

CONTINUOUS QUALITY IMPROVEMENT PLAN

January 1, 2015 - December 31, 2015: Results
Plans for 2016

Our mission is to help people with developmental disabilities have a good life and to respect their personal choices.



Accredited for 3 years in February 2014 under standards for community housing, community integration, host family shared living services and supported living



PURPOSE OF CQI PLAN

To inform the people we support, their families, advocates, staff, funding source and other professionals of the improvements made in the past year

To demonstrate where we have been effective and efficient as an organization

To highlight the satisfaction of our consumers and stakeholders

To demonstrate our commitment to service access

To plan for performance improvement in the year ahead

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Part 1: Overview of 2015

Kardel Consulting Services Inc. (now known as “Kardel”) is a CARF-accredited agency providing individualized community based services for people with developmental disabilities. Kardel provides a diverse range of services including residential homes, day programs, home share, respite, supported employment, a community response team and other individualized supports through Host Agency Agreements.

Kardel’s mission is to help people with developmental disabilities have a good life and to respect their personal choices. Kardel’s vision is that of a community where all members live a full life, feel included, and are empowered to make personal choices in their lives.

- The implementation of ShareVision, a web based system has now been completed throughout the organization. ShareVision is based on Microsoft SharePoint and is created for information tracking, reporting, and accreditation and case management. ShareVision provides a compact and easy-to-navigate platform to help the organization manage all of the above, from a single source. The process for implementation involves us to continue to work with a specialized contractor who has assisted in delivering innovative ways to make using the system easier for the user. We have attended ShareVision User groups on the mainland and shared ideas with colleagues from other agencies in Victoria.
- Kardel continues as co-sponsor with Beconnected of the Self Advocacy for a Brighter Future group and a conference was held during the year. Sharon Sinclair continues to represent Kardel as part of the continued development of this group.
- In partnership with other agencies in the region Kardel were an active contributor to the One Day Together event which celebrates Community Living Month.
- As part of our continuing engagement with all stakeholders we produced two newsletters, one in summer and one in the winter, which were well received. In 2016 we plan to utilize constant contact to share newsletters to all our stakeholders on a monthly basis via email.

Part 2: Data Collection and Overview of Services

2.1. Introduction: Gathering Input

For data input relating to 2015 we collated information and feedback primarily utilizing focus groups and questionnaires. Focus groups were held with: families, advocates, staff and home share providers. The focus groups were based on six main questions which allowed participants the opportunity to expand on their responses. Feedback from the focus groups was input into the FluidSurveys system to provide quantitative data. Each of the focus groups had a similar theme in the questions asked, there were some changes made so to relate to the relevant audience. Questionnaires were provided to people supported in all of homes and programs with a response mechanism of a “Thumbs Up and Thumbs Down” to acknowledge their feedback. The system of FluidSurveys gives us an opportunity to analyze data and is also more environmentally friendly.

Several different approaches are also used to gather the information necessary to help us continue to improve our services: individual discussions, Email communication, tracking of concerns and surveys, minutes of manager meetings and occupational health & safety meetings reflect current issues, emerging trends and progress towards improvements.

- Kardel representatives maintain involvement with other agencies, including the Community Social Services Employers’ Association (CSSEA), Community Living BC (CLBC), South Island Education Committee (SIEC), local Community Living Contractor’s Association., BC CEO Network and Disability Association of BC to keep abreast of current issues, trends and policy changes related to the field. Kardel also maintains representation on three advisory committees through Camosun College to keep abreast of initiatives in training.
- The CEO was made available to meet with families and home share providers via the Strategic Action Group and annual meetings. Persons supported attend staff meetings at their group home if they wish and are given opportunity for input.
- As mentioned previously for maximum efficiency and data protection we have used FluidSurveys Canada, as all the data is stored on Canadian servers, to input the data from all stakeholders’ feedback. The main difference in

the collation of data this year was to streamline the number of questions from sixteen to six and to utilize focus groups where we could. The benefit of using focus groups is: they are useful to obtain detailed information about perceptions and opinions, can save time and money compared to individual interviews, they can provide a broader range of information and offer the opportunity to seek clarification. Unfortunately for this first year utilizing the new system for the number of questions we will be creating a baseline for data so therefore cannot provide comparative analysis apart from the questionnaires completed by people supported.

- For people supported in all homes and programs questionnaires were distributed to those who had the capacity and understanding of the choices they were making in the questionnaire. We continued to support and encourage all caregivers to provide assistance to people supported in the completion of questionnaires.
- Home Share Providers, were provided a FluidSurveys link to complete via email, this is due to the geographic distances that they are spread across Vancouver Island
- Kardel continues to use SharePoint software technology known as ShareVision. This system allows for confidential, immediate access to information about people supported, efficiently supports report writing, assists with statistical data collection, summarizes demographics and helps to track and record the life stories. The system also effectively tracks both internal and critical incidents as well as all formal feedback / complaints and ideas including accommodation/accessibility requests submitted, and has the ability to assist us in determining trends for the ongoing training and support of all stakeholders.

2.2. Demographic Data Collection

Demographic information on the people we support in all homes and programs is gathered according to variables such as age, disabilities, mobility needs, modes of communication, cultural identification, previous residence and behavioral interventions. The information is extracted from ShareVision and is presented in a report form. The data is used for determining training needs, highlighting needs for advocacy, program design changes, monitoring to ensure we meet CARF standards and for comparative analysis. It is our belief that the better we know the people we are supporting, the better we will be able to help them meet their plans and goals.

2.3. Overview of Services

2.3. A. Group Homes (Community Housing)

Kardel operates nine homes serving 36 adults with developmental disabilities. The homes are located in Victoria (3), Duncan (1), and Saanich Peninsula (5). All referrals to our homes are through Community Living British Columbia (CLBC), the funding body. There is, at the time of this report no vacancies. Of the nine (9) homes, all are fully wheelchair accessible.

All homes have vehicles for transport, eight are fully equipped to transport people in wheelchairs and the other has a conventional minivan.

2.3. B. Futures Day Program and ISN Community Inclusion (Community Integration)

Kardel operates Futures Club day program, which served 23 people supported throughout the year with developmental disabilities, who are referred through CLBC. Four participants attend part-time and the day program is fully wheelchair accessible. The day program has a home base of approximately 1800 sq. ft of office, washrooms, activity rooms, and relaxation areas. Approximately 80% of activities continue to occur in community settings reflecting the varied interests of the participants.

Futures Club day program has its own fully equipped wheelchair van, one mini-van and staff individual vehicles for transport. An appropriate personal vehicle and business insurance are required for staff working at Futures Club.

Individual Support Network (ISN) served 14 people supported with 1:1 support staff to offer community inclusion services. All people take city buses or use handidart. An appropriate personal vehicle and business insurance is required for staff working at ISN.

2.3. C. Individual Support Network (ISN): Supportive Living

ISN supported 3 people in a supportive living program. The ISN supportive living and community integration have had an administration office at the main site since 2011. The distinction between the supportive living program and the

community integration program is based on the Commission of Accreditation of Rehabilitation Facilities (CARF) definitions of community integration programs versus supportive living. The people receiving supportive living services live independently in their own suite.

2.3. D. Home Share (Host Family/Shared Living)

We have 119 home share providers serving 146 people with a range of disabilities. This number of home share providers has increased by 30.7% from 2014 and the number of people supported has increase by 23.7%. This reflects the increase of caseloads in the mid and upper island.

2.3. E. Host Agency

Kardel is a Host Agency and was approved as an organization that may be approached by people with individualized funding or their families to develop appropriate services. ISN services falls under this category.

2.3. F. Respite

Kardel began providing Respite Services in the mid and upper Island in 2015; Kardel identified providers willing to provide respite to families. A matching process similar to that of a Home Share Provider is undertaken with the full involvement of the family. Referrals for this service come only from the funder CLBC. We provided respite service to 5 individuals throughout the year.

2.4 Demographic Analysis

The following information depicts the 36 people supported in residential homes, the 23 people supported at the Futures Club day program, the 14 people supported in community inclusion programs through ISN and the people supported, 3 in the supported living program, and the 146 people in home share services. Respite is not included as this is a non-accredited service. Demographic variables presented: age, gender, cultural identification, and disability diagnosis.

2.4. A. Age

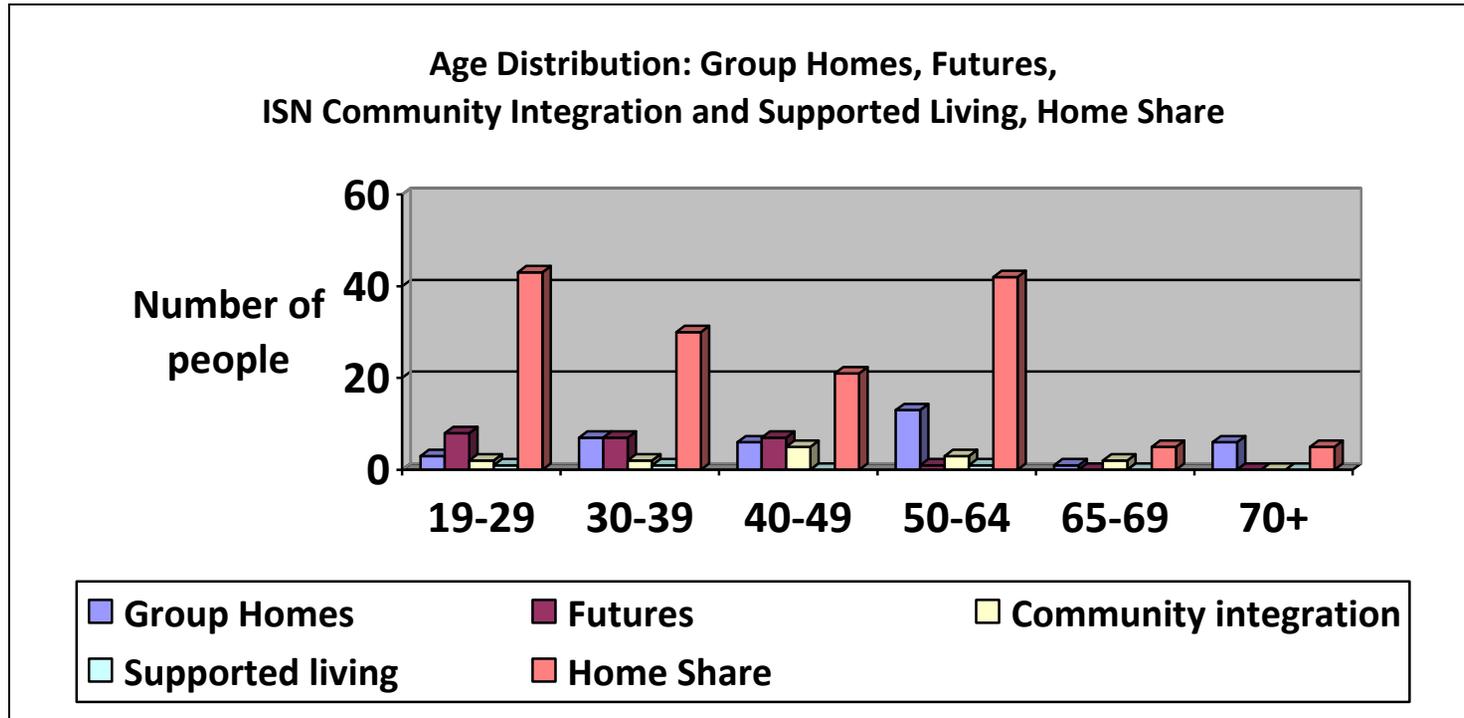


Figure 1

Age Distribution: Homes, Futures, ISN Community Integration, ISN Supported Living and Home Share

The average age for people living in the group homes is 51.69, is the same as last year with no changes in the residents. We continue to serve more people under the age of 50 than over the age of 50.

The average age for people living in home share is 41.38, and has decreased by 6.4% from the average age last year of 44.22. Home share appears to span all age categories with six people over the age of 66.

The average age for people attending Futures club is 35.35. This has increased minimally from 34.95 in the previous year. The average age with ISN Community Inclusion and Supported Living is 42.94 has decreased from 46.62 last years with a range from 23 to 65. There is not a trend for Community Inclusion to be from a particular age group such as those individuals transition from youth to the adult service. Referrals are dependent on CLBC priority and budget.

2.4. B. Gender

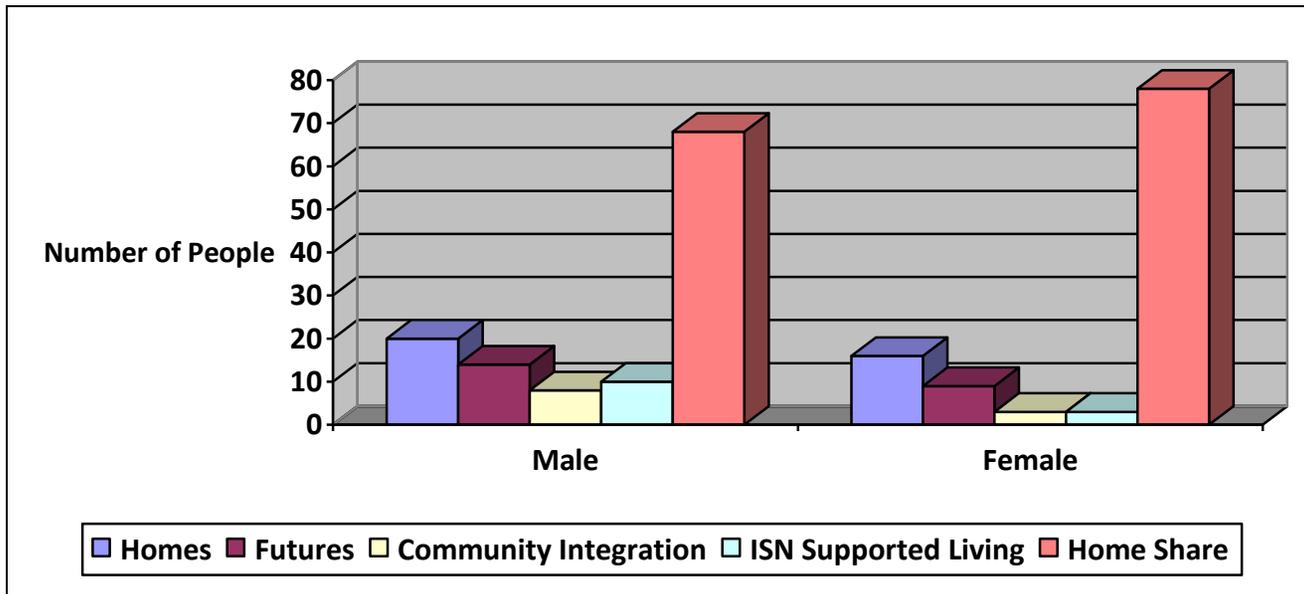


Figure 2. Gender Distribution

In the group homes, we support 16 females and 20 males. The Futures day program gender ratio is 14:9 in respect of male participants. ISN community inclusion programs support ten males and four females. ISN supportive living program is two females and one male. Home Shares support seventy-eight females and sixty-eight males. Our experience

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continues to be that it is more difficult to recruit male community support workers than female Community Support Workers (CSW). Within ISN, people supported are more likely to request a CSW consistent with their own gender. This remains a challenge for human resources recruitment.

2.4. C. Categories of Diagnosis

| Medical Diagnosis | Residential Home | Futures Club Day Program | ISN Community Inclusion | ISN Supported Living | Home Share (Shared Living) |
|-------------------------------------|------------------|--------------------------|-------------------------|----------------------|----------------------------|
| Autism Spectrum | 3 | 4 | 1 | 1 | 18 |
| Cerebral Palsy | 15 | 4 | 2 | 0 | 14 |
| Challenging Behaviours | 10 | 3 | 0 | 2 | 17 |
| Dementia | 1 | 0 | 2 | 0 | 3 |
| Down Syndrome | 1 | 4 | 2 | 0 | 8 |
| Dysphagia | 29 | 3 | 3 | 0 | 12 |
| Mental Health | 7 | 3 | 3 | 0 | 31 |
| Mobility Issues/Physical Disability | 31 | 7 | 5 | 0 | 34 |
| Seizures | 17 | 5 | 6 | 0 | 25 |
| Visual Impairments | 9 | 4 | 3 | 0 | 20 |

Table 1. Summary of Medical Diagnosis

The following is a presentation of the people supported in December 2015 according to medical diagnosis. This is not a comprehensive list but provides the ten most highlighted areas. In addition, a number of individuals we support exhibit dual diagnosis.

Kardel retains a part time Registered Nurse that assists with providing support to the wide range of diagnosis that relate to the people we support this is in addition to support provided through HSCL/HCC. Kardel also provides a seizure clinic for

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individuals to attend where they can have a consultation with a Neurologist. Identifying the categories of diagnosis is beneficial on a number of levels for the organization and people supported. This enables us to identify emerging trends in areas where further training may be required for staff. Examples of this are demonstrated in our training plan.

2.4. D. Cultural Identification

| Cultural Identification | Caucasian | Asian | Aboriginal/First Nations/Metis | Indo-Canadian | Other |
|----------------------------|-----------|-------|--------------------------------|---------------|-------|
| Residential Homes | 32 | 2 | 1 | 0 | 1 |
| Futures Club Day Program | 14 | 3 | 2 | 2 | 2 |
| ISN Community Inclusion | 11 | 0 | 2 | 0 | 1 |
| ISN Supported Living | 3 | 0 | 0 | 0 | 0 |
| Home Share (Shared Living) | 117 | 5 | 15 | 1 | 8 |
| Totals | 177 | 10 | 20 | 3 | 12 |
| 2014 | 152 | 9 | 16 | 3 | 8 |
| Difference | 25 | 1 | 4 | 0 | 4 |

Table 2. Summary of Cultural Identification

Our goal is to ensure that our services are appropriate for people from diverse cultural backgrounds, consistent with the representation of diversity in our community.

Cultural identification refers to people with unique needs, communications, customs, beliefs and values that reflect an individual's racial or ethnic identity. As in prior years, we continue to serve people from diverse cultural backgrounds with levels very similar, for First Nations and minorities, to the population distribution in the Capital Region.

2.4. E. Number of Funded Group Homes and Programs

| Group Home | Number |
|-----------------------|--------|
| Amelia: Sidney | 4 |
| Dustin: Victoria | 5 |
| Henry: Sidney | 5 |
| Hillside: Victoria | 2 |
| Lakes: Duncan | 3 |
| Maryland: Sidney | 5 |
| Paskin: Victoria | 5 |
| Patterson: Saanichton | 3 |
| Sentinel: Saanichton | 4 |
| | 36 |

Table 3. Number of People by Group Home

| Program | Number |
|--------------------------------|--------|
| Futures: Victoria | 23 |
| ISN: Community Inclusion | 14 |
| ISN: Supported Living | 3 |
| Home Share: Victoria | 80 |
| Home Share: Courtenay/Comox | 24 |
| Home Share: Campbell River | 18 |
| Home Share: Parksville | 13 |
| Home Share: Nanaimo | 11 |
| | 186 |

Table 4. Number of People by Program

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The Home Share program has seen the largest growth which is a reflection of our expansion into the; Nanaimo, Parksville, Courtenay/Comox and Campbell River areas. We can expect to see the people supported in these areas to exceed Victoria by next year. There has been consistency in the Group Homes and a minor increase in the people supported in Futures, ISN Community Inclusion and ISN Supported Living.

2.4. F. Family Involvement

For people attending Futures Club, eight people live at home with parents. All but one person attending Futures has active family involvement. Within the group homes, twenty-eight of the thirty-six people supported have active family involvement. Two of the people in ISN Supported Living have family involvement. Ten of the fourteen people supported in ISN Community Inclusion have family that involved in their lives. Due to the number of people supported in Home Share we are still working on utilizing Sharevision to provide an accurate number.

2.4. G. Implications of Demographic Information

The demographic information reflects that (26/36) 72% of the people supported in the homes are non-verbal. Kardel has continued to make referrals to CAYA and has a close working relationship with them. To ensure the communication needs of all the people we support are met, communication aids i.e. echo, boards, picture systems, iPads are tracked on ShareVision. Closer tracking around the use of alternative communication aids assists in ensuring appropriate referrals.

As an agency, family involvement has always been encouraged in our homes and programs. With the change in the number of people we serve: home share, supportive living and one-to-one contracts in ISN, Kardel has a different relationship to the family of origin than for people in group homes. Home shares also involve an increase in the relationship between the home share coordinators and families of origin. An advocacy and mediation role appears to be increasing for home share coordinators. This is not exclusive to home share but also applies to the ISN Manager role, the skills involved with engaging all stakeholders for the benefit of the individuals we support is imperative to ensure longevity in their living arrangements.

With the significant increase in the people supported with limited or intermittent needs and full lives, with limited teams around them, the PCP process focuses on the eight quality of life domains: Culture and Diversity, Emotional Well-Being, Interpersonal Relations, Material Well-Being, Personal Development, Physical Well-Being, Self Determination, Social

Inclusion and Rights and Responsibilities. A group of staff are trained in facilitating PCP meetings for Group Homes and Futures. Home Share Coordinators undertake facilitation for people supported in Home Share environments.

Part 3: Report on 2015 Outcomes

3.1 Performance Measurement Outcomes

The Outcomes information for 2015 have been identified and organized into the five key performance indicators:

- Effectiveness
- Efficiency
- Service Access
- Satisfaction
- Business Functions

Methods of Information Gathering

Information regarding “Effectiveness” was gathered from person centred plans, and ShareVision. Information regarding “efficiency” was gathered from the status of budgets, tracking of volunteers and practicum students and utilization of beds and spaces. Service Access information was gathered through our tracking of admissions and completion of person centred plans where we ask questions about access. Questions about access and reasonable accommodations were asked on the annual surveys. “Satisfaction” information was obtained from stakeholders through surveys, meetings and on-going contact. Feedback was received from an annual meeting with home share providers, families and staff members with the CEO, as well as ongoing contact between managers and people supported.

The Business Functions we designate for the organization are discussed as part of Directors meetings and link to the overall strategic goals of the organization.

The performance targets are in each of the four accredited Kardel service areas – Residential Homes, Community Integration, Supported Living and Home Sharing (Shared Living).

3.2 Comparative Analysis 2015

3.2. A. 2015 Effectiveness Goals and Results

2015 Effectiveness Goal #1: Results

To increase plan attainment %. We want to ensure we are delivering on the plans established at the Person Centred Planning meetings.

Our goal was to improve our 2014 record of average Plan attainment:

- Group Homes: Plan attainment in 2014 was 44.7% and in 2015 is 42.4%
- Futures Club Day Program: Plan attainment in 2014 was 71.1% and in 2015 is 23.1%
- ISN (Community Inclusion and Supported Living): Plan attainment in 2014 was 36.7% and in 2015 is 25.7%
- Home Share: Plan attainment in 2014 was 35.7% and in 2015 is 22.6%

Trends

ShareVision allows us to track the status of plan attainment in real time throughout the year. The issue we face is to continue to explore avenues to make ShareVision as user friendly as possible so the progress of plans can be updated regularly. We are truly only in a two year history of statistics (the period ShareVision has been operational across Kardel) that relate to the new tracking system for plans therefore, we cannot compare statistics that are pre-2014. In addition we cannot compare statistics prior to 2013 as a different person centred plan process and tracking measure were utilized. Plans and Progress are reviewed at each of the managers meetings and the Director of Programs and Quality Assurance has attended staff meeting to discuss the process and get feedback on how ShareVision can simplify the process.

Extenuating/influencing factors that should be considered when analyzing performance

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The number of plans for Group Homes (132) increased by 55.7% from 2014 to 2015, this may have had an effect on attaining plans due to the expectations on staff to support individuals. Futures Club Day Program had a comparable number of plans from 2014; the only changes in 2015 have been more individuals exiting the program due to needing programs that required one-to-one support. In addition, Futures Day Program expanded and changed activities available to individuals to enhance the experience. Thus, we may see an increased achievement of plans for next year.

The ISN program was also comparable to the number of plans from 2014; the influencing factors of the slight reduction in plan attainment for the program were that the number of individuals supported increased by 4. For the ISN program this is a significant impact in regard to transitioning and matching staff to provide one-to-one support. The number of Home Share plans (274) increased by 291.4% from 2014 to 2015, this related to the increase of people supported in our Home Share program, specifically the mid and upper island expanding. Considering this substantial increase in plans the attainment of plans did not decrease significantly.

The overarching factors to also consider are that we are capturing a calendar year period a number of person centred plans are completed throughout the year so therefore could still be “in progress”. In fact during the calendar year between 31% and 38% of plans across all of the programs are still “in progress”. In addition, growth particular of Home Share will have an ongoing effect for this year and next. The Futures Program also has experienced a change of the age range and mobility of people we support, more of the referrals we receive from CLBC are for transitioning youths who are higher functioning.

2015 Effectiveness Goal #2: Results

People supported at Kardel have the opportunity to take part in the community in ways that are important to them. This is evidenced by questionnaire responses from people supported.

This is a new goal for 2015. Our objective is that 90% of responses from persons supported reflect that they have the opportunity to connect with the community

- *Group Homes: Objective attained was 100%
- *Futures Club Day Program: Objective attained was 100%
- *ISN (Community Inclusion and Supported Living): Objective attained was 100%
- Home Share: Objective attained was 96%

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*The results were a collective of the three areas.

Trends

There are no recognizable trends as of yet, as this is the first year that this goal was established.

Extenuating/influencing factors that should be considered when analyzing performance

Group Homes, Futures Day Program and ISN (Community Inclusion and Supported Living) had their responses returned to the main office. A number of responses were anonymous so this did not enable us to track the source. Therefore the result is a reflection of all three areas of service, in future we will ensure there is a reference on each questionnaire that relates to the area of service. Home Shares were identifiable in that these were returned to Home Share Coordinator so when entered into FluidSurveys the responses could be identified with the Home Share Program. The positive results of this goal are a reflection of the values and principles Kardel promote to all stakeholders.

2015 Effectiveness Goal #3: Results

People supported trust that they feel safe in their home or program. This is evidenced by questionnaire responses from people supported.

This is a new goal for 2015. Our objective is that 100% of persons supported demonstrate that they safe in their home or program

- Group Homes: Objective attained was 100%
- Futures Club Day Program: Objective attained was 100%
- ISN (Community Inclusion and Supported Living): Objective attained was 100%
- Home Share: Objective attained was 96.4%

*The results were a collective of the three areas.

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Trends

There are no recognizable trends as of yet, as this is the first year that this goal was established.

Extenuating/influencing factors that should be considered when analyzing performance

Group Homes, Futures Day Program and ISN (Community Inclusion and Supported Living) had their responses returned to the main office. A number of responses were anonymous so this did not enable us to track the source. Therefore the result is a reflection of all three areas of service, in future we will ensure there is a reference on each questionnaire that relates to the area of service. Home Shares were identifiable in that these were returned to Home Share Coordinator so when entered into FluidSurveys the responses could be identified with the Home Share Program. The positive results of this goal are a reflection of the values and principles Kardel promote to all stakeholders.

3.2. B. 2015 Efficiency Goals and Results

2015 Efficiency Goal #1: Result

Maintain occupancy/retention above 95% for Homes and Programs.

Kardel's occupancy rate for Group Homes in 2014 was 99.8% and as shown below improved to 100% in 2015.

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| Home | Jan | Feb | Mar | April | May | June | July | Aug | Sept | Oct | Nov | Dec | % |
|-----------|-----|-----|-----|-------|-----|------|------|-----|------|-----|-----|-----|------|
| Amelia | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 100% |
| Dustin | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 100% |
| Henry | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 100% |
| Hillside | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 100% |
| Lakes | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 100% |
| Maryland | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 100% |
| Paskin | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 5 | 100% |
| Patterson | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 100% |
| Sentinel | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 100% |
| Beds | 36 | 36 | 36 | 36 | 36 | 36 | 36 | 36 | 36 | 36 | 36 | 36 | 100% |

Table 5. Occupancy of Group Homes

| Programs | Persons Supported | Person Supported Exited | Retention % |
|--------------------------|-------------------|-------------------------|-------------|
| Futures Club Day Program | 23 | 4 | 82.7% |
| ISN Community Inclusion | 14 | 2 | 85.7% |
| ISN Supported Living | 3 | 0 | 100% |
| Home Share | 146 | 5 | 99.97% |

Table 6. Retention of Person Supported in Programs

Trends

The retention element is a new goal for 2015. Our objective is a 95% retention rate of people supported in Futures, Isn and Home Share.

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Extenuating/influencing factors that should be considered when analyzing performance

Admissions are lengthy, time consuming processes which place high demands on staff to get to know the new people and develop individualized services. The majority of people who exited Futures Club Day Program needed a program with a lower staffing ratio and less stimulation. There has been scheduling and activity re-design to the Futures Club Day Program to take into account the higher functioning people supported being referred by CLBC. ISN was relative stable in its retention of people supported, one individual unfortunately passed away. Considering the number of Home Share's we now support the retention rate was significantly high and this is a credit to our pre-screening process, home study and matching process for home share providers and people supported. In addition, the retention rates reflect the excellent support provided by Home Share Coordinators and use of monitoring tools for Home Share providers to assess on going needs for all stakeholders involved. Group Homes have now maintained 100% occupancy for the past two years which demonstrates the excellent support provided by staff.

2015 Efficiency Goal #2: Result

Achieve an appropriate timeframe for hiring employees to commencement of orientation in Home or ISN program. Target above 75%.

This is a new goal for 2015. Our objective is that 75% of new employees achieve commencement of orientation from the date of hiring in a three week period.

Trends

There are no recognizable trends as of yet, as this is the first year that this goal was established.

Extenuating/influencing factors that should be considered when analyzing performance

This goal has been deferred for the year due to the implementation of a new Human Resource system that will enable us in 2016 to provide the required data.

2015 Efficiency Goal #3: Result

Home Share Coordinators receive the required information regarding people supported to disseminate to Home Share Providers.

This is a new goal for 2015. Our objective is that 100% of Home Share Providers who have been matched with a person(s) supported have the required information from the start date. Of the 28 new people supported who moved into Home Shares we received 93% of the information required.

Trends

There are no recognizable trends as of yet, as this is the first year that this goal was established.

Extenuating/influencing factors that should be considered when analyzing performance

We will continue to collaborate with the funder and other agencies to collate the required information to make the transition for Home Share Provider and person supported as efficient as possible. The importance of having extensive information regarding a person supported who has been matched to a Home Share Provider is this enhances the probability of a long term placement for both parties.

2015 Efficiency Goal #4: Result

Maintain and strive to increase the number of volunteers in Group Homes, Futures, Club Day Program and the ISN Program.

Currently we have 10 volunteers that attend our various homes and programs. This increased from 7 in 2014. The aim is to increase volunteers in 2016

Trends

The number of volunteers has been at the relatively same level for a number of years. In the last year we have seen volunteers come to Kardel and then apply for employment with our organization.

Extenuating/influencing factors that should be considered when analyzing performance

Although we promote volunteer opportunities on the Kardel website we have not actively recruited volunteers as recruitment for permanent positions takes priority. We need to engage with volunteers from the perspective of their motivation for fulfilling the role and also in increasing recruit the by product may be volunteers taking up full time positions.

3.2. C. 2015 Service Access: Goals and Results

Overview

We strive to offer accessible, community based services to those in need. (For further details, refer to our Accessibility Plan). We pay attention to all barriers i.e. architectural, attitudinal, communication, employment, environmental, financial, community inclusion, technology and transportation. We offer services in a timely fashion.

2015 Goal Service Access #1 Result

Fully accessible, community based services homes and programs

One of our goals is to ensure people do not have to move from their home because of accessibility issues as they age. At present all of our homes meet our goal. Futures Club day program remains fully accessible. Our long term goal is to have a more desirable setting for Futures Club to address crowding, noise, and atmosphere.

We have seven home shares that accommodate people in wheelchairs. These tend to be long term placements. However, we have no vacancies in accessible home shares. This precludes the access of people with mobility issues into home share situations at this time.

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One of our homes has barriers erected that restrict unlimited access to the kitchen. In both situations, this is to accommodate the safety needs of one of the people residing in the home. A barrier removal plan is in place, though it is unlikely that barriers will be removed while we continue to serve the two persons in question.

Extenuating/influencing factors that should be considered when analyzing performance

Kardel is one of the few operators with all sites wheelchair accessible.

2015 Goal Service Access #2 Result

Timeliness in producing a person centred plan after admissions. Our requirement has been within three months of admission.

Our objective is to ensure a 100% of new admissions to a group home, program or home share have a person centred plan completed within 3 months of admission. Of the 33 admissions for 2015 75.8% of the person centred plans were completed in the 3 month time period.

Extenuating/influencing factors that should be considered when analyzing performance

It is difficult to complete plans in a timely fashion for people that are admitted on an emergency basis. Often the intense urgency overshadows the need for the person centred plan. It is extremely difficult to do a good person centred plan for a person admitted without an information source or adequate history. Though generally we have been fortunate, situations have arisen where we had to respond to a need and were unable to get adequate information. The increase in Home Shares in the mid to upper island where they are geographic widespread can make the logistics of arranging meetings difficult.

3.2. D. 2015 Stakeholder Satisfaction Results

Summary of People Supported: Group Homes, Futures and ISN

26 people supported reported the following from questionnaires that were completed and returned

- Do you have fun and relaxation at you home/program? – 100%
- Are you encouraged to have good relationships with family and friends? – 100%
- Do you get help to learn new things and do what you are interested in doing? – 93.5%
- Do you get help to stay active and healthy? – 100%
- Do you make decisions in your home/programs about things that matter to you? – 96.8%
- Are your rights respected? – 100%

Sample of feedback comments

- “Everything if fine”
- “I’d like to learn more things”
- “I would like to stay active and healthy”
- “I could be more involved in my community”

Summary of People Supported: Home Shares

22 people supported Home Shares reported the following from questionnaires that were completed and returned

- Do you have fun and relaxation at home? – 100%
- Can you pay for the things you want to do? – 82.1%
- Do you get help to learn new things and do what you are interested in doing? – 96.2%
- Do you get to stay active, have good food to eat, and advice to help you to stay healthy? – 100%
- Do you make decisions in your home about things that matter to you? – 100%
- Do you feel your Home Share provider is listening to your choices? – 91.7%

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- Are your rights respected? – 100%

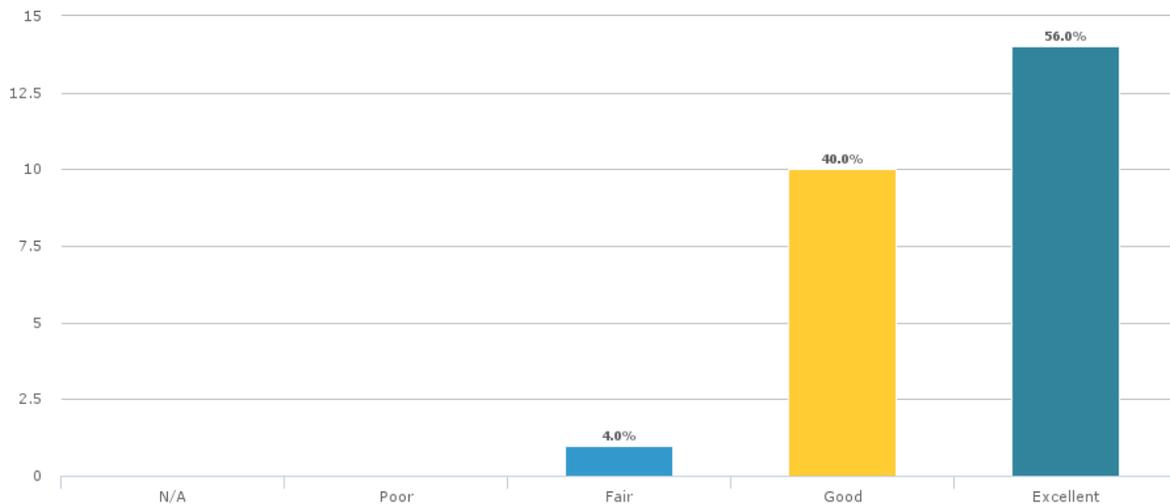
Sample of feedback comments

- “I enjoy living in my new space”
- “I’m not able to pay for the things I want to do. I would like to get a job to money aside for things”
- “I do feel happy because I like the fun times. The sun makes me happy, sunset, moon and stars”
- “Most of the time I can pay for the things I want to do”

Summary from Families and Advocates

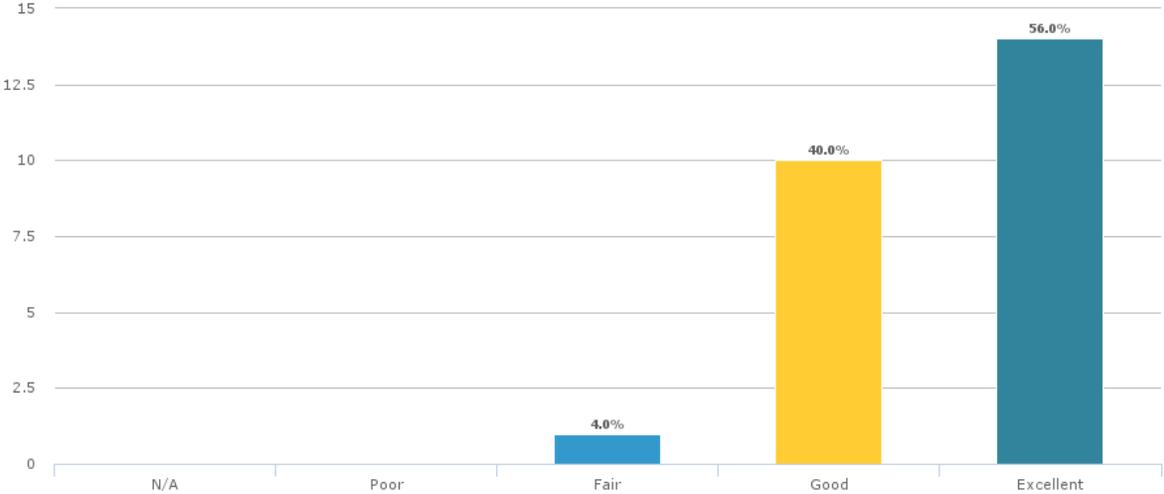
There were 27 responses from families and advocates of people that are supported by Kardel. We utilized FluidSurveys to send out a short survey for families and advocates to complete. Below are the results:

- How would you describe your communication with the home/program?



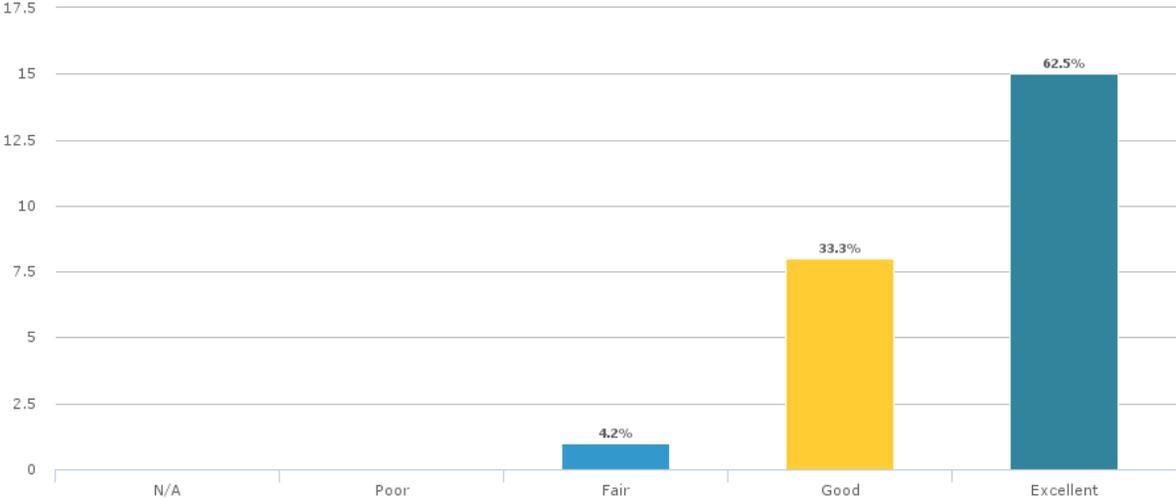
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- How well is your input into service valued and acted upon for your family member or person you advocate for?

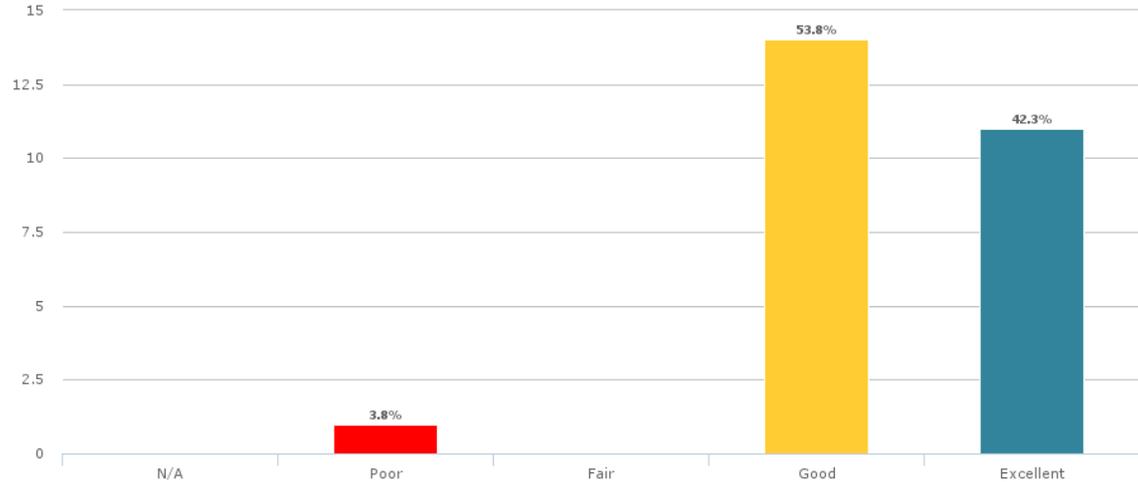


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- How would you describe the atmosphere in the home/program on your visits?

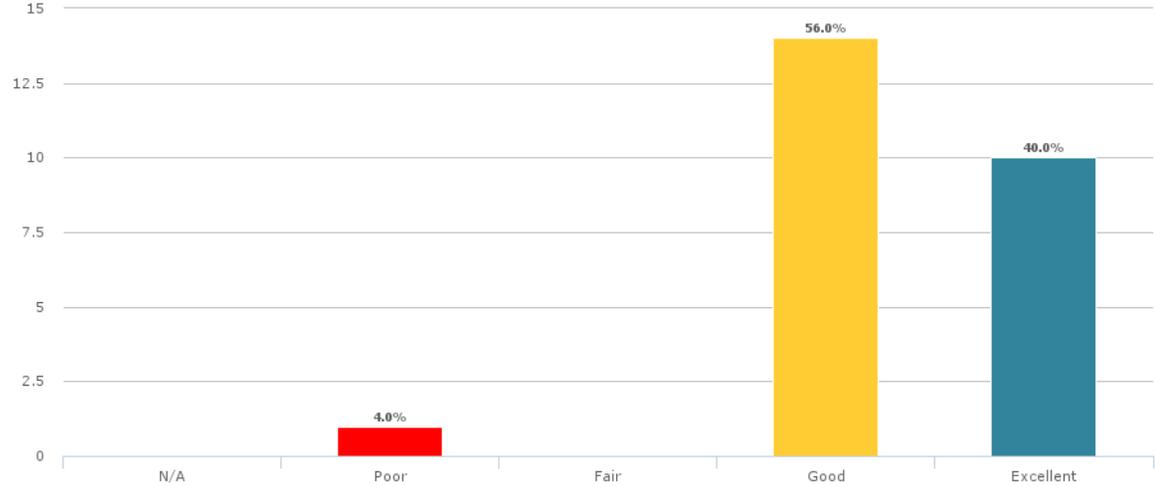


- Meeting Plans/Goals: Do you feel the plans/goals are being addressed for your family member or the person you advocate for?

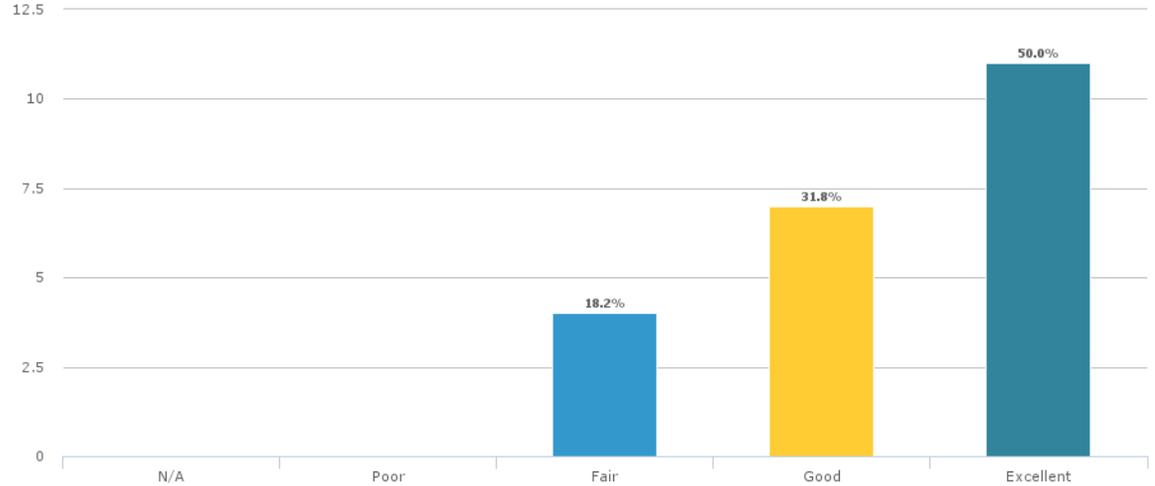


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- How well are the health care needs being met for your family member or the person you advocate for?



- How well do you feel your family member or the person you advocate for is suited with their peers in the home/program?



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A sample of suggestions for enhancing our services was also made by families and Advocates.

- “We feel that our family member has too little to do and should have more program activity”
- “Staffing changes. I understand that when people leave it can't be helped. More continuity”
- “Would like more timely/better updates as to supplies or cash running low and needing to be replenished”
- “Continue to provide clients with opportunities to socialize and interact with the community”

A sample of aspects of support we continue to do well in were identified

- “We feel that our family member is very well cared for and all of her needs are met”
- “Communication. There is a long term committed team of workers at Futures Club that are friendly caring and accommodating”
- “The house is a warm and welcoming home for our son. He is very happy there and we are very pleased with the ongoing high quality of care and concern for him”
- “We enjoy having the annual meetings with the excellent house manager and staff, and we cover a lot of ground in them. But we also feel very welcome to address any concerns at any time. We couldn't ask for a better home”

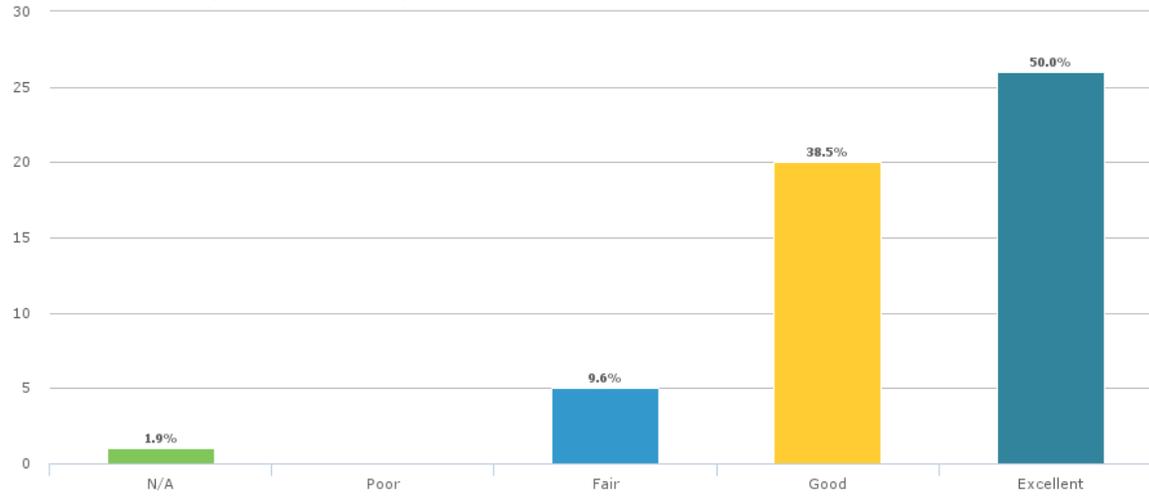
Specific comments from stakeholders are shared with the staff groups involved and Managers for follow up.

Summary from Home Share Providers

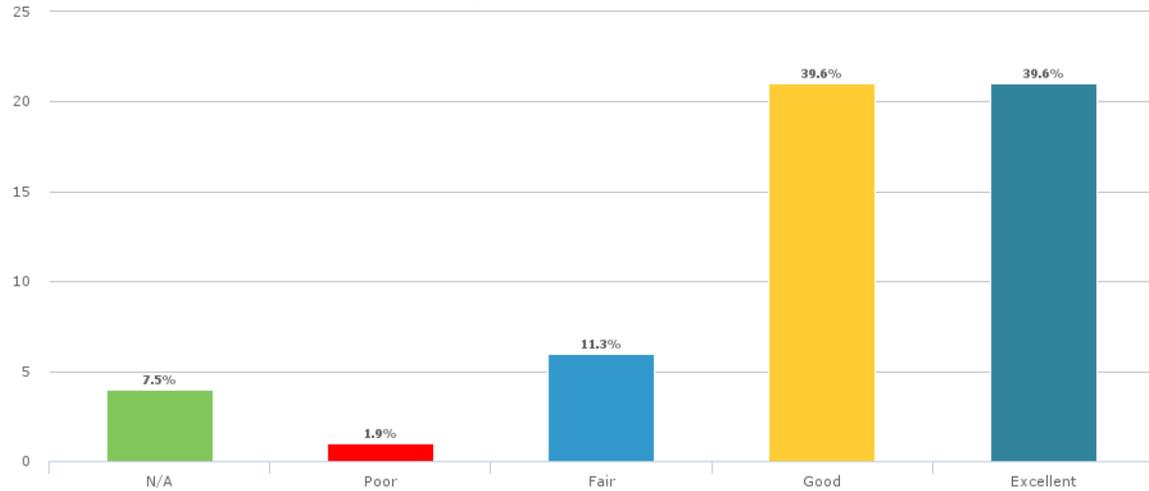
There were 54 responses from home share providers of people that are supported by Kardel. We utilized FluidSurveys to send out a short survey for home share providers to complete. Below are the results:

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- How would you describe your communication with Kardel?

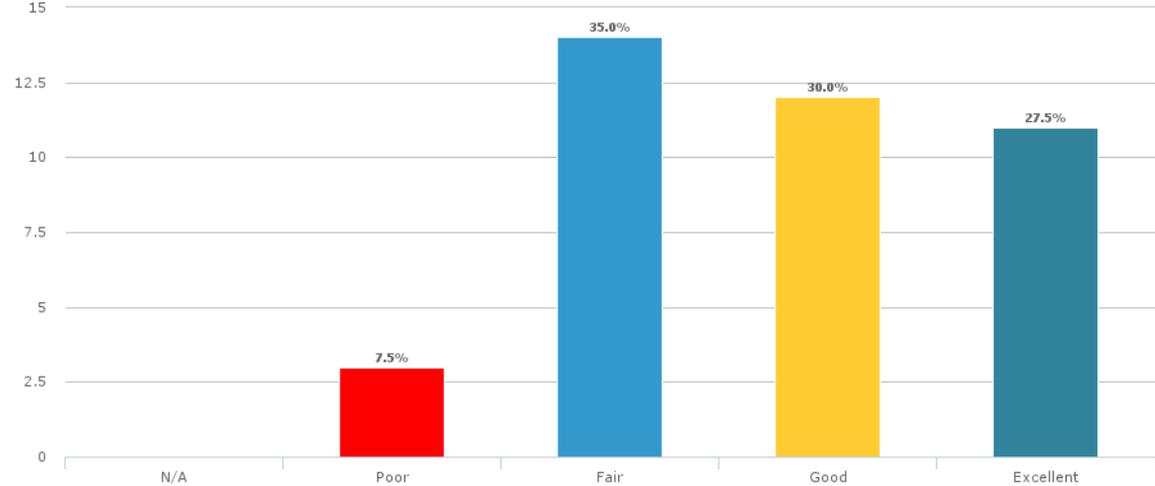


- Do you feel Kardel acknowledges your input?

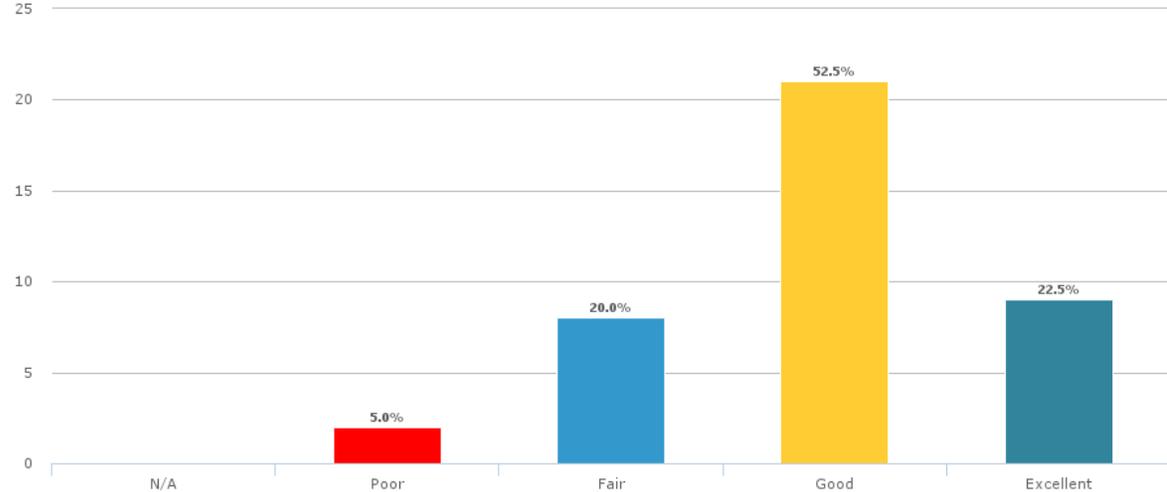


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- How do you rate the value of the annual Person Centred Planning reviews?

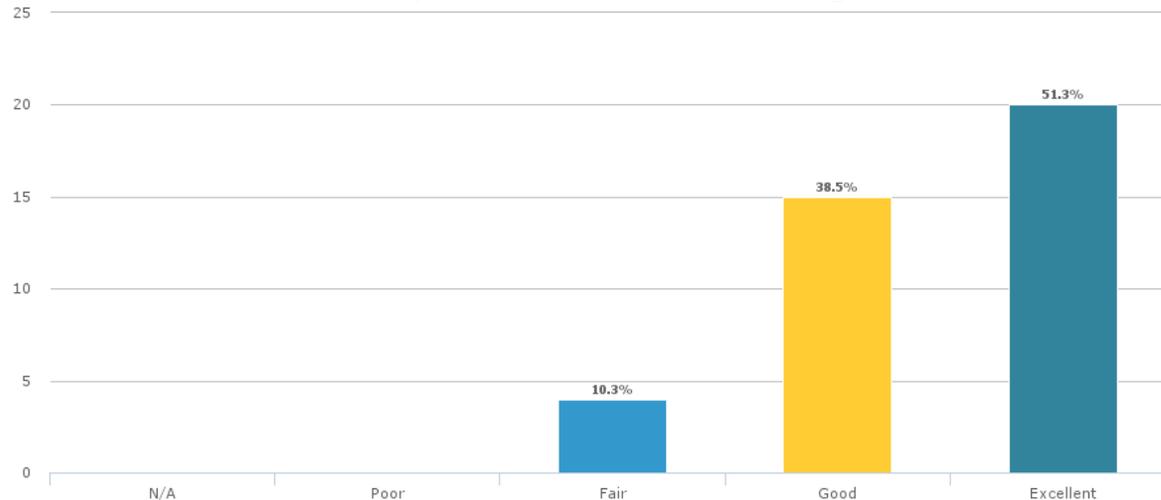


- How appropriate are the current plans/goals for the person(s) you support?



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- Overall, how satisfied are you with the Home Share Program?



A sample of the responses relating to what do you feel is working well

- “Communication is great! People are responsive when I need support or have questions”
- “The connections and the communication with my Kardel Coordinator is really fantastic”
- “The constant support I get from Kardel, my questions and concerns are always dealt promptly and efficient manner”
- “The entire home share team is amazing ,helpful , and most of all understanding to my needs to help me support my individual and I thank them every chance I get for their support”

A sample of the responses regarding what areas you feel could be improved

- “More funding for clients expenses”
- “Home Share Providers are simply expected to expand their role, adapt and become resourceful in ways that take them away from their primary role”

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- “The paper work is a bit daunting especially at first but I suspect that can't be helped”
- “Training and social engagement for providers need to take place outside of M-F, 9-5 time period as I have a full-time job and cannot alter hours”

Summary from Staff

All staff that work at homes or programs were invited to focus group meetings at their respective home or program. The focus groups were held with the Director of Programs and Quality Assurance. A format of six questions was used with the emphasis on staff expanding on the content of the discussion, 41 staff members were involved in the focus groups (approximately 25% of the staff). The focus group questions asked for input regarding the operation of the individual homes and for input from a broader, agency-wide perspective. Participants' feedback and suggestions were compiled under the following categories:

- Access to supervisor
- Input on decisions and receive feedback
- Improvements to communications
- A respectful atmosphere in your home/program
- Training offered and what additional training would you like to be made available
- Accommodations met

All categories reported positive, constructive responses from staff, with the question surrounding opportunities for training as being that which received the largest responses in terms of agreement. In addition, staff responses reflect they felt the environment they worked in is a respectful atmosphere.

Suggestions for Improvements

- Casual call out - system can be simplified and streamlined
- Staff could have an incentive for referral new staff to Kardel
- Sharevision - the resources section is overloaded. The interface needs to be more user friendly to be an effective tool

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- Staff acknowledgement and recognition
- Check in's with Team leaders to ensure they are feeling supported
- An office facelift

“Training in our home is positive as we can undertake one client a day. Shadowing really helps and instills confidence. Group session meetings are helpful to review practices and colleagues are supportive. Training on bullying the workplace, MANDT, Autism/Behaviour Workshops has all been excellent.”

“My supervisor has a very collaborative management style that allows us to work together as a team to address challenges. He is also exceptionally skilled at giving feedback. He doesn't "jump to conclusions" when a crisis arrives, but patiently listens, collects fact and then works with me to reflect upon and determine how I might have handled a situation differently”

3.2. E. 2015 Business Functions

2015 Goal Business Functions #1 Result

To operate within a define operating budget that meets the needs of people supported

Working with CLBC to secure the funding that is required to balance the budget for the benefit of the people we supported and sustain the long term sustainability of the organization – Achieved

2015 Goal Business Functions #2 Result

Maintain the organization's CARF Accreditation for a further 3 years from 2017

Kardel continue to review the CARF Manual to ensure conformity to the standards. In early 2017 the organization will be surveyed for the sixth time and for the first time Respite Services will be incorporated to the survey. The Director of Programs and Quality Assurance is now a CARF Surveyor and brings best practice from other organizations to implement to improve the quality of support and involvement for all stakeholders - Ongoing (review annually)

2015 Goal Business Functions #2 Result

Expansion of the Home Share Program

In early 2014 Kardel were successful in attaining the contract to provide Home Share services in the Nanaimo, Parksville, Courtenay/Comox and Campbell River areas. There are four Home Share Coordinators in these areas currently as well as three Home Share Coordinators covering the South Island. Kardel continue to focus on expanding in this area of service and will closely with CLBC as the case loads of Home Share Coordinators (especially in the mid and upper island) increase – Ongoing (review annually). An element of the overall objective of the expansion of Home Share includes developing potential home share providers for matching to the person supported (previously a Service Access Goal). The matching process is dependent on a procurement policy implemented by the funder CLBC.

PART 4: QUALITY IMPROVEMENTS FOR 2016

4.1. System Design

We will continue to use FluidSurveys for collating and input of data regarding satisfaction of our stakeholders. The move from a sixteen questions survey for staff to focus groups has been successful. However, to give a method of ascribing quantitative value to qualitative data, to make it amenable to statistical analysis we will incorporate the Likert Scale as part of the focus group responses. ShareVision now can provide a number of data reports to support staff in regard to the care of people supported and also in identifying emerging trends.

Next year we will ensure that we can track sufficiently the satisfaction ratings specific to people supported in each of the areas they receive support from.

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Focus for our Outcomes Measures:

We use a “Traditional Walker Structure Model” grid:

- Effectiveness: What are people’s goals when they come to our organization? How do we track the goals so we know we delivered it?
- Efficiency: Did we do it better and/or with fewer resources to meet the goals?
- Services Access: Are we improving the manner in which people access our services?
- Satisfaction: Are the people served and other stakeholders pleased with the way we met their needs and standards?

4.2. Effectiveness Objective

| Measures | Applied to | Time Frame | Data Source | Obtained by | 2015 Goal | 2015 Outcome | 2016 Goal |
|---|-------------|------------|---------------|-------------------|-----------|--------------|-----------|
| Increase plan attainment % | Group Homes | Annually | ShareVision | ¹ DPQA | 50% | 42.4% | 50% |
| | Futures | Annually | ShareVision | DPQA | 75% | 23.1% | 50% |
| | ISN | Annually | ShareVision | DPQA | 50% | 25.7% | 50% |
| | Home Share | Annually | ShareVision | DPQA | 50% | 22.6% | 50% |
| People supported have opportunity to connect with the community | Group Homes | Annually | Questionnaire | DPQA | 90% | 100% | 100% |
| | Futures | Annually | Questionnaire | DPQA | 90% | 100% | 100% |
| | ISN | Annually | Questionnaire | DPQA | 90% | 100% | 100% |
| | Home Share | Annually | Questionnaire | DPQA | 90% | 96% | 100% |
| People supported feel safe in their home or program | Group Homes | Annually | Questionnaire | DPQA | 100% | 100% | 100% |
| | Futures | Annually | Questionnaire | DPQA | 100% | 100% | 100% |
| | ISN | Annually | Questionnaire | DPQA | 100% | 100% | 100% |
| | Home Share | Annually | Questionnaire | DPQA | 100% | 96.4% | 100% |

¹Director of Programs and Quality Assurance

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4.3. Efficiency Objective

| Measures | Applied to | Time Frame | Data Source | Obtained by | 2015 Goal | 2015 Outcome | 2016 Goal |
|---|------------------------------|-------------------|--------------------|--------------------------------|------------------|---------------------|------------------|
| Maintain occupancy/retention | Group Homes | Annually | ShareVision | DPQA | 95% | 100% | 95% |
| | Futures | Annually | ShareVision | DPQA | 95% | 82.7% | 95% |
| | ISN | Annually | ShareVision | DPQA | 95% | 85.7% | 95% |
| | Home Share | Annually | ShareVision | DPQA | 95% | 99.97% | 95% |
| Timely hiring of employees to start of orientation | Group Homes | Annually | ComVida | ² DHR | 75% | N/A | 75% |
| | Futures | Annually | ComVida | DHR | 75% | N/A | 75% |
| | ISN | Annually | ComVida | DHR | 75% | N/A | 75% |
| Information regarding people supported shared with Home Share | Home Share | Annually | ShareVision | DPQA & Home Share Coordinators | 100% | 93% | 100% |
| Maintain and strive to increase volunteers | Group Homes, Futures and ISN | Annually | ComVida | Office Administrator | 10 | 10 | 15 |

²Director of Human Resources

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4.4. Service Access Objective

| Measures | Applied to | Time Frame | Data Source | Obtained by | 2015 Goal | 2015 Outcome | 2016 Goal |
|--|--|-------------------|--------------------|-------------------------------|--|--------------------------------|---|
| Fully wheelchair accessible Homes and Programs | Group Homes | Annually | N/A | DPQA | All homes accessible | All homes accessible | All homes accessible |
| | Futures | Annually | N/A | DPQA | Futures accessible | Futures accessible | Futures accessible |
| | ISN | Annually | N/A | DPQA | ISN site "The Well" accessible | ISN site "The Well" accessible | ISN site "The Well" accessible |
| Timeliness in producing a person centred plan after admission | Group Homes, Futures, ISN and Home Share | Annually | ShareVision | DPQA | 100% | 75.8% | 100% |
| Timeliness in completing home studies within 3 months of application | Home Shares | Annually | ShareVision | DPQA & Home Share Coordinator | 100% | 100% | 100% |
| Assess Group Homes with people supported with high medical needs for new computer hardware | Group Homes | Quarterly | ShareVision | DPQA | Review Daily Journal entries and protocols | Continue to review | Reports need to be generated and a protocol assessment system implemented |

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4.5. Satisfaction

| Measures | Applied to | Time Frame | Data Source | Obtained by | 2015 Goal | 2015 Outcome | 2016 Goal |
|---|--|------------|---------------|-------------|------------------|--------------------|------------------|
| Continue to improve satisfaction ratings for people supported | Group Homes, Futures and ISN | Annually | Questionnaire | DPQA | 95% | ³ 98.4% | 98% |
| | Home Share | Annually | ShareVision | DPQA | 95% | ⁴ 95.7% | 95% |
| Summary from Families and Advocates (Response excellent) | Group Homes, Futures, ISN and Home Share | Annually | FluidSurveys | DPQA | 60% | ⁵ 50.7% | 60% |
| Summary Home Share Providers (Response excellent) | Home Share Providers | Annually | FluidSurveys | DPQA | 60% | ⁶ 38.2% | 60% |
| Continue to improve satisfaction ratings for staff | Staff | Annually | Focus Groups | DPQA | ⁷ N/A | N/A | ⁸ 4.5 |

³ Average % of six measureable questions asked to people supported

⁴ Average % of seven measureable questions asked to people supported

⁵ Average % of five measureable questions asked to families and advocates

⁶ Average % of seven measureable questions asked to home share providers

⁷ All raw data, the focus group did not use a measureable scale

⁸ Utilize Likert scale for questions as part of focus groups

4.6. Summary

Systems are in place for ensuring current demographic data on the people we support and the data will continue to be routinely updated. Effectiveness, Efficiency, Service Access, Satisfaction and Business Function goals have been established for 2016 as outlined above with the timelines and responsibilities and to whom they apply. Our services are continuing to expand in the areas such as ISN and Home Share, Group Homes at a capacity and Futures Club Day Program is near capacity. We will continue to work with our funders to move towards expansion to meet the growing needs in the community.

I have read and endorse the above Quality Improvements, which will be the focus of services in the year ahead.

Sign off:



Karl Egnor C.E.O.
Kardel Consulting Services

Date: June 7, 2016

Distribution: The CQI report is circulated via the Kardel website and ShareVision Home Page to:

- People supported
- Families and Advocates
- Staff
- Home Share Providers
- Funder (CLBC)