Community Living
VICTORIA

Hope. Help. Home.

OUTCOMES MANAGEMENT REPORT

January 2024 – December 2024

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Introduction

Community Living Victoria (CLV), a nonprofit organization established in 1955, faces the ongoing challenge of balancing the needs of the people it serves and their families within a large organization, all while preserving traditional support structures and fostering innovation.

In pursuit of its mission, CLV established its first Outcomes Management System in 2003. This system has since been instrumental in shaping CLV's annual goals and objectives. These changes are evident in documents like the Measurable Outcomes Report and key plans such as Workforce Development, Health and Safety, Strategic Planning and Risk Management. Beyond its original purpose of tracking individual outcomes and staff training needs, CLV leverages this information to showcase its achievements, enhance its understanding of the diverse people it serves, and make more informed decisions regarding organizational development and growth.

The CLV Outcomes Management System carefully evaluates strengths, weaknesses, opportunities, and potential threats. This 21st edition marks an ongoing series of outcome reports, revealing insights derived from measurable results and outcome data collected from January 2024 to December 2024.

The Outcome Management System identifies the following CARF accredited service areas: Community Homes, Supported Independent Living & Supported Apartment Living (Supported Living), and Community Inclusion Services (Community Integration), Parent Support (Services Coordination), Home Sharing (Shared Living Services), Host Agency (Self -Directed Community Supports and Services: Flexible Supports Planning), Employment Services (Community Employment Services), Family Support and Youth Services. Each service area has measures of effectiveness, efficiency, service access, and satisfaction (experience). Surveys conducted in October 2024, as well as our strategic planning session in 2024, solicited feedback on the support experiences of both individuals supported and staff. The valuable insights gathered from these surveys and planning have played a pivotal role in informing the goals or objectives outlined in this 2024 document. Additionally, pertinent demographic information for each individual served by the organization is systematically collected and documented in our ShareVision database.

Community Living Victoria successfully completed its 7th Accreditation survey in June 2024, earning another 3-year accreditation. Five surveyors participated, with four in person and one virtually. The surveyors heard from individuals and families, with many expressing confidence in our services. Words like “trust,” “acceptance,” “belonging,” and “safe” were frequently mentioned. This reflects our commitment to helping people live independently and receive services tailored to their needs. CLV remains dedicated to its core values while embracing innovation in technology and best practices to improve efficiency and promote full citizenship.

The Board of Directors reviews the Outcomes Management Results Report and provides any comments and recommendations to the Executive Director. A summary of the highlights of the Outcomes Management Results are included in our Annual Report each year which is available on our website.

* Note: In this report, 'goals' and 'objectives' are used interchangeably to represent overarching outcomes and specific steps towards achieving them, emphasizing a flexible approach in outcomes management.

Characteristics Of Individuals Served

Community Living Victoria actively gathers essential information about the individuals it serves, driven by a heartfelt commitment to understand who they are. This empathetic approach guides the organization to tailor support to meet each person's unique needs.

Service Area

All Programs/Services	# Individuals
Community Homes	71
Community Inclusion	62
Employment Services	58
Home Share	55
Host Agency	45
Parent Support Program	6
Supported Living	42
Total	**339**

** Statistics include total individuals supported throughout 2024; participation may be duplicated due to individuals attending multiple programs*
** Of the 339 individuals counted across multiple programs, the total number served at end of 2024 is 271.*

Program/Service:	# Individuals
Intake	37
Exits	28

** Participants exited the program due to relocation or transfer (17.86%), end of service, and inability to commit (10.71%).*

Community Homes	# Individuals
Brock Home	4
Burnside Home	4
Cedar Hill Home	3
EliVan Home	3
Jeffree Home	4
Lindsay Home	4
Marin Park Home	4
Mariposa Home	4
Marlene Home	2
McKenzie Home	5
Orillia Home	4
Redfern Home	5
Twin Oaks	9
Tyndall Home	5
Wascana Home	5
Wilcox Home	5
Total	**70**

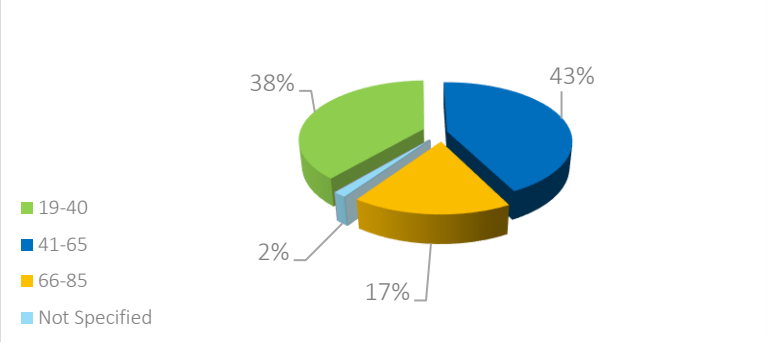
** Stats do not include exited individuals*

Community Inclusion Programs	# Individuals
Community Access Program	20
Peninsula Community Inclusion	5
Reflections Community Inclusion	5
Satellite Day Program	15
Twin Oaks Community Inclusion	9
Total:	**54**

** Stats do not include exited individuals*
** PCI program is based out of Marin Park home and includes 3 individuals from Marin Park Home and 3 from Jeffree home.*
Twin Oaks Inclusion is primarily based out of the home, with 8 individuals residing at the home and 1 external participant who joined the program but exited after a few months.

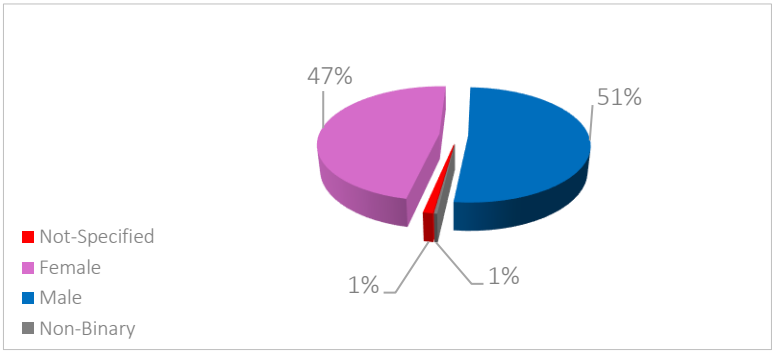
Age

Age Range	# Individuals
0-5	0
6-17	0
18	0
19-40	104
41-65	116
66-85	47
86+	0
Not Specified	4
Total	**271**



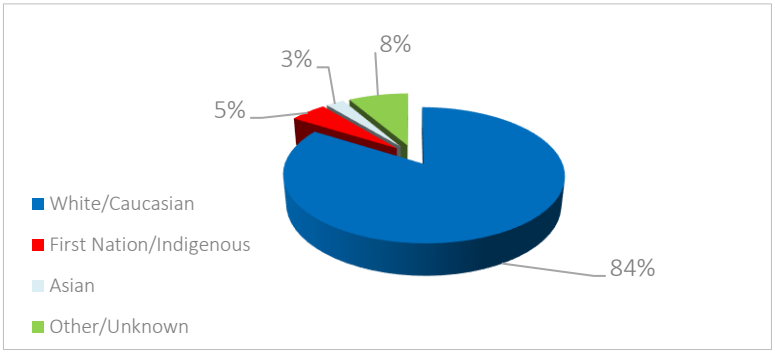
Identify As

Identify As	# Individuals
Not Specified	3
Female	128
Male	139
Non-Binary	1
Total	**271**



Ethnicity

Ethnicity	# Individuals
White/Caucasian	226
First Nation/Indigenous	14
Asian	6
Other/Unknown	25
Total	**271**

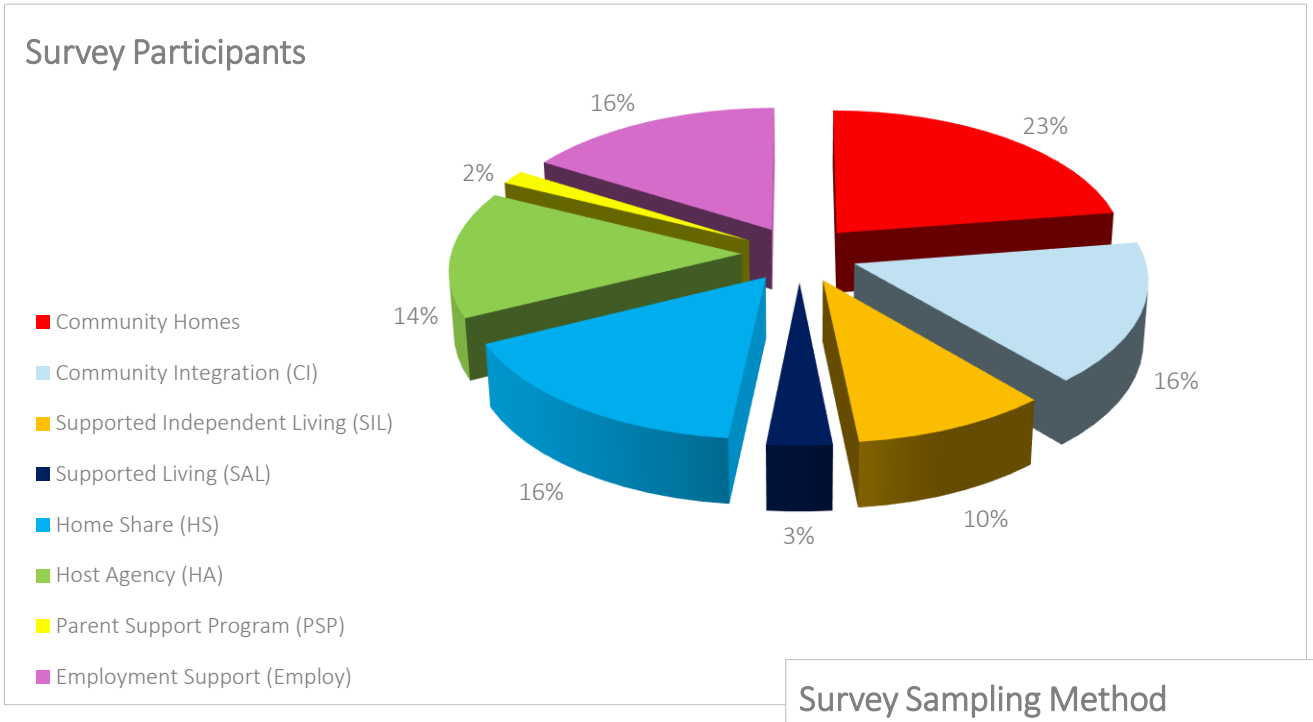


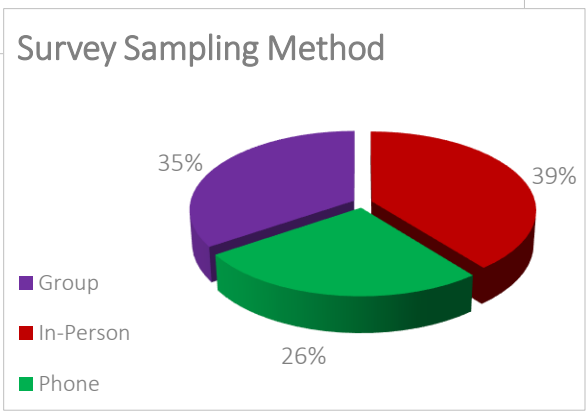
Surveys

Individual Experience

This year, in response to historically low participation in the annual *Individual Experience Surveys*, CLV implemented a targeted approach to increase engagement and ensure diverse representation. We used stratified sampling to allocate sample sizes based on the number of participants in each program, aiming for specific response totals from key programs. For example, larger programs like Community Homes (72 participants) received a sample of 14 participants, or about 19% of the group, while smaller programs like Parent Support (6 participants) had a sample size of 1.

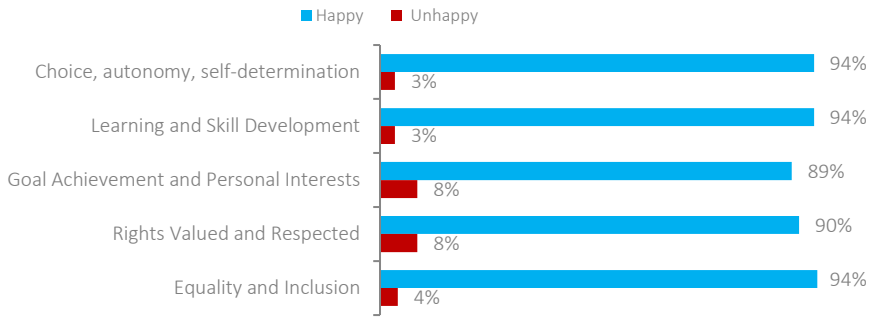
To further encourage participation, we offered gift card incentives and provided multiple options for completing the survey, including in-person, in groups, or via phone or video. These efforts improved accessibility and convenience, enabling more individuals to share their feedback. This process helped us gather valuable insights to refine and enhance support services across our programs, ensuring a comprehensive and accurate reflection of individual experiences.





Independence and Empowerment

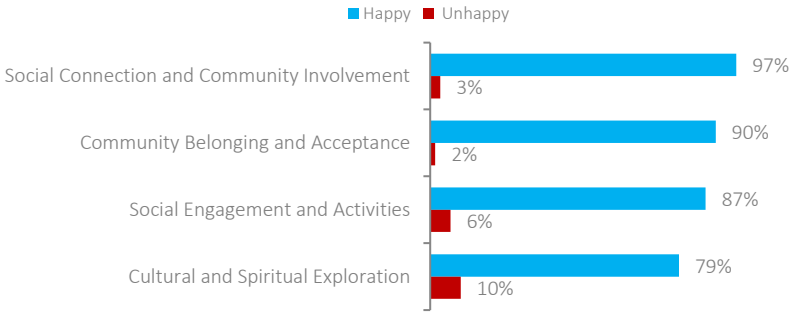
The category of Independence and Empowerment evaluates personal decision-making, skill development, goal achievement, respect for rights, and equal access to opportunities.



3% represent the proportion of individuals who either did not respond or left the question incomplete.

Social Participation and Inclusion

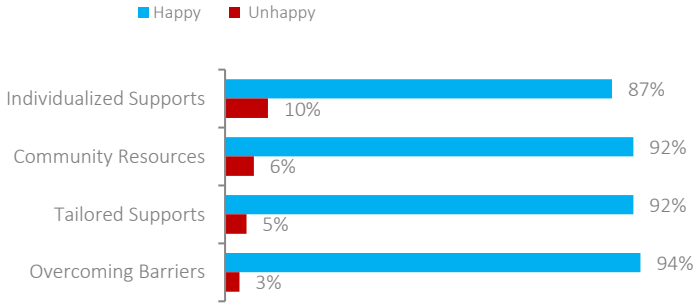
The category of Social Participation and Inclusion assesses opportunities to meet new people, engage in enjoyable activities, feel a sense of belonging, participate in social events, and explore cultural and spiritual interests.



7% represent the proportion of individuals who either did not respond or left the question incomplete.

Accessibility and Accommodations

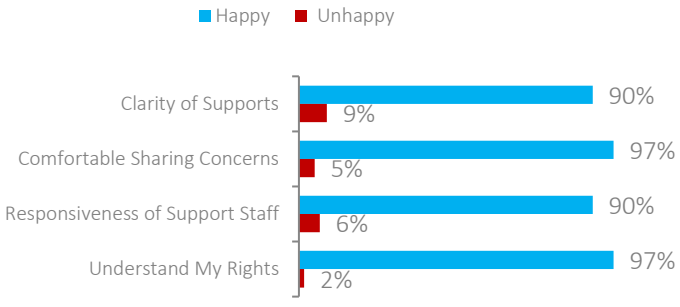
The category of Accessibility and Accommodations emphasizes easy access to services that meet individual needs, appreciation for available community options, respect for personal preferences, and reliable support in overcoming barriers.



3% represent the proportion of individuals who either did not respond or left the question incomplete.

Communication

The category of Communication examines individuals understanding of schedules and support, feeling comfortable sharing concerns, receiving attentive listening from support workers, and having a clear understanding of personal rights.



1% represent the proportion of individuals who either did not respond or left the question incomplete

Individual Perspectives

This satisfaction survey provides valuable insights into the experiences, preferences, and aspirations of individuals receiving services, highlighting key themes such as independence, social participation, and accessibility. The feedback reveals a strong desire for individuals to have greater control over their lives, with a focus on making personal decisions related to daily activities, relationships, and financial independence. Social engagement and meaningful connections are important, as well as the need for accessible spaces and responsive support. These trends guide our commitment to enhancing person-centered planning, ensuring that services are tailored to the unique needs and preferences of each individual. By continuing to empower individuals to live according to their personal goals and choices, we aim to foster an environment that is inclusive, responsive, and supportive of each person's journey toward greater autonomy and fulfillment.

Independence and Empowerment:

- *'My relationships, my girlfriend'*
- *'Sometimes I don't have the right to spend my money'*
- *'Some places lack accessible washrooms'*
- *'I am focused on regaining more independent skills than learning new ones'*
- *'My support worker supports me to live independently'*

Social Participation and Inclusion:

- *'People are cool here'*
- *'I am supported to go to church'*
- *'Never thought of exploring my culture before but will ask my support worker'*
- *'I have lots of social opportunities through church'*
- *'I like music bingo'*

Accessibility /Accommodations:

- *'Sometimes places are not wheelchair friendly'*
- *'I appreciate that my HSP and Coordinator advocate for me'*
- *'HandiDart is not meeting my needs'*
- *'My choices are respected'*
- *'I want more time with my employment counsellor'*

Communication:

- *'The staff are excellent'*
- *'I like seeing the day's activities on the big board'*
- *'I would like to take more risks, so would like my concerns listened to'*
- *'I feel comfortable voicing my concerns to my CLV support, and I am included in decisions'*
- *'I can tell my support worker what I want to do, and don't want to do'*

Objectives and Outcomes 2024

Objective	Outcome
Ensure that individuals have access to community events and activities.	All community housing programs, except two, supported individuals in attending at least three community events

	selected through word of mouth, CLV social media, or ShareVision posts
Collaborate with community partners to provide sporting or arts event opportunities to promote community connections.	A generous $3,000 donation was made for art supplies for CAP and Satellite, with the potential to create an art space. We used $500 to purchase a gift card from Supply Victoria, a local nonprofit that recycles art supplies. These materials have enabled Satellite participants to create numerous art pieces. In the future, we hope to partner with Supply Victoria for an art workshop with both programs. *(Supply Victoria promotes sustainability and creativity by providing recycled art supplies to artists, students, and teachers.)*
Facilitate attendance at community events by providing financial support.	We facilitated attendance at community events by funding accommodation requests for annual passes to rec centers and covering the cost of Namaste passes, allowing individuals to attend at no expense to themselves.

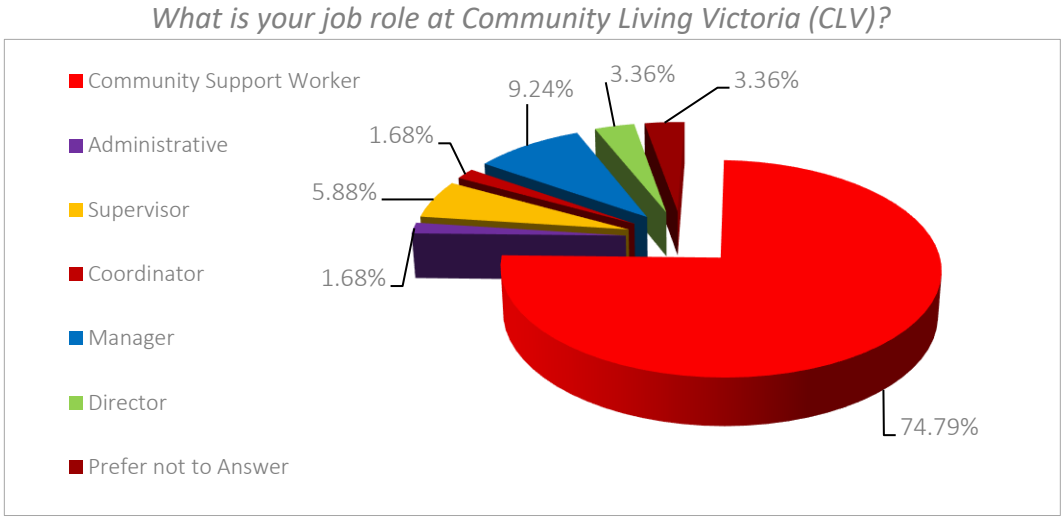
Objectives 2025

- Create more community-based activities or programs that are accessible, diverse, and meet individual preferences.
- Empower individuals to lead a self-advocacy group and make decisions about their health, activities, and goals.
- Ensure staff listen to each person's preferences and provide services and activities that support their choices, empowering them to live a life of their own making.

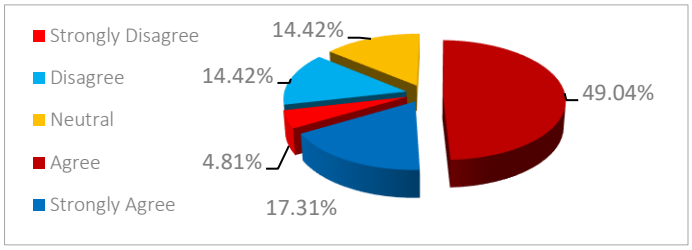
Staff Experience

This year, we encouraged participation in CLV's Satisfaction Survey with an incentive program, offering a chance to win one of three Visa gift cards. We received valuable feedback from a range of employee groups, with Community Support Workers making up the largest segment. Administration and Coordinator roles had the smallest representation.

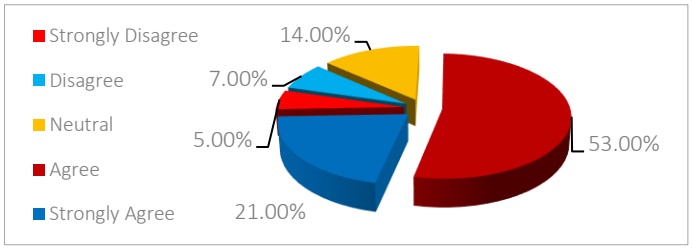
Out of 342 potential respondents, 120 employees completed the survey. Notably, 74.49% were Community Support Workers, while Administration roles accounted for just 1.68%. Supervisors, Coordinators, and Managers represented 5.88%, 1.68%, and 9.24%, respectively, and Directors made up 3.36%. Another 3.36% of respondents chose not to disclose their job roles. This breakdown helps us understand participation rates across different groups.



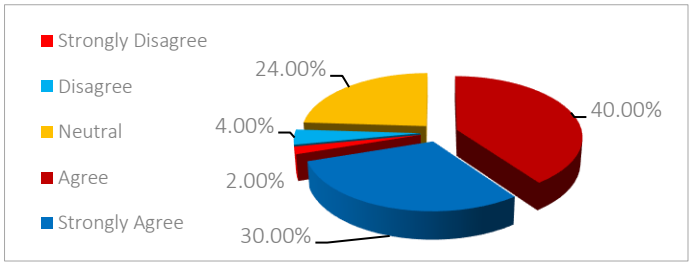
I am satisfied with the job-related training CLV offers.



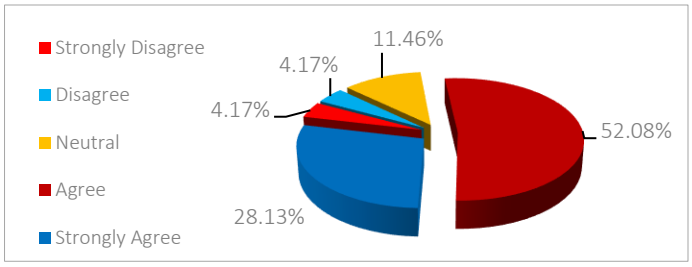
Communication between Directors, Managers, Supervisors, and employees is good at CLV.



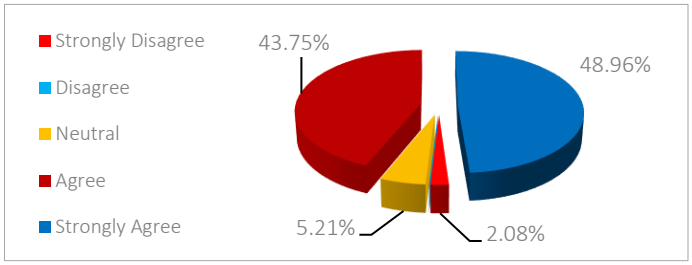
Employees treat each other with respect.



CLV provides a physical and psychologically safe work environment.



CLV's work positively impacts people's lives



Staff Perspectives

The staff satisfaction survey provided an in-depth exploration of the unique experiences, preferences, and concerns of CLV staff. The goal was to gather candid insights into the daily professional journeys, challenges faced, and sources of satisfaction. The survey was structured around key themes such as Career Development, Work Engagement, Relationship Management, and Work Environment to uncover the nuanced aspects of our team's work experiences.

The results of the Staff Experience survey revealed several key strengths within CLV, showcasing the organization's ability to deliver services that align with our mission and values. These strengths reflect a positive work environment and high levels of engagement, both of which contribute significantly to our ongoing success. To offer further insight into the themes identified, we have included a selection of comments related to the three main areas of strength highlighted in the survey.

I am satisfied with the job-related training CLV offers

- *CLV provides an opportunity to grow, learn and develop one's skills and builds your confidence to pursue a career as a social worker or mental health worker.*
- *I appreciate the variety of training opportunities offered to us such as being DOT trained for various homes, having the chance to take courses such as first aid and SIVA. I have also been able to take a course with my fellow co-workers on effective communication in the workplace.*
- *CLV had provided a lot of opportunities when it comes to learning skills, like providing workshops related to work we are doing.*

Areas for Improvement:
- *Although CLV provides some training, I have not found it to be useful in growing my skill set for the job I do. Wellness and effective communication are valuable, but additional hands-on or job-specific training would be beneficial.*
- *More professional development opportunities, such as training in areas like behavior management, genetic syndromes, and aging for individuals with disabilities, would help employees feel more prepared for their roles.*

Communication between directors/managers/supervisors and employees is good at CLV

- *Great communication and kind, thoughtful discussions happen between Manager and employees.*
- *All the homes and day programs that I have held a position at, the supervisors and managers have created a safe, welcoming space and encourage open-door communication amongst the staff. I feel this creates strong effective communication boundaries and skills within the team and allows us to feel confident and be able to have our opinions and voices heard.*
- *I am able to reach out to directors/managers with ease as well as my colleagues.*

Areas for Improvement:

- *I believe CLV is working towards respect and trust between management and employees. Transparency has gone a long way, but continued efforts to improve two-way communication and ensure emails or concerns are addressed in a timely manner would help strengthen this relationship.*

Employees treat each other with respect

- *CLV supports diversity and ethnicity with much care, concern, and acceptance. They may be some glitches with some staff/admin, but overall CLV has a good reputation for working with good etiquette, making sure of a warm welcome with new staff and making them feel included in a team.*
- *Harmonious relationships are present all the time.*
- *Our work environment is a safe place to work. Staff are friendly and helpful with one another; we respect each other's culture and boundaries. We understand and listen to each other.*

Areas for Improvement:

- *For the most part, I feel respected at work, but workplace incivility can arise at times. When issues are called out, they are usually addressed quickly, but ongoing efforts to foster a culture of inclusivity and open dialogue would be beneficial.*
- *I have observed that within some group home environments, staff have gotten habituated to their routines and at times forget the greater mission of the organization - to promote full citizenship. We must remember that independence and community inclusion are key to the people we support.*

CLV provides a physically and psychologically safe work environment

- *The work environment feels very safe.*
- *CLV strives to make each home warm and inviting for all staff and a genuine home atmosphere for those who live in the home.*
- *It is and has been a safe working environment, and I have recommended CLV employment to a lot of acquaintances since I started work here.*

Areas for Improvement:

- *Lack of participation in meetings, people voicing concerns, suggestions, and new ideas get halted when an environment does not feel safe or when people think 'what's the point.'*
- *There is a strong disconnect between frontline staff and upper management, which creates feelings of job insecurity and exclusion from key decisions that impact us.*

CLV's work positively impacts people's lives

- *CLV continues to be a leader in the community in supporting individuals with disabilities. I am proud to work at CLV.*
- *I am proud to work for CLV, I like what I see happening with employee support and family support. CLV goes above and beyond for putting disabled individuals first.*
- *I am happy and proud to work for CLV and enjoy supporting the individuals.*

Areas for Improvement:

- *CLV makes a meaningful impact in the community, and I am proud to be part of it. However, better alignment between frontline and management teams would help ensure that decisions are made with staff input and frontline realities in mind.*
- *CLV strives to create a positive impact, and I appreciate the efforts to support both employees and individuals. A more structured feedback process for employees to share ideas and concerns would help us continuously improve the services we provide.*

The survey responses identified key areas for improvement in CLV's staff experience, with a focus on communication, job-specific training, and employee engagement. While many staff members acknowledged CLV's efforts to improve communication, they highlighted the need for clearer, more consistent interactions between management and staff. Strengthening these connections would foster collaboration and build stronger relationships across all levels. Employees also expressed the need for more targeted, role-specific training to support skill development and job performance, empowering staff to excel in their roles. Additionally, while some employees are highly engaged and motivated, there is an opportunity to encourage more consistent responsibility and initiative across the organization. Focusing on these areas will help CLV build on its strengths and create a more engaged, productive, and supportive work environment.

Objectives and Outcomes 2024

Objective	Outcome
CLV will increase the frequency of opportunities for staff to engage in job-related professional development.	CLV increased job-related professional development opportunities by offering training through ShareVision My Training, policy reviews, online platforms, in-person sessions, and Leadership Forums. Training met the requirements of CARF, WorkSafeBC, CLBC, and Island Health Licensing. A key focus was leadership training due to turnover in leadership positions, while frontline staff training remained a challenge. Program-specific sessions covered dementia care, Positive Behaviour Support (SIVA), medication administration, diversity, wellness, and advocacy. Moving forward, CLV will assess training gaps, survey staff, and enhance development opportunities to better support staff and the individuals they serve.
CLV will increase the number of team building opportunities for the staff within their own teams and organize events that promote more relationship building across the organization that involves staff, Supervisors, Managers, Administration staff and Directors.	CLV made progress in fostering team-building opportunities within staff teams and across the organization through fundraising efforts, director-led initiatives, and community home-hosted social gatherings. Staff appreciation bowling events had low participation, while office-hosted events like the annual BBQ saw higher attendance. Moving forward, CLV will expand team-building opportunities, involve staff in planning, and create a clear event calendar to strengthen relationships across all levels of the organization.
CLV will implement a variety of strategies to improve communication across the organization such as: reinstating 5 ways of communicating using the CLV website, ShareVision, E-mail, Pay Stubs, Bulletin board, implementing a communication policy, increasing program visits from directors, conducting a bi-annual staff survey staff on specific ways CLV could improve communication, and increasing the frequency of	CLV implemented strategies to improve communication across the organization, including increased use of email, ShareVision, and the website for updates and fundraising. Bulletin boards at program sites displayed key information like HEU and Joint Occupational Health and Safety details. Social media presence grew on Facebook and Instagram. Regular team meetings, along with additional sessions, facilitated communication.

organization updates.	Moving forward, CLV will host in-person leadership meetings, increase director visits, and provide more frequent updates. The bi-annual staff survey on communication improvements will be completed in 2025.

Objectives 2025

- Strengthen communication and feedback channels to ensure staff feel heard, valued, and supported through respectful communication.
- Expand role-specific training and mentorship programs to enhance employee skills and career development.
- Optimize staffing levels and workload distribution to reduce burnout and improve employee well-being.

Service Access

Service Access refers to how we ensure individuals can access the services they need. We measure it by how quickly we fill openings in our programs and homes. To do this, we set specific time frames to promptly fill vacancies, balancing the needs of those already in the program with our capacity to support new individuals referred to us. Our commitment to Service Access means offering services when and where they are needed, minimizing wait times, and ensuring quick appointments or referrals. We also advocate for and follow up on individuals referred to other services based on their needs or requests.

Service Access Timelines Objectives *	
Community Inclusion Programs	30 days
Residential Services	90 days
Community Services	30 days
Host Agency**	30 days
Home Share**	90 days

** Vacancies will not exceed a certain period of time for programs are as above*
***Based on person having approved funding and CLV having the capacity to increase*

Summary and Objectives

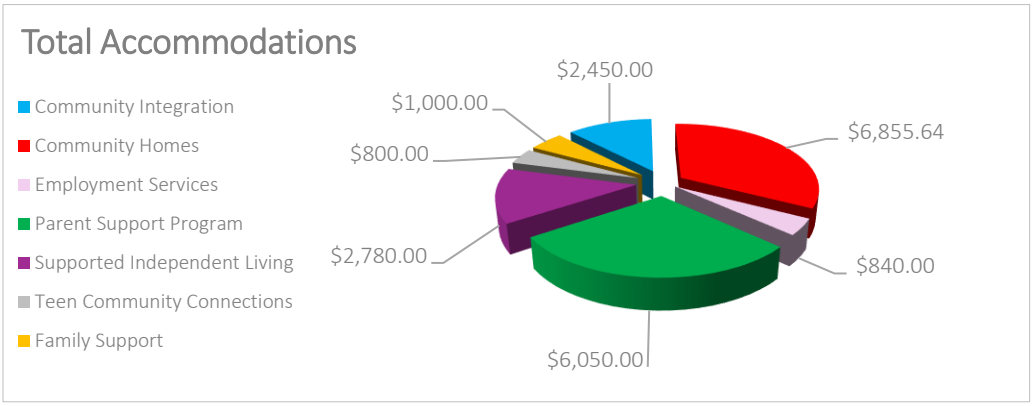
Intake	Exit	Summary 2024	Objectives 2025
Community Homes			
1	1	At the end of 2024, all homes were at capacity. Unfortunately, we experienced a loss at Mariposa, but the resulting vacancy has been filled. A vacancy was successfully filled at Mariposa (1).	We will assess future vacancies to align with our strategic plan, focusing on reducing larger homes and identifying growth areas. We are evaluating CLBC referrals to ensure new individuals are a good fit and can be adequately supported within current staffing levels. A key priority will be addressing the mobility needs of aging individuals and upgrading homes for accessibility.
Community Inclusion			
9	8	We faced challenges throughout the year related to delays in referrals for CI programs with vacancies. A key highlight of the past year was our diversified activities, which attracted participants and enhanced community engagement and satisfaction. At the end of 2024, vacancies included: CAP (1 FT); Satellite (2 PT) with remainder of programs being at full capacity.	We aim to have each CI program running at full capacity and will promptly fill any vacancies with suitable referrals. We are actively awaiting referrals from CLBC to support this process. Additionally, we are advocating for individuals attending our programs part-time to transition to full-time services if they choose.

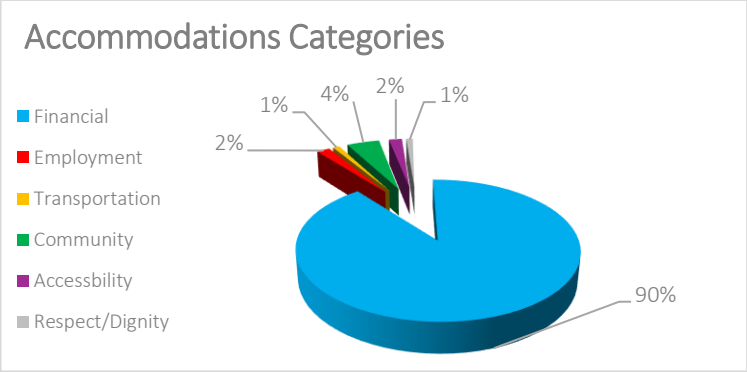
Home Share			
3	**4**	Intakes in Home Share in 2024 all followed typical CLBC preferencing and recruitment and matching success allowed us to support these individuals entering our services, some new to the area, and others changing agencies to CLV. Of the exits in 2024, over half were a result of individuals leaving the region to either be closer to family or to live somewhere more suited to their goals and wants. One was temporarily in Home Share until he found another independent living option, another moved into a CLV community home as a result of his age-related needs.	We will continue to balance future growth based on the coordinator's capacity for future referrals. Coordinator capacity will grow through experience, supervision, and systems improvements to processes as well as technological enhancements to workflows.
Host Agency			
1	**3**	Only one intake in 2024 was community inclusion hours offered for extra support to an existing Home Share participant based on their increased needs. Three exits from the program were due to individuals moving regions and taking up their service with other service providers local to their new homes.	We will continue to balance future growth based on the coordinator's capacity for future referrals. Coordinator capacity will grow through experience, supervision, and systems improvements to processes as well as technological enhancements to workflows.
Community Services			
Employment Services			
20	**7**	While striving to meet the FTE target of 55 in 2024, we faced challenges with both delays in referrals and the referrals themselves, as some individuals referred were either not employment-ready or had complex, competing needs that hindered a successful transition into the employment program. As a result, CLV has had to suggest to CLBC that these individuals exit the program. Currently, our FTE stands at 51. At the end of 2024, we had a total of (4) vacancies included:	To reach the 55 FTE, we will focus on employment-ready individuals and collaborate with CLBC to ensure referrals align with our supported employment services.
Supported Apartment Living			
0	**1**	In 2024, we sadly lost an individual from our services, with CLBC	The current SAL site operates at full capacity. We currently provide supports to 11 people, two of

		informing us they would not be filling the vacancy, with the allocated hours now directed towards supporting increasing support needs. CLBC currently manages an active waitlist. Three individuals reside in nearby condominiums, while the remaining eight live in the SAL apartment building.	whom live in their own apartments close to the Sal apartment. We will continue using CLBC's contingency funding to meet growing demand. At the same time, we are committed to improving the transparency and accuracy of the waitlist, ensuring individuals are well-suited for our program.
Supported Independent Living			
0	**2**	Two individuals chose to leave the SIL program. One sought alternative service to better meet their needs, while the other disengaged, prompting CLV to request the funder collaborate directly with the individual to ensure proper support and to exit them from the services. At the end of 2024, vacancies included: (2) in the Supported Independent Living Program	Address the growing health and safety needs, as well as the increased support requirements of individuals, recognizing that the program is not designed to age in place or support complex needs. Collaborate with the funder and other governmental bodies, such as Health, to review and respond to these increased support needs.
Parent Support			
0	**0**	In the past year, the number of supported individuals and families remained at 6, with no changes in intakes or exits.	We continue discussions with CLBC to ensure appropriate supports are in place, as engagement has been challenging for some individuals. To maintain transparency, we will enhance communication with the funder, clarify the waitlist, and evaluate individuals' suitability for the program.

Accommodations

At CLV we are committed to supporting individuals with intellectual disabilities, and this is made possible through generous donations from our community. These contributions help fund essential accommodations that create meaningful opportunities for people to thrive. In 2024, donations enabled us to fulfill $20,775.64 in accommodation requests across seven programs and six categories: financial, employment, transportation, community, accessibility, and respect/dignity. The majority of these requests - 90% or $17 075.64 - focused on financial requests, emphasizing the vital role these supports play. Through campaigns like “Reach for the Stars” and “Reach for the Sun,” these funds allow us to provide vital programs, housing opportunities, nutritious food, and specialized transportation for community members.





Total Program Service		
Community Integration	$	2,450.00
Community Homes	$	6,855.64
Employment Services	$	840.00
Parent Support Program	$	6,050.00
Supported Living	$	2,780.00
Teen Community Connections	$	800.00
Family Support	$	1,000.00
	$	20,775.64

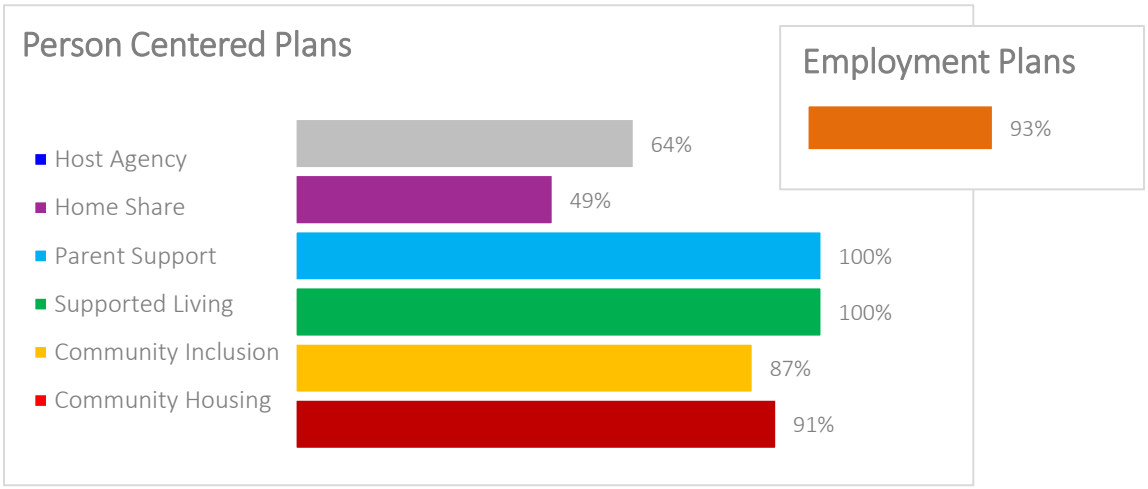
Summary and Objectives

- Community Inclusion: A total of 10 accommodation requests were received across CAP (4), Reflections (3), and Satellite (3) programs, all of which were financial.
- Community Homes: A total of 9 accommodation requests were received across all housing programs addressing needs related to accessibility, financial support, or physical well-being.
- PSP: All accommodation requests, totaling 13 for 2024, were successfully met at 100%, with an overall increase in support from $4,110 in 2023 to $6050.00 in 2024.
- SIL and SAL - Financial barriers are alleviated for SIL and SAL participants by disbursing fundraising dollars with a total 58 requests totaling $2780.00
- Employment services supported 7 accommodation requests, within the financial, transportation and employment categories
- TCC received 4 financial requests totaling $800.00, with 100% of funds supporting families. This included summer camp opportunities with waived registration fees and holiday gift cards for groceries and gifts.
- Family Support supported 4 requests totaling $1000, within the financial, respect/dignity and community categories

Person Centered Planning and Individual Outcomes

Person Centered Plans

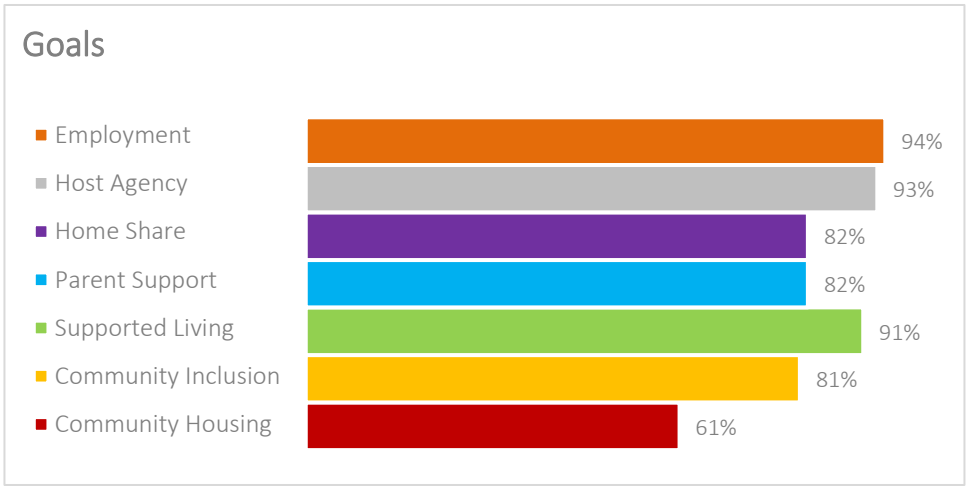
Of the 271 individuals supported through CLV in 2024, 31 received services in multiple programs, with 240 individuals having the opportunity to participate in person-centered planning. Of these, 187 had a PCP completed, representing 78% of all individuals supported through CLV, a decrease from 91% in 2023. In 2024, 93% of employment plans were completed, a decrease from 100% in 2023. This decline is primarily attributed to delays from funders and individuals exiting before their plans were finalized



Individual Goals and Outcomes

We have maintained strong consistency in our goal progress, with 79% of the 480 defined goals either in progress, achieved, partially attempted, or attempted, aligning with the results from 2023. Specifically, 379 goals fall into these categories, while the remaining goals were either not started yet or discontinued.

Although we did not meet the 90% objective set at the beginning of the year, our performance remains on track, reflecting steady progress across the agency.



Quality of Life

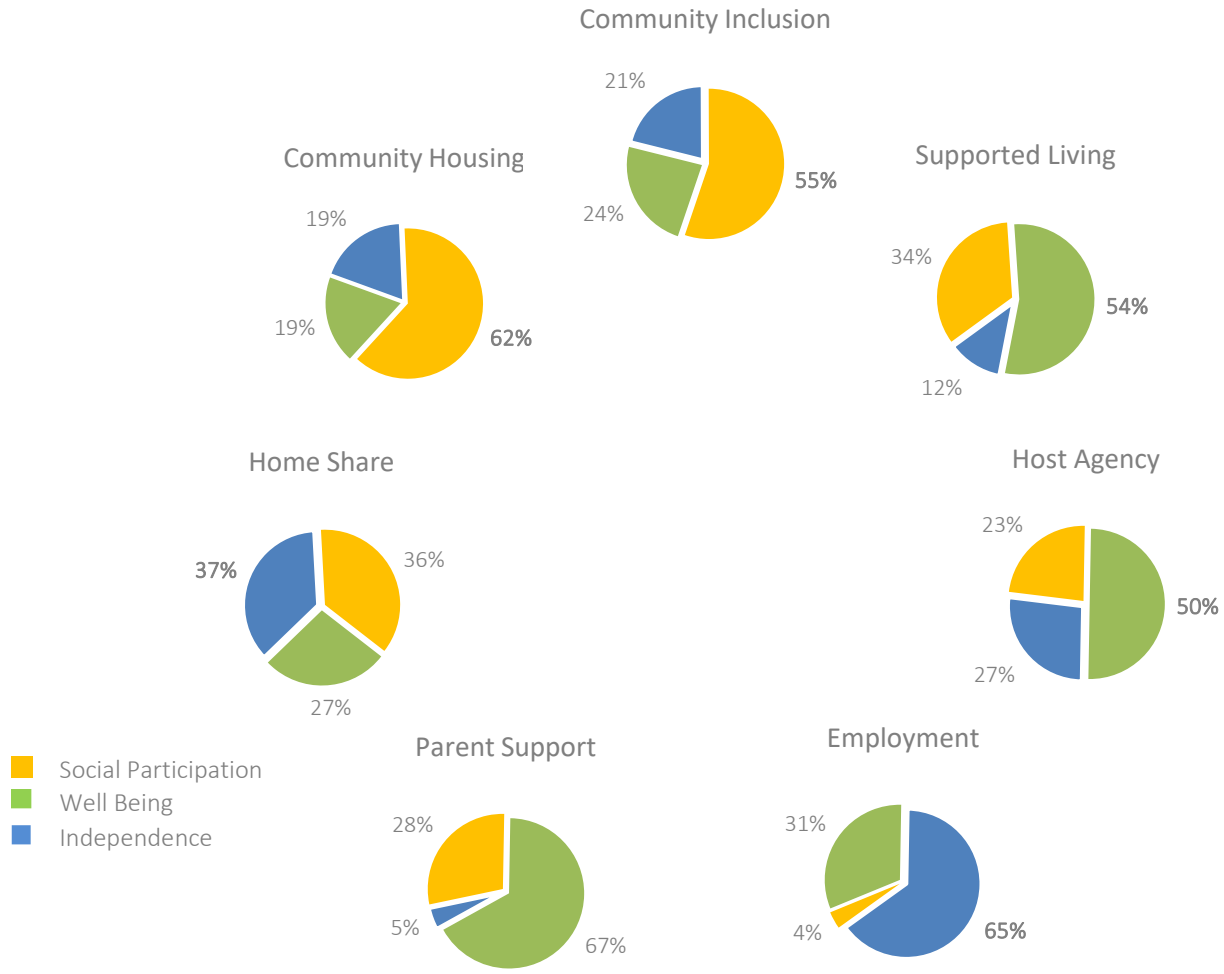
At CLV, we use Dr. Robert Schalock's Quality of Life framework to support person-centered planning by establishing clear, individualized goals that focus on meaningful outcomes, promoting a high quality of life, and aligning with each person's preferences, needs, and circumstances to ensure their goals are both measurable and achievable.

Quality of life refers to how people perceive their overall well-being, including their physical, emotional, and social health. It is influenced by the fulfillment of personal needs and desires, which vary from person to person.

The domains show the different parts of a person's life that affect their overall well-being, which are grouped into three main areas called factors:

- *Independence*: The ability to make decisions about important aspects of one's life and how to live it.
- *Social Participation*: Being involved with family, friends, and the broader community, and feeling a sense of belonging.
- *Well-being*: Living a life that is safe, healthy, and fulfilling.

In the context of the Quality of Life (QOL) framework, individuals receiving services through different programs have personal goals that align with one of the three QOL factors: *Social Participation, Well-Being, and Independence*. Of the 79% of goals in progress across the organization, each program reflects the specific needs and goals of individuals within the dominant QOL factors.



- *Community Housing* - Dominant QOL Factor: Social Participation (62%)

  Individuals in community housing primarily aim to enhance their Social Participation by engaging with their community and forming meaningful relationships. Well-Being (19%) is also an important consideration, but the main emphasis is on creating a sense of community and connection.

- *Community Inclusion* - Dominant QOL Factor: Social Participation (55%)

  The dominant goal for individuals in community inclusion programs is Social Participation, where the focus is on helping individuals become more involved in their communities. Well-Being (24%) also plays a role, but the overarching goal is to foster social engagement and integration.

- *Supported Living* - Dominant QOL Factor: Well-Being (54%)

  In supported living, the dominant goal is Well-Being, as individuals seek to maintain a high quality of life through emotional, mental, and physical health support. Social Participation (34%) is also important, but the central aim is to support individuals' overall well-being.

- *Employment* - Dominant QOL Factor: Independence (65%)

  Employment services are primarily geared toward helping individuals achieve Independence, with a focus on self-sufficiency, financial autonomy, and career advancement. While Well-Being (31%) is also considered, especially in terms of job satisfaction, Social Participation (4%) is less emphasized in this context.

- *Parent Support* - Dominant QOL Factor: Well-Being (67%)

  For parents receiving support services, the dominant goal is Well-Being, focusing on emotional, practical, and family needs to ensure the overall health and stability of the family unit. While social connections are important, the primary emphasis is on supporting the well-being of both the individual and their family.

- *Home Share* - Dominant QOL Factor: Independence (37%) and Social Participation (36%)

  The Home Share program is unique in that it equally balances Independence and Social Participation. Individuals in this program aim for autonomy in their living arrangements while maintaining social connections through shared living experiences. Well-Being also plays a role but is secondary to the need for both independence and social engagement.

- *Host Agency* - Dominant QOL Factor: Independence (50%)

  The Host Agency program primarily highlights Independence supporting individuals achieve autonomy while fostering community engagement and social connections.

Program and Services

Community Inclusion

Summary

CLV manages five distinct community inclusion programs, each tailored to meet the diverse needs of the individuals they support, namely:

- *CAP* (supporting 22 individuals) and *Satellite* (supporting 18 individuals) are our larger programs, promoting group activities with a staffing ratio of 1:3 to 1:4.
- *Peninsula CI*, supporting 6 individuals, facilitates community engagement for residents of Jeffree and Marin Park homes with a 1:2 staffing ratio.
- *Reflections* support 6 individuals, operating with a 1:1 staffing ratio, focusing on those with higher medical and physical support needs.
- *Twin Oaks* is an 8-person program dedicated to home-based community inclusion for Twin Oaks residents. Three individuals have individually funded community inclusion hours, while the remaining five receive dedicated support from on-site staff.

Our person-centered approach helps us meet the unique needs and preferences of each individual within our community inclusion framework.

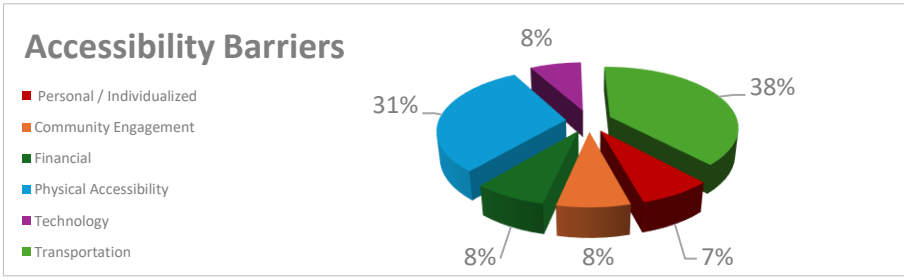
Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFECTIVENESS			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%	i. 81% ii. 87%
EFFICIENCY			
Enhance the efficiency of Community Integration Activity Planning by maximizing the effective utilization of Pro D Days for skill development in activity planning.	Attain a 100% staff attendance rate at Pro D Days dedicated to skill development in Community Integration Activity Planning.	100% attendance	100%
SERVICE ACCESS			
Enhance community service access. Phase 1: Complete a comprehensive community access barriers analysis and proactive strategy development. Phase 2: Implement, evaluate, and refine for sustained improvement in individuals' community service access.	*Phase 1* - 80% of potential community access barriers are identified, documented, and 60% of those barriers have corresponding proactive strategies developed. *Phase 2* - 20% increase in successful community access compared to the baseline established in Phase 1	Phase 1: 80% Phase 2: 20%	Phase 1: 80% Phase 2: 20%

SATISFACTION AND FEEDBACK			
From Person Served			
Maximize individual's Satisfaction	% of individuals reporting they participate in a range of activities they enjoy	90%	100%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Not Engaged, not achieved

Outcomes Analysis

- Our CI programs saw a management change, introducing new leadership focused on improving program effectiveness and community engagement
- To clarify how PCPs are tallied, we consider only individuals whose primary program is community integration, excluding those supported by other primary programs such as community housing or home share. Of the 54 individuals in CI programs, 23 are solely supported by CI, while 31 receive support from primary programs. This distinction affects the PCP completion rates across our programs. Of the 20 participants in CAP, 9 are primarily supported by the program, with 7 PCPs completed. In Reflections, 6 participants were supported, and 5 PCPs were completed. In Satellite, 15 participants are supported, with 10 primarily supported by the program, resulting in 8 PCPs completed. In total, 20 PCPs were completed across all programs, with an 87% completion rate. Additionally, 81% of goals were achieved.
- Staff from CAP, Satellite, and Reflections gathered at CAP for a day of professional development, with 100% attendance. Topics included Safe Body Movements, Dementia Awareness, and Supporting the Caregiver, with three guest speakers leading discussions.
- The objective of improving accessibility in a community integration setting led to a review of various criteria to identify barriers individuals face in accessing community services. The goal was to comprehensively identify obstacles individuals faced in fully participating in community inclusion activities. Staff captured data on these barriers to highlight key areas for improvement. The graphic shows key criteria reviewed for barriers within a community integration setting.



- While some barriers may take time to address, we focus on collaboration, education, and continuous feedback to overcome them and ensure full community participation. 77% of barriers can be removed or reduced through individual planning, partnerships, and advocacy, while 23% are structural and require a complete facility rebuild.
- We invited individuals from CI programs to complete the survey through a group setting, in person, or over the phone—70% chose the group setting, and 30% completed it in person with 100% of individuals reporting they participated in activities they enjoy.
- We did not develop a stakeholder survey, so we are unable to assess response times to the question, "CLV Management responds to questions, requests, or concerns in a timely manner," but plans for a structured rollout and target implementation in 2025 are in place.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%
Ensure all employees complete PCP training to improve individual outcomes, including satisfaction, empowerment, and participation.	90% of employees report applying PCP principles in their daily work with individuals served.	90%
EFFICIENCY		
Maximize program space utilization outside regular hours by hosting events that meet community needs.	Host 5 events that engage the community and address their needs.	5 events throughout 2025
SERVICE ACCESS		
Collaborate internally and external agencies to create more opportunities for individuals to access CI services and activities.	Hold at least 4 collaborative meetings per year.	Jan-Mar, April-Jun, Jul-Sept, Oct-Dec
SATISFACTION AND FEEDBACK		
From Person Served		
Supported individuals will feel their rights, choices, autonomy, and self determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Community Home

Summary

CLV proudly manages 17 Community Homes throughout the Greater Victoria area, providing 24/7 care and support to adults in a variety of living environments. Our homes, which accommodate two to five residents each, range from fully wheelchair-accessible to multi-level designs, reflecting our commitment to inclusivity, accessibility, and meeting the diverse needs of the individuals we serve.

Each home is staffed with a team tailored to the specific needs of its residents, ensuring personalized, compassionate care. Situated in well-established neighborhoods, our homes foster meaningful connections to the wider community, empowering individuals to engage in local life on their own terms.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFECTIVENESS			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%	i. 61% ii. 90%
EFFICIENCY			
Enhance the efficiency of the annual review and update process for individuals' plans by developing and implementing a ShareVision dashboard for streamlined tracking of Person-Centered Plans (PCP) and associated goals.	Achieve a 20% increase in the conformance to policy time frame of 13-months review and update of individuals' plans through the utilization of the ShareVision dashboard.	20%	First iteration of dashboard developed
SERVICE ACCESS			
Facilitate individuals' comprehensive access to health information by implementing animated medication charts, ensuring that persons supported have access to medical details provided in a manner tailored to their understanding.	100 % of Persons Supported will have medications charts completed	100%	100%
SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals will feel their Rights and choices are respected	% person served who responded positively (strongly agree + agree) to survey question: "My rights and choices are respected"	90%	90%

From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Did not complete

Outcomes Analysis

- In 2024, 90% of individuals in community homes completed their annual Person-Centered Plans (PCPs) within the 13-month timeframe, a slight decrease from 96% in 2023. We continue to strive for 100% completion within this period.
- In 2024, 61% of identified goals were attempted, partially achieved, achieved or in progress in our programs which is just below the 77% from 2023. There is a recognized need for additional training for new managers and supervisors to improve their ability to set SMART (Specific, Measurable, Achievable, Relevant, Time-bound) goals. This training, scheduled for 2025, will focus on building foundational and practical knowledge to create meaningful and measurable goals that enhance support for the individuals in our care.
- The implementation of animated medication charts successfully provided individuals with accessible and personalized health information. This aligns with our commitment to offering clear, easy-to-understand health resources, enhancing individuals' understanding of important medical details.
- We met the 90% satisfaction goal from individuals in Community Homes by refining our survey approach to focus on independence and empowerment, social participation and inclusion, accessibility and accommodations, and communication. By using stratum sampling, we invited 14 individuals from Community Homes to complete the survey in an assisted group setting. This approach ensured the voices of supported individuals were heard and will guide improvements for future services.
- We did not develop a stakeholder survey, so we are unable to assess response times to the question, "CLV Management responds to questions, requests, or concerns in a timely manner," but plans for a structured rollout and target implementation in 2025 are in place.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%
Ensure all employees complete PCP training to improve individual outcomes, including satisfaction, empowerment, and participation.	90% of employees report applying PCP principles in their daily work with individuals served.	90%
EFFICIENCY		
Streamline access to information and improve service delivery efficiency through the development and implementation of a comprehensive CSW Handbook.	50% reduction in procedural errors or non-compliance incidents.	50%

SERVICE ACCESS		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	Number of accommodation requests fulfilled across all categories	100%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question : "I feel supported in making choices about my own life and activities."	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Home Share

Summary

Community Living Victoria's Home Share Program offers tailored living environments for adults with intellectual disabilities, fostering natural relationships and social connections within the community. Through contractual arrangements with Home Share Providers, individuals can choose arrangements that suit their needs and preferences.

Again in 2024, changes within the coordinator team affected the program's ability to accept new referrals, presenting both challenges and opportunities. Despite this, efforts focused on deepening relationships and understanding individuals in the network for consistent quality support. This period allowed for reevaluation of systems and processes to reduce administrative load and prioritize individualized care.

In our ongoing commitment to enhancing our services and better serving the needs of the person served, we have directed our focus towards building efficiencies in our tools and reporting systems. Our goal is to streamline processes, reduce administrative burden, and ultimately, allocate more time and resources towards individualized care for persons served and families. By integrating automated reminders, improving reporting interfaces, and transitioning to more efficient tracking systems, we aim to optimize our operations and maximize the impact of our programs. This introduction outlines our concerted efforts towards building a more efficient and effective framework that empowers our coordinators to deliver exceptional support while maintaining a strong focus on the individuals and families we serve.

Some of our focus areas have been:

- The effective transition and documenting of the PCP process via a new format in Share Vision.
- Initial trials of the Individual Financial Planning Tools that were developed in 2023 to support those most vulnerable to potential exploitation or who experience the highest support needs in this area.
- The finalization of Excel Exports for HA Invoices from the Contractor Portal to detect double billing by contractors, reduce administrative workload for the Finance department, and ensure less human error in tracking and reporting on contracted funds.
- Finalizing the Contractor Portals in SV to streamline follow-up procedures and proactively track trends, thereby minimizing contractors' time out of compliance.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFECTIVENESS			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% 100%	i. 82% ii. 49%
EFFICIENCY			
Initiate participation in the Open Future Learning online training program for Home Sharing providers, fostering continuous professional development, and enhancing their skills and knowledge.	Attain a 50% participation rate of Home Sharing Providers on the Open Future Learning platform	50%	25%

SERVICE ACCESS			
Strengthen agency connections, enhance service access, and promote collaborative initiatives by attending interagency meetings.	Achieve full attendance, with 100% representation by a Coordinator at monthly Inter-Agency Meeting on a rotating basis.	100%	83%
SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Extremely satisfied, Satisfied) to survey question: "Please provide your level of satisfaction with the services and support you received."	90%	94%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Not Engaged, not achieved

Outcomes Analysis

- 49% of individuals in the Home Share program had their annual Person-Centered Plans (PCPs) completed, reflecting a 40% decrease from last year. Delays in PCP planning and goal attainment in Shared Living Services in 2024 can be attributed to a variety of factors including changes in the Coordinator team leading to new and different relationships forming, planning and scheduling conflicts with individuals and their networks, and inadequate program focus on timely documentation of these meetings.
- A limited number of successful offerings of Open Futures Learning content were shared with Home Share Providers in 2024. Access was provided in the form of registered accounts and broadcast communications about the platform and their access to it. In 2025 a more targeted approach to offering by highlighting specific relevant content from the resource via a quarterly newsletter will be tried to increase engagement.
- Coordinators attended all but two monthly Inter-Agency meetings in 2024. Coordinator attendance kept CLV informed of relevant issues in the local area and sector relevant to our programs and allowed coordinators to share information regarding specific matching concerns and issues, leading to increased service access for # individuals.
- The Shared Living program replaced the original satisfaction question with targeted questions in the categories of independence and empowerment, social participation/inclusion, accessibility/accommodations, and communication. Participants were asked to respond with either "Happy" or "Unhappy." Ten individuals from Shared Living were invited, with five completing the survey in person and five by phone. Overall satisfaction exceeded the 90% target, reaching 94%, above the agency average of 92%.
- The Shared Living program intended to conduct a stakeholder survey for employer partners but did not proceed as planned. A contractor-specific survey will be sent out in September of this year to improve engagement and gather valuable feedback.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% 100%
Identify challenges and learning opportunities for Home Share Providers and offer relevant resources and support through a quarterly newsletter.	Quarterly newsletter is sent to all CLV contracted Home Share Providers, featuring relevant content on current challenges and resources.	100%
Enhance opportunities for individuals to reflect on, share concerns, and actively participate in designing and guiding their services.	Number of check-ins conducted with supported individuals and number of individuals who participate in said check-ins.	75%
EFFICIENCY		
Coordinators will have more in-depth knowledge of and ready access to shared knowledge of community resources.	Creation and maintenance of a resource guide and inventory, with use case tracking for all identified challenges and support needs requiring external resources.	75%
SERVICE ACCESS		
Expand access to Home Share opportunities.	Increase the number of Home Share contracts.	10%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Host Agency

Summary

The Host Agency Program at Community Living Victoria, established in 2007, operates in collaboration with individuals and families receiving Individualized Funding from Community Living British Columbia (CLBC). This initiative assists individuals in crafting personalized support arrangements, managing funds, and contracting caregivers, offering greater autonomy without the complexities of employer responsibilities. Coordinators and contractors collaborate with individuals and families to tailor support within established budgets, emphasizing skill development, respite, community inclusion, outreach, and employment.

In 2024, changes within the coordinator team limited the ability to accept new referrals but created an opportunity to focus on building and strengthening relationships with existing individuals and families. This period of reflection has driven improvements in systems and processes, reducing administrative burdens and ensuring consistent, high-quality, individualized care.

We are committed to enhancing our services by improving efficiency in our tools and reporting systems. Our focus is on streamlining processes, reducing administrative burden, and dedicating more time and resources to individualized support for persons served and families. By integrating automated reminders, refining reporting interfaces, and adopting more efficient tracking systems, we aim to optimize operations and maximize the impact of our programs. This approach empowers our coordinators to provide exceptional support while prioritizing the needs of individuals and families.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFECTIVENESS			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%	i. 93% ii. 64%
EFFICIENCY			
Optimize the use of allocated service hours, minimize unspent funds, and streamline the backfill process to effectively meet the needs of person supported in the Host Agency Program.	Achieve a 10% reduction in unspent funds by efficiently utilizing allocated service hours. Implement a streamlined backfill process to ensure timely coverage for person supported needs.	10%	Achieved a 4% drop in unspent funds with an 8% decrease in unused service hours.
SERVICE ACCESS			
Optimize contractor recruitment processes by ensuring that recruitment efforts are consistently initiated within 7 days of identifying the service under delivery.	Attain 100% compliance in initiating recruitment efforts within 7 days of identifying contractor vacancies.	75%	Data not available

SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Extremely satisfied, Satisfied) to survey question: "Please provide your level of satisfaction with the services and support you received."	90%	96%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Not Engaged, not achieved

Outcomes Analysis

- In 2024, changes in the Coordinator team and scheduling conflicts impacted Person-Centered Planning (PCP) and goal attainment in Shared Living Services with only 64% of PCP's being completed. These challenges highlighted the need for improved documentation and process efficiency. We are focused on refining these areas to enhance PCP, streamline scheduling, and support better goal achievement for individuals.
- A 4% reduction in unused service funds overall and an 8% drop in unused service hours from 2023 to 2024 are attributable to encouragement of individuals to utilize hours to reach goals and an increased focus on recruitment and matching, all work conducted by the coordinator team. The focus in 2025 will be on enhancing the tools for tracking and matching these levels to further decrease unused service hours for people supported in this program.
- Significant effort went into tool development to have real time data available to coordinators to facilitate timely response to under-delivery of services. The tools in development took longer to design and implement than was originally planned for a number of reasons including software limitations and resource pressures. These tools and reference guides have now been designed and implemented and will be tracked over 2025 for their effectiveness in improving service access.
- The Host Agency replaced the original satisfaction question with focused questions on independence and empowerment, social participation/inclusion, accessibility/accommodations, and communication, with optional responses of "Happy" or "Unhappy." Nine individuals were invited, four completed the survey in person, and five by phone. This change in surveying practice used stratum sampling. Satisfaction exceeded the 90% goal, reaching 94%, above the agency average of 92%.
- The Host Agency program intended to conduct a stakeholder survey for employer partners but did not proceed as planned. A contractor-specific survey will be sent out in September of this year to improve engagement and gather valuable feedback.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%
Enhance the quality of support from contractors.	Documented quarterly check-ins between Coordinators and contractors.	75%

Enhance opportunities for individuals to reflect on, share concerns, and actively participate in designing and guiding their services.	The number of check-ins conducted with supported individuals and number of individuals who participate in said check-ins.	75%
EFFICIENCY		
Coordinators will have more in-depth knowledge of and ready access to shared knowledge of community resources.	Creation and maintenance of a resource guide and inventory, with use case tracking for all identified challenges and support needs requiring external resources.	75%
SERVICE ACCESS		
Expand access to Host Agency opportunities.	Increase the number of Host Agency contracts.	10%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question: "I feel supported in making choices about my own life and activities."	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Employment Services

Summary

The Employment Services Program (ES) focuses on successfully integrating individuals into new roles, promoting job retention, and advancing careers. Services are customized to meet the unique needs of each employee and job seeker, with an emphasis on long-term job stability.

ES not only helps with job placement but also ensures ongoing success by connecting individuals with community resources, mental health support, and other essential services. Support is tailored to the employee, the job, and the employer.

In 2024, we completed 20 referrals, successfully placing job seekers in roles such as fleet maintenance, landscaping, retail, and customer service, to name a few. Despite challenges with both timely and employment-ready referrals, we remained focused on meeting job seekers' needs and supporting their path to sustainable employment.

In the second year of Impact 2.0, we supported 14 youth aged 16-19 in exploring employment opportunities and building employability skills, helping them transition to adulthood. They secured positions in fleet maintenance, landscaping, retail, and customer service.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFECTIVENESS			
People supported have completed employment plans to ensuring they receive essential and tailored support.	Achieve 100% completion of employment plans for individuals in the program who have been participants for at least 3 months, enhancing the effectiveness of support services.	100%	93%
Efficiently revise and update the Employment Procedure Manual to align with current organizational and industry best practices, regulatory standards, while ensuring accuracy and relevance.	Complete the revision and update of the Program specific procedure manuals within a specified timeframe	100%	100%
EFFICIENCY			
Efficiently deliver 4 Digital Literacy Training Workshops to enhance client skills in Cybersecurity Awareness, Time and Task Management Tools, Online Job Search, and Application Skills, as well as Digital Communication Skills.	Achieve an 80% satisfaction rate in post-workshop evaluations, encompassing content, delivery, and overall participant satisfaction.	80%	71%

Proactive networking and career development opportunities to develop new relationships	Informational interviews with professionals are conducted in targeted industries or companies	20	33
SERVICE ACCESS			
Through facilitated training, empower individuals in the employment services program to independently commute to and from work, fostering accessibility and self-sufficiency in transportation.	Achieve a 25% increase in individuals transitioning to independent modes of transportation	25%	28%
SATISFACTION AND FEEDBACK			
From Person Served			
Ensure all persons supported, whether job seekers or supported employees, achieve and maintain satisfaction with their employment service.	Attain a 90% satisfaction rate among persons supported with their employment service, reflecting the program's success in meeting the diverse needs of both job seekers and supported employees.	90%	95%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Not Engaged, not achieved

Outcomes Analysis

- The outcome analysis indicates that 93% of participants (54 out of 58) successfully completed their employment plans, reflecting a strong achievement towards the goal. While the 100% target was not fully met, the high completion rate demonstrates the effectiveness of the support services, with most participants engaging in the planning process.
- Only 14% (7 out of 50) of the total program participants attended the digital literacy training. Despite a target of 80%, 71% of these individuals reported feeling confident using digital devices after the training, which covered Cybersecurity Awareness, Time and Task Management, Online Job Search, and Digital Communication Skills. However, many still hesitated to apply these skills independently and preferred 1-on-1 support from an employment counselor for online job searches.
- 33 informational interviews were conducted, surpassing the original goal of 20. These interviews focused on retail, food service, technical trades, manufacturing, healthcare, community care, and recreation sectors, offering diverse opportunities in entry-level and skilled labor roles. From the interviews, 14 employers partnered to create 10 paid job placements and 4 work experiences. The mix of corporate and locally owned businesses demonstrates efforts to accommodate various skills and interests.
- Employment Services successfully trained 14 participants (Total 28%) in essential transportation skills, boosting their independence and program participation. Participants gained confidence in using BC Transit, HandiDart, and other transportation options, enhancing their ability to commute to work and appointments. Continued support could

further strengthen their long-term independence and self-sufficiency in transportation.

- The employment experience survey focused on Independence, Social Participation, Accessibility, and Communication. On average, 95% of individuals felt supported in making career decisions, gaining new job skills, and reaching their professional goals. They reported feeling included in the workplace, valued for their contributions, and having access to necessary accommodations. Participants also felt that communication with support staff was clear and effective, leading to positive feedback across all areas of their employment experience.
- Employment Services conducted a stakeholder survey for employer partners, but received no responses, due to the timing before the winter holidays. To improve engagement, the survey will be sent in September next year when employers are more likely to have the capacity to participate.
- Impact 2.0 Project exceeded placements with 14 placements: 0 job refusal, 3 unpaid and 11 paid.
- We secured $6000 from Inclusion BC for the employer outreach project. The event featured a morning of insights and discussions, where community leaders gathered to promote inclusive hiring practices for individuals with Intellectual Disabilities (ID) and Autism Spectrum Disorder (ASD). Participants engaged in an open discussion about effective supported employment practices and identified barriers to sustainable, successful inclusive employment.
- Accommodation requests are usually not explicitly reported, as we proactively secure provincial partner funding for these needs. However, this year we supported individuals in purchasing safety clothing and other items.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
People supported have completed employment plans to ensuring they receive essential and tailored support.	Achieve 100% completion of employment plans for individuals in the program who have been participants for at least 3 months, enhancing the effectiveness of support services.	100%
Increase the number of employers actively participating in supported employment initiatives by 10% within the next 12 months through targeted outreach, education, and partnerships.	A 10% increase in the number of participating employers within the next 12 months.	10%
Complete a feasibility study, design the youth employment program, and secure necessary partnerships and funding to support its successful launch in Year 2.	Completion of feasibility study for youth employment program, program design, partnership agreements, and funding secured	All Tasks completed
EFFICIENCY		
To collaborate in modernizing BCEN's Foundations, Customized, and Marketing courses, optimizing resources (time, expertise, feedback) to enhance learning outcomes, streamline development, reduce costs, and align with industry standards.	The coordinator attends 100% of the scheduled sessions and actively contributes to feedback activities aimed at enhancing course content.	100% Attendance

SERVICE ACCESS		
Develop and implement a standardized tool to assess support needs during intake.	Completion and implementation of the standardized assessment tool to determine employment readiness.	25%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question : "I feel supported in making choices about my own life and activities."	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Supported Living

Summary

Community Living Victoria provides two distinct programs tailored for individuals with intellectual disabilities: Supported Independent Living (SIL) and Supported Apartment Living (SAL).

The Supported Independent Living (SIL) program provides personalized 1-1 support, with dedicated workers collaborating across ministries and agencies such as MSDPR (Ministry of Social Development and Poverty Reduction), CLBC (Community Living British Columbia), housing providers, and the health system. By focusing on individual goals, community connections, and crisis management, the program has improved support outcomes. With the onboarding of a new staff member, the emphasis has shifted to building relationships with individuals, further strengthening the overall support structure.

The Supported Apartment Living (SAL) program serves 12 individuals, offering enhanced support, staff involvement, and social engagement. The group participates in regular social, educational, safety, and relationship-building activities, ensuring continuous learning and community engagement. SAL also navigated staffing changes, which improved participants' lives but introduced some uncertainty. Unlike SIL, which offers personalized support and crisis management, SAL fosters a communal setting with increased staff involvement. Both programs address issues related to aging, health decline, and mobility.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFECTIVENESS			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%	i. 91% ii. 100%
Efficiently revise and update the SIL and SAL Procedure Manuals to align with current best practices and regulatory standards, ensuring accuracy and relevance.	Complete the revision and update of the Program specific procedure manuals within a specified timeframe	100%	100%
EFFICIENCY			
Enhance personal budgeting skills, elevate financial literacy, and cultivate a pathway to increased individual financial autonomy through participation in Financial Literacy course	Achieve 50% participation of persons served in the financial literacy course, coupled with a quantifiable improvement in budget management skills and financial literacy demonstrated through pre- and post-course assessments	50%	0% SIL 50% SAL
SERVICE ACCESS			
Accommodation requests are met	90% of accommodation requests that are met	90%	100%

SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals will feel their Rights and choices are respected	% person served who responded positively (strongly agree + agree) to survey question: "My rights and choices are respected"	90%	100%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Not Engaged, not achieved

Outcomes Analysis

- Of the 42 individuals supported in both SIL (12) and SAL (30) respectively, 97% (SIL) and 100% (SAL) of PCP's were completed.
- Out of a total of 109 goals across both SIL and SAL, 91% were either achieved, attempted, partially achieved, or in progress. Specifically, 70 out of 77 goals in SAL and 33 out of 34 goals in SIL were completed, resulting in an overall achievement rate of 91%. This success occurred despite external factors such as health issues, financial constraints, and logistical challenges affecting goal initiation, progress, partial achievement, or discontinuation.
- The updates to the SIL and SAL Procedure Manuals ensure that full-time, part-time, and casual staff have easy access to accurate and relevant information to effectively support individuals.
- SIL Individuals chose not to engage with the financial literacy objective with most being proficient in financial management and have no significant budgeting issues. with the exception of one individual, who self-referred to a credit counseling firm for consumer debt.
- Over four group sessions, the SAL participants enhanced their personal budgeting skills and financial literacy. They learned to create an annual budget, review bank statements, understand basic banking, and develop shopping skills. The course also covered income sources, fixed expenses, money management, and financial planning, including RDSP, DTC, representation agreements, and retirement planning. This training increased their financial autonomy and ability to make informed decisions.
- We intended to conduct a stakeholder survey for program partners, but it did not proceed as planned due to competing priorities in the program, and we now plan to engage directly with collaborative partners in 2025.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%

Guide individuals in preparing advance care directives and legal documents, ensuring their preferences are respected when needed.	10% of individuals complete advance care directives and legal documents, ensuring they reflect current preferences and health considerations.	10%
EFFICIENCY		
Develop a formal partnership with a housing provider, to secure at least 1-2 dedicated housing units for individuals in need of housing through supported living programs.	2 Housing Units secured	1-2 Units
Increase individuals' awareness and understanding of essential resources by hosting quarterly educational sessions on various relevant topics.	Number of attendees and the percentage showing an increase in knowledge	80%
SERVICE ACCESS		
Enhance access to mental health supports for individuals in SAL by identifying those in need and facilitating their use of available services.	% of individuals in SAL who are connected to and actively using mental health support services.	80%
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	% accommodation requests fulfilled across all categories	100%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question : "I feel supported in making choices about my own life and activities."	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Parent Support

Summary

The Parent Support Program (PSP) supports a small group of 6 families, offering long-term, in-home supports and connecting parents with intellectual disabilities to community resources. These families often face economic and social challenges. The program aims to enhance parenting skills while helping parents access essential services.

The program connects families to key resources such as housing assistance, childcare support, camps during Summer and Spring Break, non-fee programs and events, legal aid, and foodbanks. PSP also facilitates connections to other programs that enhance parenting and family life. Additionally, the program advocates for access to government financial support and grants to assist families facing challenges related to poverty and limited resources. PSP staff offer ongoing support, focusing on addressing issues such as isolation, mental health, poverty, and food insecurity. This year, there has been an increased emphasis on connecting families to legal resources, including mediation and Legal Aid through the Justice Access Center, as well as meeting rising medical and health-related needs.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFECTIVENESS			
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%	i. 82% ii. 100%
Individual supported wishes will be honoured	Facilitate End of Life planning for 50% of participants in PSP program.	50%	0%
EFFICIENCY			
Enhance personal budgeting skills, elevate financial literacy, and cultivate a pathway to increased individual financial autonomy through participation in Financial Literacy course	Achieve 50% participation of persons served in the financial literacy course, coupled with a quantifiable improvement in budget management skills and financial literacy demonstrated through pre- and post-course assessments	50%	0%
SERVICE ACCESS			
Accommodation requests are met	90% of accommodation requests that are met	90%	100%
SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Extremely satisfied, Satisfied) to survey question: "Please provide your level of satisfaction with the services and support you received."	90%	92%

From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	Not Engaged, not achieved

Outcomes Analysis

- The Person-Centered Plans were completed with a 100% success rate, but hesitation in engagement highlighted that the current template is not a one-size-fits-all approach. We will review the plan's sections to ensure they better meet the specific needs of the Parent Support Program.
- We achieved 82% (18/22) of the intended PCP goals. Relationship-building played a key role in this outcome, though participants highlighted that the current goal format and PCP outline do not fully align with the Parent Support Program. This feedback will guide a review and update of the template this year.
- Conversations around end-of-life planning have continued into 2024, although the objective was not explicitly met, as families remain focused on immediate, real-time challenges related to their children and daily needs, rather than prioritizing abstract "what-if" scenarios, making the need for end-of-life planning an ongoing challenge to address.
- Conversations occurred regarding the financial literacy objective, but appropriate training could not be secured. Resources reviewed through BCCFA were not a good fit, and limited opportunities to engage parents in financial literacy survey prevented direct discussions about training. As a result, the objective was not met. However, dialogue around budgeting continues.
- All accommodation requests were met at 100%, and fundraising dollars continue to support families with day camps, Christmas presents, family activities, clothing, and food cards, especially for those facing poverty barriers.
- The individual satisfaction survey highlighted a 92% overall satisfaction rate, increasing from 88% the previous year. In 2025, we will expand our reach within the PSP program, continuing to use the stratum sampling method for targeted results.
- Since we did not develop a stakeholder survey to measure response times to the question, "CLV Management responds to questions, requests, or concerns in a timely manner," we are unable to assess this, but we have plans for a structured rollout and target implementation in 2025.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
Ensure the honoring of individuals' choices as a fundamental aspect of service delivery.	i) % of personal planning goals that have been attempted ii) % of annually completed PCPs	90% attempted or achieved 100%
Host a workshop, in collaboration with Youth Services, to enhance parents' knowledge of how to access critical resources and support for parents of children with disabilities and parents with disabilities.	80% of workshop participants report an improvement in their ability to access critical resources based on post-workshop surveys.	80%
Create and distribute an interactive document that highlights critical community resources, including funding opportunities and food security programs, enabling individuals	50% of users report successfully accessing at least one listed resource, based on survey responses.	50%

to independently access these services at their convenience.		
EFFICIENCY		
Refine the Person-Centered Planning (PCP) template to enhance the relevance and clarity of the questions, ensuring that the planning process is more aligned with the needs of parents with intellectual disabilities, thereby improving service delivery.	90% of questions in the updated PCP template will be rated as relevant and useful by 80% of parents in feedback surveys.	90%
SERVICE ACCESS		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access	100% of approved accommodation requests are fulfilled within 30 days of submission.	100%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported individuals will feel their rights, choices, autonomy, and self-determination are respected.	% person served who responded positively (Happy) to survey question : "I feel supported in making choices about my own life and activities."	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Youth Services

Summary

Teen Community Connections (TCC) at Community Living Victoria (CLV) provides dynamic out-of-school programs and support for teens aged 13 to 18 with intellectual disabilities and autism. This initiative aligns with the Supported Child Development Program at Island Health (QACCH). TCC gives teens opportunities to engage with their community, build friendships, and develop social and life skills, all while having fun. Families can access up to 9 hours of after-school programming each week from September to June. Additionally, they can register their teens for day camps during spring (1 week) and summer (up to 5 weeks).

TCC's goals include promoting community inclusion, helping teens participate as independently as possible, and fostering the development of social and communication skills. The program also supports the growth of self-regulation, physical literacy, and decision-making abilities, aimed at empowering teens to make positive future life choices. TCC works to ensure teens understand available social and community resources, while consistently achieving both individual and family goals. The program maintains open communication with families about their teen's progress, experiences, and social interactions.

Service Access

Intake	Exit	Summary 2024	Objectives 2025
Youth Services			
12	7	TCC provides afterschool, spring break, and summer camps, strengthening community partnerships to offer engaging youth activities. Participation grew from 23 in 2023 to 28 in 2024, supported by strong collaboration with the funder.	Enhance access to afterschool, spring break, and summer camps by strengthening the partnership with the funder, engaging the community through targeted promotions, and raising awareness at three local events, while also updating the website to provide a more engaging, accessible experience.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFFICIENCY			
Enhance youth services promotion by updating the relevant Promotional materials to support comprehensive information accessibility	Achieve a 20% increase in youth engagement with updated promotional materials, measured through analytics and feedback on digital platforms and a 15% rise in the distribution of physical materials, indicating improved reach and effectiveness of the enhanced promotional efforts.	100%	100%
Efficiently revise and update the Child and Youth Handbook to align with current best practices and regulatory standards,	Complete the revision and update of the Child and Youth Handbook within a specified timeframe	100%	100%

ensuring accuracy and relevance.			
SERVICE ACCESS			
Accommodation requests are met	100% of accommodation requests that are met	90%	100%
SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Very Effectively, Effectively) to survey question: "How well do you believe the staff understands and addresses the specific support needs of your teen within the program?	90%	92%
From Stakeholder			
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (strongly agree + agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%	100%

Outcomes Analysis

- In 2024, we updated and distributed promotional materials to improve accessibility of youth services information. This included postcards, posters, and social media content for workshops, events, and email promotions. We promoted key events like the Canucks Autism Sensory Friendly Grizzlies Game and the CFYS Flourishing Children and Youth Program Fair. Digital promotions were shared through the CLV Family Support and One Ability Newsletters, while summer camp details were emailed to school representatives. Printed materials were provided to SCD leads for distribution to facilitators.
- While this year's staff satisfaction reflected some challenges due to increased demands, the Coordinator and Team Lead proactively completed training in managing difficult conversations. This demonstrates the team's collective commitment to fostering a positive, fulfilling work atmosphere and strengthening morale moving forward.
- With 100% of accommodation requests met, some families received summer camp opportunities with waived registration fees and holiday gift cards to assist with groceries and gifts.
- The family survey reflects positive feedback and program success, with strong satisfaction in teen expression opportunities, staff support, collaboration, safety commitment, and CLV Management responsiveness. Notably, 92% responded, very effectively or effectively on the aspect of 'How well do you believe the staff understands and addresses the specific support needs of your teen within the program.
- The family survey highlights a positive response regarding the timely response of the CLV Management team to concerns or requests, with 100% of stakeholders either strongly agreeing (76.93%) or agreeing (23.08%) that CLV Management addresses questions, requests, or concerns in a timely manner. An area for further enhancement is establishing more formal connections with families through regular meetings. This will become an annual practice for long-standing families, with more frequent check-ins for those new to the program.

Objectives 2025

Objective	Indicator	Target
EFFECTIVENESS		
Enhance youth services promotion by updating the relevant Promotional materials to support comprehensive information accessibility	Achieve a 20% increase in youth engagement with updated promotional materials, measured through analytics and feedback on digital platforms and a 15% rise in the distribution of physical materials, indicating improved reach and effectiveness of the enhanced promotional efforts.	100%
Develop a comprehensive transition resource for participants aging out of services, ensuring they have the necessary information to access continued support and services as they transition to adulthood	70% of eligible participants aging out of services (18+), and actively engaged in transition services	50%
EFFICIENCY		
Host a workshop, in collaboration with PSP Services, to enhance parents' knowledge of how to access critical resources and support for parents of children with disabilities and parents with disabilities.	75% of workshop participants report an improvement in their ability to access critical resources based on post-workshop surveys.	75%
Renegotiate contract with SCD for the TCC program to ensure coverage of all operational costs, including competitive wages with cost-of-living increases, supporting long-term sustainability and staff retention.	Successful renegotiation of the contract with SCD, ensuring full coverage of operational costs and competitive wages with cost-of-living increases	Renegotiation completed and terms agreed upon with cost-of-living adjustments in place
SERVICE ACCESS		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	100% of approved accommodation requests are fulfilled within 30 days of submission.	100%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Very Effectively, Effectively) to survey question: "How well do you believe the staff understands and addresses the specific support needs of your teen within the program?	90%
From Stakeholder		
CLV management team respond to concerns or requests in a timely manner	% stakeholders respond positively (agree) to survey question: "CLV Management responds to questions, requests or concerns in a timely manner"	75%

Family Support

Summary

In 2024, the Family Support (FS) Program continued to prioritize assisting families and individuals with complex care needs, operating at approximately 65% staffing capacity due to the primary family support worker's leave of absence. FS maintained a balance between addressing both brief and complex needs, focusing on information gathering and building community capacity to better connect individuals with critical resources such as housing, mental health services, healthcare, and other community supports.

This year, Family Support led education initiatives, including developing and delivering a workshop on “Advocacy Across Multiple Systems” at the Inclusion BC Conference 2024 and the University of Toronto Faculty of Medicine conference. Research efforts included leading four projects for MCFD, engaging the community to identify service gaps and improvement ideas for children and youth with support needs on the South Island and Gulf Islands. A key identified need throughout the year was additional supports during transition periods, such as youth leaving high school, hospital discharges, new immigrants, and early years.

Service Access

Intake	Exit	Summary 2024	Objectives 2025
Family Support			
26	16	In 2024, 68 individuals or families were supported, down from 109 in 2023. Due to reduced staffing, intake numbers were directly impacted, which supported program sustainability. Of these, 33% were brief and 67% complex, focusing on mental health, health, and youth transition needs. Referrals primarily came from family, with 43 cases carried over from 2023.	In the coming year, we aim to establish a sustainable workload and develop resources to tackle the challenges of complex care and youth support, focusing on enhancing service access.

Objectives and Outcomes 2024

Objective	Indicator	Target	Outcome
EFECTIVENESS			
Strengthening Support for Youth in Transition with Complex Care Needs through Integrated Resource Development and Systems Collaboration	Establish Centralized Resources; integrated education; fostering interdisciplinary education; advocate for policy alignment; strengthen community partnerships	100%	100%
EFFICIENCY			
Maintain the comprehensive directory, the Yellow Book which facilitates information about recreational and leisure services for Children and Youth with Support Needs	Ensure ongoing availability and regular updates of the Yellow Book directory	100%	100%

Efficiently revise and update the Family Support Program Manual to align with current best practices, including Advocacy in complex systems ensuring accuracy and relevance.	Complete the revision and update of the Family Support Program Manual within a specified timeframe	100%	60%
SERVICE ACCESS			
Accommodation requests are met	100% of accommodation requests that are met	90%	100%
SATISFACTION AND FEEDBACK			
From Person Served			
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Extremely satisfied, Satisfied) to survey question: "Please provide your level of satisfaction with the services and support you received."	90%	Not Engaged, not achieved

Outcome Analysis

- Family Support strengthened support for youth in transition with complex care needs by conducting research for MCFD's Provincial Framework. Collaboration with Provincial Advocates, CLBC, and MCFD developed targeted family support, creating two new youth resources. FS partnered with schools to improve high school transitions for South Island families. This work achieved the goal of building an integrated framework for complex needs, enhancing CLV's role and aligning with community trends.
- The Family Support Program Manual is 60% complete, incorporating feedback from community partners. An intake tool, identified as the best method to support individuals with complex needs, will be integrated into the new manual.
- No satisfaction survey was conducted due to the primary worker's leave of absence, and the replacement worker focused on providing direct family support with reduced hours.

Objectives 2025

Objective	Indicator	Target
EFECTIVENESS		
Strengthening Support for Youth in Transition with Complex Care Needs through Integrated Resource Development and Systems Collaboration	Establish Centralized Resources; integrated education; fostering interdisciplinary education; advocate for policy alignment; strengthen community partnerships	100%
EFFICIENCY		
Maintain the comprehensive directory, the Yellow Book which facilitates information about recreational and leisure services for Children and Youth with Support Needs	Ensure ongoing availability and regular updates of the Yellow Book directory	100%

Efficiently revise and update the Family Support Program Manual to align with current best practices, including Advocacy in complex systems ensuring accuracy and relevance.	Complete the revision and update of the Family Support Program Manual within a specified timeframe	100%
SERVICE ACCESS		
Fulfill accommodation requests across all categories using available funds to remove barriers and ensure service access.	100% of approved accommodation requests are fulfilled within 30 days of submission.	100%
SATISFACTION AND FEEDBACK		
From Person Served		
Supported Individuals are satisfied with services and supports received	% person served who responded positively (Extremely satisfied, Satisfied) to survey question: "Please provide your level of satisfaction with the services and support you received."	90%

General Growth And Capacity

During a two-day strategic planning session, a diverse group of stakeholders engaged in a comprehensive SWOT analysis, which formed the foundation for collaboratively redefining our mission, vision, and values:

Mission
CLV empowers people to enhance their quality of life through self-determination.

Vision
People are living a life of their choice.

Core Values

From this process, we identified five key focus areas: Housing, Funding, Workforce, Technology, and Collaboration. Each focus area is critical to our organization's growth and capacity.

After defining these areas, we worked closely with the respective programs to conduct further SWOT analyses, ensuring that each program's unique perspective shaped our overall strategy. This collaborative approach drives our growth and expands our capacity to meet community needs.

Building on the insights from this session, we established our primary objectives for 2025. These objectives align with our five focus areas—Housing, Funding, Workforce, Technology, and Collaboration—and will guide our efforts to strengthen organizational capacity, enhance service delivery, and foster meaningful community impact. With a clear vision and strategic roadmap in place, we are poised to drive growth and make measurable progress in the year ahead.

Housing	Funding	Workforce	Technology	Collaboration
People will have accessible and affordable housing, providing security and opportunity for all.	*Broaden and diversify funding sources to strengthen sustainability and increase program impact*	*Maintain a diverse, engaged, and stable workforce*	*Invest in technology to improve service delivery and collaboration*	*Foster collaboration and drive community impact*

Outcome Management System Improvement Plan

To ensure all stakeholders are informed of Measurable Outcomes in a timely and accessible manner, CLV has developed both an Outcomes Management System Improvement Plan and a Communication Plan.

Objectives	Persons Responsible	Target
Review and track key performance indicators (KPIs) related to effectiveness, efficiency, service experience, and access	Director Team	Quarterly
Ensure robust systems are in place to measure and track all identified outcomes, aligning with CARF's focus on continuous improvement	Director of Quality Assurance	Feb-25
Complete and distribute the Management of Results (MOR) document in accordance with CARF standards	Director of Quality Assurance	Feb-25
Develop a plain language version of the MOR for clarity and accessibility, ensuring it aligns with CARF's emphasis on transparency	Director of Quality Assurance	Feb-25
Present the Outcome Management System improvement plan and findings to the Board and Leadership teams for CARF compliance review	Director of Quality Assurance	Mar-25
Collect and analyze data on outcomes based on participant, staff, and family feedback	Director Team	*Sept* and *Oct* for next report

Outcomes Management Communication Plan

Stakeholder	Communication Method	Frequency	Responsible	Platform
Person Served (Individuals)	Plain Language Measurable Outcomes Report (available upon request)	Annually/As requested	Executive Director, Director Quality Assurance, Management	Website
CLV Board of Directors	Detailed Measurable Outcomes Report or Annual Report	Annually	Executive Director, Director Quality Assurance	ShareVision (Business Improvement Plan section), Annual Report
CLV Staff	Measurable Outcomes Report or Annual Report ShareVision	Annually	Executive Director, Management	ShareVision (Business Improvement Plan section), Annual Report (Website)
Families	Detailed Measurable Outcomes Report or Plain Language Measurable Outcomes Report	Annually	Executive Director, Director Quality Assurance, Management	Website- Resource Section
CLBC	Detailed Measurable Outcomes Report, Plain Language Measurable Outcomes Report or Annual Report	Annually	Executive Director, Management	Website - Resource Section
Our Community (The Public)	Measurable Outcomes Report	Annually	Executive Director, Management	Website - Resource Section

Communication Timeline

- *Annual Report:* Distributed to Board of Directors, staff, families, and public via website.
- *Measurable Outcomes Report:* Detailed report and plain language version published on the website (Resource Section) and ShareVision in the Business Improvement Plan section for staff available upon request.

Responsible Parties

- *Executive Director:* Reports to the Board and ensures distribution to all relevant stakeholders.
- Director of Quality Assurance: Prepares and posts reports on the website, ShareVision, including in plain language formats.
- Management: Ensures families and community partners receive communication as needed.

The Measurable Outcomes Report Summary is available through Community Living Victoria upon request and is also available on our website.