

Each year, as part of Nanaimo Association for Community Living (NACL)'s quality assurance process, we review how well we did in managing the Association and providing services and programs.



In the past year, NACL has achieved success in the following areas:

- ✓ *The Uplands Housing Project was completed in October 2020, and apartments are all rented out. The Uplands Outreach Service provides support to individuals living in the apartments.*
- ✓ *Receiving an Award of Excellence under the Affordable Housing category for our Uplands project at the 2021 Vancouver Island Real Estate Board (VIREB)'s Commercial Building Awards.*
- ✓ *The Actions Day Program redesign continues, with Life Long Learning merged into the Actions site and its curriculum incorporated into vocational classes that will run from September through June, focusing on skill development and job readiness. The intention is to have both Vocational Counsellors facilitate together.*
- ✓ *The Hammond Bay Road duplex is serving now adults on both sides (Sherwood and Nottingham Homes), as the youth originally served at Sherwood turned 19 over the past year.*
- ✓ *NACL's communications continues in full swing, with regular social media coverage (Facebook, Twitter, Instagram, and LinkedIn) and regularly updated website.*
- ✓ *Eclipse HR Solutions partnered with NACL to offer two sessions of a Youth Leadership training program.*
- ✓ *NACL introduced Trust-Based Relational Intervention (TBRI) training to further enhance skill sets for our youth-based program staff.*
- ✓ *NACL completed its first virtual CARF survey in December 2020 (our sixth survey overall), receiving a near-perfect score with only one recommendation provided.*
- ✓ *NACL's Health and Safety Policy and Procedures were once again reviewed and updated to meet the WorkSafeBC Certificate of Recognition (CoR) standards, and the Association successfully passed the audit in January 2021 to continue its CoR Certification.*





- ✓ *The Joint Occupational Health and Safety Committee continues to have a dedicated membership and consistent monthly meetings. The Committee received a 100% score on the WorkSafeBC Certification of Recognition audit. The Committee focused on training for 2021, with training topics including investigations, inspections, and staff team mental health.*
- ✓ *NACL continues to work on consistency in the Person Centered Planning (PCP) process. The Person Centered Practices/Employment Services Manager has been working with Program Managers and staff teams to ensure a meaningful planning process, and reliable documentation of information.*
- ✓ *NACL received the summary report for Community Living BC (CLBC)'s includeMe! project in May 2020, measuring quality of life from the perspective of persons served. The results were shared on NACL's website (www.nanaimoacl.com/resources), and the recommendations informed both our previous PAOM Report and current approaches to service delivery.*
- ✓ *Implementation of team-based Compassionate Communication training on an agency-wide level, including partnering with Myriam Verzat of Reconnect to develop video-based modules as a result of COVID-19 preventing in-person training.*
- ✓ *NACL conducted a review of current/future housing with an internal Housing Committee (including the assistance of an experienced housing consultant), assessing current property holdings to look at potential changes in line with consumer demand. As of the writing of this report, priorities included initiating subdivision of 3401 Uplands Drive to enable the sale of both homes on the property, with the intent to keep and develop the lower portion of the land to create future housing for seniors or youth in transition, depending on determined needs. Also, our vacant property at 5831 Hammond Bay Road was sold and the proceeds set aside for future housing opportunities.*
- ✓ *NACL partnered with Vancouver Island University on two projects in 2021 – a Community-Based Applied Interdisciplinary Research (CBAIR) survey/report, with three students discovering barriers to local businesses for employing people with diversabilities, plus an internship from January to May 2021 focusing on developing an Indigenous Relations Framework for future connectivity and hoped future partnerships/service provision with our local Indigenous communities.*
- ✓ *Under the guidance of Marsha D'Angelo of Apostrophe, NACL engaged in a virtual process involving NACL's Board, senior staff and other employee representatives, self-advocates, external stakeholders, and focused questions within our annual survey process (targeting specific internal audiences) to develop a new Strategic Plan; including a new Vision, Mission, and Goals to guide the Association's direction for the next 3-5 years.*
- ✓ *The impact of COVID-19 on NACL has continued to be significant, but the Association developed a robust COVID-19 Response (Exposure and Control) Plan to address risks and ensure implementation of mitigation strategies, such as Personal Protective Equipment (PPE) and physical distancing. Updates have reflected Provincial Health Office direction during the pandemic, and communiques have been frequent – ranging from weekly to monthly, as appropriate – with all shared transparently on NACL's website (www.nanaimoacl.com/event) for easy reference.*





Priorities for the coming year include:

- ✓ *Ongoing diligence in managing and administering services during the COVID-19 pandemic, continuing to follow Provincial Health Office (PHO) guidelines/direction; and, the development of plans for Association management in the post-COVID world.*
- ✓ *Obtaining Board approval to move forward with the new Strategic Plan Vision/Mission/Goals, then developing deliverables to achieve them.*
- ✓ *Related to the newly-developed Strategic Plan, further refinement of a performance review summary report (“dashboard”) for the Board that provides meaningful and interesting information on the effectiveness of NACL services.*
- ✓ *Continued development of the Person Centered Planning process to determine and evaluate (providing evidence for) how we are improving the lives of persons served.*
- ✓ *Continuing our communications strategy with regular social media presence and website updates (including Strategic Plan-related updates), movement away from paper documentation (i.e. brochures) towards electronically-provided information wherever possible, and updates to all relevant platforms related to NACL’s 35th anniversary in July 2021.*
- ✓ *Develop/conduct an annual review of Outreach Services at Uplands.*
- ✓ *Continued provision of residential services for youth, including recruitment and training of staff and Person Centered Planning with individual youth, to ensure supports meet their needs.*
- ✓ *A thorough review of NACL policies, procedures, and other documentation to ensure they fully meet both CARF and MCFD Child and Youth Care standards.*
- ✓ *Ongoing redesign of Actions Day Program, including implementation of a dedicated longer-term curriculum period (September to June) for vocational-related training.*
- ✓ *Fully implementing ComVida’s automated callout system by early September 2021.*
- ✓ *Having Peter Letts (Quality Assurance Manager) complete certification to become an internal auditor for the BC Municipal Services Association, thereby enabling him to complete NACL Certificate of Recognition (CoR) audits in the years not requiring an external auditor and to potentially assist other organizations needing WorkSafeBC CoR audits.*
- ✓ *Expanding and enhancing our successionship plan to provide a more holistic approach to senior position replacement, identifying an annual process that identifies incremental steps to ensure a smooth transition.*
- ✓ *Follow-up and action taken on recommendations of the Vancouver Island University (VIU) Community-Based Applied Interdisciplinary Research (CBAIR) report to help reduce barriers to employing people with diversabilities.*
- ✓ *Further developing community partnerships with a number of local groups, including Memorandums of Understanding (MoUs) if warranted through operational overlap. In addition to developing housing opportunities with Nanaimo Affordable Housing Society (NAHS), we hope to enhance relations with Nanaimo Foodshare Society, Literacy Nanaimo, John Howard Society, Nanaimo Child Development Centre, and local Indigenous communities.*
- ✓ *Resubmitting proposal for seniors’ housing in partnership with NAHS to BC Housing and proceeding as directed by BC Housing on approved initiatives related to the lower 3401 Uplands Drive property.*



- ✓ *Offering agency-wide opportunities for Indigenous-related education, initiated with the Senior Management Team piloting the online Indigenous Canada course through the University of Alberta for certificate credit.*
- ✓ *Based on the recommendations of the VIU student intern’s report from May 2021, solicit interest in and develop an Indigenous Relations Team at NACL to help facilitate potential future service delivery in partnership with local Indigenous groups.*

Management Review 2020-2021

In reviewing the management of the Association, we surveyed the members, staff, and stakeholders to get feedback on how we did.

Our **membership** gave us the following feedback:

- ✓ *94% of members who responded agreed that NACL communications, like The Bulletin, keeps them well informed.*
- ✓ *100% of respondents indicated they would be interested in attending NACL community events!*
- ✓ *Once again members identified workshops, fundraising, and peer support as preferred events.*
- ✓ *100% have now visited the revamped NACL website!*



The responses showed us that:

- ✓ *Social media followers have increased from last year to 53%, but with 35% of respondents not following social media, NACL still needs to ensure members are reached through other means.*
- ✓ *59% make it a practice to attend the AGM, and 24% as much as possible. In 2020, the AGM was held virtually due to the pandemic with good attendance.*

Staff surveys showed most staff have high job satisfaction and feel valued:



- ✓ *89% of those who responded rated their job satisfaction as 7 or higher on a scale of 1 to 10, this is a 2-point increase over last year and has steadily increased over the last several years.*
- ✓ *83% of staff agreed that they feel valued as an NACL employee, and 91% are proud to work at NACL.*

SURVEY ITEM	RESULT
I feel the work I do makes a positive difference in the lives of the people we support.	97% of respondents agreed.
I am pleased with how NACL has continued to respond to the COVID-19 crisis.	84% of respondents agreed.
I would recommend employment at NACL to my friends.	90% of respondents agreed.



Strategic Planning 2021

This year’s surveys included questions about NACL’s strengths and what the Association could do to be more effective.

Family members’ comments on strengths included:

- ✓ *Person-centered approach to support, well-trained staff, seeks creative opportunities in supporting housing, work, and social activities; and*
- ✓ *Keeping the persons served in the forefront and always looking for ways to build and improve upon.*

Comments on effectiveness included:

- ✓ *Perhaps more visibility in the community (when COVID permits) relative to inclusivity; and*
- ✓ *More housing designed to meet [person served’s] needs for safety, support, and to promote independence.*

Our **stakeholder survey** showed us that they think we’re doing a good job:

SURVEY ITEM	RESULT
NACL staff are professional and courteous.	100% of the stakeholders agreed.
Issues and concerns are dealt with in an effective and efficient manner.	100% of the stakeholders agreed.

Program Review 2020-2021

In the programs and residences, we looked at four things to help us figure out how we’re doing:

1. *How happy people are with our services.*
2. *How well we served everyone and met their goals or needs.*
3. *How good we are at serving as many people as we can in our programs.*
4. *When people were referred, how many of them are we able to serve.*



Actions and NACL Employment Services

2020-2021 was a challenging year at **Actions Day Program**. Program changes based on feedback from participants and their families were just underway when the COVID-19 pandemic hit, resulting in a major shift on how the program could be delivered. The Actions Day Program will need to continually be creative and flexible to meet the needs of participants during the pandemic.

NACL Employment Services also had challenges, as some people were laid off from their jobs. The program staff have done their best to maintain support for people served and ensure they get back to work as soon as possible.

The 2020-2021 Actions and Employment Services surveys were conducted via Google, as mailing paper surveys wasn’t practical during the pandemic. Fortunately, with staff supporting participants to respond



and family/caregivers or employers having easy access to the surveys online, we received an excellent number of surveys – and most people got a chance to provide feedback:



- ✓ **100%** of people served at Actions responded they were satisfied with the program. **93%** agreed that they enjoy being at the program, with no-one disagreeing with this. **89%** agreed with “I am well supported in the program activities.”
- ✓ While **78%** of family/caregivers of Actions participants responded they were satisfied that the program is meeting the needs of the person served, there were **11%** who were not satisfied. This was mainly due to program activities being curtailed by the pandemic.
- ✓ **100%** of people served in Employment Services responded that they were satisfied with the program. **97%** agreed they are well supported in their job search, and **97%** agreed they are well supported once they have a job.
- ✓ **100%** of family/caregivers of people served by Employment Services responded they were satisfied the program was meeting the needs of the person served.
- ✓ **100%** of employers agreed with “I’m happy with the person working at my business,” and **100%** were satisfied with the work of Employment Services staff.

NACL Employment Services partners with employers from Nanaimo who run a variety of businesses. In late 2020 and early 2021, NACL ran a series on our social media channels profiling individuals and their employers who support NACL.

Staffed Residential Services (Group Homes), Home Share, and Uplands Outreach Services

- ✓ **95%** of people served in Staffed Residential Services and **100%** of people served in Home Share agreed with the survey statement “I’m well cared for in my home.”
- ✓ **90%** of people served in Staffed Residential Services agreed with the statement “I like living in my home.”
- ✓ **100%** of people living at Uplands love their new townhome and neighbours.
- ✓ **100%** of people served in Home Share are happy where they live.
- ✓ **93%** of family members indicated they were satisfied that the home is meeting the needs of their family member.
- ✓ **97%** of family members agreed with “I trust the people who support my family member.”
- ✓ **91%** of Home Share Providers agreed that “I am supported by the Home Share Manager in providing service to the person(s) I share my home with.”





...from people served at the **Day Program** and **Employment Services** on what NA CL does well:

- ✓ *“They take me out. I feel like part of the community. I feel like if I have an activity or something, it is always wheelchair accessible.”*
- ✓ *“They support me in whatever I need, and they support me while I am here, and they listen to me when I need to clean or do other activities. They are friendly. As small as this is, it is important. It’s important that I know staff are here for me, and I appreciate the help.”*
- ✓ *“Cause I like coming here, and they are good at helping me find a job.”*
- ✓ *“Lots of things. You are working hard for me to be included. Really focused at your jobs.”*

- ✓ *“Committing to the task of job search that the person (myself) wants, and not giving up on that.”*
- ✓ *“All the support; respect everything about the service I like.”*

...and from the people served in **Staffed Residential Programs** and **Home Share**:

- ✓ *“I think you help make a good match between the [Person Served] and the Home Share Provider.”*
- ✓ *“They do a good job of supporting me.”*
- ✓ *“They have been very supportive during COVID, checking up on how I am doing.”*
- ✓ *“Hiring the beautiful people who look after me.”*
- ✓ *“Provide quality care.”*
- ✓ *“Personalized professional and compassionate care, with kindness, creativity, and humour.”*
- ✓ *“They maintain a clean, safe living environment with sufficient attentive staff that meet our family member’s needs.”*





Person Centered Planning Goals



The Association was able to figure out how well they served people by the progress made on **Person Centered Planning (PCP) goals**.

Everyone chooses their own personal goals, and the PCP Goals are grouped by Quality of Life Domains to help us understand what area of a person’s life their goals focus on. Goal Progress is reviewed and determined to be either no progress, minimal progress, satisfactory progress, or excellent progress.

Below we show the percentage of everyone’s goals that are in each domain (sorted by most goals in that category to least), and how well they did with the percentage of both satisfactory and excellent progress.

Actions Day Program had good success in meeting Person Centered Planning Goals in a few Quality of Life areas, but the COVID-19 pandemic limited progress on many goals this year:

Program	Quality of Life Domain	% Goals in Domain	% Goal Progress Rated at Excellent and Satisfactory
Actions Day Program	Emotional Well-Being	11%	33%
	Interpersonal Relations	7%	50%
	Material Well-Being	13%	27%
	Personal Development	28%	52%
	Physical Well-Being	9%	57%
	Rights	1%	100%
	Self Determination	20%	50%
	Social Inclusion	11%	67%

Employment Services had very good progress on all goals, with most focused on Material Well Being as people get jobs and earn a living:

Program	Quality of Life Domain	% Goals in Domain	% Goal Progress Rated at Excellent and Satisfactory
NACL Employment Services	Emotional Well-Being	11%	80%
	Interpersonal Relations	3%	100%
	Material Well-Being	54%	88%
	Personal Development	11%	70%
	Physical Well-Being	1%	100%
	Rights	0%	N/A
	Self Determination	10%	67%
	Social Inclusion	9%	88%



For those living in **NACL Staffed Residential Services (Group Homes)**, progress went well in most areas, with social inclusion and interpersonal relations affected by the pandemic:

Program	Quality of Life Domain	% Goals in Domain	% Goal Progress Rated at Excellent and Satisfactory
Residential	<i>Emotional Well-Being</i>	17%	72%
	<i>Interpersonal Relations</i>	20%	44%
	<i>Material Well-Being</i>	2%	80%
	<i>Personal Development</i>	17%	56%
	<i>Physical Well-Being</i>	17%	87%
	<i>Rights</i>	2%	40%
	<i>Self Determination</i>	10%	74%
	<i>Social Inclusion</i>	13%	33%

Those living in **Home Share** are working hard on their goals, with good progress on Emotional Well-Being and Self Determination:

Program	Quality of Life Domain	% Goals in Domain	% Goal Progress Rated at Excellent and Satisfactory
Home Share	<i>Emotional Well-Being</i>	10%	90%
	<i>Interpersonal Relations</i>	12%	67%
	<i>Material Well-Being</i>	18%	61%
	<i>Personal Development</i>	16%	63%
	<i>Physical Well-Being</i>	18%	66%
	<i>Rights</i>	3%	67%
	<i>Self Determination</i>	9%	78%
	<i>Social Inclusion</i>	12%	42%





The Association tried to be as efficient as it could by serving as many people as it can in each program – in other words, making sure each program reached capacity.

- ✓ **Home Share** continues to serve over a hundred people, and is one of the most efficient ways to provide residential services.
- ✓ The pandemic has significantly affected **Actions Day Program's** ability to serve those who participate. Occupancy limits in the program space and disruptions in attendance have reduced the number of people served over the past year.
- ✓ While **NACL Employment Services** had disruptions in employment for people served, they were able to maintain service to the 29 people in the program.
- ✓ NACL's **Staffed Residential Services (Group Homes) for adults** currently serves 34 people and all homes are at capacity.
- ✓ The **children's Westwood Lake Home** has respite beds and has served 11 people since opening in spring 2020. Currently, seven children are being supported.

The Association tries to accommodate all those who are referred to our programs and services by Community Living BC (CLBC) and the Ministry of Children and Family Development (MCFD). Once a referral is received, NACL makes every effort to serve the person as soon as possible; however, many circumstances affect the start date for that person such as transportation to the program, transition timing to new homes, personal circumstances, and/or finding a suitable Home Share.

Conclusion



Given the intense strain the agency has been under over the course of the past year, we are proud of our quantitative outcomes – and consider it a testament to our overall organizational resiliency that we were able to provide effective care during a global pandemic.

The coming year is likely to be just as challenging, and it will be incumbent on all of us to continue to care about and support each other as we work through these trying times.