

Outcome Management Report

Trail Association for Community Living

2013

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Introductory Message:

This report represents our Outcomes Management Report which summarizes our efforts in continually improving our services to meet the needs of the individuals we support.

The Performance Improvement process includes us asking for feedback from our entire stakeholder the individuals we support, their families and support networks, staff, community partners and our funders. We take this input, review it, and set goals for improvement, and then evaluate how we are doing in meeting those goals.

Every October, we then start the process again, by asking for input from our stakeholders.

We would like to sincerely thank each and every person that has taken the time to give us feedback.

Performance improvement efforts should always work towards achieving our:

Mission Statement

The Trail Association for Community Living is committed to providing service and support to individuals with developmental disabilities. These individuals are encouraged to maximize their potential while living and working productively within the community. The Association advocate on behalf of individuals with developmental disabilities to enhance quality of life, public understanding and community acceptance.

As you read through our plan, you will see that for each program area, we will measure goals based on Effectiveness, Efficiency, Access and Satisfaction. The following defines what we mean by these terms:

Effectiveness: A measure that looks at the direct impact of our services on Person's served

Efficiency: A measure that looks at how well we do with the resources we are provided (funds, staffing, time, etc.)

Service Access: A measure that looks at barriers that exist in accessing our services or moving through our service system.

Satisfaction: A measure that reflects how satisfied people are with our services.

Understanding this Report:

It is the goal of the TACL that everyone can access and understand this report. This report is like a report card. It says what we do and how we do it. It tells what we think we do well and what we want to do better.

If you are having trouble understanding or reading what is in this report, ask a friend, support worker or family member for help in reading this report. Or call our office for assistance; our phone number is (250) 368-3503.

What We Are Working Towards This Year

Through continuous dialogue with a variety of stakeholders including persons served, their families, our funders and employees, the Trail Association for Community Living makes constant efforts to change and improve service delivery. Shared knowledge helps us to revise our approach to persons served resulting in the development of best practices within the organization, such as:

- ✓ Redesigning of our Day Program Services to provide more focused and flexible service options for persons served, with an emphasis on the employment first initiative. Employment first initiative for persons served continues to have a positive impact on the quality of life for the individuals we support. Our vision for our Day Program is not limited to employment based focus exclusively, we are also focusing on the development and support opportunities for persons served to experience continuous learning throughout their adult years. The learning objectives may include but are not limited to; interpersonal skills and personal safety and community inclusion.
- ✓ Developing values and competency based training for our employees, TACL wants to ensure that all of our employees continue to experience professional growth and to have opportunities to revisit the values that we consider to be at the core of the work we do each day. Organization values provide a guide for employees in their approach and support to individuals served through an array of services. The purchase of computers in 2012 at all of our sites has brought improved communications throughout our organization. Several of our long term staff have been accessing in-house computer training and accessing internal resources and external resources. We will continue to train staff in the use of computers
- ✓ Expanding our presence in the community, the feedback we received through our Surveys and our Self Advocate/Residential and Parent Support Group has helped us to understand that we need to further explore and place an emphasis on getting the word out in the community who TACL is and what great things we do!
- ✓ Continuing to work collaboratively with representatives of Community Living BC to provide greater access to services for persons served.

- ✓ Continuing to assist persons served to build their personal networks, TACL places a high value on the importance of relationships in the lives of the individuals we support. We believe that relationships are the foundation to a good quality of life and help to keep people safe.

Enhancing the quality of our services

Key Steps

- Obtain and retain accreditation.
- Fully integrate Personal Outcome Measures values and principles into how people are supported:
 - Ensure employees are held accountable for helping people work towards their desired outcomes.
- Ensure compliance with all relevant legislation
 - Ensure the availability of resources in a variety of formats that explains the legislation and how to comply.
- Adopt, utilize and provide training in the use of technology that improves services and creates efficiencies (e.g. software that integrates scheduling, payroll and human resources; daily notes and medication usage).
- Ensure that regular and frequent feedback from the TACL Community is sought, received, acted on and followed up:
 - Includes people served /families we are already supporting, schools and other service providers.

Plan to Communicate Report

Internal

- The Outcomes Managements Report is distributed to the Board of Directors for review.
- Presentations will be made to all Program Coordinators, and in turn to program staff.
- Summaries of highlights will appear in the TACL News Links newsletter, and will be included in the agency's website.
- Staff will assist persons served to access this report on our website and assist persons served to read or have the report read to them.

External

- Announcement of the completion of this plan will be in our Spring TACL News Links Newsletter and announced at our Parent/Caregiver meeting.
- Copies of the report can be found on our website.
- Copies will be available at request upon the administrative office of the Trail Association for Community Living.

We are an Accredited Agency

In August of 2012, the Trail Association for Community Living attained a 1 year, accreditation from the Commission on Accreditation of Rehabilitation Facilities (CARF).

CARF-accredited programs and services have demonstrated that they substantially meet internationally recognized standards. CARF accreditation means that an organization has made a commitment to continually enhance the quality of its services and programs and its focus on the satisfaction of the persons served.

What is CARF?

CARF is an international, not-for-profit organization that accredits human services providers. Founded in 1966 as the Commission on Accreditation for Rehabilitation Facilities, the accrediting body is now known as CARF.

What is accreditation?

Accreditation is a process that demonstrates a provider has met standards for the quality of its services. CARF establishes these standards to guide providers in offering their services. CARF also uses the standards to evaluate how well a provider is serving people and how it can improve.

What is a CARF survey?

As a step toward accreditation, a provider invites CARF to send a team of professionals, called surveyors, to visit its site and evaluate its services for quality. The surveyors consult with staff members, interview people who use the provider's services and review policies and procedures. Based on the surveyors' review, the provider may be awarded CARF accreditation for one or three years. In some cases, the provider may need to improve its services before it can become accredited.

Characteristics of the Persons Served

This section summarizes the results of the Trail Association for Community Living compilation of client demographic information in the programs seeking accreditation.

Many of the programs have their own systems for tracking program specific relevant information. However, the kind of information recorded on each client and the manner in which the information has been organized has not been consistent across the programs. The agency is exploring ways in which data can be more consistently collected in the future, and there are many process issues and obstacles in this data collection that need to be addressed.

The person served characteristics that the agency has reviewed for this report includes: age, gender, cultural background and service areas.

HOW DOES THE TRAIL ASSOCIATION FOR COMMUNITY LIVING CELEBRATE DIVERSITY?

TACL welcomes and values diversity. Some of the ways we do this are by including the perspectives of many people in our decision-making; having staff and volunteers who reflect the diversity of the community; training staff, caregivers and volunteers in culturally competent service delivery; creating an organization that is free of discrimination and harassment; and ensuring equitable access to our services for all.

The following summaries are based on information collected on clients receiving service between January 1, 2012 to December, 2012.

Age of Persons Served:

	# of individuals	Percentage
Birth to Five	0	0 %
Six to Seventeen	9	2.12 %
Eighteen to Forty	204	48.22%
Forty one to Sixty Five	206	48.69%
Sixty six to Eighty Five	4	.94%

Gender

	# of individuals	Percentage
MALE	237	56 %
FEMALE	186	44 %

Ethnic Background

It is difficult to make any conclusive statements about the Ethnic Background of persons served. The term Caucasian does not reveal individual cultural differences, and this information is not always sought unless it relates to the presenting issues.	African American	First Nations	Hispanic	Caucasian	Other
	0	4	0	415	4

DEMOGRAPHIC SUMMARY:

This is the first year that the Trail Association for Community Living has collected demographic information for the entire organization. Therefore, a comparative analysis between years is somewhat difficult. However, certain trends and conclusions can still be drawn from analyzing the TACL data in relation to statistical information provided by the City of Trail.

Trail is poised on the banks of the mighty Columbia River at 440m (1,444') in elevation and is the economic backbone of the region. Trail is home to approximately 7,237 residents. Over the past several years the city has grown, its social and cultural character has been defined. Sports became a significant part of Trail's cultural mosaic. Trail athletes excel in hockey, baseball and track and field, creating a legacy of winning that survives to this day. Music, theatre, radio programming and other entertainment contributes to a strong social fabric in the community.

The Greater Trail area continues to prosper and its population remains steady at approximately 20,000. Trail continues to be a major commercial and industrial force in the economy of Southeastern BC and the province as a whole. The distribution of ethnicity reflects the community as a whole. The Kootenay's have a primarily Caucasian population, and the most significant visible minority group is First Nations. While most people will identify themselves as Canadian, regardless of their ethnic background, people also identify themselves culturally, geographically, sometimes by religion and in many other ways. Trail has a significant Italian community as pre and post-World War II Italian immigrants were largely responsible for shaping the community's social and cultural structure.

PRIMARY LANGUAGE:

This information is not sought, unless it is self-evident, and is relevant to the presenting issues. The Kootenay's and surrounding area is primarily English speaking

AREAS OF SERVICE

Programs have been classified into five areas of service

- Day Program
- Child and Youth Services
- Community Support/Out Reach
- Residential Services
- Career Development Services

Strategic Plan:

Our Strategic Plan was developed on September 22, 2012 and will be reviewed in March 2013.

The Board and Leadership Team assisted by Andrew Jarrett of REACH (Resource, Education and Consultation Hub) set a new Strategic Plan during a weekend retreat & Strategic Planning session with a review of the TACL Mission Statement, Goals, and Objectives and revised to our Mission statement.

TRAIL ASSOCIATION FOR COMMUNITY LIVING

STRATEGIC PLAN

2012-2014

DEVELOPED BY THE BOARD OF DIRECTORS

SEPTEMBER 22, 2012

FACILITATED AND DOCUMENTED BY ANDREW JARRETT

Note: The following document represents the words and wishes of the board participants in the September 22nd session. Where the facilitator's modifications have gone beyond mere editing for clarity, *the changes are indicated in italics. This includes target dates, all of which are suggestions to illustrate the need for mapping out a time sequence.*

A. MISSION

The Trail Association for Community Living is committed to providing service and support to individuals with developmental disabilities. These individuals are encouraged to maximize their potential while living and working productively within the community. The Association will advocate on behalf of individuals with developmental disabilities to enhance quality of life, public understanding, and community acceptance.

B. SITUATIONAL ANALYSIS

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Long history of service in the community • Stable senior staff • Mortgage-free ownership of all program properties • Accredited by CARF • Great strides in recent months addressing the concerns raised in the CLBC Review: <ul style="list-style-type: none"> ➤ Updated policy & procedure manual ➤ Code of Ethics for staff & volunteers ➤ Improvements in stakeholder communications ➤ Implementation of recommendations from administrative review (mgt. restructure, financial mgt.) ➤ Staff training ➤ Work on Board manual 	<ul style="list-style-type: none"> • Systems infrastructure (policy & procedure) has not kept pace with growth • Lines of accountability and communication, both operational and governance, have been stretched by recent rapid growth • Board not clear about role • Lack of current strategic plan • Poorly developed financial management system • Poorly developed staff support systems (recruitment, training, supervision, evaluation) • Strained relationship between board and senior management • Lack of integration of CDS
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Recent site review provides a comprehensive “to do” list • Board and management staff are motivated to make required changes • Possible addition of new services, e.g. Pursuing partnership with the Skills Centre re “hard-to-house” 	<ul style="list-style-type: none"> • Like most community social service agencies in the province, TACL is dependent on government contracts to maintain its funding • Competition from other organizations, particularly for-profit entities • Funding is tight. • One-year accreditation pending resolution of some issues • Community perception of board’s lack of rigor • Lack of access to professional resources (e.g. web-design) • CLBC re placements

C. STRATEGIC PRIORITIES

1. Concerns

- a) Lack of Communication between management and board (e.g. details re delays to P&P manual, board recruitment) → looking for the right level (e.g. enough but not too much detail)
- b) Role of the Board of Directors: What's the balance between operational and pure governance?
- c) Image in the Community (some "gossip" attributed to parent concerns)
- d) Program Reputation? (particular concern about the day program)
- e) Clarity about the "line" between board and staff roles
- f) Balancing expectations against limited resources available (→ need to engage and educate parents)
- g) Relations with CLBC
- h) Relations with other service providers

2. Summary of Priorities

- a) Improve Communications
- b) Improve Reputation
- c) Improve Accountability
- d) Improve External Relations
- e) Improve Sustainability

D.	OUTCOME (GOAL)	EXISTING STRATEGIES	RESPONSIBILITY	OBJECTIVES	TIMING / MILESTONES
IMPROVE COMMUNICATIONS	<p>1. Well-used, clear lines of communication throughout the organization</p> <p>Indicators:</p> <p>a) Board have information to make decisions appropriate to their role in a timely way</p> <p>b) Board and staff are clear about significant developments in each other's realm</p>	<ul style="list-style-type: none"> • Guided by Code of Conduct • Frequent chats between chair and ED • Annual staff satisfaction survey 	Board of Directors	<p>(i) Contribute to newsletter and web-site (e.g. page of parent resources, contact info for parent advocates)</p> <p>(ii) Develop work plans for each Board Committee that include how progress will be communicated</p> <p>(iii) Develop standard agenda to include committee reports</p> <p>(iv) Consider reporting out to stakeholders after every board meeting and after significant events like staff satisfaction survey (website? Newsletter?)</p> <p>(v) Take bigger role in staff recognition and appreciation</p>	<p>(i) Ongoing</p> <p>(ii) December 2012</p> <p>(iii) November 2012</p> <p>(iv) April 2013</p> <p>(v) June 2013</p>

D.	OUTCOME (GOAL)	EXISTING STRATEGIES	RESPONSIBILITY	OBJECTIVES	TIMING / MILESTONES
	c) Stakeholders receive timely appropriate information	<ul style="list-style-type: none"> • Guided by Code of Conduct • ED attends Board meetings • ED is accessible (phone) • Provide regular reports to the Board • Materials provided in advance • Program Presentation to the Board • Distribute Quarterly Newsletter • Website 	Management Staff	<p>(i) ED to focus on strategic and agency wide in her report; program reports from divisional managers (CDS & CL)</p> <p>(ii) Management staff to model and encourage adherence to sanctioned lines of communication</p>	<p>(i) November 2012</p> <p>(ii) April 2013</p>
IMPROVE REPUTATION	2. TACL is perceived by its stakeholders to be a highly professional organization		Public Relations Committee	<p>(i) Add staff to the committee</p> <p>(ii) Connect with prospective client families</p> <p>(iii) Set modest objectives for media coverage (e.g. two stories per year)</p>	<p>(i) January 2013</p> <p>(ii) Spring 2013</p> <p>(iii) Spring 2013</p>

D.	OUTCOME (GOAL)	EXISTING STRATEGIES	RESPONSIBILITY	OBJECTIVES	TIMING / MILESTONES
	<i>delivering high quality services</i>	<ul style="list-style-type: none"> Established a Public Relations Committee 	Board of Directors	<ul style="list-style-type: none"> (i) Report out to community regarding board activities and accomplishments (ii) Require and review program plans and service results (iii) Require and review consumer satisfaction surveys and results (iv) Create opportunities to meet with staff in a non-accountability role 	<ul style="list-style-type: none"> (i) Quarterly (ii) Quarterly (iii) Annually (iv) Spring 2013
		<ul style="list-style-type: none"> Work to meet accreditation requirements 	Management Staff	<ul style="list-style-type: none"> (i) Ensure the development and implementation of a Continuous Quality Improvement process; that is: <ul style="list-style-type: none"> Written and approved program plans Documented progress reports Documented updates to program plans based on progress reports for all programs of the agency 	<ul style="list-style-type: none"> (i) Spring 2013

D.	OUTCOME (GOAL)	EXISTING STRATEGIES	RESPONSIBILITY	OBJECTIVES	TIMING / MILESTONES
IMPROVE ACCOUNTABILITY	3. Board are all clear about their roles and responsibilities and their lines of accountability	<ul style="list-style-type: none"> • Draft role descriptions • Beginnings of a Board manual drafted • Updated policy and procedure manual 	Board	<ul style="list-style-type: none"> (i) Continue to develop Board Manual (ii) Review and approve role descriptions (board, director, senior management) (iii) Establish regular review of ED performance (iv) Review and approve program plans (v) Develop a clear policy re accountability (vi) Implement board review and evaluation protocol (vii) Implement agency-wide staff supervision and accountability system (viii) Develop Board Orientation package and process 	<ul style="list-style-type: none"> (i) Ongoing (ii) Spring 2013 (iii) December 2012 (iv) Annually (v) December 2012 (vi) December 2012 (vii) June 2013 (viii) September 2013

D.	OUTCOME (GOAL)	EXISTING STRATEGIES	RESPONSIBILITY	OBJECTIVES	TIMING / MILESTONES
	4. Staff are all clear about their roles and responsibilities and their lines of accountability	<ul style="list-style-type: none"> • Draft job and role descriptions • Updated policy and procedure manual 	Management Staff	<ul style="list-style-type: none"> (i) Review and approve job descriptions (ii) Develop and implement program planning and review cycle (iii) Implement agency-wide staff supervision and accountability system 	<ul style="list-style-type: none"> (i) Spring 2013 (ii) June 2013 (iii) June 2013
IMPROVE EXTERNAL RELATIONS	5. Parents are better engaged with the Association		<i>Parent Advocates and/or PR Committee?</i>	<ul style="list-style-type: none"> (i) Survey parents to elicit feedback (ii) Invite them to programs (houses and activity centre) (iii) Create and maintain Parent Resources section in newsletter and website (iv) Hold meet and greet events (e.g. at Gyro) 	<ul style="list-style-type: none"> (i) Annually (ii) Annually (iii) Quarterly, implemented by December 2012 (iv) Annually

D.	OUTCOME (GOAL)	EXISTING STRATEGIES	RESPONSIBILITY	OBJECTIVES	TIMING / MILESTONES
	1. TACL has positive relations with Funders	<ul style="list-style-type: none"> • Management staff maintain ongoing contact with local funder representatives • Invited to Annual General Meeting • Invited to agency functions 	<i>Public Relations Committee</i>	<ul style="list-style-type: none"> (i) Establish designated contact person for each key funder (ii) Ensure that all Board and staff know who representatives are 	<ul style="list-style-type: none"> (i) <i>December 2012</i> (ii) <i>Spring 2012</i>
	2. TACL has positive relations with Community Partners	<ul style="list-style-type: none"> • Member of Trail Chamber of Commerce 	Board and Management Staff	<ul style="list-style-type: none"> (i) Establish designated contact person for each key funder (ii) Ensure that all Board and staff know who representatives are (iii) Participate in Chamber of Commerce (iv) Establish relations with other local municipalities (v) Improve exterior of buildings, including signage 	<ul style="list-style-type: none"> (i) <i>December 2012</i> (ii) <i>Spring 2013</i> (iii) <i>Ongoing</i> (iv) <i>December 2013</i> (v) <i>December 2013</i>

D.	OUTCOME (GOAL)	EXISTING STRATEGIES	RESPONSIBILITY	OBJECTIVES	TIMING / MILESTONES
IMPROVE SUSTAINABILITY	3. System improvements are maintained and improved after implementation	<ul style="list-style-type: none"> • Documented policy and procedure • Periodic accreditation reviews 	Board	<ul style="list-style-type: none"> (i) Put Board meeting minutes and related documents in one clearly marked binder per year. (ii) Have a locked filing cabinet specifically for Board and related confidential documents. (iii) Develop a perpetual calendar or “annual cycle” of agency planning and review activities. (iv) Review job descriptions annually as part of performance review process (v) Build annual review into Terms of Reference for committees (vi) Create and utilize standard formats for meeting agendas, meeting minutes, reports, etc. 	<ul style="list-style-type: none"> (i) December 2012 (ii) December 2012 (iii) June 2013 (iv) Ongoing (v) June 2013 (vi) June 2013

EMPLOYEE SATISFACTION SURVEY RESULTS

16 Surveys returned

Questions:	DEFINITELY		VERY MUCH		SOMEWHAT		NOT AT ALL		N/A	
	Total	%	Total	%	Total	%	Total	%	Total	%
TACL										
TACL advocates for and empowers the rights of the individuals served.	10	63	3	18.75	2	12.50	0	0	1	6.25
TACL is a leader in our community in providing services for PWD that are effective and cost efficient	9	56	6	37.50	0	0.00	0	0	1	6.25
TACL responds to the needs of persons served by the organization	8	50	7	43.75	0	0.00	0	0	1	6.25
TACL provides staff with the necessary support and resources to do their work	6	46	2	15.38	4	30.77	1	7.69	0	0.00
TACL has policies and procedures in place to ensure effective, reliable and consistent services are provided	11	73	4	26.67		0.00		0	1	6.67
TACL programs have clearly defined tasks, activities, and outcomes	5	31	10	62.50	1	6.25		0		0.00
TACL maintains existing funding while developing other resources to expand programs and services offered (e.g. fundraising)	4	27	6	40.00	4	26.67	1	6.67	0	0.00
TACL communicates with individuals receiving services, families, caregivers, staff and society members on community living issues	6	38	6	37.50	4	25.00	0	0	0	0.00
TACL provides opportunities for people served with common interests to connect for friendships	5	36	8	57.14	0	0.00	1	7.14	0	0.00
TACL supports the health and wellness of its employees	4	25	5	31.25	7	43.75		0		0.00

Comments:

- Most individuals in this association decide on their own who they will befriend.
- I would like to see more staffing so the staff who become “burnt out” are able to take the time they need so they can return to work refreshed.
- This survey definitely applies to our association. All do their utmost to serve the clients in our care.

ETHICS, ATTITUDES and RESNPOSIBILITIES

TACL staff recognizes the vulnerability of the people served and the professional obligation to protect them.	12	75	3	18.75		0.00		0	1	6.25
TACL staff recognize and maintain their commitment to the TACL Code of ethics	9	56	6	37.50	0	0.00	0	0	1	6.25
TACL honor belief's , values, and cultures of the people served and appreciate the uniqueness and potential of each individual	9	56	4	25.00	2	12.50	0	0	1	6.25
TACL staff recognize that competent requires collaboration as a team	6	38	6	37.50	2	12.50	2	12.50	0	0.00
TACL staff maintain honesty, integrity and objective while meeting the highest level of standards for service delivery	4	25	10	62.50	1	6.25	0	0	1	6.25
TACL staff recognizes and respects the importance of confidentiality	11	69	2	12.50	2	12.50	0	0	1	6.25

Comments:

- As a staff member I find confidentiality broken as soon as you tell one staff member something, that info is taken down to the day program and all staff there know your business.
- We took this oath and do our upmost to respect it.

COMMUNICATION

Communication between management and staff is efficient and effective	5	31	7	43.75	3	18.75	0	0	1	6.25
Management responds promptly to my requests	8	50	5	31.25	3	18.75	0	0	0	0.00
Management regularly communicate with employees about the organization.	3	20	6	40.00	6	40.00	0	0	0	0.00
Communication received from management about the organization contains sufficient detail	6	40	5	33.33	4	26.67	0	0	0	0.00
Regular general staff meetings are held	7	47	4	26.67	4	26.67	0	0	0	0.00
Regular Program staff meetings are held	4	25	6	37.50	5	31.25	0	0	1	6.25

All employees are encouraged to function as a team	9	56	2	12.50	3	18.75	2	12.50	0	0.00
There is effective communication between the TACL staff in my program	7	44	5	31.25	3	18.75	1	6.25	0	0
There is effective communication between all of the Day programs	3	20	4	26.67	8	53.33	0	0	0	0

Comments:

Which of the following would you feel more comfortable approaching about a concern or new idea. Check all that apply

13	Co-workers	5	Shop steward
14	Immediate Supervisor	0	Board member
14	Management	0	No one

- As a casual working, I find the day program staff unorganized when I go into work. Staff members of day program tell me “Every day is different and they never know what they or myself (as a casual) will be doing”

HEALTH AND SAFETY

Health and safety procedures are in place to protect employees, participant, and volunteers	10	67	4	26.67	1	6.67	0	0	0	0
I feel adequately trained to handle an emergency situation	7	47	8	53.33	0	0.00		0		0
Safety concerns are addressed in a timely manner	5	33	7	46.67	3	20.00	0	0	0	0
I feel safe when providing support to individuals within workplace	11	73	3	20.00	1	6.67	0	0	0	0
I feel safe when providing support to individuals in the community	6	40	9	60.00		0.00		0		0

Comments:

- Every house should be supplied with masks for employees, but we are not
- We work well together as a team

YOUR JOB

The information I received during my orientation was valuable	6	43	6	42.86	2	14.29	0	0	0	0
I have a clear idea of my job responsibilities	11	79	3	21.43	1	7.14	0	0	0	0
I receive necessary training to perform my job effectively	9	60	6	40.00	0	0.00	0	0	0	0
I receive feedback through regular employee performance evaluations	5	33	6	40.00	4	26.67	0	0	0	0
I am supported to take on new responsibilities	10	67	4	26.67	1	6.67	0	0	0	0

I feel valued as an employee	10	67	2	13.33	3	20.00	0	0	0	0
I feel that I receive recognition for doing a good job	9	60	3	20.00	0	0.00	3		0	0
I feel that I am involved in decision-making within my program	7	47	4	26.67	2	13.33	2	13.33	0	0
I feel that I am involved in decision-making within my organization	6	40	2	13.33	5	33.33	2	13.33	0	0
After considering everything how satisfied are you with your job?	4	27	9	60.00	2	13.33	0	20.00	0	0

How could we, together, make TACL a better place to work?

<i>Order of importance</i>	1	2	3	4
A. Improve Training	2	4	3	0
B. More teamwork	7	3	0	0
C. Improve Communication	4	2	3	1
D. More Balance workload	1	3	7	1
E. Other: equality, more staff	0	1	1	0

Additional Comments

Things TACL should be doing to improve performance as an organization

- Adequate staffing
- Better known in community
- Board to visit program
- Communication X3
- Continue recognition for doing a good job
- Focus on the individuals and what they truly like / want for day program activities
- Get involved with other community living associations for events (Nelson, Castlegar)
- Health and wellness for staff, more time with individuals and less paperwork (too time consuming)
- In-services
- Management should communicate more to all staff with business which includes all staff as well as individuals
- More staff X 2
- More teamwork less controlling supervisors
- Provide better activities at day program that interest ALL individuals not just some
- Provide more staffing so there is less OT call outs
- Staff events to boost moral
- Start an incentive program for work performance with positive outcomes, efficiencies and team work
- Training

Things you like about working for this organization

- #1 thing in organization is care of clients
- All staff and individuals feel like one big family
- Coworkers
- Enjoyable atmosphere with coworkers
- I am respected and liked for the manner that I care for my clients. We work well as a team, young, middle aged, etc.
- I feel appreciated as a worker by my co-workers, supervisors and management
- I like how understanding and caring TAAC is to their worker and individuals we support.
- I like the hours of work
- Individuals
- Individuals supported
- Open communication
- Open work environment
- Respectful of clients
- Staff and management are very friendly and helpful
- Staff in my program
- Support of new ideas
- That I make a difference in the clients life.
- The clients, co-workers, administration staff
- The residents
- The smiles on individuals faces
- Very supportive of personal situations
- Volunteer work for fund raising (I enjoy doing)

The TAAC organization is supported adequately (i.e. HCSL, nursing supports, medical support, financial support, ministry support, CLBC, Behavioural Support) to allow me to carry out the duties of my position

- Additional funding for house events (i.e. client trips to visit family)
- Don't agree – it seems that many of these supporting agencies are already taxed themselves to the limit and while these agencies are great and collaborate for the benefit of the clients there are NOT enough resources to ensure concerns and or need are addressed in a timely fashion.
- Honestly, I feel we, as staff should be paid more because we as RCW's administer meds to all of our residence and I feel this is HCSL nursing job. I feel HCSL should provide this duty and not us or have CLBC pay us nurses' wages to do this duty.
- I feel the organization does a great job
- Medical support is great
- Need more in-service support and training
- Support financially needs to improve
- Very well supported

Additional

- Increased nursing support staff to be available for education, etc. would be a benefit. This would also help to identify staff that are performing this skill incorrectly and offer further support and education to them, thus decreasing the number of medication errors.
- Staffing, programs and communication - ongoing
- TACL has improved greatly over the last few years.

DAY PROGRAM PARTICIPANT SATISFACTION SURVEY RESULTS

Total # of Respondents – 12

Questions:	YES TOTAL	NO TOTAL	SOMETIMES TOTAL
1. Day Program:			
Do you feel that you are treated well by staff?	6	4	2
Does the staff talk to you about your Rights and Responsibilities?	4	5	3
Does Staff listen to you when you have something to say?	8	2	2
Does staff help you when you ask them to?	10	2	0
Are you asked what kind of activities you would like to do in day program?	7	1	3
Are you happy at your day program?	6	2	3
3. ACCESSIBILITY:			
Is it easy for you to get to TACL	9	1	2
Are you able to participate in community activities with your day program?	9	1	2
Do you feel welcomed by the community when you participate in community activities?	9	2	1
Are you informed about things happening at TACL?	6	4	1
4. HEALTH AND SAFETY SATISFACTION:			
Do you feel safe in your day program?	6	0	
Do you feel safe when you are with TACL staff out in the community?	6	0	
Do you know what to do if a fire or earthquake happened?	10	2	0
Do you feel safe around other participants in your day program?	6	4	2
5. OVERALL SATISFACTION:			
Do you feel supported in your needs at TACL?	7	1	3

Do you have anything you want to say about your day program?

- I am really really happy it is fun here
- I like to have breakfast then do the floors, then at 10 after I go see Korrie and Nancy and do the mail
- I'm sometimes happy at day program sometimes there are days when I don't want to be here, due do some person who has bothered me in the past.
- People bother him
- Homeshare won't let him stay home

How can we do things better? How can we become more Community Inclusive? How can we run Day Program and improve the environment?

- Be nice to everybody – no swearing
- Coffee group
- Do more stuff
- Don't want to have to come everyday
- Encourage new people to join
- Garden club
- Go out and do stuff like the gym
- Have a Christmas party
- Have more dances
- I hope to work with Rob everyday
- I like pizza
- Just happy the way it is
- Let him stay home and sleep
- Like bowling and gym
- Like going to woodwork
- More coffee
- More local hockey events that our housed can attend
- More parties
- More public relations (newsletter, website and Shaw TV)
- More road trips and camping
- More swimming
- Social nights
- Talk more one to one to help more people more
- That people stop picking on people
- Walk more

Through continuous dialogue with a variety of stakeholders, the Trail Association for Community Living makes constant efforts to change and improve service delivery. Shared knowledge helps us to revise our approach to persons served resulting in the development of best practices within the organization, such as; the results of our redesign of Day Program Services with employment first initiative for persons served continue to have a positive impact on the quality of life for the individuals we support. Self-advocates demonstrate greater self-determination and pride as their employment efforts are recognized and rewarded with pay. This initiative will also be an important consideration in the redesign of our Day Program Services.

RESIDENT SATISFACTION SURVEY RESULTS

Total # of Respondents – 6

Questions:	YES	NO	SOMETIMES
1. Overall Satisfaction:			
• Do you feel that you are treated well by staff?	5		
• Does the staff talk to you about your Rights and Responsibilities?	5		1
• Do you get help from staff when you need it?	6		
• Are you given your own personal space to keep things?	6		
2. FOOD SECTION:			
• Are there food items that you like that are not served?	4	1	
• Are you given enough to eat?	5		1
• Do you need help with your meals?	3	2	1
• Do you enjoy eating with your tablemates?	5	1	
• If you do not like the meal that you are served, are you offered another choice?	5		
• Do you enjoy your meals?	3	1	1
3. ACCESSIBILITY:			
• How easy is it for you to move around your residence?	6		
• Do you feel welcomed by the community when you participate in community activities?	6		
• Are you informed about things happening at TACL?	6		
4. HEALTH AND SAFETY SATISFACTION:			
• Do you feel safe in the group home?	6		
• Do you feel safe when you are with TACL staff out in the community?	6	0	
5. ADDITIONAL COMMENTS ABOUT "FOOD SATISFACTION":			
	0	0	
6. ADDITIONAL COMMENTS ABOUT ACCESSIBILITY:			
	0	0	
7. ADDITIONAL COMMENTS ABOUT HEALTH AND SAFETY:			
	0	0	

STAKEHOLDER SATISFACTION SURVEY RESULTS

Total # Respondents 20

Relationship to TACL:

- Family Member 13
- Caregiver
- Social Worker
- Professional Support 1
- Funder 1
- Other 5

Accessibility

Areas identified as current barriers to persons with disabilities:

- Lack of support to access community activities 3
- Communication 3
- Public Awareness 6
- Inadequate funding for service providers 11
- Other 1

Comments:

- Keep up the great work
- Need more support for one to one ex. work experience
- This comment is in regards to inadequate funding from the provincial body to give enough resources so clients can be served adequately.
- Business not always aware that recycling service is available and the benefits to all.

	Agree	Not Sure or Neutral	Disagree
	TOTAL	TOTAL	TOTAL
TACL is making efforts to remove or reduce the barriers that you have indicated	5	5	1
The Organization			
TACL effectively addresses challenges as they arise	12	5	
TACL effectively and efficiently communicates through notices, newsletters, telephone calls, etc.	13	4	
TACL is recognized in the community for supporting individuals with developmental disabilities	15	2	
The programs at TACL have clearly defined service goals	10	1	

Comments:

- This is getting better

Ethics, Attitudes and Responsibilities			
TACL honors beliefs, values, and cultures of the people they support	15	3	1
TACL maintains honesty, integrity, and objectivity while	16	3	

recognizing the vulnerability of the individuals they support			
TACL is making a positive difference in the lives of the individuals they support	16		

Level of Service and Professionalism			
TACL provides enough information about the services/programs we provide	11	4	3
Your referral or the matter you communicated to TACL was handled in a timely manner and by the appropriate person	16	1	
You have been kept up-to-date to your satisfaction	13	2	1
TACL staff have been professional in their dealings with you	13	5	1
TACL staff have been professional in their work/involvement with the individuals they serve	14	5	1
I have no concerns about how TACL staff represent the organization in any way	12	6	1
TACL is providing adequate care and support to the individuals they serve	13	6	

Comments:

- Could put more info out there

Overall Satisfaction			
	Yes	No	N/A
Is there anything else TACL can do to help the community be more welcoming, accepting and respectful of the individuals that we serve?	6	9	4
Is there anything else TACL can do in facilitating more direct, positive involvement, by the community, with the individuals in our care?	5	8	5
Is there anything else TACL can do regarding involvement with the families/caregivers of the individuals we serve?	4	5	1
Would you recommend our programs and services to others who might need it?	16	0	0
Do you have any additional comments or suggestions that may improve the services we provide at TACL?	0	8	2

Overall Satisfaction:

Very Satisfied 11
Satisfied 5
Dissatisfied 1

Comments:

Is there anything else TACL can do to help the community be more welcoming, accepting and respectful of the individuals that we serve?

- More info/ articles about TACL and who and how they help. More info about services they provide to communities, snow shovelling etc.
- More individuals working in the community
- One to one for work experience for individuals who want it
- Greater awareness - Greater the understanding – Greater the involvement

Is there anything else TACL can do in facilitating more direct, positive involvement, by the community, with the individuals in our care?

- Trail is a caring community and I'm sure most people would do what they can to support TACL
- More advertising
- individuals in the community more
- Job creation for one who need it

Is there anything else TACL can do regarding involvement with the families / caregivers of the individuals we serve?

- My experience has been positive
- I am happy with the service
- Day book communication – more

Would you recommend our programs and services to others who might need it?

Yes 16 No 0

- Only is nothing else available for the family
- Not sure of all the programs offered so hard to refer

Do you have any additional comments or suggestions?

- Keep up the great work
- Try to get my daughter paid employment, part time or more volunteer individually
- More public awareness of programs offered and connecting with those organizations that support the organization.
- Thank you for the survey as we are a business who receives paper recycling pick up, it was through observation & questioning another business how to get paper recycle pick up in our office. Personally I am not aware of what services are available, I am not aware of cost of other services, how many people are involved in the programs. Seldom are articles in the paper or Route 33 magazine bringing attention and recognizing accomplishments as well services available for the public. Who are contact people – names / numbers perhaps there are other services we could be utilizing.

Reportable Incident Review

On an annual basis, all reportable incidents are reviewed to determine any trends or contributing factors to incidents occurring. This helps to identify areas of improvement and increase the health and safety of the individuals, employees and stakeholders.

Definition: A Reportable Incident is a serious or unusual event involving an individual receiving service or a service delivery event and or any other significant event involving TACL or persons served. Some examples but limited to of a critical incident are; unexpected illness or injury, a fall that requires medical intervention, aggressive or unusual behaviour, etc.

During **2012** there were a total of **23** Reportable Incidents.

During **2012** there were **100** near miss and in-house incidents

A total of **123** incidents in **2012**

Review Results: Previous recommendations actions that TACL will continue to implement in 2013 and new recommendation for 2013 to reduce incidents.

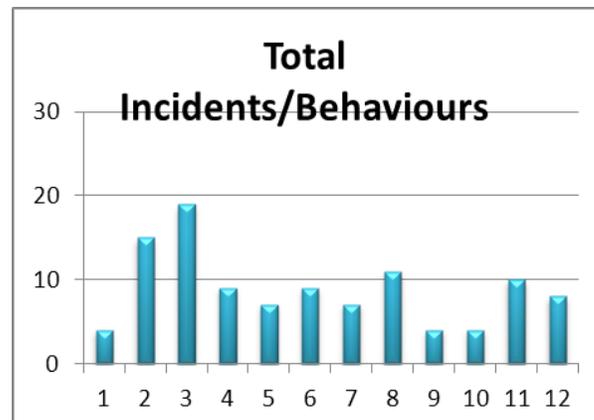
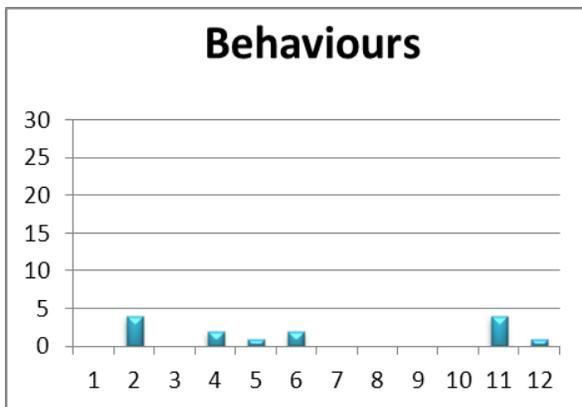
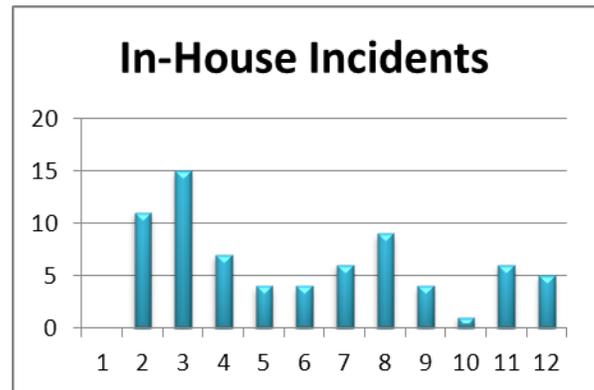
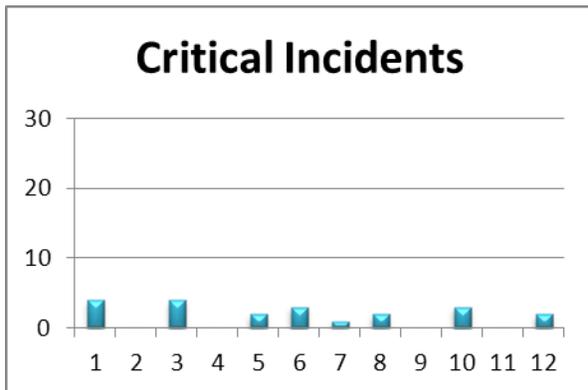
The number of incidents has decreased from **231 in 2011 to 123 in 2012**

Incident / Behaviour Tracking - Association Wide - 2012

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Critical													
Aggressive/Unusual Behaviour	1	0	3	0	1	0	0	2	0	0	0	0	7
Attempted Suicide	0	0	0	0	0	0	0	0	0	0	0	0	0
Death: Expected	0	0	0	0	0	0	0	0	0	0	0	0	0
Death: Unexpected	0	0	0	0	0	0	0	0	0	0	0	0	0
Disease Outbreak/Occurrence	0	0	0	0	0	0	0	0	0	0	0	0	0
Emergency Restraint	0	0	0	0	0	0	0	0	0	0	0	0	0
Emotional Abuse	1	0	0	0	0	0	0	0	0	0	0	1	2
Fall	1	0	0	0	0	1	0	0	0	0	0	0	2
Financial Abuse	0	0	0	1	1	1	0	0	0	0	0	0	3
Medication Error	0	0	0	0	0	0	0	0	0	0	0	0	0
Missing/Wandering	0	0	0	0	0	0	1	0	0	0	0	0	1
Motor Vehicle Injury	0	0	0	0	0	0	0	0	0	0	0	0	0
Neglect	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Injury	1	0	0	0	0	0	0	0	0	1	0	0	2
Physical Abuse	0	0	0	0	0	0	0	0	0	0	0	0	0
Poisoning	0	0	0	0	0	0	0	0	0	0	0	0	0
Service Delivery Problems	0	0	0	0	0	0	0	0	0	0	0	0	0
Sexual Abuse	0	0	0	0	0	0	0	0	0	0	0	0	0
Unexpected Illness	0	0	1	0	0	2	0	0	0	2	0	1	6
Sub Total	4	0	4	1	2	4	1	2	0	3	0	2	23

In-House (Near Miss)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Medication Error	0	6	2	1	2	1	1	2	0	0	1	0	16
Noticeable Bruising/Scratches	6	1	5	0	0	0	0	1	0	0	1	0	14
Seizures	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	2	0	2
Fall	2	3	8	5	2	1	5	4	4	1	1	5	41
Illness	1	1	0	1	0	2	0	2	0	0	1	0	8
Sub Total	9	11	15	7	4	4	6	9	4	1	6	5	81
Behaviours (Recurring)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Hitting	1	0	0	0	0	1	0	0	0	0	0	0	2
Swearing	0	0	0	0	0	0	0	0	0	0	0	0	0
Perseverating	0	0	0	0	0	0	0	0	0	0	0	0	0
Self Harming	0	2	0	0	1	0	0	0	0	0	0	0	3
Property Destruction	0	0	0	0	0	0	0	0	0	0	0	0	0
Screaming	2	0	0	0	0	0	0	0	0	0	0	0	2
Aggressive/Unusual Behaviour	2	2	0	2	0	1	0	0	0	0	4	1	12
Sub Total	5	4	0	2	1	2	0	0	0	0	4	1	19
Total	4	15	19	9	7	9	7	11	4	4	10	8	109

Agency Wide



Listed below are some of the most common incidents reported in 2012

- **Unexpected Illnesses** are difficult to control; however, the staff has been working with the Health Services for Community Living (HSCL) nurse on some on-going health issues that may have caused some illnesses to be reported as critical. And to ensure proper protocols are in place to avoid individuals having to go to the hospital, outside of their regular physician appointments. This has worked well over the year and the HSCL Nurse has helped problem solve some on-going health issues to try to put in preventative measures.
- **Aggression:** While the number of incidents has stayed consistent for the past two years, we feel that there is more consistency among staff in dealing with behaviours due to implementation of comprehensive behaviour support strategies (Positive Support Strategies). Furthermore, the support received from the Developmental Mental Health team has provided training to programs where behaviours are on an increase. DDMH has also provided valuable input to behaviour support strategies for individuals experiencing an increase in behaviours. These external professional supports have proven to decrease incidents of aggression. One of the goals for the organization in 2013 is to educate an in house Mandt System Instructor to provide staff annual training. This would also be a cost effective benefit to the organization by eliminating costs of hiring an external instructor. Mandt training concentrates on building healthy workplace relationships that focus on dignity and respect, proactive interaction with a focus on prevention and the crisis cycle with a focus on de-escalation. Mandt centers strongly on keeping interactions between people from becoming incidents, keeping incidents from becoming crisis and de-escalating crisis as quickly and safely as possible it further ensures behaviour support strategies are kept up to date and reviewed on a semi-annual basis and staff is knowledgeable about the information in them.
- **Falls:** In 2011 a significant number of falls occurred. In 2012 we performed an Agency wide Fall Assessment of all served. Any person served who was identified to be at risk of falls causing injury was then assessed by HSCL and a fall prevention plan was developed. It should be noted that a significant number of falls were centered on three persons served. One of these individuals is now using a wheel chair, one has just received her second knee replacement and the third is encouraged to use wheel chair when first waking up in the morning and in the evening when she is more likely to be tired. This has decreased falls significantly in 2012. TACL will continue to review fall assessments on an annual basis or as needed and at the beginning of services.
- **Medication errors:** In order to reduce medication errors TACL and HSCL preforms annual competency based medication distribution in-services for staff that dispense medications. Competency based training on an annual basis appears to have reduced medication errors compared to previous years. We will continue to have annual medication reviews on each site with a Pharmacist, Community Health Care Nurse and site Supervisor. And continue to have the house Supervisor or senior staff on duty review and audit all MAR sheets and Blister packs immediately after receiving from pharmacy.
- **Allegations of Abuse and Reporting Practices:** In 2011 6 allegations of emotional abuse was reported in a untimely manner that. TACL implemented a revised policy and mandatory Red Cross abuse prevention training for all staff. In 2012 two alleged emotional abuse incidents

were reported in a manner that was not timely. All staff will receive Red Cross abuse prevention training on an annual basis, competency based incident reporting training. In 2012 we introduced Residential Counsel meetings which occur on a semi-annually basis. On an annual basis during each person's Personal Life Planning (PLP) session each person served will have the opportunity to review their Rights and Responsibilities & the Bill of Rights. Our Person Served handbook has been redesigned to be a more user friendly document. A self-advocate group meets on a regular basis for individuals not living in Residential sites. Our Parent and Care giver Support Group continues to grow and reach out to all Parents, Families and Home share Providers. There has been an increased attendance at this Group has been seen throughout 2012. The Day Program Ad - hoc Committee will continue to meet on a regular basis and report at each Board meeting. This committee was created in 2012 to assist in the redesign of our Day Program and to ensure program accountability, efficiency and participant and family satisfaction.

- **Staff Injury:** We will continue ongoing staff training opportunities with HSCL surrounding transferring of persons served and lifting. Continue to ensure that solid individual transferring procedures are in place that are specific to each individual served for persons that require ongoing assistance with mobility, transferring to and from personal care assistance and in and out of bed etc.
- TACL had **3** WCB claims in **2012** for staff injured lifting or transferring persons served. compared to **6** back and shoulder WCB claims in 2011.

The Health and Safety Committee also has reviewed all incidents for 2012 and provides recommendations for reducing incidents in 2013 in Health and Safety Minutes (dated February 2013).

**Health and Safety Committee
Review of Incident Reporting for 2012**

Critical – total of 23 Reportable Incidents in 2012 (29 in 2011)

- 7 Aggressive/Unusual behaviours
- 2 Emotional Abuse
- 2 Fall
- 3 Financial Abuse
- 1 Missing and wandering
- 2 Other injury
- 6 Unexpected Illness

Recommendation: Review and update Positive Support Strategies
Ensure all staff have read and understand support strategies
All staff to take Abuse Prevention Program
All staff to take / update Mandt Training
Annual sign off of Code of Ethics, Policies and Procedures
Self – Care and personal Boundaries training for all staff
Competency based Incident report training
First – aid for Mental Health training for relevant staff
Continue to facilitate Residential Council and Self- advocate groups
All staff to review Mission, Vision statement annually during Performance Review

In-house

- 16 Medication errors
- 14 Noticeable Bruising / Scratches
- 2 Other
- 41 Falls
- 8 Illness

Recommendation: Competency based Medication Review for all staff
Review and identify fall, incorporate prevention strategies
Ensure HSCL/ Pharmacist reviews all meds and PRN's

Behaviours (recurring)

- 2 Hitting
- 3 Self harming
- 2 Screaming
- 12 Aggressive / Unusual behaviour

Recommendation: Ensure all staff have read and understand support strategies
Staff to take Mandt training (Formally non-violent crisis intervention)
Request assistance from DDMH for positive support strategies

Summary

- 123 Reportable and In- house incidents in 2012
- 231 Reportable and In-house incidents in 2011
- 108 Reduction of Reportable and In-house incidents in 2012

Goals for Board of Directors

SMART GOAL:	Develop a Board Manual and Board Orientation Package	
START DATE: Nov. 1, 2012		GOAL TIMELINE: May 10, 2013
MEASURES OF SUCCESS:	<p>All new and existing members will have a good understanding of roles and responsibilities and are given a completed board manual that contains all relevant information.</p> <p>All Board Members will be clear about roles and responsibilities and their lines of accountability and all members are working towards common goals and TACL mission</p>	
RESOURCES NEEDED:	William, Christette, Board and Nancy	
SMART GOAL:	Improve the Exterior of main office- Downtown	
START DATE: Nov. 1, 2012		GOAL TIMELINE: May 10, 2013
MEASURES OF SUCCESS:	<p>TACL will have an updated inviting store front in the community. TACL will have an updated, professional street appearance, encouraging more community members, persons served and families to drop in.</p>	
RESOURCES NEEDED:	Rob Womacks, TACL staff, Patience of all staff, individuals we support, their families and the community at large as we go through the renovation process.	
SMART GOAL:	Board resource materials and minutes to be maintained and filed in an easy to read format and stored in a secure manner	
START DATE: Nov. 1, 2012		GOAL TIMELINE: February 12, 2013
MEASURES OF SUCCESS:	<p>All board meeting minutes will be filed in a binder and in a month by month filing system A locked cabinet will be located at main office for board information and resources.</p>	
RESOURCES NEEDED:	Dedicated space in main office & funding to purchase a locking cabinet	

Goals for Administration Office

SMART GOAL:	TACL will implement greener practices by lowering costs of hydro and natural gas thereby becoming a more environmentally friendly organization	
START DATE: Nov. 1, 2012		GOAL TIMELINE: April 30 2013
MEASURES OF SUCCESS:	Fortis will be contacted and requested to visit all sites and assess efficient use of power and gas consumption. Hydro and Natural Gas costs will be lower.	
RESOURCES NEEDED:	Tracy, Nancy, Fortis and board approval.	
SMART GOAL:	TACL main office will have an upgraded communication system.	
START DATE: Nov. 1, 2012		GOAL TIMELINE: May, 2013
MEASURES OF SUCCESS:	Quotes will be received from suppliers and an upgraded communication system will be installed to include direct access to the ED, Admin Assistant and Financial Manager. System will include speaker phones and the ability to receive conference calls. Community Support Workers will have a dedicated line.	
RESOURCES NEEDED:	Money identified for the purchase of the new system. Korrie, Tracy, Nancy, quotes from suppliers and board approval.	
SMART GOAL:	Renovate TACL main office. Provide a well-designed and contemporary working environment for Admin staff and meeting space.	
START DATE: Nov. 1, 2012		GOAL TIMELINE: June 30, 2013
MEASURES OF SUCCESS:	Executive Director will have a private office. An office space will be made for the Financial Manager. Community Support program will have a private office to meet with persons served. Old flooring will be replaced and the space will be painted. The main office will be a pleasant working space with a professional updated atmosphere. All people working at the main office will have an updated and private space to perform duties. People visiting the office will be able to access services in an environment that is pleasant to visit	
RESOURCES NEEDED:	Money identified in the budget for renovation. Board, office staff and Rob W.	

Goals for Career Development Services

SMART GOAL:	Develop a training booklet for job coaches and outreach workers	
START DATE: Nov. 1, 2012	GOAL TIMELINE: April 30 2013	
MEASURES OF SUCCESS:	We will have a completed booklet that includes the job description, overview of CDS programs, mission and vision as well as a brief overview of the individuals we support throughout our different programs e.g.: autism, developmentally delayed, mental health & addictions	
RESOURCES NEEDED:	CDS Staff, computers, access to internet and binding tools to make the booklet.	
SMART GOAL:	CDS Office space will be redecorated into a professional office setting that is welcoming to both staff and the individuals we support	
START DATE: Nov. 1, 2012	GOAL TIMELINE: October 31, 2013	
MEASURES OF SUCCESS:	The waiting area and all of the offices will be repainted, new tiles will be laid in all of the office areas and the clutter will be minimal.	
RESOURCES NEEDED:	Rob Womacks, All CDS Staff, Patience of all staff, individuals we support, their families and the community at large as we go through the renovation process.	
SMART GOAL:	CDS will have updated programs and materials that assist staff and clients to reach their goals.	
START DATE: Nov. 1, 2012	GOAL TIMELINE: April 30, 2013	
MEASURES OF SUCCESS:	CDS will have a comprehensive list of their existing resources and a wish list of computer programs and/or resources to order that would enhance the experience of both staff and clients.	
RESOURCES NEEDED:	Money identified in the budget for resource development, computer and internet access and staff input.	

Goals for Alpha House

Start Date: Late November 2012

Complete Date: End of June 2013

SMART GOAL:	To provide a Winter Vacation for the individuals living at Alpha House by having a 3 night stay at Halcyon Hot springs	
START DATE: Late November 2013	GOAL TIMELINE: Mid February 2013	
MEASURES OF SUCCESS:	Successful trip and Client Relaxation (reduction of anxiety)	
RESOURCES NEEDED:	TACL vehicle(s), client funds, staffing & groceries	
SMART GOAL:	Improve the curb appeal at Alpha House with a change to landscaping	
START DATE: April 1, 2013	GOAL TIMELINE: May 30, 2013	
MEASURES OF SUCCESS:	Curb appeal will be improved	
RESOURCES NEEDED:	Funds and approval for change	
SMART GOAL:	Provide a Summer Vacation for the individuals living at Alpha House by having a 3 night stay at Lemon Creek Lodge	
START DATE: Early March 2013	GOAL TIMELINE: End of June 2013	
MEASURES OF SUCCESS:	Individual's enjoyment of outdoor summer activities away from routines	
RESOURCES NEEDED:	TACL vehicle(s), client funds, staffing & groceries	

Goals for Forrest Place

Start Date: October 31, 2012

Complete Date: May 31, 2013

SMART GOAL:	Host a Christmas Party For all TAFL Homes, Dec.15/12	
START DATE: Oct. 31, 2012	GOAL TIMELINE: December 15, 2012	
MEASURES OF SUCCESS:	All homes will attend Amusement for all	
RESOURCES NEEDED:	Invitations, menu planning Groceries, Christmas Decorations, House Staff and Individual participation	
SMART GOAL:	Host a Family and Staff Potluck Christmas Tree decorating Night, Nov.27/12	
START DATE: October 31, 2012	GOAL TIMELINE: November 27, 2012	
MEASURES OF SUCCESS:	Supporting Family Ties Building Stronger Relationships Between Staff and Staff and Families	
RESOURCES NEEDED:	Invitations, Groceries, House Staff, Individuals & families, Christmas Decorations, Christmas Tree	
SMART GOAL:	Host a Block BBQ with our Close Neighbours	
START DATE: Nov. 1, 2012	GOAL TIMELINE: May 31, 2013	
MEASURES OF SUCCESS:	All invited will attend New Relationships Formed	
RESOURCES NEEDED:	Invitations, menu planning, meal preparation, BBQ Chef, House Staff and individuals.	

Goals for Fruitvale House

Start Date: October 2012

Complete Date: Nov. 1, 2013

SMART GOAL:	Go see a play, "Beauty and the Beast" in Kamloops in April 2013	
START DATE: October 2012	GOAL TIMELINE: April 2013	
MEASURES OF SUCCESS:	Make sure each action is being completed in its timeline and the trip is enjoyed by all	
RESOURCES NEEDED:	Individuals, funding, staff support and transportation	
SMART GOAL:	Take a trip to Kelowna	
START DATE: October 2012	GOAL TIMELINE: Sept. 2013	
MEASURES OF SUCCESS:	Individuals will be aware of how much money they will need, roughly, and will shoot for that goal. Updated monthly by staff and individual	
RESOURCES NEEDED:	Use of van, money for trip, staff support and time.	
SMART GOAL:	Permanent Gazebo in back yard	
START DATE: Nov. 1, 2012	GOAL TIMELINE: Nov. 1, 2013	
MEASURES OF SUCCESS:	All the usage everyone will get from having bbq's, having hot chocolate out in the back yard while snow shoeing. Being covered out in their back yard breathing some fresh air	
RESOURCES NEEDED:	Construction crew, community chest donation, volunteers, materials	

Goals for **CYC** Program

Start Date: November 1, 2012

Complete Date: November 1, 2013

SMART GOAL:	Deliver the FLASH (Family Life and Sexual Health) Program	
START DATE: Nov. 1, 2012	GOAL TIMELINE: Nov. 1, 2013	
MEASURES OF SUCCESS:	Youth will have participated and completed the program	
RESOURCES NEEDED:	Youth, Staff to facilitate, Parent support	
SMART GOAL:	Give Back to the Community, by planning an event that youth can participate in. i.e. making dog biscuits and donate either the biscuits or proceeds from selling the biscuits to the SPCA; Purchase new/used jackets and donate to those in need.	
START DATE: Nov. 1, 2012	GOAL TIMELINE: Nov. 1, 2013	
MEASURES OF SUCCESS:	Youth will have attended and participated, building relationships, increase self esteem, developing new skills, gain a new perspective	
RESOURCES NEEDED:	CYC staff and youth, funds for supplies	
SMART GOAL:	Have a youth get together by inviting other youth groups to an event. (Sanctuary, YCDC, Castlegar Youth Group)	
START DATE: Nov. 1, 2012	GOAL TIMELINE: March 2013	
MEASURES OF SUCCESS:	Attendance and participation of TACL youth and invited youth	
RESOURCES NEEDED:	CYC staff and youth, funds for supplies, contact info for other youth groups	

Goals for Day Program

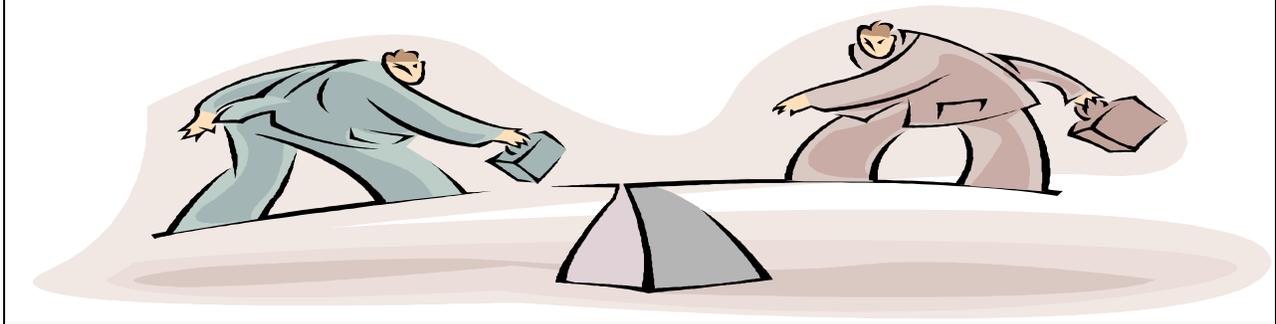
SMART GOAL:	Establish the "Fruitvale Community Garden" at Fruitvale House	
START DATE: April 2013		GOAL TIMELINE: June 2013
MEASURES OF SUCCESS:	Garden will have borders roped off and ground will be broken in the designated area in the backyard of Fruitvale House. Plots will be roped off in specific areas for community members to access and/or lease for the season.	
RESOURCES NEEDED:	Stakes and string will be needed to rope off areas; Shovels, edgers, and hoes will be needed to dig into the earth; Peat moss and/or top soil will be needed to prepare the soil for gardening; Individuals, staff, and/or volunteers will be needed to perform the work necessary to break ground.	
SMART GOAL:	Beautify the parking lot and boulevard at TAAC.	
START DATE: April 15, 2013		GOAL TIMELINE: June 30, 2013
MEASURES OF SUCCESS:	Picnic table, garbage, and weeds will be removed from the parking area; Retaining wall will be painted a colour decided on by the group at our team meeting in April; Boulevard will be cleared of all debris and tree will be trimmed; Boulevard will be leveled and flower seeds planted;	
RESOURCES NEEDED:	Garbage bags; Rakes; Shovels; Paint and painting supplies; Truck for hauling; Flower seeds; WATER!;	
SMART GOAL:	Provide water to the outside at TAAC	
START DATE: May 6, 2013		GOAL TIMELINE: June 3, 2013
MEASURES OF SUCCESS:	Board will approve the cost of installing a tap outside at TAAC; A working tap will be present on the outside of the building; A hose will be available for use;	
RESOURCES NEEDED:	Building permit; Rob (or plumber); tap hardware; anything else as designated by Rob or plumber	
SMART GOAL:	Improve the signage at TAAC, making it easier to find, thus increasing accessibility	
START DATE: April 2013		GOAL TIMELINE: December 2013
MEASURES OF SUCCESS:	A new sign and/or logo for TAAC and all its programs will be voted on by the participants of all programs; Approval from the board to purchase new signage after estimates have been received; Estimates from sign shops;	
RESOURCES NEEDED:	Participant ideas; Examples of signs on which to vote; Cash	

Trail Association for Community Living

RISK MANAGEMENT PLAN 2013



Trail Association for Community Living 2013



INTRODUCTION:

Risk Management in the non-profit sector is fundamentally different from risk management in the for profit world. At the heart of the difference are the very reason most non-profits exist: to help people. The goal of risk management for non-profit organizations is not unlike the oath taken by new physicians; first do no harm. With that in mind, risk controlling activities and programs focus principally on preventing harm to the persons served. When things go wrong the impact goes well beyond a financial transaction. The reverberations of an incident may damage a non-profit's chances of survival, including its ability to recruit volunteers, maintain public credibility, and reach prospective clients.

TACL is a dynamic organization that must adapt – on an ongoing basis – to new client needs, funding constraints, and service delivery challenges. The dynamic nature of our organization requires that risk management strategies are reviewed annually.

RISK MANGEMENT:

The Executive Director, Director of the Board of Directors and Support in conjunction with the Management team oversee risk management. By anticipating events, planning a response and, wherever possible providing adequate financing. To effectively manage risk TACL promotes safety, protects persons served, conserves scarce resources thereby freeing up resources to focus on mission critical functions.

PURPOSE:

The purpose of the risk management plan is to identify and consider ways to mitigate risk to the individuals served, the employees, the volunteers and the organization. The intention is make the members, users, employees and volunteers aware of the potential risks so that everyone can participate in the identification and help the organization to minimize these risks while ensuring that the organization is successful in achieving its mission and vision.

THE OVERALL GOALS OF THE RISK MANAGEMENT PLAN ARE:

1. Prevention of harmful events
2. Protection of the people we serve,
3. Protection of our staff and volunteers
4. Protection of TACL's reputation and assets
5. Ensure continuity of TACL

RISKS:

Any uncertainty about a future event that threatens the Associations ability to accomplish its mission. TACL assets fall into the following categories:

1. People – board members, employees, volunteers, and persons served donors, funders, and the public.
2. Property – buildings, facilities, equipment, materials, vehicles, programs
3. Income – funding, grants, donations and contributions
4. Goodwill – reputation, stature in the community, ability to secure funding, the ability to raise donations and the ability to appeal to prospective volunteers.

General Strategies Used to Address Risk

On an everyday basis TACL minimizes risk by using training, policies and procedures, equipment and tools, and supervision. In addition, the following techniques are used to manage risk:

Avoidance: Discontinuing an activity or not offering a service.

Modification: Implementing activities to reduce the level of risk to an acceptable level (e.g., implementing policies and procedures

Retention: Accepting all or part of the risk and preparing for potential consequences by accepting deductible costs or self-insuring

Sharing: Purchasing insurance, sharing responsibility with another organization or contracting the service to another business.

TACL currently addresses the above risks in the following manner: TACL views any potential risk as a high rating

PEOPLE:

- Quality Service Delivery, measured by surveys, seeking input from all by means of Residential council, Parent and Family Group, Self-Advocate group and quarterly newsletter. –Satisfaction Surveys, completed on an annual basis and posted in Newsletter and Web- site
- Residential Council, semi-annual basis- Minutes will be kept and available for review, a member of the Parent and Family Advocate will attend these meetings.
- Flash Training (Family Life and Sexual Health training for persons served)
- Advocacy Group, regular basis – Minutes will be kept and available for review. Training for self-advocates is also critical in order to increase their ability to self-report and reduce their vulnerability. We encourage individuals to make their own choices and decisions in order to improve their ability to say “no”. Training is provided with regards to individual rights and includes the right to say “no” to inappropriate touching and verbal abuse.
- Annual review of Rights and Safeguards, is done at PLP
- Annual Consent for Persons Served , done at PLP
- Positive Support Strategies for Persons Served, reviewed annually by individuals served with assistance from Supervisors, Families and DDMH (if applicable).
 - Behaviour and Safety Plans are developed and reviewed annually to support changes in behaviour in order to reduce risk for all concerned. Supervisors ensure there is planning in place in advance of community activities, in order to consider all possible risks.
 - Persons served assessed for risk of fall. In the event the person is at high risk of falls, TACL contacts HSCL
 - Liability insurance , yearly review of all insurance coverage done by Senior Management
 - Director’s Liability Insurance is maintained by TACL.
 - General Liability coverage is in place for contracts and for activities outside of contracts.
 - Governance Policies provide methods of responding to issues.
 - Board Member recruitment includes disclosure of conflict of interest and signing of a Code of Ethics, Board Orientation to policy and procedures and best practices informs Board members of their obligations.
- Strong active Board of Directors
- Strategic Planning, completed on an annual basis, consideration made of input received from Individuals, persons served, staff and stakeholders.
- First Aid kits in each site, vehicles and back packs for Community access programs.
- First Aid training for staff- Administration assistant will track staffs need for recertification.
- Vehicle safety check requirements- Pre trip inspections will be completed each time vehicle is used.
- Annual drivers abstract/driver’s license review- Staff are required an abstract at annual Performance review
- Policy and Procedure manual, reviewed by Board of Directors on an annual basis
- Emergency Procedure Handbook updated annually.

- Mandt training for staff (In house trainer) Training to take place in March 2013 – In house trainer certified.
- In the past two years there have been substantiated reports of emotional abuse- some of these incidents were not reported in a timely fashion as per policy and procedure- Review and revise Incident Reporting 4.2. Staff competency training to take place in September 2012 and ongoing. Red cross abuse prevention training for staff (In-house trainer)
- Annual Review and Recommendations for all Reportable and In-house Incident Reports done an annual basis. The Executive Director prepares a summary and analysis of all incidents with recommendations this analysis is presented to the board. In addition the Health and Safety Committee reviews incidents and provides feedback which is included in OHS meeting minutes
- Individual Service Planning annual PLP. Individual Service Planning is done with clients and their networks in order to support their quality of life and personal goals. Staff helps individuals to set goals and plan strategies to support skill development and personal awareness as well as to manage environments in order to reduce any identified risks to their health and safety.
- OHS Committee meets on regular basis; minutes of meeting are prepared reviewed and distributed to all sites. All outstanding items are forwarded to appropriate supervisor for follow- up and resolution.
- OHS training – review if required training is needed annually by committee
- Semi Annual Vehicle Inspections- Maintenance person will monitor
- Emergency Drills, monthly on all sites. Monitored by OHS
- Camera Monitoring, alarms at admin office
- On –site - safe for storage of petty cash and thrift store float
- External Computer back-ups systems
- Review of WCB claims, annually during incident reporting review report
- Screening of employees/Volunteers/ Volunteer Handbook including Policies to be created December.
- Code of Ethics Agreement , reviewed annually during performance review
- Confidentiality Agreement, reviewed during performance review
- Over the past three years complaints have been received regarding the Day Program. Most complaints were surrounding families and individuals felt that the activities were not person centered. Executive Director to submit proposal for one time only funding to hire a facilitator to assist with the redesign of Day Program. In addition the Board created an Ad-hoc Day Program Committee was to monitor progress of the Day Program. This committee is comprised of a Board Member, Parent family advocate, Community Living Manager, Day Program Supervisor and a former TACL board member. Minutes are taken and a report is submitted to the Board monthly.

PROPERTY:

- Vehicle, buildings and contents insurance- reviewed on an annual basis by senior management
- Housing Committee – Two Board members and Maintenance person sit on committee.
- Annual site inspections and report and recommendations presented to board
- Strong active Board of Directors
- External and internal site inspections, monthly, quarterly performed by site supervisor and presented to OHS committee
- In 2012 two external cameras mounted on back of TACL admin office. These videos can be monitored on a computer in the office.

INCOME:

- Financial audits semi-annual and annual performed by external accounting firm and presented to the TACL members at annual AGM
- For the past 15 years all financial services were contracted out to an accounting firm. This was due to a lack of funding to hire an internal financial person. This process was difficult for the external accounting firm to perform and project future financial needs of the organization due to inexperience with Non- Profits and Community living Programs. Executive Director submitted a proposal to CLBC to request funding to hire an internal financial manager. The proposal was successful and a Financial Manager was hired August 2012
- Financial committee- Two board members, Financial manager and Executive Director
- Fund raising- Regular meat draws, bake sales, craft items, popcorn sales etc.
- Donations and Grants- Apply for Grants on regular basis
- Expenditure monitoring: double signatures, reimbursement by receipt only
- Anti-fraud, Financial Policy/Procedure- reviewed on an annual basis
- Liability insurance- coverage reviewed on an annual basis

GOODWILL:

- Strong active Board of Directors- Continue to recruit and maintain current strong board.
- Public relations Committee – two Board members and Executive Director
- Positive relationships with stakeholders/persons served/employees/volunteers/community- Regular scheduled meetings with CLBC staff to discuss ways of improving services and communication

ACTION PLAN:

1. Adopt the risk management plan
2. Review and revise the plan annually to ensure the plan's continued relevancy, comprehensiveness and effectiveness.

Accessibility Plan And Training Plan

2013
TRAIL ASSOCIATION FOR COMMUNITY LIVING

INTRODUCTION:

TACL, its Board of Directors, staff, volunteers, family members, consumers and other stakeholders identify and attempt to address accessibility barriers for people with developmental disabilities on a daily basis. As an organization, we are committed to the removal of barriers for people with developmental disabilities. This Accessibility Plan clearly identifies current/past barriers and our proposed solution to reduce or even eliminate those barriers. Our Accessibility Plan and Training Plan is intended to further enhance access to the organization's programs, services, and facilities, while also helping individuals receiving service to overcome the barriers that prevent them from fully participating in their community. The feedback we received through our surveys and our Self Advocate/Residential and Parent Support Group has helped us to understand that we need to further explore and place emphasis on expanding our presence in the Community. Getting the word out in the Community who is TACL and what great things do they do!

Examples of the barriers that may exist include physical, attitudinal, financial and communication barriers.

TACL uses several approaches to gather information about what barriers exist including:

1. Ongoing strategic planning meetings that address organizational issues or barriers that affect the lives of individuals receiving service.
2. Program Coordinators, Supervisors, Stakeholders and Self Advocates fill out Satisfaction/Associability surveys that help address barriers identified by both individuals and staff at each TACL location.
3. Participant Satisfaction surveys that include a section on accessibility where people receiving service could indicate what barriers they face.
4. Finally, the Residential Council and Self Advocate meetings.

This Accessibility Plan shows the barriers and updates that were identified in the last plan.

2012 - 2013 TACL ACCESSIBILITY PLAN

Physical Barriers

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Administration Office & CDS:						
Executive Director has no private office to perform duties and have private conversations when needed	A new office will be built which will provide a private work and meeting space.	High	None	Rob	January 2013	Done
Thrift Store is not wheelchair accessible through front door	Temporary Solution: Individuals entering the store will need to enter through employment office area since front entrance cannot accommodate a wheelchair Long-term solution: Widening of front door	Medium	None	N/A	On-going	On-going
Carpeting in all areas of offices is very old and dated and may pose a tripping hazard due to worn out areas, as well as paint is chipped and outdated	Replace carpeting in common areas with ceramic tile. And paint all walls.	Medium	\$5000	Rob	April 2013	

Activity Centre:						
Only one wheelchair accessible bathroom located on main floor	Second wheelchair accessible bathroom installed on floor. This washroom was completed in 2010 but was not assessable due to the elevator not working. This was due to Medi chair changing owners and confusion on who was responsible for the final inspection on elevator system.	High	\$5000 (approx.)	Rob, Mei-chair	December 2011	Completed 2011
Sound echoes through the building due to big rooms and high ceilings	Placing artwork on walls as a sound barrier	High	None	TAAC staff & participants	May 2013	On-going
	Insulating walls and floors Hang Baffles made from canvas on ceiling in upper floor	Medium	\$500 (approx.)	Rob	July 2012	Complete
Walls in the lower level and on ground floor and stair well need new paint and art work	Walls to be painted and individuals will decide what type of colour scheme.	Medium	500.00	Individuals, Program Coordinator and staff	June 2013	

Forrest Place:						
No wheelchair access at Warfield Pool (both Change room and pool access)	Attend a council meeting and lobby for wheelchair access	medium		Katrina	May 2013	

Columbia House:						
Columbia House is currently rented out to another service provider but the floors in bedrooms and office need to be replaced. Carpeting on stairs also needs to be replaced.	Install new floor starting in the spring of 2013	high		Rob and Contractor		
	Determine what type of flooring could be used on stairs.	Medium		Rob		
Child and Youth Program						
C & Y program does not have a safe outdoor “play” area to use for outdoor activities	Use local park & lobby police to clean up park since it is not safe for children due to drug use that has been witnessed Staff also need specific activities to do outside – Supervisor and Staff can create a list of approved outdoor activities	High	N/A	Advocate Groups C/Y Supervisor and staff	2011 Ongoing	The City has cleaned up the park area and monitors it frequently, camera have also been installed
Some of the Children supported in the C & Y program have limited access to money in order to attend all activities and end of year trip that is offered.	The C & Y program will fund raise on a regular basis to raise funds for C & Y with limited funds and end of summer trip. The group will have bake sales, make hot packs and collect bottles	Med-high	\$2500.00	C & Y Supervisor	July 2012 on going each year	C & Y group planned and fund reside a trip to the Wolf Sanctuary, In July 2013. This will be on going

Physical Barriers in Community:						
Some individuals cannot get to church on Sundays	Speak with identified churches and see if someone will volunteer to give participants a ride	High	None	House Supervisors		Currently 1 individual is supported by a Volunteer to attend church. Ongoing
	Lobby government to provide additional support hours in order to allow individuals to go to church with a support worker	med	none	Advocated		On going Board member to attend annual BCACL conference

Financial Barriers

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Individuals are not able to go on a holiday with one-on-one support.	Build funding into contract with CLBC. Fundraising or submit one time only proposals for planned vacation's in advance	Medium	None	Nancy Korrie, Program Supervisors	Ongoing	A group of individuals planned and fundraised and saved for a trip to Las Vegas completed Jan 2013. Other sites following suit and will be planning vacations throughout 2013

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Individuals are not able to save more than \$3000.00	Lobby Government to increase saving limit.	High	None	BCACL and other Self Advocate groups	Ongoing	October 2012 increased to \$5000.00
Family members who have control over individual's finances may not always look out for person's best interest	1) Request Facilitator to advocate having TACL support an individual in controlling own finances. Discuss this with individuals served and family members at annual PLP. Bring forward to Parent and Family Advocate for Agenda item	Medium	None	Nancy, Korrie, Community Living Manager, Employment Manager	Ongoing	Complete and ongoing as new clients come into TACL services. Have referred clients to PGT and Advocate services
	2) Family member deposits x amount of money regularly into account that supervisor/individual has access to. Supervisor will completed monthly accounts of money spent and this info will be available for families with individuals served written permission	Medium	None	Nancy, Korrie	On going	Completed and ongoing
Family members need to be asked for money for participants to attend community events that cost money	Individuals will be given a monthly schedule and a budget for each will be developed so that they are not asked weekly	Medium	None	Delegated to appropriate Supervisor	On going	Completed and ongoing

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Some of the individuals living in Community struggle with budgeting enough money to attend community events	Assist individuals to set up a budget and arrange for setting aside funds needed for each month. Provide a money management group activity to the Community Support group meetings.	High	None	Delegated staff	On going	Ongoing with individuals that require support
TACL contracts out all financial book keeping and financial documents	Submit a proposal to CLBC to request funding for a 35 hour a week Financial Manager	high		Nancy	September 2013	Completed and hired a Financial Manager Aug 2012
Day Program individuals could benefit from I-pads or assessable computers	Some fundraising has been completed i.e. Popcorn sales and bake sales meat draws etc. as of January 2013 \$ 600.00 has been raised.	Medium	2000.00	Nancy, Gail	July 2013	One Ipad to be purchase d for Day Program.
Misinformation provided by different people/agencies in the community	Refer to appropriate agency/support for accurate information using Community Resource Guide	High	\$50	Sheila , Gail	On going	Each site has been provided with guide and online information, each site has access to internet and computers
Lack of budgeting skills by TACL clients	Advocate for Community Support or outreach support. Assist individual in goal planning. Refer individual to money management group.	High	None	Sheila, Gail	On-going	Completed and ongoing

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Some clients in the community are at risk of being taken advantage of financially	Provide information and support 1:1 and in group settings to learn to be assertive and stay safe	High	None	Sheila , Gail	On-going	Complete and ongoing
At times individuals come in to CDS and TACL seeking supports	Refer clients to CLBC facilitator to identify needs and ongoing support measures	High	None	Sheila , Gail	On-going	Complete and ongoing
Family members and support workers not complying with MEIA regulations for claiming earnings	Send letter to individuals and family members regarding legislation involved. Follow-up with families or support networks at annual PLP meetings.	High	None	Sheila and Community Living Manger	August 2012	Complete and ongoing

Communication Barriers

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Community at large does not understand what TACL does and who we support (Public Awareness)	Provide more written information about TACL – update brochure, print consumer handbook. Create a Web site and revamp brochures	Medium	\$2000.00	Gail, Nancy	On going	Web site completed Sept 2012 on- going updating of site.
	Provide brochures to other community agencies. Put a ad in local paper informing community of our new web-site	Medium	None	Gail, Nancy, Korrie		Completed On going

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
	Participate in Community events such as Silver City days to increase exposure. Hold annual CL month celebrations which are hosted by TACL	Medium	None	Community Support Staff, Day Program		Completed and ongoing
Non-verbal individuals may not be able to communicate well with staff and others.	Picture Symbols, Purchase 2 I pads for Day program and community outreach individuals. Post Daily and weekly event calendar using pic symbols and large print.	High	\$1200.00	Nancy, Gail Niki		\$ 600.00 as of January 2013. February 2013 purchase one Ipad, as a trial ongoing
	Thorough orientation for new employees on non-verbal communication techniques	High	0	Day program supervisor	Ongoing	
	A communication dictionary created for each individual that would benefit. Day program staff to attend an in-service on pic symbols and programs.	High	\$20	Day program supervisor KAYA will facilitate in-service for all Day Program staff	Ongoing	Dec 2012
Staff identified a need for ongoing communication workshops	Training for staff on augmentative communication, self-care and personal boundaries, conflict resolution and communication.	High	\$3000.00	Nancy, Sheila, Gail	Ongoing	Feb 2013

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Staff identified a need for consistent documentation	Training for staff in objective documentation	High	1500	Nancy Sheila	On going	Completed and on-going objective documentation on each fall. ongoing
Only 2.5 Management positions at TACL and no backfill when one is away	Ensure that all Management staff has someone trained to complete their duties when they are away.	High	None	Nancy Korrie Sheila	On going	Completed and ongoing
	Create a position of Community Living Manager that oversees the daily operation of all the programs and supports the Program Coordinators on site	High	40,000	Nancy Board of Directors	January 09	Full time Community Living Manager position created. Aug 2012
TAAC does not have quiet area for participants	Build a TV room that is away from activity room	Medium	Already included in renovation plans	Rob	November 09	Completed 2010. This TV room will need further
Communicating information about TACL and things happening in the community with all individuals receiving service in an understandable	Publishing Consumer Handbook in plain language large print and recording it in audio form. Put on Website	High		William Westcott TACL board President.	Dec 2012	Completed large print and audio - video in progress.

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
manner	Develop newsletter that is distributed to all stakeholders including individuals and their families (keeping them more informed)Put on Website	Medium	\$50 yearly	Community Living Manager	January 2012	Completed and sent out quarterly
	Provide information about things happening at TACL during quarterly meetings with individuals. Put on Web-site	Medium	None	Community Living Manager	On-going	Completed and ongoing at monthly meetings
	Executive Director to become a member of CEO network. Continue to be members of BCACL and appoint a rep from Board of Directors to keep abreast of all updates and attend Annual meetings.	Medium	\$2000.00 annual \$2000.00	Nancy, Board Rep	August 2012	Completed
Due to busy staff schedules, not having time to listen or problem solve with clients when doing drop-ins	Policy Change: Individuals will have access to a staff member if they are in crisis. If not in crisis an appointment is scheduled. Hold bi- annual Residential Council meeting and create a Self- advocate Day Program form.	High	None	All staff	On-going	Completed and ongoing

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
<u>Transportation Barrier</u> Lack of staff who have a Class 4 driver's license	In sure all staff obtain an unrestricted class 4 driver's license. For staff that has not received this qualification, send out a notice regarding this mandatory requirement. Letter will include timelines for acquiring	Medium	+	Nancy	September 2013	
Participants living outside greater Trail area are dependent on transit service or family	Encourage ride sharing and use of handy dart for outside transit service area. Assist individuals to apply for a bus pass.	Medium	None	Supervisors	On-going	
Clients looking for work are dependent on either bus schedule or walking	Assist each individual to base work search within walking distance or bus times	High	None	CDS staff	On-going	Completed and ongoing
	Bus tickets negotiated in the contracts to assist clients with work search and initial employment	High	120	CDS staff	Ongoing	Completed and ongoing
Individuals need to apply for yearly bus pass if they are eligible	Assist each individual to call for application, complete it and send money for pass	High	None	CDS staff	On-going	Completed and ongoing
Vehicles used for supported work sites are old and in constant need of repair	Obtain new 4 wheel drive truck that would work for landscaping and snow removal contracts	Medium	\$50,000	Sheila, Nancy, Board	January 06	Truck purchased

Attitudinal Barriers

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Staff assuming that individuals they are supporting do not understand what they are saying.	Confidentiality/ Sensitivity Workshops	High	\$1000	Nancy, Sheila	Ongoing , Feb 2013	ongoing
	Reminders at Staff meetings. Personal Boundaries training annual review of all polices and contracts	High	None	Supervisors, all staff	Feb 2013	ongoing
Community attitudes – “fear of the unknown” and “judge a book by its cover”	Distribute brochures and develop newsletters to inform the public. Website	High	None	All Staff	June 2012-ongoing	Completed and ongoing
	Provide information brochures to other community agencies	High	None	Management Team		Completed and ongoing
	Participate in Community events including Silver City Days. Create annual October Community Living Event in Community and advertise events on web site and local paper	High	None	Day Program, Community Support and Management Team	October 2012-ongoing	ongoing
Low staff morale	Provide Team building workshop	High	None	Supervisors	May 2012 on going	
Staff wanting to do for a client as opposed to assisting them to do for themselves	“Choices” training and discussions during staff meetings	High	\$1000	Supervisors	April 2012-on-going	Yes
	Use of PLP’s to track goals achieved	High	None	Supervisors/ Staff	On-going	Completed and ongoing
	Performance Reviews focused on assisting clients to achieve their goals	High	None	Supervisors	March/ Yearly	Completed and ongoing

Other Barriers

Identified Barrier	Recommendation	Priority	Cost	Person Responsible	Date of Completion	Status
Individuals do not have enough support to access community activities	Advocate to Government for more funding or lower staff to individual ratios	High	None	Management	Jan. 07	Completed and ongoing
	Include more community activities when developing individuals PLP and better track results.	High	None	Supervisors	Mar. 07	completed
Individuals have limited network of friends outside paid employees	Offer community inclusive activities, support individual to access community and achieve all goals	Medium	None	All staff	July 06	completed

The Accessibility Plan will be reviewed quarterly by Management, Program Supervisors and Board to determine the status of barriers and update actions taken to remove the barriers.

TACL 2012- 2013- Training, Skill Building and Educational Opportunities

Each Year TACL reviews the training needs of our organization. The outcomes for training are gathered from Staff Surveys, Performance Review Annual Meetings, Reportable Incident Review and recommendations, Quarterly Newsletter requests and ongoing stakeholder input. This is reviewed on an annual basis in February of each year.

- Competency based Reportable Incident – In- House Facilitator – January 2012 – on-going
- Customized Employment – External Facilitator June 2012 and Internal Facilitator August 2012
- Dysphagia In-service – External Facilitator Health Service Community Living Nurse - April 2012 , October 2012
- Health Care Benefit Trust Training- September 2012
- Level 1 First Aid – External Facilitator - Spring 2012 and Fall 2012
- Municipal Pension Plan - PP Training – External Facilitator July 2012
- Positive Practices in Behavioral Support through Non-Linear Applied Behaviour Analysis- External Facilitator- April 2012, September 2012 – External Facilitator Developmental Disability Mental Health (DDMH)- Ongoing
- Prevention in Motion—Creating Safe Environments for Vulnerable Adults- internal Facilitator –January 2012, February 2012, March 2012 and ongoing for all new hires and refreshers annually.
- Universal Precautions and Infection Disease-In house training – External Facilitator Health Service Community Living Nurse on going as needed
- Web Site Introduction Training – External Facilitator hired to train internal Community Living Manager August 2012 and on going
- Dementia and Seniors Support- External Facilitator hired DDMH - October 2012- ongoing as needed

Upcoming Training, Skill Building and Educational Opportunities - 2013

- Class 4 Study Group – On going
- Customized Employment—What, Why, Who – January 2013 in –house and February 2013 external facilitator
- Introduction to Computer Use (Computer Basics) – Ongoing as needed
- Competency based Medication Dispensing and Purpose Training – March , April 2013
- Objective documentation – Ongoing as needed
- Policy and Procedures - ongoing review / Performance Reviews annually on going, Monthly at team meetings
- Basic Computer Training- Ongoing as needed in-house familiar
- Mandt – Relational-(Communication)-(Conflict Resolution) and Conceptual Training (Replacing Non Violent Crisis Intervention)- March 2013 in house trainer
- Self-Care and Personal Boundaries for staff- February 2013 x 2 groups in house trainer
- Team Building- On going at each team meeting
- Mental Health First Aid- February 2013- external facilitator Mental Health
- Competency based Incident Reporting- March , April 2013 In House facilitator

- Monthly review of Licensing Regulations- January 2012 - Ongoing at each team meeting – staff and managers – standing Agenda item
- Dementia and Seniors Support- External Facilitator hired DDMH- As needed
- Food safe- External Facilitator –Target Date- August 2013
- Develop values and competency based training for our employees. TACL wants to ensure that all of our employees continue to experience professional growth and to have opportunities to revisit the values that we consider to be at the core of the work we do each day. Organization values provide a guide for employees in their approach and support to individuals served through an array of services. – Ongoing 2012 throughout 2013

Suggestions or Requests for future training - please call or email Gail (tacl2@telus.net) or Nancy (tacl@telus.net)

If you see a training opportunity being offered, let us know and we will get it out to other staff who may be interested.

Technology Plan

2012 - 2013

Trail Association for Community Living

Trail Association for Community Living

Technology Plan 2012 – 2013

Introduction

Principles of the Technology Plan

- The use of technology supports the work of the Trail Association for Community Living (TACL).
- The Technology Plan is sensitive to the needs of the participants, employees, and volunteers of TACL.
- The Plan allows the organization to introduce technology to work sites without existing technologies and to modernize outdated equipment and software in an efficient and cost effective measure.

Purpose of the Technology Plan

A Technology Plan determines the direction the organization is planning to go with technology. It facilitates collaboration and teamwork between programs and administration to better support people with developmental, physical and psychiatric disabilities.

This Technology Plan:

- Prioritizes technology needs within TACL. Since funds are limited, planning will ensure priority is given to the most crucial issues.
- Identifies the way TACL can improve service delivery and administration operations with technology.
- Includes a budget, funding resources and staff training strategies to ensure sustainability.
- Addresses communication and information systems.
- Identify where assistive technology (learning software and adaptive equipment) could benefit individuals served using reasonable accommodations. When necessary, TACL consults with Communication Assistance for Young Adults (CAYA) to implement communication boards and other computer assistive technology.

Technology Vision

TACL supports the use of technology to enhance the quality of service delivery to the individuals supported. TACL will effectively use technology throughout administration, residences, day, youth and community support programs, as well as job counseling/coaching programs and worksites.

Responsibility

The Board of Directors delegates the responsibility for technology to the Executive Director. The Executive Director Delegates responsibility of the Technology Plan development, implementation and monitoring, in cooperation, with administration, program coordinators and support staff of TACL. The Executive Director approves technology policies and procedures for use, privacy, security and data integrity. External technical support is contracted as necessary.

Definition of Technology

Technology includes:

- Hardware – Computers, laptops, photocopiers, and smartphones.
- Software – Computer packages and programs.
- Telephones, cellular phones, fax machines and internet.

Elements of Technology Planning

Technology Planning includes:

- Assessment of the current role of technology in the organization.
- An inventory of the hardware and software.
- An inventory of policies and procedures as well as standards for use.
- An inventory of technology competencies.
- A set of technology plan recommendations to meet the needs of the organization.
- Implementation, monitoring and renewal of the technology plan.

1. Assessment of Current Role of Technology

- The Executive Director, Administration Assistant, Program Managers and Accounting Clerks use of technology for correspondence, reports and finances include software packages Simply Accounting, MS Office 2010 and Telus high speed internet.
- All Career Development Services (CDS) program staff use MS Office 2010 and ICM and Telus high speed internet. This site also provides two computers and a public access phone to clientele.
- TACL staff is able to access a computer at each site; Residential Homes, Administration office, Day Program office, Community Support office and the Children and Youth Program office.

All of these computers have up-to-date anti-virus software installed.

- There is a need for ongoing technical support to implement and upgrade software packages and to provide support to administrative and program staff.

2. Inventory of Hardware and Software

- Hardware – 18 Desk top computers, 3 Lap-tops, 2 I-pads, 2 photocopiers, 5 fax machines and 15 printers
- Software – Microsoft Office, Simply Accounting, Windows Applications, Intergraded Case Management software and Norton Anti-Virus software.
- Internet Services – Telus high speed wireless.
- Virus Protection – Norton 2012 updated annually, Telus spam and virus protection.
- Support/TEC – provided by Selkirk Computers

3. Policies and Procedures and Technology Standards

- Policies for information Management and Technology, Data Management and sharing (both internal and external), equipment use, purchase and inventory, installation of hardware and software, disaster recovery and system backup have been implemented.
- Set agency standard re-acceptance of technology donations (specify grade and speed of computers, size of hard drive and RAM).
- Provide instructional information to all technology users on basic functions. TACL has a Confidentiality Policy and Procedure in place to protect the confidentiality and security of information collected on program participants. Information is released on a time sensitive basis **ONLY** if written consent is obtained.

4. Technology Competencies

The technology skills of employees are varied. We have been able to determine the skills, knowledge and ability of employee's knowledge and ability related to technology during each staffs performance reviews. The Administrative Assistant and Financial Manager were formally trained in various components of MS Office, Simply Accounting and Windows. Program Coordinators have been given introductory training to the use of sites computers and software.

5. Technology Plan Recommendations

a. Training and Support

Training and support for all employees is a crucial factor in the effective and efficient use of technology. Staff will be encouraged to improve their computer competence through in-service sessions with our Community Living Manager, self-paced tutorials, and online courses and peer tutoring.

Technology Action Plan

Task	Benefits	Responsibility	Timeline
**Purchase or Procure donations for computers at 3 residences.	All TACL staff may be up-to-date with client information, correspondence via email and research online.	House Supervisors, Executive Director	Oct 2012 Complete Aug 2012
Purchase 2 I-pads for use at Day Program and Child and Youth Program.	Individuals who struggle with communication will be able to access a variety of communication enhancing programs	Fundraising – all TACL Staff	\$600.00 To date one I pad purchase March 2013
Several Staff would like to access basic computer training.	Staff can communicate via internet to admin office and external health authorities and CLBC etc.	Community Living Manager is TACL in house trainer	Ongoing September 2012 through 2013
Ground Fault /Surge Protection for all sites	This will protect all Computers and Appliances at each site from Electrical surges and catastrophic damages	Rob will explore costs and of installing.	Install Admin office and TAAC September 2013 and residential sites 2014
**Develop Disaster recovery/backup system in case of natural disaster or human error.	Crucial information pertaining to finances and administration would always be protected and accessible.	Executive Director and Accounting Clerk	Completed External Hard drive

** Already in place for server at CDS – will back up Administration computers every month and store in locked cabinet at TAAC.

MONITORING AND FOLLOW-UP

The Executive Director will report the results of the Outcomes Management Report upon which this report is based, to the Board of Directors in February 2013. In future years, when the timing of the Report is changed to facilitate the process, reporting will take place upon completion of the report. These dates will be fixed after a decision is made about the timing of the Report.