



2024/2025 Outcomes Management Report

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Introduction

What is Outcomes Management?

The 2024/2025 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 services. Outcomes are the end result of what CVS does. To assess the outcomes from multiple perspectives, the indicators of efficiency, effectiveness, service access, and satisfaction are used. The information is gathered from people who are involved with CVS such as persons supported, families, caregivers, staff, 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. Six 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 (i.e. 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 staff. We summarize the report and discuss it in an “all staff” meeting and produce a plain language summary for Program Coordinators, caregivers, and staff 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. 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 and CLBC). 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, two of our Community Inclusion employees facilitated the surveys with person’s served in Community Inclusion while our new Shared Living Assistant Manager facilitated the ones with persons served in Shared Living. All have experience doing research or have been trained in objective survey interviewing and have good knowledge of data integrity, bias, and reliability.

How did we do?

Survey responses this year were similar to last year with no significant changes.

Some of our objectives in some programs have changed this year to more accurately represent more objectively measurable data. We should be accurately finding gaps where we can improve. We don’t want to measure things we are already doing well. In this sense, measures like community involvement, staffing, and stable placements are suitable.

Recruitment has been notably more successful this year although still a concern (see Staffing Complement Consistency on pg. 22).

Follow up to Feedback

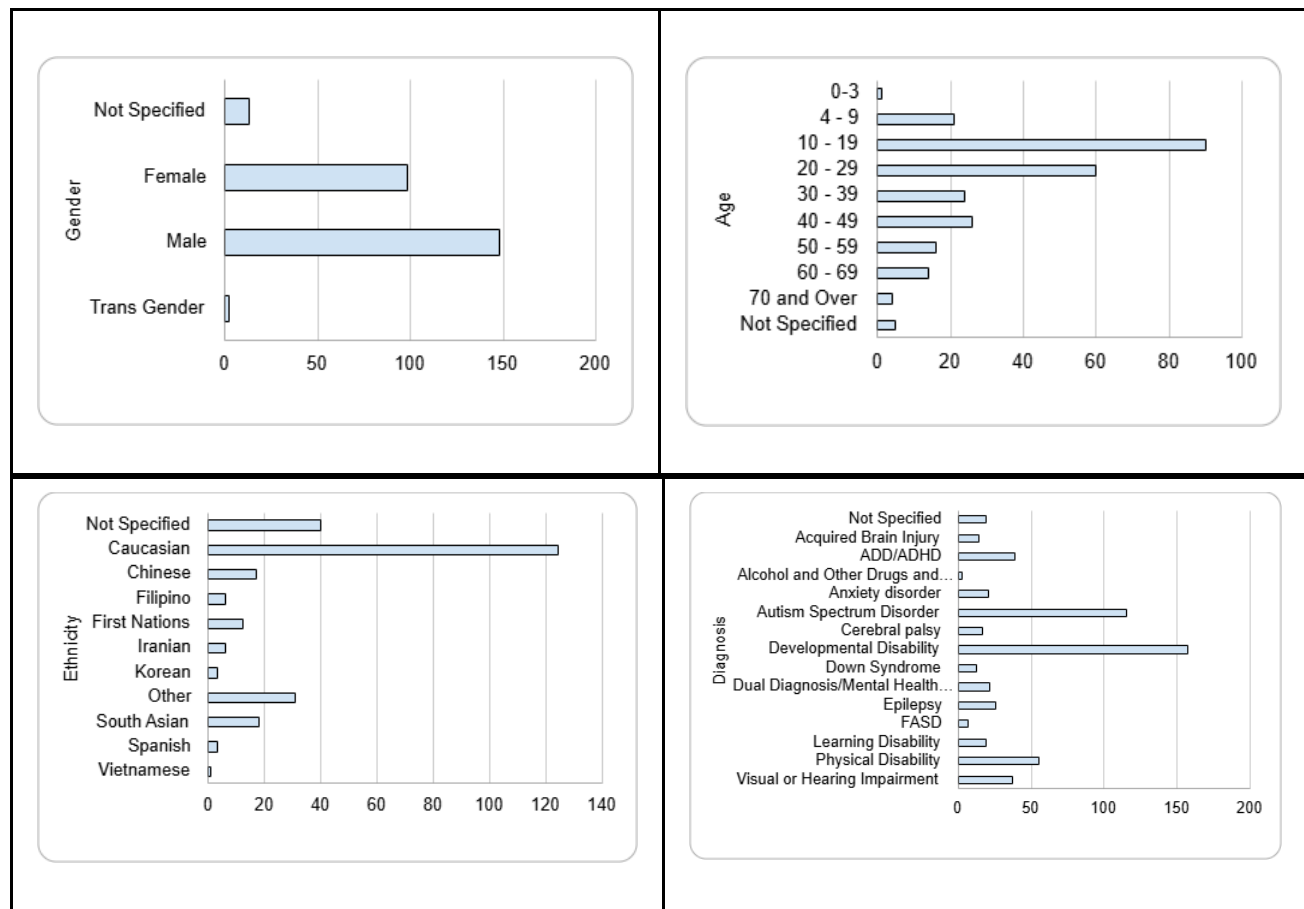
We have reviewed all suggestions from the surveys and have incorporated relevant actionable items into the 2025 Action Plans for each program.

The common themes were:

- Better communication
- Meaningful jobs and activities
- ASL training
- Staff Shortages
- Wages
- Social Inclusion and Connection

Characteristics of Persons Served/Demographics 2024/2025

(including all supported individuals in Community Inclusion, Shared Living, Respite, Foster, and Homes)



Program Reports

Community Inclusion Programs

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2024	Response Rates 2025
2025 CVS CI Employee Survey	100	24	23%	24%
2025 CVS CI Families Survey	111	18	25%	16%
2025 Outcomes CI Person Supported	87	55	56%	63%

Description of Service	Objectives of Service	# of individuals supported 2023-2024	# of individuals supported 2024-2025	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	85	87	+2%

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
There are enough staff to provide contracted service levels	RFT & RPT count	100% of all regular positions are filled	93%	No

Effectiveness:

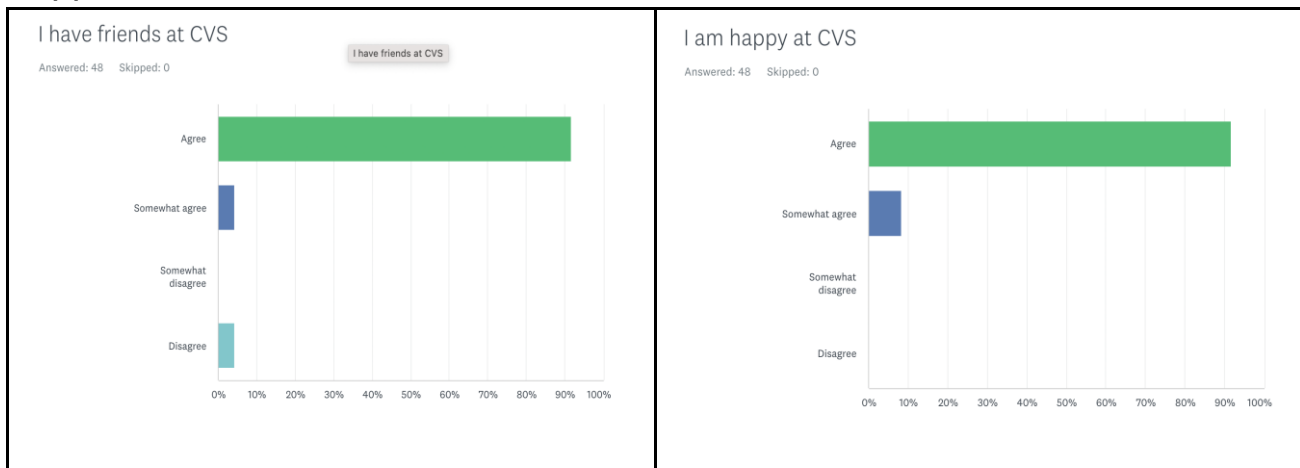
Objective	Measure	Target	Outcome	Target Reached (Y/N)
People supported in CI are accessing community activities more than in-house activities	Percentage of day in community based on 6-hour days	80%	59.5%	No

Accessibility:

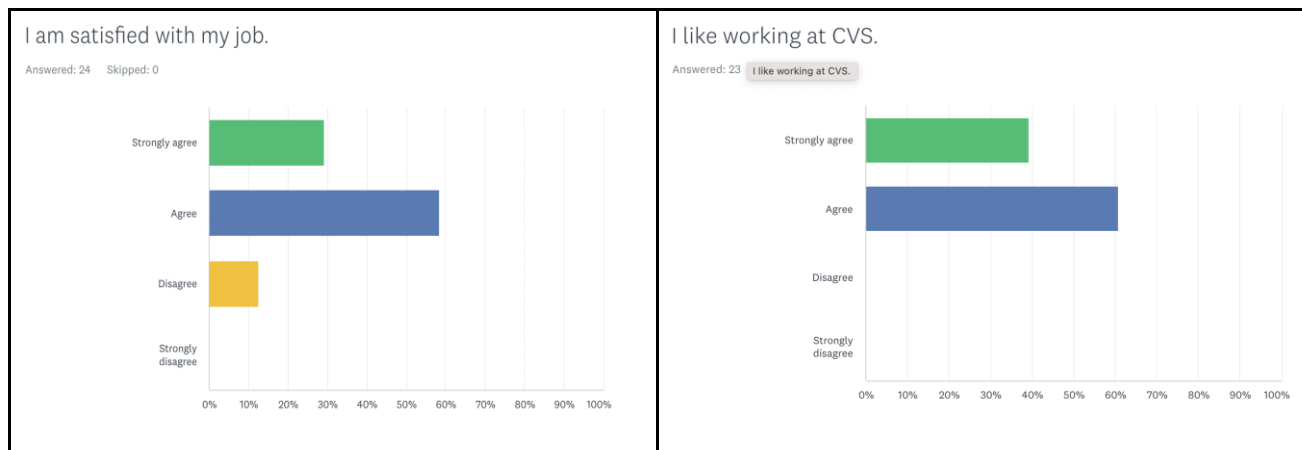
Objective	Measure	Target	Outcome	Target Reached (Y/N)
People have access to the CI services they require	Wait list of individuals for CI services and % of persons able to access CVS services	90%	97%	Yes

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%	98%	No
Family reports satisfaction with quality of service	I am happy with CVS services survey responses- strongly agree or agree	100%	97%	No

Survey Response Sample**Supported Individuals:**

Staff:



CI Action Plan:

2024 Action Plan:

CVS has hired another member of the Human Resources team to assist with recruitment and meet our objective of ensuring enough staff 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 staff. 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 staff and facilitate better relationships.

2024 Action Plan 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 led to the occasional cancellation of people we support. CVS will continue to identify the barriers with staffing and locations in order to provide full services.

2025 Action Plan:

To achieve the objective of increasing community-based CI activities, there will be a focus on developing community-based opportunities for people to access. A twofold approach will be applied to a) build community connections that increase the relationships and communication with community partners and b) remove barriers to accessing community.

CVS will strengthen community connections by addressing barriers through targeted actions. HR will lead hiring and cross-training to improve coverage, with team meeting agendas will include dedicated sections for discussing challenges, successes, and community engagement opportunities. These discussions will be standardized using ShareVision templates. With a goal to ensure there is enough staff to provide contracted service levels, CVS is continuing to improve staff retention with processes of training in collaborative communication, conflict management, and EDI to build successful working relationships and a respectful workplace.

Employment Program

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2024	Response Rates 2025
2025 CVS Employment Participants Survey	15	11	80%	73%

Description of service	Objectives of Service	# of individuals supported 2023-2024	# of individuals supported 2024-2025	Growth % +/-
Supporting people to find employment	Supporting and collaborating with people to access opportunities for paid, meaningful employment that matches their interests and skills.	15	16	nil

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Increase the number of hours or days for employment placements	Number of employed individuals with increased hours	100%	37.5%	No

Effectiveness:

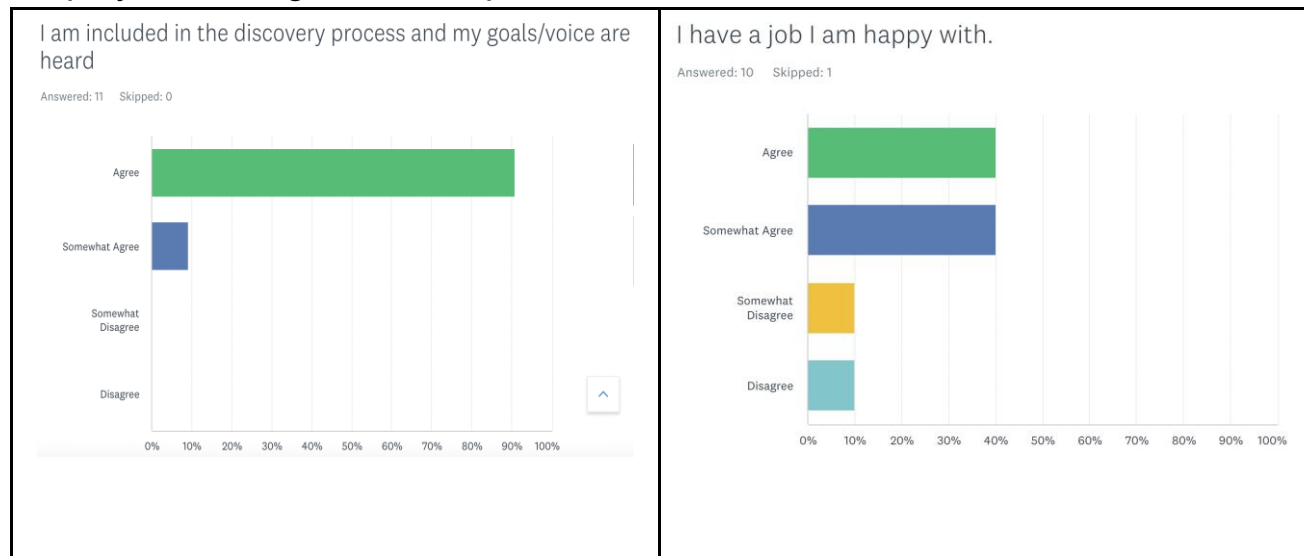
Objective	Measure	Target	Outcome	Target Reached (Y/N)
Developing the number of successful employment opportunities for the people we support	Number of employment opportunities maintained for over 3 months	100%	47.37%	No

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	1 additional Employment Specialist	1 contract extended for a year and 1 additional permanent PTE	Yes

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%	100%	Yes

Survey Response Sample**Employment Program Participants:****Employment Program Action Plan:****2024 Action Plan:**

Contact current employers to discuss increasing the person's hours if the person wants to develop that opportunity. Explain the benefits to them, such as reliability and productivity. Explore options like part-time or full-time hours, different start and end times, or additional workdays. Support the person in acquiring new skills or taking on more responsibilities related to their job objectives. Offer training, assistance, and resources to enhance their value to employers. Touch base with employers to inquire about any additional tasks that need to be done at their site and the associated

requirements.

Offer customized job training and skill development programs that cater to the specific needs and interests of each person. This could involve ESL training, attending school, or participating in any other training relevant to their employment goals. Establish partnerships with employers in various industries to create employment opportunities. Actively seek out job openings, job fairs, engaging with local communities and networking events to connect people with suitable employment opportunities.

2024 Follow Up:

In 2024, CVS hired a temporary Employment Specialist, enabling the expansion of services and increasing the number of clients supported up to 19 at one point in the year. It varies depending on where they are in their employment journey.

Several people supported achieved notable employment milestones:

- One transitioned from part-time kitchen assistant to full-time server.
- Another moved into a full-time support worker role.
- A third successfully completed a summer job and was invited to return in 2025.

Employment Specialists worked with employers in flexible ways—some preferred direct communication with employees, while others collaborated with specialists for on-site coaching in personal care, job tasks, and workplace communication.

Training and skill development were priorities. Clients earned certifications (e.g., forklift, Class 5 driver's license) and attended Douglas College programs to gain essential job skills.

Outreach efforts included business visits in the Tri-Cities, hosting an Employer Event at the Vancouver Golf Club, and participating in job fairs to promote inclusive hiring and build employer partnerships.

2025 Action Plan:

In 2025, we aim to strengthen employer collaboration by promoting inclusive hiring through in-person engagement and a short introduction video featuring our Employment Specialist. These videos will be shared with local businesses to highlight the benefits of hiring individuals with diverse abilities and build stronger employer connections.

We will also continue to support the people we support in finding new opportunities or growing in their current roles by helping them access additional hours, new responsibilities, and tailored job training. Our focus remains on equipping individuals with the skills they need to thrive in a competitive job market.

Homes Program

Survey response rate

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2024	Response Rates 2025
2025 CVS Homes Employee Survey	80	12	21%	15%
2025 CVS Homes Families Survey	5	1	25%	20%
2025 Outcomes Homes-Person Supported	5	3	100%	60%

Description of service	Objectives of Service	# of people supported 2023-2024	# of people supported 2024-2025	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.	7	7	nil

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	14%	No
Increasing staff retention in homes.	Percentage of staff that were retained in the homes program over the year.	100%	85%	No

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
People are meeting their minimum number of planned community engagement activities each month.	Percentage of attended community activities completed per month.	100%	73%	No

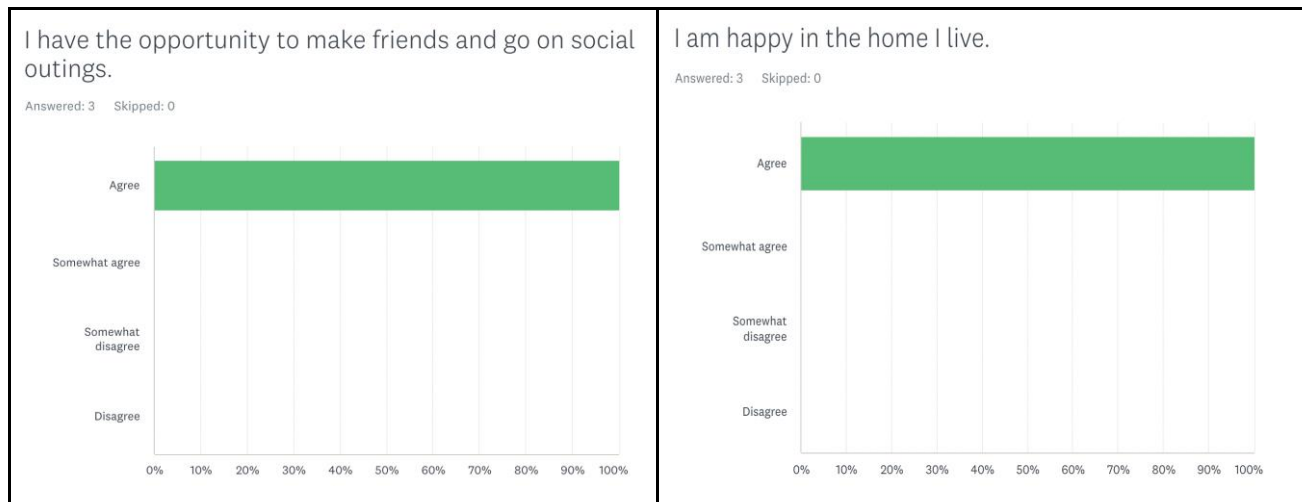
Accessibility:

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	70%	No

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%	Yes

Survey Response Sample Residents:

**Homes Program Action Plan:****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 staff 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 staff. 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.

2024 Action Plan Follow Up:

CVS achieved 86% success in homes with person-centered planning that included community inclusion goals and quarterly progress reviews, with plans to enhance the review process to reach 100%. Community engagement activities were completed at a 73% rate when intentionally planned,

supported by resources to overcome barriers such as behavior support needs, communication and staff training, accessibility, and community partnerships. Staffing resiliency faced challenges, with a 14% overtime rate and increased hiring demands driven by double staffing needs and an 85% staff retention rate. To promote consistency, leadership engaged employees through targeted meetings, addressing concerns and developing action plans, including in-person visits to individual homes to respond to specific needs.

2025 Action Plan:

CVS will continue to set goals with action plans in the domain of community inclusion ensuring success with quarterly review of the action plan. In conjunction with this, progress on removing barriers will be identified and addressed in the individual goals in progress and reported in monthly reports with an objective that all barriers are addressed. Opportunities to build relationships with community partners will be identified and developed with planning by Coordinators and people we support. With the objective to build a resilient complement of staffing in the homes, regular review of the needs of coverage in the home will be refined using the posting documentation tool in ShareVision. Continued effort in receiving valuable feedback from employees to find relevant solutions will be achieved with specific in-person meetings. The priority will be to increase staff retention. Team building, safety strategies, training supports, and services and mechanisms for feedback will ensure this.

Shared Living Program

Survey response rates:

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2024	Response Rates 2025
2025 CVS Shared Living Individuals	49	7	22%	14%
2025 CVS Shared Living Caregivers	44	20	26%	45%
2025 CVS Outcomes Shared Living Families	31	9	33%	29%

Description of service	Objectives of Service	# of people supported 2023-2024	# of people supported 2024-2025	Growth % +/-
Individuals share a home with a contracted caregiver	To provide a safe and comfortable living arrangement in a family environment	44	50	13%

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
To implement all person/caregiver documentation in ShareVision platform	All documentation will be accessible to staff on ShareVision platform	100%	75%	No

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Provide stable long-term homes for people supported	% of people supported: length of residence >2 yrs	60%	68%	Yes

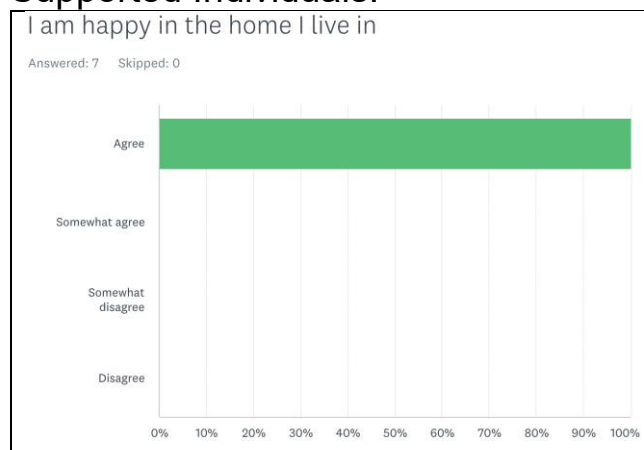
Accessibility:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Having prescreened caregivers to increase the likelihood of timely successful matches.	Have 10 screened care providers within the calendar year	10 screened care providers	14 screened care providers	Yes

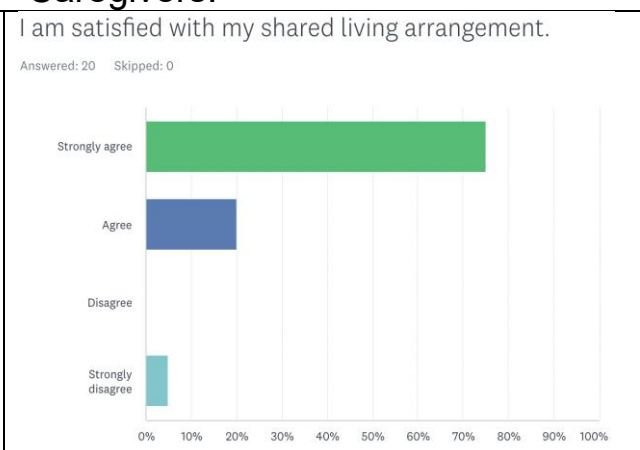
Satisfaction:

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%	Yes
Care providers feel supported and want to continue providing shared living to the person in their home.	Outcomes question(s): I am satisfied with my shared living arrangement.	100%	95%	No

Survey Response Sample Supported Individuals:



Caregivers:



Shared Living Action Plan:

2024 Action Plan:

The goal is to increase to 2-3 potential caregivers available in each region. CVS provides support to build capacity for future referrals. This will ensure that we can potentially respond to emergency situations and also provide efficient and quality matches for the people we serve.

2024 Action Plan Follow Up:

In 2024, we successfully screened a total of 14 care providers, eight of whom were matched with individuals in need. This success was made possible by efficiently conducting home studies and completing health and safety checks, which allowed us to expedite the referral and matching process. With a goal to develop and implement all person's and caregivers' documentation in ShareVision for efficiency with monitoring and responsiveness, CVS was able to ensure 75% completion of this so far.

We achieved our goal of maintaining stable, long-term placements. Out of 48 placements, 33 individuals remained living with their care providers for more than two years, surpassing our performance target and ensuring continuity of care. This stability is critical for building lasting relationships between care providers and individuals, ensuring a higher quality of care overall.

2025 Action Plan:

In 2025, we are committed to advancing the Shared Living (SL) program by focusing on key areas of growth and stability. A central objective for the year is to expand our team by adding a third SL team member, which will help enhance our capacity to provide exceptional support to individuals in our care. This addition will be reflected in our updated performance indicators.

We will continue to prioritize long-term, stable placements, ensuring that individuals in the program have placements lasting longer than two years by providing ongoing support to individuals and care providers as needed. Furthermore, we are dedicated to meeting or exceeding our goal of having 10 pre-screened care providers ready for placement matches throughout the year. This proactive approach ensures that we have a strong network of qualified screened providers available to match with potential individuals.

Respite Program

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2024	Response Rates 2025
2025 CVS Respite Caregivers Survey	57	24	27%	42%
2024 CVS Respite Families Survey	67	11	29%	16%

Description of Service	Objectives of Service	# of people supported 2023-2024	# of people supported 2024-2025	Growth % +/-
Children receiving short term out of the family home respite with a caregiver.	To give families respite from day-to-day care of their child	78	112	+34

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%	No

Effectiveness:

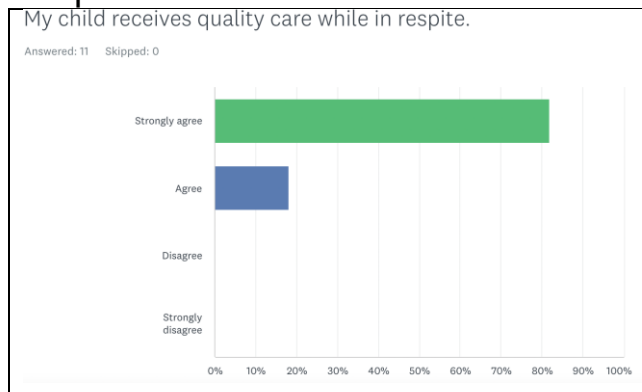
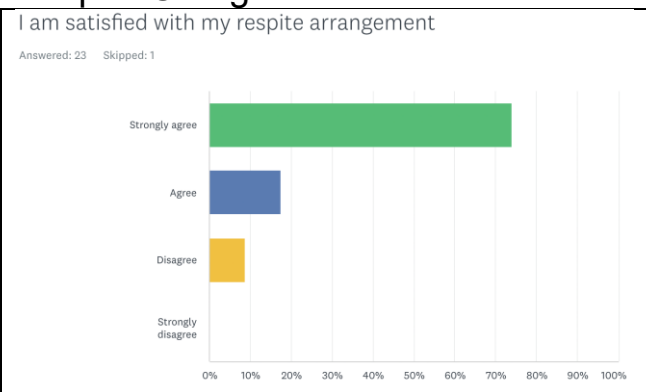
Objective	Measure	Target	Outcome	Target Reached (Y/N)
The team ensures children are placed with appropriate caregivers in a secure and welcoming home environment.	Long lasting placements. Placements last over one year.	80%	85%	Yes

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%	No

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%	98%	No

Survey Response Sample**Respite Families:****Respite Caregivers:****Respite Program Action Plan:****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 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.

2024 Action Plan Follow up:

At the beginning of 2024, children's respite services expanded by adding 51 new spots. So far, we have received 32 new referrals, with respite services already successfully started for 28 of those families.

To support this growth, we hired a full-time Assistant Manager to assist and ensure continued care for existing families and to help with caregiver recruitment, compensation was increased to an average of \$200 per diem. The caregiver screening process was also improved. The previous home study was identified as a deterrent to many caregivers who did not follow through with screening.

Twelve individuals were identified as having additional support needs, and we successfully advocated for increased compensation tailored to the specific needs of each child. All referrals are assigned to an Assistant Manager of Family Supports who guides parents and caregivers through our welcome package. We closely monitor each new match during the first three months with regular check-ins to ensure access to respite days. New strategies were also implemented to allow respite coordinators to collaborate more effectively with the CYSN team, helping identify and address any obstacles that families may encounter while receiving services.

2025 Action Plan:

In 2025, our commitment remains to uphold the same high standard of delivering long-term, quality matches. We will continue to prioritize meeting with each family and child receiving services, ensuring a thorough and comprehensive intake process to ensure the best possible matches. We will continue to work closely with MCFD to reduce unused days and mitigate any obstacles such as program suitability. Our goal of matching each family to an easily accessible caregiver remains but, in some cases, families may need two caregivers. We recognize the challenges we encountered in 2024 and plan to create informative resources to help new parents and social workers better understand the scope of the program and set clear expectations moving forward.

Foster Program

Survey response rates

Sample Group	Surveys Sent	Surveys Returned	Response Rates 2024	Response Rates 2025
2025 CVS Foster Caregivers Survey	2	0	50%	0%
2025 CVS Foster Child's Family/ Guardianship Social Worker Survey	2	1	0	50%

Description of Service	Objectives of Service	# of people supported 2023-2024	# of people supported 2024-2025	Growth % +/-
Children in care residing with a contracted caregiver	Ensuring vulnerable children without families are cared for.	2	2	nil

Accessibility:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
For Foster Families to have access to qualified respite caregiver	At least one available and qualified respite caregiver per child	100%	100%	Yes

Effectiveness:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Quality care is being provided to each child.	MCFD quarterly checks with no recommendations	100%	100%	Yes

Efficiency:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
To provide quality services within the allotted contract amounts.	Number of contracted services provided within budgeted amounts.	2	2	Yes

Satisfaction:

Objective	Measure	Target	Outcome	Target Reached (Y/N)
Caregivers, MCFD and families are satisfied with their arrangement	Outcomes question(s): I am satisfied with the services the foster parent(s) provide(s)	100%	100%	Yes

Foster Program Action Plan:**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.

2024 Action Plan Follow Up:

We supported and worked closely with our two foster family placements, both of which have now been in place for over four years. Our goal is to ensure these placements remain long-term and stable. To achieve this, we focus on addressing the needs of both the children and their foster parents, working together as a collaborative team.

We have consistently held team meetings, which have played a crucial role in clarifying the roles of all professionals involved and fostered clear communication across the board.

The action plan we've put in place ensures that children in our foster program receive consistent, coordinated, and culturally sensitive care. It also helps foster parents fully understand their roles and responsibilities while providing a structured framework for effective collaboration with the care team.

2025 Action Plan:

CVS has a goal to ensure safe and nurturing environments for children in our foster placements,

including the home environment, school, and in community. We empower our foster parents to advocate for the child's needs and interests that include educational, medical, and emotional care. We will support the process of acquiring appropriate qualified respite to be in place with a goal of ensuring long-term placements.

With the objective of being more responsive, an action plan is set to incorporate trauma-informed practices to build on the skill sets that our foster parents have. Each child's access to their family, community, and cultural connections are documented and reviewed in monthly reports.

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
2. CVS is efficient in serving people we fund (Efficient use of taxpayer dollars)
3. I can easily reach CVS when needed and they are responsive to our concerns
4. CVS works effectively with funders

Feedback from funders on what we can improve:

1. More community connections for day programming,
2. Less cancellation of people in the CI programs, are there other solutions that could be explored?

Action plan 2025:

We are working to strengthen community connections in our Community Inclusion program by expanding partnerships with local businesses and recreation programs, offering more inclusive, interest-based activities.

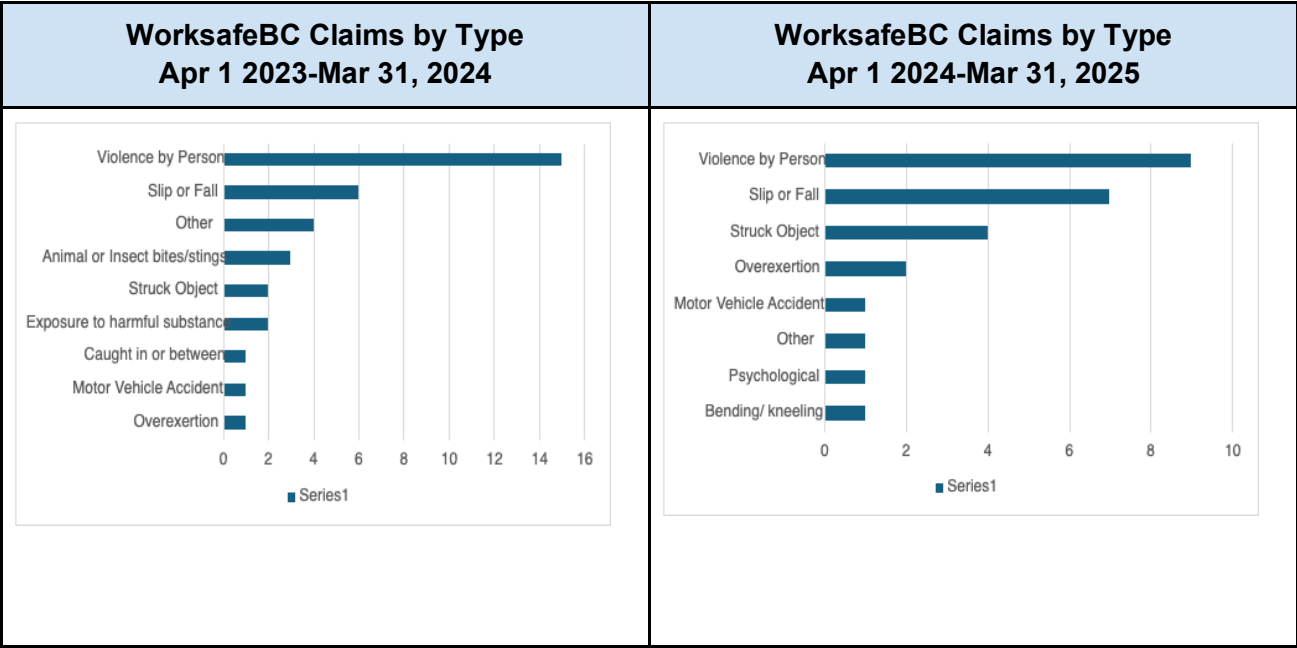
To reduce cancellations, we're exploring solutions such as increasing casual staff, cross-training for flexibility, and improving communication with families. In 2025, we'll also realign programs in our main building as part of a broader review to minimize service disruptions.

Business /Human Resources Functions

Workplace Safety Analysis

Our workplace injury statistics are very similar to last year except for a reduction of “slip and fall” injuries and a notable decrease in “violence by person” injuries and a small increase in “struck by object” incidents.

The leadership has implemented a new violence in the workplace prevention plan that includes a new policy, new procedures, and enhanced follow up to violent incidents including “person specific” Mandt training. We have a new Health and Safety Committee at our main CI location due to the number of employees there. We have also recruited new members to the main committee to help with the workload.



Staffing Complement Consistency

Over the past year, significant progress has been made in ensuring more consistency in the staffing complement at CVS. The addition of a new HR Administrator has been pivotal in enhancing recruitment efforts. To expedite the hiring process, the HR team has actively organized Indeed hiring events, effectively attracting a higher volume of applicants in a shorter time frame. By streamlining recruitment processes, including more efficient candidate screening and selection, the team has significantly reduced the time it takes to fill open positions. As a result of these efforts, staffing levels have increased, leading to a recent, notable decrease in the cancellation of services. This improvement in staffing efficiency has contributed to more stable operations and better service delivery. The HR team also worked with the coordinators to create a secondary in-person interview process where the candidate comes to a location to meet the coordinator and see what we do, which has led to a higher rate of success in terms of employees understanding what the role entails and if it is a fit for them. It also provides the Coordinator a chance to address concerns if the candidate is not a fit. We are striving to have a larger pool of casual staff for all programs so we can fill vacancies even faster throughout this year.

Capacity Building for Managers and Coordinators

The HR team is strengthening the leadership team's skills through various training, workshops, and resources. The workshops cover topics such as conflict resolution and mediation, effective communication, and team building. Additionally, training is focused on reviewing recruitment processes and introducing new Coordinator procedures. The team is also working on creating forms within ShareVision to streamline processes and save time, including new time-off requests, employee leave tracking, recruitment tracking, and building maintenance requests.

Appendix

CI Supported Individuals Survey Results:

I am happy at CVS 2023/2024		I am happy at CVS 2024/2025	
Agree	92%	Agree	87%
Somewhat Agree	8%	Somewhat Agree	11%
Somewhat Disagree	0.00%	Somewhat Disagree	2%
Disagree	3.33%	Disagree	0%
I have friends at CVS 2023/2024		I have friends at CVS 2024/2025	
Agree	92%	Agree	78%
Somewhat Agree	4%	Somewhat Agree	15%
Somewhat Disagree	0%	Somewhat Disagree	4%
Disagree	4%	Disagree	4%
I am included in the planning process and my voice is heard 2023/2024		I am included in the planning process and my voice is heard 2024/2025	
Agree	83%	Agree	81%
Somewhat Agree	8%	Somewhat Agree	11%
Somewhat Disagree	4%	Somewhat Disagree	2%
Disagree	4%	Disagree	6%
I am working toward my goals each week 2023/2024		I am working toward my goals each week 2024/2025	
Agree	84.75%	Agree	83%
Somewhat Agree	10.17%	Somewhat Agree	13%
Somewhat Disagree	1.69%	Somewhat Disagree	2%
Disagree	3.39%	Disagree	2%
I like who I'm paired with 2023/2024		I like who I'm paired with 2024/2025	
Agree	77%	Agree	62%
Somewhat Agree	21%	Somewhat Agree	25%
Somewhat Disagree	2%	Somewhat Disagree	7%
Disagree	0%	Disagree	6%
I am treated with dignity and respect 2023/2024		I am treated with dignity and respect 2024/2025	
Agree	100%	Agree	87%
Somewhat Agree	0%	Somewhat Agree	9%
Somewhat Disagree	0%	Somewhat Disagree	4%
Disagree	0%	Disagree	0%
I can make choices about my day and what I do 2023/2024		I can make choices about my day and what I do 2024/2025	
Agree	73%	Agree	82%
Somewhat Agree	21%	Somewhat Agree	14%
Somewhat Disagree	0%	Somewhat Disagree	2%
Disagree	6%	Disagree	2%