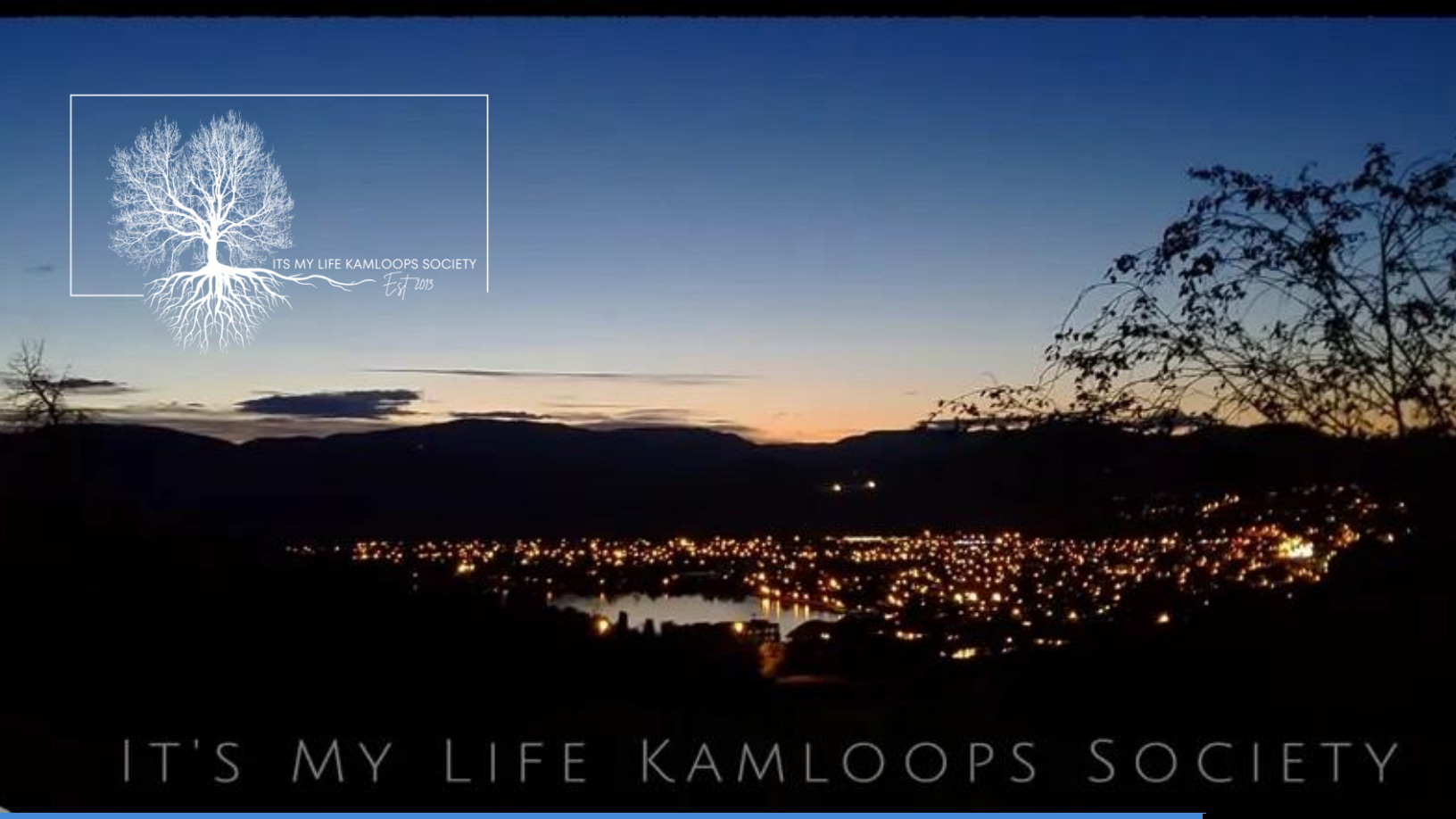


OUTCOMES MEASUREMENT REPORT

Year 2023

Its My Life Kamloops Society

177 Victoria Street
Kamloops BC, V2C 1Z4

Our Mission

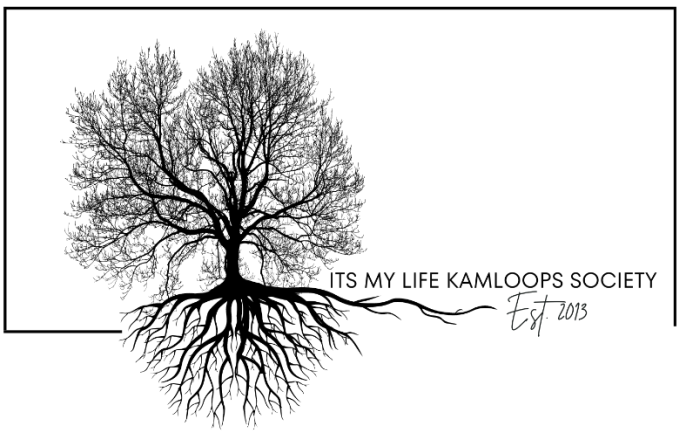
Our mission is that the highest quality of support is provided to the members of IMLKS by honouring each unique personality.

Our Vision

Our vision is to thrive in a community without barriers where everyone is recognized as valued and equal!

Our Values

Integrity, Flexibility, Community, Respect for Individuals, Discovery, Uniqueness, Determination, Communication, Resourcefulness, Freedom, Optimism, Devotion, Insightfulness



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Who We Are

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 2023, IMLKS was providing support in the form of Supported Living to 12 persons, in the form of Community Inclusion to 4 individuals and, Outreach Support to 1 individual.

Formerly part of BC Community Services Cooperative, IMLKS found it was no longer effective or efficient to contract its administrative staff and thus decided to separate itself from the Cooperative 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 employs a temporary Human Resources Assistant.

At the end of December 2023, IMLKS consisted of 49 team members including management. IMLKS's mission is "to provide the highest quality of support to the members of IMLKS by honoring each unique personality". For that reason, IMLKS has continued to employ the HR Manager that was hired internally, who worked frontline while completing a BBA in Human Resources before moving into the HR position in January of 2019. Because the HR manager has known the individuals supported by IMLKS since 2019 this allows our employee selection process to be centered around the individual's personal characteristics and support needs.

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 to) and most importantly allows their life to stay authentically centered around them!

Overview

Through this outcomes report, IMLKS uses data and feedback gathered from its stakeholders to measure goal achievement, strategize and, set new goals. 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
- Payroll records and reports
- HR Spreadsheets
- Training records
- Incident tracking records

We feel it is important to recognize 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 our agency, 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 parts of this report are 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, employee satisfaction 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.

Areas We Measure

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)

What For?

IMLKS demonstrates how it meets the expectations of the adults receiving services and remains accountable to other stakeholders (like funders), 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

Things to 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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Human Resources Manager
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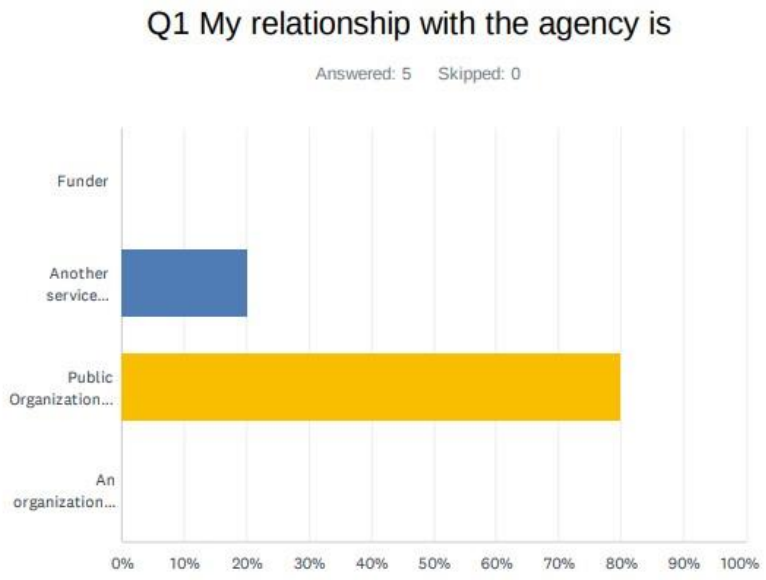
Stakeholder Feedback

29 anonymous survey invitations were sent to IMLKS Stakeholders via Survey Monkey and 5 were completed. 11 of those invitations were opened and 18 were not.

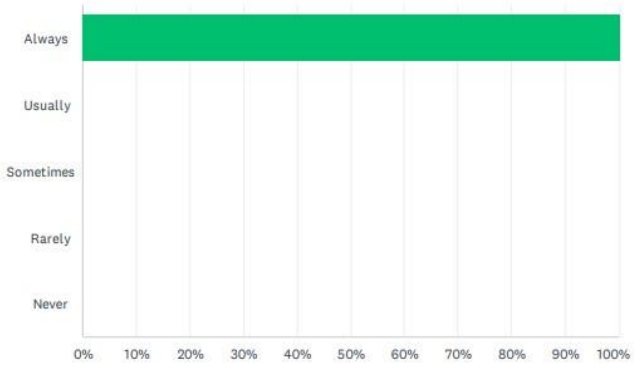
Our Stakeholders include community members; other service providers such as HSCL, Occupational Therapists, Pharmacists and, funders. Persons served and family members are our most important stakeholders so they are surveyed separately.



ANSWER CHOICES	RESPONSES	
Funder	0.00%	0
Another service provider in the community	20.00%	1
Public Organization (e.g. HSCL, New Horizons)	80.00%	4
An organization that partners to provide services in the community (e.g. London Drugs)	0.00%	0
TOTAL		5

Q2 You have a positive experience when interacting with the agency.

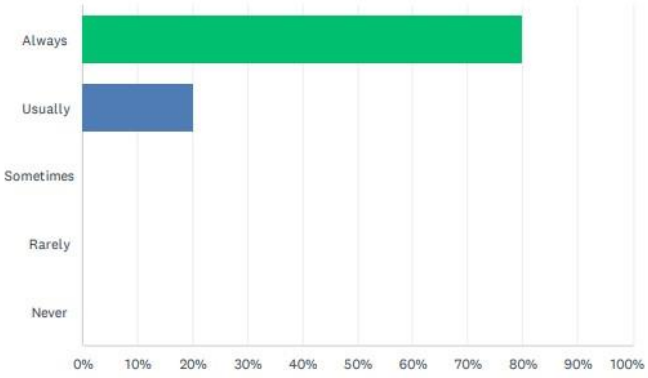
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	5
Usually	0.00%	0
Sometimes	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

Q3 The agency completes all required reports/reporting you request from them on a timely manner.

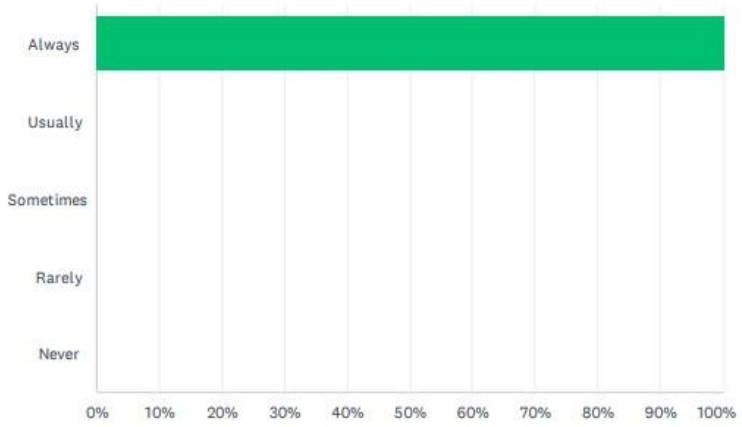
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	80.00%	4
Usually	20.00%	1
Sometimes	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

Q4 The agency acts with openness and transparency

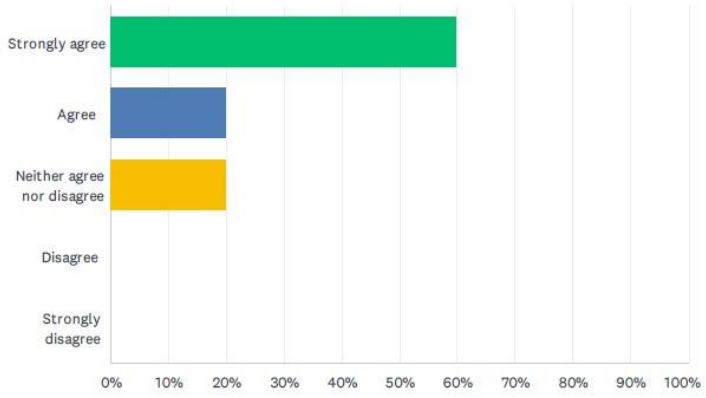
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	100.00%	5
Usually	0.00%	0
Sometimes	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

Q5 The atmosphere from the agency facilities is welcoming

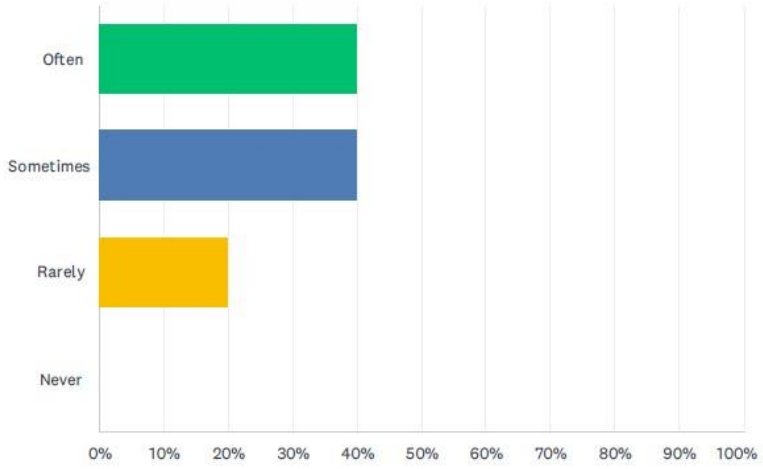
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	3
Agree	20.00%	1
Neither agree nor disagree	20.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q6 I have contact with It's My Life Kamloops Society

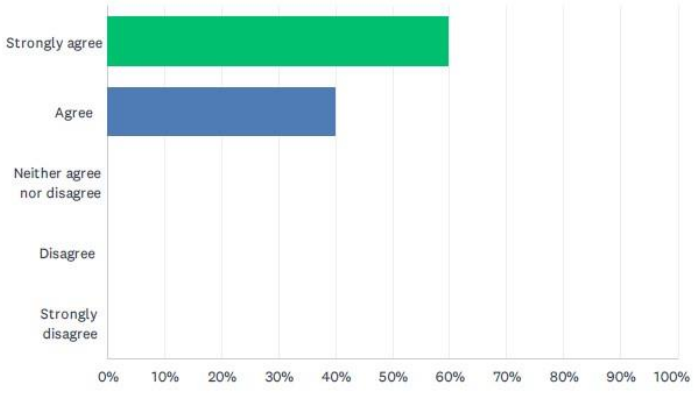
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Often	40.00%	2
Sometimes	40.00%	2
Rarely	20.00%	1
Never	0.00%	0
TOTAL		5

Q7 The confidentiality of the persons served is respected and upheld by the agency when you interact with them.

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	3
Agree	40.00%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

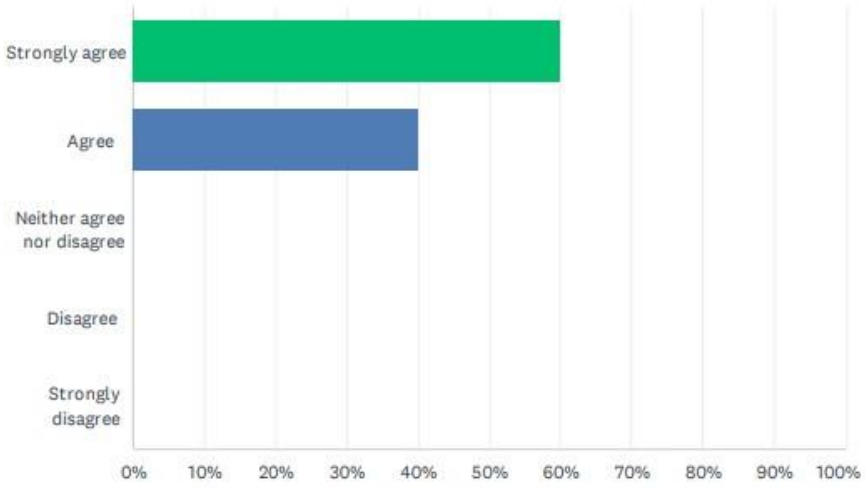
Q8 The areas I think Its My Life Kamloops Society could improve on are

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	retaining staff in some homes but this is an ongoing issue for all service providers.	9/20/2023 4:31 PM
2	Sorry, I can't think of anything at this moment, but will reach out if I do!	9/20/2023 8:53 AM
3	not sure	9/20/2023 8:41 AM

Q9 I believe IMLKS advocates for persons served

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	3
Agree	40.00%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

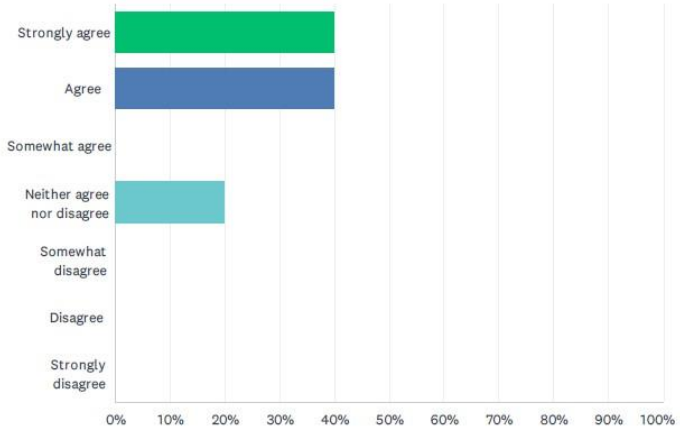
Q10 I feel IMLKS areas of strength are

Answered: 3 Skipped: 2

#	RESPONSES	DATE
1	Communication from care coordinators to nurses. Connecting with staff with questions and getting back to us.	9/20/2023 4:31 PM
2	their ability to respond (not react) quickly and thoroughly in every situation.	9/20/2023 8:53 AM
3	client advocacy and best interest of client	9/20/2023 8:41 AM

Q11 I believe the agency lives by their mission, vision and values.

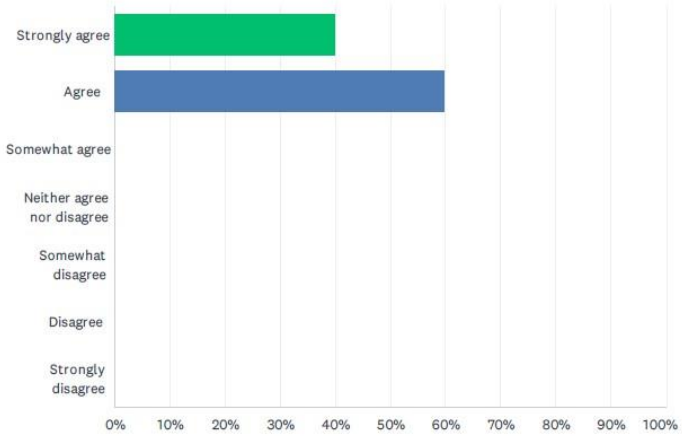
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.00%	2
Agree	40.00%	2
Somewhat agree	0.00%	0
Neither agree nor disagree	20.00%	1
Somewhat disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q12 The facilities of the agency that I have visited are easily accessible

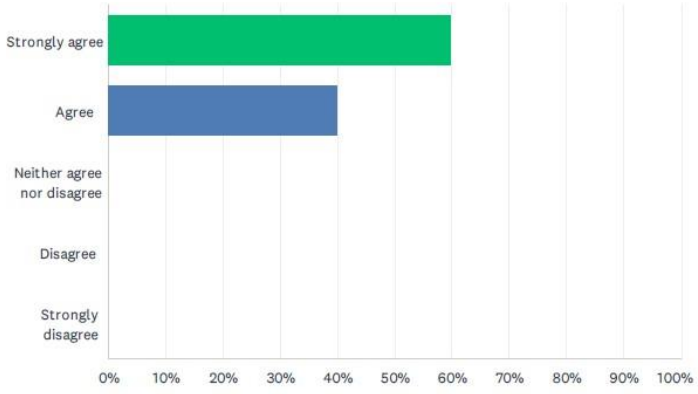
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	40.00%	2
Agree	60.00%	3
Somewhat agree	0.00%	0
Neither agree nor disagree	0.00%	0
Somewhat disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q13 The agency acts in the best interests of persons served

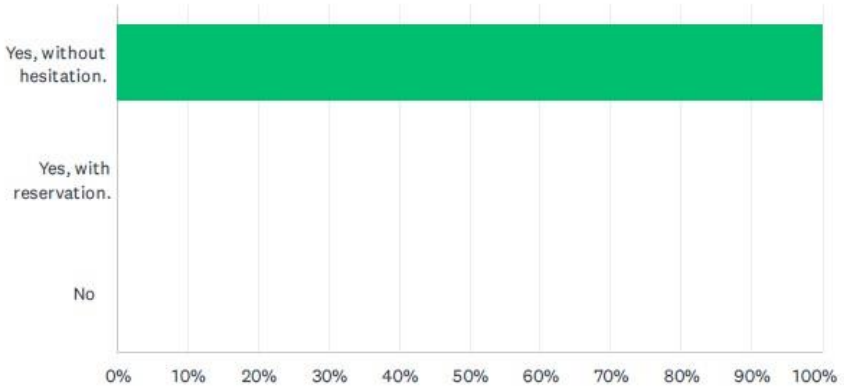
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	3
Agree	40.00%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q14 I would recommend IMLKS to family or friends seeking services

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes, without hesitation.	100.00%	5
Yes, with reservation.	0.00%	0
No	0.00%	0
TOTAL		5

Q15 Any other feedback, comments or concerns:

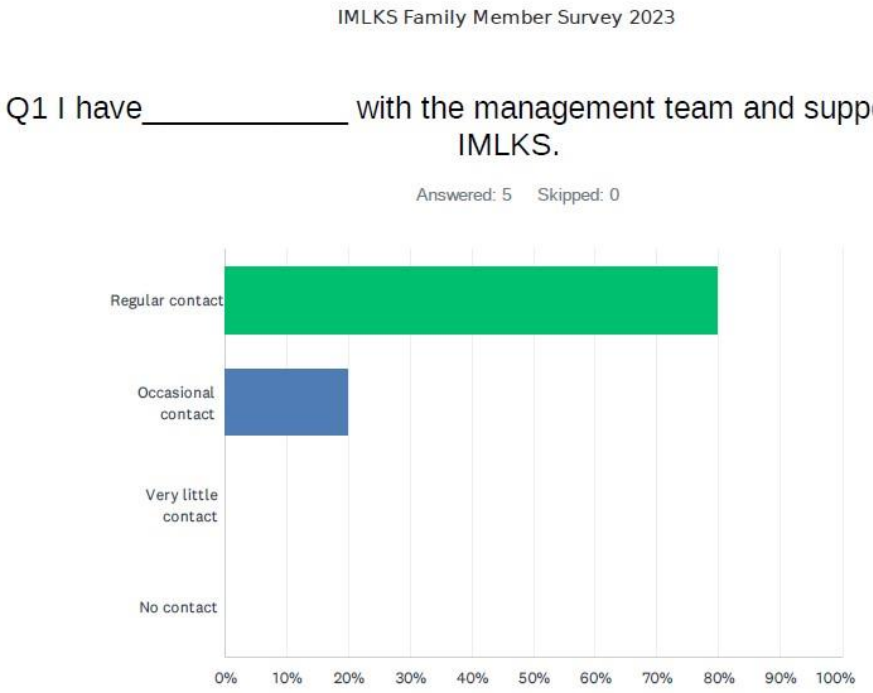
Answered: 1 Skipped: 4

#	RESPONSES	DATE
1	Keep up the great work and as always we appreciate the collaboration and partnership with all of the wonderful people at IMLKS!	9/20/2023 8:53 AM

Family Member Feedback

Family members can be the strongest advocates for persons served and provide a very important perspective to us as a service provider. 18 Family Members were invited to complete our 'Family Member Survey' via email and two were mailed a paper survey with return postage. We can see that 16 electronic invitations were opened but only 5 were completed. Survey results were anonymous.

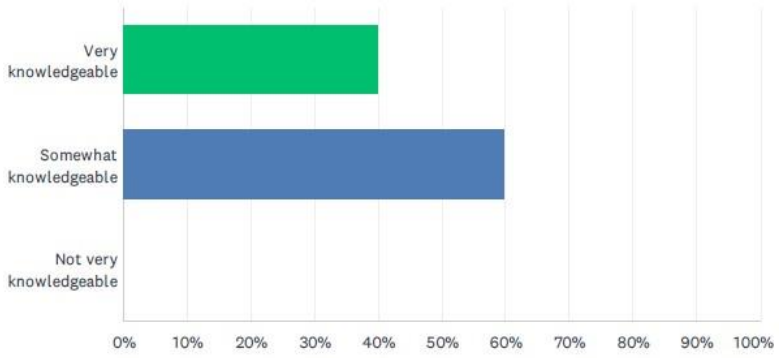
The results came back as follows:



ANSWER CHOICES	RESPONSES	
Regular contact	80.00%	4
Occasional contact	20.00%	1
Very little contact	0.00%	0
No contact	0.00%	0
TOTAL		5

Q2 I am_____ about the services IMLKS provides.

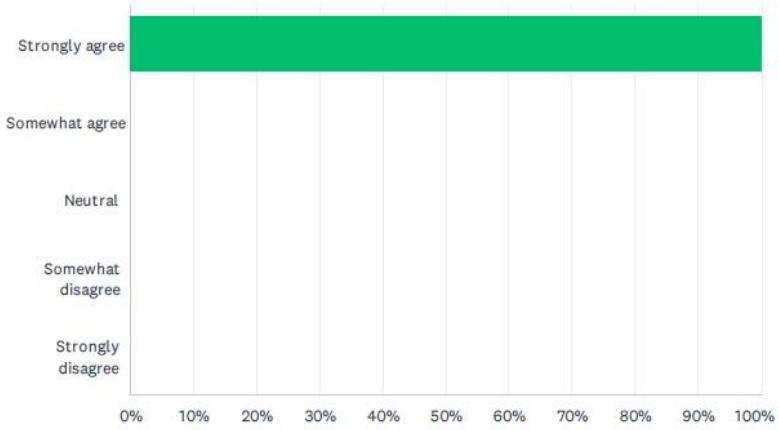
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Very knowledgeable	40.00%	2
Somewhat knowledgeable	60.00%	3
Not very knowledgeable	0.00%	0
TOTAL		5

Q3 I would recommend IMLKS' services to friends and family members.

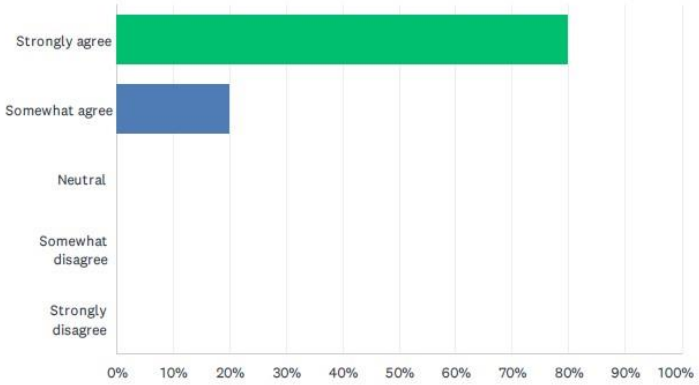
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	100.00%	5
Somewhat agree	0.00%	0
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q4 As a family member I am included in important decisions.

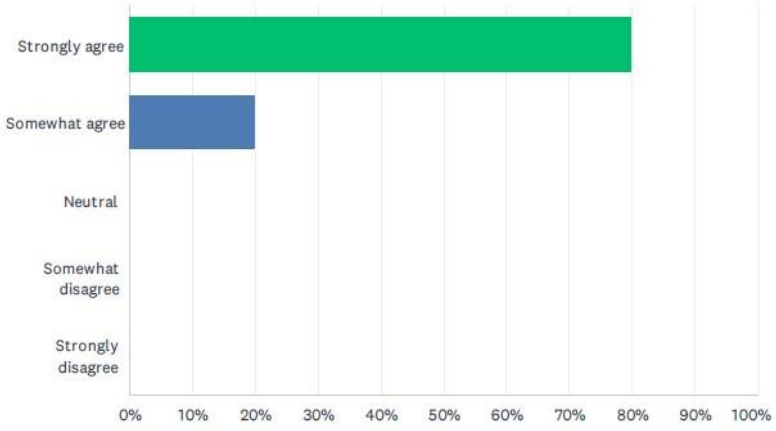
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	80.00%	4
Somewhat agree	20.00%	1
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q5 The agency values its relationship it has with my family member receiving services.

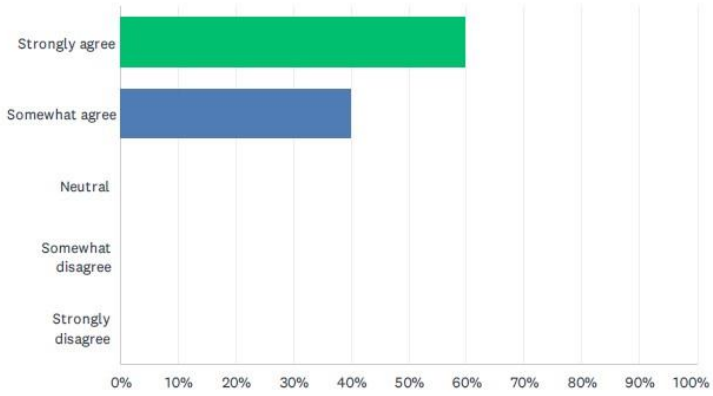
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	80.00%	4
Somewhat agree	20.00%	1
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q6 I am aware that I may be included in the interviewing process of new staff for my family member if I so choose.

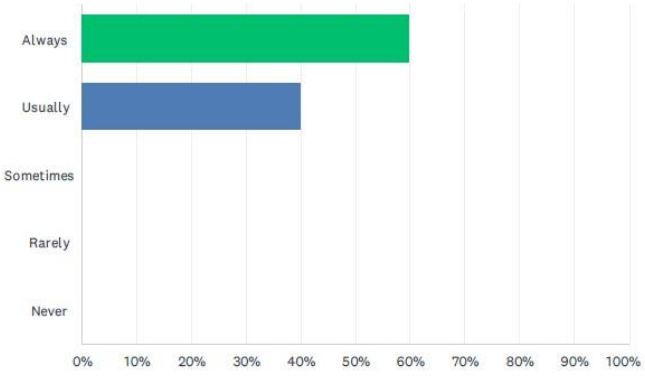
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	3
Somewhat agree	40.00%	2
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q7 When I reach out to the Service Coordinator, I receive a response in a timely manner (within office hours).

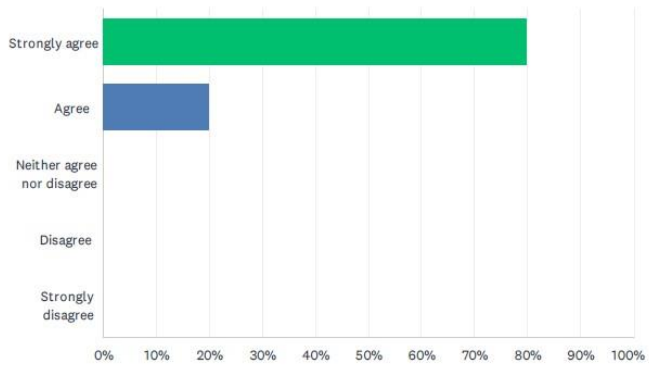
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	60.00%	3
Usually	40.00%	2
Sometimes	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

Q8 IMLKS treats my family member with respect.

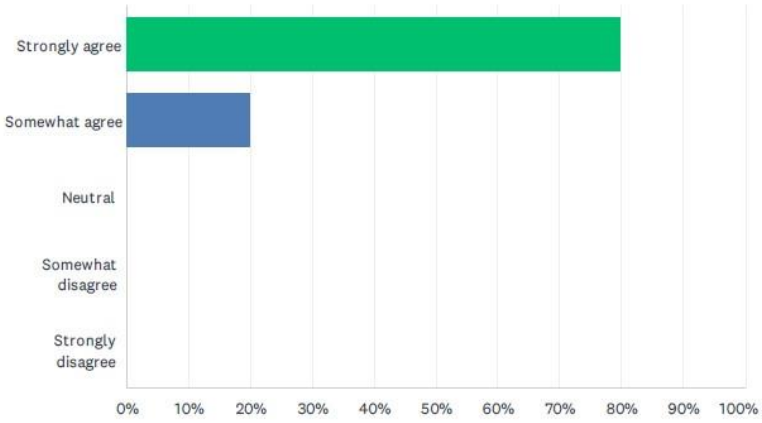
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	80.00%	4
Agree	20.00%	1
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q9 IMLKS treats me with respect.

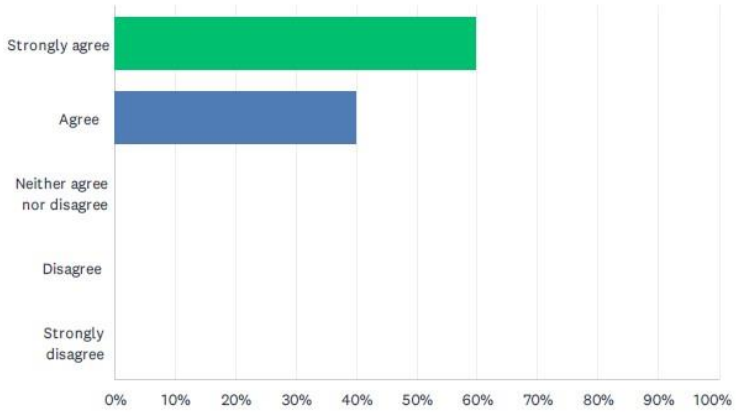
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	80.00%	4
Somewhat agree	20.00%	1
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q10 The facilities are accessible for myself and my family member

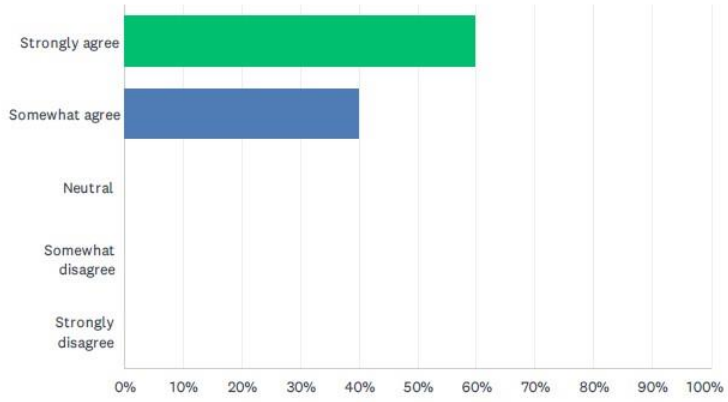
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	3
Agree	40.00%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q11 The support staff working for IMLKS are competent and are trained appropriately to perform their job tasks.

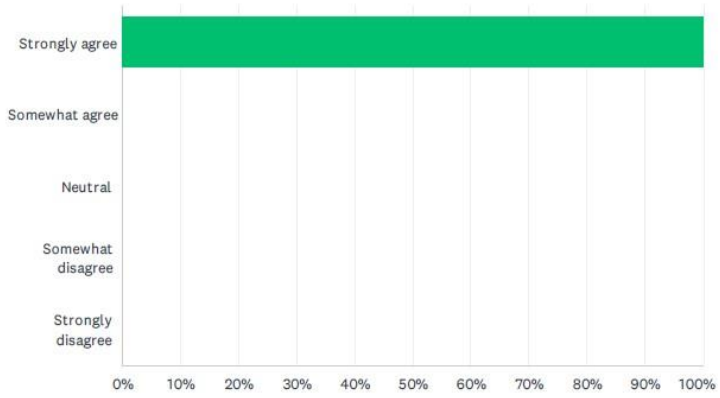
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	60.00%	3
Somewhat agree	40.00%	2
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q12 I know who to contact with any concerns or complaints regarding the services provided by IMLKS.

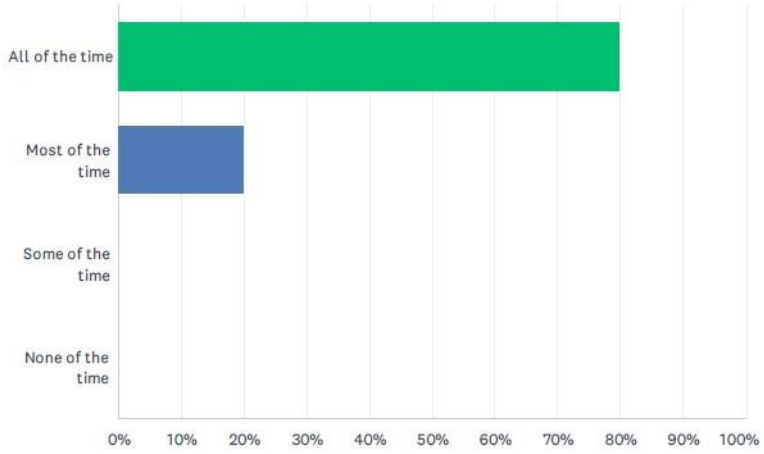
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	100.00%	5
Somewhat agree	0.00%	0
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

Q13 I am kept informed about decisions and information involving my family member

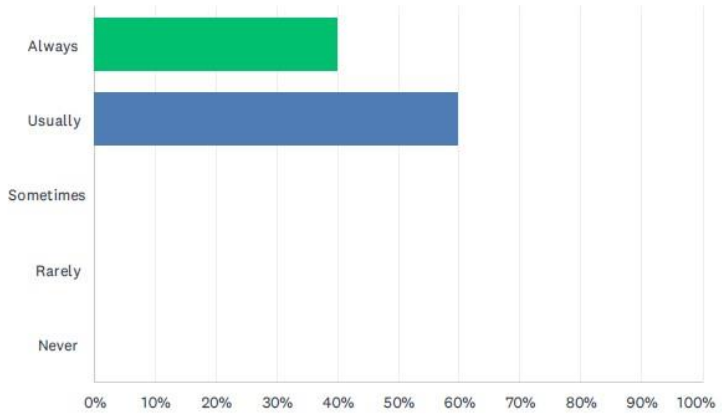
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
All of the time	80.00%	4
Most of the time	20.00%	1
Some of the time	0.00%	0
None of the time	0.00%	0
TOTAL		5

Q14 I feel my concerns are handled appropriately and in a timely manner

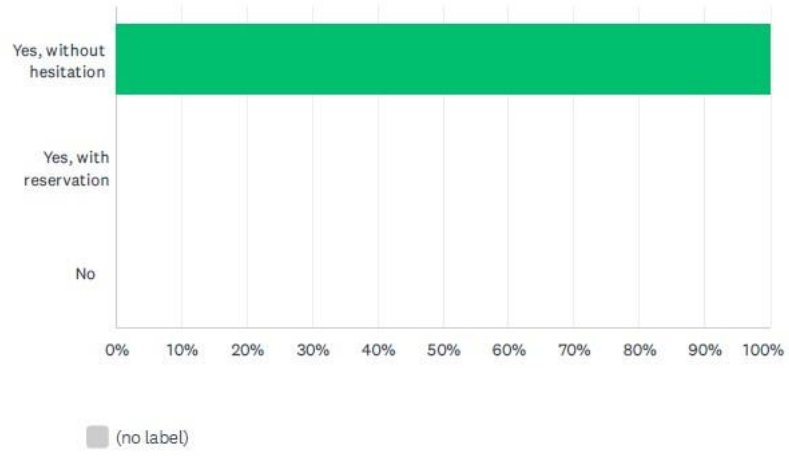
Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	40.00%	2
Usually	60.00%	3
Sometimes	0.00%	0
Rarely	0.00%	0
Never	0.00%	0
TOTAL		5

Q15 I would recommend It's My Life Kamloops Society to other families

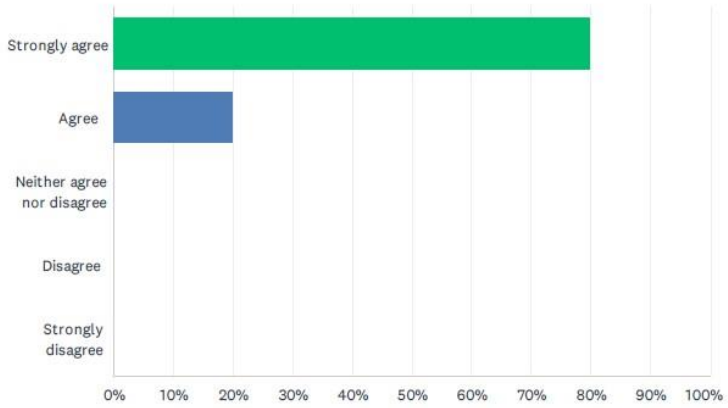
Answered: 5 Skipped: 0



	(NO LABEL)	TOTAL
Yes, without hesitation	100.00% 5	
Yes, with reservation	0.00% 0	
No	0.00% 0	

Q16 The agency respects and supports my family member to live by their cultural, ethnical and religious backgrounds.

Answered: 5 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	80.00%	4
Agree	20.00%	1
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		5

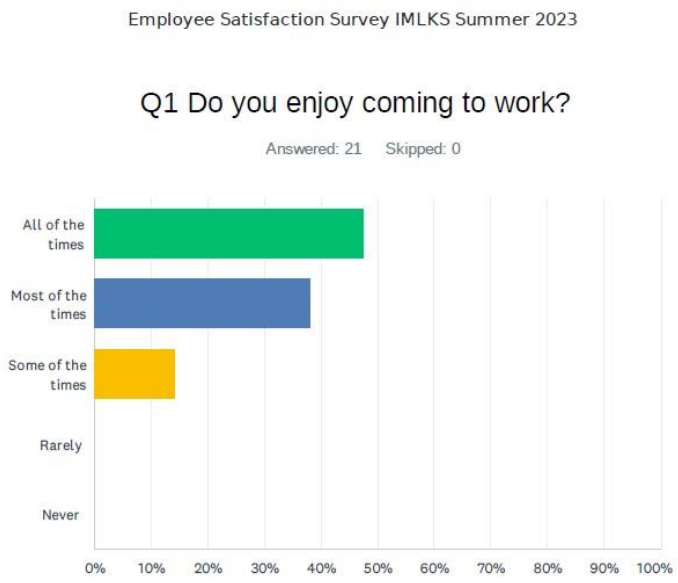
No additional feedback or comments were provided in Q17

Team Member Feedback

IMLKS values the input that we receive from surveys and exit interviews as a tool to help us improve our organization. Our team members are the largest influence on the services we are able to provide for persons served so hearing what they have to say is crucial in order to maintain a positive and productive workforce.

31 Survey Invitations were sent via anonymous email link. 21 of those 31 employees chose to complete the survey that was emailed out.

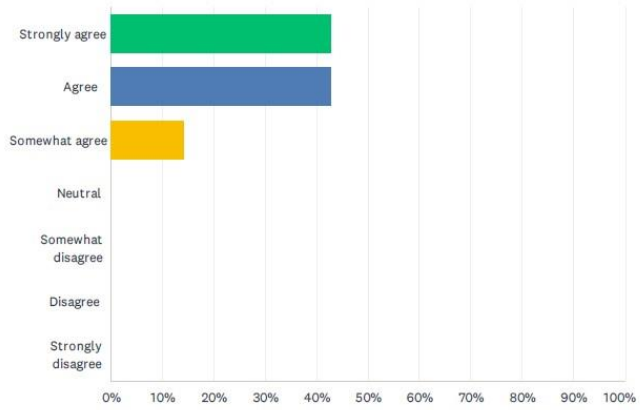
The participants responded as follows:



ANSWER CHOICES	RESPONSES	
All of the times	47.62%	10
Most of the times	38.10%	8
Some of the times	14.29%	3
Rarely	0.00%	0
Never	0.00%	0
TOTAL		21

Q2 The agency allows you to maintain a satisfactory work/life balance.

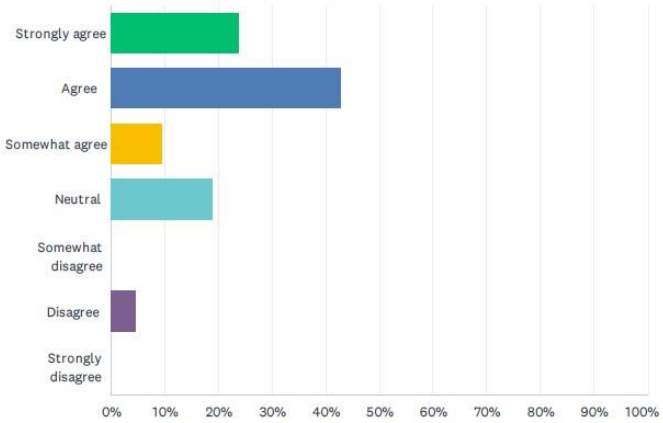
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	42.86%	9
Agree	42.86%	9
Somewhat agree	14.29%	3
Neutral	0.00%	0
Somewhat disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q3 The benefits package offered by IMLKS satisfies my needs.

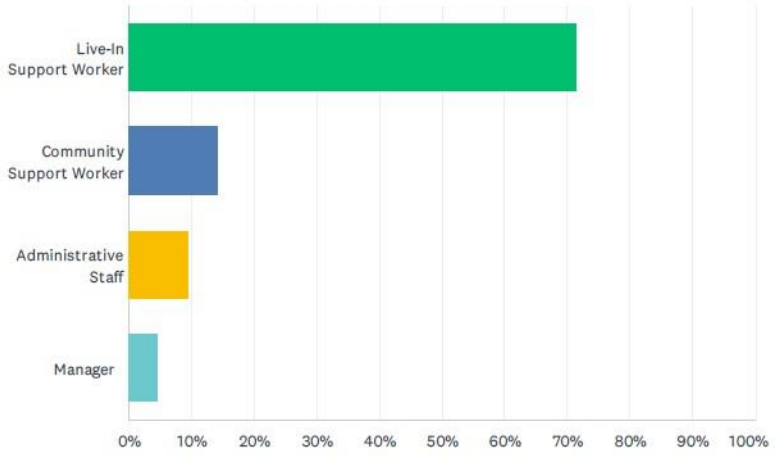
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	23.81%	5
Agree	42.86%	9
Somewhat agree	9.52%	2
Neutral	19.05%	4
Somewhat disagree	0.00%	0
Disagree	4.76%	1
Strongly disagree	0.00%	0
TOTAL		21

Q4 Which of the following best describes your position:

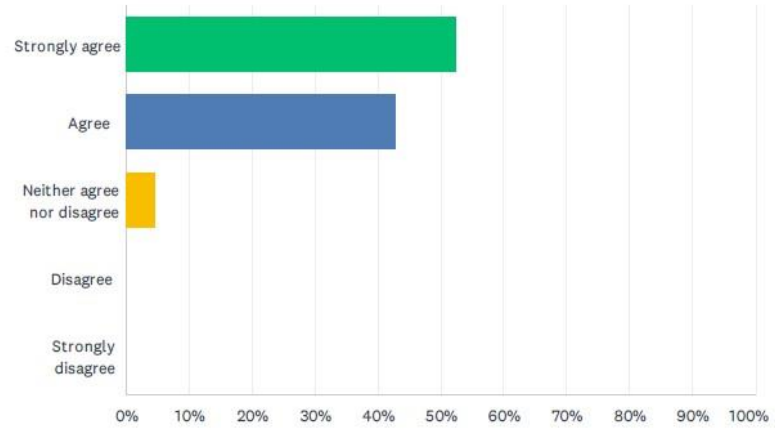
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Live-In Support Worker	71.43%	15
Community Support Worker	14.29%	3
Administrative Staff	9.52%	2
Manager	4.76%	1
TOTAL		21

Q5 You have the tools and resources to do your job well.

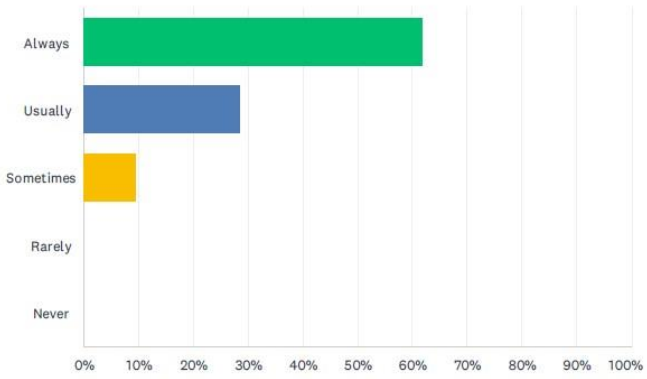
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	52.38%	11
Agree	42.86%	9
Neither agree nor disagree	4.76%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q6 Do you feel supported by your immediate supervisor?

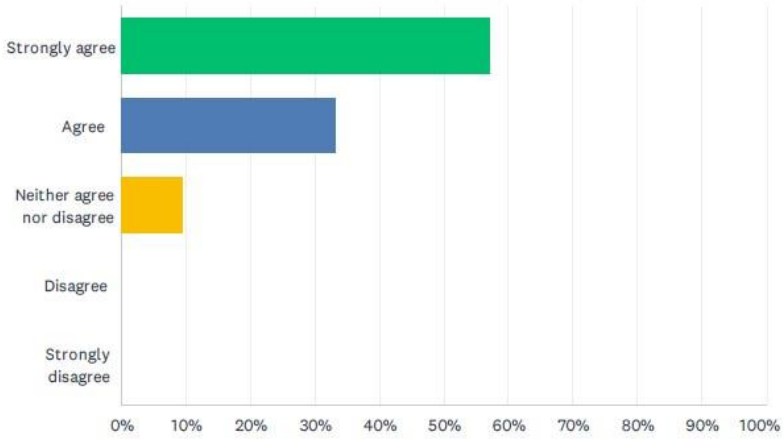
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Always	61.90%	13
Usually	28.57%	6
Sometimes	9.52%	2
Rarely	0.00%	0
Never	0.00%	0
TOTAL		21

Q7 I feel encouraged to come up with new and better ways of doing things (where appropriate).

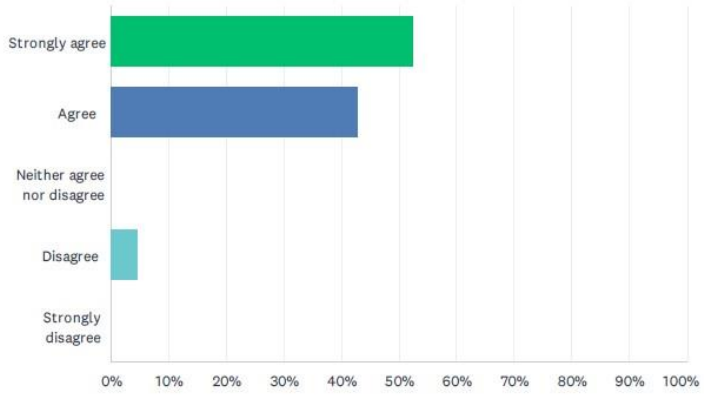
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	57.14%	12
Agree	33.33%	7
Neither agree nor disagree	9.52%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q8 Do you believe we live authentically by our mission and values?

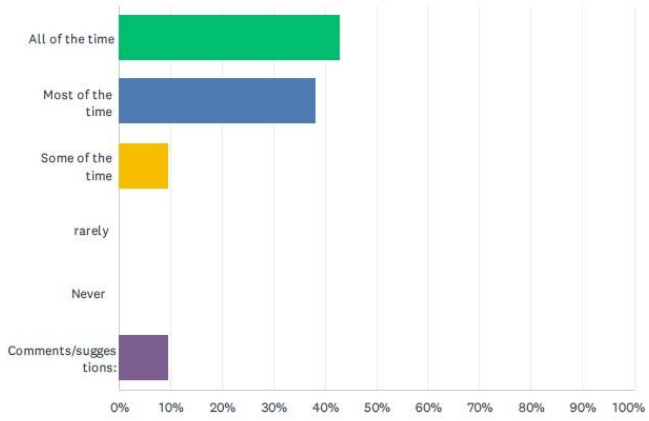
Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	52.38%	11
Agree	42.86%	9
Neither agree nor disagree	0.00%	0
Disagree	4.76%	1
Strongly disagree	0.00%	0
TOTAL		21

Q9 Do you feel valued by the agency?

Answered: 21 Skipped: 0



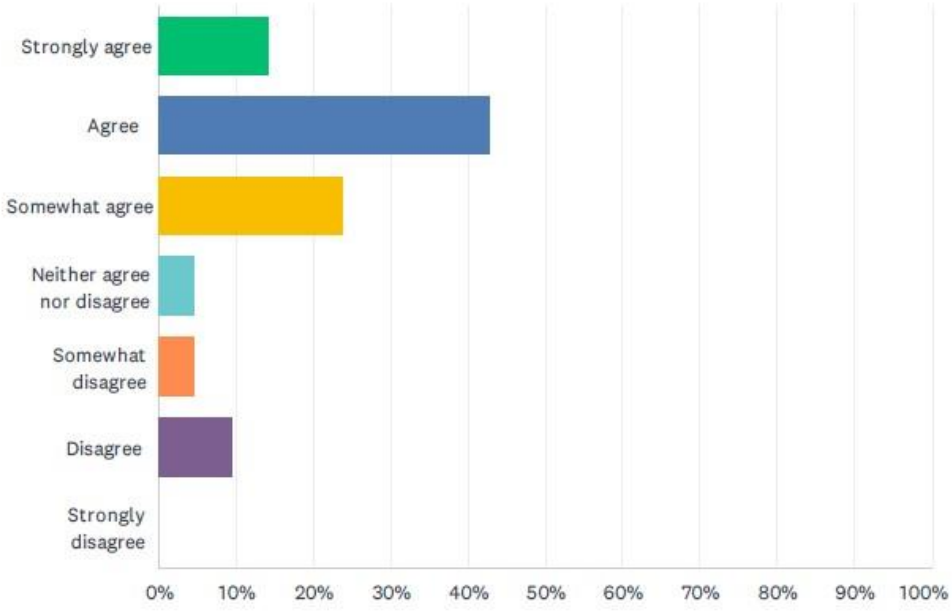
ANSWER CHOICES	RESPONSES	
All of the time	42.86%	9
Most of the time	38.10%	8
Some of the time	9.52%	2
rarely	0.00%	0
Never	0.00%	0

I get praise often, it feels nice.

2023-07-19 09:50 a.m. View respondent's answers Add tags

Q10 I am paid fairly for the work I do.

Answered: 21 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	3
Agree	42.86%	9
Somewhat agree	23.81%	5
Neither agree nor disagree	4.76%	1
Somewhat disagree	4.76%	1
Disagree	9.52%	2
Strongly disagree	0.00%	0
TOTAL		21

As I understand it, the pay is determined by the government, and as such, it is very low. It's less per hour than what I earned 14 years ago, even if we remove the hours when we are able to sleep. I understand that our management works diligently to improve our wages.

2023-07-24 12:59 p.m. View respondent's answers Add tags

I understand its a non profit agency and theres only so much a company can do, but I do believe theres a bit of room for improvement - especially for those who go over and beyond their job or work with multiple residents in a home

2023-07-14 10:08 a.m. View respondent's answers Add tags

Member Feedback

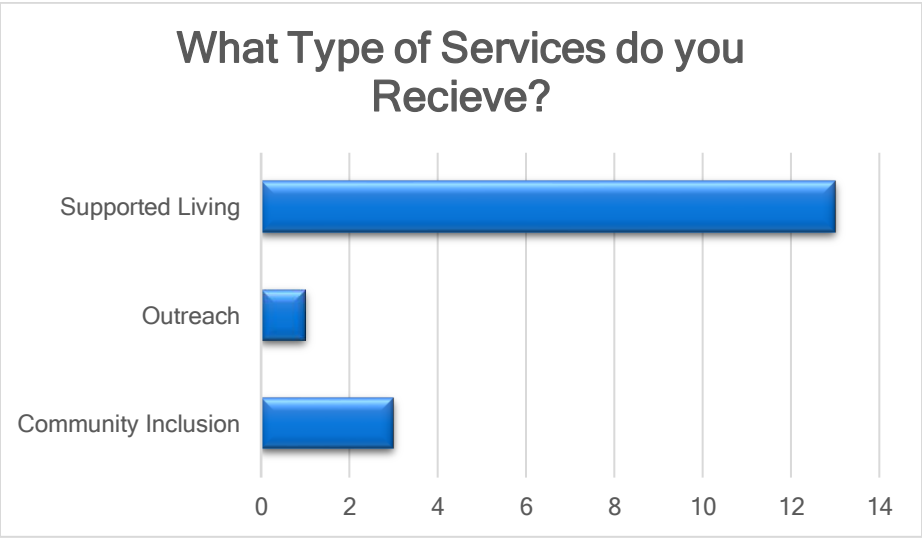
Our Mission is to provide the highest quality of support to our members by honoring each unique personality and creating environments that ensure full involvement in their life choices and decisions. As such, our members' feedback is of highest value in determining how well we carry out our mission.

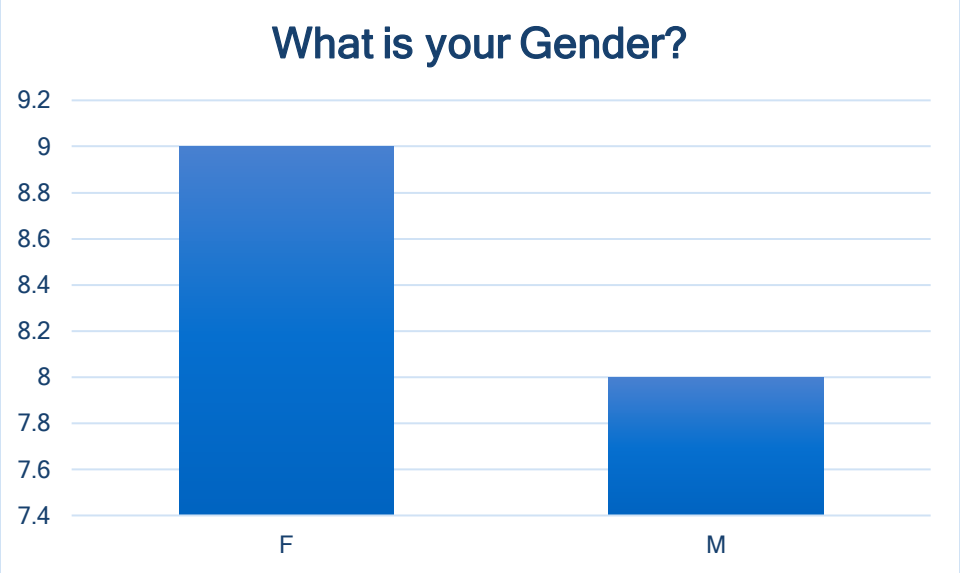
Our members are very diverse. The services they need or wish to receive range significantly and are dynamic by their very nature. As are their ways of communicating and providing feedback.

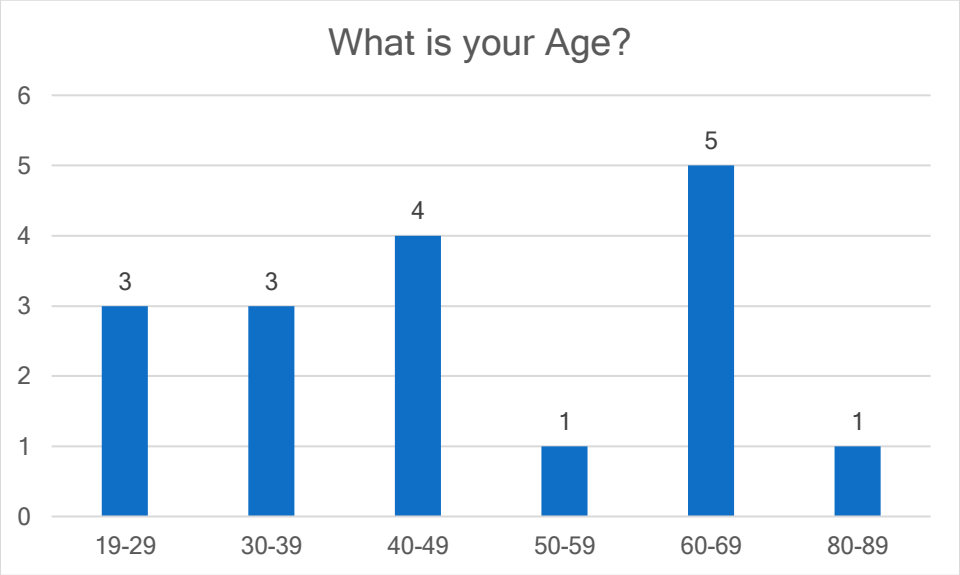
We obtain informal feedback from persons served on a daily basis by having informal conversation and interactions; by observing their physical cues, emotions and behaviors; tracking their goal progress and; by looking for patterns.

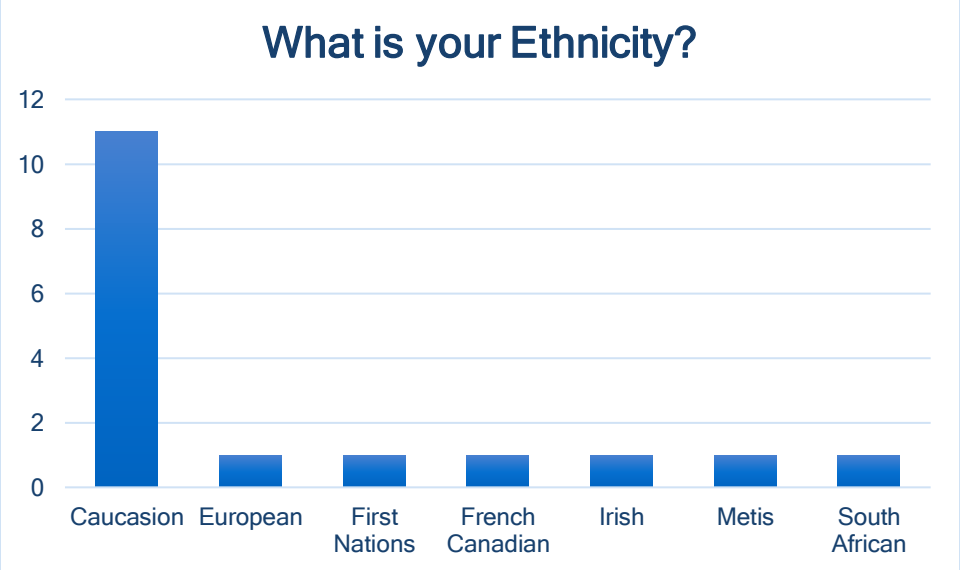
Annually, we obtain formal feedback by conducting a Persons Served Survey. Surveys are conducted by paper with assistance from Support Workers or Service Coordinators where needed. Non-verbal individuals respond using their unique ways of communicating such as by body language, nods and expressions.

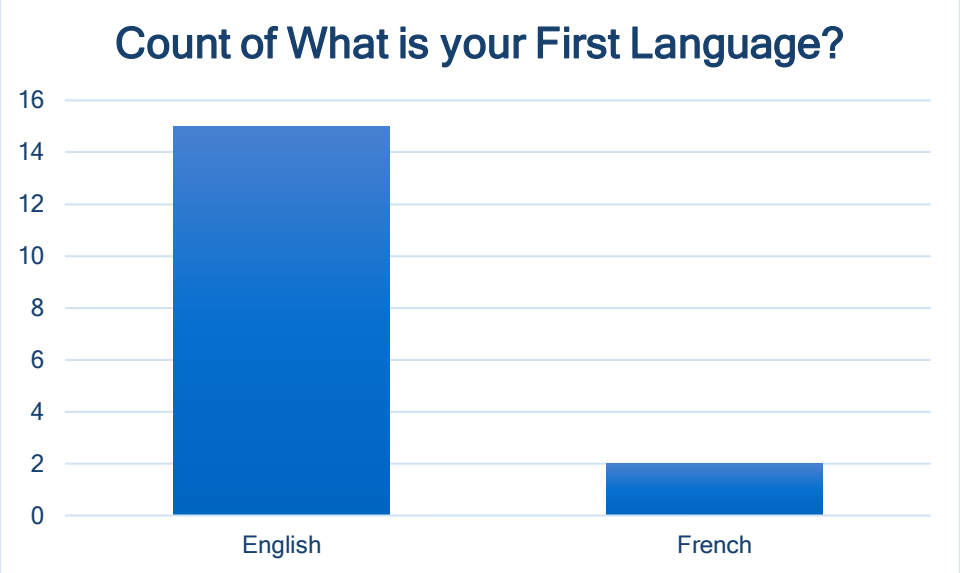
Of 17 Persons Served, 16 chose to participate in our annual Persons Served Survey. This is what we learned:

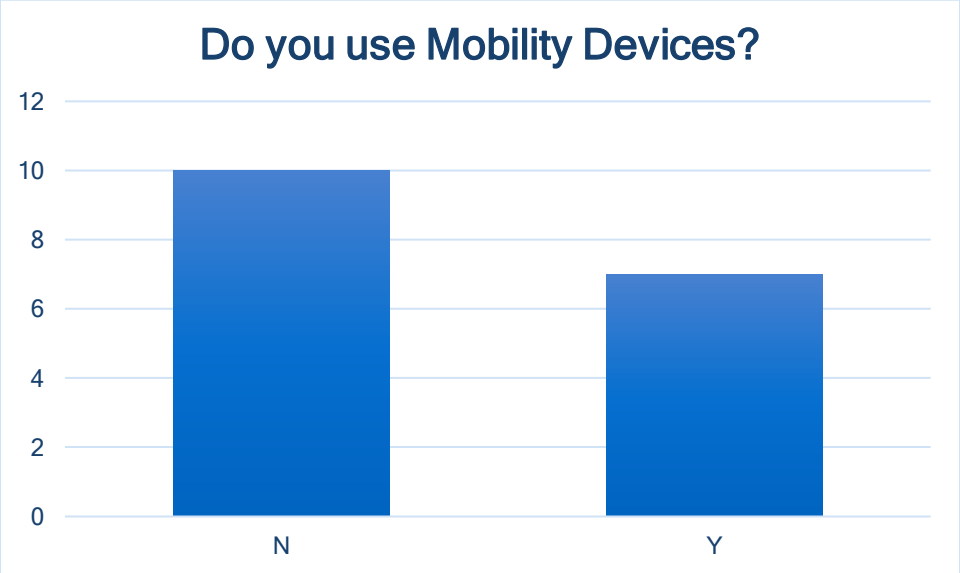


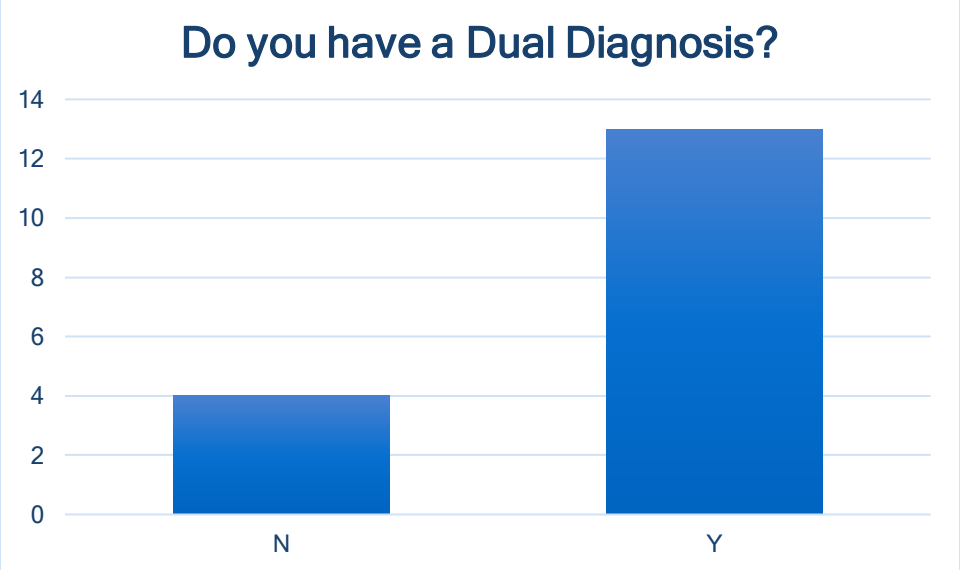

What is your Gender?
9.2
9
8.8
8.6
8.4
8.2
8
7.8
7.6
7.4
F
M

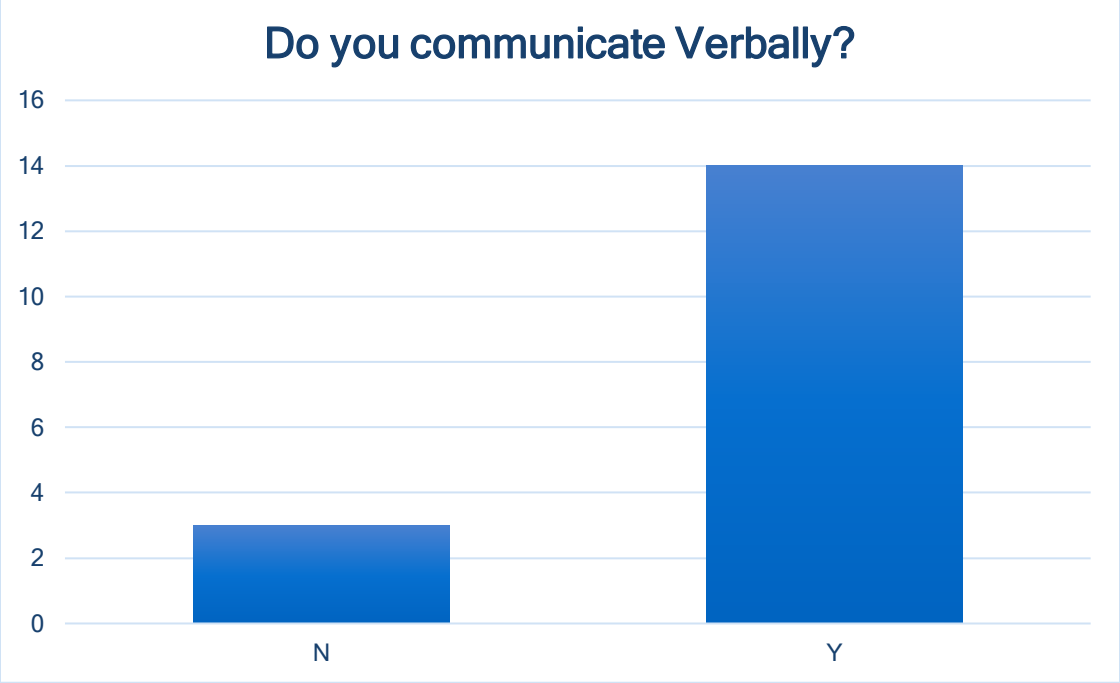

What is your Age?
6
5
4
3
2
1
0
3
3
4
1
5
1
19-29
30-39
40-49
50-59
60-69
80-89


What is your Ethnicity?
12
10
8
6
4
2
0
Caucasion
European
First Nations
French Canadian
Irish
Metis
South African

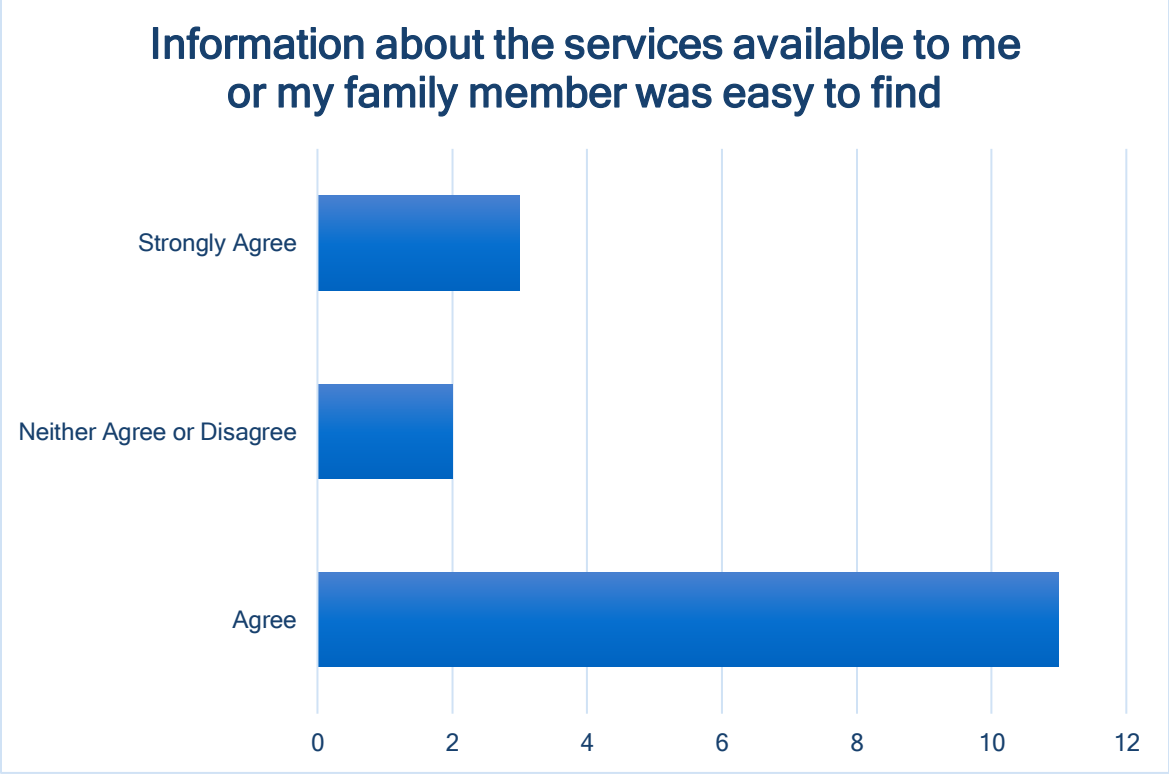

Count of What is your First Language?
16
14
12
10
8
6
4
2
0
English
French


Do you use Mobility Devices?
12
10
8
6
4
2
0
N
Y

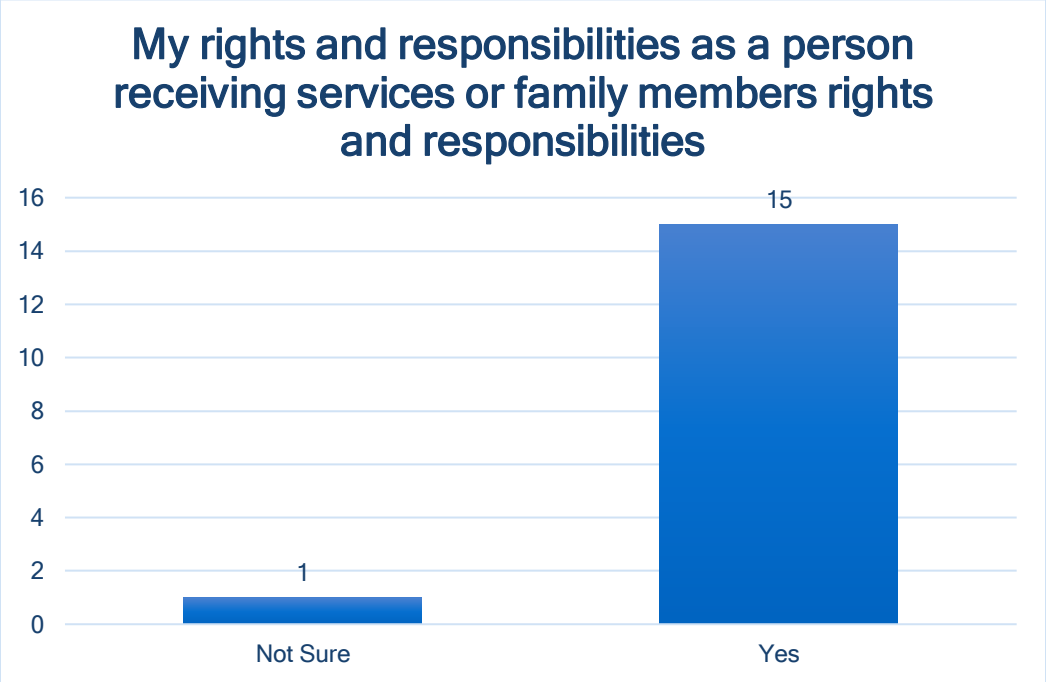

Do you have a Dual Diagnosis?
14
12
10
8
6
4
2
0
N
Y

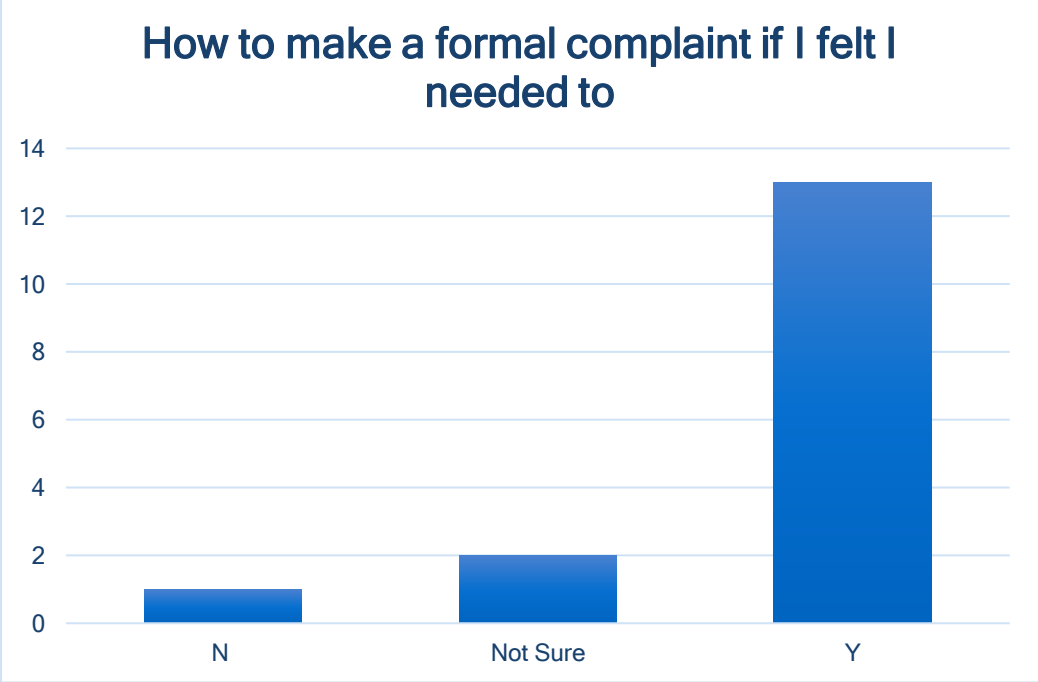


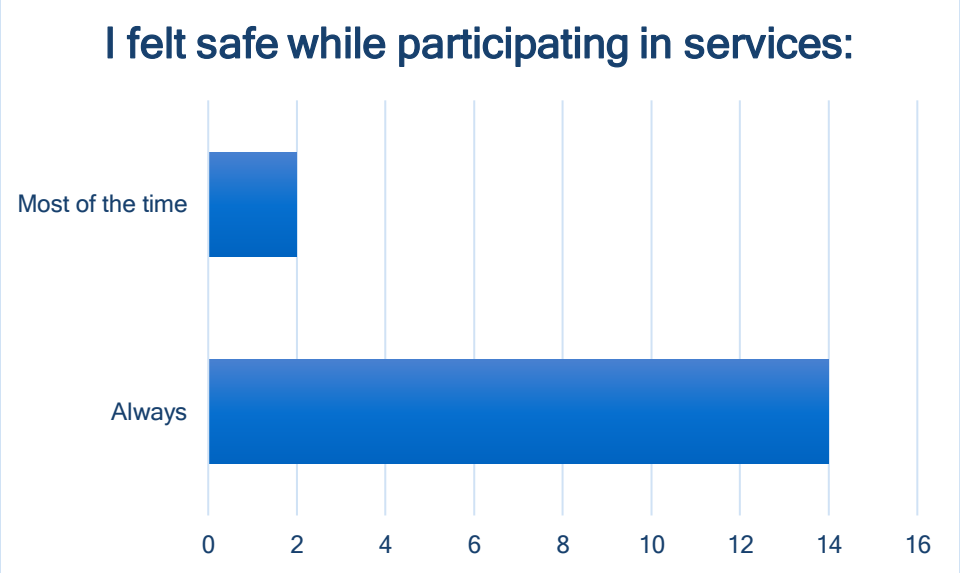
When I was first referred to IMLKS or requested Services...

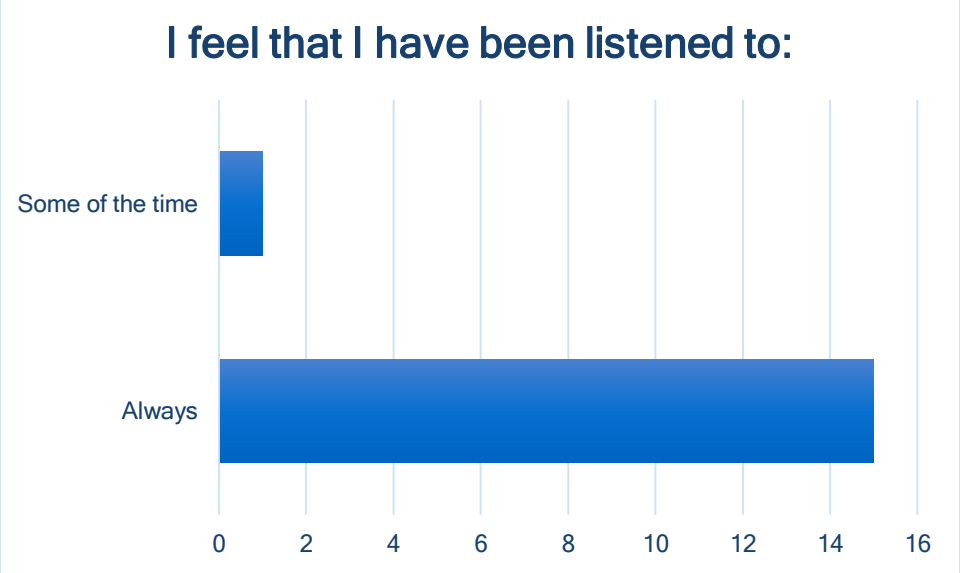


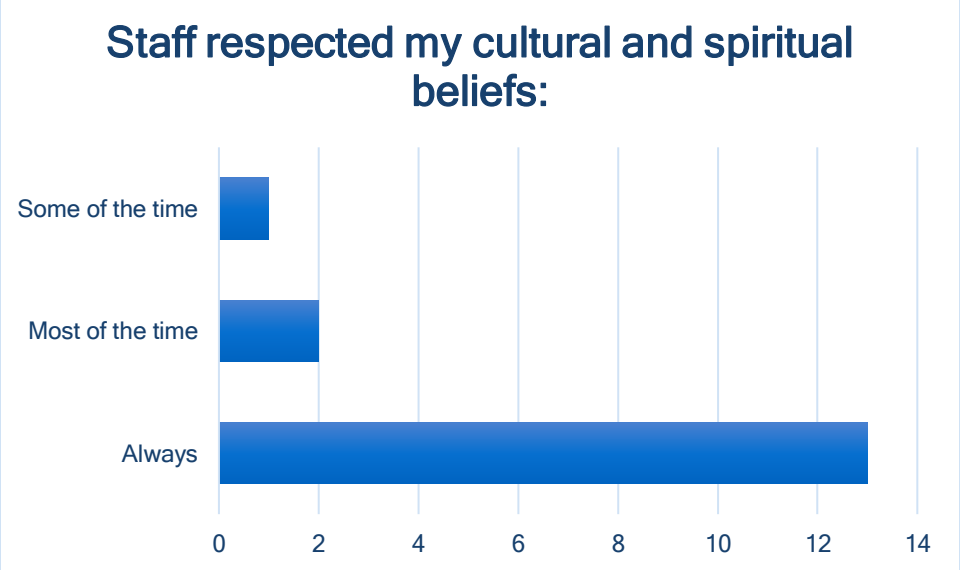
Once I was referred and met with staff, I was given written information about:

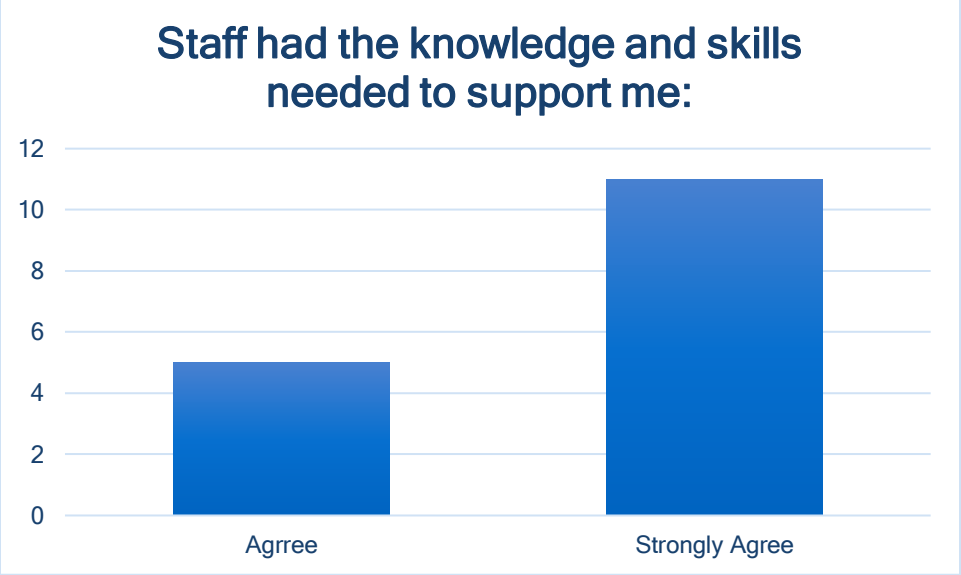


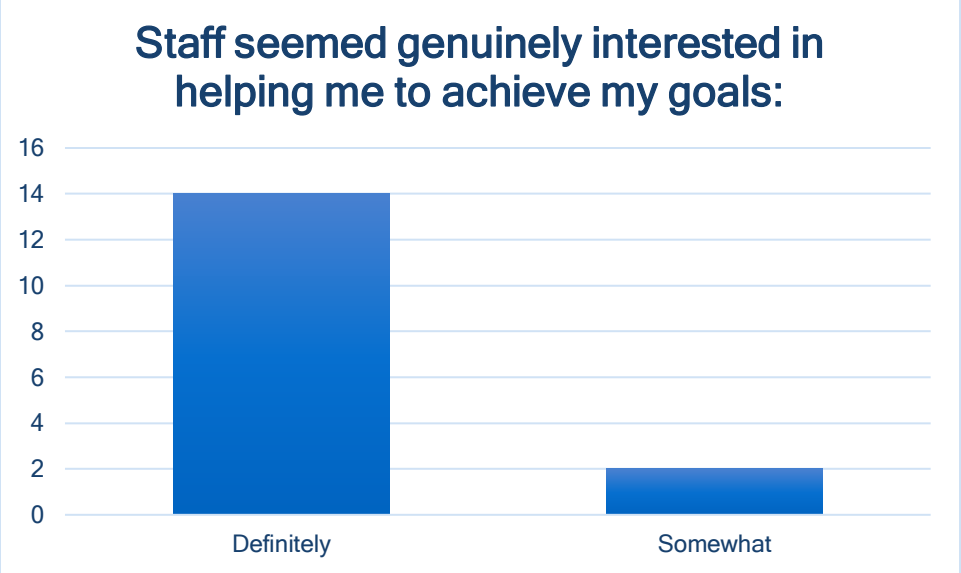


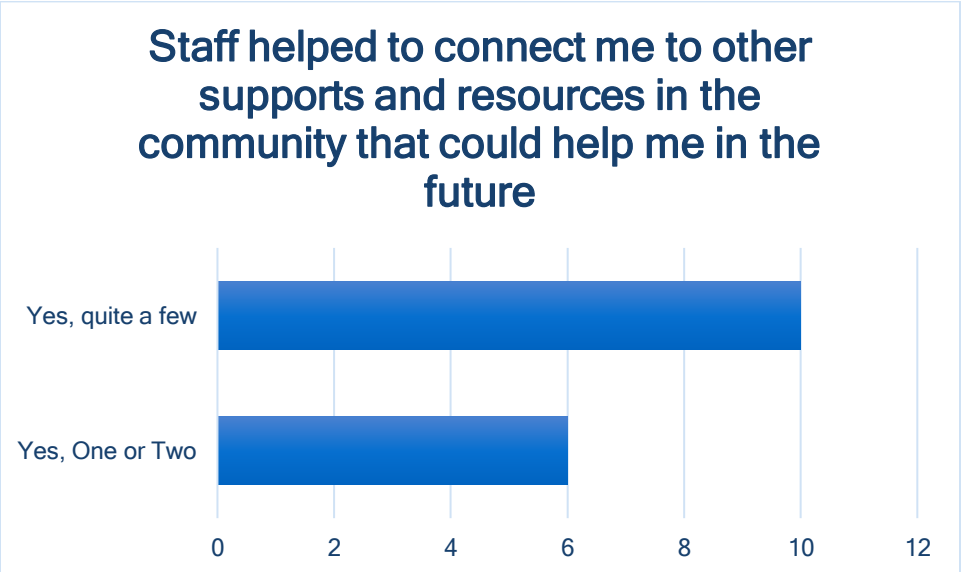

I felt safe while participating in services:
Most of the time
Always
0
2
4
6
8
10
12
14
16

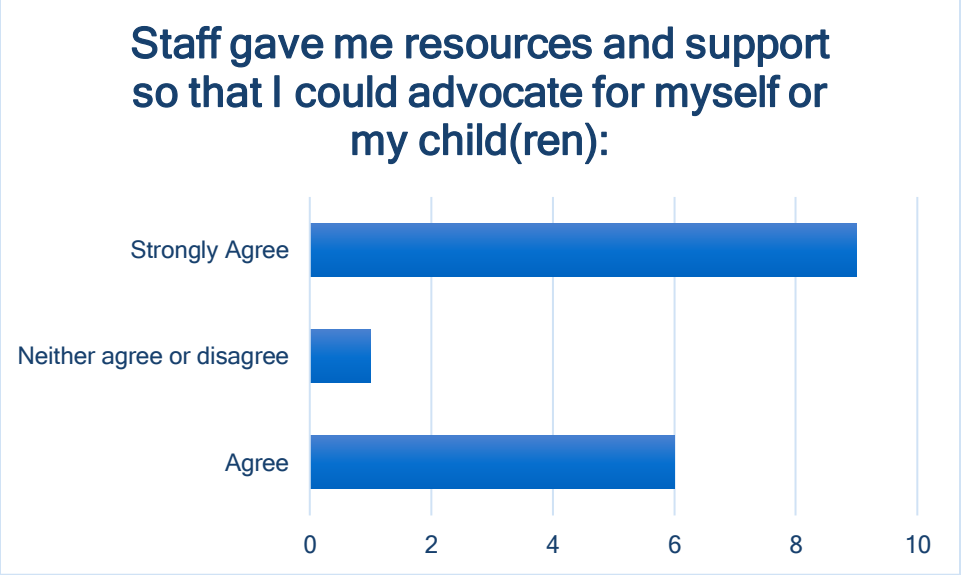

I feel that I have been listened to:
Some of the time
Always
0
2
4
6
8
10
12
14
16

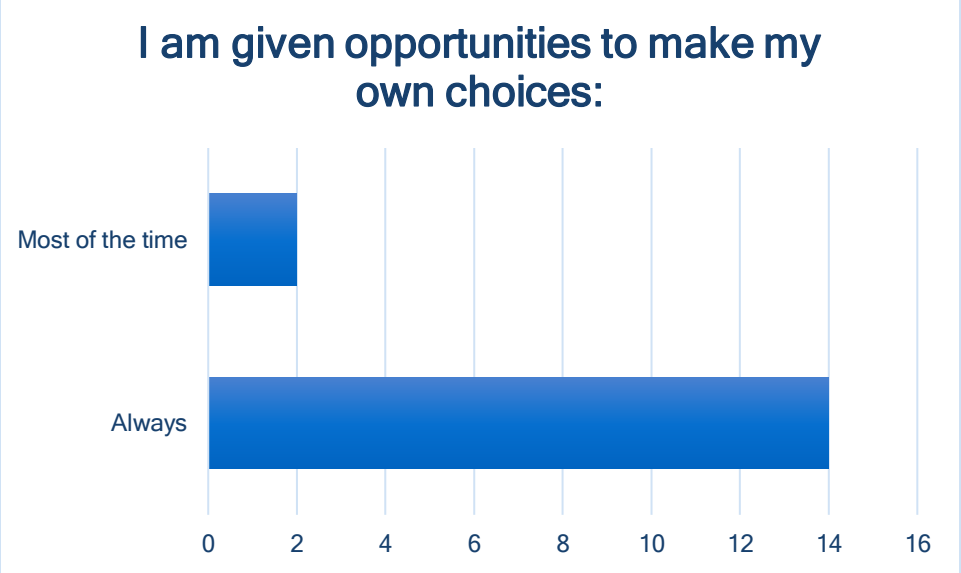

Staff respected my cultural and spiritual beliefs:
Some of the time
Most of the time
Always
0
2
4
6
8
10
12
14

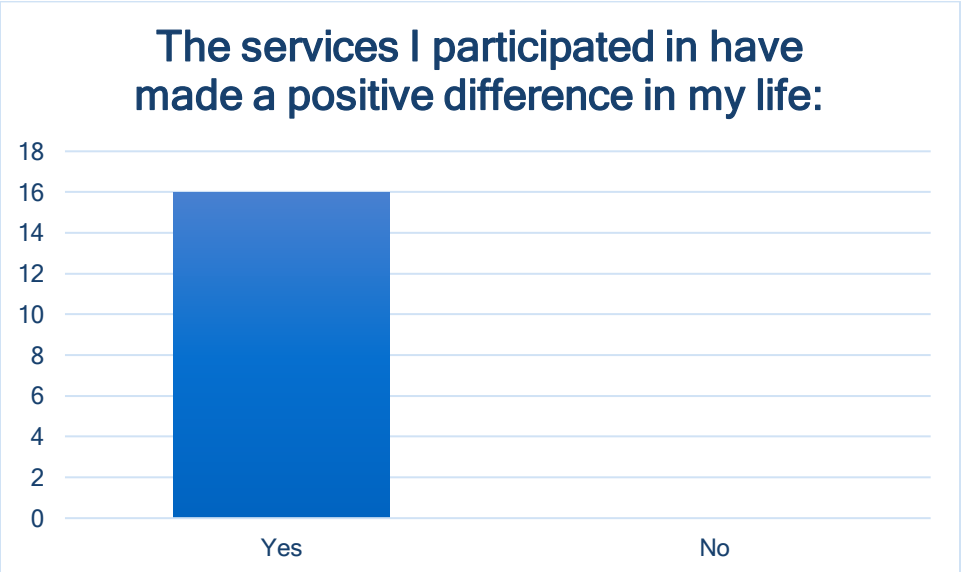

Staff had the knowledge and skills needed to support me:
12
10
8
6
4
2
0
Agrree
Strongly Agree

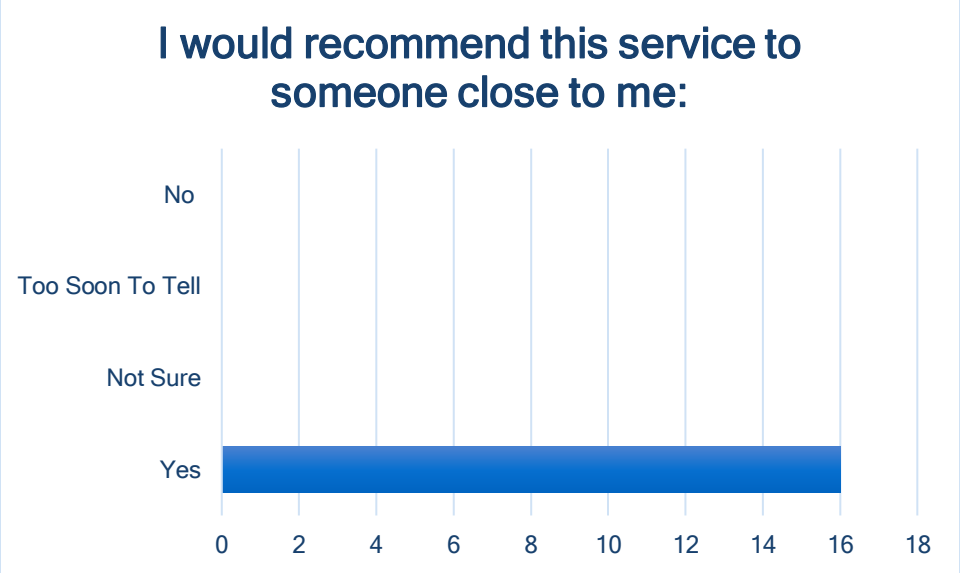

Staff seemed genuinely interested in helping me to achieve my goals:
16
14
12
10
8
6
4
2
0
Definitely
Somewhat

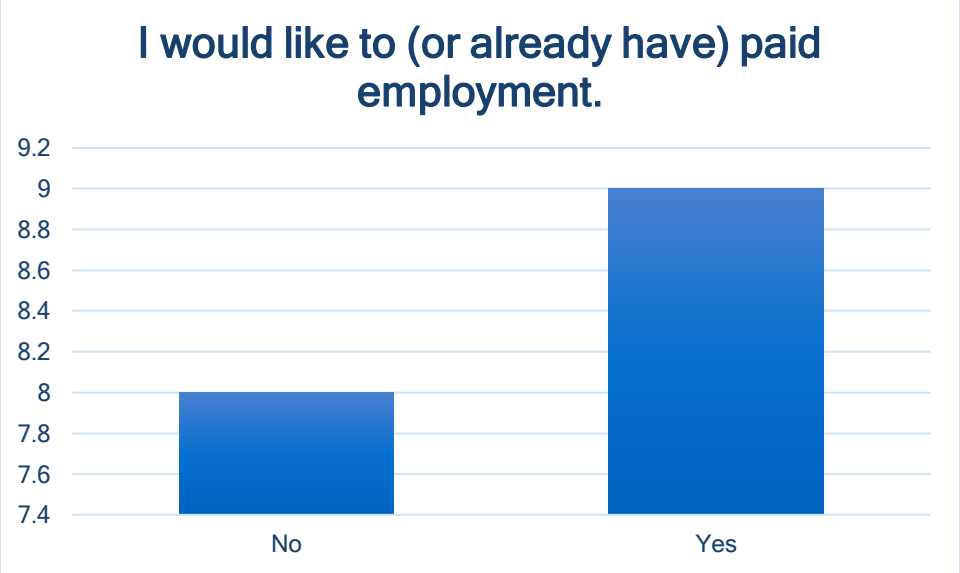

Staff helped to connect me to other supports and resources in the community that could help me in the future
Yes, quite a few
Yes, One or Two
0
2
4
6
8
10
12

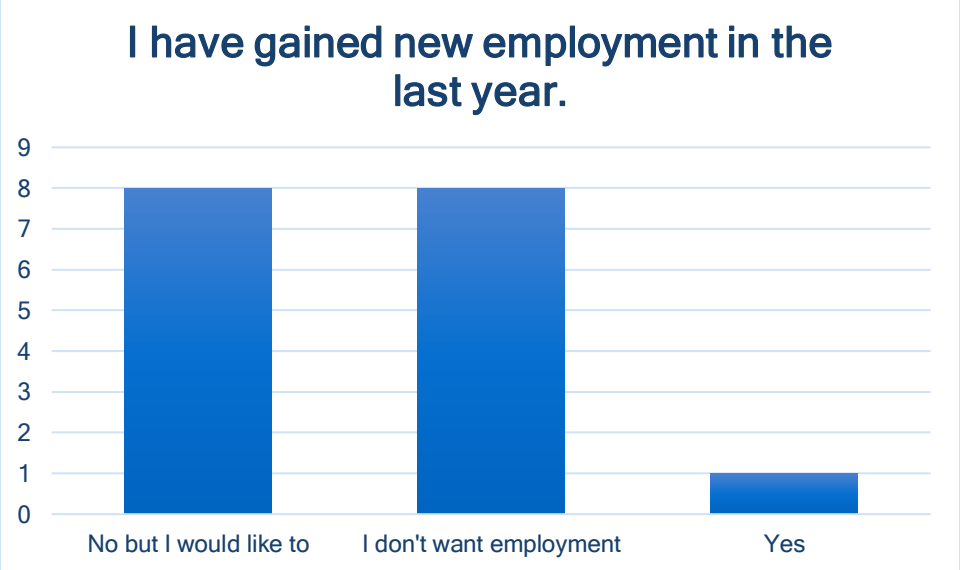

Staff gave me resources and support so that I could advocate for myself or my child(ren):
Strongly Agree
Neither agree or disagree
Agree
0
2
4
6
8
10

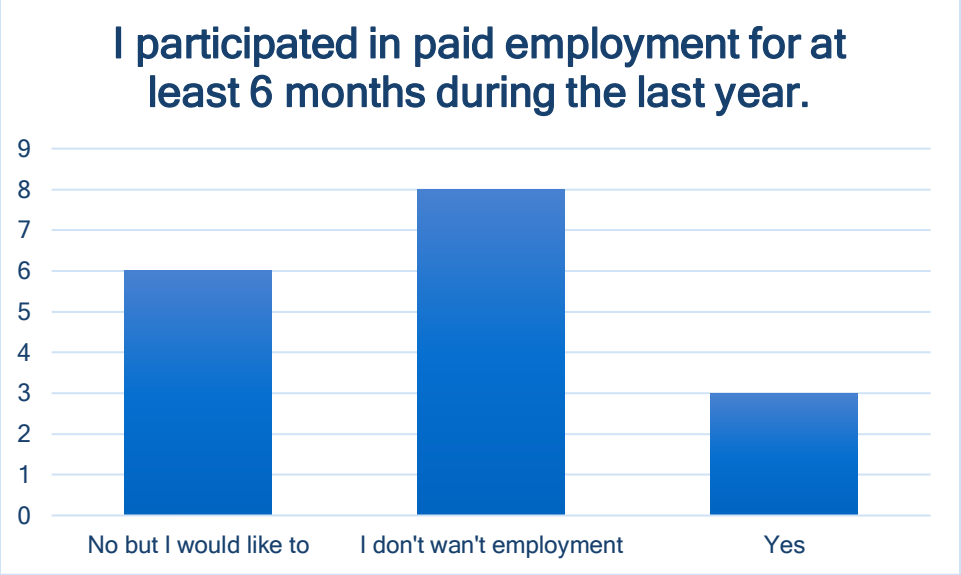

I am given opportunities to make my own choices:
Most of the time
Always
0
2
4
6
8
10
12
14
16

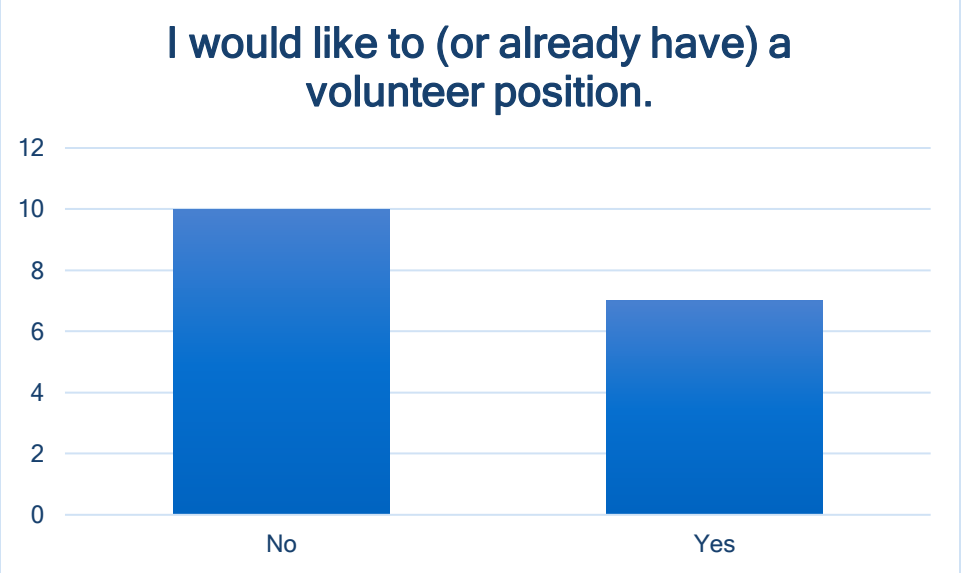

The services I participated in have made a positive difference in my life:
18
16
14
12
10
8
6
4
2
0
Yes
No

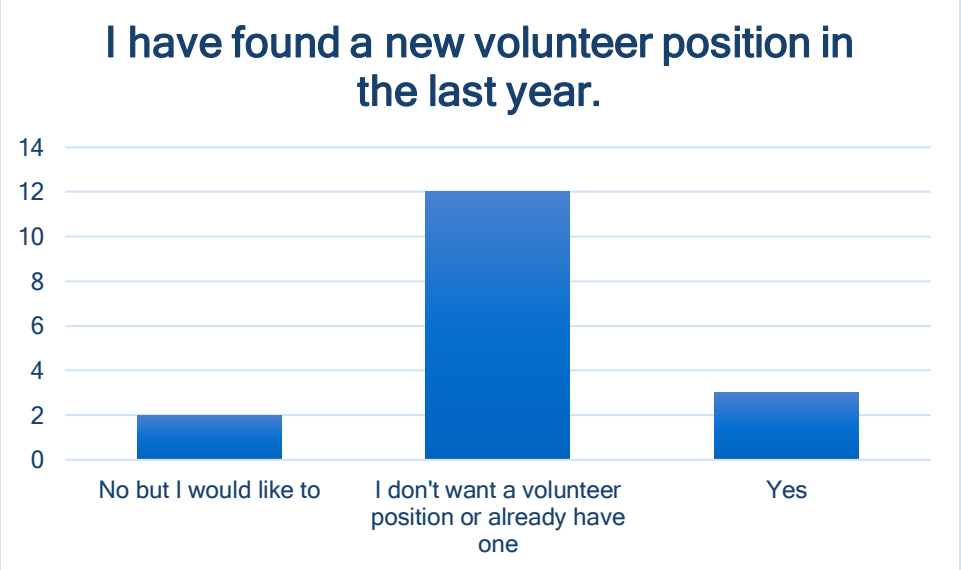

I would recommend this service to someone close to me:
No
Too Soon To Tell
Not Sure
Yes
0
2
4
6
8
10
12
14
16
18

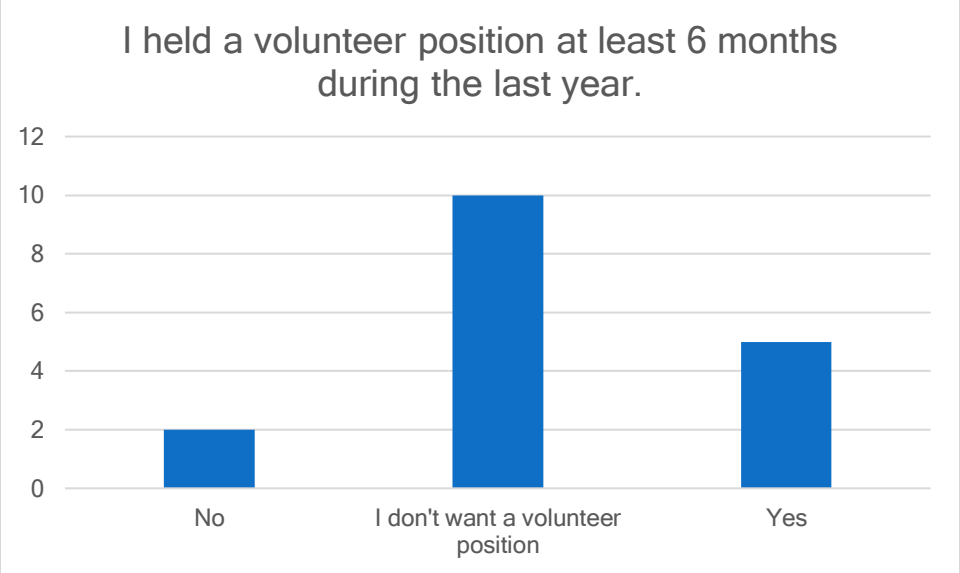

I would like to (or already have) paid employment.
9.2
9
8.8
8.6
8.4
8.2
8
7.8
7.6
7.4
No
Yes

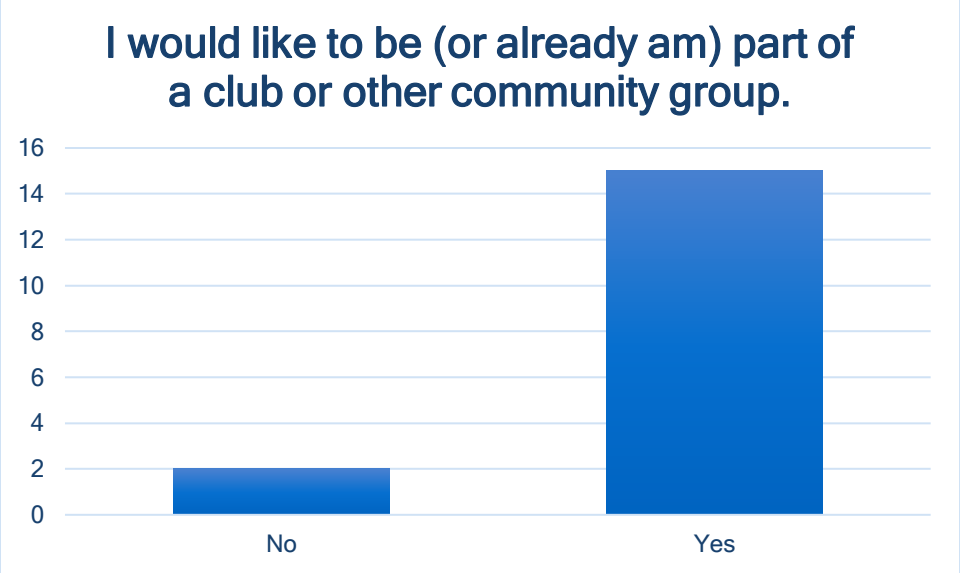

I have gained new employment in the last year.
9
8
7
6
5
4
3
2
1
0
No but I would like to
I don't want employment
Yes

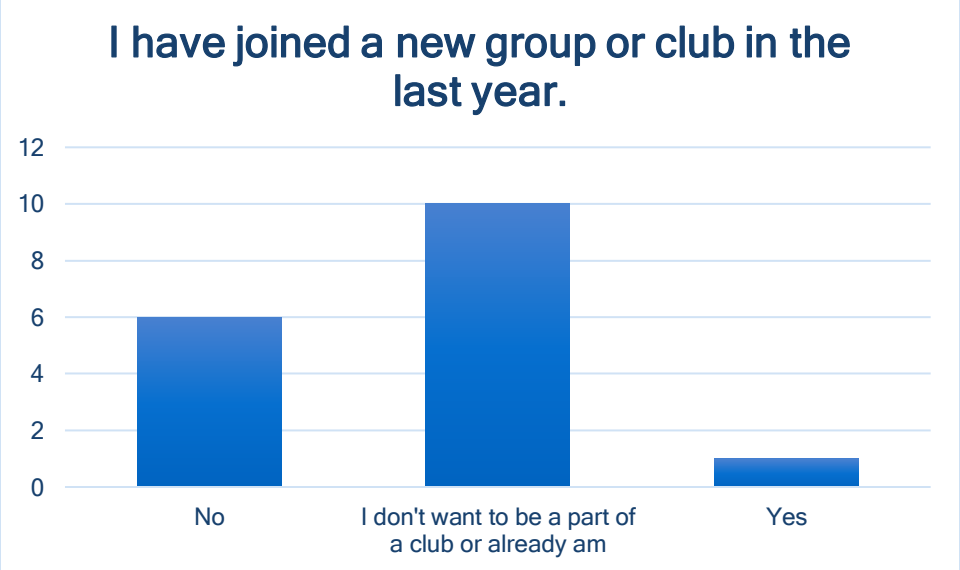

I participated in paid employment for at least 6 months during the last year.
9
8
7
6
5
4
3
2
1
0
No but I would like to
I don't wan't employment
Yes

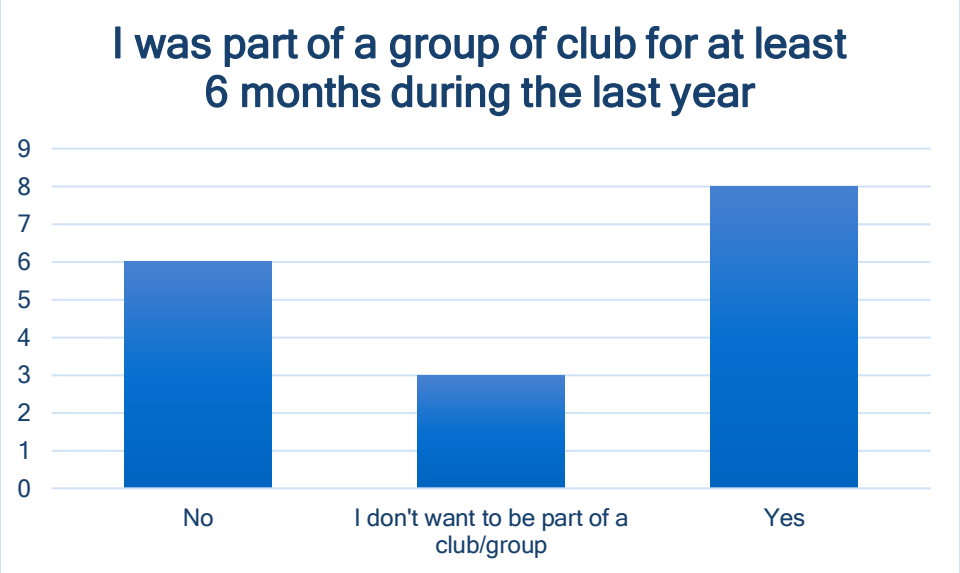

I would like to (or already have) a volunteer position.
12
10
8
6
4
2
0
No
Yes


I have found a new volunteer position in the last year.
14
12
10
8
6
4
2
0
No but I would like to
I don't want a volunteer position or already have one
Yes


I held a volunteer position at least 6 months during the last year.
12
10
8
6
4
2
0
No
I don't want a volunteer position
Yes


I would like to be (or already am) part of a club or other community group.
16
14
12
10
8
6
4
2
0
No
Yes


I have joined a new group or club in the last year.
12
10
8
6
4
2
0
No
I don't want to be a part of a club or already am
Yes


I was part of a group of club for at least 6 months during the last year
9
8
7
6
5
4
3
2
1
0
No
I don't want to be part of a club/group
Yes

Human Resources Report

The annual Human Resources (HR) Report for It's My Life Kamloops Society (IMLKS) describes the human resources component of the work that we do and how it impacts our ability to achieve our mission. The report outlines trends and changes made to HR practices and sets goals for improvement for the year to come.

This report covers the period from January 1, 2023 – December 31, 2023.

Employee Compliment

The employee compliment can vary throughout a year based on the number of persons served, their support needs and seasonal requirements for backfill staff (for example during cold and flu season and summer holidays).

Our goal for our employees is for them to assist the persons 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.

Sourced from payroll records, on January 1st 2022, IMLKS had:
29 regular (non-casual) employees including 4 management staff plus 14 casual employees and on December 31st, 2022 IMLKS had 27 regular (non-casual) employees including 4 management staff plus 13 casual employees. This gives an average workforce of 43.5 employees. If casual employees are excluded, IMLKS has an average workforce of 28 persons.

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 2023:

Jan 1, 2023	Dec 31, 2023	Average
4 Administrative Employees	6 Administrative Employees	5

3 Community Support Workers	3 Community Support Workers	3
20 Regular Live-In Support Workers	20 Regular Live-In Support Workers	20
13 Casual Live-In Support Workers	19 Casual Live-In Support Workers	16
0 Volunteers	1 Volunteer	.5
43 Employees total	49 Employees total	46

IMLKS has grown in comparison to the previous Year…

Jan 1, 2022	Dec 31, 2022	Average
4 Administrative Employees	4 Administrative Employees	4
2 Community Support Workers	3 Community Support Workers	2.5
23 Regular Live-In Support Workers	20 Regular Live-In Support Workers	21.5
14 Casual Live-In Support Workers	13 Casual Live-In Support Workers	13.5
44 Employees total	43 Employees total	43.5

There has been a noticeable increase in time off requests and sick days during 2023 resulting in a greater need for casual staffing. Additionally, an effort was made to secure a greater team of casual workers in light of the evident increase in turnover that became prominent in 2022. Another reason for the increased need in casual employees is due to the demographic of applicants for casual positions being predominantly student who have limited availability. Having a larger pool of casual employees increases our ability to backfill shifts when an employee is absent.

Due to the increase in turnover and hiring, Service Coordinators are spending more time orientating and training new employees. The number of experienced and qualified job applicants has significantly decreased in light of the ongoing worker shortage within the community. Thus, Service Coordinators must spend extra time training, mentoring and supervising their employees. In order to accommodate this, another Service Coordinator was hired to ensure Service Coordinators are able to focus their time and attention on this increased demand.

The increase in turnover has resulted in an increase in time spent on recruitment, hiring, onboarding, benefits administration, performance management and offboarding by the HR Manager. Therefore, Its My Life Kamloops Society has also created a permanent Administrative Assistant Position to support the Human Resources Manager with this increased demand.

A TRU Law student approached IMLKS seeking a volunteer position. IMLKS was able to utilize her with regular administrative functions like Journal Entries as well as odd errands like assisting persons served with grocery shopping when they are unable to go themselves.

Recruitment and Retention

IMLKS is committed to employing and retaining the most qualified candidates that suit the needs of the persons served and their families. We aim to select applicants who share the same values, vision, philosophy and practices of our organization.

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

During 2022 IMLKS held in-person interviews with an optional mask policy and offered virtual interviews via Zoom to accommodate those who felt more comfortable interviewing from a distance.

WHO WAS HIRED IN 2023?

46 EMPLOYEES and 1 VOLUNTEER
11 FULL TIME EMPLOYEES
1 PART TIME EMPLOYEE
30 CASUAL EMPLOYEES
1 SERVICE COORDINATOR
2 ADMINISTRATIVE ASSISTANTS
1 VOLUNTEER

Approximately 39% of the applicants interviewed became successfully employed with IMLKS.

In 2022, according to the Human Resources 'Record of Interviewed Candidates Spreadsheet', approximately 132 interviews were scheduled, 112 of them showed up and 52 of the applicants became successfully employed with IMLKS. 12 applicants were offered employment but did not accept.

Comparison to previous years

Year	Interviews Booked	No Shows	Declined Positions	Successful Applicants
2019	77	5 (6.5%)	4 of 23 offers (5%)	19 (17%)
2020	59	2 (3.4%)	7 of 27 offers (26%)	20 (34%)
2021	76	9 (12%)	6 of 39 offers (15.4)	33 (43%)
2022	132	20 (15%)	12 of 66 offers (18%)	52 (39%)
2023	151	18 (12%)	5 of 51 offers (9.8 %)	46 (30%)

Due to ongoing high turnover rates, the Human Resources department was under extra pressure to fill positions. Evidently, this resulted in a 14.4 % increase in interviews booked and an upward trend in hires over the years since 2012 (2023 saw a slight decrease relative to 2022).

The quantity of experience/qualified applicants also presents an ongoing risk. Due to the lack of qualified applicants, IMLKS is forced to offer positions to less skilled/qualified workers which may be a factor contributing to higher turnover. The reduction in qualified hires has put more pressure on Service Coordinators and the HR Manager to ensure employees who are new to the workforce, Social Services sector or to Canada in general receive extensive onboarding, training and support.

Job Satisfaction

During 2023, IMLKS advocated for more funding in order to increase wages to allow the agency to attract and retain qualified employees. Towards the end of

2023, all positions were starting at higher rates, which is likely the cause for 8.2% fewer declined offers in 2023 relative to 2022.

IMLKS Had the following hires in 2023:

Regular Live-In Support Worker	11
Casual Live-In Support Worker	30
Community Support Worker	1
Administrative Assistant	2
Service Coordinator	1
Volunteer	1

Recruitment and retention of qualified employees has become an increasing challenge. Research has indicated that Canada has been seeing declining reproductive rates over many years and the COVID-19 Pandemic caused a large portion of the Baby Boomers generation to retire early. This in conjunction with a large portion of our population (the Baby Boomers) who are aging and a Mental Health Crisis post Pandemic has created a greater demand for jobs in the Health Care and Social Services Sector.

As always, we are competing with other employers in this sector (Long term care facilities, the hospital, the Women's Shelter and other Community Service Providers. Many of these employers have expressed similar struggles with recruitment and retention. The ease of gaining employment elsewhere has made retention much more challenging. To help promote stability, IMLKS has implemented a Health and Wellness program, offered more competitive wages and increased flexibility for employees.

Employee Turnover

Staff turnover has been an ongoing risk for IMLKS. Every time an employee leaves our organization, the persons served has 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. To better target where we can focus our attention in regards to reducing turnover, IMLKS has analyzed turnover in the following areas for 2023:

Area of Interest	Respective terminations/average population	Turnover Rate

Total turnover across the workforce (using an average workforce of 46 employees)	53/46	115%
Turnover among Regular employees (including management) across the entire workforce	16/46	35%
Turnover among Regular Full Time and Part Time employees (including management) as a percentage of regular staff	19/28	68%
Percentage of annual Turnover for Casual Employees	30/16	186%
Percentage of annual Turnover for Regular Live-In Support Workers	15/20	75%
Percentage of annual Turnover for Community Support Workers	4/2.5	160%
Percentage of annual Turnover for Administrative Employees	1/5	20%

Previous Year's results for comparison

Area of Interest	Respective terminations/average population	Turnover Rate
Total turnover across the workforce (using an average workforce of 43.5 employees)	42/43.5	92%
Turnover among Regular employees (including management) across the entire workforce	28/43.5	64%
Turnover among Regular employees (including management) as a percentage of regular staff	28/28	100%
Percentage of annual Turnover for Casual Employees	20/13.5	148%
Percentage of annual Turnover for Regular Live-In Support Workers	20/21.5	93%

Percentage of annual Turnover for Community Support Workers	1/2.5	40%
Percentage of annual Turnover for Administrative Employees	0/4	0%

As can be seen in the chart above, casual employees contribute to the majority of IMLKS's turnover. Due to the nature of the position (inconsistency of shifts) these positions have been predominantly filled by students or persons seeking short term employment. Often casual employees leave their positions to obtain full-time positions elsewhere. According to exit interviews, reasons given by casuals who have resigned are predominantly due to getting another job with more consistency or a change in course schedule/focus on school.

Comparison of overall annual turnover rates (excluding casual staff) as a percentage of the average total workforce:

Year	Turnover Rate
2019	38%
2020	40.7 %
2021	29%
2022	64%
2023	35%

In 2020 a significant number of employees left the workforce due to the pandemic, contributing to the second highest turnover rate in the last 4 years. In 2021, the overall turnover rate (excluding casuals) rate was 29% and in 2022 the overall turnover rate (excluding casuals) was 64%. This is a significant increase from the prior year and an all-time high but aligns with socio economical trends in the labour market for 2022. In 2023 we saw a significant decrease (29% less turnover is permanent/consistent positions). This is likely attributed to the increase in pay and better benefits package that was offered to regular staff in 2023 (these were areas of improvement identified in the 2022 Employee Survey).

Community Support Workers saw the second highest turnover rate across all positions. All CSW's that resigned, left due to completing their schooling and gaining employment in their field of study or because they got accepted into schooling that conflicted with their work schedules. This is the nature of part

time community Support Worker Positions as it the demographic of candidates who apply for these positions are typically individuals who are in the early stages of their career.

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. In 2022, compensation and benefits were a predominant area for improvement identified by our Full-Time Live-In Support Workers. As mentioned above, IMLKS improved the compensation and benefits package as is happy to see the turnover rate for for Regular Live-In Support Workers drop from 93% to 75%. These are the employees who have the biggest impact on the day to day lives of the individuals we support and therefore, this is where consistency and stability are most important.

Policies and Procedures

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.

Benefits

IMLKS cares about the wellbeing of its team members. In 2023 IMLKS provided eligible full-time employees with a Full benefits package (including extended health, dental, vision, LTD, Life Insurance and ASI), Municipal Pension Plan, Employee and Family Assistance Plan as well as a Health and Wellness fund.

Orientation and Training

Training and orientation of 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 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 by employees.

During 2023, employees communicated that orientation day was overwhelming due to the amount of information that is reviewed on the first day. In response, the HR manager developed an “At-Home” Orientation package that employees are paid to review and complete from home prior to orientation. This has been an effective solution that has reduced the time the HR Manager spends orientating new hires in the office and has resulted in better retention of information.

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. Employee participation in training is tracked by the HR Manager and Service Coordinators. There may be omissions to the number of training events if the information was not passed on.

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 with and supporting persons of diverse backgrounds, races, ethnicities, cognitive styles and ages.

Community Partnerships

IMLKS works collaboratively with the following community organizations:

- HSCL
- TRU
- Indeed
- Kamloops Society for Community Inclusion
- Simply The Best Thrift Store
- TOCSC
- New Horizons
- Kamloops Shopping for Seniors
- Alzheimer's Society
- BC CEO Network
- Canada Summer Grant Program
- Handy Dart
- People in Motion
- Brock Senior's Centre
- Kamloops Home and Community Care
- DDMHS
- Caya

Health and Safety

Health and Safety is a priority to IMLKS and the organization aims to go above and beyond in providing a safe work environment.

Employee Injuries

During this reporting period there has been 0 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.

Near misses are reported by employees so we can investigate and the Health and Safety Committee and ensure measures are in place to prevent similar instances from occurring.

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

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 five Health and Safety appointed officers (2 employer representatives plus one alternate and 1 employee representative plus one alternate) 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.

COVID-19

COVID-19 affects everyone in different ways (mentally, socially, physically and spiritually).

Most infected people will develop mild to moderate illness and recover without hospitalization. However, IMLKS supports immunocompromised individuals and recognizes our responsibility to take extra precautions to keep these individuals safe.

COVID19 triggered early retirement for many of the Baby Boomers Generation which made up a large percentage of our workforce. This loss of experienced workers resulted in unprecedented hiring and retention struggles which created further concerns regarding burnout, understaffing and a large portion of our workforce being new and inexperienced. Furthermore, IMLKS has relied heavily on immigrant workers to fill a large portion of positions. As a Health and Safety precaution, IMLKS has focused on comprehensive orientating, training,

competency evaluations and oversight to ensure the safety of the people we serve and those who work as part of our team.

To reduce the spread of COVID-19, IMLKS continued to enforce a mask and vaccination policy; provided high quality PPE including fitted N-95 masks; isolated staff to as few worksites as possible; enforced regular sanitation of hard surfaces and commonly used objects and held virtual meetings as opposed to in-person where possible.

DEMOGRAPHICS OF PERSONS SERVED

IMLKS provided service to 17 diverse individuals in 2023

Religion	Number of Person Served
Baptist	2
Lutheran	1
Unidentified	13
Catholic	1

First Language	Number of Person Served
English	15
French	2
Other	0

Age	Number of Persons Served Receiving Service
19 – 29	3
30 – 39	3
40 – 49	4
50 – 59	1
60 – 69	5
70 – 79	0
80 – 89	1

Ethnicity	Number of Person Served
Irish	1
Caucasian	11
First Nations	1
Metis	1
South African	1
European	1
French Canadian	1

Gender	Number of Person Served
Male	8
Female	9
Gender Diverse	0

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 supported individual'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
- relationship building
- assistance with financial decisions
- working towards achievement of meaningful goals

Art on showcase in the office, created by one of our own persons served

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

Domains

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, and Work.

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

SUPPORTED LIVING/ COMMUNITY INTEGRATION						
EFFECTIVENESSS	Objective	Indicator	Who Applied To	Performance Goals for 2023	Actual Results for 2023	Goal for 2024
	Persons served have meaningful roles in community	% of persons served that maintain employment for 6 months or more.	All persons served who indicated they wanted paid employment.	50% or more	33%	50% or more
		% of persons served that obtained new employment positions within the year.	All persons served who indicated they would like to obtain new employment.	20% or more	11%	15% or more
		% of persons served that maintain volunteer positions for 6 months or more	All persons served who indicated they wanted to volunteer.	70% or more	71%	75% or more
		% of persons served that obtained new volunteer positions within the year.	All persons served who indicated they wanted to find new volunteer positions in 2023.	50% or more	60%	65% or more
		% of persons served that were part of a club, team or group of interest for 6 months or more	All persons served who indicated they wanted to be part of a club, team or group of interest.	90% or more	53%	60% or more
		% of persons served that joined a new club, team or group of interest within the year.	All persons served who indicated they wanted to join a new club,	20% or more	13%	20% or more

			team or group of interest.			
EFFICIENCY	Objective	Indicator	Who/What Applied To	Performance Goals for 2023	Actual Results for 2023	Goal for 2024
	Minimize the need of Service Coordinator direct support fill in/ coverage	The % of funded Supported Living and CI hours that were worked by management due to staffing shortages	All funded hours less any refused or declined hours of support	Less than .10% of Supported Living Hours and less than 2% of CI Hours	.5% of Supported Living Hours and 1% of CI Hours	Less than .010% of Supported Living Hours and less than 2% of CI Hours
	Maximize the amount of individual planning meetings	% of persons served that had an annual planning meeting within the calendar year	All persons served	95%	100%	95%
ACCESS	Objective	Indicator	Who Applied To	Performance Goals for 2023	Actual Results for 2023	Goal for 2024
	All persons served understand their rights and responsibilities	% of person served that receive internal rights training	All persons served who have been in service for 6 months	100%	100%	100%
STAKEHOLDER INPUT/ SATISFACTION	Objective	Indicator	Who Applied To	Performance Goals for 2023	Actual Results for 2023	Goal for 2024
	Persons Served cultural and spiritual beliefs are respected	% of persons served that indicate they feel staff 'Always' respect their cultural and spiritual beliefs	All persons served who completed the survey	80%	81%	85%
	All stakeholders feel that supported individual's is treated with respect	% of stakeholders who indicate that they agree or strongly agree that their family member is treated with respect.	All stakeholders who completed the stakeholder survey	90%	100%	90%

	Persons Served are given opportunity for choice. Persons Served feel listened to.	% of persons served that indicate they are given the opportunity to make their own choices 'Always' % of persons served that indicate they Always' feel listened to '	All persons served who completed the survey All persons served who completed the survey	80% 80%	88% 94%	90% 95%
BUSINESS FUNCTION	Objective	Indicator	Who/What Applied To	Performance Goals for 2023	Actual Results for 2023	Goal for 2024
	All Employees participate in an Opportunity for Growth & Development Reduce turnover Utilize all funded hours	% of Employees that have participated in an opportunity for growth and development % of regular staff that leave the organization in this reporting period % of Persons Served whose funded hours are fully utilized (excluding unused hours due to persons served unavailability)	All employees All non-casual employees All funded hours for all persons served less any hours persons served declined support	75% 25% or less 97% or more 100% Supported Living Hours	%80 35% 96.40 % Community Support Hours 97.10% Supported Living Hours	%80 30% or less 97% or more 97% or more

SECTION 2: ANALYSIS OF PERSON SPECIFIC EXTENUATING AND INFLUENCING FACTORS

A. DEMOGRAPHIC FACTORS	Categories		Results
	AGE	19- 29 YEARS 30- 39 YEARS 40- 49 YEARS 50-59 YEARS 60- 69 YEARS 70-79 YEARS OVER 80 YEARS	18% 18% 24% 6% 30% 0% 6%
	FIRST LANGUAGE	ENGLISH FRENCH OTHER	88% 12% 0%
	GENDER	FEMALE MALE DIVERSE	53% 47% 0%
	COMMUNICATION	VERBAL NON-VERBAL/OTHER	82% 18%
	ETHNICTY	IRISH CAUCASION ABORIGINAL SOUTH AFRICAN FRENCH CANADIAN EUROPEAN	6% 65% 12% 6% 6% 6%
	RELIGION	BAPTIST LUTHERAN CATHOLIC NOT IDENTIFIED	12% 6% 6.% 76%
B. BARRIERS TO OUTCOMES	MOBILITY	USES A MOBILITY DEVICE DOES NOT USE MOBILITY DEVICE	41% 59%
	TRANSPORTATION	OWN VEHICLE RELIES ON SUPPORT WORKER VEHICLE RELIES ON PUBLIC TRANSPORTATION DUE TO MOBILITY DEVICE	18% 70% 12%
C. SEVERITY FACTORS		DEVELOPMENTAL DISABILITY DUAL DIAGNOSIS	%100 %76

RESULTS FROM DATA

	2022	2023
EFFECTIVENESS % of persons that held paid employment position for at least 6 months within the year	**50%**	**33%**
% of persons that held volunteer positions for at least 6 months within the year	**50%**	**71%**
% of persons served that were part of a club or membership within a year for at least 6 months within the year	**54%**	**53%**
EFFICIENCY % of funded Direct Support Hours provided by Management due to Staffing	**.9% of Supported Living 1% of CI Hours and**	**.5% of Supported Living Hours and 1% of CI Hours**
% of persons served that had an annual planning meeting within the calendar year	**100%**	**100%**
ACCESS % of person served that received internal rights training	**100%**	**100%**
STAKEHOLDER FEEDBACK % of persons served that feel their staff always treated them with respect.	**100%**	**81%**
% of stakeholders who indicate that they agree or strongly agree that their family member is treated with respect.	**100%**	**100%**
BUSINESS FUNCTION All Employees participate in an Opportunity for Growth & Development	**71%**	

Reduce turnover	**64%**	**35%**
Utilize all funded hours	**95.6 % Community Support Hours** **100% Supported Living Hours**	**96.40 % Community Support Hours** **97.10% Supported Living Hours**

Interpretation of Data

Effectiveness

In 2023, 9 individuals were interested in having employment, 7 were interested in volunteering and 15 wanted to be part of a group, team or other membership. This is a significant increase in interest in community participation relative to 2022. This is most likely attributable to decreasing fear related to the COVID-19 pandemic.

The percentage of persons served who held employment for 6 months in 2023 saw a 33% percent decrease, however, the population that were interested in employment increased drastically from only 6 in 2022 to 9 in 2023. During 2022 and 2023, the same number of individuals (3) held employment for at least 6 months suggesting that the individuals newly interested in seeking employment may not have had sufficient time to find the right employment at the time of the survey. We hope to see those individuals seeking employment achieve their goals in 2024.

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, medical conditions, mobility, transportation and dual diagnosis have made finding employment a greater challenge for persons trying to find employment.

Additional barriers that we should note are:

- the level of understanding a person served has of what employment/volunteering is
- potential employers' acceptance and understanding of persons served

- staff's willingness to dream big and recognize the person they are supporting has gifts, talents and abilities that have yet to be discovered
- COVID-19 restrictions

IMLKS continues to offer training opportunities to staff and persons served about the benefits in finding meaningful work/roles such as Janet Klees' framework of Socially Valued roles.

Of the 7 individuals who are interested in volunteering, 5 were able to do so for 6 months or more in 2023. This is a 21% increase from 2022 and is likely a reflection of the reduction in COVID-19 restrictions affecting persons served.

Of the 15 individuals who are interested in being a member of a club, team or other membership, 8 were able to do so in 2023. In 2022 8 persons served were able to volunteer for at least 6 months, however, only 13 persons served were interested in volunteering.

We are happy to see increased interest in community participation among persons served. Having employment or a non-paid role allows individuals to feel valued, contribute to society, gain experience and the opportunity to build relationships, in addition to earning a pay cheque (if employed).

In 2023, IMLKS participated in a 3-day virtual SRV workshop. For 2024 IMLKS's goal is to continue to teach employees the importance of socially valued roles and teach Direct Support Staff the skills to encourage and support persons served to find and explore new roles in community.

Efficiency

IMLKS is continually looking at ways to reduce the need to have Service Coordinators provide direct coverage as this takes them away from their regular Supervisory duties. Having natural support systems, family involvement and increasing staff retention are a few ways IMLKS aims to become more efficient in this. The percentage of Direct Support provided by Service Coordinators saw a decrease in Supported Living and remained the same for Community Inclusion. Having an increased team of casual Support Workers is likely what helped reduce the need for Managers to cover shifts in Supported Living.

Reduced turnover relative to 2022 is likely also a large contributing factor, reducing the need for backfill.

Every year IMLKS aims to ensure all supported individuals receive 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 2023, IMLKS was able to achieve this goal.

Service Access

IMLKS believes every person served should receive rights training in a way that works best for them. This ensure they are able to learn/review information supports them to be aware of their rights and safeguards and, have the ability to advocate for themselves when necessary.

IMLKS has found that all persons served learn differently and different setting allow them to feel more comfortable. As such, IMLKS has created resources that allow Service Coordinators and Support Workers to review Rights and Responsibilities with persons served as often as the person may need in the setting that works best for them. To ensure this is done at least annually, Service Coordinators review and discuss these materials with persons served once a year. This was a big success for 2023 as rights training had been challenging in prior years due to several barriers including resources and COVID-19. Finding a solution to this was a goal outlined in the 2022 Outcomes Measurement Report.

Feedback/Stakeholder

Some persons communicate non-traditionally; they may not speak, write or read. Therefore, staff and IMLKS obtain persons served feedback by listening to the person's communication styles, body language and using their knowledge of the person, in addition to completing formal surveys.

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.

That being said, formal surveys must be taken with a grain of salt due to communication barriers, comprehension levels and behaviors of persons served. For example, one person served gave responses with a sense of humor as they were not able to understand the serious nature of gathering person served feedback. As with any survey, responses may be biased or reflect heavily on the emotions the respondent feels at the time of survey rather than the year that is being reflected on.

An important goal is for persons served to always feel respected and listened to by the agency. IMLKS will continue mentor and train our employees to develop the skills necessary for persons served to feel heard and respected.

BARRIERS AND EXTENUATING OR INFLUENCING SEVERITY FACTORS

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 and community inclusion a greater challenge for persons served. As well as community perceptions and the stigma surrounding diverse abilities.

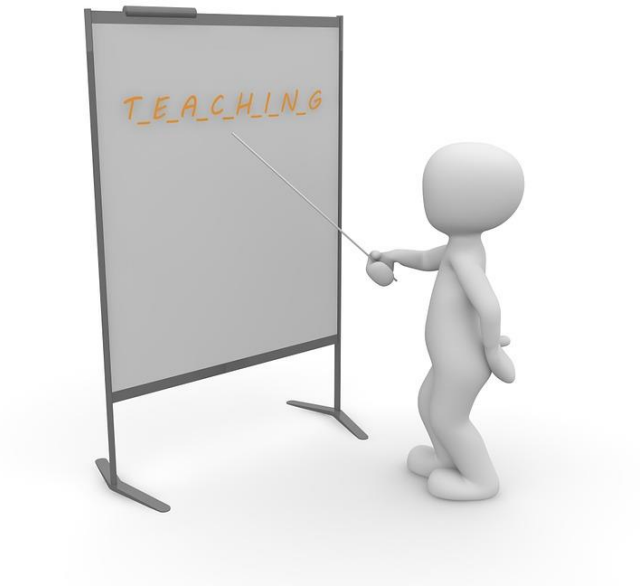
Business Function

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 2023:

- 33 employees participated in Seizure Training
- 16 employees participated in Catheter Training
- 13 employees participated in Manual Dis-impaction Training
- 16 employees participated in Ostomy Training
- 16 employees participated in G-Tube Training
- 5 employees recertified First Aid Training through IMLKS

- 2 employees participated in EAO webinars
- 4 employees participated in CPHR Webinars



- 74 employees participated in Medication Training (new staff and annual re-testing)
- 13 employees participated in stoma digitization and catherization training
- 9 employees participated in Wound Care Training
- 12 employees participated in HSCL in Service Training Nutritional Recommendations with respect to Diabetes Training
- 9 employees participated in Epi Pen Training
- 47 employees participated in Dementia Training
- 16 employees participated in MANDT Training
- 1 employee participated in Employer Operations BC Pension Corp Webinars
- 4 employees participated in CPHR Webinars
- 2 employees participated in EAO webinars
- 43 employees participated in CLBC Privacy and Information Management Training

(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-hour shifts, it can make it difficult for all employees to attend the training events. IMLKS has explored creative ways to provide flexible and accessible training such as by webinar and online resources.

For example, the Alzheimer's Society provides weekly webinars related to supporting individuals with dementia and understanding the disease.

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

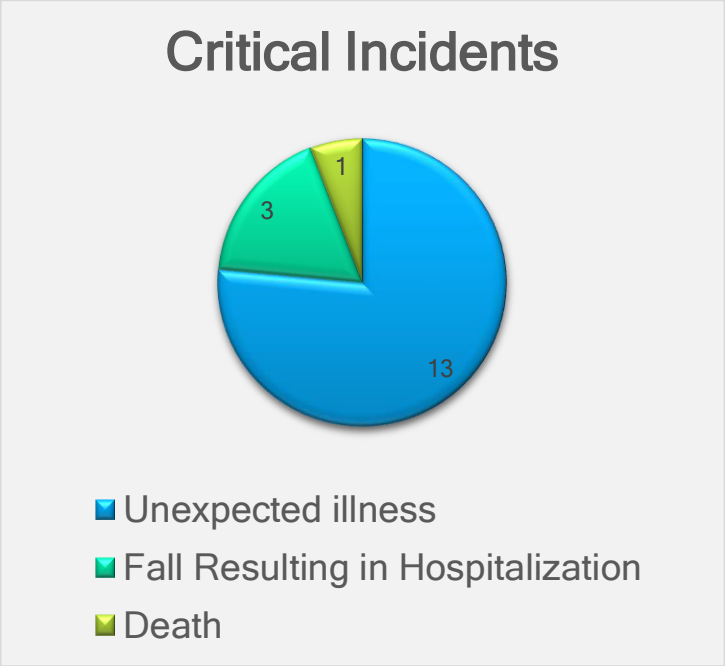
Continuing to utilize all funded hours, will remain an ongoing goal for IMLKS. We want the 17 persons supported through our organization to be the most successful and independent they can be in life, and are committed to providing the maximum amount of support we can to help persons served achieve this success

Incidents

The majority of the IIRs are related to fall, aggression or self-harm

Incident Reports, Medication Errors, Workplace Injuries and Critical Incident Reports are tracked for follow-up. In 2023, the following incidents occurred:

- 17 Critical Incident Reports (CIR) completed (compared to 19 in 2022)
- 58 Internal Incident Reports (IIR) completed (compared to 101 in 2022)
- 37 medication errors (compared to 34 in 2022)
- 3 Workplace Injuries (compared to 0 in 2022)



Critical Incident Reports

There were 17 critical incident reports in 2023 (compared to 19 in 2022). 13 were for unexpected illness (compared to 18 in the previous year) 3 were for falls resulting in hospitalization 90 in 2022), and 1 was for the death of a person served (1 in 2022). 100% of incidents received followed-up and were reported to CLBC accordingly.

IMLKS saw an 11% decrease in CIR's from 2022 to 2023. The majority of these were a result of uncontrollable health issues. It continues to be a goal for IMLKS

to decrease the number of CIRs. IMLKS works with individuals who have complex medical care needs and through continued partnership with HSCL and physicians we have worked to decrease these critical incidents. In 2022, we saw a large number of hospitalizations due to illness as a handful of individuals had ongoing medical conditions. Although most hospitalizations are unpreventable, IMLKS is happy to report that the individuals suffering ongoing illnesses recovered during 2023 and as a result we are able to report fewer hospitalizations for 2023. The death that occurred was a result of natural causes and was unpreventable. Two of the falls resulting in hospitalization were seizure related and thus uncontrollable. The third was preventable and as a result, Service Coordinators provided extra training to prevent a similar situation from happening again.

Internal Incident Reports

IMLKS saw 43% fewer IIR's in 2023 compared to the previous year. The majority of the IIRs are related to Self-Injurious Behavior and Aggression in 2023. In 2022, the majority of IIR's were related to falls (45) so IMLKS is happy to report only two IIR due to falls in 2023. The significant number of falls in 2022 was related to an individual suffering health complications who has now recovered and was provided mobility devices to prevent falls on days where the individual is not as steady.

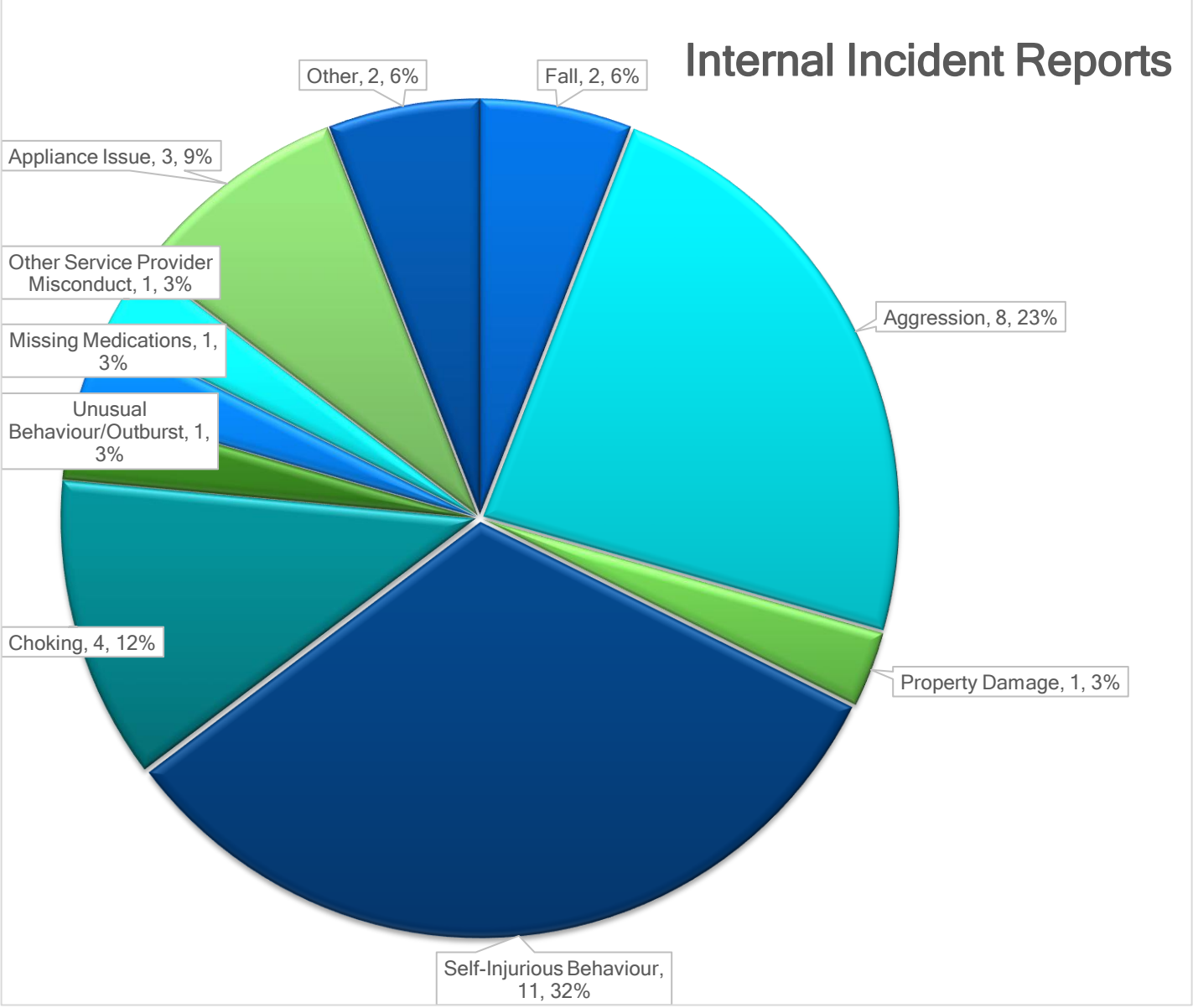
In 2022 IMLKS reported 34 incidents of Self-Injurious Behaviour compared to only 11 in 2023. This is a result of consistent full-time staff working with an individual who turns to self-injurious behaviour when anxious, uncomfortable or when staff are in his space too often (all of which are symptoms of inconsistent/new staffing).

Incidents of Aggression doubled from 4 to 8 in 2023. The most probable explanation for this would be a high level of casual staffing and thus training going on in the home of the individual who had the majority of the reported cases of aggression. All reported cases of Aggression occurred while a new staff was training or while the individual was being supported by a casual who was not as familiar and experienced with the person served.

The Pandemic has significantly impacted Persons Served Staff and Community Member's Mental Health. Mental Health may also be a contributing factor

leading to emotional outbursts, self-injury, aggression and service provider misconduct.

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 or MANDT training.

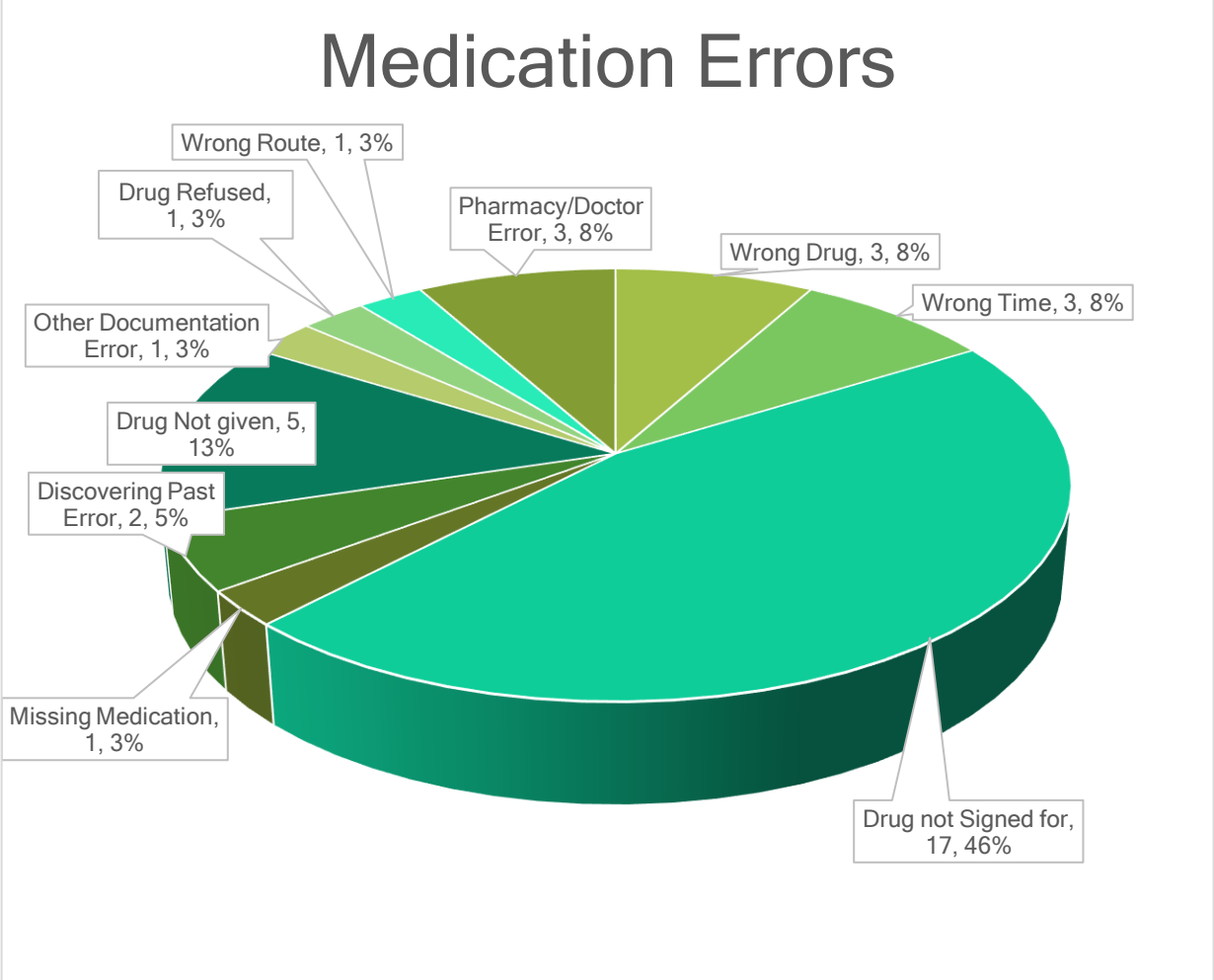


Medication Errors

In 2023 IMLKS had 37 Medication Errors (38 in 2022). Although a slight decrease, this is still high compared to pre-pandemic years (6 were reported in

2018). During orientation new employees review the IMLKS medication policy, observe and practice each individual's medication routines and are tested before administering medications and are annually re-trained thereafter. The significant increase in Medication Errors over the years is largely attributable to the significant change in workforce since the Pandemic. The majority of Medication Errors are happening with Casual Employees who are typically our least experienced and educated employees. Our casual positions are mainly filled by international students as discussed previously in this report. Although casual employees receive the same training as all other employees, language barriers, cultural differences, education and experience are all factors that impact an employee's ability to learn and retain information. Furthermore, casual employees work inconsistently in a variety of homes making it difficult to become proficient at any individual's medication routine. Most predominantly, staff are forgetting to document medications once administered with 46% of medication errors being 'Drug not Signed for'.

IMLKS will further investigate ways to reduce medication errors in upcoming years.



RECOMMENDATIONS FROM THE 2023 OUTCOMES REPORT

The 2023 goals are based on input gathered both formally and informally from employees, members of the management team, board members and other stakeholders.

Goal #1: To develop an effective and efficient onboarding process that meets the needs of all learning styles (particularly people with language barriers) to ensure employees are effectively trained while minimizing the time spent by the Human Recourses Manager at orientations.

WHY

The increase in casual staffing and seemingly correlated increase in medication errors and incidents of aggression when casual employees are working suggest

that more time needs to be taken to ensure new hires are adequately trained and supported to ensure they are able to provide the best possible care. The increase in need for casual employees (who have a high turnover rate) has increased the number of orientations being conducted by the HR Manager. Thus, a streamlined process where new hires can complete most of their onboarding forms and reading from home would reduce the time spent by the HR Manager and allow each new hire to complete their onboarding training at their own pace.

Employees indicated that orientation day is overwhelming and it becomes difficult to retain information towards the end of the day due to the amount of information that is learned/reviewed. Thus, IMLKS has decided that the orientation will be broken up into tree phases:

1. The 'At-Home Orientation'
2. The 'In-Office Orientation'
3. Service Coordinator Orientation

ACTION PLAN

The ED, HR Manager and Service Coordinators will collaboratively review and revise the Orientation checklist, adding any training that would aid new hires to understand protocols and procedures. Any unnecessary training will be removed to ensure valuable time is not wasted on irrelevant information. All training elements will be organized according to the phase they will be completed in as outlined above. The HR Manager will be responsible for phases one and two while service Coordinators will be responsible for phase three.

Using Adobe, the HR manager will develop templates that will be sent to each new hire where they will electronically complete and sign onboarding forms and policies. An email template will be developed to send any other training materials and instructions. This email will also offer the employee the choice to complete the at-home training in the office prior to their office orientation in case they don't have access to an electronic device or need assistance with technology. The Orientation Checklist will be used to ensure nothing is missed.

Employees will complete quizzes electronically at the end of their 'At-Home' orientation to ensure understanding of the materials covered.

The 'In-Office' Orientation will provide an opportunity to review any parts of the at-home orientation where employees had questions and then will focus on any elements of the Orientation Checklist that are best discussed in person. A final Quiz will be conducted to ensure employees understood the materials covered during the 'In-Office' Orientation before they move on to the Service Coordinator Orientation where they will be trained on the specific job tasks outlined in their job descriptions, with extra focus on medication training.

Goal #2: To Increase Staff Retention Rates among casual Employees

WHY

As explained throughout this report, the need for casual staffing has become increasingly important yet Casual employees see the highest rate of turnover among all positions. Therefore, recruitment and training of casual employees monopolizes a significant portion of Service Coordinators' and the HR Manager's time. To reduce the risks and inefficiencies of constantly training new casuals, IMLKS will aim to reduce turnover among casual employees in 2024.

ACTION PLAN

1. Investigate reasons for turnover among causal staffing
   Reasons for high turnover of casual staff according to exit interviews and resignation letters:
   - Inconsistent work schedules/not enough hours
   - Focus on School/ School workload too much
   - Found employment elsewhere
   - Work/life balance

   According to the 2023 Employee Surveys IMLKS saw mostly positive responses to questions regarding compensation, benefits, work/life balance, feeling valued and enjoying coming to work. Although 67% of respondents agreed or strongly agreed that their benefits package meets their needs, 4 respondents were neutral and one disagreed. Perhaps the lower scoring responses were those of casual employees who don't receive the same benefits as full-time employees.
2. Brainstorm ideas to counteract the reasons identified in step 1
   - Improve benefits package for Casual Employees
   - Create training schedules for 2-3 months in advance so casuals know they will have training shifts if 24-hr shifts are not available
   - Create a policy that outlines which Casual employee will be offered shifts first
   - Train Casual Live-In Support Workers work as Casual Community Support Workers so they may pick up shifts on days they have classes
   - Investigate ways to make 24-hour shift schedules more flexible where possible
3. Assess ideas from step to 2 determine reasonable and cost-effective solutions
4. Implement the solutions identified in step 3

Goal #3 To increase the Time and Quality of Supervision and Support Provided to Frontline Staff by Service Coordinators

WHY

As identified in this report, the majority of medication errors and incidents of aggression occurred while Casual employees were working. Although training is the most important element in reducing the occurrence of these incidents, follow up, support and debriefing will ensure any areas for further training are identified and corrected before an incident occurs. High quality supervision and support will boost employee morale and thereby reduce turnover.

ACTION PLAN

IMLKS has hired a third Service Coordinator to reduce the workload for the two existing Service coordinators. Once fully trained, the third SC will overtake 3 Supported Living Contracts and 1-2 Community Inclusion Contracts. A lower workload will allow SC's to spend more time in the Homes and in Community observing and providing training, mentorship and support.

SC's will ensure all elements of the 'Service Coordinator Checklist' are completed in the frequency identified in the checklist. They will 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. Service Coordinators will test employees on the appropriate approaches 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); provide MANDT training to all employees who support individuals with behavioral challenges and monitor and discuss incidents as they arise.

Service Coordinators will do a minimum of 8 unannounced visits in each home annually to Safeguard Persons Served from negligence or abuse by employees. They will also check MAR sheets during these visits and medication storage and expiration dates to ensure the medication policy is being adhered to.

IMLKS will continue to ensure that all staff that work with individuals who are supported with their medications are trained annually in Medication Administration and follow the procedures and policies of IMLKS. Medication

Errors will be reviewed monthly by Service Coordinators to identify additional training needs in a timely manner.

Goal #4: Live Authentically by Our Mission and Vision Statements

WHY

IMLKS was founded in 2013 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". This will always be our goal and priority.

ACTION PLAN

IMLKS will source funding and/or grants in order to hire an administrative assistant to support the management team with their basic administrative tasks to allow them more time to focus on employee oversight and training. For example, all staff are trained to follow the shift change procedure which keeps everyone accountable for Persons Served Funds, Petty Cash, PRN counts, and MAR sheets. This helps to eliminate any recording errors and ensure that any changes in medications are communicated. Supervisors will do periodic checks to ensure the procedures are being followed and will follow up with employees to ensure they fully understand the procedure. Service Coordinators will have employees repeat information back to them to ensure the information was accurately understood.

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 participate.

In 2023, 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.

IMLKS will be dedicated to providing persons served with annual rights training internally to ensure they understand their rights.

IMLKS will seek ongoing feedback from persons served on a regular basis to ensure their satisfaction and that their needs are met. This will be complete by use of surveys, unannounced check-ins, casual conversations, and more formal conversations with persons served and their family member

Goal #5: Reduce Medication Errors

WHY

In 2023, IMLKS saw a slight decrease in medication errors relative to 2022, however, medication errors have increased exponentially since pre-pandemic times (6 Medication errors occurred in 2018 compared to 37 in 2023). Medications are a vital component to an individual's wellbeing. Medication errors present a risk to persons served that could cause negative side effects and reduce their quality of life. Thus, it is imperative to minimize medication errors as much as possible.

ACTION PLAN

Service Coordinators will focus on spending more time training new hires on medication administration. Employees must successfully complete competency-based training and skills-based training in order to administer medication. The training materials will be reviewed for improvement by the management team. The majority of the medication errors reported in 2023 were administration errors (46%) where staff forgot to sign the MAR sheet. Although there is minimal harm to the individual, documentation errors could lead to administration errors (for example receiving a second dose because the first dose was not documented).

Service Coordinators will communicate the severity of both administration and documentation errors to staff and staff will be given only one verbal warning for documentation errors to ensure they understand the seriousness of documenting medication administration.

The administration errors that were reported in 2023 were predominantly wrong medications being given or medications being given at the wrong time (each were 8% of total medication errors). Service Coordinators will focus teaching cross referencing MARS and Blister packs to ensure the correct medications are given. For employees who struggle to remember medication times, resources will be made available to support employees to remember medication administration times (ex. timers).

Service Coordinators will check MARs periodically to ensure employees dot the MAR when administering medications. Those who don't follow this protocol will be held accountable with progressive disciplinary action. When medication errors are discovered, the employee will be held responsible with appropriate disciplinary action and re-training of medication administration procedures.

Goal #6: Offer More Opportunities for Professional Development

WHY

Professional development not only benefits the agency and persons served by increasing the skills and knowledge of staff, it is also a benefit to employees. Employees feel valued when they are invested in and increased skills/knowledge contributes to confidence and motivation.

ACTION PLAN

IMLKS will focus on providing relevant educational opportunities to its employees and accommodating work schedules to maximize the level of participation. Virtual education opportunities such as webinars will be utilized so employees can participate in professional development during their scheduled shifts.

Employees will be encouraged to participate and recognized for their dedication to professional development with small gestures, wage increases and other creative ways. Some professional development will be made mandatory where the training directly impacts the support of persons served (ex. MANDT and Dementia Training)

Health Services for Community Living (HSCL) will continue to be utilized in providing external training for employees who work with individuals with complex medical needs. HSCL is involved in training whenever there is a delegation of task involved.

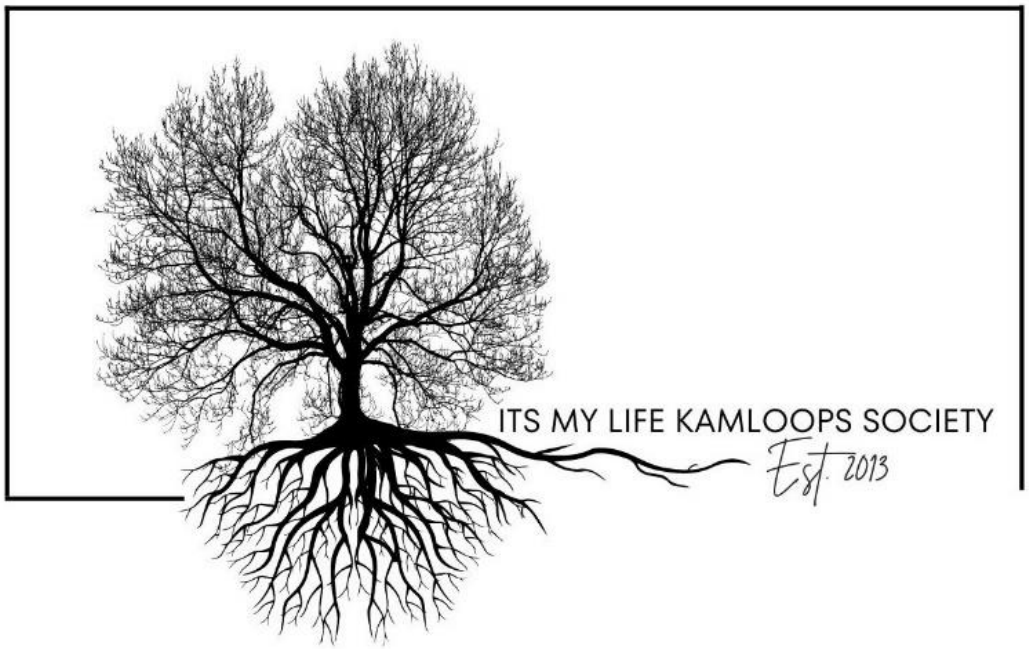
IMLKS will be committed to identifying useful and relevant training opportunities by listening to the needs of persons served and staff and monitoring trends (ex. medication errors, preventable incidents, protocols not being followed). At all training workshops IMLKS will have employees and persons served complete a feedback questionnaire to improve on future professional development opportunities offered by IMLKS.

Service Coordinators will 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. IMLKS will continue to use Janet Klees' SVR training and approaches while working with staff on developing roles for persons served.

CONCLUSION

The Outcome Management Report provides an overview of the types of services we offer, compares goal progress from 2018 to 2023, 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 provide optimal services 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