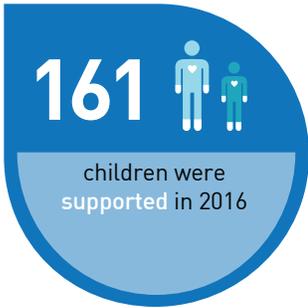
PERFORMANCE GOALS



2015 STATISTICS

2016 STATISTICS





## THINGS TO CONSIDER

- These are new questions in 2016; therefore, there was no comparative data for 2015.
- Families leaving centres with insufficient notice led to occasional 1-2 month vacancies in the centres.

## DATA ANALYSIS

### Reflection on 2016:

The survey return rate for Children's Services remains consistent and strong – 61%. This is a steady return rate from which to gather information and draw conclusions/recommendations. Overall, the feedback from families in Children's Services continues to be very positive. Families expressed a high level of satisfaction with the centres - 98%. Through the surveys, families indicated they feel the centres are safe, welcoming, inclusive, and provide high quality services.

Families continue to be very satisfied with the child care staff. Families described the staff as approachable, skilled,

## CHILDREN'S SERVICES

professional, responsive, friendly, engaging, caring, respectful, and welcoming. Under the leadership of a strong supervisory team, the child care staff create safe and supportive learning environments for the children. Questions #2-6 and #8-13 on the Parent Satisfaction Survey are directly related to the staff. The average satisfaction rating for these questions is 97%. In the comment section, the vast majority of families stated the child care team and the safe and warm environment they provide is what they value most.

The child care team is fundamental to the delivery of high quality child care at BACI. We're pleased to report that the team in Children's Services has a very low 0% turnover rate for full-time employees – which is likely a key reason for the positive and trusting relationships with families.

There is long-standing research that shows children who attend child care are more school ready and better meet their child development milestones – social, emotional, physical, and cognitive. For the past 4 to 5 years, we've tried to establish the link between children attending our child care centres and child development, which is essentially the **effectiveness** of the program. Specifically, the program supervisors and child care staff have shared more information with families (e.g. newsletters, posted notes explaining activity goals, parent boards, etc.) about how and what activities their child participates in directly link to each child development area. From there, parents could better identify and link their child's development to what they do at their child care centre.

With more information about child development, our hope was families were more equipped to answer questions about whether their child was developing socially, emotionally, physically, and cognitively as a result of their child attending child care. This year, we asked families to directly rate the difference in their child's development as a result of attending their child care centre. Please note these are new questions on the survey – #22a-d – so will not have comparative data from the previous year. Overall, as the data shows on the dashboard, parents give a high rating to the program effectiveness – average of 87%. Social development is the area that achieves the highest rating – 90%. Furthermore, many of the families' comments stated that their child is growing and learning socially the most. Children are making friends, playing, problem solving, and engaging in positive social interactions. Families are also pleased that the child care centres are inclusive and celebrate diversity. This was noted both in the survey questions – Questions #13, #15, #16 – average 93%.

Families also shared their concerns and/or suggestions for improvement. Comments ranged from: more variety in snacks, more outdoor play for the smaller children even on bad weather days, more attention on individual child's needs, more arts and crafts and activities in the Infant/Toddler program, and more academic activities like pre-schools offer. Furthermore, families indicated they would like different options for summer enrollment and participation in the Out of School Care programs. We greatly appreciate this feedback from families. The comments have been shared with the program supervisors and where possible, they will address these areas. However, some areas of concern are operational decisions and based on how best to efficiently and effectively operate the child care centres. Still, families are always encouraged to share their concerns not only on the survey, but throughout the year. With the very high demand for child care, we are pleased that there was a modest increase in the number of children able to come off the waitlist and into service – an average of 15% across all of the centres. It should be noted that this is especially unusual for our Out of School Care Programs because spots do not open up very often due to the duration of time children are typically enrolled – Kindergarten to Grade 7.

BACI is very grateful for the hard work and dedication of our child care team. They clearly care about the work they do and the children they care for every day. We're also grateful that families chose BACI as their child care provider, share our values of providing inclusive child care, and give us the opportunity to partner with them every day in their child's life.

**Recommendations for 2017:**

- The Children's Services employees are clearly our greatest resource to providing high quality, safe, and inclusive child care – as reiterated through the Parent Survey quantitative questions and overall comments. It is important to invest in the team to maintain the high quality skills and values they demonstrate – ongoing training, team meetings, support for program planning, and on-going coaching and role-modeling from the program supervisors.
- The low turnover rate in Children's Services is an important statistic that may require further exploration. This consistency in the team members is probably a key reason why families feel so comfortable with the people caring for and supporting their children. There are stable relationships in place, which likely lead to more trust and positive communication.
- Continue to share information with families about child development so families are better informed and can identify the intended impact of their child's participation in the program.
- Continue to implement diversity related program planning and celebrations at each centre.
- Continue to ensure the centres are operating as per all health and safety standards and expectations, including Licensing and Accreditation.

# INFANT DEVELOPMENT PROGRAM

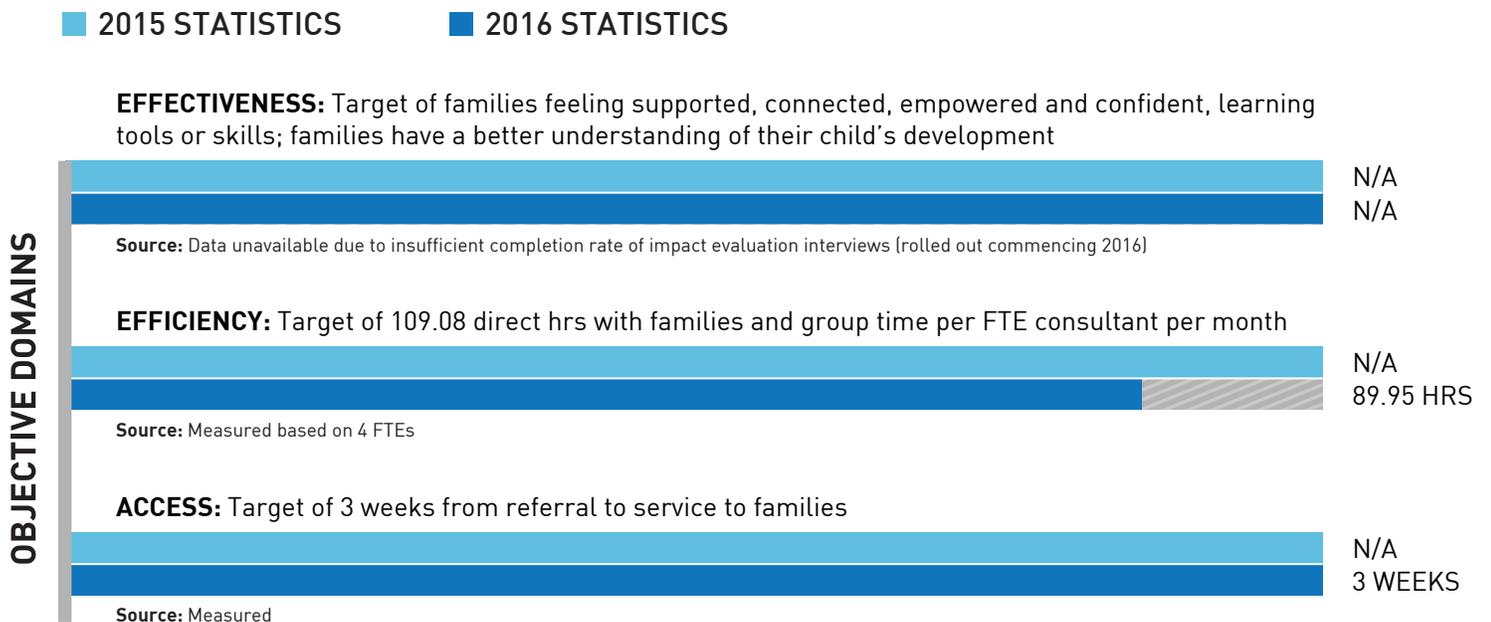
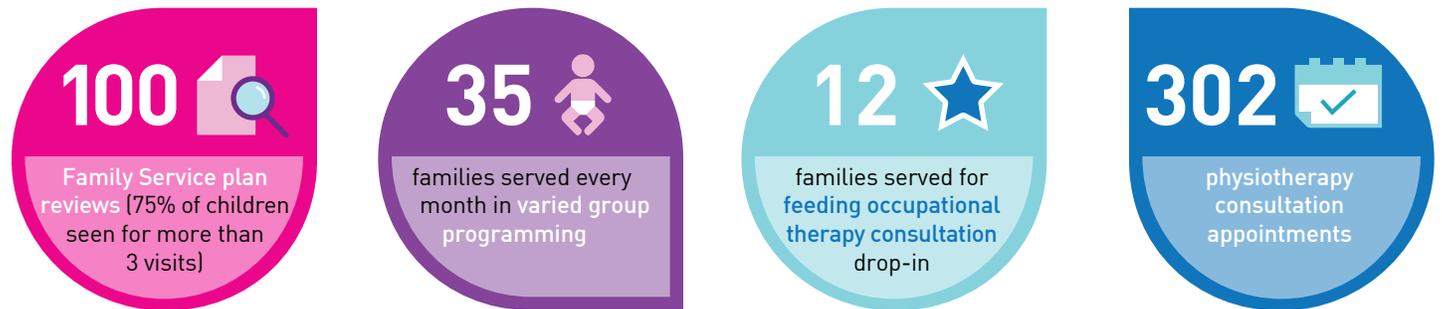
## ABOUT IDP

The Infant Development Program serves infants from birth to three years of age in their home who are at risk for, or already have, a delay in their development. The Infant Development Program served 307 children and their families in 2016 and is funded for 5.8 full time equivalent Infant Development Consultants.

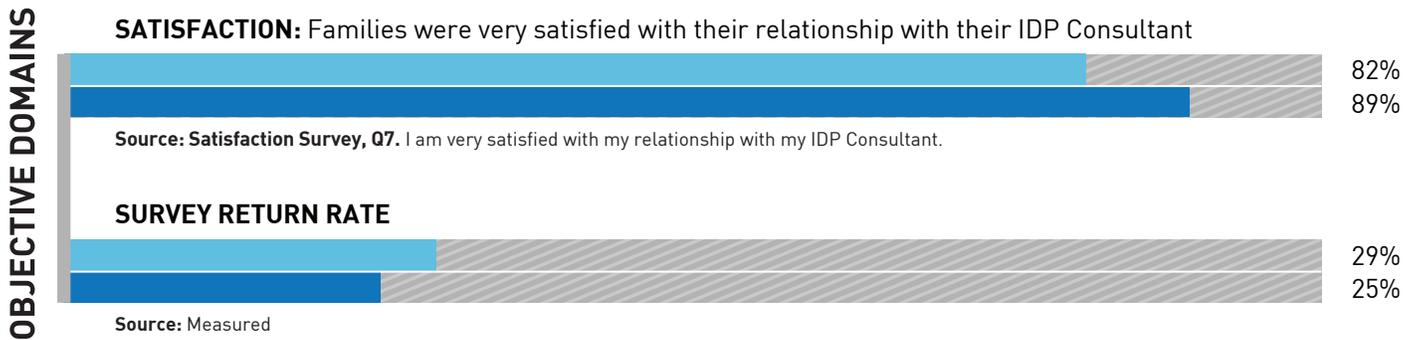
### Objectives

- To connect families to one another and also to community resources
- To improve upon the parent-child relationship
- To increase parents' understanding of infant and child development, particularly their child's development
- To educate families and community about developmental milestones and our program

## PERFORMANCE GOALS



# INFANT DEVELOPMENT PROGRAM



## THINGS TO CONSIDER

- Unprecedented level of staff turnover. The relatively small program has had six full time or part time employees leave in 2016.
- Due in part to significant turnover, the Impact Evaluation Survey completion rate is not high enough to draw valid themes from. However from the sample we have completed, families report increased connectedness and understanding of their child’s development, as well as some other findings not originally laid out as intended outcomes. These include: feedback that the program needs to find new and increased ways to honour diversity amongst families, increased parental confidence, and a sense that it’s OK to “let go of perfect” for both children and parents.
- We formerly (until 2016) tracked efficiency as a measure of how many children were on each Infant Development Consultant’s caseload. Moving forward, efficiency will be measured by number of direct service hours to children and their families. That is, how many hours of face-to-face or voice-to-voice intervention provided by the IDP Consultant to the family. Efficiency was measured on a lower number of full time equivalent hours (FTEs) for 2016 because the entire year we were under-staffed. The target measure may need to be modified once the program functions with a team at full capacity for some time.
- For full Impact Evaluation Survey, contact Krista Moldowan, Senior Manager of Children and Family Services, at [krista.moldowan@gobaci.com](mailto:krista.moldowan@gobaci.com)
- Our survey return rate was relatively low this year. As in previous years, we offered a paper copy to families in home visits, and also emailed families an electronic hyperlink where they could fill out a survey online. We attribute the low return rate to busy young families. We are delighted that from those who did respond, we received positive and satisfied feedback.
- We are pleased to have been able to continue to offer a program in the community free of a waitlist when many other services have waiting lists in Burnaby. This has been a challenge in light of the high rate of turnover, but we are committed to making sure that all families receive intervention through our program within the target access timeframe.

# INFANT DEVELOPMENT PROGRAM

## HIGHLIGHTS

100%

families received info about their rights and responsibilities this year

12 

12/12 staff meetings



sibling group commenced in 2016

DIVERSITY  
CONFIDENCE  
LETTING GO OF PERFECT

themes coming from some of the first Impact Evaluation Surveys

of IDP caseload

2010	10-20%
2016	25-30%

Increased incidence of children who are diagnosed or at-risk for autism spectrum disorder

- **Groups Offered:** Story Art, Sensory, Playgroup, Infant Massage, Baby Beluga Swimming, Music and Movement, Mother Goose, Family Night, Siblings group.
- **Community Partners and Supporters:** Burnaby Preventive Health – Pregnancy Outreach and Baby and Me programming, Playgroup, Burnaby Speech and Hearing, BC Centre for Ability - Early Intervention Therapy program and Supported Child Development program, YMCA Brentwood Community Resource Centre, MOSAIC Newcomer's Centre, SMILE program for young mothers, Burnaby School Board Strong Start programs, East Burnaby Family Place, Burnaby Neighborhood House, Adoptive Parents Association of BC, Aunt Leah's housing for young mothers.
- **Training Attended:** Early Years Conference, Impact Evaluation Interview Revision with Dr. Steve Patty, Stress and Autism, Ages and Stages Questionnaire Training.

## DATA ANALYSIS

### Reflection on 2016:

- With the high level of turnover of staff this year, the team has made many efforts to change and grow. That is, we now measure our efficiency and effectiveness differently – in a way that measures the time spent with and the impact we're having on families. We are committed to fine-tuning the impact; always knowing how it is we're impacting families we work with so we may inform our future practice. The program did extensive impact evaluation and team building workshops.
- The program has offered two new groups to families this year: Siblings group and drop-in Feeding group.
- The program, thanks to continued fundraising supports, has prioritized providing consistent and additional physiotherapy consultations during times of high turnover.
- Recruitment and training of new Infant Development Program Consultants has taken considerable time and coordination. New materials were developed for training and orientation.

## INFANT DEVELOPMENT PROGRAM

### Recommendations for 2017:

- Acknowledge diversity: Translate brochures and other publications, change referral and record keeping to collect ethnicity and languages spoken, and respect that families may choose how much information they disclose. Collaborate and consider within the community how to best address the rising number of families requiring interpretation services and the cost this incurs.
- Establish a full and stable team. Retain and train the new members of the team so that they may sustain a full caseload, thus serve many families at our target response rate. Create an updated Infant Development Consultant orientation checklist.
- The team will attend further training in Autism Spectrum disorder, trauma informed practice, family mental health and wellness, and cultural sensitivity.
- Establish ongoing Impact Evaluation interviews with as many families as possible so we may gather reliable qualitative effectiveness data.

## REPORTING - OPERATIONS

The Burnaby Association for Community Inclusion is an organization that must maintain due diligence as an employer and community agency. Therefore, it is important to evaluate and report on the areas of the agency – outside of direct service – that may directly or indirectly impact the overall service quality and capacity of the organization. This includes Human Resources, Health & Safety, and Complaints and Concerns.



# REPORTING - OPERATIONS: HUMAN RESOURCES

## AGENCY DATA

	2015	2016
<b>Total Number of Employees</b>	474	530
<b>Total Regular Employees</b>	291	296
<b>Total Full-Time Employees</b>	158	160
<b>Total Part-Time Employees</b>	133	136
<b>Total Casual Employees</b>	183	232
<b>New Hires</b>	111	110
<b>Turn-Over</b>	11.2%	9.6%
<b>Appraisal</b>	11.0%	38.0%
<b>Languages Represented</b>	60	68

## TURN-OVER RATES

	2015	2016
<b>Agency</b>	11.2%	9.6%
<b>Full-Time Employees</b>	8.7%	6.4%
<b>Part-Time Employees</b>	14.2%	15.0%
<b>Casual Employees</b>	11.2%	8.7%

## REPORTING - OPERATIONS: HUMAN RESOURCES

### NEW HIRE BREAKDOWN

	2015	2016
<b>Total New Hires</b>	111	110
<b>Full-Time New Hires</b>	18	13
<b>Part-Time New Hires</b>	38	24
<b>Casual New Hires</b>	54	73

### PERFORMANCE APPRAISAL

	2015	2016
<b>Agency Total</b>	/	116
<b>Full-Time Employees</b>	/	68
<b>Part-Time Employees</b>	/	38
<b>Casual New Employees</b>	/	10

\*In addition, 95% of the management team received a performance appraisal this year.

PROGRAM DATA: COMMUNITY INCLUSION



	2015	2016
<b>Total Regular Employees</b>	87	92
<b>Total Full-Time Employees</b>	32	31
<b>Total Part-Time Employees</b>	55	61
<b>Total Casual Employees</b>	58	68
<b>Community Inclusion Turn-Over Rate</b>	11.2%	11.5%
<b>Full-Time Turn-Over Rate</b>	13.5%	6.1%
<b>Part-Time Turn-Over Rate</b>	9.8%	14.1%
<b>Turn-Over Casual</b>	9.4%	11.7%

**PROGRAM DATA: HOME AND COMMUNITY SERVICES**



	2015	2016
<b>Total Regular Employees</b>	135	135
<b>Total Full-Time Employees</b>	77	76
<b>Total Part-Time Employees</b>	58	59
<b>Total Casual Employees</b>	84	115
<b>HCS Turn-Over Rate</b>	11.2%	7.5%
<b>Full-Time Turn-Over Rate</b>	8.3%	7.3%
<b>Part-Time Turn-Over Rate</b>	14.7%	7.8%
<b>Turn-over Casual Rate</b>	10.6%	4.2%



**PROGRAM DATA: OUTREACH**



	2015	2016
<b>Total Regular Employees</b>	11	10
<b>Total Full-Time Employees</b>	9	9
<b>Total Part-Time Employees</b>	2	1
<b>Total Casual Employees</b>	4	5
<b>Outreach Turn-Over Rate</b>	0%	9.1%
<b>Full-Time Turn-Over Rate</b>	0%	0%
<b>Part-Time Turn-Over Rate</b>	0%	50.0%
<b>Turn-Over Casual Rate</b>	33.0%	0.0%



**PROGRAM DATA: BEST**



	2015	2016
<b>Total Regular Employees</b>	5	4
<b>Total Full-Time Employees</b>	5	4
<b>Total Part-Time Employees</b>	0	0
<b>Total Casual Employees</b>	0	0
<b>BEST Turn-Over Rate</b>	0%	0%
<b>Full-Time Turn-Over Rate</b>	/	/
<b>Part-Time Turn-Over Rate</b>	/	/
<b>Turn-Over Casual Rate</b>	/	/

## PROGRAM DATA: CHILDREN'S SERVICES



	2015	2016
<b>Total Regular Employees</b>	33	33
<b>Total Full-Time Employees</b>	21	21
<b>Total Part-Time Employees</b>	12	12
<b>Total Casual Employees</b>	28	37
<b>Children's Services Turn-Over Rate</b>	13.2%	10.8%
<b>Full-Time Turn-Over Rate</b>	8.7%	0.0%
<b>Part-Time Turn-Over Rate</b>	20.0%	25.0%
<b>Turn-Over Casual Rate</b>	3.5%	2.6%

## PROGRAM DATA: IDP



	2015	2016
<b>Total Regular Employees</b>	8	6
<b>Total Full-Time Employees</b>	5	6
<b>Total Part-Time Employees</b>	3	0
<b>Total Casual Employees</b>	0	0
<b>IDP Turn-Over Rate</b>	20.0%	45.5%
<b>Full-Time Turn-Over Rate</b>	0.0%	25.0%
<b>Part-Time Turn-Over Rate</b>	40.4%	/
<b>Turn-Over Casual Rate</b>	/	/

## DATA ANALYSIS

In 2016 we saw an overall decrease in our turn-over rate which may be attributed to many different factors. We note there is a significant trend of higher turn-over rates for Part-Time positions – the agency turn-over rate is 6.43% for Full-Time employees while Part-time turn-over rates peak at 15%. We recognize that Full-Time positions offer a valuable incentive to employees and the well-documented trend of employees working multiple jobs to subsist continues for people working in this sector. In addition, we note that casual employee numbers are high and although casuals are critical to ensure continuity of services, large numbers present challenges to adequately orient and train and appraise employees. We also note that this number may not reflect the true number of casuals who are available and accepting shifts. We hope to address this with improved employee tracking software in the upcoming year.

BACI is aware of the impact of turn-over and reliance on casual pools and the HR department works with department managers to combine positions and thereby increase hours for employees without compromising quality of services. Furthermore, we are aware that turn-over contributes to disruption of quality service and that consistent staffing improves services for the people we support and creates a more supportive environment for staff. BACI is working on staff retention strategies. To this end and as outlined in our strategic themes, BACI is working to ensure a healthy and well-connected workforce.

In 2016, BACI undertook a Disability Confidence Review which involved an open invitation to staff, families and leadership to attend focus groups. This external review has provided us with several impending action items to improve the disability confidence of BACI. One of the report recommendations we will be exploring is the increase of Disability Awareness through workshops with staff and self-advocates. The complete report, authored by Karen Lai, can be accessed on Share Vision or by request. We are looking forward to implementing these strategies shortly. In 2016, BACI made some key structural changes to integrate Quality Assurance into direct services and increase and improve managerial presence within direct services. In addition, we increased supervisory levels in direct services. In 2016, we sought to emphasize the value of strong leadership and the inherent connection to leadership and employee engagement. To support this end, we provided monthly training to the supervisor/coordinator team and put an emphasis on training and employee recognition. Over 400 employees attended training sessions such as Brain Development, Person Centred Thinking, Orientation training, First Aid, NVCI, Foodsafe, Back Care and more. In addition, members of the management team attended most team meetings to listen to staff, understand issues and provide guidance. We supported supervisors to build their own capacity and increase the capacity of their teams through workshops on developmental leadership, Coaches Group and Positive Behaviour Supports.

In 2016, we saw an increase in the number of performance appraisals – an area in which BACI has identified as a significant short-coming. Performance appraisals are a key strategy to ensure employees are learning and growing in their work and feeling valued in their role. Improving the number of performance appraisals remains an issue, and we are far from our goal of 100% and are therefore in the midst of implementing several action items to improve the completion of performance appraisals. BACI's support of leadership roles may be responsible for the increase in performance appraisals and we hope to continue this work in the next few years.

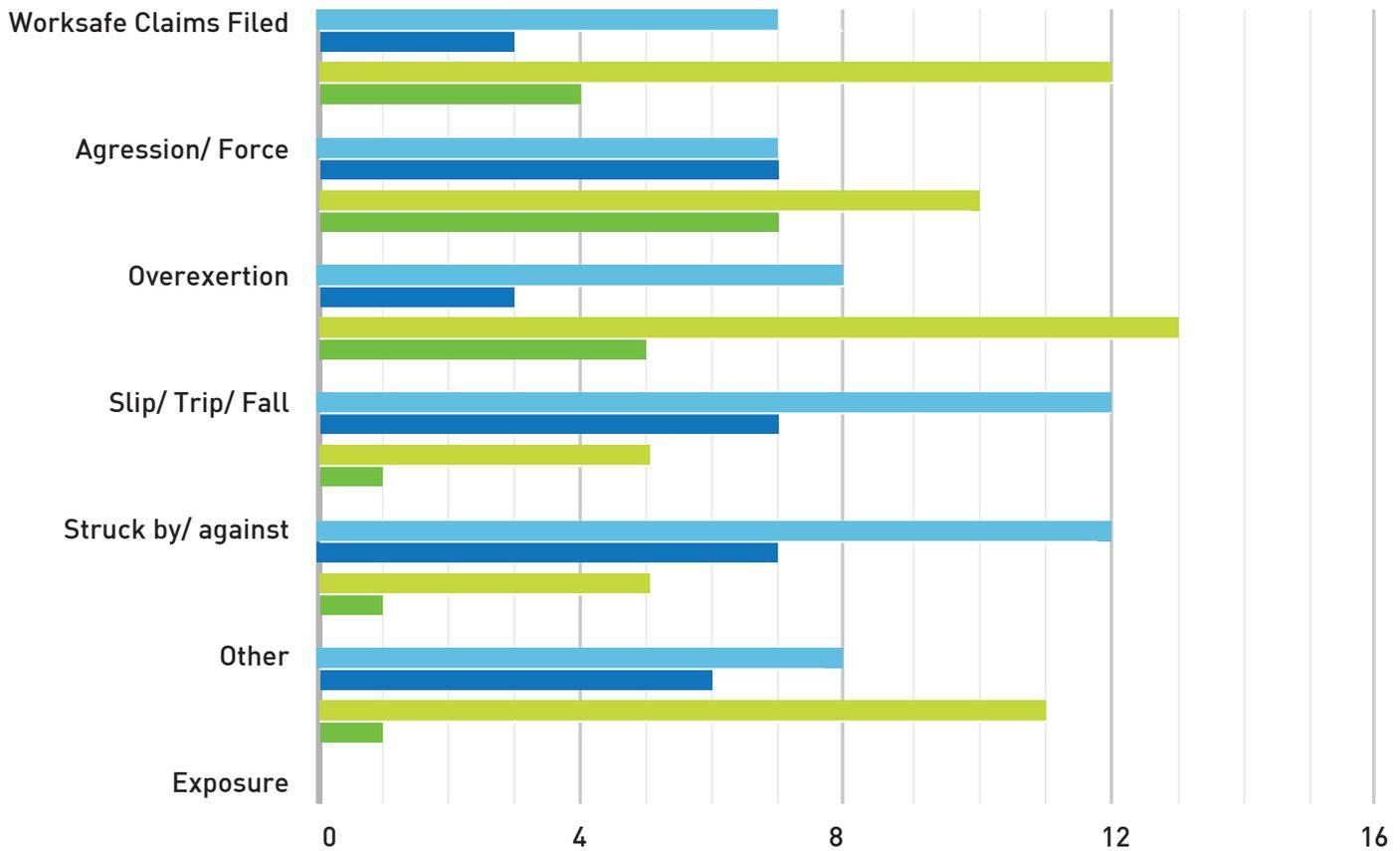
## ABOUT HEALTH & SAFETY

### Objectives

- Decrease time loss claims
- Increase safety awareness in the workplace
- OSH committee to meet regularly

## COMPARATIVE DATA

■ 2015                      ■ 2016  
■ 2015 TIME LOSS        ■ 2016 TIME LOSS



Total: ■ 44    ■ 26    ■ 51    ■ 18

# REPORTING - OPERATIONS: HEALTH AND SAFETY

## THINGS TO CONSIDER

- Overall number of claims filed has increased, however the number of claims resulting in time loss has decreased. This is likely a reflection of better reporting practices and understanding of the importance of filing reports, regardless of lost time from work.
- Overexertion continues to be the category with the highest percentage of claims resulting in time loss, followed by slip/trip/falls. A spike in slip/trip/falls in late 2016 and early 2017 was due to the repeated snow falls.
- One trend noted was in overexertion claims. There were more in one particular program and changes were made to address the issues.
- Follow up on incident investigations may not be at 100% at time of reporting due to employees not having returned to work yet.

## HIGHLIGHTS



## DATA ANALYSIS

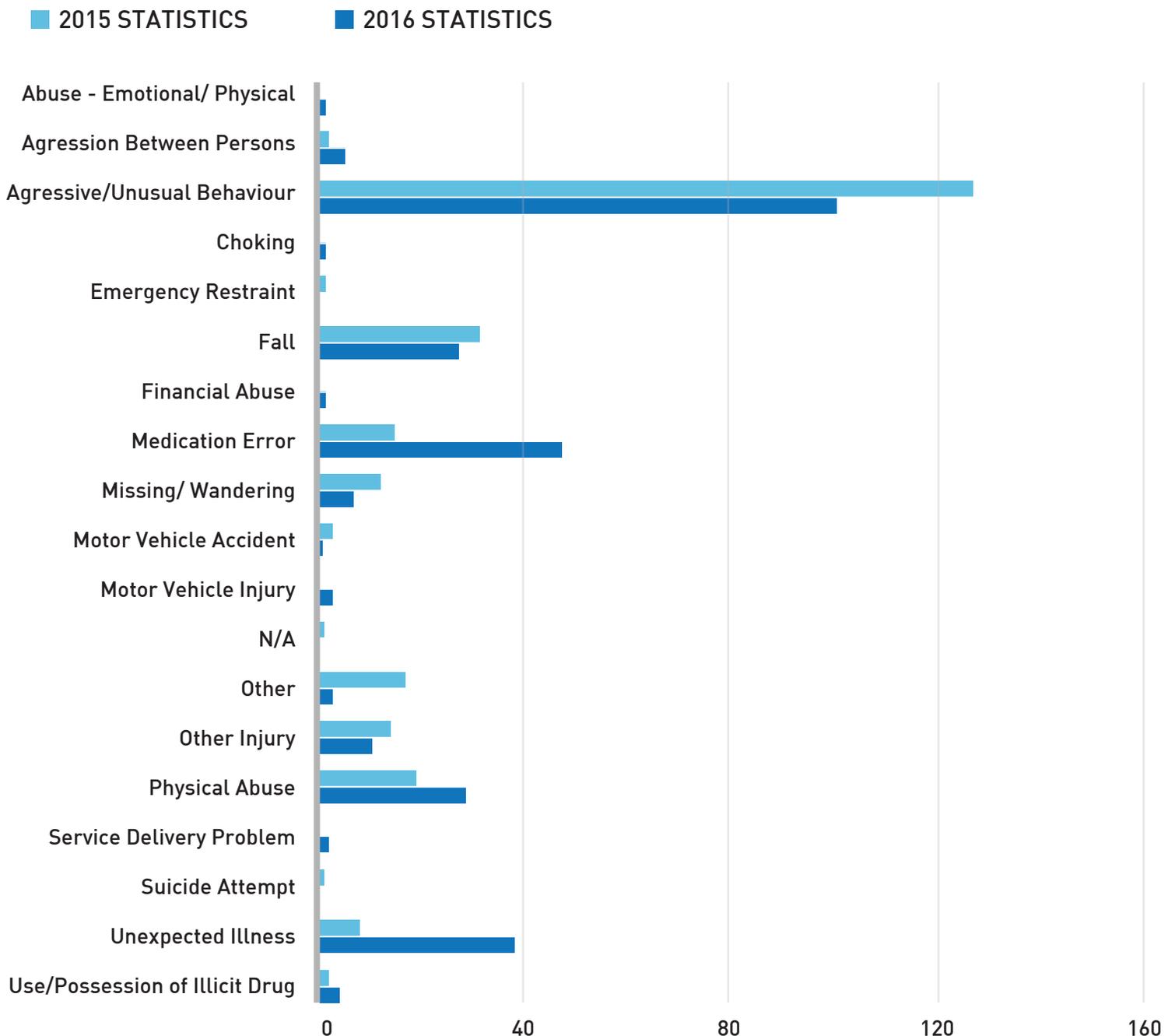
### Things to consider for 2017:

- Continue with back care training to provide staff with the knowledge and skills to be able to help keep their backs strong and safe.
- Continue with monthly assessment of staff to ensure ongoing safe work practices.
- Ensure staff working in all areas of BACI receive ongoing training and opportunities to learn how to recognize hazards in their environment and eliminate or mediate the risk.
- Review snow removal and preparedness plan with staff in November.
- Continue with NVCI to prepare staff to deal with challenging situations.
- Scrutinize all leaves to see if there are different trends in aging vs younger staff to better inform training needs (ie physical injuries due to overexertion vs physical injuries due to not paying attention/not knowing how to do something).
- Continue to provide all staff with annual review/training around emergency preparedness and vehicle safety.

## ABOUT CRITICAL INCIDENT REPORTS

Critical incident Reports (CIRS) are an important source of information and subsequent planning regarding health and safety – both for individuals receiving services and BACI’s employees. BACI reviews the CIRS quarterly, looking for relevant trends. This information is useful in identifying and implementing training in specific areas to address the concerns.

**Comparison of the types of incidents for Adult & Youth Services for 2015 and 2016**



## REPORTING - OPERATIONS: CRITICAL INCIDENT REPORT

### Interpretation of the Data for Critical Incidents Reports

Incident reports are also documented and tracked for follow-up in Children's Services. These incidents are reviewed and documented at management meetings as well as Children's Supervisors' Meetings. The incidents reports from Children's Services are not included in the above graph, and are tracked separately through reporting to the Quality Assurance Committee. There were 0 Incidents in 2015 and 4 in 2016.

All incidents are reviewed quarterly at Management meetings, to look for trends and identify areas for training.

This year the number of incidents in Adult Services has remained the same overall (234 in 2015, 235 in 2016).

The past few years in Adult Services we have begun to see the effects of aging on the people we support, with an increase in falls, serious illnesses resulting in hospitalizations, and deaths.

2016 was another difficult year for folks supported through Home and Community Services, with an increase in incidents classified as "unexpected illness". This includes trips to hospital as a result of accidents, injuries and lengthy stays in hospital for serious illnesses. Again this year three individuals passed away – 2 after lengthy illnesses and one from injuries sustained in a serious fall.

There has been an increase in Medication Errors this past year. Most of the errors that have taken place are a result of staff error – not following all steps in the Medication Administration system. This includes not signing medication records right at the time of administration (medications were given but not signed for); medications found in bed/furniture as a result of not determining medication was actually swallowed; double check system not used resulting in medication not being given. A few errors took place while people were out of the house independently (arriving home late) or with family (medication not given while with family).

All new staff receive medication training as part of their orientations. BACI has developed computer based Medication training in collaboration with Vinge & Associates, which will be rolled out to staff this Spring. All staff will be required to pass this training. It will also be able to be used as repeat training for those staff involved in medication incidents.

Adult Services Supervisors and staff have been taking part in Positive Behaviour Supports (PBS) capacity training through CBI. Many behaviours previously documented as incidents are now monitored in different ways that result in changes to how people are supported daily. This may account for the 20% reduction in incidents classified as Aggressive/Unusual in 2016. We will continue to build on this capacity, with the goal of positive and person centred supports for all people served.

All Emergency Management and Safety plans were reviewed (an annual practice) and we continue to be able to remove a number of these plans from people's supports, as is appropriate.

A continued focus on person centred supports has led to individuals being supported to make moves to new living situations that work better for them and which may lead to a reduction in critical incidents in their lives. Two people were able to make successful moves from group home settings to Life Sharing homes with preferred staff. Two individuals were supported to move from Life Sharing settings into our group homes when their health needs changed.

BACI serves many people who need significant behavioural supports and has continued to take on new referrals this past year for high needs folks. We greatly appreciate the skilled, consistent and intensive care staff provide. As mentioned earlier, we will continue to provide capacity training and to develop the strategies necessary to support folks to find other ways to communicate.

# REPORTING - OPERATIONS: COMPLAINTS AND CONCERNS

## HIGHLIGHTS

There have been a total of 23 complaints (up from 18 in 2015) reviewed by the Management team. A member of the Management team followed up on all complaints (100%).

The following stakeholders brought the complaints forward: Individual receiving services – 2 (2 in 2015) ; Community Member – 6 (2 in 2015); Family – 8 (4 in 2015); Employee – 6 (7 in 2015); Admin – 1 (3 in 2015)

	Regarding Staff - Interpersonal Relations	Regarding Individual	Regarding Rights	Regarding Health & Safety	Regarding Service Quality - Internal	Regarding Service Quality - External	Regarding Property and/ or Equipment
<b>Administration</b>						1	5*
<b>Adult Services - Home &amp; Community Services</b>		4					1
<b>Adult Services - Community Inclusion</b>						3	
<b>Children's Services - (includes IDP &amp; Teen Program)</b>		1				2	
<b>Life Sharing</b>						1	
<b>Outreach</b>			1		1**	2	
<b>BEST</b>						1	
<b>Total</b>		<b>5</b>	<b>1</b>		<b>1</b>	<b>10</b>	<b>6</b>

\* Concern re: Still Creek sidewalk safety, parking lot capacity & BACI Bin placement

\*\* Concern re: health of caregiver and ability to support individual

## CONCLUSION

The recommendations throughout this report will be reviewed by the Senior Management Team and developed into specific actionable initiatives that will form the basis of BACI's 2017 Business Improvement Plan (BIP). Any goals not achieved in the 2016 BIP will be added to the 2017 BIP.

Other key reporting mechanisms – the 2016 Risk Management Plan, the 2016 Service Evaluation, the progress from the 2016 BIP Plan and their corresponding recommendations – will also be included in the 2017 BIP. Complete copies of these reports can be viewed by contacting Tanya Sather at [tanya.sather@gobaci.com](mailto:tanya.sather@gobaci.com) or 604-299-7851, or Lyn King at [lyn.king@gobaci.com](mailto:lyn.king@gobaci.com) or 604-299-7851.