

# **OUTCOMES MEASUREMENT REPORT 2019 YEAR**

**It's My Life Kamloops Society (IMLKS)**

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It's My Life  
Kamloops  
Society does  
things  
*differently*

We follow an  
**individual-  
centered**  
model to  
ensure that  
we provide  
person-driven  
quality  
support  
services!



## WHO ARE WE?

It's My Life Kamloops Society (IMLKS) was established in the fall of 2013. It was a group of people with similar values, ethics and principals coming together to create an organization that could provide person driven quality support services to adults with diverse abilities.

At the end of 2019, IMLKS was providing support in the form of Supported Living to 12 persons.

In December 2019, IMLKS employed 44 staff; 24 full-time, 4 part-time and 16 casuals.

*IMLKS found it was no longer effective or efficient to contract its administrative staff and thus decided to separate itself from the BC Interior Community Services Co-operative in November of 2019. At this point IMLKS decided to hire a part-time Bookkeeper and full-time Human Resources Manager. Throughout the summer, as part of the Canada Summer Jobs Program, IMLKS employed a temporary Human Resources Assistant.*

IMLKS's mission is to provide the highest quality of support to the 12 members of IMLKS by honoring each unique personality. For that reason, IMLKS has continued to employ the HR Manager that we hired internally, who has 6 years of experience within our company and a BBA in Human Resources.

Our team follows the values and philosophies of leaders in the Human Services field. We understand that "one shoe does not fit all." We are constantly looking at creative and thoughtful ways to support persons served, to help them achieve the life they want to live.

By providing person driven support, people are honored for their uniqueness and are given the opportunity to be involved in everything that occurs in their life. From choosing a home, to involvement in their community, the person is able to choose what they want their life to look like.

The support provided by IMLKS enables persons served to excel, become more independent, less aggressive in some incidents (because they are provided choice, given rights and listened too) and most importantly allows their life to stay authentically centered around them!

**This Report compares information for this year to last year in the following areas:**

**EFFECTIVENESS – the service is doing what it is supposed to do (e.g. support personal growth, obtain employment, make friends, etc.) .**

**EFFICIENCY – using resources (e.g. money, staff, equipment, etc.) in the best possible way.**

**SATISFACTION – stakeholders are happy with the services provided by IMLKS.**

**ACCESS – identifies the availability of a service based on enrolment and capacity (measured alongside efficiency).**

## OVERVIEW

Through this outcomes report, IMLKS demonstrates how it uses data and feedback gathered from its stakeholders. The methods of collecting the feedback/information reported this year include:

- surveys
- health and safety records
- human resource records and reports
- formal complaints
- personal communications

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

Each section of the report has a data analysis section – a description of the information from its source, and any trends or key findings on which we think we should focus. The data analysis is the basis for recommendations made by the management team, which are then approved by IMLKS’s Board of Directors.

Other important part of this report is included in the section on human resources and health and safety. This information is included in the report because both areas affect the quality of services provided by the organization. IMLKS’s personnel are essential to the quality of services we provide to the adults and their families that we support. Therefore, it’s important to know the training, turn-over rates, accident rates and other related workforce indicators (information that tells us how our employees are doing) so that IMLKS can support the link between human resources (the department that takes care of employees) and the quality of services.



### **WHAT FOR?**

One way IMLKS can demonstrate how it meets the expectations of the adults receiving services and be accountable to other stakeholders (like funders), is through an Outcomes Measurement Report. An “outcome” is an end result. IMLKS wants to know what goals the organization is meeting, and how it is accomplishing those goals. The Outcomes Report helps the Board of Directors see what’s working and what needs to change in order to improve.

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

IMLKS must report on at least one outcome in each program area.

An outcomes measurement report is also a requirement of an accredited organization.

### **WHAT SHOULD YOU CONSIDER WHILE READING THIS REPORT?**

This report is not in plain language. It is our hope that people will get help from their families, friends or staff to read the report. IMLKS is a growing organization and there is a lot of interesting information to report on.

If you would like to meet in person to further discuss the report, please contact us!

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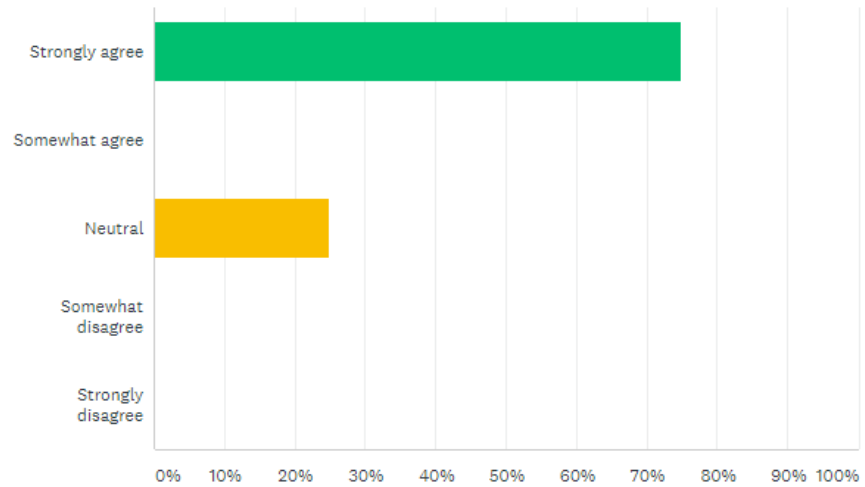
**IMLK uses Survey Monkey which allows for anonymous responses in order to collect the most accurate information possible.**



## WHAT DO OUR STAKEHOLDERS THINK OF US?

The agency's facilities are accessible to person's with disabilities.

Answered: 8 Skipped: 0

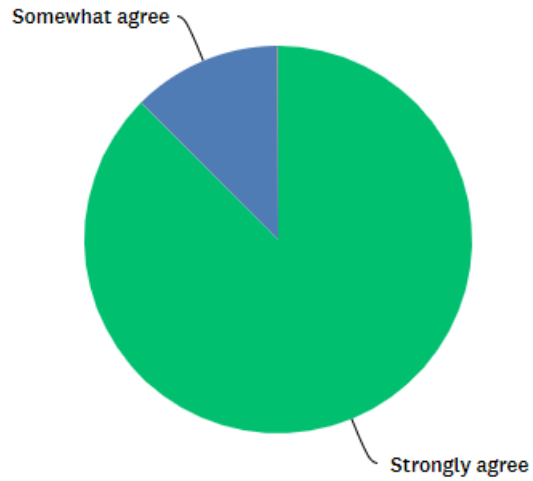


**IMLK uses Survey Monkey which allows for anonymous responses in order to collect the most accurate information possible.**



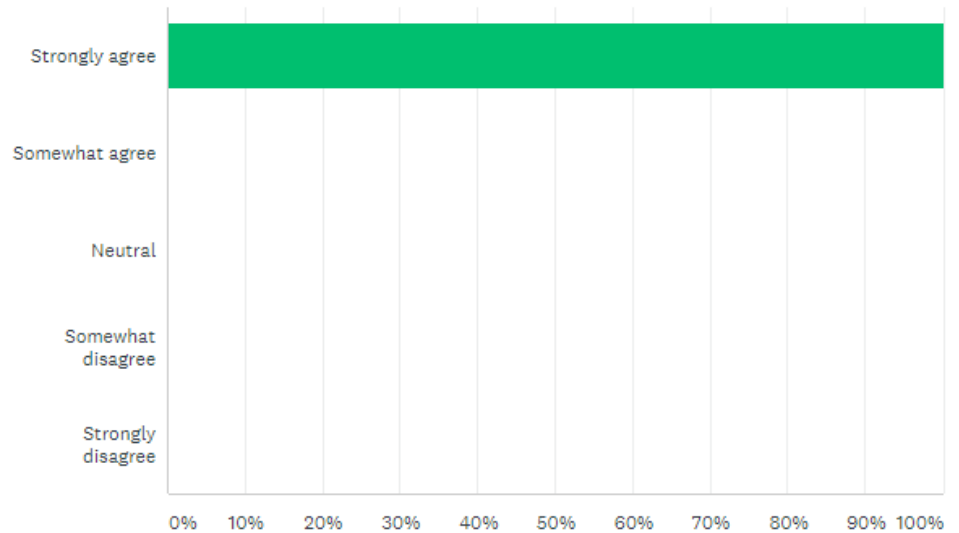
The agency is well respected in the community.

Answered: 8 Skipped: 0



The agency treats the individuals they support with respect.

Answered: 8 Skipped: 0



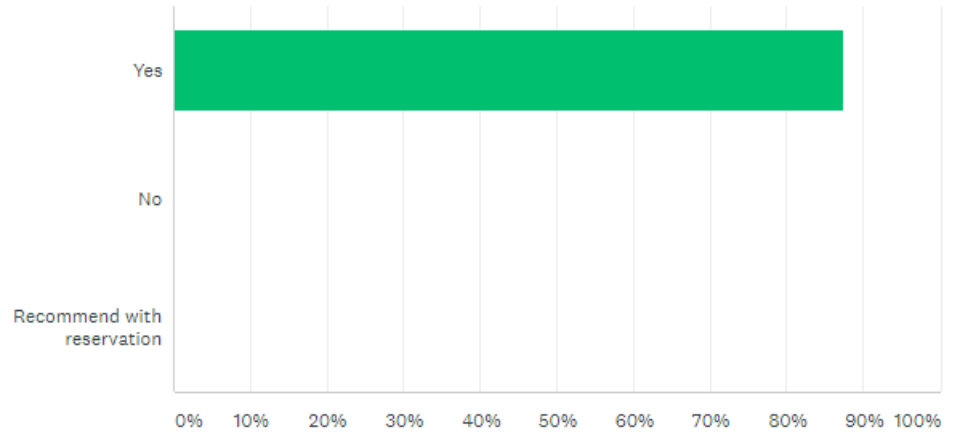
IMLKS sent out stakeholder satisfaction surveys through Survey Monkey.



8 Stakeholder surveys were sent out and 8 were completed.

I would recommend the services offered by the agency.

Answered: 8 Skipped: 0

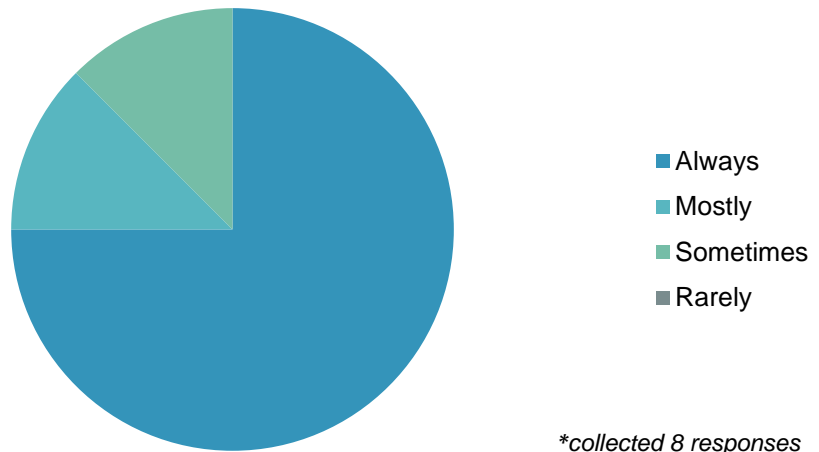




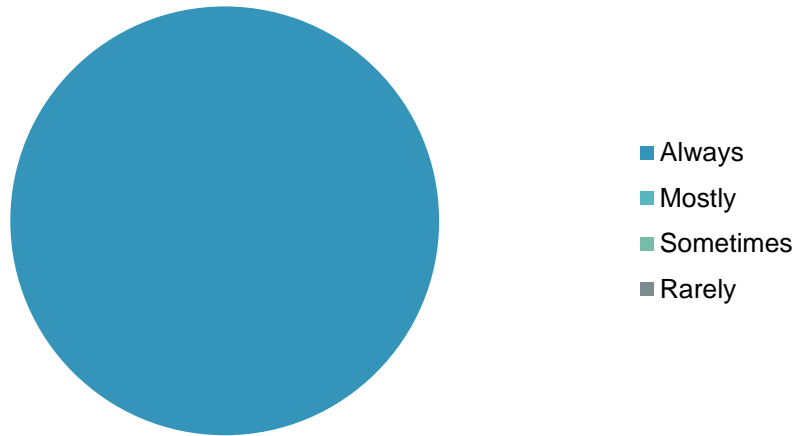


**WHAT DO OUR MEMBERS THINK OF US?**

**Staff I worked with Treated me with Respect**



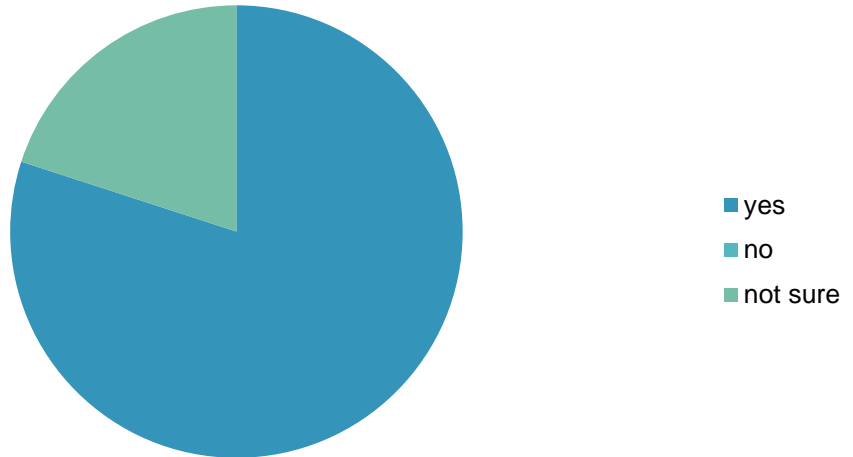
**Staff Made Me Feel Welcomed and Valued**



IMLKS has a Confidentiality Policy that is reviewed annually to ensure that all requirements are being met and that it includes up-to-date information on any changes in procedure.

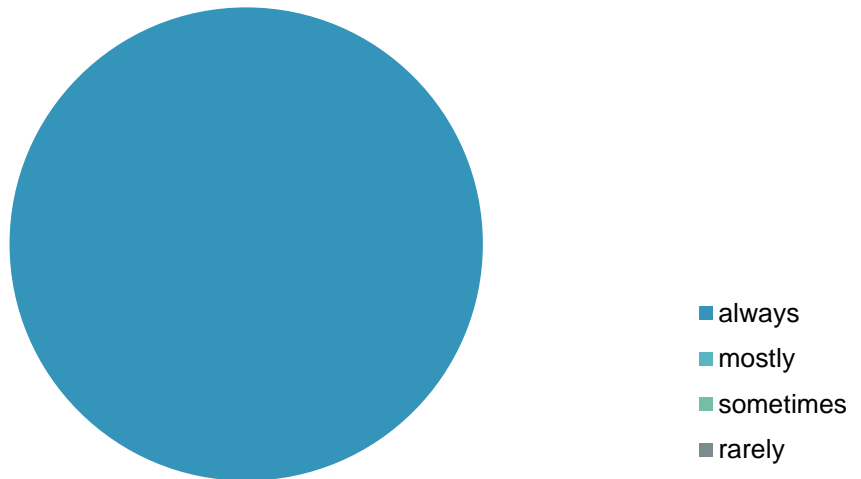
100% of the individuals that we support have indicated that they *always* feel that they live in a well-maintained home that is comfortable for them and meets their own unique needs.

### Information About Me & My Family Has Been Kept Confidential



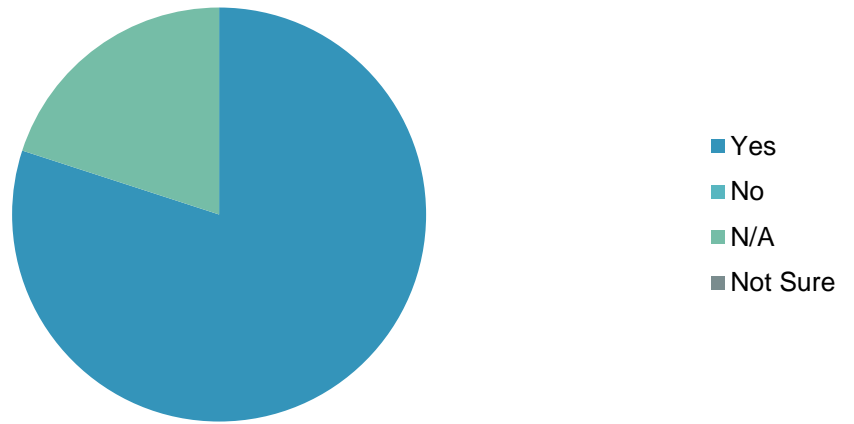
*\*collected 5 responses*

### I live in a Well-Maintained Home that is Comfortable for Me



*\*collected 8 responses*

### I Helped Plan Services and Set Goals for Myself



*\*collected 5 responses*

Surveys were sent out to all employees through Survey Monkey in June of 2020.

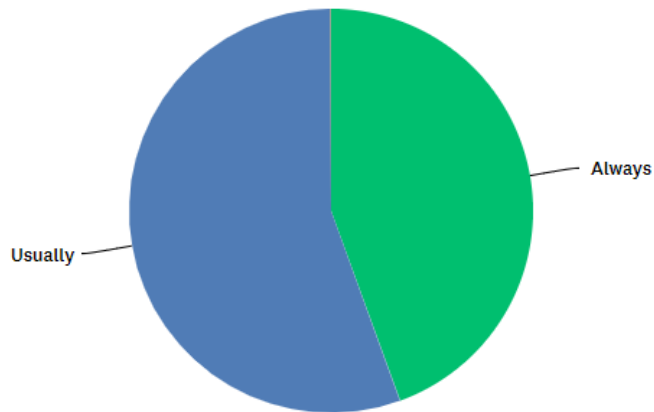
9 out of 9 surveys were returned.



### WHAT DO OUR EMPLOYEES THINK OF US?

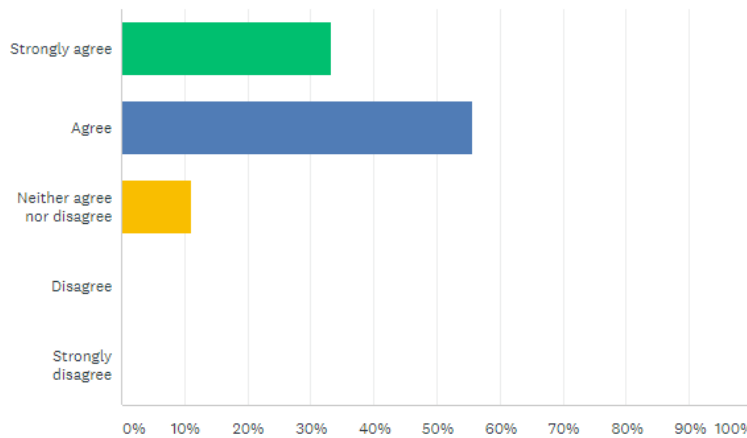
Do you find your job and responsibilities rewarding?

Answered: 9 Skipped: 0



You have the tools and resources to do your job well.

Answered: 9 Skipped: 0

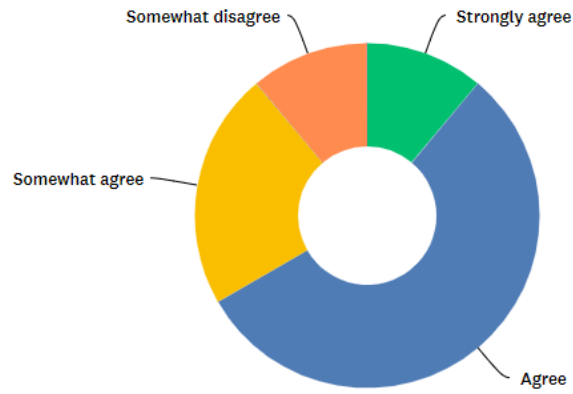




**IMLKS is happy to provide eligible employees with an EFAP employee assistance plan, Benecaid Health Spending Account, MPP & pays MSP premiums.**

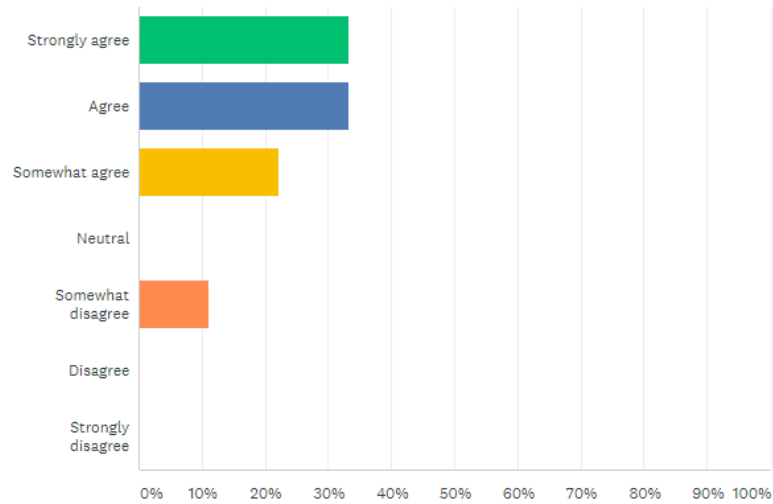
The benefits package offered by IMLKS satisfies my needs.

Answered: 9 Skipped: 0



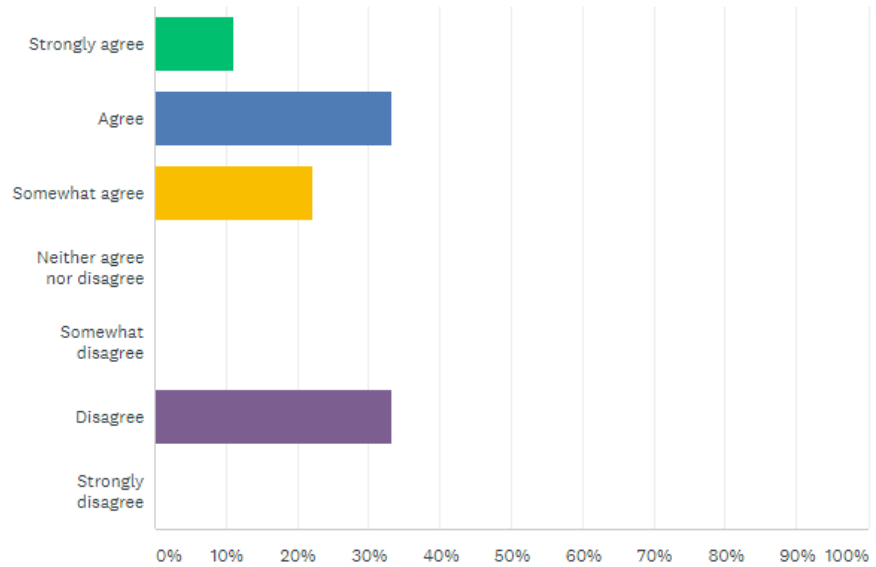
The agency allows you to maintain a satisfactory work/life balance.

Answered: 9 Skipped: 0



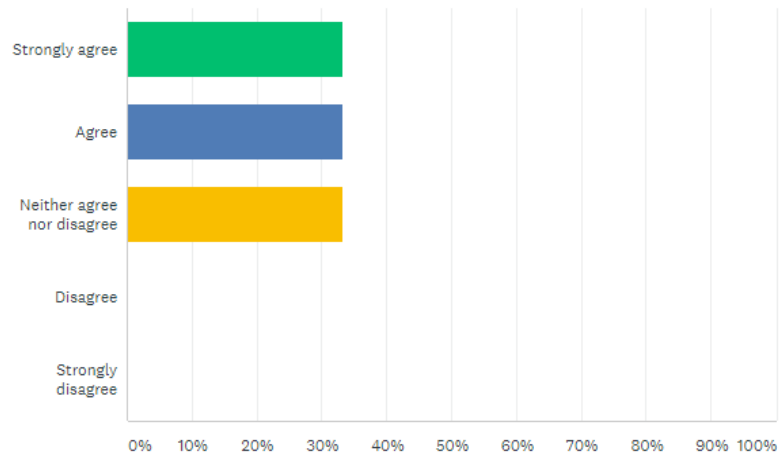
I am paid fairly for the work I do.

Answered: 9 Skipped: 0



I feel encouraged to come up with new and better ways of doing things (where appropriate).

Answered: 9 Skipped: 0



## WHO WAS HIRED IN 2019?

12 FULL TIME EMPLOYEES

0 PART TIME EMPLOYEES

6 CASUAL EMPLOYEES

*welcome*

Approximately 27% of the applicants interviewed became successfully employed with IMLKS.

### HUMAN RESOURCES REPORT

This is the annual Human Resources (HR) Report for It's My Life Kamloops Society (IMLKS). This report describes the human resource situation in the organization. The report outlines changes made to HR practices and sets several goals for improvement for the year to come. The report covers the period from January 1, 2019 – December 31, 2019.

#### Employee Compliment

The employee compliment can vary throughout a year based on the number of persons served and their support needs. Our goal for employees is for them to assist the person served to achieve the highest level of independence as possible, while developing natural supports within their communities.

Due to extenuating factors, many times support will still be required in some shape or form for the persons, but our goal is to help the person live a self-driven independent life, by building on the person's social networks, life skills and community involvement.

At the end of 2019, IMLKS had 43 employees. Some employees supported more than one person at IMLKS, so the number of employees does not directly reflect the number of positions within the organization.

IMLKS had the following employee compliment in December 2019:

- 23 Full-time Support Workers
- 4 Administrative Support Staff
- 17 Casual Support Workers

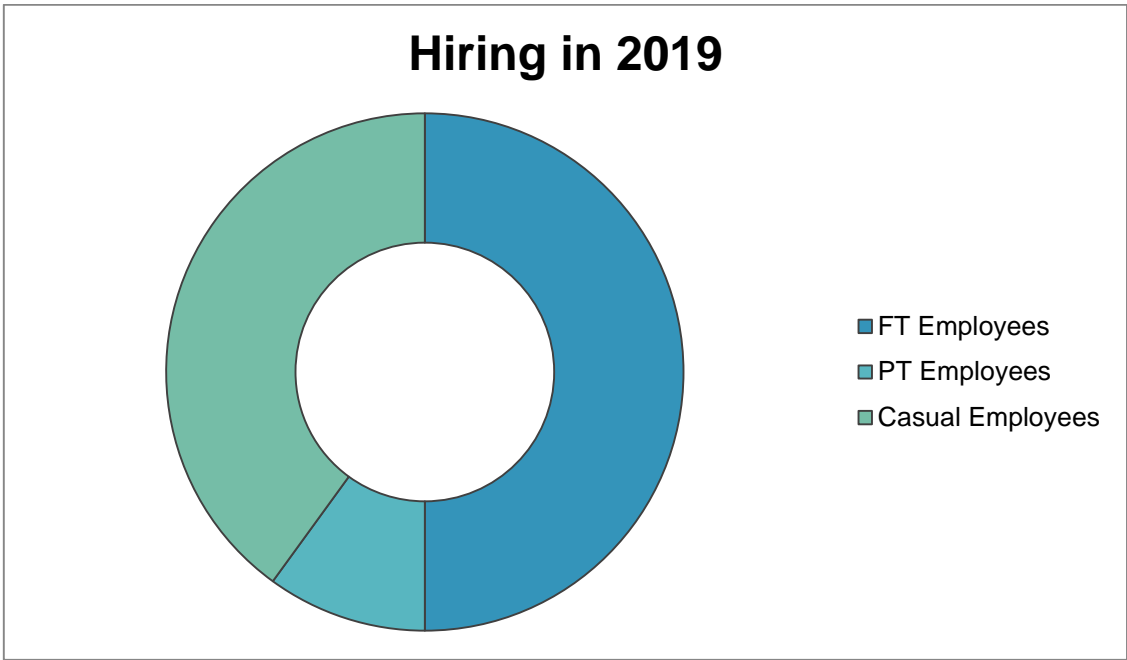


IN DECEMBER 2019, IMLKS HAD 44 EMPLOYEES

Some employees supported more than one person at IMLKS, so the number of employees does not necessarily reflect the number of positions within the organization.

**The COVID19  
Pandemic has had  
significant effects on  
our hiring practices!**

**Taking this  
information into  
stride, we have made  
efforts to improve our  
recruitment practices  
to accommodate social  
distancing protocols.**



### **Recruitment and Retention**

Recruitment and retention of qualified employees continues to be a challenge. As always we are competing with other employers in this sector, long term care facilities and the school district.

IMLKS is committed to employing and retaining the most qualified candidates that suit the needs of the persons served and their families. We reserve the right to hire applicants who demonstrate the values, vision, philosophy and practices of our organization.

IMLKS actively recruits through job fairs, social media, community events, word of mouth and job search websites.

In 2019, according to the Human Resources record of applicant’s spreadsheet, approximately 77 applicants were interviewed and 19 of the applicants became successfully employed with IMLKS.

Staff turnover has been an ongoing risk for IMLKS. Every time an employee leaves our organization, the persons served have to tell their story to someone new entering their life as a support worker. IMLKS is continually looking at ways to reduce turnover and improve staff retention.

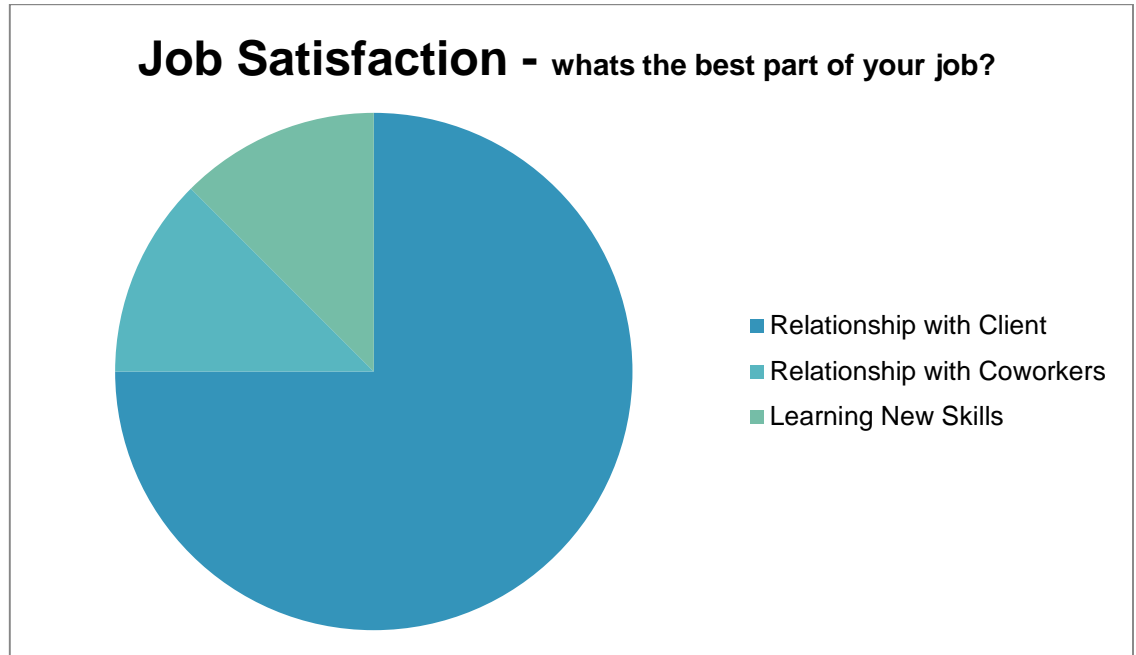


In 2019, the IMLKS turnover rate was 38% (14 employees left of an average workforce of 36.5). This is a decrease from 2018 where the turnover rate was 71%.

IMLKS encourages employees exiting our organization, to provide feedback on their employment experience. The input provided through exit surveys, is used as a tool to measure our current performance, increase employee retention and employee satisfaction. Since 2013, we have streamlined our process for completing exit interviews to increase our survey response rate.

During this reporting period, 6 out of the 14 persons that left the organization completed exit surveys. The 6 staff that completed exit surveys left IMLKS for the following reasons:

- One staff left due to perceived inadequate pay
- Two staff left due to conflict with supervisors
- Two staff left to pursue alternative employment
- One staff left as their position as it was a stipulated 8 week term



The graph above demonstrates what employees who completed exit interviews found most satisfying about working at IMLKS.

#### **Policies and Procedures**

Personnel policies and procedures are in place to guide the actions of employees and to determine fair approaches in the treatment of employees. All IMLKS policies go to the Board of Directors for approval.

Policies and procedures are reviewed annually and changes are tracked in our operations manual record of revisions.

Our policies and procedures meet Work Safe BC policies and regulations, Community Living BC (CLBC) standards, BC employment standards and Commission on Accreditation of Rehabilitation Facilities (CARF) requirements.

#### **Orientation and Training**

Training for new personnel is the responsibility of the Human Resources Manager, Service Coordinators and direct support employees. Employees receive an initial orientation and on-the-job training, competency based and persons specific training prior to commencing work. This includes a review of the Health

SO...

NOW  
WHAT?

**we  
try  
harder.**

WE:

LEARN

GROW

ADAPT

AND

IMPROVE!!!!

!

and Safety policies, Code of Ethics Policy, Confidentiality Policy, Employee Handbook (implemented in 2017) and other pertinent policies and procedures.

Training requests are submitted to the HR Manager and Service Coordinators.

Training and development opportunities are posted on ShareVision, emailed to employees and/or posted to bulletin boards.

All employees are encouraged to request to attend training or educational courses they feel will assist them to be more proficient in their work. Sometimes training is required to meet a specific person's support needs and at other times it is to gain knowledge in an area of interest. Training events and employee attendance to training is tracked by HR and Service Coordinators. There may be omissions to the number of training events if the information was not passed on. During this reporting period we offered the following training and development opportunities:

- ❑ Social Care in BC
- ❑ IIDL
- ❑ CLBC – Gearing for Life
- ❑ Webinars for Management
  - Due Diligence for Employers
  - Incident Investigation
  - OHS Program Requirements
  - Claims Management Module 1
  - Claims Management Module 2
- ❑ Michael Kendrick Training
- ❑ Media Preparation
- ❑ Dementia Training
- ❑ Diversity Training
- ❑ Rights Training
- ❑ Trauma Workshop
- ❑ EAO Seminars
- ❑ CPI Training
- ❑ First Aid Training
- ❑ CTM
- ❑ Communication Training
- ❑ Medication Training
- ❑ G Tube Feeding Training
- ❑ CAYA
- ❑ Community Partnerships:

- HSCL
- TRU
- Indeed
- Kamloops Society for Community Inclusion
- Simply The Best Thrift Store
- TOCSC
- New Horizons
- Kamloops Shopping for Seniors



In 2016, IMLKS started to offer diversity training to its employees. Diversity in the workplace is increasingly significant and we want staff to learn to embrace and understand the benefits of working and supporting persons of diverse backgrounds, races, ethnicities, cognitive styles and ages.

### **Employee Injuries**

During this reporting period there has been 2 WCB claims.

*We continue to emphasize safety in the workplace and do all we can to keep our employees safe. All incidents that cause an employee to seek medical attention or loss of time from work are investigated by members of the Health and Safety Committee. The Health and Safety Committee is committed to doing everything they can to promote safety, monitor incidents and make suggestions for implementing improvements.*

### **Health and Safety Committee**

Because IMLKS does not have 20 workers at any of our worksites, we are not required by WorkSafe BC to have an Occupational Health and Safety (OHS) Committee.

However, IMLKS does have three Health and Safety appointed officers (2 employer representatives and 1 employee representative) that meet monthly to discuss health and safety concerns, best practices and ongoing methods for creating a safer workplace.

Monthly meeting minutes are posted in a binder at the IMLKS office and uploaded to Sharevision for all employees to access. New employees are provided information about our health and safety contacts and committee during orientation.

**Meetings have transitioned to online formats in order to accommodate the changing landscape of the COVID19 pandemic.**

**The Domains to be reported on include:**

- Home
- Financial
- Rights
- Safeguards
- Vulnerabilities
- Relationships
- Leisure
- Autonomy
- Nutrition
- Growth
- Life Meaning
- Communication
- Mobility
- Transportation
- Identity
- Inclusion
- Roles
- Value/Respect
- Adaptive Tools
- Work

**DEMOGRAPHICS OF PERSONS SERVED**

**IMLKS provided service to 12 people in 2019**

Age	Number of Persons Served Receiving Service
19 – 39	4
40 – 59	3
60+	5

Gender	Number of Person Served
Male	7
Female	5

Ethnicity	Number of Person Served
Not Specified	8
Caucasian	3
First Nations	1

Religion	Number of Person Served
Baptist	2
Lutheran	1
Unidentified	9

## REPORTING SERVICE



### **Community Support/ Inclusion (Community Integration)**

Through supported living, we provide community inclusion support to persons served that is tailored on an individual basis to meet their needs. Support is flexible and can be provided at varied times to meet the persons served's lifestyle, unique goals and needs. People are supported to learn new and relevant life skills, gain greater independence and autonomy. With this service we are able to take an active role in assisting the persons served, their families and personal networks to inspire and encourage the development and delivery of services and plans that enable the realization and accomplishment of each person's potential and choices. Based on the person's needs, support is provided to carry out

- day-to-day activities
- roles
- personal care
- relationships building
- assistance with financial decisions
- working towards achievement of meaningful goals

The strength of this service is that persons served are provided flexible one on one support to effectively manage their homes, health, medications, social relationships and working lives.



### **Live-In Support (Supported Living)**

Persons served live in their own home and have one on one support available to them 24/7. People are supported to learn new and relevant life skills, gain greater independence and autonomy. With this service we are able to take an active role in assisting the persons served, their families and personal networks to inspire and encourage the development and delivery of services and plans that work towards the realization and accomplishment of each person's potential and choices within a home and inclusive community. Based on the person's needs, support is provided to carry out

- day-to-day activities
- roles
- personal care
- relationships building
- assistance with financial decisions
- working towards achievement of meaningful goals

The strength of this service is that persons served are able to own or rent their own residence and have flexible one on one support available to effectively manage their homes, health, medications, social relationships and working lives.



**Domains of Need**

In all of the services we provide, IMLKS measures satisfaction, effectiveness, efficiency and access through the Domains of Need (the areas we support people in to have good lives).

**SECTION 1: SERVICE DELIVERY SPECIFIC OUTCOMES**

<b>SUPPORTED LIVING/ COMMUNITY INTEGRATION</b>						
<b><i>EFFECTIVENESS</i></b>	<b>Objective</b>	<b>Indicator</b>	<b>Who Applied To</b>	<b>Performance Goals for 2019</b>	<b>Actual Results for 2019</b>	<b>Goal for 2020</b>
	Person served have employment	% of persons served that obtain employment within the year.	All persons served seeking employment	50%	33%	50%
		% of persons served that maintain employment for more than 6 months	All persons served who obtained employment	85%	78%	85%
	Persons served are involved in a volunteer, club or membership of interest	% of persons served that obtained a volunteer position, joined a club or obtained other membership	All persons served	80%	75%	80%
		% of persons served that maintained a volunteer position, club or other membership for 6 months or more	All persons served who volunteered, were part of a club, or obtained other membership	88%	78%	88%
<b><i>EFFICIENCY</i></b>	<b>Objective</b>	<b>Indicator</b>	<b>Who Applied To</b>	<b>Performance Goals</b>	<b>Actual Results</b>	<b>Goal for 2020</b>
	Minimize the need of Service Coordinator direct support fill in/ coverage	Minimize the % of days spent providing direct support	All Service Coordinators	<10%	<10% 6 days total	<10%
	Maximize the amount of individual planning meetings	% of persons served that had an annual planning meeting within the calendar year	All persons served	95%	58%	95%

<b>ACCESS</b>	<b>Objective</b>	<b>Indicator</b>	<b>Who Applied To</b>	<b>Performance Goals</b>	<b>Actual Results</b>	<b>Goal for 2020</b>
	All persons served understand their rights by external Rights Training	% of person served that receive external Rights training	All persons served who have been in service for 6 months	100%	100%	100%
<b>STAKEHOLDER INPUT/ SATISFACTION</b>	<b>Objective</b>	<b>Indicator</b>	<b>Who Applied To</b>	<b>Performance Goals</b>	<b>Actual Results</b>	
	All persons served feel they are always respected.	% of persons served that feel their staff always treated them with respect.	All persons served	85%	80%	85%
	All stakeholders feel the persons served confidentiality is maintained by the agency	% of stakeholders who feel person served confidentiality is maintained by the agency	All stakeholders who completed the stakeholder/family member survey	95%	100%	100%
<b>BUSINESS FUNCTION</b>	<b>Objective</b>	<b>Indicator</b>	<b>Who Applied To</b>	<b>Performance Goals</b>	<b>Actual Results</b>	
	All Employees participate in an Opportunity for Growth & Development	% of Employees that have participated in an opportunity for growth and development	All employees	85%	50%	85%
	Reduce turnover	% of staff that leave the organization in this reporting period	All employees	20%	38%	20%
	Utilize all funded hours	% of Persons Served whose funded hours are fully utilized	All persons served	90%	%100	%100

**SECTION 2: ANALYSIS OF PERSON SPECIFIC EXTENUATING AND INFLUENCING FACTORS**

<b>ANALYSIS OF PERSON SPECIFIC EXTENUATING AND INFLUENCING FACTORS</b>			
<b><i>A. DEMOGRAPHIC FACTORS</i></b>	<b>Categories</b>		<b>Results</b>
	AGE	19- 40 YEARS 41-65 YEARS OVER 65 YEARS	33.33% 25.00% 41.66%
	GENDER	FEMALE MALE	58.33% 41.66%
	COMMUNICATION	VERBAL NON-VERBAL OTHER	50% 33% 17%
	ETHNICITY	NOT SPECIFIED CAUCASION FIRST NATIONS	41.66% 33.33% 16.66%
	RELIGION	BAPTIST LUTHERAN NOT IDENTIFIED	16.66% 8.33% 75.00%
<b><i>B. BARRIERS TO OUTCOMES</i></b>	MOBILITY	MOBILITY DEVICE MOBILE	50% 50%
	TRANSPORTATION	OWN VEHICLE REQUIRE SUPPORT FOR TRANSPORTATION	8% 92%
<b><i>C. SEVERITY FACTORS</i></b>		DEVELOPMENTAL DISABILITY DUAL DIAGNOSIS	83% 17%

## RESULTS FROM DATA

	2018	2019
<b><i>EFFECTIVENESS</i></b>		
% of persons that obtained employment within the year	33%	33%
% of persons that maintains employment for more than 6 months	85%	85%
% of persons served that obtain a new volunteer, club or membership within a year	75%	
% of persons served that maintain a volunteer, club or membership for 6 months	78%	
<b><i>EFFICIENCY</i></b>		
Minimize the % of days Service Coordinators spend providing direct support	<10% (6 days)	<10% (6 days)
% of persons served that had an annual planning meeting within the calendar year	58%	
<b><i>ACCESS</i></b>		
% of person served that receives external rights training	100%	100%

<b>STAKEHOLDER FEEDBACK</b>		
% of persons served that feel their staff always treated them with respect.	<b>55%</b>	<b>60%</b>
% of stakeholders who feel person served whose confidentiality is maintained by the agency	<b>100%</b>	<b>100%</b>

## INTERPRETATION OF DATA

### Effectiveness

In 2019, nine out of the 12 persons we support were seeking employment. Out of the nine persons who wanted to be employed, three were able to do so and two have been able to maintain their employment for over six months. The other three persons we support were not actively seeking employment in 2019 for the following reasons:

- Changes to their health/ medical needs
- Age (41.66 % of the persons served by IMLKS are over the age of 65 (enjoying the retired life).

We are continuing to support the other people to find meaningful employment. IMLKS understands the importance of having socially valued roles such as employment. IMLKS also recognizes the difficulties in achieving this role. Barriers such as communication, mobility and dual diagnosis have made finding employment a greater challenge for persons trying to find employment. Additional barriers that we should note are persons served understanding of what real work is, potential employers' acceptance and understanding, and staff's willingness to dream big and recognize the person they are supporting's, gifts, talents and abilities.

IMLKS continues to offer training opportunities to staff and persons served about the benefits in finding meaningful work. IMLKS works with an employment specialist and spotlights employment success stories to members of our team and the community at large.

Two of three persons that have employment, have maintained their employment for over six months and nine persons become members of a club, found a volunteer position or obtained other membership. Seven of those nine persons maintained those positions/memberships for over six months. Having employment or a non-paid role allows the persons to feel valued, contribute to society, gain experience and the opportunity to build relationships, in addition to earning a paycheque (if employed).

For 2020 IMLKS's goal is to provide training to employees to help them understand the importance of socially valued roles and teach them techniques to overcoming barriers to employment.

### **Efficiency**

IMLKS is continually looking at ways to reduce the need to have Service Coordinators provide direct coverage. Having natural support system, family involvement and increasing staff retention are a few ways IMLKS can become more efficient in this. Since 2016, we have been able to successfully reduce the amount of time Service Coordinators spend providing direct coverage.

In 2019, IMLKS set goals around increasing our efficiencies with individual planning meetings. It is important to have annual planning meetings with persons served, stakeholders and families. During these meetings, we are able to establish person driven goals, discuss support changes, celebrate milestones and continue to provide optimal service delivery.

During 2018, eight out of the twelve persons served had individual planning meetings. In 2019, seven out of twelve persons had annual planning meetings. Our goal for 2020, is to make planning meetings a priority and ensure every person of our organization is provided one.

### **Service Access**

IMLKS believes every person served should receive both internal and external rights training, so they are aware of their rights, safeguards and have the ability to advocate for themselves when necessary.

IMLKS has a local Kamloops Self Advocate provide training to all persons served on their personal rights, responsibilities and sexuality. In the fall of 2019, all persons supported received external rights training. In addition to providing rights training, the advocate reviewed the IMLKS complaint policy and procedure and conducted persons served surveys with the members of our organization.

IMLKS will continue to ensure rights training is accessible to all persons served.

### **Feedback/Stakeholder**

On the persons served surveys 100% stated they *always* feel welcomed and valued by our staff. Further, 75% stated that they *always* felt that they were

treated with respect, 13% stated that they feel that way *most* of the time, and 13% stated that they felt that way *some of the time*. Many persons served require staff assistance when completing surveys. Some persons communicate non-traditionally; they do not write or read. Therefore, staff assisted by listening to the person's communication styles, body language and used their knowledge of the person.

Rather than viewing the persons served as a "client" IMLKS considers the person to be the "employer" and the staff hired to support them is the "employee." This perspective provides persons supported with more control, choice and rights. It is important that persons supported are listened to and provided with opportunities to live the life they choose. We value their opinions, thoughts and choices.

Moving forward our goal is for persons served to always feel listened to by the agency and will mentor and train our employees to develop the skills necessary for persons served to feel heard.

### **Business Function**

As discussed throughout this report, we understand the importance of educating our employees on person centered support, our philosophies and providing person specific training.

In 2019

- 25 employees participated in dementia training in 2019
- 19 employees participated in diversity training in 2019.
- 12 employees participated in First aid training in 2019
- 5 employees participated in CPI training through in 2019
- 22 employees participated in an Empowering Ability training event held by Michael Kendrick.
- 1 employee attended a Due Diligence for Employers seminar
- 1 employee attended an Incident Investigation workshop

(Please note: some of these employees attended more than one educational opportunity)



Because a lot of the positions at IMLKS are one on one 24 hours shifts, it can make it difficult for all employees to attend the training events. IMLKS has explored creative ways to provide training, such as Conversations That Matters (CTM).

CTM provides online values based training with world leaders in the human services field, advocates and parents in the community living field. All employees at hire receive a subscription to this website.

IMLKS has also tried to offer the same training events semi-annually or annually to ensure all employees are provided the opportunity to attend.

IMLKS is continually trying to reduce turnover. In 2019, the IMLKS turnover rate was 38%. This is a decrease from 2018 where the turnover rate was 71%. In the recommendations section of this report, we discuss ways we feel we can help reduce these rates and ways we have improved them.

Continuing to utilize all funded hours, will remain an ongoing goal for IMLKS. We want the 12 persons supported through our organization to be the most successful and independent they can be in life, and are committed to providing the maximum amount of support we can to help persons served achieve this success.

### **Barriers and Extenuating or Influencing Severity Factors**

#### **Critical Incident Reports**

Incident Reports and Critical Incident Reports are tracked for follow-up. In 2019, the following incidents occurred:

- 14 Critical Incident Reports (CIR) completed (compared to 9 in 2018)
- 37 Internal Incident Reports (IIR) completed (compared to 23 in 2018)
- 17 medication errors (compared to 6 in 2018)

100% of incidents were followed-up and reported accordingly.

#### ***Critical Incident Reports***

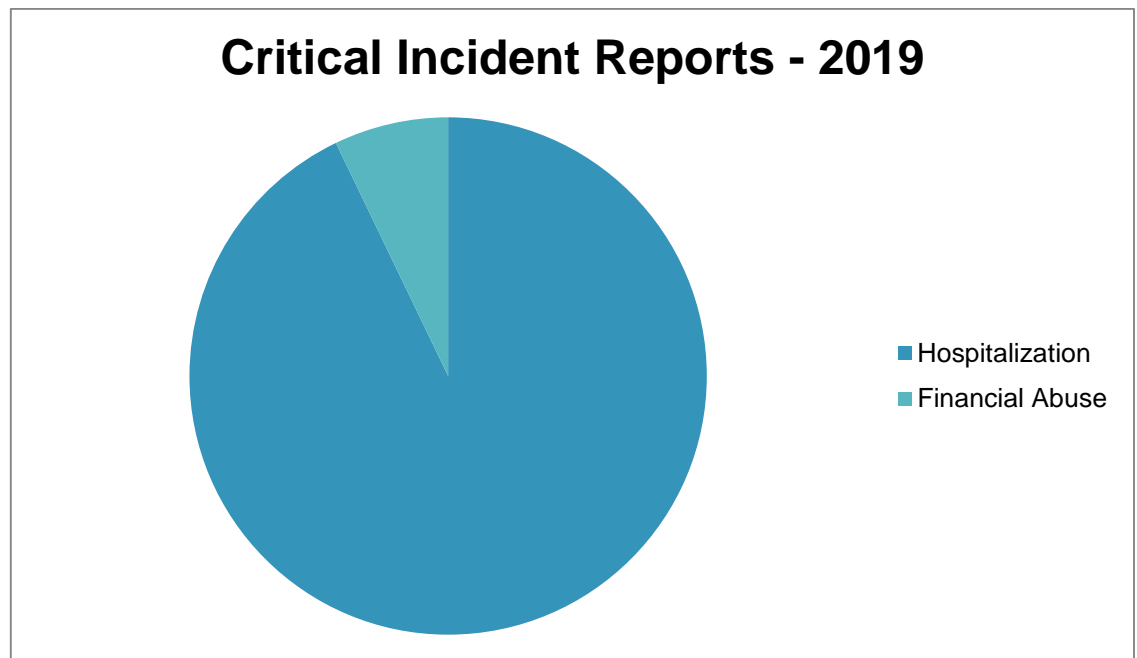
There were 14 critical incident reports in 2019.

- 13 were for hospitalization due to falls or unexpected illnesses
- 1 was for financial abuse



The majority of the IIRs are related to falls or injuries related to mobility issues

Overall, IMLKS saw a increase in CIR's from 2018 to 2019. It continues to be a goal for IMLKS to decrease the number of CIRs. CIR's due to unexpected illnesses are prevented by scheduling regular Doctor Appointments and supporting persons served to see a doctor when they present usual symptoms. CIRs for financial abuse are infrequent but taken very seriously. The staff member involved has been terminated for breach of policy.

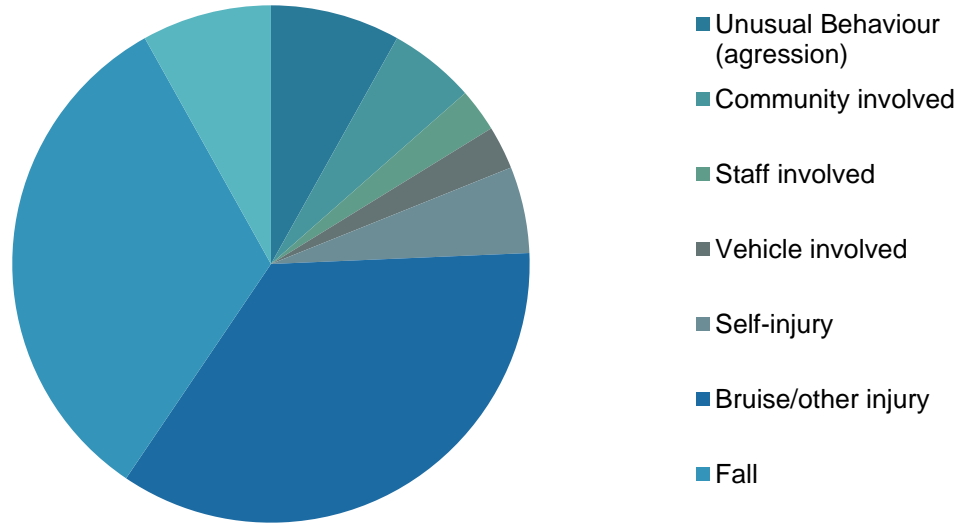


***Internal Incident Reports***

The majority of the IIRs are related to falls or injuries related to mobility issues.

In 2019 there were 2 cases of physical aggression and 1 case of unusual behavior. These incidents occurred with staff who were relatively new to the person served. The Service Coordinators have reviewed plans and ensured staff understand the importance of understanding/listening to escalations. Any employee who supports an individual who could present aggressive/unusual behavior is required to obtain non-violent crisis intervention.

## Internal Incident Reports

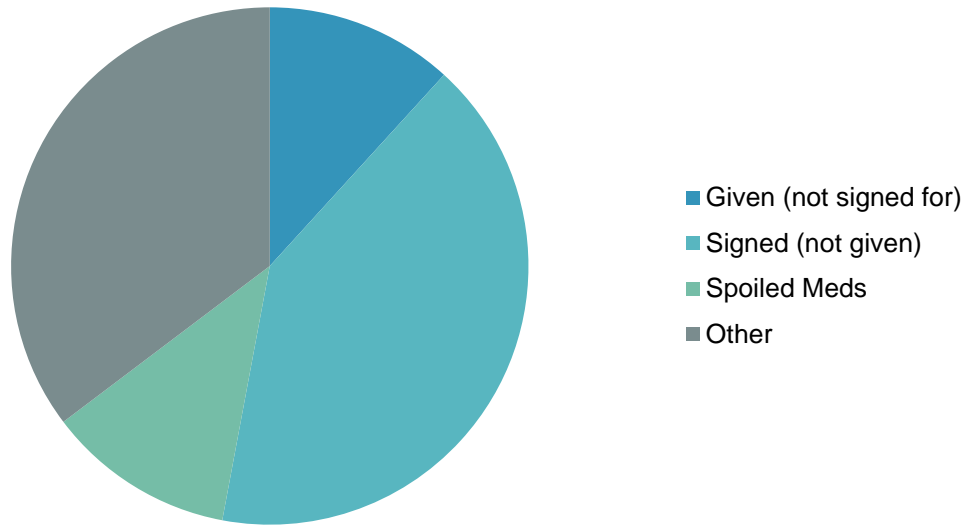


### ***Medication Errors***

In 2019, there were 17 medication errors. During orientation new employees review the IMLKS medication policy and are tested before administering medications. IMLKS will continue to ensure that all staff that work with members of our organization are provided annual medication training.

In addition to being trained on administering medications and reporting errors, a pharmacist comes out to persons served homes annually to do a medication review. This is an added safeguard from external professionals.

## Medication Errors 2019



### RECOMMENDATIONS FROM THE 2019 OUTCOMES REPORT

The 2020 goals are based on input gathered both formally and informally from employees, members of the management team and board members present at the Strategic Planning Session.

#### **Goal #1: To Support Staff to Provide the Best Level of Medical Care to Persons Served**

**ACTION PLAN:** Continue to work with all current employees and new hires to ensure that all of the approaches indicated in all Behavior Support Plans (BSP), Safety Plans (SP), Positive Behavior Response Plan and/or Risk Assessments are followed. Test Employees on the appropriate approach to an escalation. Call New Horizons for an external assessment as needed, continue to meet with New Horizons annually or every 6 months to review current BSP, SP and approaches outlined in these (when applicable).

Ensure that all Staff that support someone with a BSP or SP are trained in CPI or are familiar with CPI approaches and de-escalation techniques.

IMLKS will continue to ensure that all staff that work with all individuals are trained annually in Medication Administration and follow the procedures and

policies of IMLKS. All Medication Errors are to be reported. London Drugs comes out to IMLKS houses annually to do a medication review, as external professionals this is an added safeguard. Medications are reviewed annually as well as throughout the year as health care needs change or new signs or symptoms develop. This is done with their GP, Nurse Practitioner or via a doctor at a walk in clinic. Staff cannot give any Medications unless it is on the MAR sheet, this includes but is not limited to over the counter medications as well as anything herbal. This is a safeguard to ensure that there are no interactions or contraindications between medications the individuals may be receiving and any over the counter drugs.

Health Services for Community Living (HSCL) is involved in creating and reviewing Health Care Plans (HCP's) for those individuals with complex medical needs. We will continue to liaise with HSCL for annual reviews of HCP's as well as to provide assessments throughout the year related to changes in Dietary needs, Mobility or Occupational Therapy needs etc. HSCL is involved in training whenever there is a delegation of task involved.

All staff are trained to follow the shift change procedure which keeps everyone accountable for Persons Served Funds, Petty Cash and PRN counts. MAR sheets are looked over by the oncoming employee, this helps to eliminate any recording errors and ensure that any changes in medications are communicated. Supervisors will do periodic checks to ensure the procedure is being followed and will follow up with employees to ensure they fully understand the procedure.

IMLKS will continue to provide Conversations That Matter (CTM) training and encourage all staff to participate. During monthly staff meetings and as relevant topics come up Service Coordinators will review reflections and suggest/assign videos to be watched.

To support ageing individuals IMLKS will provide Dementia training to anyone who supports a person over the age of 40 and encourage all other employees to attend.

**Goal #2: To Increase Staff Retention Rates and Overall Experience**

**Action Plan:** In 2020, IMLKS will offer additional training and development opportunities to our employees and look at creative ways to compensate our staff for their contributions to the organization and most importantly persons served.

Our goal is to hire people that are passionate about this field, celebrate and embrace diversity in the workplace and look at ways to making our organization a safer and healthier place to work.

MLKS will find creative ways to recognize employees for their contributions and acknowledge their successes, making them feel valuable to the IMLKS team. IMLKS will also invest in team building opportunities and events to encourage employees to socialize and build connections. Connections and collegial support are important factors for employee retention.

Service Coordinators will continuously provide support to their employees and touch base with them at least once every rotation to strengthen management's relationship with front line staff.

**Goal #3: Ensure Effective Communication throughout the Organization**

**Action Plan:**

Effective communication is key to successful team work. To better enable IMLKS to work as a team, IMLKS will commit to investing in communication in 2020. Investments will be made in training and development; mentoring and coaching and; creating forums for better communication (such as feedback boxes).

All IMLKS employee performance reviews will be completed on time. This will provide opportunities for staff to identify areas of growth, set goals and provide feedback to their Supervisor about their experience with our organization.

IMLKS will also commit to dedicating time to recognizing each employee's unique strengths and weaknesses. Service Coordinators will support employees to grow in areas of improvement and utilize each member's unique strengths to compliment others' weaknesses.

IMLKS will develop more suitable Interim and Annual Review templates thus, allowing for a more streamlined process and better employee feedback. IMLKS will provide all employees with a copy of their annual evaluation prior to meeting with them to complete it. Employees will have two weeks to complete the document and submit it back to their Supervisor. The Supervisor will review the evaluations and meet with each employee individually to have an open conversation about the employee's performance. All Annual Performance Reviews will be completed in January and February of each year to ensure evaluations are being completed in a timely fashion.

**Goal #4 To Get the most out of Training and Development Investments**

**Action Plan:**

IMLKS will focus on providing relevant educational opportunities to it's employees and accommodating work schedules to maximize the level of participation. Employees will be encouraged to participate and recognized for their dedication to professional development with small gestures, wage increases and other creative ways.

IMLKS will be committed to providing useful and relevant training opportunities by listening to the needs of persons served and staff. At all training workshops IMLKS will have employees and persons served complete a feedback questionnaire to improve on future professional development opportunities offered by IMLKS.

Service Coordinators will remind employees that cell phone use is not tolerated during professional development workshops and will be present during workshops to support employees to stay focused and have discussion around the learning material. Service Coordinators will follow up with employees after workshops to discuss what was learned and how employees will apply their new skills and information to their workplace. This follow up is key to transfer of knowledge and application.

IMLKS strongly supports inclusion, advocacy and family leadership and the training and development around this. To ensure the values of respectful support and authentic inclusion stay central in the discussions and practices at IMLKS, we will continue to provide workshops and opportunities for families and employees

to connect with one another. IMLS will continue to use Janet Klees' SVR training and approaches while working with staff on developing roles for persons served.

**Goal #5: Live Authentically by Our Mission and Vision Statements**

**Action Plan:** To achieve our ongoing mission by honouring each unique personality, IMLKS is working with persons and their families to ensure their home and community is the right fit for the person.

In 2020, IMLKS will continue to learn how our members live (ex. how are they involved in the community; how do they obtain transportation; would they like to own a pet; is their home accessible). IMLKS, will have planning meetings with the persons, their support teams and families to develop and implement plans to improve living situations. Things to discuss could include changing or influencing policy issues such as equality rights, inclusive education, disability supports, safe and inclusive communities and employment equality; changing how supports are provided; community involvement and; making homes more comfortable or functional for persons served.

Service Coordinators will commit to ensuring that each individual receives a planning meeting at least once annually to ensure all aspects of the support IMLKS provides is suitable and person centered.

To create more awareness about IMLKS and its services IMLKS plans to have members of our leadership team and a persons served present to students at Thompson Rivers University and community events.

HR will focus on developing a Social Media Presence utilizing Facebook and LinkedIn.



## CONCLUSION

The Outcome Management Report provides an overview of the types of services we offer, compares goal progress from 2017 to 2019 and, describes the steps that we take to ensure that these services are beneficial and rewarding to the people we serve.

In line with our commitment to continuous quality improvement, the results and recommendations throughout this report will be reviewed by the leadership team and the Board of Directors.

The information presented in this report will help us:

- Focus our efforts to achieve best outcomes for the persons served
- Provide ongoing information about the organization's performance
- Continually enhance service delivery and the organization
- Provide proof of continuous service improvement
- Improve health and safety, physically & emotionally.