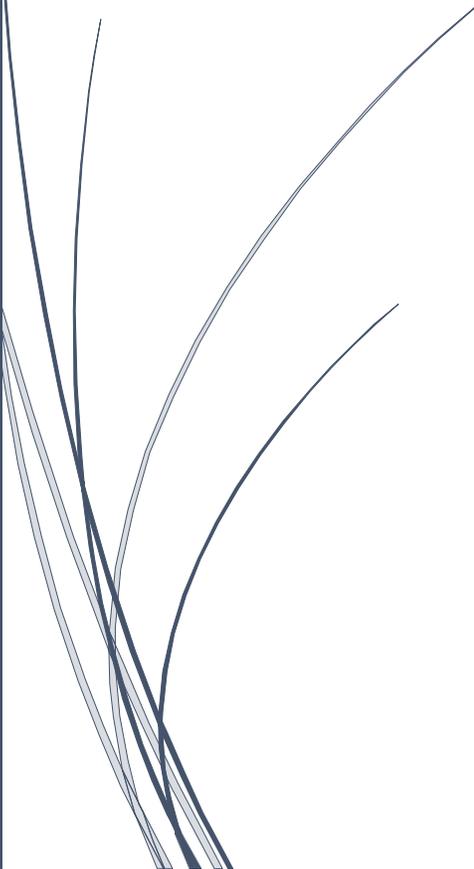




2019

Performance Improvement Report

The H.O.M.E Society



HR/Quality Improvement Director
Shelley Rath

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Welcome to H.O.M.E.S 2019 Performance Improvement Report!

The H.O.M.E Society has produced an annual Performance Improvement Report since 2007. The information collected and its analysis through the outcome's management process highlights the strengths of our organization and the areas that need improvement. The Performance Improvement report is part of the H.O.M.E Society's commitment to Continuous Quality Improvement.

Understanding the Report

The H.O.M.E. Society believes that performance improvement data can help our organization develop and continue to be effective. It also helps us find new innovative methods for improvement. It is an essential part of review and planning. Performance improvement, and particularly the emphasis on a range of outcomes developed by H.O.M.E. Society, is an ongoing process to use evaluation as a tool for learning. It is not an add-on exercise purely for accountability to funders. For performance improvement to be useful, it is essential for H.O.M.E.S to develop outcomes appropriate to the folks we support and the agency as a whole. We need to do so over time and through consultation as well as ongoing reviews. H.O.M.E. Society is dedicated to achieving ongoing positive change for the people we serve, our caregivers and all partners and stakeholders.

Data Collection Methods

H.O.M.E.S uses Sharevision to collect a wide variety of data for performance improvement. This data is crucial in evaluating outcomes and recognizing where quality improvements are needed.

The Sharevision system has a functional and accessible database that allows our organization to gather and analyze all aspects of service delivery. More importantly, it can provide immediate snapshots of organizational functioning, which, from a quality improvement lens, gives us the ability to deal with and resolve issues as they are happening using current data and knowledge. The Sharevision system allows us to track our outcomes efficiently.



In addition to the Sharevision system, H.O.M.E.S has a number of processes in place for gathering information:

- Annual Satisfaction Surveys,
- In-person meetings/interviews,
- Employee statistics, including WorkSafe and Com Vida,
- Goal Tracking and ISP's,
- Training evaluations,
- Incident reports,
- H&S committee feedback,
- Human Resources/Work Force data.

One thing to note is that formal feedback tools like satisfaction surveys cannot – and will not – replace the impact and importance of our daily conversations or the feedback we receive from persons served, families, employees and other stakeholders on an ongoing basis.

Relationships are a key foundation of H.O.M.E.S. Building trust with all of our stakeholders through those daily conversations and interactions will only make H.O.M.E.S stronger.

Data Integrity Assurance

A great deal of time and effort goes into collecting the data that is summarized in the proceeding pages. However, the collection and summarizing of the data is meaningless if the collected data lacks integrity. A strong agency uses its data in organizational decision making. Simply put, data that is not accurate or consistent means that this decision making is done with bad information. As a result, the right decisions cannot be made. Fortunately, some simple processes can ensure the integrity of the agency's data. Some of HOMES processes are noted below.

Reliability is meant to ensure that data is collected consistently and in a way that could be reproduced at another time and by other people. Because H.O.M.E.S does not use standardized tests or measures that can ensure reliability, other steps have been taken:

- Very few personnel are entrusted to tracking data. This tighter circle of employee limits misinterpretation.
- For all self-reporting measures with some amount of subjectivity, discussions and specific training with the team is ongoing to ensure that data is coded properly.
- Most data is gleaned directly from internal documents such as Medication Error Reports or Incident Reports, virtually eliminating any danger of the data not being collected the same way on another occasion. Much data is provided directly from the Sharevision site, which can run reports directly from its system.
- Unless otherwise noted, data measures all persons served, not just a sample. This means that reliability issues related to data sampling are not a factor.

Validity simply suggests that your data measures what it intends to measure.

- The organization's data is reflective of the needs of stakeholders as gathered from ISP's, surveys and plans, and is reflective of the agency's mission and values.

Completeness means that the data is as complete as possible and that obtainable data is not missing, be it intentionally or unintentionally.

Incomplete data has little value, as it may exclude entire groups of persons served or may be missing data that will greatly influence success towards missing a target.

- The number of individual records in all spreadsheets is routinely checked against the overall list of persons served to ensure that data is complete.



- All programs/service areas have an indicator and no groups are missing from data collection or analysis.
- All attempts are made to find any missing data. For data accessed from the Sharevision system, reports are run that allow the Quality Improvement Lead to identify persons served for whom data is missing.

Accuracy simply means that all data is recorded properly and that any errors are caught and corrected.

- Spot checks are completed by the Quality Improvement Director/Delegate to ensure accuracy.
- Data reports are double checked against actual documents on a quarterly basis. This ensures that potential errors are corrected in a timely fashion.

For this report, we collected data in the following service areas:

- Residential Services/Community Housing
- Health and Safety
- Human Resources/Workforce
- Home Share
- Respite Services
- Community Inclusion/Integration Services

For each of these service areas, we set targets and collected information about:

1. **Satisfaction**- stakeholder satisfaction surveys
2. **Effectiveness**- the results of services/supports for the person receiving services
3. **Efficiency**- the responsiveness of time and resources
4. **Business Functions**- Functional objectives to support the achievement of agency business; finance etc.
5. **Service Access**- Accessibility to services.

An outcomes approach involves:

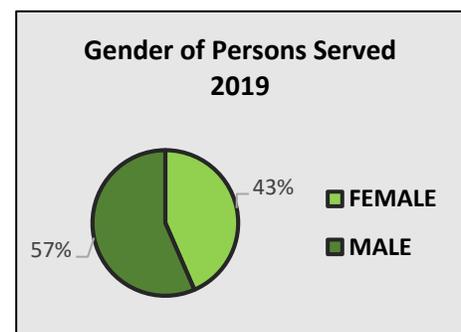
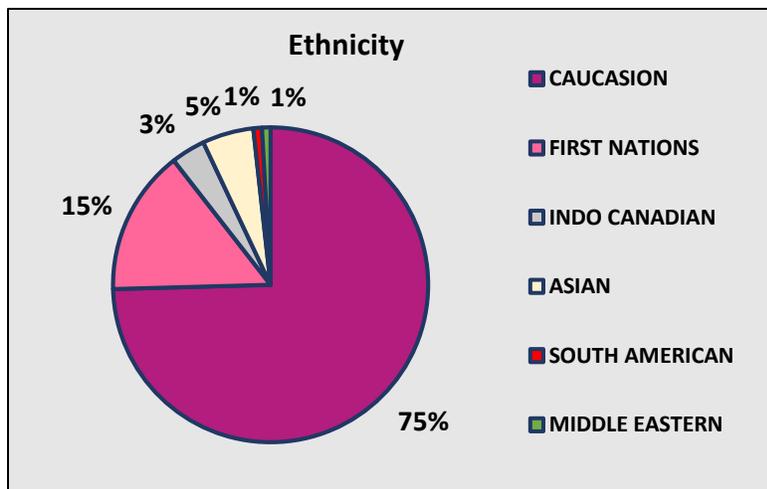
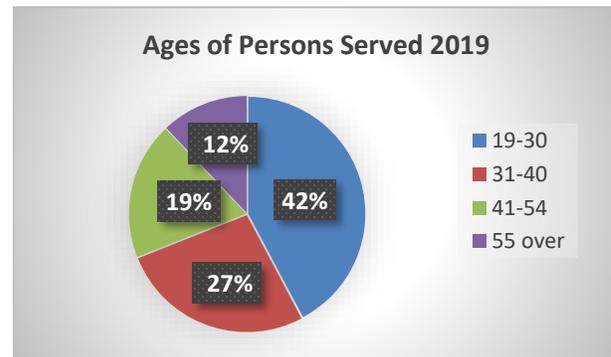
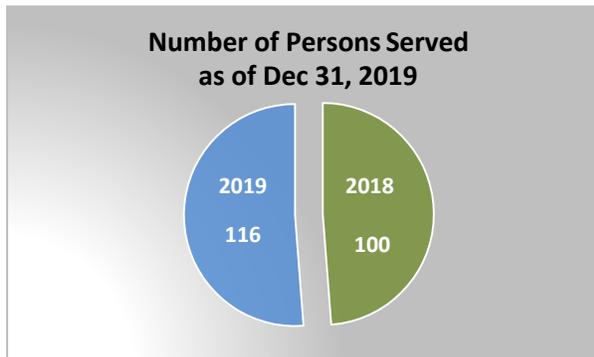
- Identifying the changes you hope for,
- Assessing what changes happen,
- Using the information about the results of your work to plan and deliver services so as to make the changes for persons served more likely.

H.O.M.E.S Performance Improvement Report is an integral part of an overall quality management system. Some of the components of that system include the following:

- Strategic Planning
- Compliance Reporting
- Risk Management Planning
- Accessibility Planning
- Information Technology Planning
- Human Resources Reporting
- Service Delivery Reporting/Critical Incident Reporting
- Health & Safety Reporting
- Financial Reporting

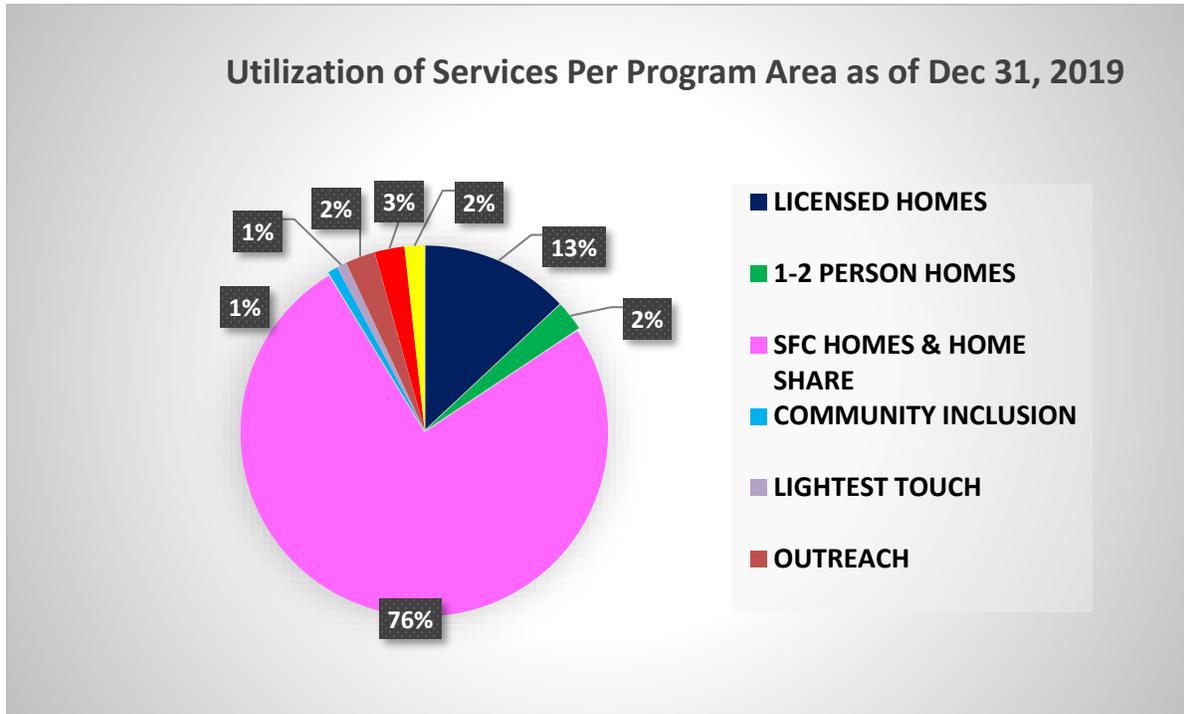
Overview of Services Provided in 2019

Demographics



SERVICES

In 2019, the H.O.M.E Society supported a total of 120 people in a variety of services and supports. The following outlines the number of persons served who utilize services:



Licensed Homes	15	Work Experience	35
1-2 Person Homes	3	Counselling Services	11
Supported Living	3	Community Inclusion	1
Home Share	88	Psychiatric Services	56
Respite Services	2	Lightest Touch	1
Outreach Services	3		

SATISFACTION

On an annual basis, we send out a survey to families, individuals served, employees, volunteers, community partners and other stakeholders, asking for feedback on H.O.M.E's services. We use this feedback as one way of ensuring that we are continuing to provide a consistent quality of service, and to ensure we are aligned with our strategic planning for the following year.

We use an "online survey", which offers a quick, anonymous and easy method of getting the input we require. This seems to be successful, especially for employees and contractors. Families and persons served seem to continue to prefer the paper copy.

In addition to our Satisfaction Surveys, we have various other processes in place for gathering input:

- Team Meetings
- Board Meetings
- H&S Committee Meetings
- Quarterly meetings with funders
- Online "suggestion" box
- Exit Interviews with individuals and employees who leave H.O.M.E.S.
- Employee Evaluations
- Communication with families and friends.
- ISP's
- Informal one to one meetings.

H.O.M.E.S received no formal concerns or complaints in 2019.



Satisfaction

Persons Served Satisfaction

Comparisons 2018-2019

The Persons Served Satisfaction survey is based on the eight Quality of Life domains.

The eight domains are:

- 1. Emotional well-being** – contentment, self-concept, lack of stress
- 2. Interpersonal relations** – interactions, relationships, supports
- 3. Material well-being** – financial status, employment, housing
- 4. Personal development** – education, personal competence, performance
- 5. Physical well-being** – health and health care, activities of daily living, leisure
- 6. Self-determination** – autonomy / personal control, personal goals, choices
- 7. Social inclusion** – community integration and participation, roles, supports
- 8. Rights** – legal, human (respect, dignity, equality)

Domain/Category	Satisfied Most of the Time		
	2018	2019	Change
Emotional well-being	85%	91%	+6%
Interpersonal relations	65%	55%	-10%
Material well-being	69%	77%	+8%
Personal development	55%	55%	0
Physical well-being	65%	74%	+9%
Self-determination	75%	77%	+2%
Social inclusion	52%	40%	-12%
Rights	82%	81%	-1%
Overall Average	68.5%	69%	No Change

Response Rate:
2018: 39% 2019: 44%
+6%

Outcomes of 2019 Action Plans:

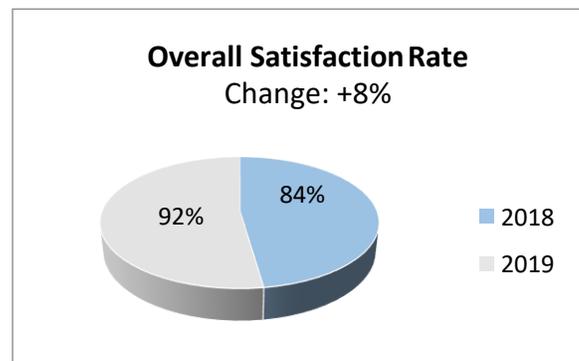
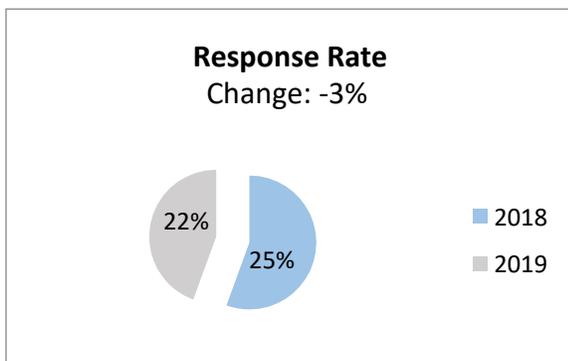
- We will continue to educate caregivers on the eight Quality of Life domains so that they and the folks they support are better able to understand the questions during the survey. **Achieved and maintained/ongoing.**
- We will educate the Home Share Providers so that they have a much clearer understanding of the questions and process. **Not completed, carried forward.**
- The surveys will be handed out at team meetings and Home Share meetings to promote a higher response rate. **While the surveys were handed out and discussed at PC meetings, they were not discussed with Home Share Providers.**

2020 Action Plans

- We will look at training a select group of caregivers who would be able to survey individuals. This would ensure proper understanding of the questions and how to record the answers.
- To hand out the surveys at team meetings and family network meetings.
- To discuss the importance of understanding the questions so that when/if people need to adjust the question(s), they are able to do so effectively. These discussions need to take place at team meetings and family network meetings.
- To promote the survey solely in an online format.

Caregiver Satisfaction

Caregiver Satisfaction Comparisons 2018-2019



Category	Satisfied		Increase and/or decrease Please see notes below **
	2018	2019	
Job Satisfaction	83%	72%	-11%
Ethics and Values	89%	98%	+9
Inclusiveness	94%	95%	+1%
Health and Safety	82%	100%	+18%
Leadership	71%	96%	+25%
Overall Average	84%	92%	+8%

Outcomes of 2019 Action Plans:

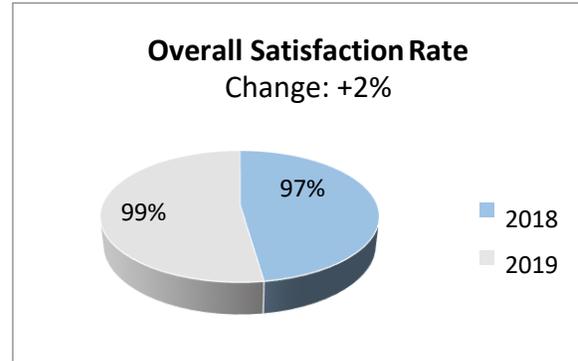
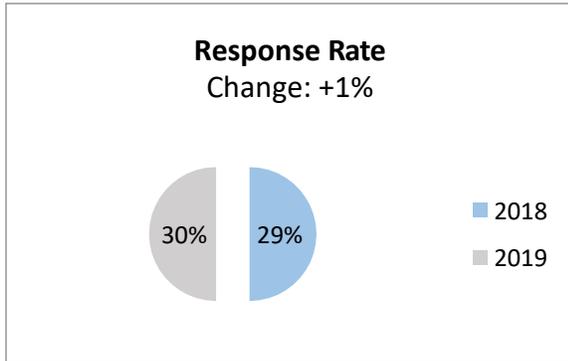
- To commit to helping our caregivers feel as safe as the folks we support.
We have committed to provide regular mentoring through GT talks. This has been very successful.
- To intentionally be attentive to our caregivers needs and mentor a culture of gentleness on a daily basis. *We held two employee appreciation events in 2019. GT talks and mentoring is ongoing.*
- Improve the training opportunities for all caregivers, including leadership advancement.
We held a Leadership Academy which was open to all interested employees. This was well attended and we will continue to provide like-minded training on a yearly basis. We provided goal/ISP training for the leadership team and interested caregivers. This will be provided as needed.
- H.O.M.E.S gave out years of service awards in December to recognize and celebrate our long-term caregivers.

2020 Action Plans:

- To continue our caregiver appreciation events on a bi-annual basis.
- Continue to provide unique training opportunities for leadership and employees.
- To intentionally involve caregivers in planning team events such as Run for Water.
- To pursue the options for employee recognition.

SATISFACTION

Contractor Satisfaction 2019 Comparisons 2018-2019



Contractor Satisfaction

Outcomes of Action Plans from 2019

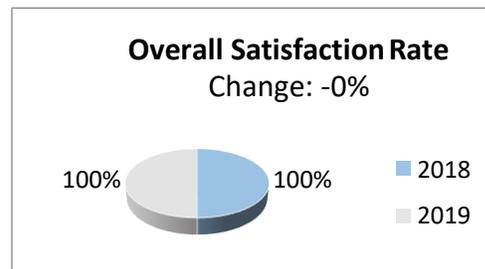
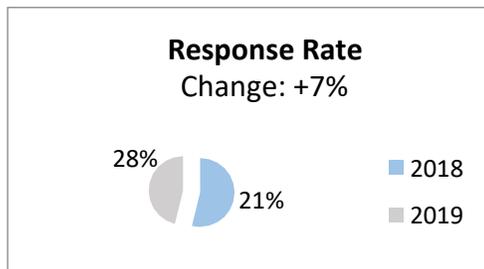
- To provide ISP/Goal training to the Home Share department so they are able to pass on the training to the Home Share providers.
This was completed in Oct 2019
- To explore the possibility of hosting a Contractor appreciation event.
This was not completed, carried forward.

Action Plan(s) for 2020

- To review and change the questions for the 2020 survey.
 - To promote the survey to increase the response rate.
 - To explore the possibility of hosting a Contractor appreciation event.
-

Satisfaction

Community Partner Satisfaction 2019 Comparisons 2018-2019

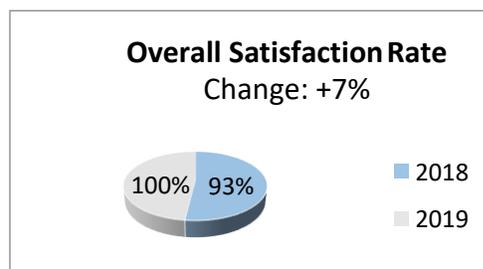
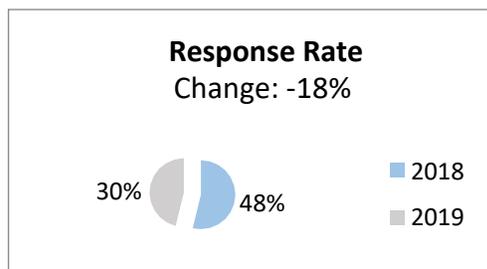


A few of the wonderful comments we received:

- H.O.M.E Society is always willing to support and/or partner with other community groups. Most recently they were the only organizations willing to take over organizing of one of our large community events following my retirement.
- Very responsive. I work with Naomi and Shelley and its always been a good experience.
- H.O.M.E.S is a real partner to us in ensuring our students have a quality and inspiring learning experience. From work placements, to guest speaking and panel examining, you have been a tremendous asset to us!
- I work directly with Anura and find him very helpful and easy to talk with.
- My experience over the past 20 years working in the field with individuals and families when there is a need H.O.M.E Society is one of the first to step up.
- I wish more places were like H.O.M.E.S.
- Extremely so. Very quick to respond and always with a 'can-do' attitude.
- Very dedicated group of employees, always prepared to go the extra mile.
- I have had an excellent working relationship with the staff at H.O.M.E.S and it has allowed us to provide continuity and consistency of care for the individuals that we collaborate on. To continue to develop our working relationship.

Satisfaction

Family Satisfaction 2019 Comparisons 2018-2019



A few of the comments we received:

- Keep up the good work everybody!
- This agency is by far the best of its type. Very open, approachable and welcoming.
- The Home Share families sometimes have trouble getting respite care for themselves.

Outcomes for the 2019 Action Plan(s)

- To continue to include Families in planning meetings for their family member.
Completed and ongoing.
- To ensure Families are invited to the annual Fun Day & BBQ's.
Completed and ongoing

Action Plan(s) for 2020

- To have a BBQ at the office which focuses on a 'family day' type theme.
- To ensure the family address list is updated on a quarterly basis.

EFFECTIVENESS

Aggressive Critical Incident Reports 2019 (with a comparison to 2018)

Objective	Indicator	Measure	Target	Outcome		Target reached	
				2019	2018	2019	2018
To lower the % of individuals involved in Aggressive Critical Incidents on an annual basis.	Critical Incident Reports	The % of persons served involved in “aggressive” critical incidents annually	Less than 10% of persons served involved in aggressive critical incidents annually.	21%	24%	No	No

Total Critical incidents per service area.	2019	2018	Change
Licensed Homes	19	32	-13
Single/Two Person Homes	1	0	+1
Home Share	43	47	-4
Total	63	79	-16

Discussion on significant increases/decreases:

- Of the 19 critical incidents in licensed homes, 13 were from one individual. (68%)
- There were 21 individuals involved in the 43 incidents in the home share department.

Outcomes of the 2019 Action Plan(s)

- To continue to promote the kitchen table talks to all of the caregivers, contractors. This will open the dialogue to increase knowledge of GT to all personnel in the hopes it can help support individuals to feel safer.

➤ *This has continued and is ongoing.*

Action Plan(s) for 2020

- To promote education and provide support through kitchen table talks and the Home Share networking group. This can become a standing item on the agenda for Home Share meetings.
- To utilize a safety plan whenever necessary to minimize the risk.

EFFECTIVENESS

Aggressive **Internal** Incident Reports 2019

Objective	Indicator	Measure	Target	Outcome		Target Achieved	
				2019	2018	2019	2018
To lower the % of individuals involved in aggressive internal incidents on an annual basis	Internal Incident Reports	The % of individuals involved in aggressive internal incidents annually	Less than 20% of individuals involved in aggressive internal incidents annually.	18%	21%	YES	NO

Total internal incidents per service area.	2019	2018	Change
Licensed Homes	173	198	-25
Single/Two Person	4	4	0
SFC	27	26	+1
Total	204	228	-24

Discussion

- Internal incidents had a drop of 24 incidents.
- 50% of the total Licensed Homes incidents occurred in one home. 52% of those incidents were attributed to one individual.
- Home Share Internal Incidents remained virtually the same in 2019.

Outcomes of the 2019 Action Plan(s)

- To potentially create a section for Internal Incidents to be included within the annual Critical Incident competency training module.
Not completed, carried forward
- To offer the competency training to Home Share Providers to expand on their knowledge.
Completed

2020 Action Plan(s)

- To create a section for Internal Incidents to be included within the annual Critical Incident competency training module.

EFFECTIVENESS

Service Delivery Outcomes

An ISP or a P.A.T.H can help turn a dream into a reality

The H.O.M.E. Society is required to provide all persons served with an Individual Support Plan (ISP) on an annual basis. Not only does H.O.M.E.S provide an extensive ISP annually, but we also provide each individual with the opportunity to have a PATH done as well. The ISP process starts with a gathering of folks, including the person served, along with folks who know them best- family, friends, advocates, companions, etc. Knowing what's important to the person, their hopes and dreams for the future, is the first step in the planning process. We want to focus our time and energy on what's most important to the person and help recognize the things that will help them achieve their desired goals. Goals need to be "SMART"- specific, measurable, achievable, realistic and time limited. The more precise the goals, the clearer and more focused the whole team's efforts are, and the more likely people are to be successful.

The following outlines the ISP's completed for 2019: *(with a comparison to 2018)*

ISP's completed per service area				
Home Share 2019	Home Share 2018	Change	Residential 2019	Residential 2018
59/88 eligible 67%	52/71 eligible 73%	HomeShare: -6%	18/18 eligible 100%	18/18 eligible 100%
100% Target Met	100% Target Met	Residential: No Change	100% Target Met	100% Target Met
No	No		YES	YES

** Eligible individuals are folks who have used H.O.M.E.S services/supports for at least 6 months.

Outcomes of the 2019 Action plans

- Home Share will complete QIP's for The HS Director, HS Manager and the HS Admin Support. These plans will link together to provide structure and organization for the ever-growing Home Share Department.
Completed
- An ISP "How to Guide" will be created. This will help assist the Program Coordinators as well as the Home Share Providers to better understand the process including goals.
Completed

2020 Action plan(s)

- To review the ISP status on a quarterly basis (as per QIP's)
- Ensure new Home Share providers have the ISP How to Guide.

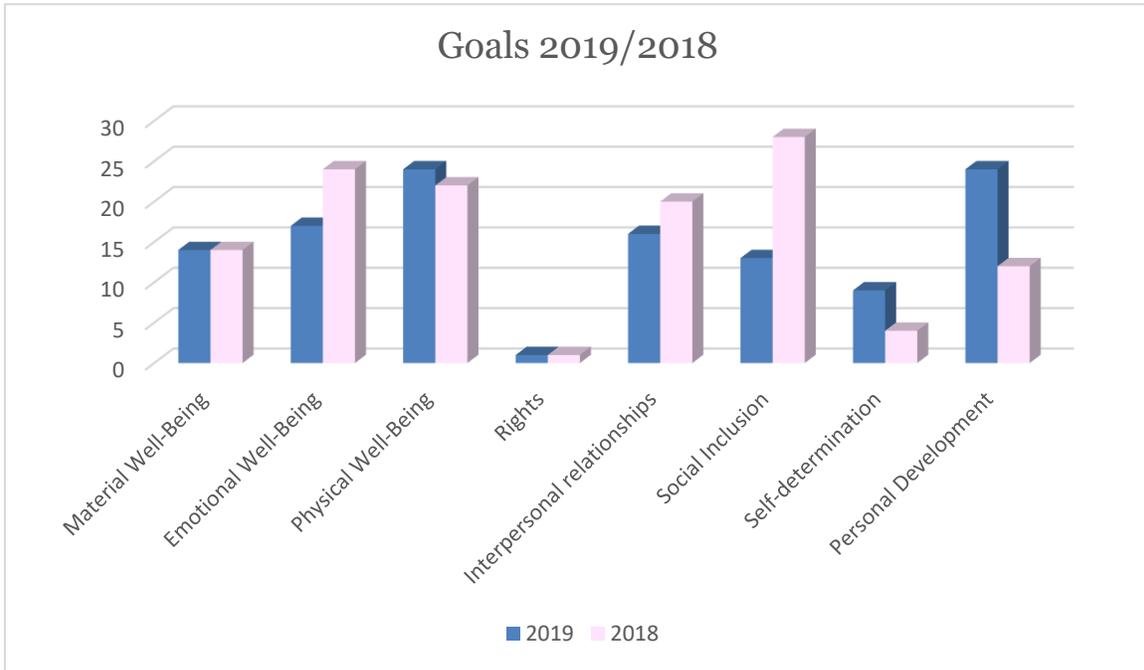
Individual Outcomes

Individual outcomes are statements about how a person's quality of life will look in the future- always hopefully for the better. For planning purposes, we categorize the outcomes into eight domains, keeping in line with Quality of Life.

1. Emotional Well-Being
2. Physical Well-Being
3. Material Well-Being
4. Interpersonal Relationships
5. Social Inclusion
6. Rights
7. Personal Development
8. Self-Determination



2019 Goals



Total Goals Started	Total Goals Started	Difference	Goals Per service area	
2019	2018		2019	2018
118	125	-8	HomeShare=98 Residential=20	HomeShare=86 Residential=39

The following outlines the Goal Status as of Dec 2019:

10 were discontinued	88 were achieved
9 have no status	10 were renewed

Outcomes of the 2019 Action Plan(s)

- As part of the new ISP Guide, we will include a section on goals.
Completed
- To provide regularly scheduled goal training to Home Share Providers.
Completed and ongoing

2020 Action Plan(s)

- To review the current goals on a quarterly basis to ensure their status is accurate.
- To ensure new Home Share Providers have goal training as part of their orientation process.

EFFECTIVENESS

Human Resources

Employees are one of the H.O.M.E. Society's greatest resources. It's imperative to the overall quality and level of service that there is a consistent, well-trained and positive workforce. Recruitment and Retention is a current challenge for employers in the Community Living Sector. H.O.M.E.S has attended career fairs, presented at local colleges and done a Social Media blitz with advertising in order to attract new employees.

We dedicated a lot of resources towards hosting a Leadership Academy at Riverside College in Mission. We opened the Academy to all interested employees and we were able to include 5-6 of our permanent Community Support Workers in the training. This will be helpful for succession planning in the future.

We held two Employee Appreciate nights which were a huge success. Both of these events were held at Chances Casino in Abbotsford. We will continue to host these events at least twice a year.

Training/Education

- Our analysis of required training shows we are at 98% of employees meeting their requirements on a consistent basis.
- Home Share Providers participated in monthly Sharevision training.
- We participated in two career fairs, one at UFV and the other at Riverside College.
- We have opened our GT training to outside groups.
- We have contracted with like-minded agencies to provide GT Training.

Outcomes of the 2019 Action Plan(s)

- To hold two employee appreciation nights and do a wide spread advertising blitz to increase the number of participants

2019, we hired 15 new employees and we said good-bye to 12 employees. The following outlines the reasons for leaving:

Discharged for Cause: 2	Moved: 1
Returning to School: 4	Got another Job (Promo): 3
Personal/family issues: 2	

EFFICIENCY

WCB, SICK TIME, EVALUATIONS AND TURNOVER

WCB

Objective	Indicator	Measure	Target	Outcome		Target Reached	
				2018	2019	2018	2019
To reduce the days lost due to WCB claims	Days lost to WCB claims	The average number of work days lost per employee due to a WCB claim.	3 days or less annually	1.72	1.85	YES	YES

Sick Time

Objective	Indicator	Measure	Target	Outcome		Target Reached	
				2018	2019	2017	2019
To reduce the amount of sick days used per employee	Sick Days Utilized	The average number of sick days utilized per permanent employee on an annual basis.	5 or fewer days per employee per year.	7.22	6.55	NO	NO

Performance Evaluations

Objective	Indicator	Measure	Target	Outcome		Target Reached	
				2018	2019	2018	2019
To increase annual Performance Evaluations per employee.	Performance Indicators	The percentage of FTE & PTE employees within the organization for whom a "Performance Evaluation" is completed annually.	2018= 85% 2019= 90%	90%	93%	YES	YES

Employee Turnover

Objective	Indicator	Measure	Target	Outcome		Target Reached	
				2018	2019	2018	2019
To reduce the amount of annual employee turnover	Employee Turnover Indicators	The percentage of employee turnover on an annual basis	10% or less per year	13%	11%	NO	NO

Discussion

WorkSafeBC

- WCB days lost per employee increased by .13 days annually. We had a few long-term claims that WorkSafe reimbursed part of the cost back to H.O.M.E.S. This was done because of pre-existing conditions prior to the employee being injured at H.O.M.E.S.

Sick Time

- Our sick days used per employee decreased in 2018 from 7.55 to 7.22. (We include sick time used by employees during the year in which they ceased to be an employee.)

Performance Evaluations

- Like 2018, we again reached our target for completing evaluations in 2019.
- We have increased our target to 95% for 2020.

Employee Turnover

- H.O.M.E.S turnover rates continue to be amongst the lowest in the sector. A contributing factor is many Home Share Providers start out as employees and transition into the Home Share service area of H.O.M.E.S. We also have two separate seniority lists. At times, an employee may opt out of one area and work in the other. This can appear as though the employee has left (on the one side) but in reality, they are still an employee of H.O.M.E.S. Our employees have often told us they are grateful for being able to work in two separate areas because it eliminates the need for them to have a second job with another employer. This encourages people to stay.

Health & Safety

Indicator	Measure	Target	Outcome		Target Achieved	
HomeShare H&S Inspections	The percentage of Health and Safety Inspections conducted annually at SFC homes that use a unionized caregiver.	100% of HS Homes who use a unionized caregiver will have an annual H&S inspection.	2019	2018	2019	2018
			100%	100%	YES	YES
Indicator	Measure	Target	Outcome		Target Achieved	
Residential H&S Inspections	The percentage of Health & Safety site inspections conducted every 6 months at group homes, single homes, activity facilities and the main office.	100% of residential sites will have bi-annual H&S Inspections	2018	2019	2018	2019
			100%	100%	YES	YES

Outcomes of the 2019 H&S Action Plan(s)

- To promote our H&S Committee via Social Media and Newsletters.
Done.

2020 Action Plan(s)

- To explore H&S courses for the committee to take as a group.

Medication Errors

Indicator	Measure	Target	Outcome		Target Achieved	
			2018	2019	2018	2019
Medication Errors	The percentage of staff medication errors	NO medication errors	26	8	NO	NO
Service Area		2018 Errors	2019 Errors	Increase/Decrease		
Licensed Homes		24	8	-16		
Smaller Homes		1	0	-1		
Home Share		1	0	-1		
Total		26	8	-18		

Outcomes of 2019 Action Plan(s)

- To ensure the medication double checks are being done directly after the medications have been distributed.
Completed and ongoing.

2020 Action Plans

- Review the Medication Competency Training handbook at team meetings on an annual basis.
- Continue to ensure medication double checks are completed.

Service Access

Community Integration/Inclusion Services

At H.O.M.E.S, we offer “Individualized Community Inclusion/Integration Services” which are designed for Individuals with complex support needs. Caregivers plan personalized activities which are geared towards getting out into the community and giving back to the community. All individuals supported are able to access a variety of services with their caregivers.

H.O.M.E.S also offers all interested individuals work experience opportunities. These range from receptionist, janitorial work, lawn crew, delivery services, filing, and paper shredding and recycling. Access to these services is based on the persons served interests.

H.O.M.E.S Social Enterprises have opened the doors to many work-related opportunities. There is rarely a wait time for folks who would like to access these services.

Home Share Services

- Previously, many of H.O.M.E.S Home Share homes were formed when an existing caregiver has established a healthy and meaningful relationship with an individual they support.
- Access to this service reflects the importance of having the individuals and family members involved in the selection of care providers as well as in the planning process. Any specific needs can be addressed prior to the individual moving in with a family.
- Often the families will approach Home Share with a care provider already identified.
- There are times when access to a Home Share service may be delayed/discontinued due to the unsuitability of caregiver and person served. In these (uncommon) situations, we do our best to find a more suitable match to ensure a potential relationship will last.
- Finding suitable homes can pose a delay at times, especially with a limited rental market. This continues to be a barrier in 2018.

Residential Home Services

- Access to our licensed residential services is usually determined by CLBC and the availability of space in the home. The time it takes to access the service depends on the person's needs and wants. Many times, CLBC will refer an individual and H.O.M.E.S has accommodated that individual by doing personalized renovations to the specific needs of the person.

Respite Services

- Access to H.O.M.E.S Respite Services is determined through CLBC. Once a referral for respite is received from CLBC, we do our best to quickly start the process of matching suitable folks from our personnel pool.
- Many of our Home Share contracts have respite built into their contracts. This helps keep the delivery of service stable as it provides a break to not only the contractor(s) but also to the person served.

Service Access Indicator	Target	Data/Source	2019 Results	Target Met
The % of persons served who indicate their unique needs are being met and they are able to access the service they choose.	90%	Survey's/Interviews Meetings	95%	YES

Business Functions

2019 Performance Indicators Outcomes

1. To lower the cost of overtime by a minimum of 15% in 2019 by having a sufficient casual caregiver pool.

OT Cost Difference	Reg	HS	Target Met	Total	Cost Difference
OT 2018	22532.29	0.00	NO	22532.29	0.00
OT 2019	23890.31	67.95	NO	23958.26	+6.33%

2. Increase housing options by networking with local realtors. Perhaps a board member who is a realtor could be helpful.
This is ongoing as needs arise.
3. Increase H.O.M.E.S social media profile on Facebook, Twitter and LinkedIn to increase H.O.M.E.S public profile.
While we did not create a Twitter or LinkedIn account, we have contracted with web-design company to build a new website for HOMES.

**These business function indicators will be carried forward and reviewed as necessary.



Thank you to everyone for another successful year at
The H.O.M.E Society.