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Communicating & Understanding this Report

This report is like an evaluation. It talks about what we do and how we do it. It also demonstrates our achievements and our areas needing improvements.

Kootenay Society for Community Living (KSCL) shares this report with all our Stakeholders, via Board Meeting, AGM, Newsletter, Staff Meetings and KSCL website, as well as at both internal and external meetings of Persons Served.



CARF Accredited Programs and Services

KSCL was issued CARF accreditation based on our June 2024 survey. The three-year accreditation applies to the following programs/services: Community Employment Services: Employment Supports, Community Employment Services: Job Development, Community Housing, Community Integration, Employee Development Services, Employment Planning Services, Host Family/Shared Living Services, Services for Children & Youth: Child and Adolescent Services and Governance Standards Applied.

CARF found that KSCL demonstrates the following strengths:

- KSCL is commended for the long tenure in service of many of its staff members. This has led to a highly cohesive and highly functioning team. The work environment is very positive, and it is obvious that the staff members have a deep commitment to their work and to the individuals served.
- KSCL has a robust succession planning process. The organization has a detailed plan that follows a process in the event of a sudden absence in leadership and long-term strategies for succession in leadership.
- KSCL is commended for its outstanding approach to informing individuals served of their rights. This approach includes accessing and including the individuals served in explaining their rights on a video that is very engaging and understandable.
- The organization has a very detailed performance measurement, management, and improvement process that is a living document that is consistently applied to improve all levels of service delivery to the individuals served.
- KSCL is commended for its approach to attracting, recruiting, and retaining top talent. Further, the training and support of the staff members is competency-based to ensure that they are learning the stated objectives in support of the work they are required to do.

- The governing board for the organization is highly engaged and very committed to transparency and support of KSCL. Members of the governing board have a deep commitment to the work they are doing and how it benefits the individuals served.
- Members of the management team demonstrate that they value and truly care about the staff members. This value system was vocalized from the top leaders of the organization to staff members who have only been with KSCL a brief time. This is also exhibited by the longevity of the staff and upward mobility available to all staff members. Many staff members began as relief staff or in part-time positions and have now been promoted multiple times, some having been employed over 20 years.
- KSCL is known for developing services and opportunities for the individuals served that are meaningful, unique, and beneficial to the growth of individuals served while increasing the presence in the community and meeting the needs of the general public. One stakeholder said, "They go above and beyond to help anyone in need. It's like family."
- KSCL is dedicated to effective communication with staff members and families. The dedication and compassion of the organization is felt by the individuals served, staff members, families, and home share providers. Families reported that "KSCL listens to us, regardless of the issue. They try to make things better for everyone they are in contact with."
- The assessment tools used by KSCL are very in depth, detailed, and well developed. They clearly outline the needs, wants, and preferences of individuals served. It is clear to see that the information is used to develop individual support plans, training needs for staff regarding the specific needs of individuals served, and community involvement.
- The community is recognized as a valuable resource for the organization and the individuals served. KSCL seeks out activities and community partners to help market services and teach the community the value of each individual regardless of ability. The organization is praised for the activities that help the individual served to be a part of the community. A few of these activities are the fashion show, volunteer opportunities, and creative employment opportunities. The organization works to ensure that the individuals served attend as many community events as possible.
- The home share and residential teams are dedicated, driven, and attentive. They love what they do and feel like they "are home." KSCL recognized the need for a presence that would help staff members in more rural areas to feel like they are still close to the organization. The addition of the program coordinator position provides a member of management to be on site and give the support needed to those staff members and individuals served.
- The employment discovery process for individuals served who are seeking employment is well thought out and comprehensive. Several tools and resources are used to ensure that the team has the best understanding of what job will work best

for the individual served. The employment specialists are knowledgeable of the area and what businesses have to offer the individuals served. The practice of approaching companies to let them know what KSCL could provide has led to successful placements and strong relationships in the community. One employer stated, "I did not know I needed them until they started working here."

- KSCL is recognized for the wide array of job sites that the individuals served are working in. The employment staff looks beyond the "typical" areas where people with disabilities often find themselves working and really focuses on what the individual served wants.
- KSCL is committed to ensuring that the individuals served are able to live the lives they want to live. Extra staff member support, such as one-to-one staffing, is made available to assist individuals served who need extra supports while working in the community.
- Employers reported a high level of satisfaction with the services provided by KSCL and said that the staff members know the individuals served quite well and are really there to ensure that the individual succeeds. When new tasks are given to the individuals served, staff members from KSCL are there to help them learn the new tasks and assist in training.
- KSCL is fortunate to have a team of staff members who are committed to the organization's mission and dedicated to improving the lives of individuals served. Staff members treat the individuals served with dignity and respect and ensure that confidentiality is maintained at all times. Staff members enjoy the work they do, which is evidenced by the friendly, upbeat demeanor displayed throughout the organization. Staff members feel valued and heard by the leadership. There are many opportunities for professional growth and learning, both in and outside the organization.

KSCL has demonstrated and met a high degree of compliance in all areas of the survey. All are to be congratulated.

Where we are and where we plan to be



KSCL continuously seeks input & feedback from our stakeholders to make changes and improvements upon the services we deliver. As well, KSCL services are geared to enable the persons served to make choices and be included in their community. Here are the areas we focused on in 2024.

- Improve Communication with all stakeholders. Implementing changes for the KSCL Newsletter and gathering more emails to send this valuable resource to more families, members, individuals, worksites, and staff.
- Improve retention and recruitment. Focussed on implementing a process to do a 1-day on-boarding for new staff, so they feel more supported to become a KSCL staff member. Also implementing a Training module on our Sharevision site, for ease of completing all required training (yearly and at inception).
- Eagle Estates is almost complete and is scheduled for occupancy by March 31, 2025. There will be a review of who goes into the new Residential and applications will be taken for the 8 apartments.
- To increase KSCL’s Home Share exposure and re-focus for 23/24 on recruitment of Home Share Providers
- To ensure supports to employees with positive supports from Human Resources and team at each department.
- Completion of all goals for our expiring strategic plan and looking forward to the next overall themes for 2026-2030 strategic plan.

Financial

Revenue			Expenses		
	<u>2024</u>	<u>2023</u>		<u>2024</u>	<u>2023</u>
CLBC & MCFD	94.3%	94.9%	Wages & Benefits	85.7%	84.1%
Rent & Support	3.5%	3.6%	Program Costs	0.3%	0.3%
BCHMC	0.1%	0.1%	Operating costs	9.5%	9.0%
Other	2.1%	1.4%	Other	4.5%	6.5%

- Wages/benefits increased every Apr 1 until Collective Agreement ends March 31/25.

Demographics of KSCL

KSCL provides support to a diverse population of individuals. KSCL provides services to individuals who meet CLBC’s identified criteria of having a developmental delay (IQ of 70 or less) or youth referred by MCFD. KSCL is on CLBC’s approved bidder’s list to provide services under CLBC’s Personalized Supports Initiative (PSI). This provides services for individuals with a diagnosis of Autism Spectrum Disorder (ASD) or Fetal Alcohol Spectrum Disorder (FASD) without a

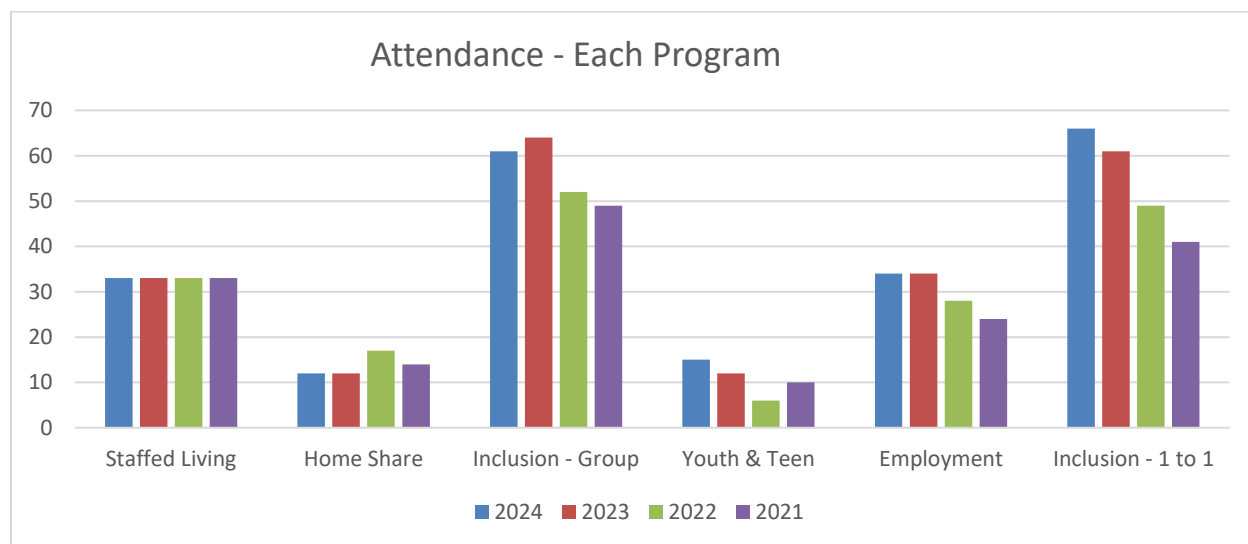
developmental delay. *NB (there is a wide range of ability and severity of symptoms with any of the identified diagnoses).*

While many of the people receiving services from KSCL recognize themselves as English Canadian, we also support people whose heritage is recorded as Russian, First Nations, Metis, Scottish, Dutch, German, and Scandinavian. KSCL values the diversity within our community which is reflective of our society. We appreciate and encourage the perspectives of all persons served, stakeholders, caregivers, and community members. KSCL aims to deliver services that are free of discrimination and harassment and accessible to those in need.

Programs Accessed by Persons Served in 2024:

As of December 31, 2024, we had **221 enrolments** in a variety of programs. However, some individuals are in more than one program and counted in each, therefore KSCL is serving **143** individuals at the end of 2024. KSCL is seeing an increase in all programs except Staffed Living (formally Residential) due to spaces available, which will change in 2025. Inclusion 1:1 & Youth/Teen programs have had the largest growth of 8% and 25%.

Staffed Living	33	Home share	12	Employment	34
Inclusion - Group	61	Inclusion - 1:1	66	Youth/Teen	15



Individuals - Exit Summary:

In 2024, KSCL had 16 individuals exit services in Castlegar, Nelson, and Creston areas. The summary for each exit is as follows:

Note: Exits are completed whenever an individual stops accessing a KSCL service type, therefore, depending on the circumstances one individual may be exiting from several programs or may be exiting from one program and entering another.

Home Share: (3 exits)

HS Nelson Area – 2 Exits

- 1 Homeshare individual requested a move and transferred into a Home Share placement in Creston.
- 1 Homeshare individual requested a move and transferred into a different Home Share placement with Nelson.

HS Creston Area – 1 Exit

- 1 individual moved to the home share but later decided it wasn't a fit and chose to move in with family.

Community Based 1-1: (3 exits)

Nelson – 1 Exits

- 1 individual moved out of service area

Castlegar – 2 Exits

- 1 individual exited due to moving out of the service area.
- 1 individual exited due to challenges with attendance and determining it didn't fit with their already busy schedule

Community Based – Adult Group: (3 exits)

Castlegar – 3 exits

- 1 stopped attending group programs due to their changing health related support needs.
- 1 individual decided the program wasn't a fit
- 1 individual moved out of the service area

Residential (0 exits)

Castlegar, Nelson & Grand Forks – there were no exits within the residential programs in 2024

Employment: (4 exits)

Castlegar – 3 exits

- 2 individual decided they wanted to take a break from finding employment
- 1 youth decided employment wasn't a fit

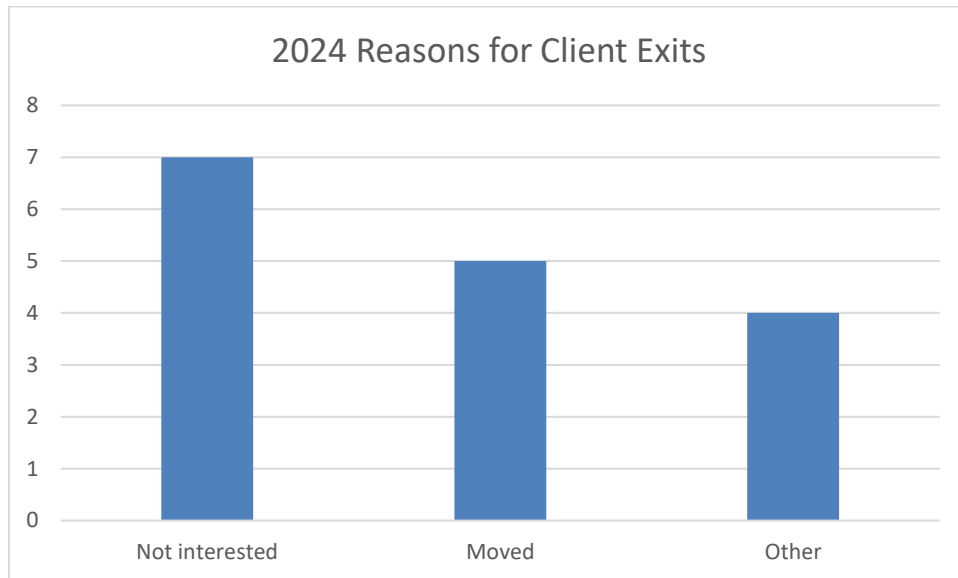
Nelson – 1 exit

- 1 individual continued support as a volunteer however didn't want to look for employment placements.

Youth: (3 exits)

Castlegar – 3 exits

- 2 individuals decided they did not want to participate
- 1 individual aged out of the program



KSCL will continue to investigate opportunities for home share placements in our communities, as well as to increase flexibility with scheduling of programs to reduce barriers. In 2025, KSCL plans to continue to support individuals with goals towards independence in areas of employment, Staffed Living, and social support.

KSCL Critical/Reportable Incident Review

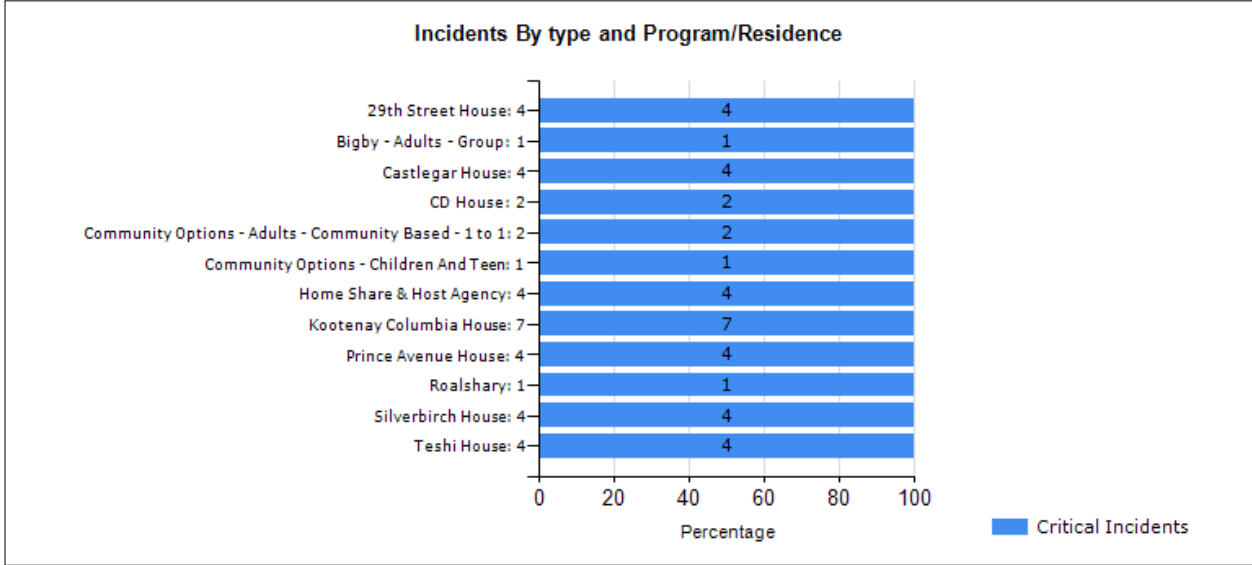
Critical Incidents:

On an annual basis all critical incidents are reviewed to identify any trends or determining factors to reduce or eliminate when possible the reoccurrence of incidents.

Definition: A critical incident is a serious or unusual event involving individual receiving services. Critical incidents are reportable not only to KSCL but are also reportable to Interior Health- our licensing body, as well as our funders- Community Living BC (for adults) or Ministry of Children and Families (for children), families and appropriate health care professionals. Situations or events that must be reported as a Critical Incident are as follows: aggression between persons in care, aggressive or unusual behavior, attempted suicide, choking (resulting in the need for first aid to be applied or emergency care), death, unauthorized use/or possession of weapons, unauthorized use/ or possession of licit or illicit substances, unexpected illness, or use of

seclusion, disease outbreak or occurrence, emergency restraint, emotional abuse, financial abuse, missing or wandering person, motor vehicle injury, neglect, physical abuse, poisoning, service delivery problem, and sexual abuse. Also, any injury, fall, medication error, or food poisoning that is resulting in the need for medical attention is also considered a critical incident.

In 2024, there were a total of 38 Critical Incidents. This is a decrease of 4 incidents from the previous year.



- Unexpected Illness (12/38)** KSCL supports a number of individuals who are medically fragile and prone to complications from illness. KSCL works diligently with our Health Services for Community (HSCL) Living nurse on ongoing health issues as well as emergent issues. Detailed Health Care Plans have been developed for individuals, and care plans as well as policies and procedures continue to be updated as needed. As the individuals’ supported by KSCL age we are recognizing an increase in unexpected illness.
- Aggressive/Unusual Behaviour (8/38)** It has been identified that individuals supported by KSCL who have been dually diagnosed —having a mental health issue(s) as well as developmental disability— have displayed an increase in probability of aggression. KSCL works closely with the Developmental Disabilities Mental Health Services (DDMHS) nurse to develop strategies and/or plans to keep staff, community, other residents, as well as the individual safe and functional. KSCL staff work with Pivot Point Behaviour Consultants to develop and provide support based on the approved behaviour support and safety plans.
- Missing/Wandering (1/38)** In 2024, there was one incident of missing and wander. This situation occurred when an individual wanted to go for a walk but didn’t communicate with the staff on site. An alarm was added to the door for a period of time so that the team could be assured they were notified if she left, in addition a easy to access bag with a phone and emergency number was provided to reduce any possible barriers and to

increase the likelihood that the individual would want to notify the staff when she wanted to go for a walk.

- **Falls (5/38)** Some of these falls were due to medical frailty and aging while others were unfortunate mishaps. Individuals who are at risk of falls are supported by the Occupational Therapist to find solutions to reduce risks.
- **Physical Abuse (0/38)** There were no incidents reported in 2024.
- **Neglect (0/38)** There were no incidents reported in 2024.
- **Disease Outbreak (1/38)** COVID-19 was a significant factor in this area. All incidents were related to COVID-19 or influenza and fortunately all individuals who became ill did not experience severe symptoms.
- **Financial Abuse (1/38)** – there was one incident in 2024 where there was a concern that an individual was being taken advantage of by a community member. The result was that there was no abuse that occurred but instead was a misunderstanding by the individual.
- **Emotional Abuse (3/38)** – there were 3 incident of emotional abuse that were reported in 2024. All incidents were investigated and two were found to be substantiated where one was unfounded. The incident that was unfounded occurred in 2023 however was reported in 2024 which was the main reason it could not be proven. Reporting emotional abuse can be a stressful task for the person who witnessed the event and therefore late reporting can occur. The recommendations of all three incidents were for further training for the staff members due to their lack of judgement related to individuals’ rights and having a clear understanding of abuse. In addition to the training provided, KSCL has increased discussions about reporting abuse at staff meetings to ensure all teams understand their responsibility to report and the steps to follow.
- **Attempted suicide (0/38)** – There were no incident of attempted suicide in 2024.
- **Death (0/38)** - no incidents of death in 2024.
- **Medication Incident (0/38)** – There were no incidents reported in 2024.
- **Motor Vehicle Incident (0/38)** -There were no incidents reported in 2024.
- **Service Delivery Problem (0/38)** - There were no incidents reported in 2023.
- **Emergency Restraint (0/38)** – There were no incidents reported in 2023.
- **Restricted Practice -CLBC (2/38)** – There were two incidents where a restrictive practice was used to prevent injury to an individual.
- **Other Injury - (5/38)** – a times injuries occur that are not a result of a fall and are not considered an illness.

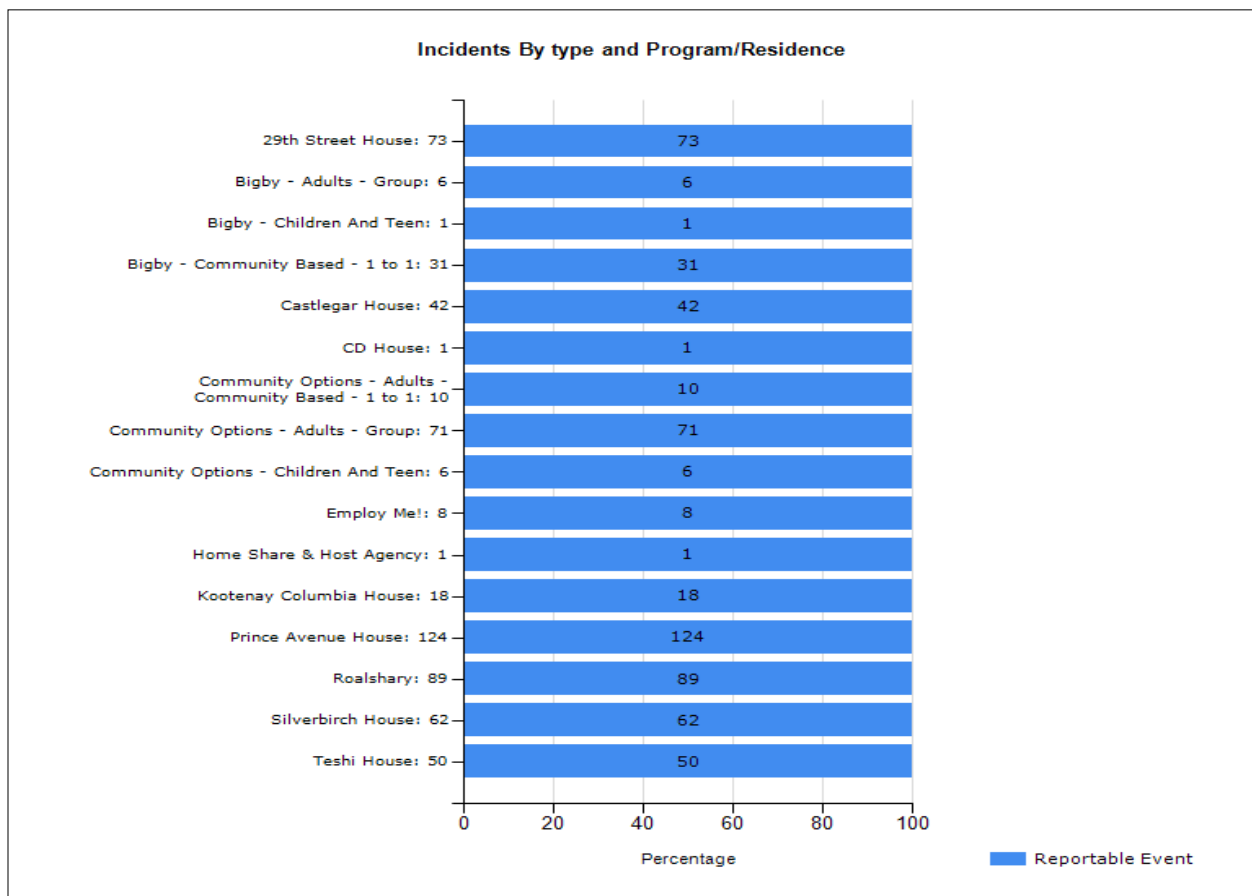
Reportable Incidents:

The Kootenay Society for Community Living uses ShareVision to track all reportable events both at the residences and day programs. Incidents are recorded and followed up with to ensure ongoing improvement in service delivery that minimizes risk to staff and persons served.

Reportable Events are internal documents used to report unusual or aggressive behaviors, medication errors, minor accidents, or unexpected events. These reports remain internal to the organization and are followed up with as needed by the Program Manager to look for areas to improve upon, which may minimize or eliminate the potential for the same incident to reoccur. These reports also enable KSCL to identify trends- both based on site and by individual.

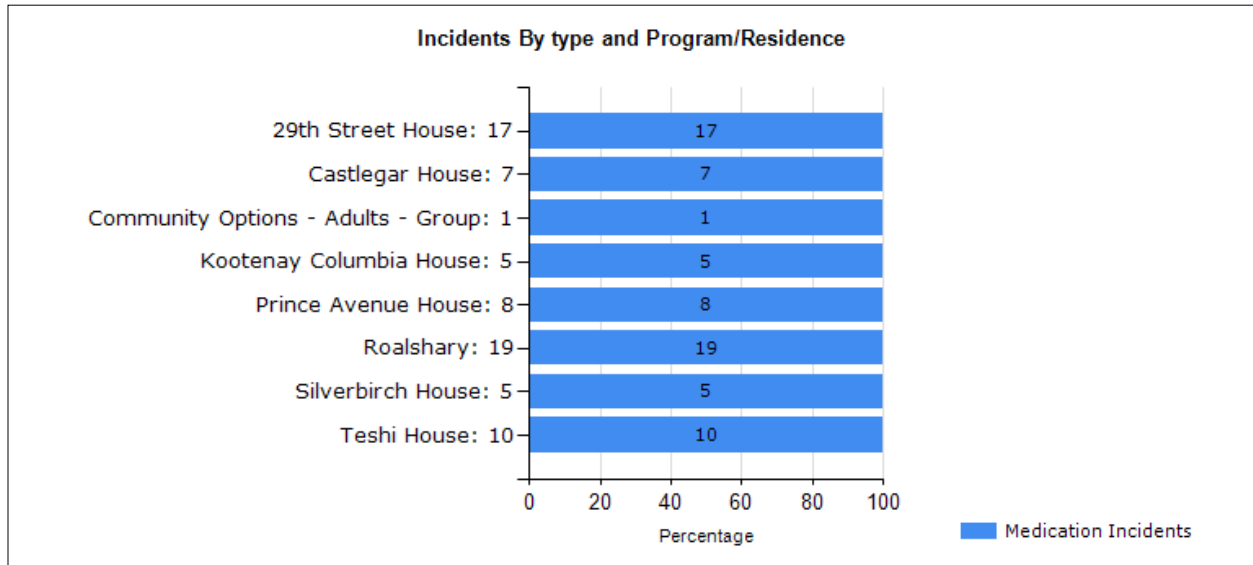
In 2024 there were a total of 593 reportable events which is an increase of 247 reports since 2023. This drastic increase in reporting is directly related to KSCL teams seeing the benefit from moving away from documenting events within the daily journal on Sharevision to recording a Reportable event. By doing so the Reportable event is discussed at the next staff meeting and preventative measures are put into practice. The shift also increases the ability to track and monitor the incidents for any trends and provide data to support professionals such as Behaviour Consultants, Doctors, Occupational Therapists, Etc.

In 2024, there was a substantially higher number of incidents at Prince and Roalshary compared to other sites. On both sites the higher number of incidents is attributed to specific individuals who struggled with daily challenges or health related needs. These individuals often require additional support strategies provided by a Behaviour Consultant or require additional assessment from the Provincial Assessment Centre. Incident report writing is a tool used to better understand the antecedents and consequences of a behaviour so that opportunities to reduce incidents can be explored.



Medication Errors:

Medication errors most often occur when policy is not followed and staff are taking short cuts. In 2024 there were 72 Medication errors reported which is an increase of 17 more incidents than in 2023.



In the last three years Roalshary and 29th st had substantially more incidents reported than other sites. At Roalshary it was recognized that errors were occurring by medications not being swallowed and then later ending up on the floor. There were also a number of signing errors. It is recognized that at both sites there is a great deal of noise and activity that occurs throughout the day which could be a contributor to lack of focus. At 29th st, the team moved their medication cupboard into the basement within the staffroom so that the staff could have a quiet space to concentrate. Unfortunately, this isn't a possibility at Roalshary.

To find opportunities to prevent incidents, it was decided at the Medical Advisory Committee meeting in 2023 that KSCL will plan for additional Medication Administration training to all the SRCW's that will be facilitated by the Health Services Community Living Nurse in 2024. Unfortunately, this did not occur due to the time constraints by the HSCL nurse.

Recommendations for 2025:

- Continue to work with Health Services for Community Living, Developmental Disabilities Mental Health Services, Pivot Point Behaviour Consultants all related medical and mental health professionals to try to reduce incidents and the need for emergency services.
- Ensure all individuals who have been identified as a risk of violence (a purple dot) that there is also a safe work procedure outlining methods for staff to follow to reduce incidents.

- Continue to promote staff training with a focus on skills that prevent incidents such as violence prevention (MANDT), person centred support strategies on Open Future Learning, Gentle Persuasion approach, identifying antecedents to behaviors, Autism, Dual Diagnosis, etc.
- Continue to promote discussion and follow up when incidents occurred to address concerns and issues specific to each site. Site staff meetings will be held monthly, or as needed, to give staff the opportunity to discuss concerns. Discussions will include incidents (Critical, Medication and Reportable) that had occurred at the site and brainstorm prevention strategies.
- In-services from various health care professionals will be scheduled at these staff meetings on an as needed basis.
- In 2024, the HR team moved to providing the initial orientation for new hires in person and there have been positive feedback with this change. In 2025, this process will continue along with encouraging SRCWs and new hires to request further orientation time if needed and not to sign off on their orientation until they are feeling confident with the expectations.

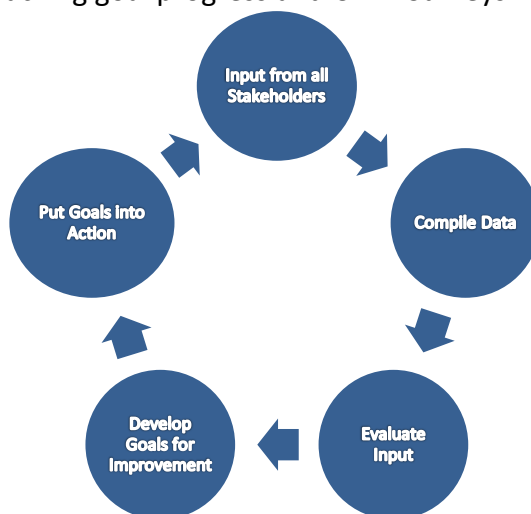
In Summary:

Incident reports are used to identify areas of improvement within our programs and residences to ensure that the health and safety of the individuals we support as well as their staff are maintained to the highest possible standard. Incident reports, both internal and critical, are followed up, and actions are taken to prevent future occurrences if possible. Outcomes may include a revision to Health Care Plans or behavior plans, reviews for medications, or staff training. Outcomes may also indicate that staff are following the PRN and Care Plan protocols as some individuals experience regular incidents that cannot be avoided or eliminated by any type of plan or intervention and just require monitoring and documentation.

When necessary, Community Living BC, MCFD, Health Services for Community Living, Interior Health, Developmental Disabilities Mental Health Services, and Pivot Point Behaviour Consultants are consulted and brought in to address issues. Changes to health care plans, behavior protocols, and program structures may also be adjusted.

KSCL Data Collection & Outcomes

The Data is collected and measured in a variety of ways including Satisfaction surveys, goal setting & feedback provided at Individual Support Plan (ISP) meetings and meetings with funders or other stakeholders, and continuous reviews of individuals' files. The data is then reviewed, and action planned through strategic planning meetings, SWOT analysis, comparison of previous goals, setting new goals, tracking goal progress and CARF Surveys.



Data Integrity of the Outcome System

We have a reliable system in place to collect, analyze, and summarize the data and an action plan to move forward. KSCL ensures the following of our data.

- **Reliability** **data** is collected consistently & can be reproduced at another time.
- **Validity** **data** measures what it intends to measure.
- **Completeness** **data** is as complete as possible.
- **Accuracy** **data** is being recorded properly with review of correctness.

Program Logic Models & Outcome Grids

The PLM acts like a map to understand how KSCL measures success for each individual goal & program. The PLM outlines the Program Plan, the Outcome and Measurement for each program. Each program has six key performance indicators;

1. Effectiveness (individual impact measures)
2. Efficiency (management measures)
3. Service Access (management measures)
4. Stakeholder Feedback/Satisfaction (Management measures)

5. Extenuating and influencing factors.
6. Business functions / and or administrative functions

Where possible and relevant, the **Objectives of the operational plan** are **linked with the 8 Quality of Life Domains** that are the basis for the Goals.

Every individual we serve, chooses specific goal(s) and desired outcomes, as their goals, within the Program they are receiving services. These 8 Domains assist in identifying what constitutes a full and purposeful life for the individuals who receive support, and for the Society as a whole.

The 8 Quality of Life Domains are:

1. Emotional Well-being – people feel happy and safe.
2. Physical Well-being – people have the best possible health.
3. Material Well-being – people manage their finances and what they own.
4. Personal Development – people can learn new things and become more independent.
5. Self Determination – people make their own choices, have desires and goals.
6. Interpersonal Relations – people have supportive relationships (emotional, physical, financial)
7. Social Inclusion – People participate and are included in their community.
8. Rights – people have rights.

KSCL Services & Programs – 2024 Outcomes

KSCL has 6 types of Programs that we gather Outcomes data for:

**Staffed Living
Employment**

**Community Inclusion – Adult Group
Community Inclusion – Adult 1 to 1**

**Home Share
Youth**

Staffed Living Programs

KSCL supports people in Staffed Residential Programs in three different communities within the West Kootenays: Nelson, Castlegar and Grand Forks. In 2024 there were five (5) Residential Programs in Castlegar serving 19 individuals. In Nelson, there were two (2) Residential programs serving 9 individuals. Lastly, in Grand Forks there was one (1) Residential Program serving 5 individuals. The following is the Outcomes Grid for all Residential Programs results for 2024:

RESIDENTIAL								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Individuals in staffed residential	Jan 1/24 - Dec 31/24	ShareVision	Goalkeeper	100%	65.5%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in staffed residential	Jan 1/24 - Dec 31/24	ShareVision	Goalkeeper	100%	54.5%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in staffed residential	Jan 1/24 - Dec 31/24	ShareVision	Goalkeeper	100%	68%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in staffed residential	Jan 1/24 - Dec 31/24	ShareVision	Goalkeeper	100%	54%
Efficiency	To maintain full capacity at each residential site	% of months within a year at full capacity	Residential services	Jan 1/24 - Dec 31/24	ShareVision	Site SRCW	100%	98%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in staffed residential	Jan 1/24 - Dec 31/24	ShareVision	Goalkeeper	100%	69%
	To expedite program services	% of individuals referred & accepted into residential programs	Individuals referred to KSCL	Jan 1/24 - Dec 31/24	Referrals	Program Manager	100%	100%

Conclusion: In 2024 KSCL did not reach our intended target of 100% in all areas, however there was an overall increase of 3% compared to the data collected in 2023. In 2024, KSCL supported an individual who was requiring staffed living support and wanted to stay in his home community, by applying for an increase in capacity at one of the staffed living sites in Castlegar he was able to stay in his community. KSCL provided residential support for 34 individuals in 2024.

Home Share

KSCL has one (1) central Home Share program that provides services in several communities in the Kootenays. In 2024 there were 9 Home Share Providers in our program, serving 11 Individuals on January 1/24 and by December 31/24, there were 8 Home Share Providers serving 10 individuals. The following is the Outcomes Grid for the Home Share Program results for all of 2024:

HOME SHARE								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Individuals in homeshare program	Jan 1/24 - Dec 31/24	ShareVision	Home Share Manager	100%	61.5%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in homeshare program	Jan 1/24 - Dec 31/24	ShareVision	Home Share Manager	100%	68.5%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in homeshare program	Jan 1/24 - Dec 31/24	ShareVision	Home Share Manager	100%	17%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in homeshare program	Jan 1/24 - Dec 31/24	ShareVision	Home Share Manager	100%	71%
Efficiency	To recruit at least 3 home share providers each year	# of recruited home share providers, approved	home share providers screened	Jan 1/24- Dec 31/24	ShareVision	Home Share Manager	3	33%
Access	To establish timelines in getting home share providers approved	% of home studies completed in 3 months	home share providers applied	Jan 1/24 - Dec 31/24	ShareVision	Home Share Manager	within 3-month time	100%

Conclusion:

In 2024, KSCL did not reach our intended target of 100% however there was an increase of 20.5% overall from the data collected in 2023. This increase was directly related to the challenges in 2023 when there was not an active Home Share manager in the position. During this time, KSCL was not able to accept CLBC referrals of individuals or recruitment of Homeshare providers. In 2023 the focus was to maintain the program until future planning was completed. In 2024, a new Home Share Manager was hired and the program growth and progress resumed. That being said, it has been recognized that there is a lack of interest in the local communities to participate in this support model which has made recruiting new home share providers a challenge.

Community Inclusion – Adult 1 to 1

KSCL has numerous 1:1 Community based programs in Castlegar, Nelson and Creston. The following is the Outcomes Grid for Community Inclusion for Adults 1 to 1, and program results for 2024:

COMMUNITY INCLUSION								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Individuals in community-based programs	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	56%
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Individuals in community-based programs	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	54%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Individuals in community-based programs	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	54.5%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Individuals in community-based programs	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	66%
Efficiency	To Expedite Program services	% of individuals who are contacted to arrange an intake meeting within 3 days of a referral received	Individuals in community-based programs	Jan 1/24 – Dec 31/24	ShareVision	Nelson and Castlegar Prog Manager	100%	100%
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Individuals in community-based programs	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	44%

Conclusion: In 2024 KSCL did not reach our intended target of 100%, although since 2023 there was decrease of 10% from the overall percentages. It is recognized that many goals require continued updates to ensure that they are meeting the needs and interests of the individuals and therefore when a goal is tried and found to be unsuccessful the outcome in that category is a lower percentage. KSCL teams are working to improve their efficiency with the response time in changing a goal that is no longer working.

Community Inclusion – Adult Group

KSCL has 2 Adult Day Programs in Castlegar & Nelson. Both programs are very different, however they share the same goal of promoting a variety of programs and group activities that support physical, mental, emotional health and social inclusiveness for the individuals.

The following is the Outcomes Grid for the Community Inclusion – Adult Group and Program results for 2024:

DAY PROGRAM – ADULT								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain & improve quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	all Adults in Day Program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	50%
	To develop/maintain family/friend & community contact	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	all Adults in Day Program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	60%
	To realize an individualized goal	% totals for the Goal Type/s: Rights and Self Determination	all Adults in Day Program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	55%
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	all Adults in Day Program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	72%
Efficiency	To maintain full capacity in programs	# of referrals/service enrollments	all Adults in Day Program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW & Prog Coord	100%	100%
Access	Accessing community & recreation activities	% totals for the Goal Type/s: Social Inclusion	all Adults in Day Program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	60%

Conclusion: In 2024 KSCL did not reach our intended target of 100%, however there was an increase since 2023 of the overall objectives by 6 %.

Employment

KSCL has 2 supported Employment programs in Castlegar and Nelson serving both Adult and Youth individuals.

The following is the Outcomes Grid for the SE Program results for 2024:

SUPPORTED EMPLOYMENT								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	To measure how many individuals have achieved paid employment	% of individuals referred who have paid employment within 6 months	all SE participants	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	57%
	To develop/maintain individualized employment skills	% totals for the Goal Type/s: Personal Development and Self Determination	all SE participants	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	78%
Efficiency	To ensure there is staff trained to provide support to the SE program	# of trained staff	SE staffing	Jan 1/24 – Dec 31/24	ShareVision	Program Manager	All staff members	100%
	Maintaining paid employment for over 3 mths or more	% of individuals who retained employment over 3 mths	all SE participants	Jan 1/24 – Dec 31/24	ShareVision	Program Manager	100%	83%
Access	Local businesses who can hire someone in our SE program	# of businesses who have hired a SE participant	all Businesses in Castlegar & surrounding area	Jan 1/24 – Dec 31/24	ShareVision	Program Manager	4	100%

Conclusion

In 2024, there were two areas where the goal was met and there was an overall success rate of 83.6%. This is a slight decrease from last year by 8.5%. There have been some changes to the employment programs in 2024 as directed by CLBC. These changes included, moving on-going job support to the Community Inclusion programs and changing the employment program at Bigby to fit within the community Inclusion model.

Youth

KSCL has 2 Youth Programs in Castlegar & Nelson. Both programs have a goal to give youth access to their peers in a group and develop/maintain friends while having fun and enjoying recreation in their communities.

The following is the Outcomes Grid for the Day Program-Adults results for 2024:

CHILDREN AND YOUTH								
	Objective	Indicator	Applied to	Measured	Source	Obtained by	Goal	Actual
Effectiveness	Maintain/improve physical functioning and quality of life	% totals for the Goal Type/s: Emotional Wellbeing, Physical Wellbeing, and Material Wellbeing	Youth in program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	No individual chose a goal that fit this category
	Maintain/develop family, friends & community	% totals for the Goal Type/s: Interpersonal Relationships and Social Inclusion	Youth in program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	48%
	To realize an individual goal	% totals for the Goal Type/s: Rights and Self Determination	Youth in program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	No individual chose a goal that fit this category
	To develop/maintain life & self-care skills	% totals for the Goal Type/s: Personal Development	Youth in program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	45%
Efficiency	To maintain full capacity in programs	# referrals less the # of exits for the program	Youth in program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW/Program Manager	0 or greater	(24 referrals minus 11 exits) -3
Access	Access community & recreation activities	% totals for the Goal Type/s: Social Inclusion	Youth in program	Jan 1/24 – Dec 31/24	ShareVision	Site SRCW	100%	46%

Conclusion: In 2024, there were 24 new referrals between the two programs in Castlegar and Nelson. The large number of referrals was directly related to the increased communication with MCFD, as we now have quarterly meetings to increase the awareness and interest in the program. In some circumstances, after contacting the families and youth they determined that they didn't want to proceed with the referral however in 2024 both programs have grown in participation.

Satisfaction Surveys – 2024 Results

The surveys were emailed to all active employees at KSCL, and the results were kept completely confidential. The goal of these surveys is to get a better understanding of how employees are feeling so we can try and implement changes that will make KSCL a better place to work.

Employees (Permanent & Casual)

Permanent Employees

Here's a summary of the survey results:

General:

- The survey had a 79% response rate (59 out of 75 Regular Employees), which is a 12% increase from 2023.
- The goal was to gather employee feedback to make KSCL a better workplace.

Knowledge:

- All employees are familiar with their job descriptions and KSCL's policies and procedures.
- 66% read OH&S meeting minutes, and most read the newsletter.
- Suggestions for the newsletter include training events, monthly draws, pictures, more content on Grand Forks, games, staff spotlights, and healthy meal ideas.

General Happiness with KSCL:

- 96% are proud to work at KSCL, and most would refer someone to work here (up 4% from 2023).
- Employees suggested improvements in areas like communication, professional development (Pro D), staff ratios, higher pay, better benefits, and more staff rooms.

Management Team:

- 97% said they can communicate with management (up 6% from 2023).
- 83% said management communicates with them (up 13% from 2023).
- Some negative feedback on communication was noted, with comments about concerns being dismissed.

Teamwork:

- 96% of staff feel they contribute to a respectful workplace, though there was a slight decrease from 2023, with 4% indicating they do not.

Work Environment & Direct Supervisor:

- 88% of staff are aware of the Sparrow EAP (up 4%).
- 87% said the SRCW/PC provides helpful feedback, and 85% feel they can express their thoughts or disagree.
- Some negative comments included feelings of being unheard or concerns dismissed.

Professional Development & Training:

- 88% feel they receive enough training to do their job well.
- Popular training includes communication, MANDT, Open Futures, and person-centered approaches.
- 78% feel they get enough professional development, with some requesting more training in communication, dementia, team building, and nutrition.

Schedules & Work-Life Balance:

- 88% are satisfied with their current schedules, particularly the 12-hour shifts and 4-on/4-off schedule.
- The most common preferred workweek is 35-40 hours.

Mental & Physical Well-being:

- Many reported feeling emotionally drained due to challenging behaviors and teamwork issues.
- Physical well-being was affected by long shifts, heavy workloads, and working with new or casual staff.
- Suggestions for reducing stress include better relationships, breaks, team building, and increasing years of service benefits.

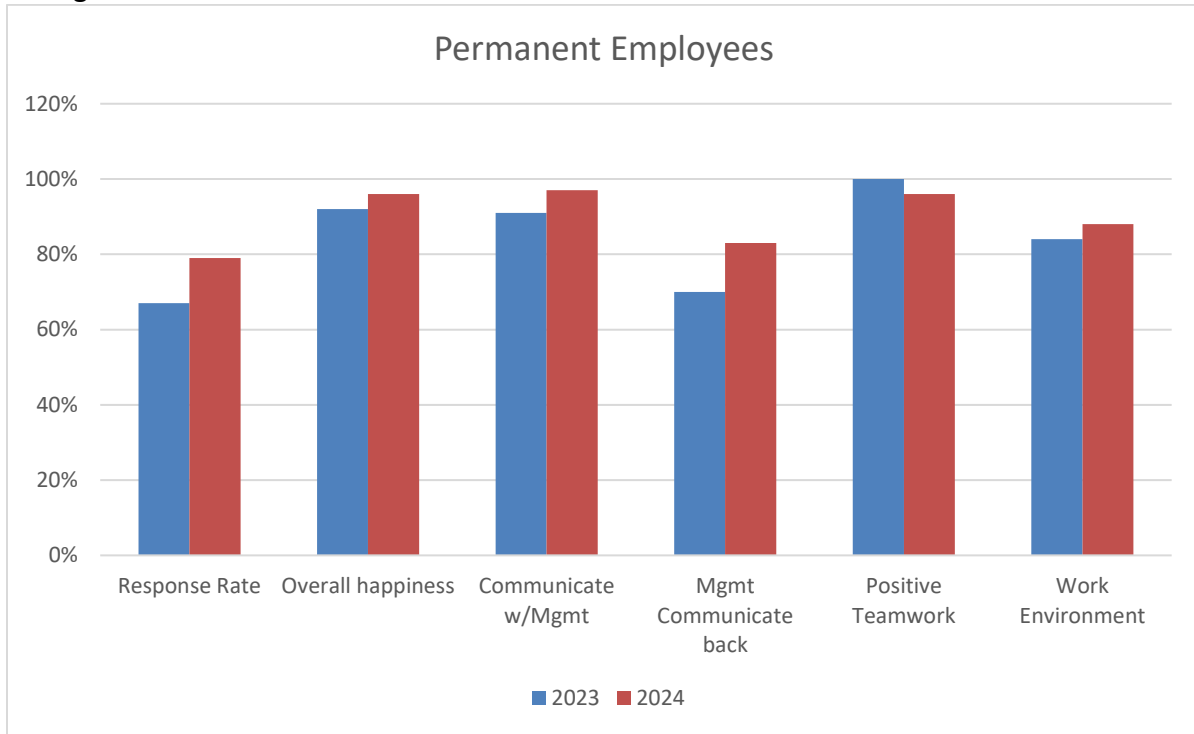
Appreciation/KSCL Events:

- Employees appreciate recognition through gift cards, verbal thank-you, staff meetings, and occasional spa days.

Summary:

Overall, the survey results were positive, with employees expressing happiness and offering constructive suggestions for improvement. Suggestions such as improved communication and small gestures of appreciation, like gift cards, can be implemented, while some items, like wage increases, are beyond the employer’s control. Employees also appreciated team-building events like the Christmas party and requested more ongoing recognition.

Change from 2023 to 2024



Casual Employees

Here's a summary of the survey results:

General:

- 21 out of 45 casual staff completed the survey.
- All staff are familiar with their job descriptions and where to find policies and procedures.
- Only half read the OH&S meeting minutes.

Newsletter:

- 90% of staff read the newsletter (a 2% increase from 2023).
- Suggested improvements include:
 - Highlighting group projects, adding medical articles, a self-care section, more focus on Grand Forks, success stories, and information on contests and events.

Scheduling:

- All staff enjoy managing their own schedules.
- 57% have applied for regular positions, with reasons like other obligations or a preference for casual work.
- 10–12-hour shifts are the most preferred.

Communication & Work Environment:

- 86% are proud to work at KSCL and would recommend it.
- 91% feel they can communicate with management, who are seen as approachable and receptive to feedback.
- 95% feel they contribute to a respectful workplace.
- 90% feel informed by SRCWs/PCs and can express their opinions.

Staff Appreciation:

- Non-monetary appreciation suggestions include:
 - Regular 1-on-1 check-ins, team building with administration, and recognition through certificates, newsletters, or gratitude emails.

Training & Onboarding:

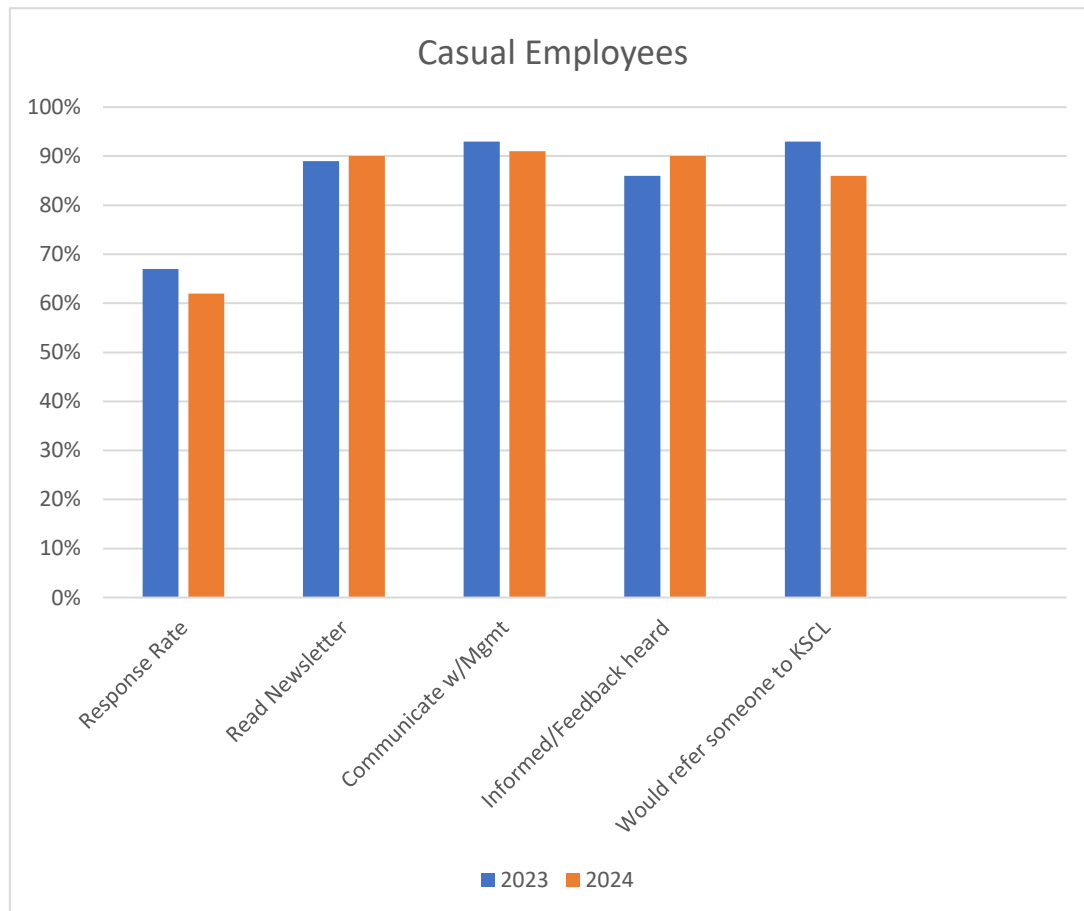
- 100% feel they receive sufficient training, including Person-Centered approach, MANDT, food safety, and trauma responses.
- MANDT and Open Futures training were identified as most useful.
- 2/3 of staff rated onboarding as good, but 1/3 wanted more time.
- Desired professional development topics: behavioral issues, team building, dual diagnosis, hygiene strategies, dietary training, and leadership.

Health & Wellness:

- 38% rarely feel emotionally drained after work, 29% sometimes, and 10% never.
- Reasons for emotional strain include challenging clients, noise, and busy days.
- Suggestions to alleviate stress: regular breaks, yoga/exercise, using staff benefits, team building, social events, regular check-ins, and ongoing recruitment.

These results highlight positive feedback with areas for improvement in communication, wellness, and professional development.

Change from 2023 to 2024:

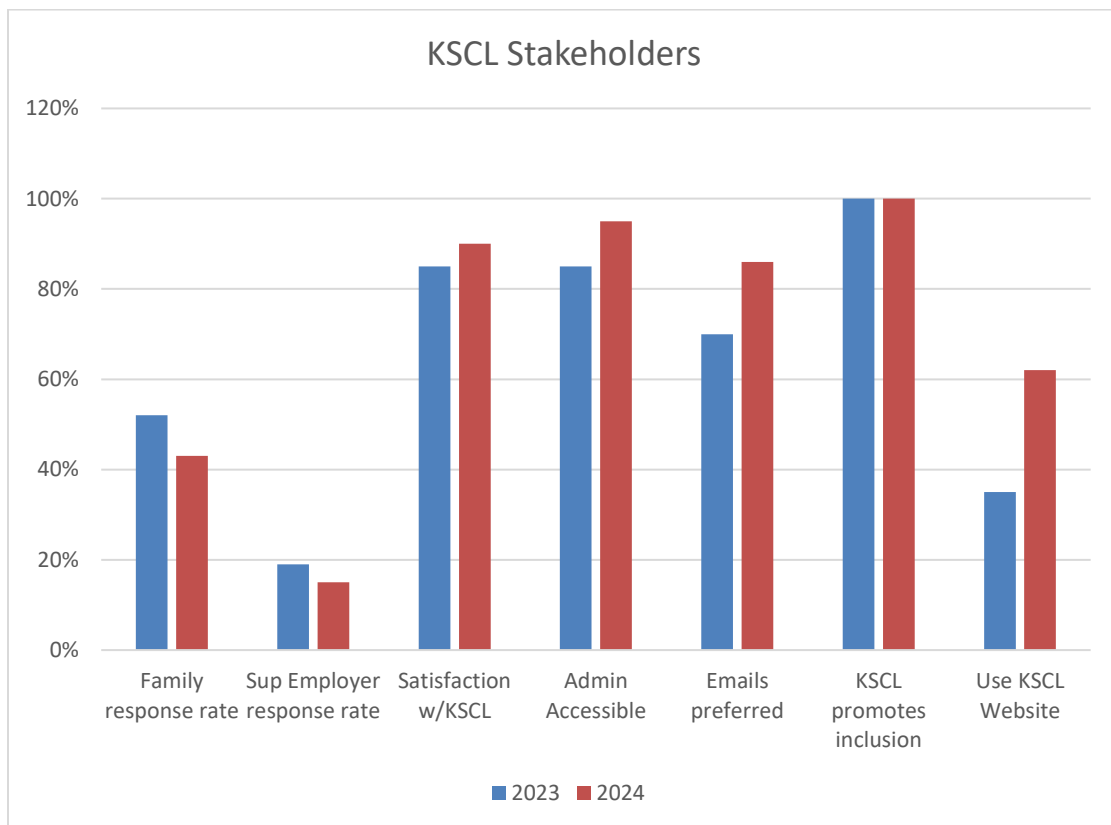


Stakeholders

In 2024, the stakeholder response rate decreased from 27 to 21, with most respondents being family members and supported employers. Despite this drop, there were no concerns about satisfaction with work performance or how KSCL treats those served. Administration was always accessible for inquiries and feedback. Stakeholders preferred email as their main method of communication.

All stakeholders (100%) agreed that KSCL promotes community awareness and inclusion. Additionally, there was an increase in the usage of KSCL’s website. The feedback from stakeholders was overwhelmingly positive, with comments highlighting the dedication of the team, satisfaction with the services, and appreciation for working with KSCL.

2023 to 2024



Individuals

With the low response rate, it's apparent that trying to get responses via an online survey is not working. The Program Manager will work with SRCW and Program/Resident Coordinators to impress upon them the importance of these Surveys. If KSCL does not know how we are delivering services and if we aren't hearing from the people receiving the services, we have no gauge for improvements or changes.

Board of Directors

The survey results reflect a positive view of the leadership and performance at KSCL. 78% agree that the President encourages opinions and views, though there is some feedback suggesting a need for more active encouragement of differing opinions. The President is well-prepared for meetings and skilled in managing the Board, with all agreeing on this point. The Board of Directors shows strong performance across several areas, including attendance, preparation, and confidentiality. All members agree on the importance of aligning the strategic plan with KSCL's goals and providing input for agendas. Regarding decision support, 78% agree, and 89% believe that differing opinions are expressed, although 11% disagreed. The Board is also committed to promoting KSCL in the community and staying informed about relevant issues.

The Executive Director (ED) also received positive feedback, with 100% agreeing that the ED is evaluated annually and maintains strong communication with the Board. The ED's commitment to professional development was also praised.

In conclusion, the feedback suggests that fostering a more open environment for expressing differing opinions might be helpful. Professional development opportunities for Board members, such as webinars on Board development and workshops through BoardVoice and BC CEO Network, have been explored and shared to support ongoing growth.

Combining all the Data

To summarize this report in an understandable way all KSCL outcomes data is combined and fed into our Five (5) Strategic Priorities, set out in our 2021-2025 Strategic Plan. Therefore, the KSCL Program and Services 2024 Outcomes and the Satisfaction Survey 2024 Results are integrated and fed into the Five Priorities, which are broken into Objectives. These Objectives outline and guide KSCL on all our outcomes with regards to business functions, how we support & listen to all our Stakeholders, deliver our services, and lead the Society with current & future goals.

Outcomes for 2024 – Update & Progress

In September 2024, the Board & Stakeholders were informed of the completion of our KSCL 2021-2025 Strategic Plan, which encompasses our Five (5) Strategic Priorities, Objectives for all KSCL’s Outcomes.

Effectiveness

GOAL: Increase training opportunities for all staff			
Build a workforce that reflects expertise, professionalism, mutual support, and respect			
Objective	Action Plan		
	Who is Responsible	Indicator of Success	Completion Date/Review
Strategy for increasing training 1. Use online & in person to cover stress management, conflict resolution, mental health issues – wants of staff 2. Current staff to mentor & present positivity	Program & HR Managers	Completed	End of 2024

Efficiency

<p>GOAL: Self-Advocates – tailor services to meet individuals needs/perspectives Increase supported living services to meet different needs within KSCL Services</p>			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to improve to meet different needs			
1. New Staffed living not 24/7	E.D. / CLBC	Start of service	Spring 2025
<p>GOAL: Share resources for Professional Development opportunities with other agencies Work & learn from other agencies in the West Kootenays to create efficiencies in costs.</p>			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to share resources			
1. Each agency brings in resources such as a meeting space, food, shared travel costs, hotels for the trainer.	HR Manager & Program Manager	Ongoing	Ongoing
2. Have options to provide training online if required.			

Service Access

<p>GOAL: Increase service offerings in Castlegar Expand KSCL services/supports for individuals in the Castlegar community.</p>			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to expand			
1. Opening a new Build with 8 apartments and 5 bed residential	KSCL Board & E.D.	Ongoing	March 31/25
<p>GOAL: Increase service offerings & housing in Nelson Expand KSCL services/supports for individuals in the Nelson community.</p>			
<i>Objective</i>	<i>Action Plan</i>		

	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to expand <ol style="list-style-type: none"> 1. Reviewing Bigby to go up 1 storey at existing building for apartments 2. Look at Laneway housing - Nelson 	Exec. Director	Ongoing	2024/25

Stakeholder Feedback & Satisfaction

GOAL: Increase / improve communication via the Newsletter Enhance our Newsletter to communicate areas as suggested in the Survey feedback.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to improve Newsletter <ol style="list-style-type: none"> 1. Increase awareness of OH&S Issues. <ul style="list-style-type: none"> • Mthly summary of issues/events for OH&S Committee. • Events in the community to attend • Events that residential & C.I. are putting on/invites • Celebrations & highlights on Socials 	Social media & Managers	Ongoing	Monthly - repeated
GOAL: Resources for Self-Advocacy for individuals Utilize existing staff resources for a self-advocacy working group that plan events.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy for Self-advocates to access community <ul style="list-style-type: none"> • CI started a group to have regular planning meetings that are executed mthly. • Broaden job searches to new industry such as dispensaries • Provide safe environments for individuals to join socials/blogs 	RCWs	Ongoing	2024/25
GOAL: Improve the recruitment efforts for the Board of Directors Improve capacity of the Board of Directors with a focus on representing KSCL in the community.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>

Strategy to increase Community Profile			
1. Board education Invite the Board of Directors to train opportunities/events	E.D.	Completed	Ongoing
• Virtual conferences/meetings for Board – Eg. BCNPHA	Board	Completed	Ongoing
2. Surveys – reviewed results, shared with stakeholders and changed implemented as identified	Admin Staff	Ongoing	Fall 2024/25

Extenuating & Influencing Factors for 2024

- Human Resources was dealing with a rise in teamwork issues/conflicts that took time away from planning for future changes. Staff leaves for medical, maternity, and short-term illnesses and managing these leaves were on the rise, with no themed reasons, just a variety of personal issues for front-line staff.
- New Temporary Home Share Manager hired early 2024.
- Employ ME program staffing changes, new Program Coordinator to oversee expansion of this program.
- Organizational Chart change where the Program Manager oversees all the SRCW & Program Coordinators. Moving towards moving SRCW's over to Program Coordinators taking them off the floor. Implemented the part-time Facilities Manager that is combined with part-time Payroll position.
- CLBC fully funds 10% Administration and looking at funding the gaps. CLBC slowly starting to fund proper WorkSafeBC rate increase, increase in food, gas, kms, and general supplies. It is very difficult to balance the budget for this fiscal.
- Implemented online check-in & check-outs for timesheets to streamline payroll.

Business Function & Administrative Functions

GOAL: Increase Awareness of KSCL & our Services			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Advertising & KSCL Information Strategy			
1. Utilizing social media and attending & organizing community events – to keep KSCL exposure in the community	Admin & Coordinators	Ongoing	reoccurring monthly
GOAL: Increase KSCL profile by including leadership and staff			
<i>Objective</i>	<i>Action Plan</i>		

	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Advertising & KSCL Information Strategy			
2. Chamber of commerce – ED connection, ED on the Board of Director	E.D.	Ongoing	Annually
3. Art shows, Art gallery involvement, Golf tournaments, sponsored & supported	Staff & E.D.	Ongoing	Annually
GOAL: Increase housing options in 2 communities to deliver exceptional services that give choice, inclusion & quality of life a reality for people supported by KSCL.			
<i>Objective</i>	<i>Action Plan</i>		
	<i>Who is Responsible</i>	<i>Indicator of Success</i>	<i>Completion Date/Review</i>
Strategy to respond to aging infrastructure & new build(s)			
NELSON			
1. Laneway Home at Wasson St.	E.D. & Board	Pending	Strat Plan – Fall 2025
2. Build apartments above Bigby Place	E.D. & Board	Pending	
CASTLEGAR			
3. Affordable housing project. Makola Development Services –BCH announcement for funding increase	E.D. & Housing Committee	building	March 31/2025

Outcomes for 2024

All the 2024 year’s results will be shared with all Stakeholders on the KSCL Website and encompassed in our 2024 Annual Performance Analysis, which is formally presented at the 2025 Annual General Meeting planned for June 17, 2025.

The next Outcome Measurement Plan for 2025 will be based on the upcoming Strategic plan (2026-2030) which encompasses the new Strategic Priorities. All the goals from the 2021-2025 Strategic Plan were met.

GOAL: To set the new goals within the 2026-2030 Strategic Plan which will be developed & presented to staff in Fall 2025.

Accessibility

Purpose

The purpose of our Accessibility Plan is to identify and address accessibility issues in the community including locations owned and operated by KSCL. A regular review of this plan will help us to recognize and remove barriers that limit and restrict the ability of people with disabilities from fully accessing the community and our locations. This plan addresses the following:

- **Architectural/Environmental Barriers**
- **Financial Barriers**
- **Attitudinal Barriers**
- **Communication Barriers**
- **Transportation Barriers**
- **Employment Barriers**
- **Community Integration**

Along with identifying the above barriers the plan also:

- Sets timelines, costs and identifies person(s) responsible for removing the barrier.
- Identifies barriers that may not be able to be addressed at this time.
- Identifies barriers that have been removed by the agency over the past year.

KSCL (as a whole):

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : Crosswalk is needed in front of main building	All stakeholders	Contact city and accessibility committee	Pauline Fenton	ongoing	City did a review on this request, and this is still an ongoing goal
<u>Architectural/Environmental</u> : wait times for repairs at all sites are long	All stakeholders	Explore other contractor options when wait time is too long	All SRCW's and Program Managers	ongoing	Communication and a flow system has been set with main contractor

<p><u>Financial:</u> Increased cost of living e.g., food, household items, etc.</p>	<p>All stakeholders</p>	<p>Find budgeting options, complete a review of costs, and discuss issues with CLBC, looking for grant opportunities .</p>	<p>All SRCW's and Program Managers</p>	<p>ongoing</p>	<p>Discussions have been had with SRCWs about ways to stretch the household budget. Families/Individuals have been informed of need for individuals to pay for specialized transportation needs and dietary needs. Grant opportunities have been utilized. Conversations with CLBC have been had. Ministry increased rent pymt by \$125 Nelson community kitchen helps with meal costs for individuals</p>
<p><u>Attitudinal:</u> Lack of education/ understanding/acceptance of gender identity and LGBTQIA2s+ culture and community</p>	<p>All stakeholders</p>	<p>Research training opportunities , attend local LGBTQIA2s+ activities, share information and open up discussions</p>	<p>All staff</p>	<p>ongoing</p>	<p>Bigby/Teshi individual working with staff to gather information about LGBTQIA2s+ Attending events. Advocate from Tansconnect has provided support. Pronouns are respected by most individuals and staff however there still is more education and awareness</p>

<p><u>Attitudinal</u> Discriminatory attitudes towards diverse abilities within communities</p>	<p>All stakeholders</p>	<p>Research training opportunities, attend community events, share information, and open up discussions</p>	<p>All staff</p>	<p>ongoing</p>	<p>Facebook and social media have helped to educate and bring awareness to our community and services. Media press release on KSCL in Nelson to highlight Bigby. Research paper, done by Selkirk Student regarding lack of Sex education. CO building connections with community through Fashion show, community events, IRIS, and Legion events. Health is changing their accessibility to include individuals receiving Community Living support</p>
<p><u>Attitudinal:</u> Mental Health concerns (due to covid) have stigma</p>	<p>All stakeholders</p>	<p>Offer training for mental health first aid, offer stress management training, bring attention to the Employee Assistance Programs</p>	<p>Denise Pottle and Program Managers</p>	<p>ongoing</p>	<p>Benefit provider offered information segment at staff meetings. Lumina training in 2023 & 7 habits added Mental Health initiatives to OH&S committee agenda. 2024 respect in the workplace and compassion care fatigue</p>

<u>Communication:</u> Virtual meetings due to covid which is a barrier for people w/o access to technology	All stakeholders	Provide technical support	Kathleen to continue to explore grant opportunities. Employ Me staff receiving training for teaching computer skills.	ongoing	All seems good at the sites although, may require support for families and individuals on an ongoing basis.
<u>Employment:</u> Cancellation of services due to staffing shortages	Person Served	Hire more qualified KSCL staff, continue to build relationships with the EACSW program and practicum students, creative advertising.	Denise Pottle	ongoing	Attend job fairs at Selkirk, SHSS, etc. Successorship planning for SRCW positions. Social Media advertising KSCL as an employer. Ongoing recruiting, Employee Referral Program, practicums are happening at our sites again after being suspended due to covid.
<u>Transportation:</u> limited schedule of transit and Handi-dart related to small town. Routes cancelled due to not enough transit staff	All stakeholders	Work with other stakeholders to provide other options for transportation	All staff	Ongoing	Handi-dart has increased schedule to 5 days/ wk. In GF handidart has troubles accommodating & no handidart in Nelson
<u>Transportation:</u> some staff do not have class 4 license which disrupts service delivery. Improvements have been noticed in 2024	All stakeholders	Set dates and goals to complete this job expectation	Denise Pottle/Emma Nichol	ongoing	Have a class 4 mentor Expectation to complete within probation period.
<u>Community Integration:</u> at some sites there are residents who refuse to access community	All stakeholders	Plan for events to occur when resident is away, utilize	All staff	Ongoing during pandemic	Rescheduled family/home visits to coincide with other residents to

at certain times which limits opportunities for their roommates when staffing levels is an issue		SRCW to cover, problem solve with family			increase opportunities every second weekend, this flexible relationship with family support has worked in 2024. Other sites focus on planning one on one or small groups so that plans aren't cancelled as often.
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Bigby:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> Parking is limited and they need a safe drop off zone.	All stakeholders wanting to attend Bigby	City & hwys committee – may consider the whole front of Bigby for accessibility	Reid	Spring 2025	
<u>Community Integration:</u> the two adjacent business owners are not consistent with snow removal	All Stakeholders who want to access Bigby	Consult with business owners	Reid McDaniels	Winter 2025	
<u>Community Integration:</u> The change in protocol to have only individuals who are referred to the program participate in Bigby activities has reduced accessibility for the current participants to build relationships with community members	Bigby participants	Activities outside of the building are open to others to participate. Also, encourage individuals to connect with CLBC for a referral.	Reid McDaniels	ongoing	

Community Options:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
NONE					

Employ Me:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental</u> : no ramp for entrance door	All Stakeholders	Install ramp, Accommodate by redirecting to main building	Heather Marshall	To be looked at if needed – for future consideration	As of October 2021, ramp has not been installed and may not be feasible. It is not a barrier for any participant at this time.

Roalshary:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Community Integration</u> : local hockey rink is not wheelchair accessible – elevator is broken, no ramp at bowling alley and only one lift at the pool	All Stakeholders	Consult with City’s accessibility committee	Emma Turner	Summer 2025	There has been some news that the Boundary Area may have recently received some funding for improvement

<p><u>Employment</u> – challenges to recruit staffing in Grand Forks with many opportunities for similar jobs and an aging workforce.</p>	<p>All Stakeholders</p>	<p>Schedule meeting with families to inform of challenges, Kathleen to meet with city regarding opportunities, CLBC to explore funding for overtime and housing costs. Continue to explore recruitment and retention opportunities.</p>	<p>Sunny Junker, Emma Turner, Kathleen Elias, Denise Pottle</p>	<p>ongoing</p>	<p>There have been several new staff hired in 2024 and the casual pool is adequate for most of the year.</p>
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Creston:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<p><u>Architectural/Environmental:</u> no access to natural light while in office space</p>	<p>Person served and Personnel</p>	<p>Looking for a new space</p>	<p>Marcie Frederickson</p>	<p>ongoing</p>	<p>Ongoing looking out for office/program space in Creston</p>
<p><u>Architectural/Environmental:</u> Elevator doesn't work sometimes</p>	<p>Person served and Personnel</p>	<p>Discuss funding with CLBC</p>	<p>Marcie Frederickson</p>	<p>Ongoing</p>	<p>Ongoing looking for another office space</p>

CD House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<p><u>Architectural/Environmental:</u> With aging residents a level access would be beneficial-slippy sidewalks</p>	<p>Aging residents</p>	<p>Plan for housing in the future</p>	<p>Reid</p>	<p>Ongoing</p>	

Teshi House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> Outside Staircase needs handrail	All Stakeholders	Contact BCH to have one installed	Jenna S.	Summer 2025	
<u>Community Integration</u> No side walks – therefore walking to town or anywhere isn't accessible – driving is needed.	Person served and Personnel	Ensure plans are made within the house so that there is adequate availability to transportation – at this point, the barrier cannot be removed as it's a city planning issue.	Jenna S.	Ongoing	
<u>Financial:</u> one Resident doesn't have a representation agreement and no one to support with financial decisions	Person served and Personnel	CLBC was contacted and no easy answer at this point – resident has a bank account	Jenna S.	All residents except one will have a representation agreement by summer 2025	In progress

Castlegar House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Architectural/Environmental:</u> Back deck is not accessible through the patio door for residents with mobility issues	Person served	Request renovation to BC housing	Sunny Junker and Kathleen Elias	Spring 2023	Request pending
<u>Architectural/Environmental:</u> Garage flooding	Personnel	Request the driveway is paved. Staff have rubber boots	Sunny Junker & Kathleen Elias	Complete	Grill needs to be cleaned so it doesn't get blocked for water

29th St House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
Financial: Resident doesn't have a representation agreement and no one to support with financial decisions	Person served	CLBC was contacted and no easy answer at this point – resident has a bank account	Terri W	ongoing	Still ongoing-no obvious solution at this time
Architectural/Environmental: Off the front walkway there is a hole from pooling water and has created a large puddle. End of driveway is uneven with the concrete and is a tripping hazard	All	Repair driveway and fill hole. Max to assess the best approach for repair	Terri W	Summer 2025	

Prince House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
Architectural/Environmental: Having 1 bathroom with 3 residents	Person served	Install bathroom in basement	Sunny & Kayla	Spring 2023	Done

Silverbirch House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
NONE					

Kootenay Columbia House:

Accessibility Barrier	Who is Affected	Action to Remove Barrier	Person(s) Responsible	Timeline	Outcome
<u>Community Integration:</u> walkways near house not accessible to people in wheelchairs	All stakeholders	Contact city and accessibility committee	Pauline Fenton	Summer 2023	The city is looking into it- there will be improvements with KSCL new build

Complaints

KSCL was made aware of only 2 complaints in 2024.

1. April 2024 – Parent Complaint

The complainant expressed concerns to the Licensing officer about the diet that was provided for her son as it was not gluten free. Historically the individual received a gluten free diet as it was thought that gluten impacted his mood and behaviours however after a negative test for celiac was recorded and having concerns related to megacolon, the residents’ doctor recommended that a diet with gluten was provided. The doctor outlined the fact that he understands the complainant is upset and wants the individual on lifelong gluten free diet. The doctor stated, *“I cannot agree to this. He has toxic megacolon in the past.”* After, many discussions between the doctor and family, it was determined that the individual would go on a gluten free trial to monitor any impacts. After the 3-month trial, the doctor agreed that a gluten free diet could be implemented, and the complainant wanted to be assured that this would not change in the future.

2. Dec 5, 2024 – Community Complaint

A community member contacted KSCL regarding a concern of recycling bags being left on her property. This event had happened 4 times over the past year, and she was starting to think she was being targeted. She had contacted the police with this concern, but it wasn’t until her neighbors looked at their camera they saw that it was an individual who lives in a KSCL staffed living residence who had left the recycling bags. The Program Manager spoke to the complainant, and she expressed her concern that the individual needed help to sort out the recycling. She didn’t want an apology or any further attention with regards to the matter. The staff at the house had been assisting the individual with sorting the recycling however it was determined that closer monitoring was required to afterwards to ensure the recycling was disposed of appropriately.

KSCL endeavours to bring satisfactory results for all parties when complaints are identified. In the above situations, the Executive Director, and staff were aware & investigated the complaints. All issues have been resolved and staff and Management have learned from the errors that lead to the complaints.

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Human Resources

Staff Statistics & Turnover:

Finding suitable applicants to join the Kootenay Society for Community Living continued to be a significant challenge throughout the period of January 1 to December 31, 2024. Despite ongoing recruitment efforts, using Indeed, Work BC job boards and Job Fairs at Selkirk College, we faced persistent difficulties in attracting qualified candidates to meet the growing demand for support services. Contributing factors included limited qualified applicants for the specialized nature of the roles. However, the employee referral program remained positive in the recruitment strategy, proving once again to be a reliable source of strong candidates. In 2024, five new employees were successfully hired through referrals, highlighting the importance of drawing on existing staff connections to attract committed and capable team members.

As of December 31, 2024, we had **141 employees**. 83 Permanent Fulltime, 20 Permanent Parttime, and 38 Casuals. This is up by 2 from 2023.

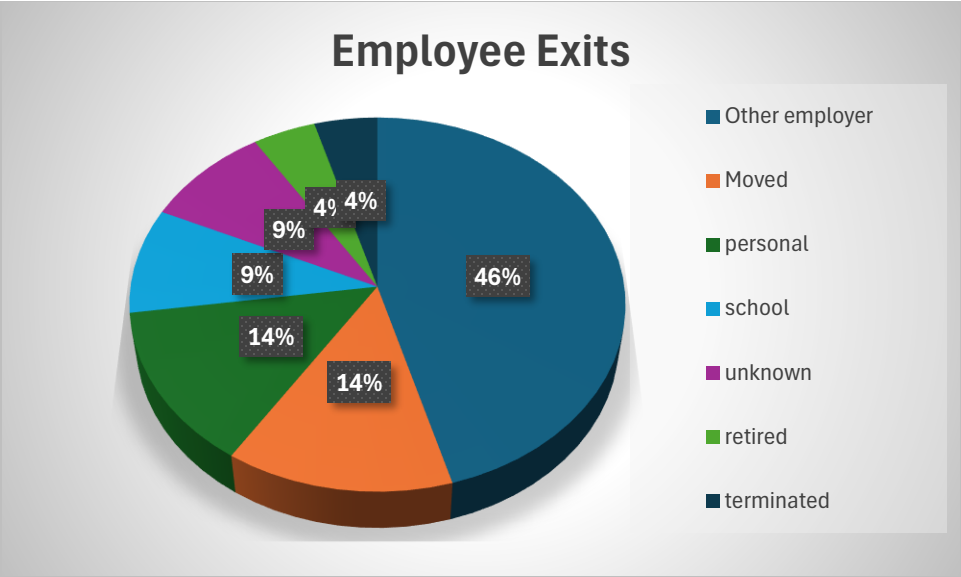
From January 1, 2024, up to December 31, 2024, Kootenay Society for Community Living hired a total of 30 employees for various area in the Society.

- Self-Advocates - 3
- Castlegar Casuals- 14
- Grand Forks Casuals – 2
- Nelson Casuals -11

Employee Exits

The summary of employee exits for 2024 highlights patterns in workforce movement, such as reasons for departure. By reviewing these exits, KSCL can identify strengths and weaknesses in their employee retention strategies. It also contributes to decisions for future hiring and employee engagement.

Employee exits: **TOTAL OF 22**



Sick Time:

The total PAID sick time used in 2024 was 8019.58 hours compared to 2023 which was 6991.69. An increase of 1,027.89 hours.

- In 2024 a total of 121 employees used paid sick time compared to 116 people in 2023.
- Average sick time per person in 2024 was 66.28hrs compared with 60.27hrs in 2023.
- The total UNPAID sick time in 2024 was 7941.71 hours compared to 2023 which was 7122.65 hours. An increase of 819.06 hours.
- **TOTAL** Paid and Unpaid sick was 15,961.29 hours for 2024.

There were a total number of 478 days used regarding the ESA 5pd days. This is in comparison to 465 days that were used in 2023. This was an increase of 13 days.

In 2024 there were 9 employees off on paid sick leave of 2 weeks or more. In 2023 there were only 6 employees off.

There were 8 staff off either on unpaid sick leave or were on paid sick leave but moved to unpaid sick leave in 2024. This number was the same in 2023

Overtime:

For 2022, the following amounts were paid at Overtime:

- Overtime only:
 - 2812.88 hours
 - \$126,030.25

For 2023, the following amounts were paid at Overtime:

- Overtime only:
 - 4540.42 hours
 - \$207,495.61

For 2024, the following amounts were paid at Overtime:

- Overtime only:
 - 3880.02 hours
 - \$188,181.73

Grievances:

There were 2 Grievances in 2024, same as 2023.

- **June 2024** – A staff wanted to take a required course for a requirement for her position at KSCL with another Employer
 - There was a misunderstanding around unpaid time and the booked shift.
 - KSCL responded to the Union, however the Union never responded
 - **This Grievance expired due to lack of response.**

- **November 2024** – A staff was released from KSCL’s employment after many meetings and progressive disciplines over the past year. KSCL and the Union met to discuss the circumstances. The employee had signed a Release Statement and received monies to end his dispute.
 - **The Grievance ended.**

Professional Development:

MANDATORY TRAINING

All KSCL employees are required to have and maintain the following courses:

1. MANDT (Non-Violence Training) – renewed every year.
2. Food Safe – renewed every year through Share Vision
3. First Aid – renewed every 3 years.

In 2024, we provided the following mandatory training:

- 13 MANDT courses
 - 9 in Castlegar
 - 2 in Nelson
 - 2 in Grand Forks
- 2 FIRST AID courses
 - For the employees who are not able to attend the course we provide, they are required and assisted to find local courses that work for them. KSCL reimburses the cost of the course and pays for their time to attend.

Occupational Health & Safety – KSCL’s Joint Occupational Health & Safety Committee is required to have each member take 8 hours of related professional development each year (plus an additional 8 hours for new members). In 2024, the topics of courses that were taken include:

- Mental Health 1st Aid
- Psychologically Heath & Safe Workplaces through the CSA Standard
- Supervisor OH&S Responsibilities
- Understanding and Conducting Risk Assessments
- Incident Investigations

NON-MANDATORY TRAINING:

Each year, KSCL offers additional professional development opportunities beyond the mandatory training requirements. These optional sessions empower employees to take greater ownership of their learning by selecting topics that align with their current interests, experiences, or professional goals.

Pivot Point – these include free, online courses that are offered monthly to KSCL employees through the Pivot Point program. In 2024, the following Pivot Point courses were taken:

- Developing New Behaviors
- How to Get Back to Baseline & Stop Challenging Behaviors
- Behavior Support Plan Management
- Person Centered Planning
- Safeguards, Abuse & Reporting
- Replacing Challenging Behaviors with Positive Alternatives
- Behavioral Skills Training & Beyond

Other - KSCL provided the following other Professional Development Opportunities in 2024:

- CMHA BC Resilient Leadership: Enhanced Workplace for Mental Health Training
 - 4 of our SRCW’s completed this self-paced, 4 module/4 session training
- Webinar: Recognizing Burnout & Building Resilience
- Trauma Informed Practice Training
- TELUS HEALTH WORKSHOPS
 - Respect in the Workplace
 - Cost of Caring: Overcoming Cumulative Stress & Vicarious Trauma

KSCL will continue to look for new skills and training opportunities to offer KSCL employees. Our focus for 2025 will continue to be related to Mental Health in the workplace, as well as topics that were mentioned in the employee surveys such as:

- Team Building & Communication
- Behavioral Issues (through Pivot Point)
- Dual Diagnosis
- Leadership
- Dementia
- Nutrition

Employee Appreciation:

FORMAL:

Annual Christmas Party

For 2024, KSCL hosted a Holiday Party at Chances Casino in Castlegar. This was open to KSCL employees and the Board of Director Members only (with one guest). Appetizers and desserts were provided, as well as a full-service bar. This eventful night included draw prizes, music, and karaoke, which was a big hit. Speeches and awards were presented as usual, including the Years of Service and the Awards of Distinction. We also provided a Safe Ride Home Program to all guests, which was successfully done by the Grad Class of SHSS. We had over 100 attend and received very positive feedback.

Awards of Distinction

Every year, 3 employees are awarded in separate categories: Rising Star, Leader, and Hero. The votes for these awards come from fellow employees who want to nominate a coworker. This promotes teamwork, inclusion, and is a way for staff to show their appreciation to each other. The winners are announced during the Annual Christmas party, where they are awarded with their name engraved on a plaque, as well as their own to bring home.

Years of Service Recognition Awards

KSCL recognized the dedication and hard work that all our employees put in. One way of showing our appreciation for this is by acknowledging all the years of service. During the Annual Christmas Party, awards are given to employees who have committed their years with KSCL in a permanent position. For 2024, the following Years of Service awards were given:

- 5 years: 9 employees x \$25 = \$225
- 10 years: 1 employee x \$50 = \$ 50
- 20 years: 2 employees x \$100 = \$200

Retirement

There were 2 employees in 2024 who retired. One was recognized by KSCL with a VISA gift card as well as a signed card thanking them for their years of service. The other was a casual employee who was recognized with a card thanking them for their service.

Extraordinary Events

The KSCL Administrative staff acknowledge extraordinary events that happen to employees such as:

- Birth/adoption of a child.
- Death of an immediate family member.
- Hospital stays for 3 or more days.

The amount for acknowledging these events was increased from \$40- \$55 due to the rising costs for gifts

INFORMAL

Recognition & Appreciation

Throughout the year, we have worked on showing small acts of appreciation to the staff of KSCL. This can include providing snacks and treats during professional development courses or staff meetings, giving a thank-you card or gift cards to employees when they have gone above and beyond, and giving a verbal thank-you as often as possible. Surveys are done yearly to learn more about what forms of appreciation our employees specifically want and value. The feedback that has been received through the employee surveys states that employees would prefer:

- Gift cards
- Verbal thank-you's
- Regular 1-on-1 check-ins
- Team building with administrative staff
- Acknowledgement on newsletters
- Gratitude emails

By acknowledging their extra efforts in a tangible way, KSCL shows that exceptional contributions are noticed and valued, encouraging continued dedication.

Health & Wellness Reimbursement

This program provides a \$50 reimbursement to staff who submit a receipt of purchase of something that is related to their health and wellness.

Monthly Site Appreciation from the SRCW

The SRCW's/Program Coordinators are responsible for acknowledging and appreciating staff each month who go above and beyond. This can be in the form of gift cards, staff get-togethers etc. depending on preference.

Risk Assessment Summary

In 2024 we again experienced an increase in premiums of 11% for our insurance. The issue being construction replacement costs and funders are trying to keep up with these rising costs.

KSCL's staff were given a 2% increase in wages April 1/2024. This was the last of the increases for the expiring Collective Agreement, March 31, 2025. These lifts are funded; and the 10% Admin was implemented back into contracts to assist with raises for Management to alleviate inversion issues.

KSCL remains viable and continues to be healthy with our service delivery continuing in all areas. All CLBC contracts & MCFD contracts are in place to 2025 and some through to 2026. KSCL will experience growth with the 8 apartments coming online as well as a new 5 bed Staffed Living in our Affordable Housing complex. Occupancy is March 31, 2025.

KSCL continues to see increase in referrals in most areas especially community inclusion for group and one to one service in both Nelson and Castlegar from CLBC. As well, KSCL continually receives requests from CLBC to support those in emergency/crisis positions throughout the West Kootenays.

Health & Safety

Kootenay Society for Community Living is committed to providing a safe and healthy work environment for all employees. It is our responsibility as Managers to establish and maintain all health and safety standards, develop safe work guidelines, and ensure that staff are informed and well trained. Employees are responsible to follow these standards that are put in place and to actively participate in making the workplace safe and productive.

External Report

To ensure that KSCL's sites and their safety procedures adequately meet the requirements of WorkSafe BC's regulations, we have Annual inspections completed by the Fire Department. Our fire prevention systems are also inspected yearly by Troy Fire and Safety. All these inspections and requirements are completed in a timely fashion.

Joint Occupational Health & Safety Committee:

KSCL's Joint Occupational Health and Safety Committee is comprised of:

- Employee representatives: SRCW's from each site/program
- Employer representatives: Management
- Union Representation

Within this Committee are two committee chairs (one is an employer representative, and the other is an employee representative). Every year, each committee member is responsible to complete at least 8 hours of training/professional development related to Health and Safety. Any new members are required to complete 8 hours, plus an additional 8 hours.

The Committee meets once a month to review and discuss the following:

- All drills and inspections were completed.
- Any workplace injuries
- Any refusals of unsafe work
- Any new issues that have arisen since the last meeting

The Committee makes recommendations for the establishment and enforcement of health and safety policies and procedures, advice and assists in the promotion of health and safety programs and identifies and recommends solutions to health and safety problems.

Each KSCL site is required to hold a monthly fire drill to ensure that all staff acquire and maintain the necessary skills and knowledge to conduct these procedures in the case of an actual fire incident. All drills and inspections are completed on ShareVision.

Each KSCL site also conducts mock designated drills each month. One is completed during the day shift, and the other is completed during the night/evening shift. These drills are designed to address other potential emergency situations such as:

- Medical/Dental emergencies
- Death
- Hazardous spills
- Earthquakes
- Bomb threats.

Sites also complete a Health and Safety inspection. Any issues that arise from these drills and inspections are discussed at the JOH&S meetings and recorded in the minutes so they are not overlooked and can be resolved. These issues are also discussed at the site staff meetings.

The Committee will spend time discussing employee incidents (near misses) and accidents (resulting in injury). Recommendations can be made to help improve policy and procedures, identify if any environmental issues contributed, or if employee error was the cause. If there has been an accident, and investigation is conducted and shared with the Committee as well as the outcome. Any WorkSafe BC claims are also brought forward and discussed including the accident, the investigation, and the outcome.

Since COVID-19 the following measures that were put in place and still remain:

- Exposure Control Plans
- Safety Plans
- Safe Work Procedures
- Donning and Doffing Stations
- Training Opportunities for Staff
- Use of PPE

Disability Management Institute (DMI)

KSCL works closely with the Disability Management Institute (DMI) to manage all non-occupational and occupational injuries.

If an employee has been absent for more than 5 days, KSCL will require a doctor's note from that employee which covers them for that time off and any further time they may need off. The HR Training and Development Manager will submit the employee to DMI to be provided with the support and resources they may need. DMI will also help support and facilitate the employees return to work when they are ready.

KSCL requires all employees to report all injuries, regardless of the severity, whether they sought first aid or medical treatment, or if there was any lost time. If an injury occurs, the following steps are taken:

1. If there is **NO** First Aid/Medical Treatment, or lost time:
 - a. The employee fills out a Report of Injury Form.
 - b. An Incident Debriefing form is also completed by the injured staff with the help of either a coworker, the SRCW, or the Manager on call.
 - c. Both forms are submitted to the HR Training and Development Manager, who will then consult with the SRCW to see if any changes need to be implemented at the site.
 - d. The incident will be discussed at the next OH&S Committee meeting.
2. If there **IS** Medical Treatment sought, and/or lost time:
 - a. The employee fills out a Report of Injury Form.
 - b. An Incident Debriefing form is completed by the injured staff with the help of either a coworker, the SRCW, or the Manager on call.
 - c. The form is submitted to the HR Training and Development Manager who will submit the form to WorkSafe BC immediately.
 - d. The HR Training and Development Manager will complete an investigation and gather all relevant documentation.
 - i. The investigation and all documentations are submitted to DMI within 30 days of the incident.
 - ii. DMI is in contact with WCB and acts as the representative for KSCL.

Once an employee is cleared to return to work, DMI connects with the HR Training and Development Manager to develop a Return-To-Work Plan. At times, this is just a return back to full duties with no accommodations required. At other times, it may involve a return that could be in the form of:

- Alternate work
 - Duties/schedule that are outside of the worker's regular job.
- Modified Duties
 - Change to the workers regular job tasks or schedule (change in start & end times, eliminating some tasks etc.)
- Gradual Return
 - Starting with less hours and gradually increasing back to regular hours.
 - Based on the workers limitations and what the site is able to accommodate

During the RTW Plan, there is regular communication and check-ins done with the worker and DMI to assess whether any changes need to be made and whether the employee will be ready to full duties once completed.

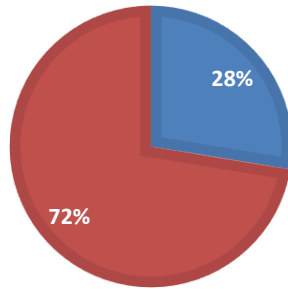
WorkSafe BC – Analysis:

In 2024, KSCL had a total of 29 injuries reported by staff. This is a fairly large increase compared to the data of 2023 in which there were only 17 injuries reported. Of these 30 injuries:

- 21 were near misses (no lost time and no medical attention sought)
- 8 resulted in either lost time and/or required medical attention (5 of these were accepted as WCB Claims)

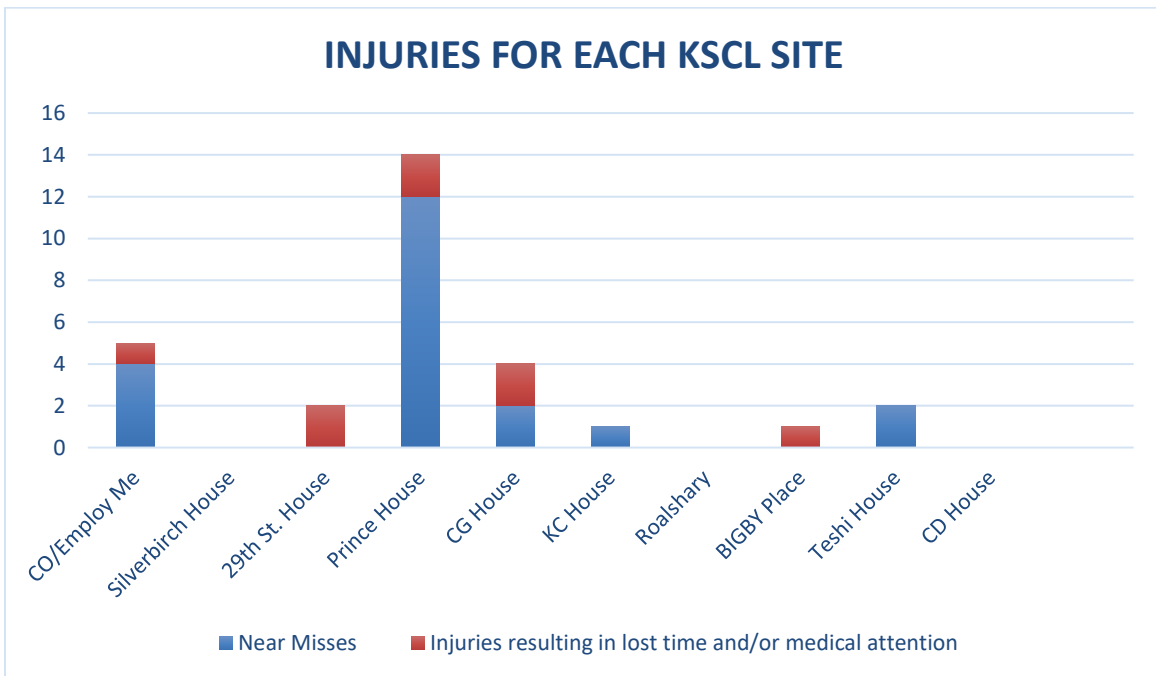
2024 KSCL STAFF INJURIES

- Lost time and/or Medical Treatment required
- Near Misses (no lost time or medical treatment required)



Each KSCL site poses different challenges that can result in accidents occurring. In analyzing the data from 2024 incidents, Prince House has seen the greatest number of incidents, with a total of 14 (12 near misses, and 2 resulting in WCB claims). In 2023, 29th Street House had the greatest number of incidents with a total of 5.

INJURIES FOR EACH KSCL SITE



Summary of Injuries:

Of the 5 injuries that were accepted as WCB Claims:

- 1 was a bruise/contusion to the chest/rib area
- 1 was a sprain/strain/tear to the shoulder/clavicle/scapula
- 1 was a brain/contusion to the hand
- 1 was an injury to the knee
- 1 was a mental disorder/syndrome

The Joint Occupational Health and Safety Committee through KSCL systematically reviews all reported incidents and evaluates proactive measures to mitigate any future risks. Additionally, organizational policies and procedures are reviewed on a regular basis and updated as required to ensure continued compliance and best practices.

Goals for 2025

At KSCL, we remain dedicated in our commitment to the health, safety, and well-being of our employees. Our objectives for 2025 are to:

- Continue to report and thoroughly review all incidents in collaboration with the Joint Occupational Health and Safety Committee, with the aim of identifying and implementing effective preventive measures
- Regularly update existing Safe Work Procedures and Risk Assessments, and develop new ones as required to reflect evolving needs.
- Ensure all employees are fully informed of their health and safety rights and responsibilities.
- Promote awareness of the Employee Assistance Program (EAP), “sparrow,” among all eligible staff.
- Strengthen collaboration with DMI to support efficient recovery strategies and return-to-work (RTW) plans.
- Maintain consistent communication with employees on leave in accordance with the guidelines set out in WorkSafe BC’s Bill 41
- Guarantee annual safety retraining for all employees to ensure they retain the knowledge and skills necessary for safe job performance.
- Expand access to health and safety resources and professional development opportunities.

KSCL recognizes that our work environment can be both demanding and, at times, highly stressful. By continually setting and refining our safety goals, we aim to enhance the overall safety and well-being of our workforce. We are committed to creating and supporting a culture rooted in teamwork, confidence, and resilience among all KSCL employees.

Technology

2025 Goals		
Investigate and purchase assistive technology for individuals we serve who have difficulties with communication	Communication has been identified as being a substantial barrier to community inclusion. By assisting individuals with communication tools, we could help individuals participate in community and employment activities and help build support networks.	Approx. \$1,000.00 per IPAD
Investigate the remaining locations that need new computers.	The remaining locations will require new workstations, printers, and software upgrades as required, this will be monitored annually.	Approx. \$1500.00 - \$2000 for each location.
Stay current with modern technology to ensure KSCL keeps up with our ever-evolving industry.	KSCL attended Cyber Security Awareness Training webinar, ShareVision Training, BAASS Sage 300 Webinar Training & Cloud Hosting.	Continue to ensure the Society is educating all employees on the most up to date training and Security awareness.

By reviewing and implementing the technology goals, the Kootenay Society for Community Living (KSCL) will be able to maintain their technological level as well as increase it. These plans are only recommendations and should be reviewed every year to ensure the costs and goals reflect the current direction of technology.

By budgeting funds to meet the costs reflected in this report, the Society will be able to upgrade and maintain all hardware and software without enduring a huge financial burden. As reflected in the cost analysis of each goal, it is more financially viable to maintain a current system through upgrades than to purchase a new system.

As with any technology, advances occur daily. This is reflected in the cost to purchase items. Each time this report is reviewed, updated costs should be included as items purchased today can be half the price six months from now. As well as reviewing costs, new advances should be analyzed to determine if they would meet the needs of the Society and its programs.

Thank-you!

KSCL is very fortunate to have a dedicated and hard-working team of front-line workers, Administration staff and the Board of Directors. Their work is the core of KSCL to serve individuals that require our support to live full and inclusive lives in their communities. The families/caregivers, the supportive employers and our community members are also key to seeing the successes of inclusion.

This report speaks about the achievements of everyone. Our goals were realized while KSCL experienced growth. For all of that I am thankful. Additionally, thank you to our Funders, the Individuals we serve for your continual support.

We look forward to new opportunities in 2025 while keeping Society resilient, strong, and evolving.

Thank you,

Kathleen Elias

KSCL Executive Director