

2022 OUTCOMES REPORT

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Each year we learn so much from the Outcomes Report. It is a valuable document for reflection, learning, celebrating accomplishments and identifying challenges within BACI. It also greatly informs future planning for our organization.

With all the challenges and opportunities presented as we transitioned out of the COVID-19 pandemic, 2022 continued to be a year of significant learning and growth. BACI is always focused on quality improvement – trying to get better at what we do and how we do it. As always, our efforts are based on the expectations and goals of the people and families we support.

The Outcomes Report is one way to monitor our quality improvement. 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.

Please 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 it.

If you would like to further discuss the report, please contact Richard Faucher or Tanya Sather at 604.299.7851 or richard.faucher@gobaci.com or tanya.sather@gobaci.com

This report is available at www.gobaci.com



“We do not learn from experience... we learn from reflecting on experience.”

- JOHN DEWEY

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Outcomes Report

The unprecedented impact of the COVID-19 pandemic continued to effect the organization throughout the first part of 2022. It was not until the latter part of the year that BACi, along with the rest of the world, transitioned to a fully open and interactive reality. During that time, we continued to appreciate and rely on the tremendous commitment, caring, flexibility and innovation of our employees as they supported the people we serve, their families and caregivers.

At all times, we did our best to offer services and keep people connected while ensuring the health and safety of those we support as well as our employees.

Since our services – and the way they were delivered – overall were much less impacted by the pandemic in 2022, BACi decided not to include pandemic-related questions in this year's Satisfaction Survey. However, we acknowledge that it may – or may not – have impacted people's responses to the questions asked. Post-pandemic we have also taken the opportunity to update our survey questions, so you will not find comparative data from 2021 for our new questions. In addition to satisfaction surveys, the methods of collecting the feedback (data) this year are 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:

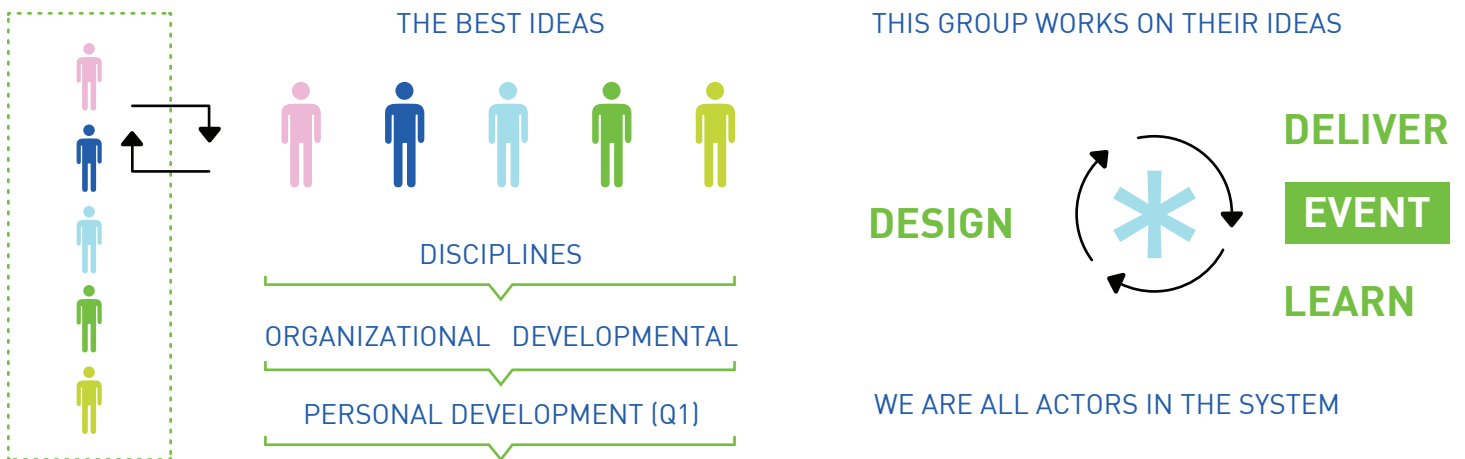
- **SERVICE EFFECTIVENESS:** The service is having its intended impact (i.e. supports personal growth, helps people get jobs and make friends, enhances social and emotional development, builds families' skills and abilities, etc.).
- **SERVICE EFFICIENCY:** Using resources (i.e. money, staff, equipment, 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 receive.

Of course, formal feedback tools like satisfaction surveys cannot, and will not, replace the impact and importance of our daily conversations or the feedback we receive from families and other stakeholders on an ongoing basis. Relationships are a key foundation of our Association. Building trust with our stakeholders through those daily conversations and interactions will only make BACi stronger.

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.

As in previous years, the staff and leaders in all Direct Service departments were asked to consider looking at data and feedback through the lens of Reflection. BACi has been doing a lot of reflecting over the past few years. Our commitment to continuous improvement has led us to reflect on our 'best practice' efforts and the quality of our 'status quo.'

BACi is committed to being a 'learning organization' – learning from our past efforts, understanding the impact we are really having on those we serve and our community, and being 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 2023 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 and/or learnings from 2022, along with Recommendations for 2023.

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. incorrect input of data, 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!

Introduction

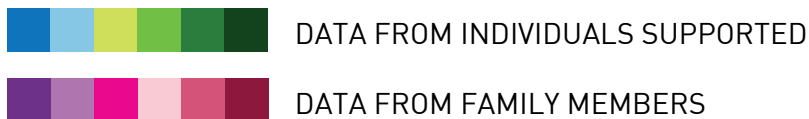
As per BACI's contractual agreement with Community Living BC (CLBC), BACI is responsible to align the delivery of services to further the achievement of the following outcomes for individuals served:

OUTCOME	DESCRIPTION
Emotional Well-Being	Individuals feel safe in their home and community. They have a positive sense of self and trust the people in their lives.
Interpersonal Relations	Individuals have meaningful relationships with family and friends.
Material Well-Being	Individuals have the financial resources to do the things that are important to them.
Personal Development	Individuals pursue their interests, have opportunities for personal growth and skill development, and have access to necessary information and support.
Physical Well-Being	Individuals are physically healthy and active. They have access to the health care they require.
Self-Determination	Individuals make decisions in their lives about things which matter to him.
Social Inclusion	Individuals participate in community life in roles they and society value.
Rights	Individuals have autonomy and their decisions are respected.

Adult Services: Overall Outcomes

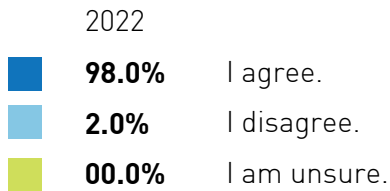
During the pandemic we implemented measures such as more direct and frequent communication with employees, individuals and families served (through online meetings), and a heightened focus on advocacy, health and safety. To assess the efforts made by BACI in these areas, we have added survey questions to both the individuals' Satisfaction Survey and the Family Survey in 2022. Responses to these questions are included below.

Survey Questions and Graphs



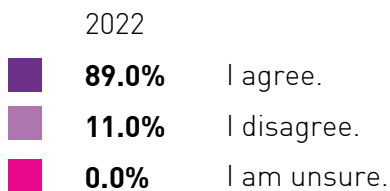
2022

Source: Satisfaction Survey (2022). Over the past year, BACI has supported me to stay safe and well.



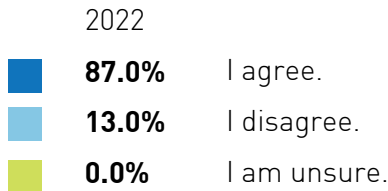
2022

Source: Family Survey (2022). Over the past year, BACI has supported my family member to stay safe and well.



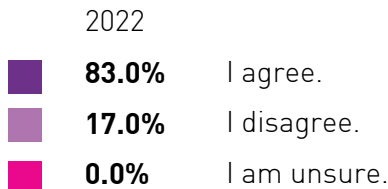
2022

Source: Satisfaction Survey (2022). Over the past year, I have felt informed about what is happening at BACi.



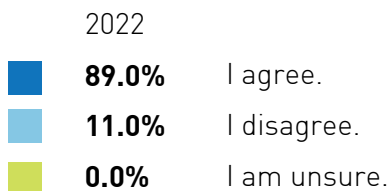
2022

Source: Family Survey (2022). Over the past year, I have felt informed about what is happening at BACi.



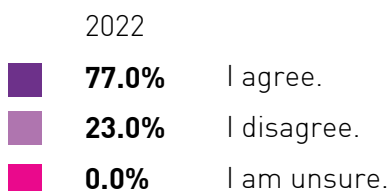
2022

Source: Satisfaction Survey, Q 21 (2022). I feel that BACi services communicate well – for example with me, my network and with other service providers.



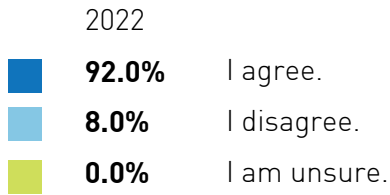
2022

Source: Family Survey, Q 20 (2022). I feel that BACi services communicate well - for example with networks and with other services my family member receives.



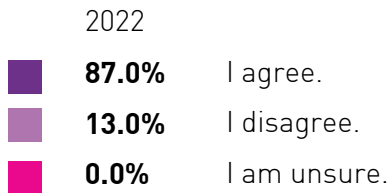
2022

Source: Satisfaction Survey (2022). I feel BACi is an advocate for my rights.



2022

Source: Family Survey (2022). I feel BACi is an advocate for my family member's rights.



POD SERVICES

About Pod Services

With the help of a Pod Facilitator, 41 people supported in Pod Services plan, grow and learn together. Pod Facilitators spend time with each person, Pod and their networks discovering and planning things that are important to each person and the whole Pod. People and support networks are connected with one another, have strong communication and are a source of support to each other.

Pod Facilitators have time in their schedules dedicated to research and community development. This allows them to plan, introduce and connect Pod Leaders to new people and places within their local communities, focusing on recreation, personal growth and development, and relationship building. The Pod Facilitators also support people who want to work to find paid or volunteer opportunities. The opportunities complement and enrich each person's strengths and abilities.

Objectives



- People are learning and trying new things.
- People feel connected and have a strong sense of belonging in the community.
- People are building meaningful and resilient relationships.
- People are invested in their physical and emotional health, fitness, and safety.
- People are growing and engaging their informal support networks.
- People are supported to find and/or maintain meaningful paid and/or volunteer work.
- People are making decisions about the present and future and communicating their decisions.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in Pod Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
19-40	32
41-64	9
65+	0
Total	41

Performance Goals

 <p>5 Pod Facilitators - 14 Pods - 14 Community Support Workers.</p>	 <p>26 (63%) annual planning meetings completed. Ongoing planning with pods and their networks occurred weekly, Pod Facilitators helped people plan and create weekly schedules reflective of their annual goals.</p>	<p>EFFICIENCY</p> <p>4/4 Pod Facilitator appraisals completed. Coordinator and Manager appraisals also completed.</p>	<p>EFFICIENCY</p> <p>Delivered all contracted hours.</p>
<p>ACCESS</p> <p>All new referrals started within 2 months or less of their referral date.</p>			

Data Analysis

Highlights & Reflections from 2022

Throughout the year we operated 5 BACi spaces in a three-block span of Royal Oak and one space at Christine Sinclair Community Center. Staff continued to design activities for each space that were meaningful and engaging while fostering learning, growth and encouraging people to try new things daily. We also ran several classes with contracted instructors, including music therapy, dance and yoga. We focused on supporting people to access the community post-pandemic. The community has changed so much over the last couple of years, for some the post-pandemic conditions meant re-connecting with places they used to visit but for many it led to new opportunities and new places.

In addition to physical spaces, we continued to have staff and community members host and moderate events on Curiko (formerly CoMakeDo) every week. A few people served continue to join these events virtually and we have continued to provide technical support for people to join, as well as break down barriers, by purchasing and lending out tablets for people to access online activities.

Recommendations from 2022

To continue the design of the Pod Model, with a focus on planning and developing processes to collect data and measure and evaluate service outcomes that include families, persons served and staff.

- The Pod Facilitators continued with established weekly routines of intention-setting on Mondays and reflection on Fridays. We continued to work with people we support and their networks, along with our design team and Pod Facilitators, to re-design and evaluate our Pod Services. One of the challenges for this service has been staff turnover and filling vacant Pod Facilitator positions.

In the summer of 2022, we began working with a consultant to outline a 10-step plan to refresh and reset our Pod Model services. The plan included conducting a developmental evaluation of the services using the DIA logic canvas and evaluation framework. In November, we reached out to several of our stakeholders, including people served, networks, community members and staff, for their participation. We conducted over 40 one-to-one interviews, asking questions about people's service experience. The evaluation process helped us gauge the impact and effectiveness of the service and identify adjustments to further enhance people's service experience.

Themes

1. Satisfaction with the status quo isn't the same as achieving impact

- Networks' expectations are being met because of the trust they have in BACi. However, we want families and networks to be satisfied and experience impact. It is also possible that some of the interviews and interview relationships were not strong enough to dive deep into impact exploration and may have stayed more in the realm of 'satisfaction exploration'. We intend to explore the 'sweet spot' which will allow us to work closer with families moving towards both satisfaction and impact.

2. Strength in numbers

- Pod Facilitator is a new role we created to work closely with the Community Support Workers. It's evident that they appreciate the support they give and get from each other. We'd like to spend more time thinking about how we can leverage those relationships to push past the status quo and move the services forward.

3. Drift

- Pod Services expanded to meet the post-pandemic demand before the initial testing phase was complete and before the service and design could be scaled. The demand for services that were a lot like pre-pandemic day programs was strong and because of this, the services are currently operating within conditions that are very similar to the past. The most consistent members of the Pod Services team are the Community Support Workers who, in many cases, are long-term BACi employees occupying roles that were not originally intended to be central to Pod Services. Community Support Workers have become essential elements in the delivery of Pod Services, yet their roles remain the same as when they worked in Day Programs. This is something we hope to explore over the next year.
- Along the same lines, the reality of a Pod has changed from design to doing. Some Pods have begun to create a strong sense of identity, while some are restrictive or limit a person's ability to mix and mingle with their friends.

4. Lack of data, lots of insight

- The community member target group was the least represented in the evaluation process for a few different reasons. First, our relationship with community members is limited and we would be served

well by exploring why that is. Second, while we want to impact community members, interviewing them as part of the evaluation process seemed awkward at best and potentially stigmatizing at worst. Supporting people to build genuine and authentic relationships with community members and then engaging with them through our organizational interviews doesn't seem right. We intend to explore this further and think about how we measure impact when it comes to community members.

Continue to develop opportunities for ongoing training, learning and professional development for all staff teams through the use of platforms like Open Future Learning, Relias, and CCDI.

- Open Future Learning has continued to be a source of training and online learning. We continued to develop opportunities for ongoing training, learning and professional development for the Pod Facilitators and Community Support Workers.
- Staff have become much more comfortable and familiar with the MyCompass online platform. It is used daily for log notes and timeline posts. Additionally, we have started using the annual plan feature to capture and track people's goals and progress.
- Developmental Evaluation was new to almost the entire Pod Services Team. We held several workshops and training sessions throughout the process.

Things to Consider

- Recruitment and retention continued to impact services as we had several Pod Facilitator positions open throughout the year.
- While the teams deserve huge accolades for embracing the Developmental Evaluation process and moving through it with grace and curiosity, we were first-timers. Upon reflection, we have learned a great deal about the process and how we can improve our practice for the next round.
- We worked with BACI's Design Team to create tools to enhance the interviews with people we support. Designing and using tools to help inquire about and reveal impact was new for the team and although we still believe this is a good idea, the tools we designed will need significant adjustments prior to the next round of interviews. We've already started working with the team to refine and evolve the tools utilized as part of the interviews.
- Survey responses were low with only 5 people served responding. Our hunch is that surveys alone won't give us a good representation of people served. We plan to continue with our Developmental Evaluation work as well as identify new ways to capture both quantitative and qualitative information.

Recommendations for 2023

- To continue the design of the Pod Model with a focus on planning and developing processes to collect data and measure and evaluate service outcomes that includes families, persons served and staff. Because of the findings from the Developmental Evaluation, begin adjusting roles and services to test new practices in an effort to enhance peoples' service experience.

- Continue to develop opportunities for ongoing training, learning and professional development for all staff teams through the use of platforms like Open Future Learning, Relias and CCDI.

Survey Questions and Graphs

DATA FROM INDIVIDUALS SUPPORTED

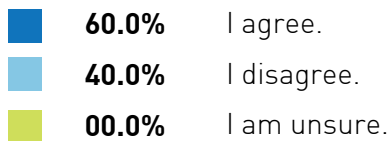
DATA FROM FAMILY MEMBERS

EFFECTIVENESS: People are learning and trying new things.

2022

Source: Satisfaction Survey, Q 20 (2022). I am supported to try new things and new activities at my Community Inclusion program.

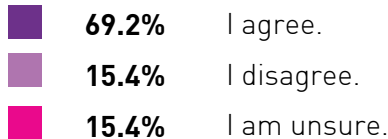
2022



2022

Source: Family Survey, Q 19 (2022). My family member has the chance to try new things while receiving services at Community Inclusion.*

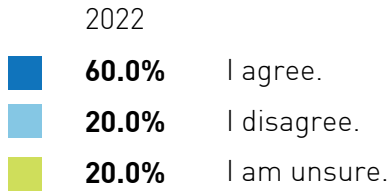
2022



*People make comments about new things happening monthly. This question may need to be flushed out, so it is more measurable.

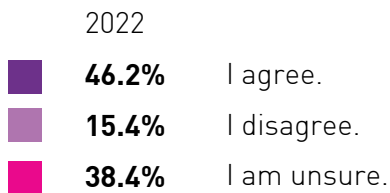
2022

Source: Satisfaction Survey, Q 21 (2022). The activities and outings I do while at Community Inclusion help me to learn new skills or improve my skills.



2022

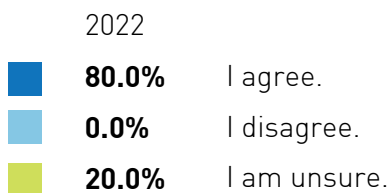
Source: Family Survey, Q 20 (2022). The activities and outings my family member took part in helped them learn a new skill or improve on a skill.



EFFECTIVENESS: People feel connected and have a strong sense of belonging in the community.

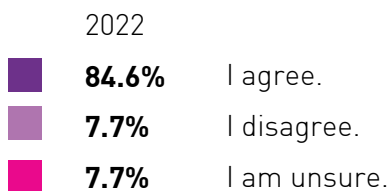
2022

Source: Satisfaction Survey, Q 22 (2022). The support I get from my staff helps me be more involved in the community.



2022

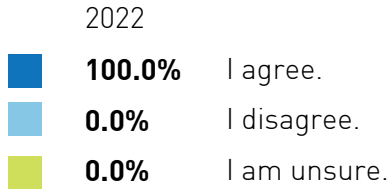
Source: Family Survey, Q 21 (2022). My family member's staff supports them to increase their involvement in the community.



EFFECTIVENESS: People are building meaningful and resilient relationships.

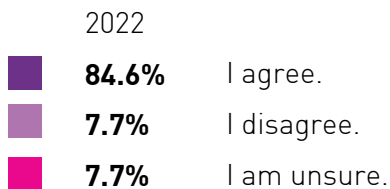
2022

Source: Satisfaction Survey, Q 23 (2022). The support I get from my staff makes a difference to my social life.



2022

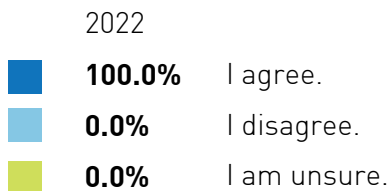
Source: Family Survey, Q 22 (2022). The support my family member receives from staff has a positive impact on their social life.



EFFECTIVENESS: People are invested in their physical and emotional health, fitness, and safety.

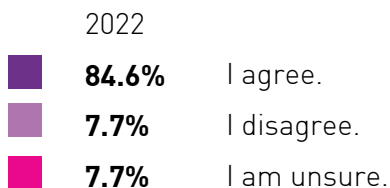
2022

Source: Satisfaction Survey, Q 24 (2022). The support I get from my staff makes a difference to my physical health.



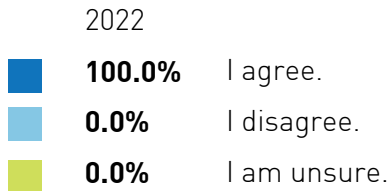
2022

Source: Family Survey, Q 23 (2022). The support my family member receives from staff makes a positive difference to their physical health.



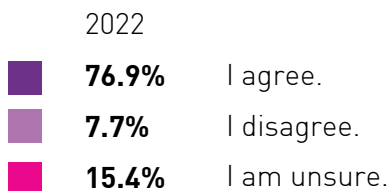
2022

Source: Satisfaction Survey, Q 25 (2022). The support I get from my staff makes a difference to my emotional health.



2022

Source: Family Survey, Q 24 (2022). The support my family member receives from their staff makes a positive difference to their emotional health.



The following three outcomes will be reported on through our developmental evaluation findings:

1. People are growing and engaging with their informal support networks

- The intended impact for families and networks is that they feel supported in their role and hopeful about the future. We hope that networks expect great things for and from their loved ones and trust their decisions. Here are some of the ways people who were interviewed shared how we supported them to grow and engage their informal networks this year:
 - » Hosting network/ pod gatherings. These took place outdoors at parks, at pubs and at people’s homes.
 - » Connecting people with volunteer opportunities in the community.
 - » Utilizing MyCompass.
 - » Achieving individual goals connecting people to friends they lost during the COVID pandemic.

2. People are supported to find and/or maintain meaningful paid and/or volunteer work.

- Many people have goals surrounding work and volunteering, so this is an area that we intend to focus on over the next year. Post-pandemic has been challenging to support people to find work. However, there are a handful of people who were connected to new places where they were able to contribute their skills, which included paid employment.

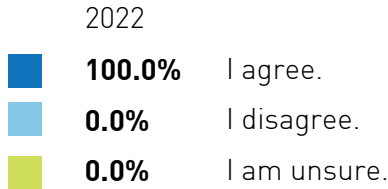
3. People are making decisions about the present and future and communicating their decisions.

- During our interviews, we asked people about the types of decisions they make and the difference that it has made to their confidence. People shared that they are making decisions daily about their schedule, where they go and who they're with. We know there is room for improvement, particularly with respect to our annual planning process. Our focus has been on pre-planning with people, so they come to the meetings confident and able to communicate their goals.

STAKEHOLDER SATISFACTION

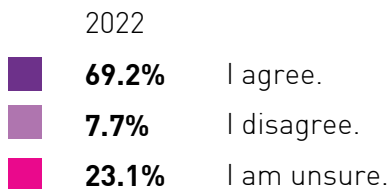
2022

Source: Satisfaction Survey, Q 26 (2022). I am satisfied with the services I receive in Pod Services.



2022

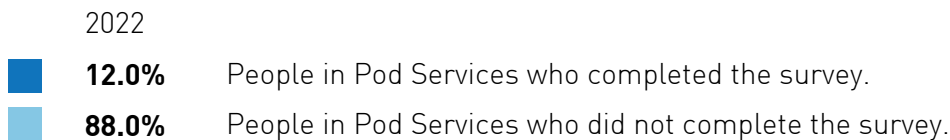
Source: Family Survey, Q 25 (2022). I am satisfied with the services my family member receives from Pod Services.



SURVEY RESPONSE RATE

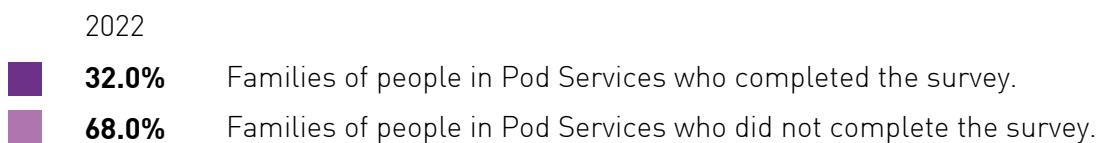
2022

Source: Satisfaction Survey, Measured. 41 surveys were sent out to individuals seeking service and 5 were completed.



2022

Source: Family Survey, Measured. 41 surveys were sent out to families of individuals seeking service and 13 were completed.



ONE-TO-ONE SERVICES

About One-to-One Services

BACI offers Community Inclusion services that support adults in small groups and on a one-to-one basis, to access and participate in a range of events and activities within their local communities. The activities take advantage of each person's strengths and abilities, focusing on recreation, personal growth and development, relationship building and volunteer activities through individualized programs.

Objectives


- People are learning and trying new things
- People feel connected and have a strong sense of belonging in the community
- People are building meaningful and resilient relationships
- People are invested in their physical and emotional health, fitness, and safety.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in One-to-One Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
19-24	10
25-34	31
35-44	17
45-54	9
55+	7
Total	74

Performance Goals



100% safety plans reviewed.



100% of supervisor performance appraisals completed.



100% (12/12) supervisor meetings completed.



100% (12/12) monthly CI team meetings completed.



67% (49/73) annual planning meetings completed.

Data Analysis

Highlights & Reflections from 2022

- Highlights are outlined in the CI Pods Report.

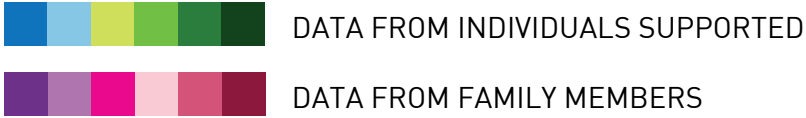
Things to Consider

- Some people experienced service disruptions and cancellations based on staffing challenges.
- People’s community engagement continued to be based on their personal comfort and risk assessment.
- Engagement fluctuated based on Public Health orders.

Recommendations for 2023

- An increased focus on regular planning in smaller teams, including families and peoples’ support networks.

Survey Questions and Graphs

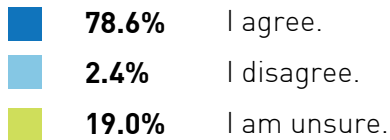


EFFECTIVENESS: People are learning and trying new things.

2022

Source: Satisfaction Survey, Q 20 (2022). I am supported to try new things and new activities at my Community Inclusion program.

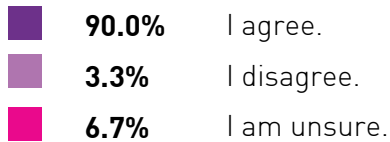
2022



2022

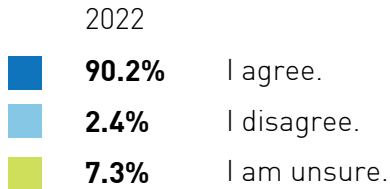
Source: Family Survey, Q 19 (2022). My family member has the chance to try new things while receiving services at Community Inclusion.

2022



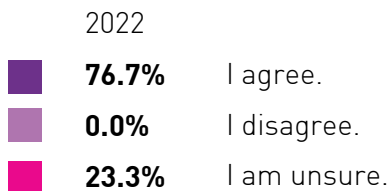
2022

Source: Satisfaction Survey, Q 21 (2022). The activities and outings I do while at Community Inclusion help me to learn new skills or improve my skills.



2022

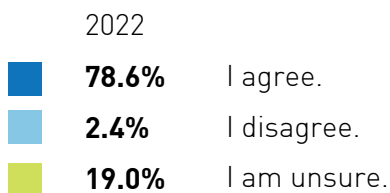
Source: Family Survey, Q 20 (2022). The activities and outings my family member took part in helped them learn a new skill or improve on a skill.



EFFECTIVENESS: People feel connected and have a strong sense of belonging in the community.

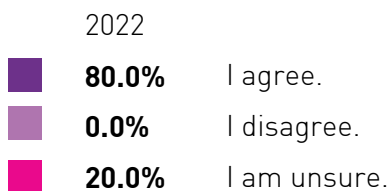
2022

Source: Satisfaction Survey, Q 22 (2022). The support I get from my staff helps me be more involved in the community.



2022

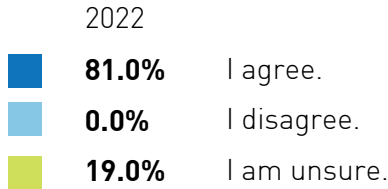
Source: Family Survey, Q 21 (2022). My family member's staff supports them to increase their involvement in the community.



EFFECTIVENESS: People are building meaningful and resilient relationships.

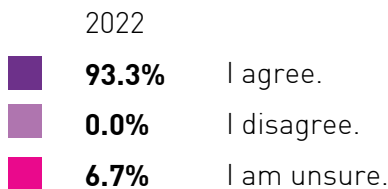
2022

Source: Satisfaction Survey, Q 23 (2022). The support I get from my staff makes a difference to my social life.



2022

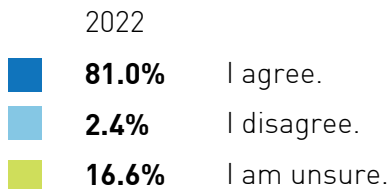
Source: Family Survey, Q 22 (2022). The support my family member receives from staff has a positive impact on their social life.



EFFECTIVENESS: People are invested in their physical and emotional health, fitness, and safety.

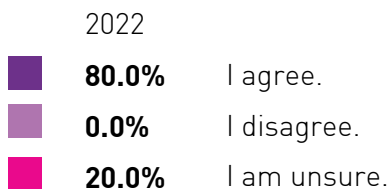
2022

Source: Satisfaction Survey, Q 24 (2022). The support I get from my staff makes a difference to my physical health.



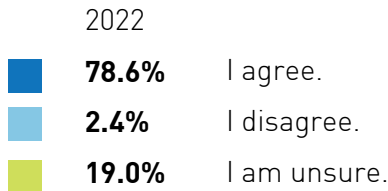
2022

Source: Family Survey, Q 23 (2022). The support my family member receives from staff makes a positive difference to their physical health.



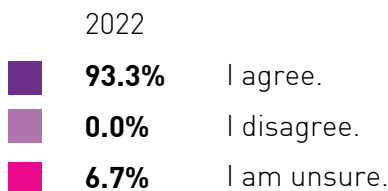
2022

Source: Satisfaction Survey, Q 25 (2022). The support I get from my staff makes a difference to my emotional health.



2022

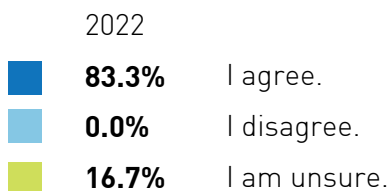
Source: Family Survey, Q 24 (2022). The support my family member receives from their staff makes a positive difference to their emotional health.



STAKEHOLDER SATISFACTION

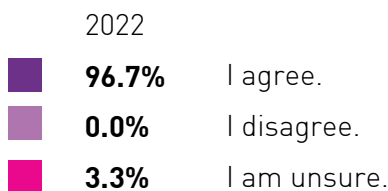
2022

Source: Satisfaction Survey, Q 26 (2022). I am satisfied with the services I receive in One-to-One Services.



2022

Source: Family Survey, Q 25 (2022). I am satisfied with the services my family member receives from One-to-One Services.



SURVEY RESPONSE RATE

2022

Source: Satisfaction Survey, Measured. 74 surveys were sent out to individuals seeking service and 42 were completed.

2022

- 57.0%** People in One-to-One Services who completed the survey.
- 43.0%** People in One-to-One Services who did not complete the survey.

2022

Source: Family Survey, Measured. 74 surveys were sent out to families of individuals seeking service and 30 were completed.

2022

- 41.0%** Families of people in One-to-One Services who completed the survey.
- 59.0%** Families of people in One-to-One Services who did not complete the survey.

SENIORS' SERVICES

About the Seniors' Centre

BACi provides drop-in Community Inclusion Services to Seniors based out of our Seniors' Centre in Burnaby off of Royal Oak Avenue. The supports provide a variety of centre- and community-based activities and opportunities in larger group settings. There are currently 19 seniors who drop in on a weekly basis.

Objectives

- People are learning and trying new things.
- People feel connected and have a strong sense of belonging in the community.
- People are building meaningful and resilient relationships.
- People are invested in their physical and emotional health, fitness, and safety.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in Seniors' Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
19-40	0
41-64	15
65+	4
Total	19

Performance Goals



55 Open Future Learning modules on the topic of aging completed by 13 staff.



100% of drills and inspection checklists completed.

ACCESS

Service was offered to all people who wanted it when they wanted it.

ACCESS

One new referral started within 4 weeks of receiving the referral. Two people returned to services following a break during COVID.

Data Analysis

Highlights & Reflections from 2022

Continue to seek out new activities, community events and outings to offer in monthly brochures. Consider partnering with other seniors' organizations and resources that offer inclusive and accessible activities where people could be supported to meet others.

- People were given many opportunities to try new things in our spaces and with staff in the community. People participated in various new community- and centre-based activities.
- We know that proactive partnerships and collaboration with families, caregivers, funders and community resources/organizations are all required to serve those who are aging well. There is a shared commitment to ensuring people age with safety and dignity, as contributing members of our community.
- Our team will continue to focus on community building by strengthening partnerships with local organizations who are supporting seniors and enhancing their awareness of the needs of seniors with disabilities. We will also focus on supporting people to maintain existing relationships and on expanding their support network to ensure that they have people in their lives who love them and can safeguard their well-being as they age. We will work closely with BACI's Advocacy Committee to focus on aging-related strategies.

Continue to work closely and plan with support networks as people start to experience aging-related changes.

- Much like last year, there were a few people whose health needs changed over the year, or who enjoyed the different pace of being at home. We worked closely with people and their networks as their needs changed to help set them up for the next stage of their life.
- Proactive planning is essential to ensure that people do not end up in crisis situations. We have seen some situations where people are living with family members or caregivers who may not be able to continue to care for them as they themselves age. It's important that families are supported in their long-term roles as caregivers and emotional or financial supporters of their family member. It's

important to have families plan with us so they can have peace-of-mind and trust where their loved ones will be when they are no longer able to care for them.

- Our focus for 2023 will be to continue providing resources and planning with all stakeholders, persons supported and their family, to ensure that everyone has the supports and resources they need as they age. We will work with the Advocacy Committee and management team to ensure that BACI's strategies for aging are in place and carried out in our work.

Provide training for staff to know how to better monitor and document changes. Utilize Open Future Learning and external partners.

- Staff had many opportunities to take online courses from Open Future Learning and Relias. Course topics included: dementia, end of life care, support with grief and loss, growing older and health changes, person centered planning, friendship, and community building.
- It is important that we continue to develop our capacity with an emphasis on health needs, planning, end of life care, best practices, community resources and the importance of formal/informal safeguards. Additionally, we will continue finding ways to better monitor and document changes using the MyCompass and SharePoint online platforms so we can be proactive in our planning.

Things to Consider

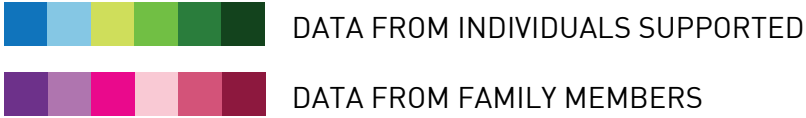
- One of the challenges we experience is when a person's needs change significantly and quickly. The way our services are funded makes it a complex process to pull resources from the program, or get additional funding, if a person suddenly needs one-to-one support from home or hospital. This often leads to more pressure and stress on the person's family or caregiver as they step in to support the person full-time. It also leads to people feeling isolated and missing their friends and services.
- Another challenge we've experienced is around transportation. Many of the seniors we support have mobility needs that make it harder for them to walk around the community or take public transit. We have started requiring all staff to have a driver's license and vehicle so that people can still access the community during the day. These requirements have led to some recruitment challenges.

Recommendations for 2023

- Focus on community building by strengthening partnerships with local organizations who are supporting seniors and by enhancing their awareness of the needs of seniors with disabilities.
- Support people to maintain existing relationships and expand their support network to ensure that they have people in their lives who love them and can safeguard their well-being as they age.
- Continue planning and having dialogues with persons supported, their family members and other stakeholders.

- » Engaging with family members to learn about their concerns, support needs and opportunities to empower their choices with education and access to resources.
- » Engaging with seniors to learn their personal needs and wishes. Identifying ways to better monitor and document changes people are experiencing using the MyCompass and SharePoint online platforms so we can be proactive in our planning. Integrating these conversations into our annual planning process.
- Continue to develop our capacity with an emphasis on health needs, planning, end of life care, best practices, community resources and the importance of formal/informal safeguards.
 - » Increase knowledge and skills of staff to effectively respond to peoples' changing needs as they age.
 - » Enhance access to ongoing training, resources, and best practices to support our employees.

Survey Questions and Graphs

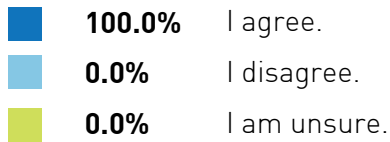


EFFECTIVENESS: People are learning and trying new things.

2022

Source: Satisfaction Survey, Q 20 (2022). I am supported to try new things and new activities at my Community Inclusion program.

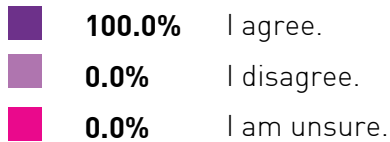
2022



2022

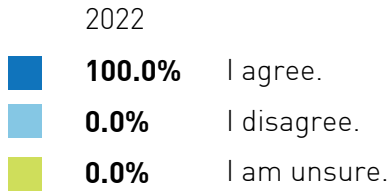
Source: Family Survey, Q 19 (2022). My family member has the chance to try new things while receiving services at Community Inclusion.

2022



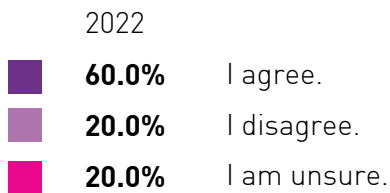
2022

Source: Satisfaction Survey, Q 21 (2022). The activities and outings I do while at Community Inclusion help me to learn new skills or improve my skills.



2022

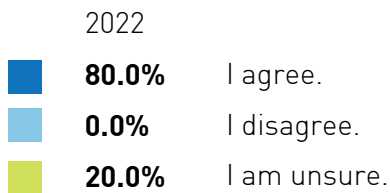
Source: Family Survey, Q 20 (2022). The activities and outings my family member took part in helped them learn a new skill or improve on a skill.



EFFECTIVENESS: People feel connected and have a strong sense of belonging in the community.

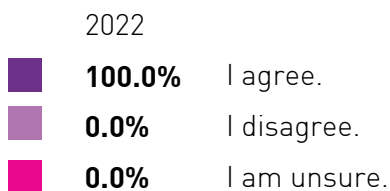
2022

Source: Satisfaction Survey, Q 22 (2022). The support I get from my staff helps me be more involved in the community.



2022

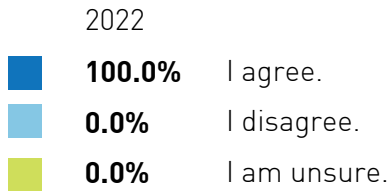
Source: Family Survey, Q 21 (2022). My family member's staff supports them to increase their involvement in the community.



EFFECTIVENESS: People are building meaningful and resilient relationships.

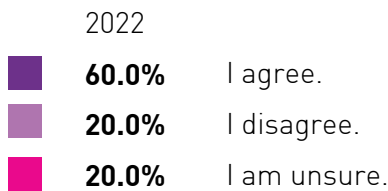
2022

Source: Satisfaction Survey, Q 23 (2022). The support I get from my staff makes a difference to my social life.



2022

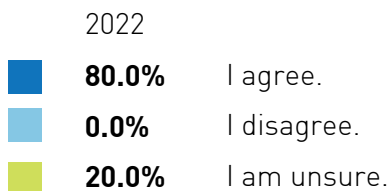
Source: Family Survey, Q 22 (2022). The support my family member receives from staff has a positive impact on their social life.



EFFECTIVENESS: People are invested in their physical and emotional health, fitness, and safety.

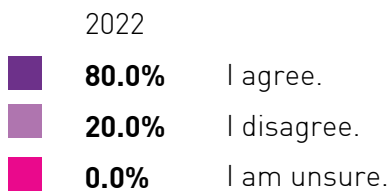
2022

Source: Satisfaction Survey, Q 24 (2022). The support I get from my staff makes a difference to my physical health.



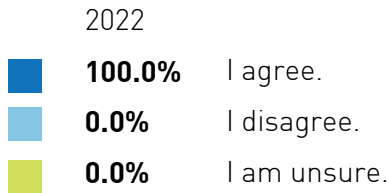
2022

Source: Family Survey, Q 23 (2022). The support my family member receives from staff makes a positive difference to their physical health.



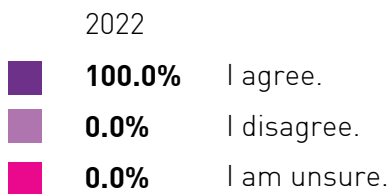
2022

Source: Satisfaction Survey, Q 25 (2022). The support I get from my staff makes a difference to my emotional health.



2022

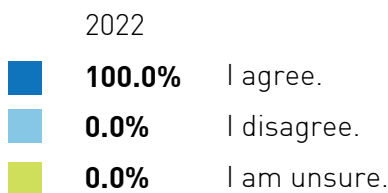
Source: Family Survey, Q 24 (2022). The support my family member receives from their staff makes a positive difference to their emotional health.



STAKEHOLDER SATISFACTION

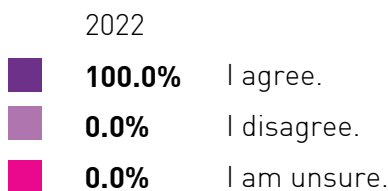
2022

Source: Satisfaction Survey, Q 26 (2022). I am satisfied with the services I receive in One-to-One Services.



2022

Source: Family Survey, Q 25 (2022). I am satisfied with the services my family member receives from One-to-One Services.



SURVEY RESPONSE RATE

2022

Source: Satisfaction Survey, Measured. 19 surveys were sent out to individuals seeking service and 5 were completed.

2022

- 26.0%** People in Seniors' Services who completed the survey.
- 74.0%** People in Seniors' Services who did not complete the survey.

2022

Source: Family Survey, Measured. 74 surveys were sent out to families of individuals seeking service and 30 were completed.

2022

- 26.0%** Families of people in Seniors' Services who completed the survey.
- 74.0%** Families of people in Seniors' Services who did not complete the survey.

About Home and Community Services

Home and Community Services (H&CS) is made up of 16 staff-supported homes. Each home has between two to five people living together. During 2022, H&CS supported 51 people in homes and 4 people through community support. Staffing is provided 24 hours a day, 7 days a week. The homes are located throughout the Lower Mainland and, in the vast majority of cases, are licensed under Community Care Facilities Licensing and governed by the Adult Care Regulations and the Community Care and Assisted Living Act.

A home is a place where people find comfort, refuge and renewal. It is a place of belonging. It is also an extension of those who live there – a place where one’s personal tastes and preferences are visible. We are committed to providing the means for making a genuine “home” to those who receive Home and Community Services.

Objectives

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

Demographics of Individuals Served

Comparison of Age for Individuals Supported in Home and Community Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE INCLUDES EAST VAN OUTREACH, CUMBERLAND RESPITE, OAKLAND/MADISON/CUMBERLAND CI
0-5	0
6-18	0
19-40	19
41-64	30
65-79	5
80+	1
Total	55

Performance Goals



93% of annual planning was completed in 2022 (98% completed in 2021).



98% Personal Expectations for Service completed in 2022 (96% completed 2021).



92% of people who moved in and out of H&C had Transition Plans (12/13 people) and **100%** of people had Transition Plans (4/4 people).



100% ISP reviews completed in 2022 (100% completed 2021).



99% monthly drills completed. (99% completed 2021).



70 staff appraisals were completed in 2022 (138 completed in 2021).

100%
EFFICIENCY

Maintained **full occupancy** in funded spaces in 2022 (and 2021).

100%
ACCESS

Home and community transition of **3** new referrals into our services in 2022 (and 2021). All 6 were welcomed into our services within 8 weeks of the referral date.

Data Analysis

Highlights from 2022

Over 2022, Home and Community Services has worked hard to help people re-connect with their loved ones and community. The previous two years were long and difficult, and it was time for us to look to the future. We worked hard to find out what people's hopes and expectations were now that the world had opened up again. We held planning meetings with the residents to uncover their goals and dreams. We began planning vacations again and participating in community classes and events. We started to host gatherings and invite families back into the homes.

Although we had moved many people in the past, the frequency and number of moves that took place this year was unprecedented. This allowed us a great opportunity to increase our knowledge of how to make transitions smoother for our residents and moves more meaningful.

Over the past year, we have supported 13 people to move. Of those moves:

- 3 moved into a new staffed home (Banff Place) we opened in July 2022
- 3 moved between Home and Community Services and Life Sharing
- 4 were emergency placements
- 2 were cross-agency moves
- 1 moved from Home and Community Services to independent living.

Each move involved creating a comprehensive transition plan before the move and hosting a planning meeting afterward. The moves also required hiring and training new staff, working with Licensing and CLBC, and hosting many meetings and social visits with families. Following each move, we met as a team to reflect on successes and gaps and how to ensure smoother transitions. We understand that while major life changes can be exciting for people, they can also be stressful. We are happy to share that overall, these moves have been very successful.

We moved away from Share Vision and started using MyCompass and SharePoint, transferring all documents and providing training to all our employees on the functionality of these online platforms.

We worked in partnership with others to enhance our services.

- We collaborated with the Quality Assurance department to complete service evaluations, sharing our work and receiving feedback and highlighting areas of opportunities.
- We continued to look at our training, particularly around aging and dementia. We did this with the help of BACI's Life Sharing team, HSCL, Vinge and Relias.
- While making the switch to MyCompass, we worked in partnership with BACI's other direct service areas, the Design Team and Quality Assurance department to revamp our planning process.

We introduced a Home and Community Service family newsletter, sharing updates, success stories and community events. Families were thrilled to receive these updates and looked forward to reading about others' success.

Things to Consider

- 77% of surveys for the individuals were completed in partnership with a staff team member.
- Surveys were easily accessible via the Survey Monkey link.
- Over the past year, we have supported 13 people to move.
- We are sad to report the passing of two residents over 2022. They are missed by their roommates, families, friends and staff.

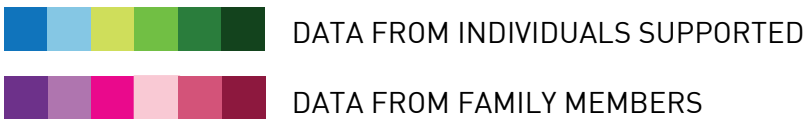
Recommendations for 2023

- To continue to work on the reassessments of people's needs. To redevelop our tools around health, to increase training, make accessibility adjustments within the homes or find a more suitable living arrangement.
- To provide further training to our teams around planning, with the hope of looking deeper and providing more meaningful goals.
- Prepare for the 2023 Virtual CARF survey. We will create tools to assist teams prepare. We will

complete ISP reviews and audits of each homes. We will ensure the work we do is meaningful and that the experience is an opportunity to learn.

- Continue with our family newsletters, sharing updates, success stories, and community events.
- To review and revise our accountability schedules (Supervisors and Managers), making sure they are meaningful and helpful for our teams and reduce duplications of work.

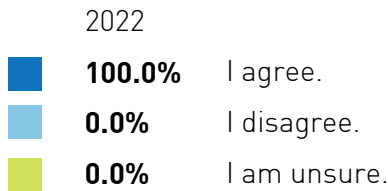
Survey Questions and Graphs



EFFECTIVENESS: People will identify and share their personal expectations. They will live the life they desire.

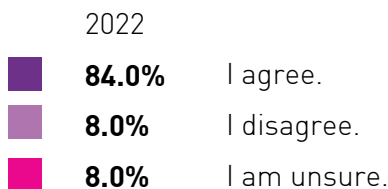
2022

Source: Satisfaction Survey, Q 9 (2022). Staff always ask me what I want.



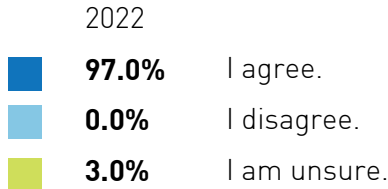
2022

Source: Family Survey, Q 19 (2022). Staff always ask my family member what it is they want.



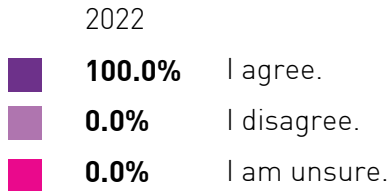
2022

Source: Satisfaction Survey, Q 10 (2022). Staff respect my choices.



2022

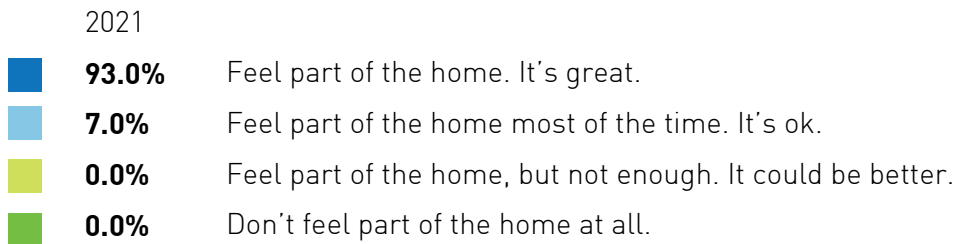
Source: Family Survey, Q 9 (2022). I feel like my family member's staff respect their choices.



EFFECTIVENESS: To create and experience a comfortable home life.

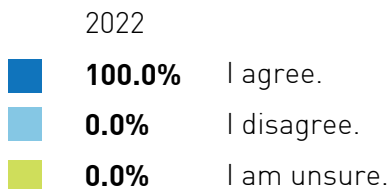
2021

Source: Satisfaction Survey, Q 6 (2021). Do you feel a part of your BACi home?.



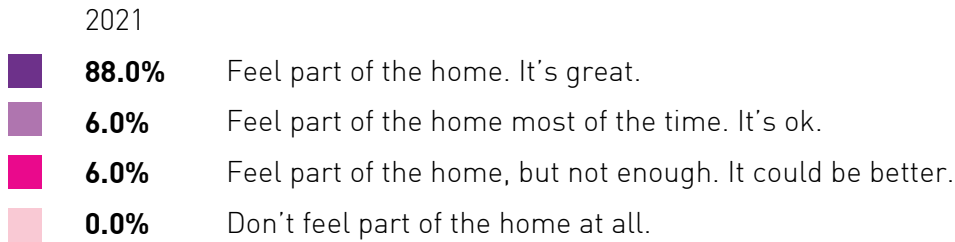
2022

Source: Satisfaction Survey, Q 11 (2022). I feel peace and belonging in my home.



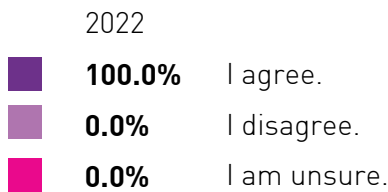
2021

Source: Family Survey, Q 3 (2021). Does your family member feel a sense of inclusion in the home they live in?



2022

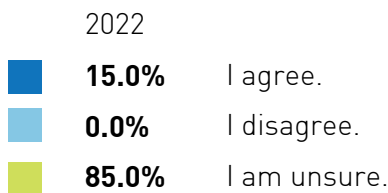
Source: Family Survey, Q 10 (2022). My family member feels peace and belonging in their home.



EFFECTIVENESS: To build and maintain lasting relationships.

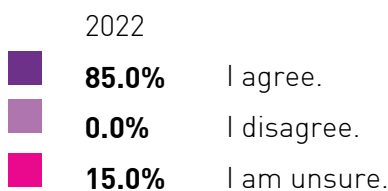
2022

Source: Satisfaction Survey, Q 12 (2022). I am able to spend as much time as I want with friends and family.



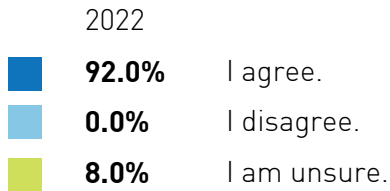
2022

Source: Family Survey, Q 11 (2022). My family member spends as much time as they want with friends and family.



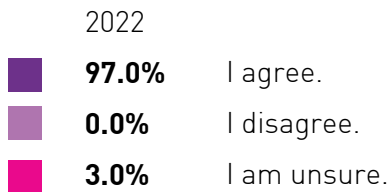
2022

Source: Satisfaction Survey, Q 13 (2022). My relationship with family, friends and support networks are welcomed, encouraged and supported by my staff.



2022

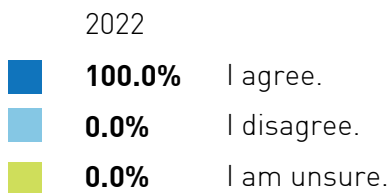
Source: Family Survey, Q 12 (2022). My family member's relationship with family, friends and support networks are welcomed, encouraged, and supported by staff.



EFFECTIVENESS: To contribute in meaningful ways in community.

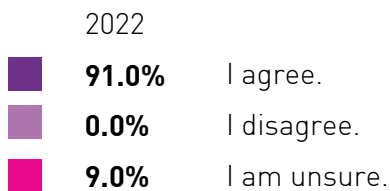
2022

Source: Satisfaction Survey, Q 14 (2022). Staff support me to access community.



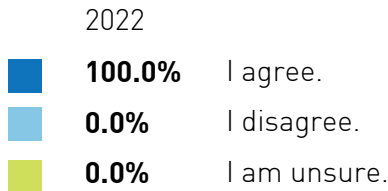
2022

Source: Family Survey, Q 13 (2022). Staff support my family member to access community.



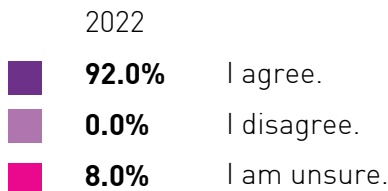
2022

Source: Satisfaction Survey, Q 15 (2022). My staff assist me when needed to participate and contribute in my community.



2022

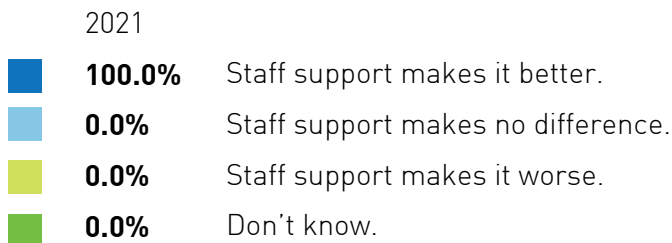
Source: Family Survey, Q 16 (2022). Staff assist my family member when needed to participate and contribute in community.



EFFECTIVENESS: Maintain and increase their personal health and safety.

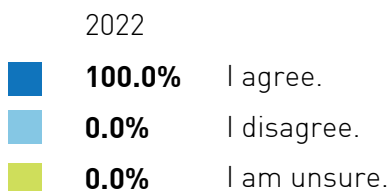
2021

Source: Satisfaction Survey, Q 20 (2021). What difference does the support you get from your staff make to your physical health?



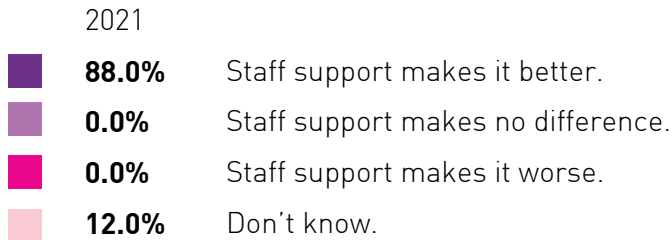
2022

Source: Satisfaction Survey, Q 16 (2022). My staff makes a difference in maintaining my physical health.



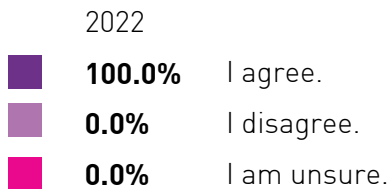
2021

Source: Satisfaction Survey, Q 15 (2021). What difference does the support your family member gets from their staff make to their physical health?



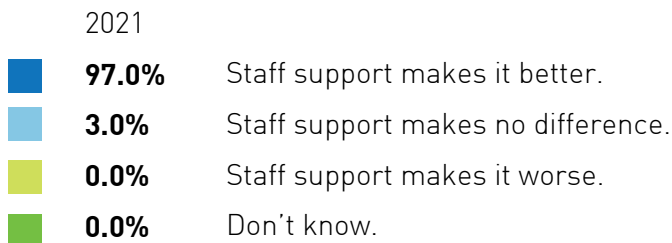
2022

Source: Family Survey, Q 15 (2022). Staff makes a difference in maintaining my family member's physical health.



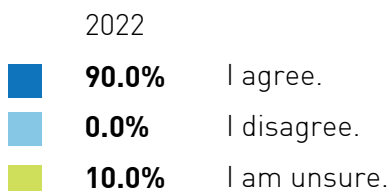
2021

Source: Satisfaction Survey, Q 22 (2021). What difference does the support you get from your staff make to your emotional health?



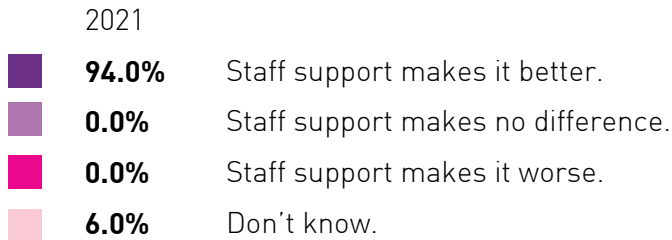
2022

Source: Satisfaction Survey, Q 17 (2022). My staff makes a difference in maintaining my emotional health.



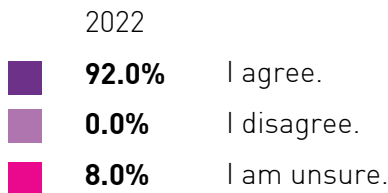
2021

Source: Satisfaction Survey, Q 17 (2021). What difference does the support your family member gets from their staff make to their emotional health?



2022

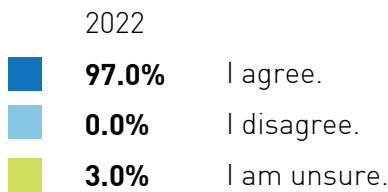
Source: Family Survey, Q 16 (2022). Staff makes a difference in maintaining my family member's emotional health.



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

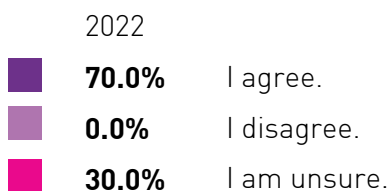
2022

Source: Satisfaction Survey, Q 18 (2022). My staff provides me with opportunities to develop new skills, learn and try new things and become more independent.



2022

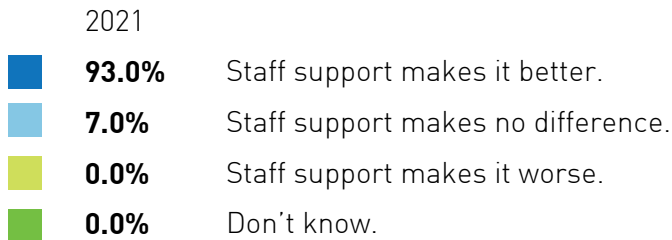
Source: Family Survey, Q 17 (2022). Staff provides my family member with opportunities to develop new skills, learn and try new things and become more independent.



EFFECTIVENESS: To increase personal empowerment and self-determination.

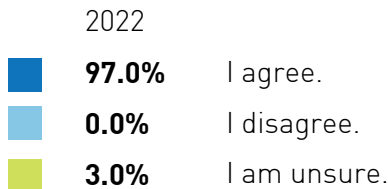
2021

Source: Satisfaction Survey, Q 18 (2021). What difference does the support you get from your staff make to how you make choices in your daily life?



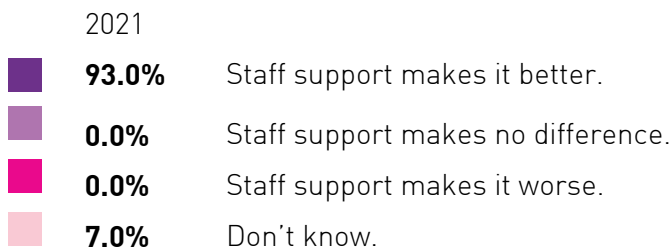
2022

Source: Satisfaction Survey, Q 19 (2022). Staff helps me explore choices and what I will do on a daily basis.



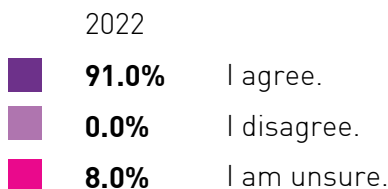
2021

Source: Satisfaction Survey, Q 13 (2021). What difference does the support your family member gets from their staff make to the choice they have in their daily life?



2022

Source: Family Survey, Q 18 (2022). Staff helps my family member explore choices and what they will do on a daily basis.



STAKEHOLDER SATISFACTION

2021

Source: Satisfaction Survey, Q 23 (2021). Are you satisfied with the services you receive in your home?

	2022		
	87.0%	Very satisfied. It is great	
	10.0%	Satisfied. It is ok	
	3.0%	Somewhat satisfied. It could be better.	
	0.0%	Not satisfied.	

2022

Source: Satisfaction Survey, Q 20 (2022). I am satisfied with the support I receive from Home and Community Services.

	2022		
	97.0%	I agree.	
	0.0%	I disagree.	
	3.0%	I am unsure.	

2021

Source: Satisfaction Survey, Q 13 (2021). Are you satisfied with the services your family member receives from their staffed home?

	2021		
	69.0%	Very satisfied. It is great	
	31.0%	Satisfied. It is ok	
	0.0%	Somewhat satisfied. It could be better.	
	0.0%	Not satisfied.	

2022

Source: Family Survey, Q 19 (2022). I am satisfied with the support my family member receives from Home and Community Services.

	2022		
	91.0%	I agree.	
	0.0%	I disagree.	
	9.0%	I am unsure.	

SURVEY RESPONSE RATE



Source: Satisfaction Survey, Measured.

	2021	2022	
	67.0%	56.0%	People in Home and Community completed the survey.
	33.0%	44.0%	People in Home and Community who did not complete the survey.



Source: Family Survey, Measured.

	2021	2022	
	40.0%	33.0%	Families of people in Home and Community who completed the survey.
	60.0%	67.0%	Families of people in Home and Community who did not complete the survey.

About Life Sharing

Life Sharing is a flexible residential option where a person with disabilities, their family, BACI and a provider commit to being in a relationship. Each of the members has a role to play in their relationship and each brings their own set of hopes, dreams, and expectations. While every Life Sharing relationship is unique, there are some hopes and expectations that are common, such as the hope of a good life lived with purpose and respect.

At the end of 2021, the Life Sharing (LSN) Department was supporting 165 people. Over the course of 2022, the LSN Department supported a total of 175 people, with 8 people joining our services and 8 people leaving our services. At the end of 2022, the LSN Department was supporting 165 people.

Objectives

- People live in their desired living situations as defined by them.
- People are supported to maintain their health and well-being.
- People are growing, learning and thriving.
- People are connected and have a strong sense of belonging in the community.
- People have relationships that are meaningful. They have unpaid support networks.
- People feel confident and valued. They are contributing citizens in their communities.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in Life Sharing Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
0-5	0
6-18	0
19-40	89
41-64	67
65+	19
Unknown	0
Total	175

Performance Goals



100% of contractors met qualification requirements in 2022. 100% met requirements in 2021.



90% (149/165) planning meetings were completed in 2022. 82%* (136/165) were completed in 2021.



94% (156/165) of monitoring tools were completed in 2022. 96%* (159/165) were completed in 2021.



In 2022, **974** home & community visits and **511** virtual visits were completed. In 2021, 815 home and community visits and 1,082 virtual visits were completed.



In 2022, we renewed or arranged for **175** contracts to be signed. In 2021, we renewed or arranged for 165 contracts to be signed and we arranged 25 temporary CI wraps.



In 2022, we created **165** (100%) 360-degree assessments. These are Vulnerability and Risk assessments. In 2021, we created 165 (100%) Risk and Support Plans.

100%
EFFICIENCY

Each LSN Manager oversaw a caseload of **25 people or the equivalent**.

95%
ACCESS

95% of individuals seeking service moved into a Life Sharing arrangement **within a maximum of 3 months** from the referral.

*Planning didn't happen for 9 people, as they joined our services at the end of the year.

Data Analysis

Highlights and Follow-up from Recommendations for 2022

- Each person supported through BACI's LSN who overlaps with another BACI service has a MyCompass online planning site.
- Everyone supported through BACI's LSN has a 360-degree Assessment in place. These are vulnerability and safeguard assessments. They are designed to access and heighten safety awareness and to ensure that when there is a risk to the person supported, there is a plan in place to address the risk through more stringent monitoring, the creation of a support plan and the

identification of the person's current formal and informal safeguards.

- This year the LSN Department did an audit of the contractor and person served files and a mass archiving of files was completed.
- A series of LSN Newsletters was created to support the LSN Contractors. The topics covered were: Mental Health and Mindfulness, Connecting, Diversity and Inclusion, Rights, Networks and Relationships, Conflict Resolution, Planning and Goal Setting, Socializing, Dignity of Risk, Health Care, Documentation and Communication.
- Training was provided for both people served and contractors. For people supported, the LSN Team provided training on Rights and Responsibilities, Health and Wellness, and Using Technology Safely. Training was provided to LSN providers on First Aid, Program Values, Basic Health Care Expectations, Documentation Practices, and Medication Management.
- The Life Sharing Team created a LSN Manager's Manual to ensure Managers are well trained and following best practices.

Goals and Recommendations for 2023

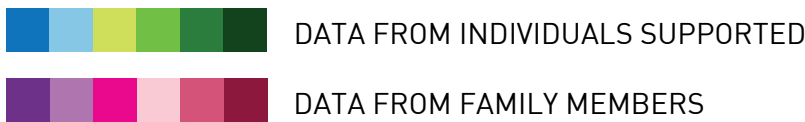
- Prepare for the 2023 Virtual CARF survey. Ensure the work we do is meaningful and that the experience is an opportunity to learn and make quality improvements.
- Competency-based training is provided to the LSN providers and the Open Future Learning platform will be made accessible to all LSN Providers.
- Continue with our creation of informative newsletters for LSN providers, folks supported and families. We will send out a newsletter each quarter on topics such as Documentation and Reporting, Community Involvement, Understanding Legal Authority and Planning for the Future.
- Bring the LSN folks, providers and families together to engage in meaningful learning experiences and opportunities to network.
- Strengthen support plans for each person in LSN.
- The LSN Department will engage the folks, families and LSN providers in late life planning.

Things to Consider

- The sector-wide struggle with contractor recruitment.
- Continued strain on many LSN arrangements which may be in part due to the pandemic and the impacts of that time spent in the home.
- Lack of, or reduction in, additional supports provided to the person supported through LSN. Less CI or Outreach hours were offered, in part due to the staffing shortage.
- Less or changed support from Health. In most cases it has moved to virtual supports.

- The influx of referrals. Many of these folks are not really looking for Life Sharing, but this is the only option offered by CLBC.
- People are aging and their needs are changing. We have had several people leave for a staffed resource due to their increased care needs.

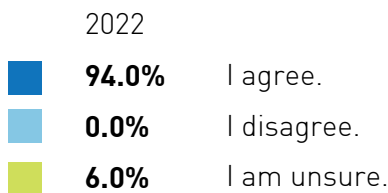
Survey Questions and Graphs



STAKEHOLDER SATISFACTION

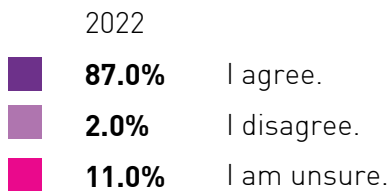
2022

Source: Satisfaction Survey, Q 17 (2022). I am satisfied with the services I receive from Life Sharing.



2022

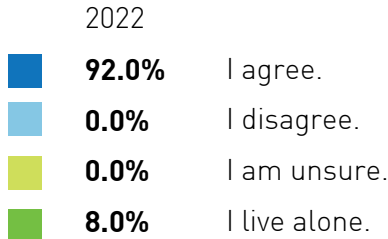
Source: Family Survey, Q 16 (2022). I am satisfied with the services my family member receives from Life Sharing.



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

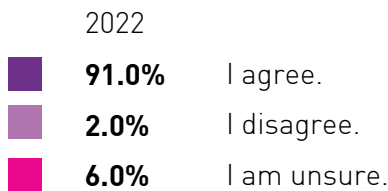
2022

Source: Satisfaction Survey, Q 9 (2022). I like where I live and who I live with.



2022

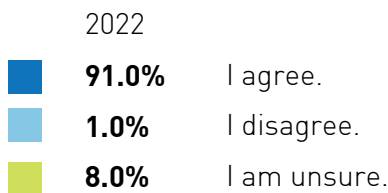
Source: Family Survey, Q 8 (2022). My family member likes where they live and who they live with.



EFFECTIVENESS: People are supported to maintain their health and well-being.

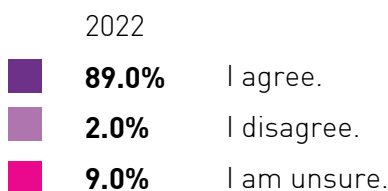
2022

Source: Satisfaction Survey, Q 10 (2022). I am supported to maintain my physical health.



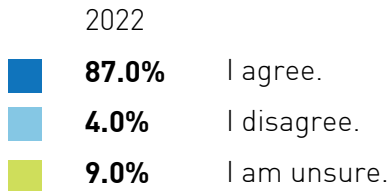
2022

Source: Family Survey, Q 9 (2022). My family member is supported to maintain their physical health.



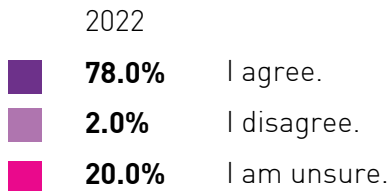
2022

Source: Satisfaction Survey, Q 11 (2022). I am supported to maintain my emotional health.



2022

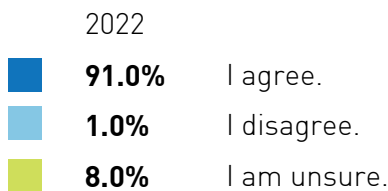
Source: Family Survey, Q 10 (2022). My family member is supported to maintain their emotional health.



EFFECTIVENESS: People are learning, growing and thriving.

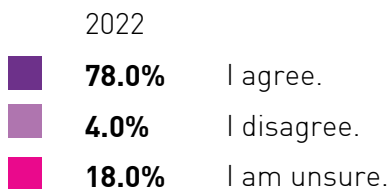
2022

Source: Satisfaction Survey, Q 12 (2022). My Life Sharing provider provides me with opportunities to develop new skills, learn and try new things and become more independent.



2022

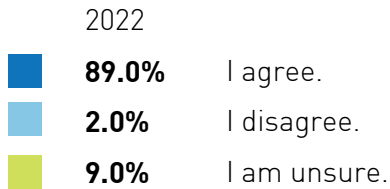
Source: Family Survey, Q 11 (2022). My family member's Life Sharing provider provides them with opportunities to develop new skills, learn and try new things and become more independent.



EFFECTIVENESS: People are connected and have a strong sense of belonging in their community.

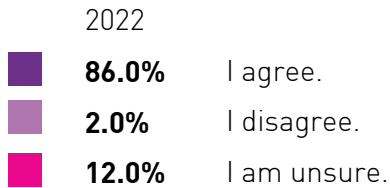
2022

Source: Satisfaction Survey, Q 13 (2022). My Life Sharing provider helps me feel more connected to community and a better sense of belonging.



2022

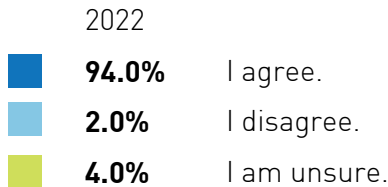
Source: Family Survey, Q 12 (2022). My family member's Life Sharing provider helps them feel more connected to community and a better sense of belonging.



EFFECTIVENESS: People have relationships that are meaningful. They have unpaid support networks.

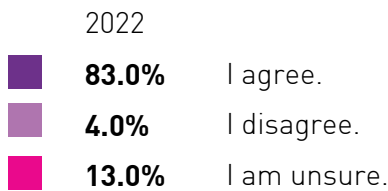
2022

Source: Satisfaction Survey, Q 14 (2022). My relationships with family, friends and my support network are welcomed, encouraged, and supported by my Life Sharing provider.



2022

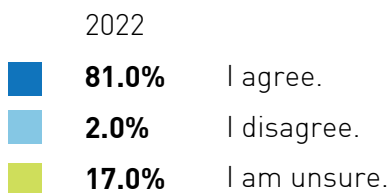
Source: Family Survey, Q 13 (2022). My family member's relationship with family, friends and support networks are welcomed, encouraged, and supported by the Life Sharing provider.



EFFECTIVENESS: People feel confident and valued. They are contributing citizens in their community.

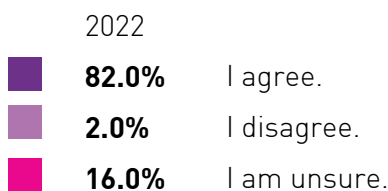
2022

Source: Satisfaction Survey, Q 15 (2022). My Life Sharing provider supports me to explore all choices I have in community life.



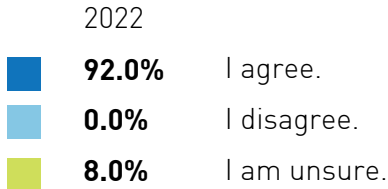
2022

Source: Family Survey, Q 14 (2022). My family member's Life Sharing provider supports them to explore all choices they have in community life.



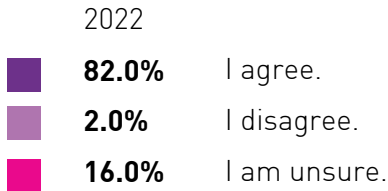
2022

Source: Satisfaction Survey, Q 16 (2022). I feel confident and valued.



2022

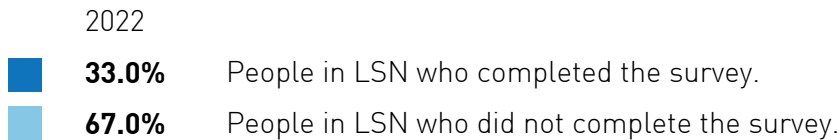
Source: Family Survey, Q 15 (2022). My family member feels confident and valued.



SURVEY RESPONSE RATE

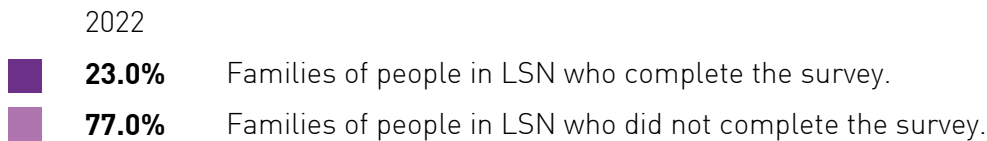
2022

Source: Satisfaction Survey, Measured. 165 surveys were sent out to individuals seeking service and 55 were completed.



2022

Source: Family Survey, Measured. 128 surveys were sent out to families of individuals seeking service and 30 were completed.



About Outreach

Outreach Services supported 125 people in 2022 in a range of living situations, including many who live independently and those living with aging families or Life Sharing providers. Individuals are supported to develop the skills that will help them to 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 16 hours per month. The Outreach Department serves those who receive weekly support on an ongoing basis, as well as short-term referrals who typically stay with Outreach for 6-12 months as they work toward specific goals.

Objectives

- Individuals will have a current plan and will be supported to achieve their personal goals.
- Individuals served are learning new skills.
- People served drive the services they receive.
- The services provided by Outreach are adaptive and respond to changes in people’s lives.
- The goals that are being worked on are meaningful to the supported individual.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in Outreach Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
19-24	23
25-34	51
35-44	22
45-54	10
55+	19
Total	125

Performance Goals



86% (107/125) of people have a current plan (79% in 2021).



100% of Outreach Services maintaining at full occupancy (100% in 2021).



100% (27/27) new referrals received information about their rights (100% in 2021).



78% (21/27) of new referrals started service within 3 weeks of referral (82% in 2021).

Data Analysis

Highlights from 2022

- Outreach supported 87 individuals in 35 families to access Farmer's Market Coupon sheets valued at over \$15,000.
- YAY (Young Adults) Club re-started in person events. 25+ different individuals accessed YAY Club throughout the year. Individuals continue to independently form a variety of new groups stemming from the YAY Club connections including song writing group, youth basketball league, trivia group, and more.
- Community Kitchen was re-opened in new, larger and more accessible location with updated equipment and resources.
- BACi Community Gardens were re-opened connected to the Community Kitchen. This has allowed us to support people more effectively around lifeskill goals associated with gardening, food security and healthy nutrition.
- 100% of persons served files transferred from ShareVision to the MyCompass and Sharepoint online platforms.
- Training attended: Self Advocacy, Mental Health First Aid, Trauma-Informed Care, Farmer's Market Coupon Program, BC Farmers Market Conference, Burnaby Seniors Service Provider Action Network, Earthquake Preparedness, Harm Reduction, FoodSafe, Person Centered Practices, First Aid, Cornerstones, NVCI, Developmental Leadership, Open Futures Learning Courses, Relias.
- Events Held: Young Adults Club, Community Kitchen Re-opening, Easter Brunch.
- Community Partners and Supporters: Greater Vancouver Food Bank, BC Farmers' Market Coupon Program, United Way of the Lower Mainland – Food Security Project, City of Burnaby Primary Care Network, Burnaby Community Services, New West Seniors Service, Quest Food Distributors, Artists Helping Artists (AHA), Canucks Autism Network, BCIT, BC Tech for Learning Society, TELUS, BC Housing.

Recommendations from 2021 to 2022

Continue to update the intake procedure to be more flexible and accessible in order to understand and manage expectations as well as engage individuals and support networks more effectively in the goal planning process.

- Used email whenever possible to more effectively provide intake information with people and their networks prior to in-person meetings.
- Provided pre-planning tools for people and networks to organize their thoughts around goal planning.

Create new materials to help explain how the Outreach Department supports people in diverse ways.

- Due to staff shortages and increased caseloads, focus was shifted to researching and connecting with current community-based materials and resources rather than updating and developing in-house materials.

Continue to update and modernize courses offered to participants, including Money Management, Housing and Tenants Rights and Diabetes/Kidney Care.

- Maintained contact with tenants rights groups, VCC, Douglas College and Fraser Health to be able to offer the most up-to-date information for individuals on courses and workshops available around common goal areas.

Continue to focus on building capacity for staff to support people with dual diagnosis and complex support needs, including executive functioning training and working with natural support networks.

- Staff attended new Trauma-Informed Care workshops in order to be more prepared to support individuals with more complex mental health needs.

Additional Training for working and collaborating with families/natural supports.

- Courses in this area were offered to Outreach staff through Open Futures and the Crisis & Trauma Resource Institute. Due to increased caseloads and staff shortages, staff were unable to take advantage of these in 2022.

Continue to support the testing of new online case management and planning platforms for the agency (including MyCompass and SharePoint).

- 100% of Outreach persons served have up-to-date MyCompass and Sharepoint sites. All new referrals and their networks are introduced to MyCompass during the intake process and encouraged to be actively involved using it for goal progress updates and reviews, if applicable.

Continue to enhance collaboration with other BACi departments and service providers.

- Piloted more shared workspaces to be more efficient in providing services in multiple locations and to increase interaction and collaboration between different departments.

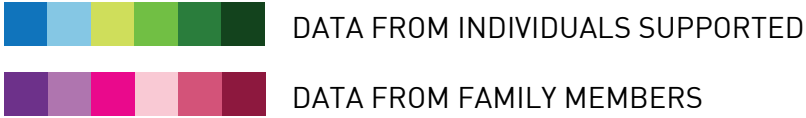
Things to Consider

- Like other areas of the organization, Outreach saw turnover and inconsistency in staffing. Outreach has a number of employees who have been with the agency for a long time and have accrued a lot of vacation time. As Outreach has no casual staff or ability to backfill, this often leaves staff taking on additional coverage while colleagues are away or positions are vacant.
- We saw an increase in individuals with current plans, due to staff training and increased participation with the MyCompass platform.
- The decrease in the number of new individuals starting within 3 weeks of referral was mainly due to circumstances out of our control, such as scheduling of natural support networks, waiting for new staff, or families deciding to wait for the best staff fit.
- We continued to see an increase in referrals with complex mental health and substance use disorders and are exploring different ways of providing effective supports in these circumstances.
- 2022 saw an increase in housing precariousness and eviction rates for supported individuals, leading to an increase in crisis-driven support in some circumstances rather than skill development.
- Satisfaction Survey results are difficult to interpret with more people responding to Outreach-specific questions than indicated that they had received this support and many people responding 'I am unsure'.

Recommendations for 2023

- Create videos for the Outreach introduction and intake process, to make this more accessible.
- Training for all Outreach staff in Mental Health 1st Aid, Trauma-Informed Care and Naloxone administration.
- Continue to grow and promote engagement with the BACi Community Gardens and their connection to the Community Kitchen.
- Additional Training for working and collaborating with families/natural supports.
- Continue to focus on building capacity for staff to support people with dual diagnosis and complex support needs.

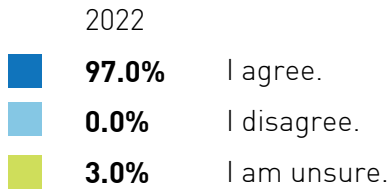
Survey Questions and Graphs



EFFECTIVENESS: People served drive the services they receive.

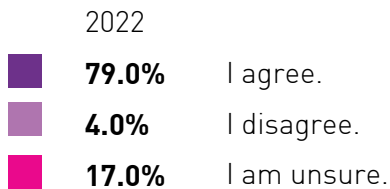
2022

Source: Satisfaction Survey, Q 28 (2022). My voice is heard. The goals that I set during planning are what I want and need to be working on with my Outreach worker.



2022

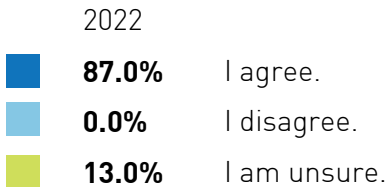
Source: Family Survey, Q 27 (2022). Their voice is heard. The goals my family member set during planning are what they want and need to be working on with their Outreach worker.



EFFECTIVENESS: The goals that are being worked on are meaningful to supported individuals.

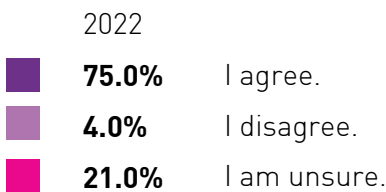
2022

Source: Satisfaction Survey, Q 29 (2022). Have meaningful goals. What I'm working on with Outreach is having an impact on my life.



2022

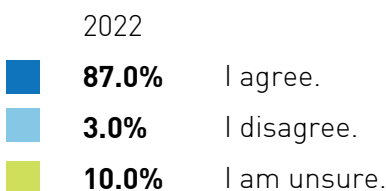
Source: Family Survey, Q 28 (2022). The goals that my family member is working on with Outreach is having an impact on their life.



EFFECTIVENESS: The services provided by Outreach are adaptive and respond to changes in peoples' lives.

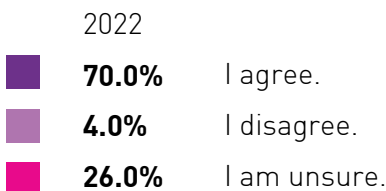
2022

Source: Satisfaction Survey, Q 30 (2022). Right goals, right time. When my goals change, my Outreach worker helps me work on new goals.



2022

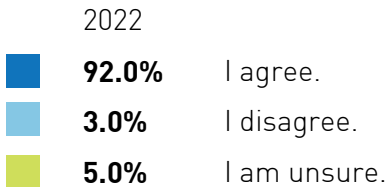
Source: Family Survey, Q 29 (2022). Right goals, right time. When my family member's goals change, their Outreach worker helps them work on new goals.



EFFECTIVENESS: Individuals served are learning new skills.

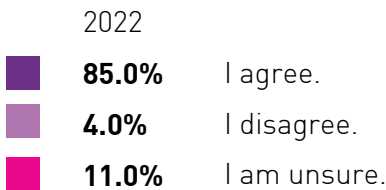
2022

Source: Satisfaction Survey, Q 31 (2022). I learn new skills. My Outreach worker provides me with opportunities to learn new skills.



2022

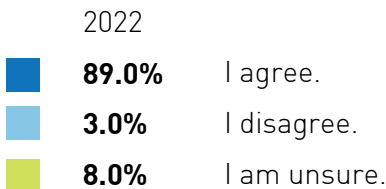
Source: Family Survey, Q 30 (2022). My family member's Outreach staff provides them with opportunities to learn new skills.



EFFECTIVENESS: Individuals will have a current plan and will be supported to achieve their personal goals.

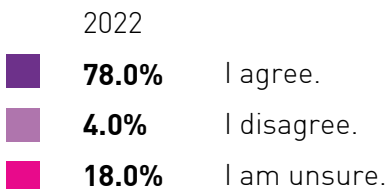
2022

Source: Satisfaction Survey, Q 32 (2022). I feel supported. I get the help I need from Outreach to achieve the goals I have set.



2022

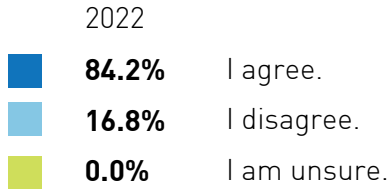
Source: Family Survey, Q 31 (2022). My family member gets the help they need from Outreach to achieve the goals set during planning.



STAKEHOLDER SATISFACTION

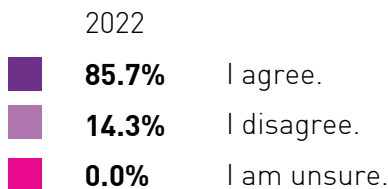
2022

Source: Satisfaction Survey, Q 33 (2022). I am satisfied with the services I receive from BACI's Outreach Services.



2022

Source: Family Survey, Q 32 (2022). I am satisfied with the services my family member receives from BACI's Outreach Services.



SURVEY RESPONSE RATE

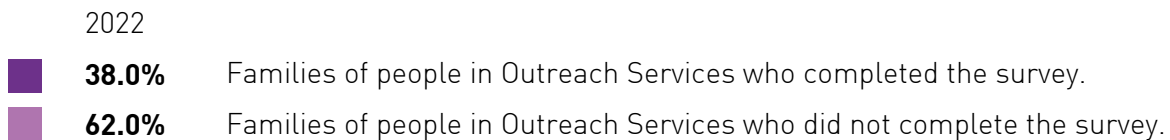
2022

Source: Satisfaction Survey, Measured. 101 surveys were sent out to individuals seeking service and 39 were completed.



2022

Source: Family Survey, Measured. 73 surveys were sent out to families of individuals seeking service and 28 were completed.



About Building Caring Communities (BCC)

Building Caring Communities (BCC) is a partnership of four agencies (Burnaby Association for Community Inclusion, inclusion Powell River, Kinsight and posAbilities) who came together in 2013 to explore and form a new approach to ending social isolation for people with developmental disabilities in urban, suburban and rural environments. There is considerable research that shows social relationships are critical to our physical, mental, emotional and economic well-being.

Objectives

BBC Intended Impacts



Participants are growing more confident:

- Developing a sense of trust in themselves.
- Developing a sense of trust with others.



Participants are increasing their independence:

- Actively contributing to the directions of their lives.
- Developing the relevant skills to make and maintain connections.



Participants are strengthening inter-dependency in their lives:

- Having a range of opportunities to be in + with community.
- Finding and connecting with the assets in their community(s).
- Contributing their gifts and strengths to their community(s).

Demographics of Individuals Served

Comparison of Age for Individuals Supported in BCC

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
0-19	22*
19-40	14
41-60	3
61+	0
Total	39**

* This includes 2 cohorts of the Gateway to Employment program offered in partnership with the Vancouver School Board.

** 19 new participants started connecting in 2022. 15 participants ended connecting in 2022.

Performance Goals

Of participants who completed their connecting journey with BACi, when asked "What are you great at now?"

- **71%** said "Getting myself places on my own."
- **71%** said "Being a good friend to others."
- **57%** said "Making plans with people."

[Participants could select multiple options]

When asked "How confident do you feel going out in Community?"

- **86%** indicated feeling confident.

Data Analysis

Highlights & Reflections from 2022

- Ongoing evaluation found BCC Community Connectors were continuing to have positive impacts on participants in the areas of Confidence and Trust.
- Participants continued to identify new skills and learning, particularly around getting places on their own, being a good friend to others and being great at making plans with friends.
- Community Connectors supported the coordination of the SIXpo Festival being held in the Spring of 2023. SIXpo (Sexuality, Inclusion, Exploration) is organized by and for folks with disabilities and will be a combined virtual and in-person event.

- Lower Mainland Hikes and Adventures (LMHA) continues to bring community members together to explore the region. Each event is led by a participant or community member with the support of a Connector.
- Connectors continued to focus on supporting participants to step into leadership and convening roles. They supported initiatives like Girl's Night, where participants are identifying gaps, driving plans forward and building leadership skills to make things happen.

Things to Consider

- Satisfaction data comes from a survey conducted with all participants at the end of service (typically 12-18 month). This data includes responses from all BCC participants, including those supported by our partner organizations.
- The BACi Connector Team continued to experience an extended staff leave in 2022. This position remained vacant and capacity to support participants was reduced.
- Connectors have been able to continue to pivot and adapt to changing pandemic conditions. Seeing restrictions ease through 2022, Connectors were able to return to more in-person opportunities in community.
- BACi Connectors continue to support participants through the Gateway to Employment Program – a partnership with the Vancouver School Board and the IMPACT youth employment project that focuses on blending employment and connecting support through the final year of high school to ease the transition into adulthood.

Recommendations for 2023

- Work to fill the vacant position and return to full capacity.
- Work with leadership of partner organizations to re-define and re-commit to the Building Caring Communities partnership.
- Focus on participant engagement in the developmental evaluation process. Explore opportunities to streamline the evaluation process and collect only data that we have the capacity to analyze.
- Continue to focus on developmental evaluation and supporting Connectors to reflect on and adapt their practice based on the learning.

Survey Questions and Graphs

DATA FROM INDIVIDUALS SUPPORTED



Source: Participant Exit Survey. According to connectors, participants have:

2022		
	7.0%	Leadership skills
	36.0%	Confidence
	25.0%	Interpersonal skills
	14.0%	Trust in others
	11.0%	Self-determination
	7.0%	Meaningful opportunities



Source: Participant Exit Survey. Participants are having a harder time with:

2022		
	21.0%	Interpersonal skills
	17.0%	Commitment/engagement
	14.0%	Self-determination
	10.0%	Meaningful opportunities
	7.0%	Trust in others
	31.0%	Other reasons (answered once)

SERVICE EFFECTIVENESS

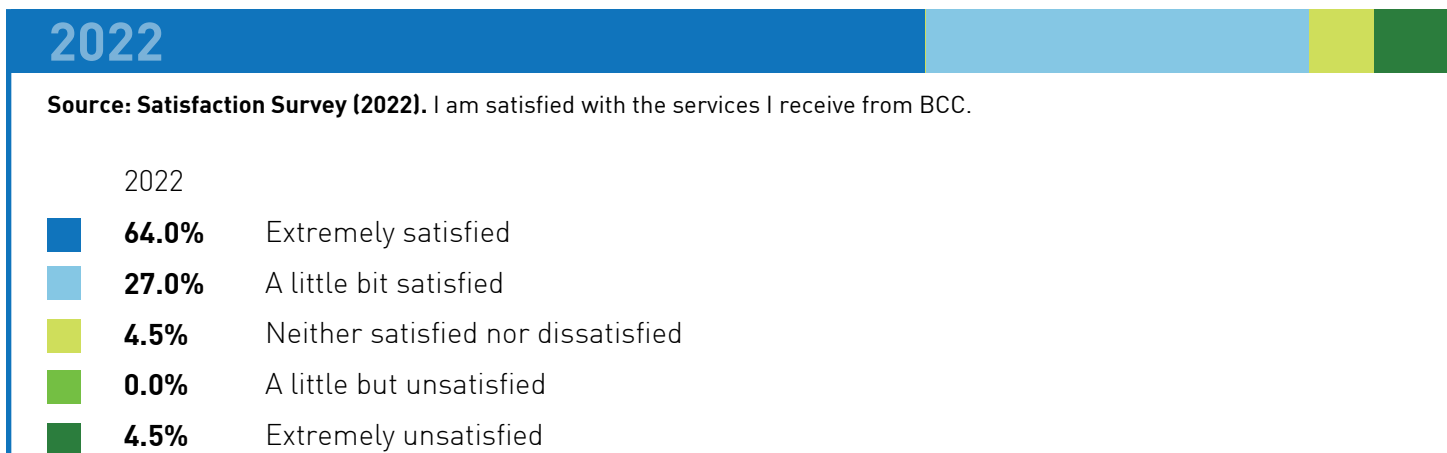
- Community Connectors continue to see the most significant impacts in the areas of Confidence and Trust in self – 36% indicated observing new confidence in participants.
- This indicator – confidence and Trust in Self – has been the top impact observed by Community Connectors over the past 3 years.

TOP THREE AREAS OF IMPACT

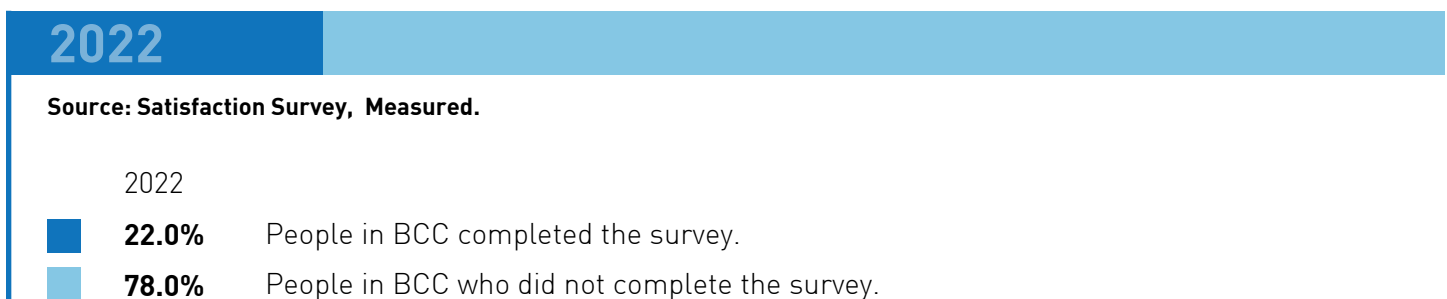
Comparison of Areas of Impact Between Two Years

NUMBER	2022	2021
1	Confidence Trust in self	Confidence Trust in self
2	Trust in others Self-determination	Self Determination
3	Interpersonal skills Meaningful opportunities	Trust in others

STAKEHOLDER SATISFACTION



SURVEY RESPONSE RATE



About Real Talk

Real Talk is an affirmation that all people have a sexuality.

Every human being – even someone who will never go on a date or have sex – has a sexuality. Adults with diverse abilities experience their own sexuality, but often don't get information or acknowledgement about this experience. Too often they're left to navigate their sexuality on their own, unless it becomes a problem for someone else. Sexuality can bring connection, isolation, joy, trauma, pleasure, guilt, excitement... often it's a combination of things. What if we affirmed this experience instead of avoiding the subject?

Real Talk is a conversation about dating, love, relationships and sex.

Lots of adults with diverse abilities are interested in having romantic and sexual relationships. It's rare that these relationships actually happen. Within certain age groups, people with diverse abilities have higher rates of sexually transmitted infections than the general population. At any age, people with diverse abilities are at greater risk of sexual abuse than the general population. Open communication about sex and relationships improves interpersonal skills, increases the chances of positive romantic relationships and reduces the risk of STIs & sexual abuse.

Sexualized imagery is common in our culture, but real talk about sexuality is often absent. What if we started talking?

In 2021, PHAC renewed their operational funding for Real Talk for an additional 5 years through to 2027.

Program Overview

Real Talk is a sexual health initiative aimed at people with diverse abilities and their supporters. The project is operated jointly by BACI, posAbilities, and Kinsight, and funded by the Public Health Agency of Canada (PHAC). Real Talk's main activities are:

- Hosting casual, informative events where people can have open, honest conversations with certified sexual health educators about dating, love, relationships, and sex.
- Training staff and community college students preparing to become community service workers and residential care workers to become more confident and comfortable supporting individuals' sexual health needs.
- **Making educational videos on sexual health topics.**

Objectives

Real Talk improves sexual health outcomes for adults with cognitive disabilities by:

- Increasing participants' comfort and confidence with conversations about sexual health topics
- Prompting participants to reflect on where else they can get reliable sexual health info – whether from a family member, trusted staff support, or a hotline / website service
- Training community living staff to become more confident and comfortable with having conversations

Demographics of Individuals Served

Real Talk does not collect demographic data.

Performance Goals

By March 31 2027, Real Talk will deliver 75 educational videos and 75 facilitated workshops to 450 adults with cognitive disabilities in Metro Vancouver in order to strengthen their capacity to prevent infection and improve health outcomes.

15% will report having increased comfort with openly discussing sex and sexuality with family / support staff.

By March 31 2027, Real Talk will deliver 75 educational videos and 30 facilitated workshops to 600 Public Health and/or health care professionals in Metro Vancouver in order to strengthen their capacity to help transgender people with cognitive disabilities to prevent infection and improve health outcomes by 50%.

25% of participants will report having applied this knowledge to improve access to health, social, and support services to transgender people with cognitive disabilities.



In 2022, Real Talk ran **28** sexual health workshops, with **126** attendees.



In 2022, Real Talk ran **11** staff training seminars, with **171** attendees.

Data Analysis

Highlights & Reflections from 2022

In 2022, 59 of the 126 individuals attending workshops completed pre and post event questionnaires.

- 35% of respondents reported an increase in comfort discussing sexual health topics
- 30% of respondents reported an increased knowledge about where to get sexual health information.

In 2022, 128 of the 171 staff attending trainings completed pre and post event questionnaires.

- 85% of respondents reported increased knowledge of how to support people with cognitive disabilities to access sexual health information
- 44% of respondents reported increased comfort discussing sex and sexuality with people with cognitive disabilities.

Recommendations for 2023

In 2022, Real Talk trialed periodic “Real Talk Real World” events where participants would visit sexual health-related sites in the community, such as a sexual health clinic, a sex toy store, or a 2SLGBTQIA+ book store. Participants regularly noted these events as being important learning opportunities and reported feeling less anxiety or stigma around visiting these places on their own in the future, should the need arise.

- In 2023, we intend to continue “Real Talk Real World” events – returning to sites we visited in 2022, as well as new sites including the HIM Clinic – a sexual health clinic aimed specifically at gay and bisexual men.

In 2022, individuals and support staff alike noted there was a lack of support for community building among 2SLGBTQIA+ people with cognitive disabilities. This gap was leading to observations of, and self-reports of, poor mental health outcomes. In response, Real Talk successfully applied for a one-time grant from the Disability Alliance of BC to launch a community building and community connection initiative aimed specifically at this population.

- ‘Connecting Queer Community’ (CQC) is a new initiative for 2023 with a focus on filling these gaps by hosting 2SLGBTQIA+ events in BACI spaces, and attending 2SLGBTQIA+ venues around Metro Vancouver.
- In 2023, Real Talk aims to continue this initiative’s community building & connection work, and to secure funding for the work to continue beyond 2023.

About Stitched Services

Stitched Services supports people to expect great things for and from themselves (and for others to expect the same). We do this by supporting people to embrace learning, growth and change through a combination of flexible and adaptable services that build personal agency, with the ultimate goal of living a rich and fulfilling life. We do this by supporting people to set bigger goals, build skills, trust and self-awareness, while supporting strengthened relationships with family, staff and the community. Participants of Stitched Services are able to access coordinated supports through BACI's Outreach, BEST Employment and Community Connector teams.

Objectives

Shorter term outcomes:

- **Reciprocity & Respect:** Strengthened relationships with family, staff & self.
- **Trust:** Families and participants build mutual trust to support participants decision making and growth.
- **Skills:** Participants build skills that lead to increased independence and self-determination.
- **Bigger Goals:** Participants express and explore bigger personal goals and aspirations.
- **Self Awareness:** Increase in awareness of skills, passions, hopes, dreams and contributions.
- **Courage:** Participants demonstrate a mindset of persistence and a willingness to try.

Longer term outcomes:

- **Agency:** Participants lead the direction of their life by understanding and advocating for themselves.
- **Life-long Learning:** Participants and families embrace growth and change.
- **Potential:** Participants expect great things from themselves and others expect it for and from them.
- **Independence:** Participants are less reliant on paid supports in the long term.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in Stitched Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
19-24	13
25-34	12
35-44	1
45-54	2
55+	2
Total	30

Performance Goals

All Co-Pilots maintained **100%** caseload.

393 goals in progress;
63 goals complete (16%).

87% of participants (26/30) had active plans and completed profiles in MyCompass.

100%
SERVICE ACCESS

100% enrollment in Stitched Services, and new capacity added.

Data Analysis

Highlights & Reflections from 2022

- Increased to 30 participants in 2022 (from 25 in 2021).
- In 2022, the Stitched Service settled into our new space in New Westminster. This has provided a home base for participants who are using the space as both a social and creative hub.
- Young Adults Club (YAY Club) has evolved into a participant-led regular event. Participants are taking over coordinating logistics and communication in addition to deciding what they want to do. There are true emerging leaders and social conveners in this group.
- Participants in the Song Writing Group are producing not just original music, but are scripting, directing and filming music videos.

- An increasing number of participants are expressing a desire to look for paid employment and are accessing employment supports.
- We've reflected on how different people use the Stitched Service in different ways. Some engage actively in group and social activities while others prefer 1:1 support. We are reflecting on how to ensure supports are balanced between the two.

Things to Consider

- Goal completion: Stitched Service participants focus on setting big goals. These “stretch” goals are often not reflected as completed and goal completion rates will be lower. In 2022, the focus was on getting profiles and plans set up in MyCompass. Many new plans and goals were established on this new platform.
- While Co-Pilot positions were fully staffed through 2022, Outreach, BEST and Community Connectors – the supports accessed through the Stitched Services – all had vacancies and limited capacity. This meant there were often delays in accessing these supports. Co-Pilots tried to step into these roles.
- With Co-Pilots filling in, we did not have capacity to re-visit and re-design the Stitched Service Developmental Evaluation.
- Because participants in Stitched Services touch many other areas of the organization (BEST, Outreach, Building Caring Communities), satisfaction surveys are not distributed to avoid duplication. Instead, the focus is on collecting quantitative and qualitative data through the developmental evaluation process.

Recommendations for 2023

- Re-visit and simplify the Developmental Evaluation embedded in the Stitched Service to find greater balance between engaging participants, families and staff in this process, and maintain capacity to complete thoughtful analysis and feed the data back into the delivery of the Stitched Service.
- Work on setting clearer expectations as people join the Stitched Services.
- Re-visit and update Stitched Service information and welcome materials.
- CLBC reports a waitlist for the Stitched Services. Aim to work with the funder to increase access to the Stitched Services.
- Continue to engage in ‘Communities of Practice’ that bring together staff from across departments and our partner agencies, and explore deepening opportunities for collaboration and learning.

Survey Questions and Graphs

SERVICE EFFECTIVENESS

- Bigger Goals: 88% of participants have identified “stretch” goals. 55% of all goals set by participants are “stretch” goals, 31% are goals that sustain the quality of life and 14% are quick wins.

STAKEHOLDER SATISFACTION:

- Stitched Services does not circulate a separate Satisfaction Survey, as all participants are supported through BEST, Outreach and Community Connectors and already completing multiple surveys. Our intention is to gather additional quantitative data through participant and family interviews, but these were delayed in 2022 and will be completed in 2023.

About BEST

BEST is a service designed by BACI to empower individuals to find paid jobs and make meaningful contributions to the communities in which they live. We assist people to find and maintain employment that matches their skills and interests.

We collaborate with employers to help them meet their business needs and tap into a diverse workforce. Our effective and personalized supports focus on meeting employers' business needs through positive and innovative employment solutions.

BEST offers free employment services and training through the following strategies:

- **Pre-Recruitment:** We are committed to learning about specific businesses and the skills and abilities needed to fill their open positions.
- **Quality Job Matching:** We provide pre-screened individuals who have the skills to meet the needs of each business.
- **On-site Coaching:** We offer 1:1 support to the new employee – at no cost to the business. We assist the development of the employee/employer relationship to maintain successful employment.

68 people were supported by BEST in 2022.

Objectives

- To help job seekers explore and identify their interests, strengths and skills using a structured discovery process.
- To help prepare job seekers to secure and be successful in meaningful paid employment in the community.
- To help facilitate the best possible match between job seekers' skill sets and interests, with employers' business needs.
- To promote inclusive hiring practices and disability confidence with our business partners.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in BEST

AGE (IN YEARS)	AGE OF JOB SEEKERS
18-24	35
25-34	18
35-41	11
45-54	3
55+	2
Total	69

Performance Goals



Jobs secured: **61%** of job seekers in active employment in 2022 (60% in 2021).



22% of active employees are making more than minimum wage (17% in 2021).

100%
EFFICIENCY

Each Employment Specialist had a full occupancy caseload of 12+ active job seekers.



23 new jobs were secured by job seekers in 2022 (22 new jobs in 2021).



A MyCompass profile was created for **100%** for job seekers. **64%** had a completed plan.

Data Analysis

Reflection on Recommendations from 2021

- While significant progress was made on building capacity around customized and supported employment, we focused on more meaningful discovery processes and utilizing existing skill development, training resources and collaboration. We were not able to re-engage in hosting events in the way that we had hoped. Peer networking, engaging families and employers together and hosting events will remain a goal for 2023.

Highlights and Reflections from 2022

- Staff training was a significant focus. All staff attended a week-long training session offered through the BC Employment Network, It included Supported Employment Marketing, Supported Employment Fundamentals and Resume writing.
- BEST continued to work in collaboration with the Vancouver School Board to offer the Gateway to Employment Program for youth in their final year of high school. We participated in the final year of the IMPACT youth employment research project.
- BEST will be engaged in IMPACT 2.0 beginning in 2023. An additional 3 years of funding was secured to work with UBC and service provider partners in testing the most effective interventions in youth employment.
- BEST completed transitioning individual planning and case management documents from ShareVision to the MyCompass and SharePoint online platforms. This shift required a significant amount of work by team members.

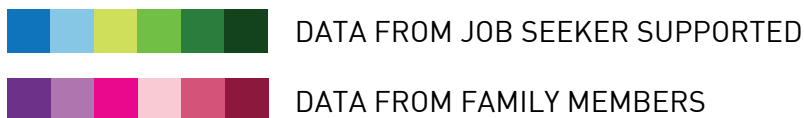
Things to Consider:

- In 2022, several staff were on extended leaves. We worked to fill vacancies with a number of short-term, temporary positions.
- With each Employment Specialist at, or over, full capacity and no backfill available, the team was stretched to provide coverage.
- In 2022, we worked with CLBC to end support for those who were in stable employment and not looking for any additional support, in order to increase our capacity to support new job seekers.
- BEST had an unusually high Satisfaction Survey return rate in 2022 (over 50%), but a significant proportion of respondents (30%) responded with “I am unsure,” making survey results difficult to interpret. Some comments indicated respondents may not actually be supported by BEST (I.e. “not applicable” and “I didn’t have BEST”).

Recommendations for 2023:

- Focus on strengthening relationships with employers – working to understand and adapt our approach to meet changing labour market needs.
- Focus on supporting job seekers who are looking for improvements and changes to their current roles (I.e. increased hours, pay increase, career development).
- Strengthening the employer database and communication.
- Work with job seekers and families to understand the low satisfaction rate indicated through Satisfaction Survey results.
- Ensure a Discovery Summary meeting is held to engage the job seeker and their network (when appropriate) in a meaningful way in job development.
- Focus on exploring new opportunities to grow the staff team and enhance capacity to support increasing numbers of job seekers. Explore implementing maximum caseload numbers to maintain high quality supports.

Survey Questions and Graphs



EFFECTIVENESS: Job seekers are in active employment (target = 65%).

Note: 61% of job seekers are in active employment in 2022.



Source: Satisfaction Survey, Q 36 (2022). My Employment Specialist helped me find paid work.

2022		
	48.0%	I agree.
	28.0%	I disagree.
	24.0%	I am unsure.

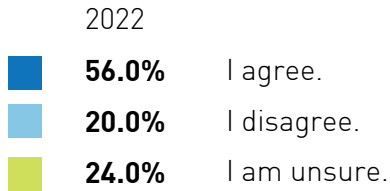


Source: Family Survey, Q 35 (2022). BEST has helped my family member achieve paid work or work experience.

2022		
	35.0%	I agree.
	30.0%	I disagree.
	35.0%	I am unsure.

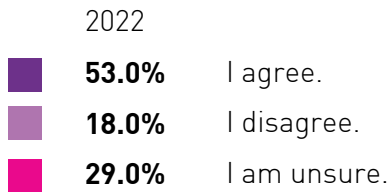
2022

Source: Satisfaction Survey, Q 35 (2022). While looking for a job, my Employment Specialist arranged for me to interview or meet with new potential employers.



2022

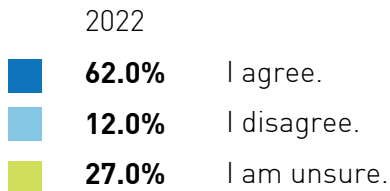
Source: Family Survey, Q 34 (2022). While looking for a job, my family member's Employment Specialist arranged for them to interview or meet with new potential employers.



STAKEHOLDER SATISFACTION

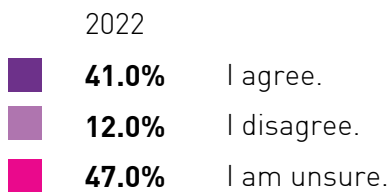
2022

Source: Satisfaction Survey (2022). I am satisfied with BEST Services.



2022

Source: Family Survey, Q 32 (2022). I am satisfied with the services my family member receives from BEST Services.



SURVEY RESPONSE RATE

2022

Source: Satisfaction Survey, Measured. 47 surveys were sent out to individuals seeking service and 26 were completed.

2022

- 55.0%** People in BEST services completed the survey.
- 45.0%** People in BEST services who did not complete the survey.

2022

Source: Family Survey, Measured. 33 surveys were sent out to families of individuals seeking service and 17 were completed.

2022

- 51.0%** Families of people in BEST services who completed the survey.
- 49.0%** Families of people in BEST services who did not complete the survey.

About Adult Respite

BACI’s Respite program offers wellness support to individuals and families. At BACI, we believe that respite is a physical and emotional retreat, where relaxation and renewal can create strength and resilience. Every family’s idea of respite is unique. BACI is dedicated to meeting those needs.

BACI’s goal is to offer Respite services that contribute to the entire family’s well-being. We recognize the balance that must be achieved between meeting the support needs of the people we serve, the family’s support needs, and BACI’s capacity to respond.

At the end of 2021, the Respite Department was supporting 18 people. In 2022, the Respite Department supported a total of 20 people, with 2 people joining our services and 3 people leaving. At the end of 2022, the department was supporting 17 people.

Objectives

- Families have an opportunity to rest and rejuvenate.
- Respite is a family centered service and meets each family’s unique needs.
- People’s supports are personalized and their needs are met.
- People are safe and secure.
- People are engaged and have opportunities to explore new experiences.

Demographics of Individuals Served

Comparison of Age for Individuals Supported in Adult Respite

AGE (IN YEARS)	AGE OF JOB SEEKERS
19-40	11
41-64	8
65+	1
Unknown	0
Total	20

Performance Goals



100% of contractors met qualification requirements in 2022.



Renewed or arranged for **18** contracts to be signed (2 people have contracts through BACI LSN) in 2022.



60% (12/20) Monitoring Tools were completed in 2022. (Monitoring tools weren't completed because: 1 person joined at end of year, 1 person had only 1 month of support, 1 person went to another CLBC funded service, 2 people were monitored by BACI LSN, 3 people could not complete by year-end.)

100%
EFFICIENCY

The Respite Manager oversaw a caseload of **20** people.

100%
ACCESS

100% of people seeking Respite services were able to find a provider and receive the services they were looking for.

Data Analysis

Highlights for 2022

- Individuals, families, and contractors have been re-engaging in Respite services since the COVID-19 pandemic ended.
- The Respite Department has seen many long-term commitments of Respite providers, which has created consistency in supports provided and relationships for persons supported and their families.
- The Respite Manager audited the contractor and person served files and completed archiving all of the files.
- The Respite Services Handbook was reviewed and updated this year.

Goals and Recommendations for 2023

- Create an annual report that Respite providers will complete, that is specific to adult Respite services.
- Prepare for the 2023 virtual CARF Accreditation Survey.
- Strengthen the department's risk management and safety of Respite persons while receiving services.

Things to Consider

- Challenges with recruitment of new Respite providers.
 - » CLBC funding amounts for Respite services are not keeping up with inflation. This contributes to difficulty with recruiting and retaining Respite providers.
- The pandemic had a significant impact on the Respite Department. Families requested that services be put on hold for safety reasons, several individuals/families have not returned to Respite services since 2020, and a few Respite providers ended their contracts.
- Since the pandemic ended, the Respite Department worked on re-engagement plans with families/individuals/contractors to re-start services.

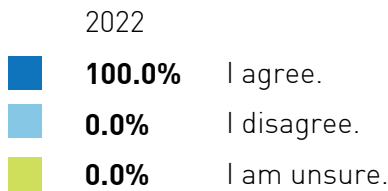
Survey Questions and Graphs

 DATA FROM INDIVIDUALS SUPPORTED BY ADULT RESPITE SERVICES

EFFECTIVENESS: Families have an opportunity to rest and rejuvenate.

2022

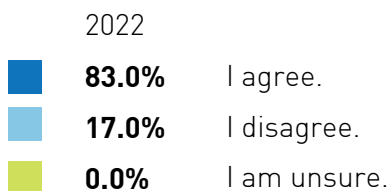
Source: Satisfaction Survey, Q 3 (2022). Respite provided my family with the opportunity needed to rest and rejuvenate.



EFFECTIVENESS: Respite is a family centered service and meets each family’s unique needs.

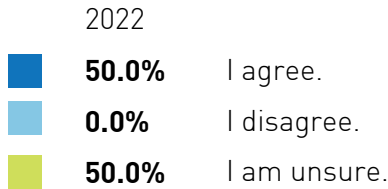
2022

Source: Satisfaction Survey, Q 4 (2022). Communication between the Respite Provider and our family is effective.



2022

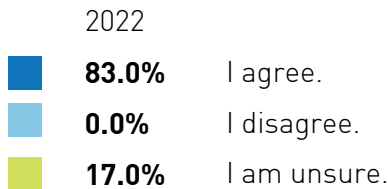
Source: Satisfaction Survey, Q 5 (2022). The Respite Provider recruited by BACi is a good match for our family.



EFFECTIVENESS: People’s supports are personalized and their needs are met.

2022

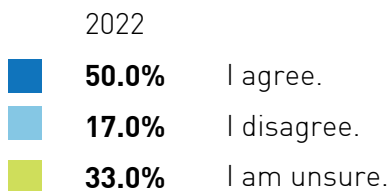
Source: Satisfaction Survey, Q 6 (2022). Communication between the Respite Provider and our family is effective.



EFFECTIVENESS: People’s supports are personalized and their needs are met.

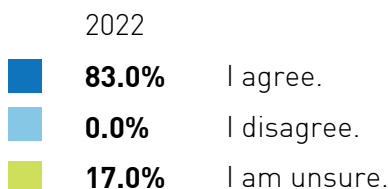
2022

Source: Satisfaction Survey, Q 7 (2022). The Respite Provider introduces new experiences to allow my child to learn and grow.



2022

Source: Satisfaction Survey, Q 10 (2022). Our family member is engaged and has opportunities to explore new experiences when receiving respite.



EFFECTIVENESS: People are safe and secure.

2022

Source: Satisfaction Survey, Q 8 (2022). I am confident that my family member is safe when using BACi services.

2022

- **67.0%** I agree.
- **0.0%** I disagree.
- **33.0%** I am unsure.

2022

Source: Satisfaction Survey, Q 9 (2022). The Respite Provider has a good understanding of my family member’s medical needs and supports them accordingly.

2022

- **67.0%** I agree.
- **0.0%** I disagree.
- **33.0%** I am unsure.

STAKEHOLDER SATISFACTION

2022

Source: Satisfaction Survey (2022). I am satisfied with the services my family member receives from their Respite Provider.

2022

- **87.0%** I agree.
- **13.0%** I disagree.
- **0.0%** I am unsure.

SURVEY RESPONSE RATE

2022

Source: Satisfaction Survey, Measured. 18 surveys were sent out to individuals seeking service and 6 were completed.

2022

- **33.0%** People in Adult Respite services completed the survey.
- **67.0%** People in Adult Respite services who did not complete the survey.

About Children's Services

BACI now operates 5 inclusive child care centres in the City of Burnaby. The Fairhaven and Variety Cariboo Centres provide child care to children aged 0 to 5 years. Little Eagles opened in September 2022 and also provides child care for children aged 0 to 5 years. The Brentwood Park Plus and South Slope Out of School Care Centres provide before and after school care to children aged 5 to 12 years. The centres are principled under the values and practices of early childhood education, play-based learning, child development, diversity, well-trained and qualified staff, families as partners, and ensuring the health and safety of each child at all times.

Demographics of Individuals Served

Comparison of Age for Children Supported in Children's Services

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
0-3	31
3-5	51
6-12	37
Total	119*

* Please note: Little Eagles' data is only from September to December 2022, but is still included in the overall data.

Quality Assurance

As per Policy 1.3a Quality Assurance Indicators 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 their sense of self-respect, respect for others and respect for their environment.

Child Development

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

Diversity and Inclusion

- BACi provides child care services that welcomes and honours diversity and inclusion.

Families as Partners

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

The Child Care Team

- BACi actively collaborates with external professionals (Licensing, 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.

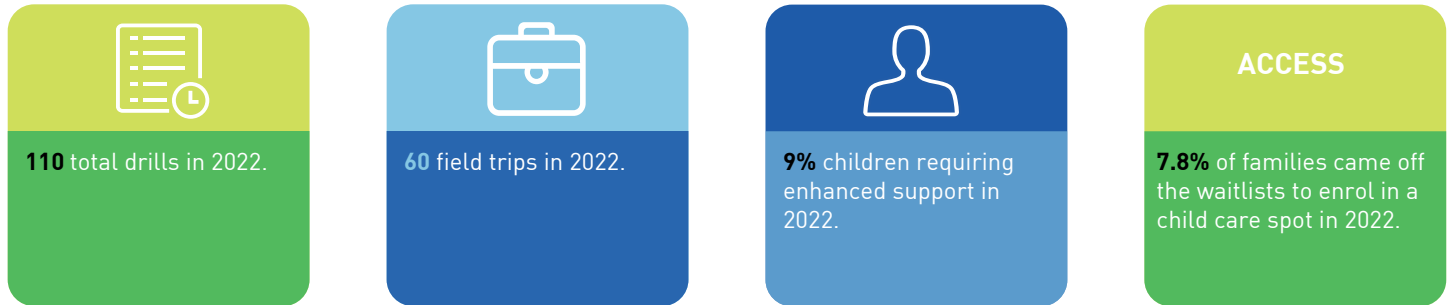
Child Care – The ‘Story’ of 2022

Like all programs and services at BACi, the child care centres continued to be impacted by COVID-19 and the COVID-19 continued to impact the child care centres for the first half of 2022. It wasn't until the latter half of the year that we could finally welcome families back into the centres and fully resume regular child care activities (e.g. community field trips). Families could once again participate in the ongoings of the centres, like escorting them into the centres, taking their children to their cubbies, observing the daily activities and connecting in-person and regularly with the child care employees and other families. We were so pleased this restriction finally lifted. However, some protocols remained in place throughout the year (e.g. 5-day isolation, symptom-free requirements, etc).

We circulated the pre-COVID parent survey in 2022 due to COVID lessening and the return of more 'normal' child care practices. That said, there are a few things to consider with the survey data, including COVID. It may (or may not) have influenced families' responses. It was still a big part of our lives for the early part of the year and families only re-entered the classrooms later in 2022. This may be a factor to consider.

The opening of Little Eagles is another 'new factor' in our data and our broadened family responses. The children and families at Little Eagles were only in the centre a few months before the survey was circulated, which also may factor in their responses (i.e. child development changes). Finally, another thing to consider when assessing the data is that some of the questions haven't been asked over the past few years or addressed in the report; therefore, certain responses will stand alone and be used for comparison next year rather than going back to 2019 to compare. Too many things have changed in child care, and frankly the world, to compare data from such an expansive timeline.

Performance Goals



Performance Summary & Analysis

DATA FROM INDIVIDUALS SUPPORTED BY CHILDREN'S SERVICES

Satisfaction



Source: Satisfaction Survey (2021 and 2022). Overall, I am satisfied with the service my child receives at the Child Care Centre.

	2021	2022	
	98.0%	91.0%	I agree.
	2.0%	1.0%	I disagree.
	0.0%	8.0%	I am unsure.

Child Care Employees




Families continue to highlight the following areas/reasons they are most satisfied and pleased with the service – the Early Childhood Educators, including the care and interactions with the children and families.

2021

2022

Source: Satisfaction Survey (2021 and 2022). Combines average rating from the following questions:

- Regular communication with the staff about my child.
- Staff are approachable and listen to my concerns and questions about my child.
- Staff develop and maintain positive interactions with my family.
- Staff treat my child with dignity and respect.
- Satisfied with the staff qualifications and skills.
- Staff demonstrate a friendly approach with the children.
- Staff demonstrate an accepting, non-judgmental approach with children.
- **Note:** 1-2 respondents skipped these questions.

	2021	2022	
	98.0%	93.0%	I agree.
	2.0%	7.0%	I disagree.
	0.0%	0.0%	I am unsure.

Families continue to acknowledge the work, dedication, support, and contributions of our child care workers. Likewise, the organization also celebrates and appreciates the amazing work of the employees working in our child care centres. Our child care employees are our greatest asset and the main reason BACi provides high quality child care. Without their care and commitment, we simply couldn't do it. They build good relationships with families, and families are pleased with the approaches and care their children receive.

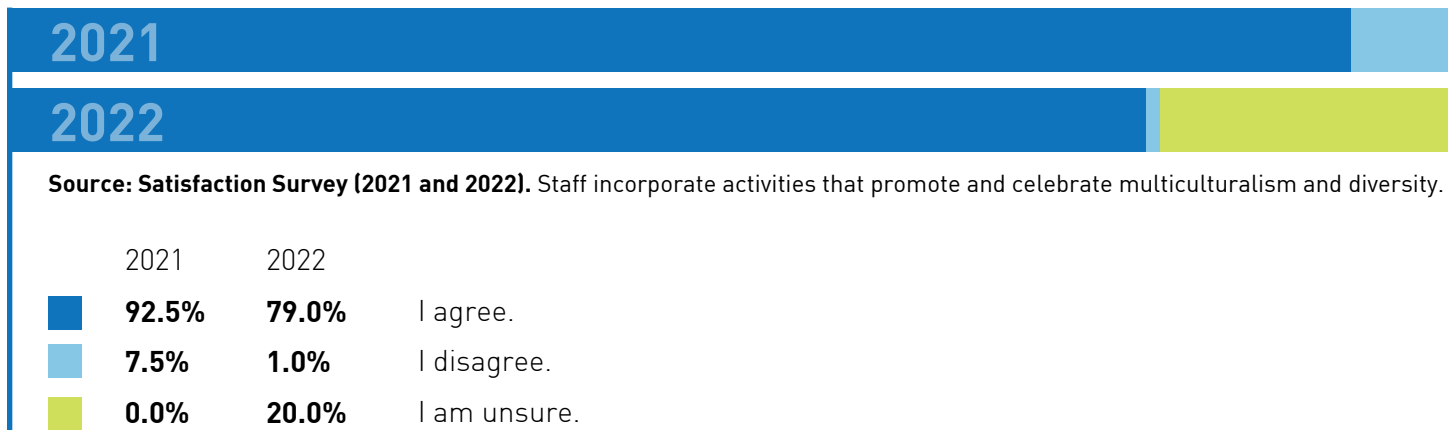
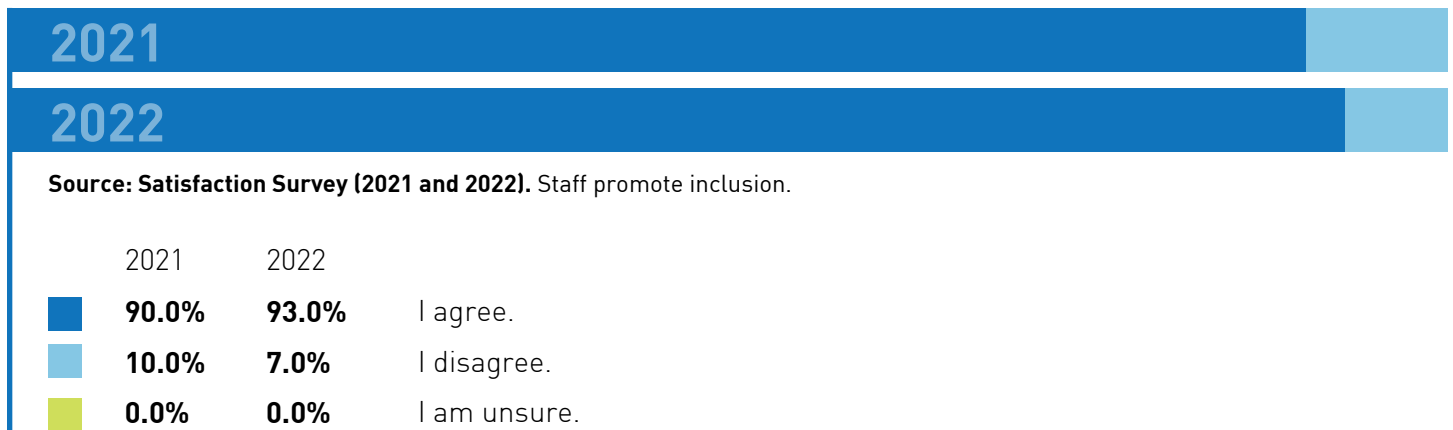
Please note: Over 75% of the comments shared by parents for the question, "What do you value most in your child's centre?" are related to the employees. Responses include:

- "How friendly and approachable they are and they are always informing me of my child's progress."
- "The teachers, for their support and understanding."
- "The caring and friendliness of the staff as it makes my child feel safe, loved, and comfortable in a different environment."
- "Certainly the staff are caring and we know our child is cared for. They are accommodating and kind."
- "The teachers and staff who work very hard to take care of my children...they are always happy and cheerful and loving towards kids."

- “I value the caring and kind staff in the centre because it gives me ease of mind leaving my child in the care of people looking out for his well-being and treating him with respect and kindness. They always take the time to listen to our family and I appreciate their friendly, warm welcomes despite their difficult job.”

Inclusion




BACI’s work and values regarding inclusion continue to be a key priority and pillar for the child care centres and entire organization. Our goal is to create space, activities, planning and connections in the centres where all children thrive and grow.



2021

2022

Source: Satisfaction Survey (2021 and 2022). Environment and activities are inclusive and accessible for all children.

	2021	2022	
	95.0%	93.0%	I agree.
	5.0%	7.0%	I disagree.
	0.0%	0.0%	I am unsure.

Activities




With families returning to the centres during the second half of 2022, they could see more activities, décor and special events in the centre. BACi continues to celebrate and promote multiculturalism, diversity, and inclusion – key Quality Assurance Indicators for child care. The decreases in families' satisfaction regarding multicultural activities is noted. The overall planning and activities remain the same as per the centres' calendars, but 20 families commented 'not sure' to this question. This is something to further review and discuss with the programs. This too could be a consideration of the Little Eagles families who didn't have a full year to observe such practices in their centre.

Families indicated, via the survey, a continued satisfaction with the inclusivity of the child care centres. Being the Burnaby Association for Community Inclusion, this has been and will always be an important indicator and goal for the centres. The environment, planning and activities at the centres should be accessible for all children. We know things are not perfect and a continual work in progress, but the commitment and expectation remain high and we're pleased families responded very positively to this question.

2021

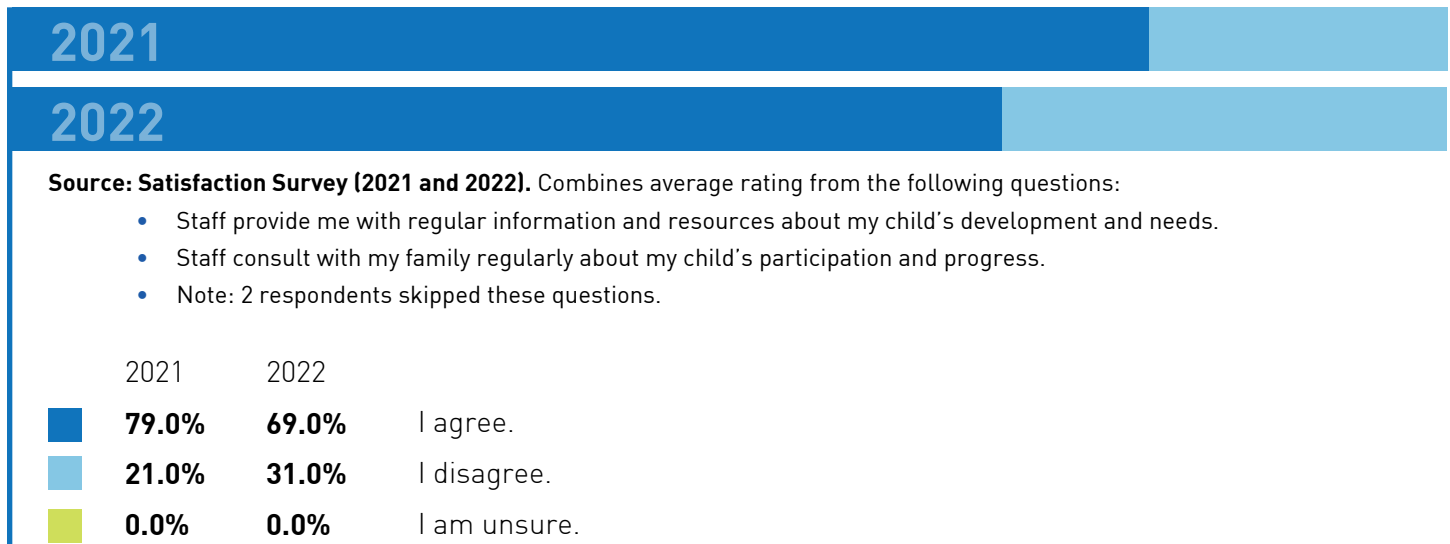
2022

Source: Satisfaction Survey (2021 and 2022). Overall, I am satisfied with the service my child receives at the Child Care Centre.

	2021	2022	
	91.0%	89.0%	I agree.
	9.0%	11.0%	I disagree.
	0.0%	0.0%	I am unsure.

Communication with Families

The supervisors and educators tried to connect with families on a regular basis and as needed.



This area continues to need improvement for our child care centres, as evident in both COVID and pre-COVID survey feedback. The centres communicate general information via the newsletters, parent boards and other day-to-day interactions. They also post daily updates in the Infant-Toddler programs. However, based on the survey feedback – from both the specific questions and various comments – families want more information about their child’s individual development.

It’s challenging to find time and ways to provide child-specific development information to parents. This would likely require more intention – like a parent-educator night – or some other way of designating time and conversations with families. It would need time and planning, which have corresponding costs. BACI previously explored technology options for day-to-day updates, but there are again costs along with security considerations we can’t afford.

BACI remains committed to this goal but we will have to find creative and cost-considerate ways to provide more child-specific information to families in a meaningful way.

Health and Safety




Over the past two years, families were asked COVID health- and safety-related questions.

Please note: Comparative data is not provided because it was difficult to answer questions we had asked prior to COVID, as families were not permitted in the centres during the pandemic. Furthermore, COVID weighed heavily on the health and safety priorities and needs within the centres for those two years. We can now ask more typical questions in this area because families were back in the centres and able to observe and fairly respond.

2021

2022

Source: Satisfaction Survey (2022). My child's health needs are supported and cared for by the staff and centre.




	2021*	2022	
	N/A	98.0%	I agree.
	N/A	2.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

2021

2022

Source: Satisfaction Survey (2022). The centre is clean.




	2021*	2022	
	N/A	98.0%	I agree.
	N/A	2.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

2021

2022

Source: Satisfaction Survey (2022). The centre is maintained in a safe manner.

	2021*	2022	
	N/A	98.0%	I agree.
	N/A	2.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

2021

2022

Source: Satisfaction Survey (2022). The toys, games and equipment are safe.

	2021*	2022	
	N/A	94.0%	I agree.
	N/A	6.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

2021

2022

Source: Satisfaction Survey (2022). The toys, games and equipment are clean.

	2021*	2022	
	N/A	87.0%	I agree.
	N/A	13.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

Effectiveness




With families being welcomed back into the centres in 2022, we also resumed asking questions related to child development.

Please note: Comparative data isn't provided because of the 2 year pause in asking this set of questions. It should also be noted that the centres had service evaluations in 2022. The evaluations are another source of effectiveness data and information. This information is held separately, but the goals and recommendations from them are recognized in this report. We will start back at baseline data from this survey and use it in the Child Care Walker Grid.

2021

2022

Source: Satisfaction Survey (2022). I am satisfied with my child's social development.




	2021*	2022	
	N/A	93.0%	I agree.
	N/A	7.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

2021

2022

Source: Satisfaction Survey (2022). I am satisfied with my child's emotional development.




	2021*	2022	
	N/A	87.0%	I agree.
	N/A	13.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

2021

2022

Source: Satisfaction Survey (2022). I am satisfied with my child's physical development.




	2021*	2022	
	N/A	85.0%	I agree.
	N/A	15.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

2021

2022

Source: Satisfaction Survey (2022). I am satisfied with my child's cognitive development.

	2021*	2022	
	N/A	82.0%	I agree.
	N/A	18.0%	I disagree.
	N/A	0.0%	I am unsure.

*Note: There is no comparable data from 2021.

Efficiency

The goal for the child care centres is 100% enrolment at all times. Please note that South Slope's enrolment capacity was reduced by 15% during COVID and will continue at that level (evaluated on a year-to-year basis).



There are a few other considerations with the enrolment for the 2022. With Little Eagles (LE) opening in September 2022, this impacted the enrolment at Variety Cariboo (VC) because several families moved from VC to LE. VC could not immediately fill those spots. Neither VC or LE were at full enrolment from September to December. The Infant-Toddler programs were full in both centres, but there were several spaces open in the 3-5 programs. During this time, both centres were approximately half full. However, once the new Child Care Fee Reduction amounts increased for families in December 2022, we saw a noticeable increase in enrolment – another 20% for both centres by March 2023.

Fairhaven and Brentwood Park Plus were at 100% enrolment for the full year and South Slope's enrolment fluctuated between 80-100% throughout the year, with most months being over at least 90%. Again, this is based on the reduced capacity at this centre.

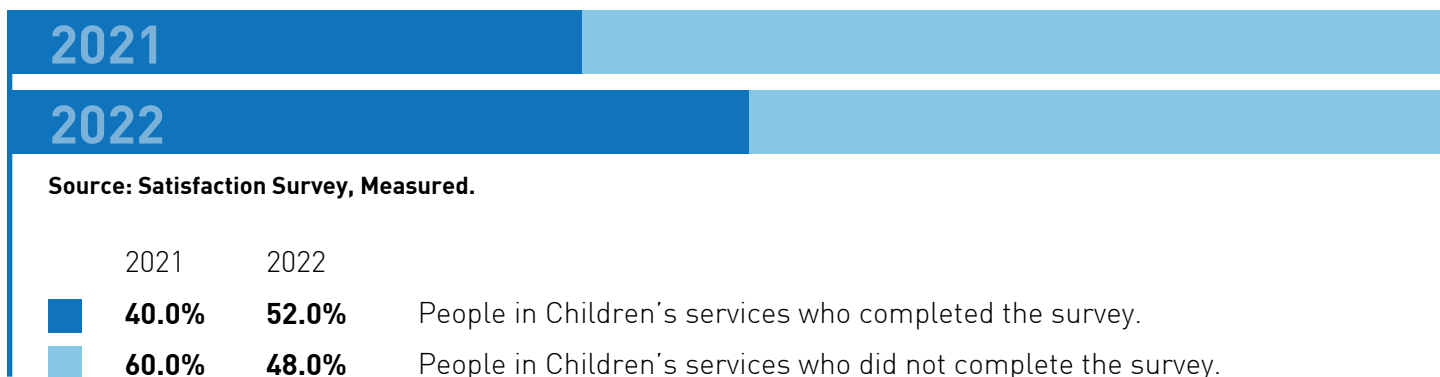
2021

2022

Source: Satisfaction Survey (2021 and 2022).

	2021	2022	
	96.0%	89.0%	Individuals who enrolled in Children's services.
	4.0%	11.0%	Individuals who did not enroll in Children's services.

Survey Response Rate



Final Thoughts

We could not be more excited that Little Eagles finally opened in September 2022. We look forward to many years ahead of supporting children and families at the new centre.

We're pleased that Fairhaven Centre is now a permanent \$10/day BC Child Care Centre. We're also happy for families that their fees were further reduced via the new changes with the Child Care Fee Reduction Initiative. Both government strategies have had a positive financial impact for families. That said, BACI continues to be frustrated with the insufficient funding for employee wages and benefits, and ongoing inflationary/operational costs. This is something the organization will continue to advocate for as it has a direct impact on the centres' operations and planning.

Brentwood Park Plus and South Slope enjoyed a pre-COVID summer – full of community outings and field trips. However, unlike pre-COVID, we did not rent a bus for the full summer (too costly) but did book buses on a few days so the children could go on bigger outings. The programs accessed public transit as much as possible.

BACI continues to be very grateful for the hard work, dedication and passion of our Child Care Team. They care deeply about the work they do and the children and families they support.

It unfortunately continues to be a challenge to recruit and retain qualified Early Childhood Educators. This is highlighted not only as a significant issue for BACI (and the sector), but as a significant risk. For the first time in BACI's history of operating child care, we had 3 functional closures due to lack of staffing. There were other days when the centres were close to closing for the same reason. We're grateful for the families' patience and understanding as we know it's disruptive when the centres close with such short notice. We also appreciate their ongoing support and acknowledgement of the work the educators do.

We also want to recognize and acknowledge the amazing work of the child care Supervisors. They set the tone for their centres and role-model inclusion, commitment, hard work, perseverance and professionalism. As noted in past reports, BACI continues to be grateful to the families who chose BACI's child care centres. BACI prides itself on being partners with families and the centres are definitely a place where we work

together to support, develop, nurture, teach and guide their child's development and safety. Thank you for letting BACi being a part of your child's life!

2022 Recommendations: Update

- Welcome families back into the centres: **Achieved – June 2022.**
- Resume community-based activities and outings: **Achieved – July 2022.**
- Continue to advocate for improved wages and benefits to address the recruitment and retention crisis in child care: **Achieved and continues to be an action for 2023 – enrolled in the Child Care Fee Reduction Initiative December 2022 and collective bargaining occurred in January 2023; requested fee increases for the 2023/24 renewals to pay staff higher wages.**
- Open the new Little Eagles child care centre: **Achieved – September 2022.**
- Complete Service Evaluations in all Centres: **Achieved – December 2022.**
- Monitor the overall enrolment at the centres, with the goal of maximum capacity filled: **Achieved and ongoing – please note that South Slope will continue at a reduced enrolment rate due to the space and capacity of the centre.**
- Explore options regarding more intentional communication and information sharing with families regarding child development: **In progress (newsletters, parent boards, ongoing conversations with the supervisors and educators).**

2023 Recommendations

- Continue to advocate for improved wages and benefits to address the recruitment and retention crisis/risk in child care.
- Prioritize and implement the recommendations of the 2022 Service Evaluation Report.
- Explore cost-considerate and meaningful ways to communicate and share information with families regarding their child's development.
- Monitor the overall enrolment at the centres, with the goal of maximum capacity filled.

About IDP

The Infant Development Program (IDP) serves infants birth to three years of age in their home who are at risk for or already have a delay in their development. The IDP served 324 children and their families in 2022 and is funded for 6.0 Full time equivalent Infant Development Consultants.

Objectives

- To connect families to one another and 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.

Demographics of Individuals Served

Comparison of Age for Individuals Receiving Services in IDP

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
0-5 yrs	324
Total	324

Performance Goals

EFFICIENCY

TARGET: Meeting our contract obligations (70 direct hours with families and group time per FTE Consultant per month).

2022: Not achieved, average of 67.2 direct service hours per FTE (based on 6.0 FTEs).

2021: Achieved, 83.6 Hours per FTE (based on 6.0 FTEs).

ACCESS

2022: Nearly Achieved. Average wait time in the calendar year of 2022 was 6 weeks, 1 day.

(2021: Achieved. Average wait time 4 weeks, 2 days.)



100% (12/12) staff meetings were conducted in 2022.



100% (12/12) Raising the Bar meetings were conducted in 2022.



100% of families received info about their rights this year.

Continued Partnerships in running Community Education and joint group offerings:

AdoptBC, SMILE Young Moms program, Strongstart programs, Burnaby Family Life New Mothers Groups, Burnaby Community Practitioners collaboration with local doctors, SUCCESS immigrant parent groups.

Percentage of IDP caseload

2022: 42%
2021: 45%

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



Physiotherapy consultation appointment

2022: 240*
2021: 242

*Initiation of quarterly collaboration meetings between IDP Consulting Physiotherapists, IDP, and Early Intervention Therapy Physiotherapy at BC Centre for Ability.

Data Analysis

Reflections from 2022

Goals identified in 2021 were addressed, including:

- In 2022, our in-person work (primarily in family homes) finally returned to a level that was typical in pre-pandemic times and it felt fantastic! We were also able to return to events like our Family Nights and our annual IDP Picnic at Confederation Park. It's something we will all be grateful for and never take for granted again!
- While we weren't able to celebrate as much as we would have liked, we did enjoy some team wellness gatherings. The IDP participated in BACI's staff appreciation event in July 2022 and we were able to have more in-person gatherings and team meetings than in the previous years.
- A more qualitative measure of performance appraisals was developed, where the Program Manager was able to visit inside family homes alongside the Infant Development Consultants.
- Fortunately, the waitlist did not grow significantly in 2022 and families were served in a timely fashion without too much alteration to waitlist management practices.
- In 2022, a pause was placed on the upcoming plans for a potential roll-out of MCFD Family Connection Centres (FCCs). What that holds for the future of Infant Development Programs across the province is unknown, but Program Manager Krista Moldowan remains the Regional Advisor for the Vancouver Coastal Region of Infant Development Programs so she will have opportunities to gather information and share advocacy efforts.

Highlights from 2022

- A return to, and emphasis on, in-person work and the shared recognition of its value amongst the IDP Team and families.
- A joyous return to hosting Family Gatherings in 2022.
- Community of Practice continues to be a priority, with the regional development of online Conversation Cafés where IDP community teams discuss a range of topics, including assessment practices, post-pandemic responses, etc.
- A relatively small waitlist. Families are able to be added to a Consultant's caseload relatively quickly, which is significant considering the growing waitlists for many other programs servicing infants in the community.

Things to Consider

- The high level of illness in young children in 2022, resulting in more cancellations and re-scheduled visits than is typical.
- Efficiency is 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 are provided from the IDP Consultant to the family. While we returned primarily to in-person visitation in 2022, we have a high tenure staff team with large vacation entitlements who are encouraged to take their sick time when they are unwell.
- For full satisfaction survey results, contact Krista Moldowan, Senior Manager of Children and Family Services, at krista.moldowan@gobaci.com.
- Our survey return rate was a statistically larger sample this year. We will continue to have a close turnaround time for survey completion, incentives, and multiple reminders.

Recommendations for 2023

- Continue to build on community connections, including our partnerships with BC Doctors, Burnaby Family Life and the Family Support Institute.
- Re-evaluation and group offerings. The IDP Team has been flexible and creative in coming up with a variety of ideas for families to meet one another and join us in group offerings.
- Consultation with a local Advisory Group of parents.
- Updates to the Burnaby IDP website, in particular to the list of community resources. Families identified that their isolation includes not knowing what is available outside of IDP for their children when they experience delays or have developmental queries and questions.

Survey Questions and Graphs

DATA FROM INDIVIDUALS SUPPORTED BY IDP SERVICES

EFFECTIVENESS

2021



Source: Satisfaction Survey, Q 12 (2021 and 2022). I feel the program has helped increase my confidence as a parent. (Things to consider: Do you hear from your Consultant about the good things you do and try with your child? Do you feel more comfortable sharing things about your experiences with your child with others?)

	2021	2022	
	66.7%	63.3%	I strongly agree.
	25.0%	29.1%	I agree.
	2.1%	2.5%	I disagree.
	0.0%	1.8%	I strongly disagree.
	6.3%	3.8%	I am unsure.

In 2022, 92.4% were satisfied or very satisfied with their Infant Development Program Consultant. In 2021, 91.7 % were satisfied or very satisfied with their Infant Development Program Consultant.

STAKEHOLDER SATISFACTION

2021



2022





Source: Satisfaction Survey, Q 9 (2021 and 2022). Families reported they were very satisfied with their relationship with their Infant Development Program Consultant. (Things to consider: Do you communicate well? Is she respectful? Do her visits match with our schedule? Is she knowledgeable? Effective? Does she check in with you often to see if you are satisfied with her approaches?)

	2021	2022	
	91.7%	77.5%	I strongly agree.
	8.3%	18.8%	I agree.
	0.0%	1.3%	I disagree.
	0.0%	2.5%	I strongly disagree.
	0.0%	0.0%	I am unsure.

SURVEY RESPONSE RATE



Source: Satisfaction Survey, Measured.

	2021	2022	
	22.0%	35.0%	People in IDP services completed the survey.
	78.0%	65.0%	People in IDP services who did not complete the survey.

About Children's Respite

BACI's Children's Respite program strives to provide families with a much-needed break to re-energize while their child/youth has the opportunity to interact with others, explore their community and experience new activities. Services are family-centred and personalized to the individual needs of each child/youth and their family, ensuring the engagement of everyone. Every family has unique needs and we are dedicated to meeting the needs of each family.

The Children's Respite Department supported 23 youth in 2022 and ended the year with 21 youth continuing to be supported (2 aged out).

Objectives

- Families have an opportunity to rest and rejuvenate.
- Respite is a family-centered service and meets each family's unique needs.
- People's supports are personalized and their needs are met.
- People are safe and secure.
- People are engaged and have opportunities to explore new experiences.

Demographics of Individuals Served

Comparison of Age for Children Supported in Children's Respite

AGE (IN YEARS)	NUMBER OF INDIVIDUALS RECEIVING SERVICE
0-4	0
5-9	3
10-15	15
16-18	5
Total	23

Performance Goals



Met with and renewed **21** contracts and information forms in 2022.



Respite Manager oversaw a caseload of **23** families in 2022.



100% of contractors met qualification requirements in 2022.

100%
ACCESS

All those seeking a Respite caregiver were able to receive service in 2022.

Data Analysis

Highlights for 2022

- Individuals, families and contractors have been re-engaging in Respite services since the end of the COVID-19 pandemic.
- MCFD agreed to an increase in Respite funding for caregivers.
- The Respite Department has seen many long-term commitments of Respite providers, which has created consistency in supports provided and relationships for persons supported and their families.
- The Respite Services Handbook was reviewed and updated this year.

Goals and Recommendations for 2023

- Create a SharePoint site with all Respite information.
- Strengthen the child/youth information/fact sheets.
- Prepare for the 2023 virtual CARF Accreditation survey.
- Strengthen the department's risk management and safety of Respite persons while receiving services.

Things to Consider

- Continued challenges with recruitment of new Respite providers, especially overnight caregivers.
- Children/youth are being referred with higher needs and expectations of the program.
- With the increase in funding for Respite caregivers, we could not add more children/youth to the program.
- The pandemic had a significant impact on the Respite Department. We have worked on re-engagement with families, individuals and contractors to re-start services.

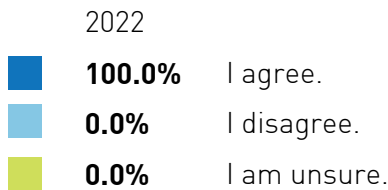
Survey Questions and Graphs

 DATA FROM INDIVIDUALS SUPPORTED BY CHILDREN'S RESPITE SERVICES

EFFECTIVENESS: Families have an opportunity to rest and rejuvenate.

2022

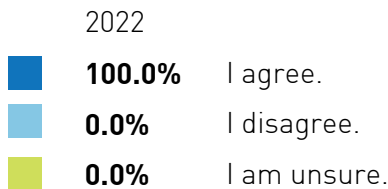
Source: Satisfaction Survey, Q 4 (2022). BACi Respite Services provide my family members with the opportunity to rest and refresh.



EFFECTIVENESS: Respite is a family-centered service and meets each family's unique needs.

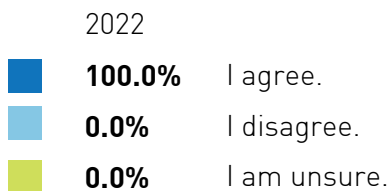
2022

Source: Satisfaction Survey, Q 5 (2022). BACi Respite Services are responsive to my family's unique respite needs.



2022

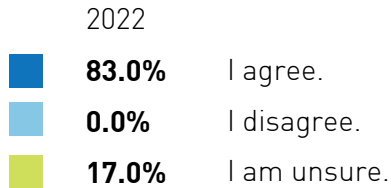
Source: Satisfaction Survey, Q 6 (2022). The Respite caregiver recruited by BACi is a good match for my family.



EFFECTIVENESS: People's supports are personalized and their needs are met.

2022

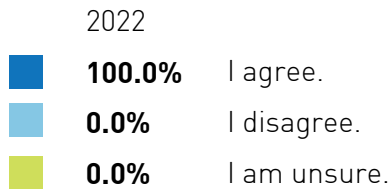
Source: Satisfaction Survey, Q 8 (2022). The Respite caregiver meets the support needs of my child.



EFFECTIVENESS: People are engaged and have opportunities to explore new experiences.

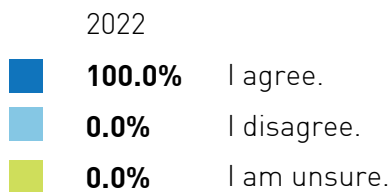
2022

Source: Satisfaction Survey, Q 7 (2022). The Respite caregiver introduces new experiences to allow my child to learn and grow.



2022

Source: Satisfaction Survey, Q 9 (2022). Communication between the Respite caregiver and my family is effective.



EFFECTIVENESS: People are safe and secure.

2022

Source: Satisfaction Survey, Q 10 (2022). BACi coordinates and monitors our Respite Services to ensure quality.

2022

- **83.0%** I agree.
- **0.0%** I disagree.
- **17.0%** I am unsure.

2022

Source: Satisfaction Survey, Q 11 (2022). My Child feels safe and secure while receiving Respite Services.

2022

- **100.0%** I agree.
- **0.0%** I disagree.
- **0.0%** I am unsure.

2022

Source: Satisfaction Survey, Q 12 (2022). In the event of an emergency or incident, BACi has responded in ways that ensure the health and safety of my child.

2022

- **100.0%** I agree.
- **0.0%** I disagree.
- **0.0%** I am unsure.

2022

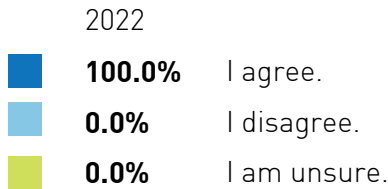
Source: Satisfaction Survey, Q 13 (2022). BACi is effective in solving problems when and if they arise, as related to the Respite Services my child receives.

2022

- **100.0%** I agree.
- **0.0%** I disagree.
- **0.0%** I am unsure.

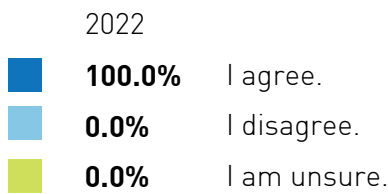
2022

Source: Satisfaction Survey, Q 14 (2022). The Respite caregiver has a good understanding of your child's medical needs and supports them accordingly.



2022

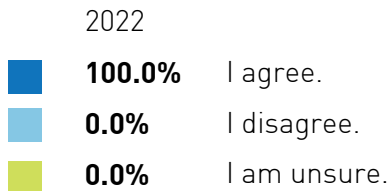
Source: Satisfaction Survey, Q 15 (2022). My child enjoys their Respite Services.



STAKEHOLDER SATISFACTION

2022

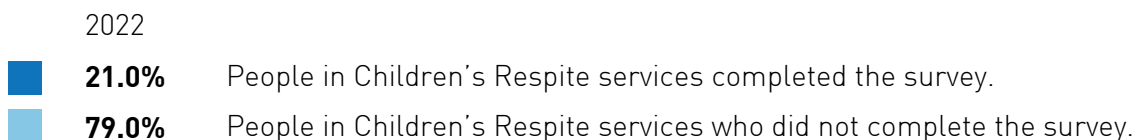
Source: Satisfaction Survey (2022). I am satisfied with the services my family member receives from their Respite provider.



SURVEY RESPONSE RATE

2022

Source: Satisfaction Survey, Measured. 21 surveys were sent out to individuals seeking service and 5 were completed.



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 areas of the agency outside of direct service that may directly or indirectly impact the overall service quality and capacity of the organization. Reports in this section include: Human Resources, Health & Safety, Critical Incident Reports, and Complaints and Concerns.



Comparative Data

Agency Data

	2021	2022
Total Number of Employees	463	480
Total Regular Employees	292	303
Total Full Time Employees	186	187
Total Part Time Employees	106	116
Total Casual Employees	171	177
New Hires	99	122
Turnover	29.0%	22.0%
Languages Represented	62	62

Turnover Rates

	2021	2022
Agency	29.0%	22.0%
Full Time Employees	10.0%	18.0%
Part Time Employees	24.0%	24.0%
Casual Employees	50.0%	26.0%

New Hire Breakdown

	2021	2022
Total New Hires	68	122
Full Time New Hires	22	30
Part Time New Hires	9	22
Casual New Hires	37	70

Program Data

Home and Community

	2021	2022
Total Regular Employees	120	132
Total Full Time Employees	73	78
Total Part Time Employees	47	54
Total Casual Employees	58	91
Residential Turnover Rate	23.0%	17.0%
Full Time Turnover Rate	0.07%	15.0%
Part Time Turnover Rate	0.08%	14.0%
Casual Turnover Rate	55.0%	20.0%

BEST - Employment Services

	2021	2022
Total Regular Employees	4	6
Total Full Time Employees	4	5
Total Part Time Employees	0	0
Total Casual Employees	0	1
BEST Turnover Rate	25.0%	30.0%
Full Time Turnover Rate	25.0%	0.0%
Part Time Turnover Rate	0.0%	0.0%
Casual Turnover Rate	0.0%	66.0%

Community Inclusion

	2021	2022
Total Regular Employees	73	96
Total Full Time Employees	36	51
Total Part Time Employees	37	45
Total Casual Employees	30	48
Community Inclusion Turnover Rate	49.0%	26.0%
Full Time Turnover Rate	22.0%	23.0%
Part Time Turnover Rate	35.0%	22.0%
Casual Turnover Rate	90.0%	33.0%

Infant Development Program (IDP)

	2021	2022
Total Regular Employees	5	5
Total Full Time Employees	5	5
Total Part Time Employees	0	0
Total Casual Employees	1	1
IDP Turnover Rate	0.0%	0.0%
Full Time Turnover Rate	0.0%	0.0%
Part Time Turnover Rate	0.0%	0.0%
Casual Turnover Rate	0.0%	0.0%

Children’s Services

	2021	2022
Total Regular Employees	23	38
Total Full Time Employees	16	29
Total Part Time Employees	7	9
Total Casual Employees	24	28
Children’s Turnover Rate	55.0%	27.0%
Full Time Turnover Rate	52.0%	21.0%
Part Time Turnover Rate	128.0%	89.0%
Casual Turnover Rate	58.0%	14.0%

Outreach

	2021	2022
Total Regular Employees	13	13
Total Full Time Employees	13	11
Total Part Time Employees	2	2
Total Casual Employees	0	0
Outreach Turnover Rate	0.0%	23.0%
Full Time Turnover Rate	0.0%	27.0%
Part Time Turnover Rate	0.0%	0.0%
Casual Turnover Rate	0.0%	0.0%

Interpretation of the Data

Quality Assurance and HR

In 2022, we saw an increase in new hires. Our hope is that this is reflective of the renewed interest in working in the Community Living sector. As the impacts of COVID-19 were documented in our processes, we noted a number of applicants expressed apprehension to work in direct supports. While we saw a decrease in overall turn-over in 2022, the trend continues for turn-over rates being higher in Part-Time positions. BACI continues to demonstrate a diverse workforce. The number of languages spoken at BACI remain the same as last year.

Highlights and Goals

With a commitment to supporting diversity at BACI, in 2022 we partnered with Realize Strategies to conduct a Diversity, Equity and Inclusion (DEI) organisation review. Some key recommendations from their report included on-going communication with staff including a 'Check-in' Survey, on-going employee and family Zoom meetings, and increased capacity in the HR Department to ensure consistent practise and compliance with BACI's policies, procedures and values.

Recruitment and retention continues to be at the forefront of our efforts. We continue to develop recruitment strategies, such as employment fairs, updating postings and hire pages. We will expand the HR Team in 2023 to provide more resources for hiring qualified applicants. Employee surveys, such as Check-in Surveys, Exit Surveys and Wellness/Engagement Surveys, help us determine what training and supports are needed for our employees and Managers to support retention. Our Wellness and OSH programs support employee safety and well-being. Our goal for 2023 is the creation of an interactive Wellness site for employees and OSH will focus on the prevention of musculoskeletal injuries. In addition, our goal is to increase the usage for our on-line training platforms to ensure employees feel well-equipped to fulfill their job responsibilities.

Quality Assurance

This year in Quality Assurance our highlights were creating guidelines for the MyCompass online platform and meeting with teams to review the guidelines and develop next steps. In addition, we completed service evaluations in three programs – Children's Services, IDP and Home and Community Services. We worked with program areas to develop a procedures manual specific to departments and also worked to roll out the on-line training platform, Relias, throughout the agency. In addition, we participated in Strategic Planning for the agency.

Objectives

- Decrease time loss injuries to staff.
- Promote a culture of safety in the workplace.
- Have a robust Occupational Safety and Health (OSH) Committee that meets regularly.

Comparative Data: 2021 vs. 2022

WORKSAFEBC CLAIMS FILED	2021	2021 NUMBER THAT INVOLVED LOST TIME FROM WORK	2022	2022 NUMBER THAT INVOLVED LOST TIME FROM WORK
Assault	12	11	10	8
Overexertion	3	3	3	3
Slip/trip/fall	2	1	1	1
Struck by/against	1	0	1	0
Other	5	5	3	3
Motor vehicle accident (new reporting category in 2021)	3	3	1	1
Psychological trauma (new reporting category in 2021)	2	2	1	0
Total	28	25	20	16
# of weeks of time lost from work		58.1		125.8

Things to note:

- In 2022, the number of claims filed decreased from 2021 and fewer claims resulted in time loss.
- In 2022, the amount of time loss resulting from workplace incidents more than doubled. The reason for this is a few claims that were long, continuing from 2021 through a large part of 2022.
- The increase in claims, in particular related to assault, can be attributed to one intensive program.
- We continue to see a consistent trend in certain categories where injuries consistently lead to time loss. Claims that tend to result in time loss each time are MVA's, overexertion and assault. There continue to be a few programs where we have multiple incidents.
- Incident investigations were completed for all incidents that occurred. We are seeing consistent

improvement with reports being completed within timelines and follow-up actions being implemented in a timely manner.

- The OSH Committee met 9 times during the year for regular meetings, having to cancel 2 meetings due to lack of available Member Representatives. Additional meetings were convened as needed to ensure that necessary work was completed. The Committee has seen turnover in the past year, with 2 Managers leaving the OSH Committee and only one being replaced towards the end of the year. One Member Rep left the Committee this year. (The Committee is composed of members who represent the majority of BACI's programs.) There was attendance by at least half of the Committee during the year. The majority of meetings were held via Zoom, with the occasional in-person meeting.
- The OSH team provided training to the Supervisory Teams and some of the Management Team.
- Reporting of near misses has continued throughout 2022. This has the positive effect of being able to identify hazards early and change practices, environments or equipment before they result in a serious incident. The OSH Committee will continue to work with the Management and Supervisory Teams to provide information, training and support around near miss reporting and follow-up.

Other Information

- Review of WorkSafe claims monthly: 100%
- Completion of Incident Investigation Reports: 100%
- Implementation of Incident Investigation Recommendations (as reported): 80%
- OSH meetings held (9 of 12): 75%
- Annual site visits and reviews: 100%
- Annual vehicle inspections: 100%

Things to Consider for 2023

- Back care training continues to provide staff who work in programs with a higher risk of MSI injuries with the knowledge and skills to be able to help keep their backs strong and safe. There seems to be a correlation between the training, decreased injuries and length of time missed from work. There is also a more general online course that all staff can take. Staff are encouraged to incorporate regular breaks and stretching as part of their regular practice.
- Continue annual training for all Supervisors, Managers and OSH Committee members to ensure understanding of their roles and responsibilities in creating and maintaining a safe workplace.
- Continue to provide training to program for OSH Reps to enable them to help facilitate health and safety conversations in their team meetings.

- Ensure all teams are reviewing incidents in meeting minutes, including the causes of incidents, the follow-up that was implemented and the effectiveness of the follow-up. Help staff to understand the link and importance of this reflection.
- Encourage Supervisors/Coordinators and Managers to utilize team meetings for mini training sessions, focusing on tips and techniques to prevent injuries. Topics could be modified to address specific team needs and could incorporate things such as: a short video on stretching techniques or proper body mechanics, exercises on recognizing hazards in the community, violence prevention, trivia questions on safe driving techniques, or information on mental health.
- A Safecare review and audit of BACI's Health and Safety program was completed and a plan has been developed to address the gaps that were identified.
- Continue with the annual review of employee accommodations, to ensure that accommodations are still appropriate for both the employee and the people they work with/program they work in.

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. When incidents happen, we need to pay attention to ensure the needs of the person are being met. It’s an opportunity to understand the person better. We value transparency and communication and encourage staff to report any and all incidents they are concerned about, regardless of whether they meet formal reporting standards.

Comparative Data: 2021 vs. 2022

Comparison of the types of incidents for Adult & Youth Services for 2021 and 2022

CIR YEAR OVER YEAR	2021	2022
Aggression Between Persons in Care	8	3
Aggressive / Unusual Behaviour	91	94
Death	3	2
Disease Outbreak	15	15
Choking	0	1
Fall	48	34
Medication Error	55	57
Missing / Wandering	5	2
Neglect	0	0
Other Injury	20	59
Unexpected Illness	54	50
Attempted Suicide	2	0
Motor Vehicle Injury	1	0
Restraint	7	1
Use or Possession of Illicit Drugs or Misuse of Licit Drugs	0	1
Total	309	319

Data Analysis

CIRs remain fairly consistent with previous years. As the number of people served at BACi increases, we see a related rise in incidents reported. As an agency, we have been focusing on prioritizing quality supports to an aging population. Support and training is focused on identifying and meeting people's changing needs. In 2022, the CIRs reflect a decrease in falls and an increase in 'Other'. This category is intended to capture unusual situations that need to be recorded. We will ensure that staff have the training needed to identify appropriate CIR categories.



Highlights

There were a total of 27 complaints made in 2022 (up from 5 in 2021), which were reviewed regularly by the Management Team. Considering the impact of the COVID-19 pandemic on many of BACI’s services and supports, and the varying speeds with which people and families served adjusted to lesser restrictions as the pandemic eased, this is a relatively low number of complaints. A member of the Management Team followed up on all complaints (100%) and in all cases, actions were taken or changes made to improve future outcomes.

The following stakeholders brought the complaints forward:

- Individual Receiving Services: 1
- Community Member: 8
- Family: 16
- Employee: 2

WORKSAFEBC CLAIMS FILED	REGARDING STAFF - INTER PERSONAL RELATIONS	REGARDING INDIVIDUAL	REGARDING RIGHTS	REGARDING HEALTH AND SAFETY	REGARDING SERVICE QUALITY - INTERNAL	REGARDING SERVICE QUALITY - EXTERNAL	REGARDING PROPERTY AND/OR EQUIPMENT
Admin							
Adult Services – Staff-supported Homes	1	1				3	3
Adult Services – Community Inclusion (Day)						8	
Children’s Services – Child Care & Out of School Care				2		1	
Infant Development Program							
Life Sharing				1	1	2	
Outreach				2			
BEST							
STRIDE		1					
Total	1	2	0	5	1	15	3

We continue to welcome complaints and concerns as a source of learning and continual improvement for the organization (as per our policy).

Of the total 27 complaints received in 2022, only one was a formal complaint.

Analysis of Complaints and Actions to be Taken

This year, there was only one complaint by staff around interpersonal relations.

This is impressive during a year when many staff teams continued to be altered or re-deployed to other areas as we addressed the changing needs of people served while transitioning out of the COVID-19 pandemic. The resiliency, flexibility and dedication of our staff was evident throughout these unprecedented times.

The number of complaints against the people we serve rose slightly in 2022 (from 0 in 2021 to 2 in 2022), which is remarkable considering the changes and challenges many of them faced throughout the pandemic and beyond.

- **Actions to address improvements needed:** We continue to educate the people we support on rights and responsibilities.

Complaints around Rights remained consistent this year (with none). Complaints around Health & Safety rose slightly this year (from 0 in 2021 to 5 in 2022). Considering the significant health and safety directives from BC's Public Health Officer (PHO) and the health risks posed by the pandemic, it is a testament to the leadership of BACI's OSH Committee and the dedication of our employees that there continued to be a low number of Health and Safety complaints this past year. Overwhelmingly, the feedback from families, people served and employees was one of understanding and appreciation for the rigorous and relevant health and safety protocols that continued throughout the first part of the year.

- **Actions to address improvements needed:** We continue to assess how we can improve the health and safety of all our stakeholders.

Internal complaints regarding quality of service have remained relatively consistent (from 0 in 2021 to 1 in 2022), while external complaints in this area increased (from 5 in 2021 to 15 in 2022). The majority of complaints surrounded necessary changes to services – or the way they were delivered – due to the COVID-19 pandemic.

- **Actions to address improvements needed:** Changes – to programs, processes, activities or staff – may take time for people to adjust to or understand. We work hard to support people and families to navigate changes they need to make during these unprecedented times.

Complaints around property and equipment have risen slightly (from 0 in 2021 to 3 in 2022).

- **Actions to address improvements needed:** We do our best to address all concerns and work hard to proactively maintain our property and equipment to minimize any concerns or complaints that may arise.

Recommendations made 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 2023 Business Improvement Plan (BIP). Any goals not achieved in the 2022 BIP are also added to the 2023 BIP.

Other key reporting mechanisms – the 2022 Risk Management Plan, the 2022 Service Evaluation, the progress from the 2022 BIP and their corresponding recommendations – will also be included in the 2023 BIP.

For those interested in learning more about BACi, our Risk Management Plan, Business Improvement Plan and Strategic Plan can be found here: <https://gobaci.com/strategy/>. Other reports referred to in this Outcomes Report can be viewed by contacting tanya.sather@gobaci.com or calling 604.299.7851.



**“We can change the world and
make it a better place.
It is in our hands to make
a difference.”**

- NELSON MANDELA