

2023/2024 Outcomes Management Report

Table of Contents

Introduction	3
What is Outcomes Management?	3
What is the Outcomes Management measurement process?	3
Targets	3
Data Collection and Methodology	4
Improving Data Collection	4
Follow up to Feedback	4
Characteristics of Persons Served/Demographics 2023/2024	5
Program Reports	6
Community Inclusion Programs	6
Employment Program	9
Homes Program	11
Shared Living Program	13
Respite Program	16
Foster Program	18
Business /Human Resources Functions	20
Workplace Safety Analysis	20
Employee Retention	20
Sharevision	21
Appendix	22
CI Supported Individuals Survey Results:	22

Introduction

What is Outcomes Management?

The 2023/2024 Outcomes Management Report measures the progress of our organization over the past year, and helps to indicate if Community Ventures Society is delivering quality services. The CVS management team has worked together to create an outcomes report for all areas of service. Outcomes are the end result of what CVS does. In order to assess the outcomes from multiple perspectives, the indicators of efficiency, effectiveness, accessibility and satisfaction are used. The information is gathered from people who are involved with CVS such as persons supported, families, caregivers, employees, and funders via a yearly survey. The surveys are a combination of in person interviews and electronic surveys done through Survey Monkey.

What is the Outcomes Management measurement process?

In the surveys, for each of the areas of service, we gauge satisfaction including what we do well and what we can improve. The questions asked are rated on a Lykert scale and can be answered in one of four ways: agree, somewhat agree, somewhat disagree or disagree. Subsequently, the results are analyzed and measured to see if any trends emerge from the data. In some cases this year, new measurements are used and comparisons are generated through other data sources. The results will then be folded into a Business Performance Measurement and Management Report that informs the activities of the organization over the next year. Three years ago, CVS changed its approach with the people we serve. Using our experience with Quality of Life/ Include Me surveys, we updated the questions we ask the people we support to reflect Quality of Life indicators. This year, we again filtered out 7 questions: covering each domain of the Quality of Life measurements:

- Emotional well-being
- Interpersonal relations
- Material well-being
- Personal development
- Physical well-being
- Self-determination
- Social inclusion
- Rights

We believe this helps keep the surveys manageable to complete on a yearly basis while giving us comparable data over time. For a comparison of results over the last 2 years, see appendix.

Targets

The performance targets are set based on consultation with managers, in comparison with other similar organizations and sector wide research (ie. Quality of Life provincial statistics). The Outcomes Report is like a report card. It says what CVS does as an organization and how it is done. The report also outlines what CVS believes it does well and what we want to improve. If this

report is hard to understand, call CVS and ask for the Director of Human Resources and Quality Assurance. The Outcomes Report is shared with the Board of Directors for review and then posted on our website and emailed to all stakeholders, contractors and employees. We summarize the report and have a discussion about it in an "all employees" meeting and produce a plain language summary for Program Coordinators, caregivers and employees to share with supported individuals. Hard copy reports will be available at different locations.

Data Collection and Methodology

This year, electronic surveys were the method of choice as we did not have the capacity to do Focus Groups. Response rates to surveys were quite good for the most part. Our survey questions were the same ones used since our 2021/2022 surveys. With the surveys, the intent is to gather feedback from all stakeholders including program participants, employees, caregivers, family of supported individuals and funding agency stakeholders (MCFD, CLBC and Metis Family Services). The data was correlated from the sources and translated into readable information, compared to data from last year's survey and identified any notable patterns or trends in the data. The data is then reviewed with the managers of each program to interpret the results and identify actions for the coming year that will address feedback from the surveys. CVS attempts to minimize bias by ensuring that interviewers are trained to not ask leading questions to the interviewees and to not speak for participants.

Improving Data Collection

This year, one of our Community Inclusion employees facilitated the surveys. She has experience doing research and has good knowledge of data integrity, bias and reliability.

Follow up to Feedback

This year, we opted to aggregate the responses for clarity and to reduce redundancies. We have reviewed all suggestions/ concerns (from employees, parents/ caregivers, person supported) and have incorporated relevant actionable items into the 2024 Action Plans for each program. Here is a brief overview of common themes and our responses:

<u>Better communication:</u> There will be an increased management presence at all locations to enable employees to communicate issues and get the answers they need in a timely manner. <u>Employee Shortages:</u> The addition of a new HR Administrator should give us higher capacity to recruit more employees.

Employee pairings in CI: We expect that increased staffing levels will alleviate this, we try to do the best with pairings but we also want to ensure we are canceling as few supported people as possible.

Consistent performance management: We will be introducing enhanced training on performance management this year. We recently changed performance planning to bi-annually.

Consistent application of overtime rules in homes: The introduction of MakeShift scheduling software should address this situation.

Increasing community outings in CI: We are intentionally building connections with community partners including local employers, recreation centres, libraries, local schools and businesses to build relationships and create opportunities and spaces for people to be included and accomplish goals.

Ensuring policies are regularly reviewed and improved: We did a full policy review and update this year. The new version of the manual is currently being formatted.

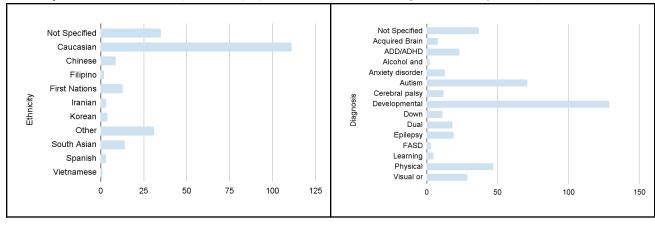
Improving training for new Coordinators: We have conflict management training coming up, we will be doing a handbook for performance management, and we will be reviewing and updating the training process.

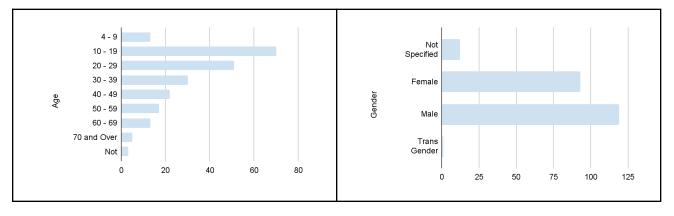
Summary of common themes of "what we are doing well" from all surveys:

- Strong Communication
- Support and Inclusivity
- Supportive environment
- Accommodating changing needs and providing flexibility
- Opportunities for growth and development for individuals we support
- Accountability and Problem-Solving
- Efficiency and Connectivity

Characteristics of Persons Served/Demographics 2023/2024

(including all supported individuals in Community Inclusion, Shared Living, Respite, Foster and Homes) Total served: 212 (includes 16 people served in both Shared Living and Community Inclusion)





Program Reports

Community Inclusion Programs

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2023	Response Rates 2024
2024 CVS CI Employee	97	23	40%	23%
Survey				
2024 CVS CI Families	122	30	35%	25%
Survey				
2024 Outcomes CI	85	48	75%	56%
Person Supported				

Description of Service	Objectives of Service	# of individuals supported 2022-2023	# of individuals supported 2023-2024	Growth % +/-
Individuals or small groups of participants access employment, volunteer, life skill, recreational, and social activities in the community with employee support	Creating opportunities for people to be accepted like they truly belong	79	85	+13%

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
There are enough employee to provide contracted service levels	FTE count, Persons Served Cancel Calendar	100%	91%	N

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
People supported in CI are accessing community activities more than in-house activities	Measure of hours in community vs office based activities (% of day in community based on 6 hour day)	80%	55%	Z

Accessibility:

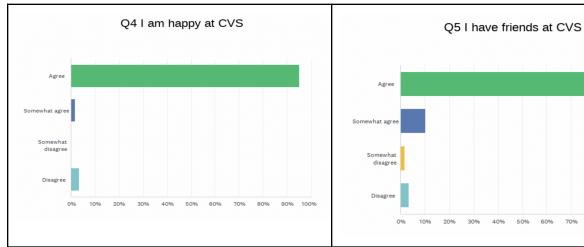
Objective	Measure	Target	Outcome	Target Reached (Y/N)
People have access to our services	Wait list of individuals for onboarding in CI (reviewed weekly) *Note: we did not have waitlists prior to Covid and this is an impact of staffing challenges that all agencies including CVS are experiencing	90%	90%	Y

Satisfaction:

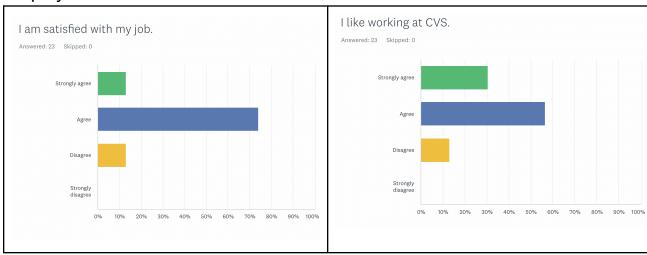
Objective	Measure	Target	Outcome	Target Reached (Y/N)
Person supported reports satisfaction with service and have personal connection to individuals at CVS	I am happy at CVS survey responses -strongly agree or agree	100%	100%	Υ
Family reports satisfaction with quality of service	I am happy with CVS services survey responses-strongly agree or agree	100%	93%	2

Survey Response Sample

Person supported:



Employees:



CI Action Plan:

2023 Action Plan:

CVS is committed to full service access for people that require support by maintaining adequate service locations and staffing to meet contracted service levels. This year we expanded to a new location in Pitt Meadows. We will be trying new strategies to reduce the cancellation of services due to employee shortages. As casual employees are increasingly difficult to find we will create more floater positions to help offset any absences (sick, training etc.). We will try to ensure smaller training classes (Mandt and First Aid) to minimize staffing disruptions.

2024 Follow up:

In our commitment to full service access for people that require support, CVS addressed issues of both staffing and maintaining adequate service locations. Our continued hiring efforts and ability to retain the people currently employed left us with an average of 3 FTE positions open this year and a further equivalent to 2 FTE of sick and away not filled due to lack of casual employees. This total of 5 FTE out of 58 not filled lead to the occasional cancellation of people we support. Cancellations are shared equally across all programs to mitigate the impact on families and people we support. In 2023 improvements and additions to CI locations so that CVS can offer full services that meet the diverse needs of people we support included: increase in vehicles and vans for safe community inclusion, increasing accessibility with installation of lift systems in bathrooms at the Main location, and maintaining a variety of locations to offer proximity to where people live. 85 out of a potential 90 people were successfully supported with CVS CI services. CVS will continue to identify the barriers with staffing and locations in order to provide full services.

2024 Action Plan:

CVS has hired another member of the Human Resources team to assist with recruitment and meet our objective of ensuring enough employees to provide contracted service levels. The team will be strategizing around more efficient processes and increased dedication to recruiting.

Community Inclusion locations will be intentionally making community connections with local Recreation Centres, Libraries, Senior Centres, Art Centres and local businesses to develop opportunities for increased community involvement for people we support.

In coordination with the ISP process, strategies will be created and reviewed to support success in increasing community involvement and connections.

In response to employee suggestions, the leadership team will continue to improve processes and procedures to ensure consistency for employees. The leadership team will also follow up with employee groups in terms of their specific feedback in a meeting format to facilitate discussion around possible solutions and will communicate action plans once they are formulated. The leadership team has already begun spending more time working throughout the various Community Inclusion programs to be more readily available to employees and facilitate better relationships.

Employment Program

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2023	Response Rates 2024
2024 CVS Employment Participants Survey	15	12	40%	80%

Description of service	Objectives of Service	# of individuals supported 2022-2023	# of individuals supported 2023-2024	Growth % +/-
Supporting people to find employment	Supporting and collaborating with people to access opportunities for paid, meaningful employment that matches their interests and skills.	10	15	+34%

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Increase the number of hours or days for employment placements	Number of employed individuals	100%	46%	N

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Developing the number of successful employment opportunities for the people we support	Number of employment opportunities maintained for over 3 months	100%	38%	N

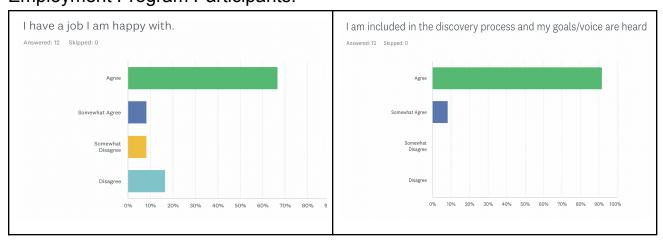
Accessibility:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Increase the FTE count to serve greater number of individuals seeking employment	More employment specialists hired	2 additional employment specialists	2 temporary positions have been filled, along with an extension for 1 year for an employment specialist	Y

Satisfaction:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Persons served are happy with CVS employment services	Persons served report they have a job they are happy with on survey	100%	92%	Z

Survey Response Sample Employment Program Participants:



Employment Program Action Plan:

2023 Action Plan:

We remain proactive and persistent in our efforts, as finding a job can often require a lot of time and effort. We encourage job seekers to attend events and network with potential employers, and be sure to follow up on any promising leads. With a well-rounded approach and a dedication to the job search process, our team is able to help individuals find meaningful employment opportunities that align with their goals and aspirations. Because we are able to increase our capacity by hiring a new

Employment Specialist, we are hoping to have full time employment for all persons supported and we are hoping to increase our people supported in the program by 5 in the next year.

2024 Follow up:

We continue to motivate job seekers to actively network both independently and with the support of their employment specialists. Our team has grown with a new temporary specialist, allowing us to welcome five more individuals into our program this year. With a capacity of 15, we aim to include three more referrals. In the previous year (Jan-Dec 2023), we successfully secured nine part time job placements.

2024 Action Plan:

The team will contact current employers to discuss increasing the person's hours if the person wants to develop that opportunity, and will explain the benefits to them, such as reliability and productivity. To increase the number of persons served with jobs, we will explore more options like part-time or full-time hours, different start and end times, or additional workdays for people, and will support the person in acquiring new skills or taking on more responsibilities related to their job objectives. CVS will offer training, assistance, and resources to enhance their value to employers. Meeting to touch base with employers will be set up to inquire about any additional tasks that need to be done at their site and the associated requirements.

Customized job training and skill development programs that cater to the specific needs and interests of each person will be implemented. This could involve ESL training, attending school, or participating in any other training relevant to their employment goals. Partnerships with employers in various industries to create employment opportunities will be established, and the team will actively seek out job openings by attending job fairs, engaging with local communities and networking events to connect people with suitable employment opportunities.

Homes Program

Survey response rate

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2023	Response Rates 2024
2024 CVS Homes Employee Survey	82	17	10%	21%
2024 CVS Homes Families Survey	4	1	25%	25%
2024 Outcomes Homes-Person Supported	7	7	71%	100%

Description of service	Objectives of Service	# of people supported 2022-2023	# of people supported 2023-2024	Growth % +/-
A model where individuals live on their own or with one other person.	To provide a home where the person served has opportunities to develop independence, skills and increase community participation	8	7	-12%

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Build resiliency in staffing complement	OT - payroll amounts, monthly ADP reports: percentage of OT should be less than 5%	5% or less	12%	N

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
ISP goals specific to community inclusion are being completed	Percentage of goals being met	100%	58%	N
People are meeting their minimum number of community engagement activities each week	Percentage of activities completed per week	100%	83%	N

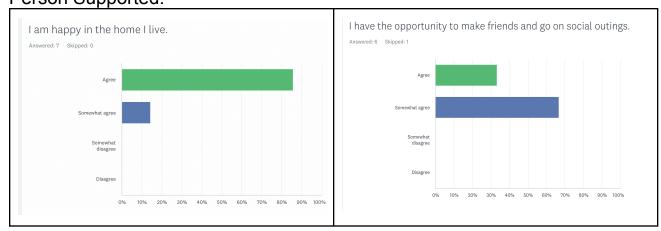
Accessibility:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Identify barriers to accessing community and provide resources to address and remove barriers	At least 2 barriers identified for person with strategies to address each	100% of barriers removed or addressed	93%	Z

Satisfaction:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
People are happy with the home they live in	People agree or strongly agree that they are happy in their home on annual survey	100%	100%	Y

Survey Response Sample Person Supported:



Homes Program Action Plan:

2023 Action Plan:

In 2023 the Manager of Homes and Program Coordinators will do more training on Open Future Learning with Person Centered Planning to have a greater set of tools to help facilitate the planning process and supporting persons served with their own self determination.

2024 Follow up:

Employees, Coordinators and the Manager of all homes engaged in Person Centered planning on Open Future Learning in 2023 as part of the required annual training. This facilitated 79% of the 7 persons supported in homes to be supported in planning and self determination with the completion of their Individual Service Plan. The development of goals increasing the quality of life in the area of community inclusion was a focus as was providing resources and removing barriers to adequately support this. 58% of the goals specific to community inclusion were met and 93% of barriers were removed or addressed.

2024 Action Plan:

Further training in Person Centered Planning will increase the potential for successful outcomes. CVS has hired another member of the Human Resources team to assist with recruitment and meet our objective of ensuring enough employees to provide contracted service levels. The team will be strategizing around more efficient processes and increased dedication to recruiting.

We will increase opportunities for community based activities by researching resources in the community that will fit with the goals and interests of the people we support and decrease the barriers to accessibility to the activities.

In response to employee suggestions, the leadership team will continue to improve processes and procedures to ensure consistency for employees. The leadership team will also follow up with employee groups in terms of their specific feedback in a meeting format to facilitate discussion around possible solutions and will communicate action plans once they are formulated. The leadership team has already begun spending more time attending in person meetings with employees to better support the homes and teams.

Shared Living Program

Survey response rates:

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2023	Response Rates 2024
2024 CVS Shared Living Individuals	45	10	25%	22%
2024 CVS Shared Living Caregivers	39	10	25%	26%
2024 CVS Outcomes Shared Living Families	12	4	62%	33%

Description of service	Objectives of Service	# of people supported 2022-2023	# of people supported 2023-2024	Growth % +/-
Individuals share a home with a contracted caregiver	To provide a safe and comfortable living arrangement in a family environment	41	44	+7%

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Staffing is utilized to best support the people we serve and our care providers.	CVS is funded for 50 individuals for 2 Shared Living staff. Are we meeting our objectives of monitoring and are we accessible to everyone.	100%	88%	Y

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Provide stable long term homes	Length of residence >2 yrs	60%	90%	Y

Accessibility:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Having prescreened caregivers to increase the likelihood of timely successful matches	One caregiver per region (3) prescreened on an ongoing basis	100%	66%	N

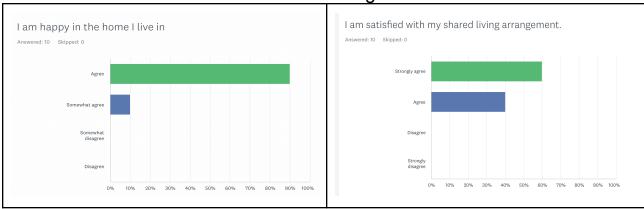
Satisfaction:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Individuals are happy with the people they live with.	Outcomes survey question(s): a) I am happy in the home I live?	100%	100%	Y
Care providers feel supported and want to continue to providing shared living to the person in their home.	Outcomes question(s): I am satisfied with my shared living arrangement.	100%	100%	Y

Survey Response Sample

Person Served:

Caregivers:



Shared Living Action Plan:

2023 Action Plan:

In the coming year, the focus will go towards establishing a pool of screened care providers that CVS can offer in a variety of different locations, with various skill sets and ethnic backgrounds to provide choice to individuals looking to be part of the Shared Living program. We are implementing a three year training plan for all care providers that includes required CLBC annual training, Open Future Learning, required and optional training as well as any additional training such as care provider/family MANDT, PBS, etc that may benefit a specific placement.

2024 Follow up:

This year CVS has consistently maintained 3-4 potential care providers in two of three regions and with a varied skill set throughout the year. We have been able to explore a number of placements and were able to make some successful matches. As matches were made, we continued to screen potential care providers to offer options to people looking for a shared living placement. The care provider training program was launched in June 2023. Care providers were assigned a selection of modules that focused on general support for all individuals, and some elective modules, which were

more specific to the support for the person in their home. The second phase of the 3 year training plan will be implemented in summer 2024.

2024 Action Plan:

In 2024 the goal is to increase to 2-3 potential caregivers available in each region. This will allow CVS to build capacity for future referrals and will ensure that we can potentially respond to emergency situations and also provide efficient and quality matches for people we serve. We will increase the capacity of caregivers' ability to match well with potential referrals through the completion of an increasing variety of courses and training completed each year on OFL and provide efficient and quality matches for people we currently serve that may require new shared living options.

Respite Program

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2023	Response Rates 2024
2024 CVS Respite Caregivers Survey	66	18	40%	27%
2024 CVS Respite Families Survey	68	20	29%	29%

Description of Service	Objectives of Service	# of people supported 2022-2023	# of people supported 2023-2024	Growth % +/-
Children receiving short term out of the family home respite with a caregiver.	To give families a break from day to day care of their child	85	78	-8%

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Families are matched or introduced to a caregiver within 3 months	Respite is able to start within 3 months of the initial referral	100%	78%	N

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
The respite team is good at matching children with appropriate caregivers in safe home settings	Long lasting placements. Placements last over 1 year.	80%	85%	Y

Accessibility:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Family is able to use all of their respite by the end of fiscal	Tracking through record of days, caregiver billing	85%	75%	N
Caregivers are screened in a timely process	Caregivers are fully screened and ready to match with families.	100%	100%	Y

Satisfaction:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Caregivers and families are satisfied with their arrangement.	Outcomes survey question(s): My child is happy to go to respite and Caregivers are satisfied with respite arrangement.	100%	99%	N

Respite Program Action Plan:

2023 Action Plan:

The respite team will continue to advocate for respite compensation based on the individual's support needs. We will try to attract and retain suitable caregivers by offering referral incentives to current care providers. We will work in tandem with the parents to help onboard their caregivers and provide training as needed. When caregivers are skilled but do not have as much necessary availability we will offer them a second caregiver.

2024 Follow up:

Four individuals were identified as having additional support needs and we successfully advocated for each caregiver to be compensated at a higher-than-average rate. One of our contracts will be paying caregivers at a new higher base rate starting in the new fiscal. We continue to propose the same budgets to our other regional funders.

Each family is assigned to an assistant manager of family services who helps parents and caregivers navigate our welcome package and closely monitors the first 3 months of respite with frequent check-ins.

There are 8 families on our program who have more than 1 respite caregiver. Most families only have 1 screened caregiver who can provide respite, 7 families have 2 caregivers and 1 family has 3 caregivers.

2024 Action Plan:

We have streamlined our screening process to recruit caregivers promptly, aiming to have a readily available pool of qualified caregivers. Additionally, we have collaborated with the Child & Youth with Special Needs (CYSN) team to develop strategies for addressing families' hesitations about utilizing respite services.

To support families in utilizing their respite, we will collaborate with their CYSN social worker to develop an action plan. If respite days remain unused without valid reasons, it may lead to a one-time reduction in available days. However, if the lack of utilization is due to caregiver unavailability, our team can provide a backup caregiver to ensure that families receive the support they need.

Foster Program

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2023	Response Rates 2024
2024 CVS Foster Caregivers Survey	2	1	66%	50%
2024 CVS Foster Child's Family Survey	2	0	0	0

Description of Service	Objectives of Service	# of people supported 2022-2023	# of people supported 2023-2024	Growth % +/-
Children in care residing with a contracted caregiver	Ensuring vulnerable children without families are cared for.	3	2	-33%

Accessibility:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
CVS has a system in place to promote increased number of foster parents	CVS has a pool of caregivers ready to provide care	3 families screened and available for referrals	2	N

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Quality care is being provided to each child.	Indicated through overall well being measured in ICM meetings	100%	100%	Y

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
To provide quality services within the allotted contract amounts.	Balanced Budget , Respite billing	100%	100%	Y

Satisfaction:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Caregivers , MCFD and families are satisfied with their arrangement	Caregivers , MCFD and families are satisfied with their arrangement	100%	100%	Y

Foster Program Action Plan:

2023 Action Plan:

Our screening process will continue to recruit caregivers based on the needs of the child in care. We can only accept new referrals when we have a foster parent in place that will be the best resource.

2024 Follow Up:

3 potential foster parents were in the screening process, however, none of them were able to complete the home study portion.

2024 Action Plan:

Over the course of the past year there has been a shift in priorities in the foster program which has meant that the original measurements do not align with current objectives. CVS will maintain the required qualifications to respond in emergency situations when required by MCFD in terms of providing emergency foster care to children, so will continue to complete screening on potential foster caregivers.

Funder Surveys

We continue to have excellent feedback from our funders.

We ask for feedback on the following:

- 1. I am satisfied with the relationship we have with CVS: 1 Strongly Agreed, 2 Agreed
- 2. CVS is efficient in serving people we fund (Efficient use of taxpayer dollars): 3 Agreed
- 3. I can easily reach CVS when needed and they are responsive to our concerns: 2 Strongly Agreed, 1 Agreed
- 4. CVS works effectively with funders: 3 Agreed

What CVS is doing well: Communication, promptness, efficiency.

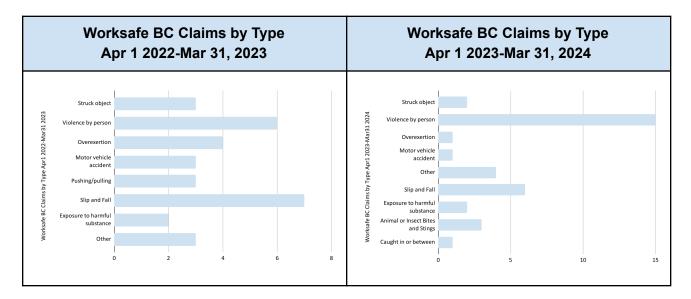
What can we improve: Provide staff who can work with more challenging persons served.

Business / Human Resources Functions

Workplace Safety Analysis

Our workplace injury statistics are very similar to last year with the exception of a reduction of "slip and fall" injuries and a significant increase in "violence by person" injuries.

The leadership team has begun work on a new violence in the workplace prevention plan that will include new policy, new procedures and enhanced follow up to violent incidents including "person specific" Mandt training. Representatives of the Health and Safety Committee have also done a preliminary survey for the WorksafeBC certificate of recognition (COR). It is a voluntary employer certification program intended to motivate employers to take a proactive role in occupational health and safety. The COR program recognizes and rewards employers who go beyond the current legal requirements, implement an effective occupational health and safety management system (OHSMS), and pass a certification audit to the standards set out by the Board.



Employee Retention

Employee retention continues to be an ongoing challenge as we are still seeing low unemployment rates across the country. The turnover rate at CVS decreased to 16%. To address employee retention we are implementing a two pronged strategy which deals with both the professional development and personal well-being of employees. Career development strategies are ongoing and we ran another successful leadership course which included 60% front line employees, this was the highest number of front line participants we have had in any of our leadership training courses. These leadership training courses prepare employees for future positions within the organization. Equity, Diversity and Inclusion (EDI) training for all employees, including leadership, focused EDI training which will help employees and managers foster a more inclusive, supportive environment. Feedback continues to be an integral part of retention strategies, so we have implemented a new employee feedback system where employees can provide feedback about their

start at CVS, this helps us understand where we are doing well and identify problem areas for improvement.

Sharevision

The successful implementation of the ShareVision system has had a transformative impact on organizational efficiency and collaboration. employee members can effortlessly access the platform, facilitating seamless integration into their daily reporting requirements. Community Inclusion programs first adopted the system, followed by our Homes, Shared Living, Respite, and Foster. The implementation has, overall, been a success and we are continuing to move more information to the system including Training and Health and Safety functions. Its robust reporting capabilities provide valuable insights, making it easier for coordinators, managers, and directors to view information and address any issues quickly and efficiently, and ultimately provide better support for the people we serve.

Appendix

CI Supported Individuals Survey Results:

I am happy at CVS 2022/2023		I am happy at CVS 2023/2024	
Agree Somewhat Agree Somewhat Disagree Disagree	95% 1.67% 0.00% 3.33%	Agree 92% Somewhat Agree 8% Somewhat Disagree 0.00% Disagree 3.33%	
I have friends at CVS 2022/2023		I have friends at CVS 2023/2024	
Agree Somewhat Agree Somewhat Disagree Disagree	84.75% 10.17% 1.69% 3.39%	Agree 892% Somewhat Agree 4% Somewhat Disagree 0% Disagree 4%	
I am included in the planning process and my voice is heard 2022/2023		I am included in the planning process and my voice is heard 2023/2024	
Agree Somewhat Agree Somewhat Disagree Disagree	82.76% 5.17% 8.62% 3.45%	Agree 83% Somewhat Agree 8% Somewhat Disagree 4% Disagree 4%	
I am working toward my goals each week 2022/2023		I am working toward my goals each week 2023/2024	
Agree Somewhat Agree Somewhat Disagree Disagree	86.44% 11.86% 1.69% 0.00%	Agree 84.75% Somewhat Agree 10.17% Somewhat Disagree 1.69% Disagree 3.39%	
I like who I'm paired with 2022/2023		I like who I'm paired with 2023/2024	
Agree Somewhat Agree Somewhat Disagree Disagree	85.96% 8.77% 3.51% 1.75%	Agree 77% Somewhat Agree 21% Somewhat Disagree 2% Disagree 0%	
I am treated with dignity and respect 2022/2023		I am treated with dignity and respect 2023/2024	
Agree Somewhat Agree Somewhat Disagree Disagree	92.98% 5.26% 0.00% 1.75%	Agree 100% Somewhat Agree 0% Somewhat Disagree 0% Disagree 0%	
I can make choices about my day and what I do 2022/2023		I can make choices about my day and what I do 2023/2024	
Agree Somewhat Agree Somewhat Disagree Disagree	86.21% 10.34% 1.72% 1.72%	Agree 73% Somewhat Agree 21% Somewhat Disagree 0% Disagree 6%	