

INDEPENDENT LIVING HOUSING SOCIETY OF GREATER VICTORIA



**WHERE LIVING YOUR BEST LIFE
ALL COMES TOGETHER**

2019 Annual Report

Mission Statement

To provide safe and comfortable homes where people with diverse abilities are supported to achieve more independent lifestyles.

Vision Statement

My home, our community, a world where everyone is welcome.



History of ILHS

The Independent Living Housing Society was founded in 1976 by a group of people who lived at the Gorge Road Hospital in its Extended Care Unit. They shared the desire to live a more independent lifestyle free of institutional constraints, and had a meeting to discuss new and innovative housing options. Out of those people, four decided that they were compatible and could live together. They were also willing to take responsibility for hiring and firing care workers, looking after the physical maintenance of a house, and paying the rent, utilities, and their household expenses. A renovated, wheelchair-modified house in the Swan Lake area was purchased and the first Individuals supported moved in on May 25th, 1976. In 1978, a second home was opened in the Tillicum area. It was a newly constructed home designed specifically to address the needs of persons with physical, mental, or multiple challenges.

The new Society was initially operated under the auspices of the G.R. Pearkes Clinic and funded by a cross section of government ministries and other non-profit organizations. The formal mission of the new Society was developed, "To respond to the expressed consumer need for independent living by providing and assisting with community based independent living options for persons with physical or developmental challenges." The opportunity was thereby created for any person who so desired to be in control of their environment and all decisions concerning their personal needs and care, who their roommates would be, home furnishings and décor, house maintenance, meal planning and preparation, as so on. As the organization grew, administrative work originally handled by the residents was transferred to the Society. On October 2, 1986, G.R. Pearkes Clinic turned the houses over to the ILHS for \$1.00.

The ILHS subsequently developed and constructed a house in the Gordon Head area, which was officially opened on June 22, 1990. It is a licensed home funded by the Ministry for Children and Family Development, Services for Community Living Branch. To protect the assets of the new home, a separate society was formed in 1988, called the Independent Living Housing Society Of Greater Victoria. The two societies later amalgamated, as both were serving the needs of the same group of people. Throughout the 1990's, the Independent Living Housing Society opened three other housing resources: a home located in the Gordon Head area, a house in the Swan Lake area with two permanent Individuals supported and three respite beds, and one floor of an apartment building in the Tillicum area with seven, one-bedroom apartments. The Independent Living Housing Society continues to work to provide opportunities for individuals to develop a more independent lifestyle in a very active way, and to the extent that they are able,



manage housing finances, participate in decision-making, and direct activities of daily living.

In 2020, ILHS will begin operations of five barrier free units in the Westview apartment complex.



A Message from our
President –
Heidi Bada

The Independent Living Housing Society (ILHS) has enjoyed another strong year, with continued growth in our Home Share and Host Agency services. The Board of Directors is excited about the organization's continued partnership with Capital Region Housing and looks forward to the May 2020 opening of Westview apartments. ILHS has a strong financial position while providing services to Individuals supported and maintaining great community and sector relationships. The Board is pleased with the recent Collective Agreement wage increase established in the last round of bargaining; it not only improves our ability to recruit and retain employees, but also improves the lives of our current employees. With engaged staff, committees, and board members, ILHS continues to fulfill our mission to provide independence in a welcoming world.

A Message from our
Executive Director –
Tammy Khanna

The Independent Living Housing Society has enjoyed a strong year including continuous growth in both our Home Share and Host Agency services, planning for several capital projects, and moving our Administration Office to a larger space that will provide us with in-house training and meeting space. The Leadership team welcomed Mike Ralph, LPN, to the team and Mike has assumed the Hawthorne House Manager role. ILHS is excited to welcome CARF surveyors in late Spring 2020 for our fifth CARF survey.

A Message from our
Cultural Committee

The Cultural Committee met several times this year to review upcoming goals and build educational opportunities and events around diversity and inclusion. Each ILHS house celebrates a variety of different holidays and employees and Individuals supported are encouraged to share their traditions so we can learn from each other.

Last year, events included Ocktoberfest, Fiesta Phillipino, a summer Luau, Canada Day and Christmas.

The Cultural Committee is dedicated in providing diversity and inclusion training opportunities to everyone and this is addressed in our annual Respectful Workplace training.

Throughout the year we recognize the cultural diversities in our community and celebrate Anti-bully Day, International Day of Family, Rainbow Day and many more.

Report from the Joint Occupational Health & Safety Committee

There were eighty-two (82) internal report forms submitted in 2019 and summarized individually before tracking trends.

Each incident and subsequent report was analyzed on an individual basis and an action plan was developed by the Manager and Executive Director to address any individual complaints or concerns.

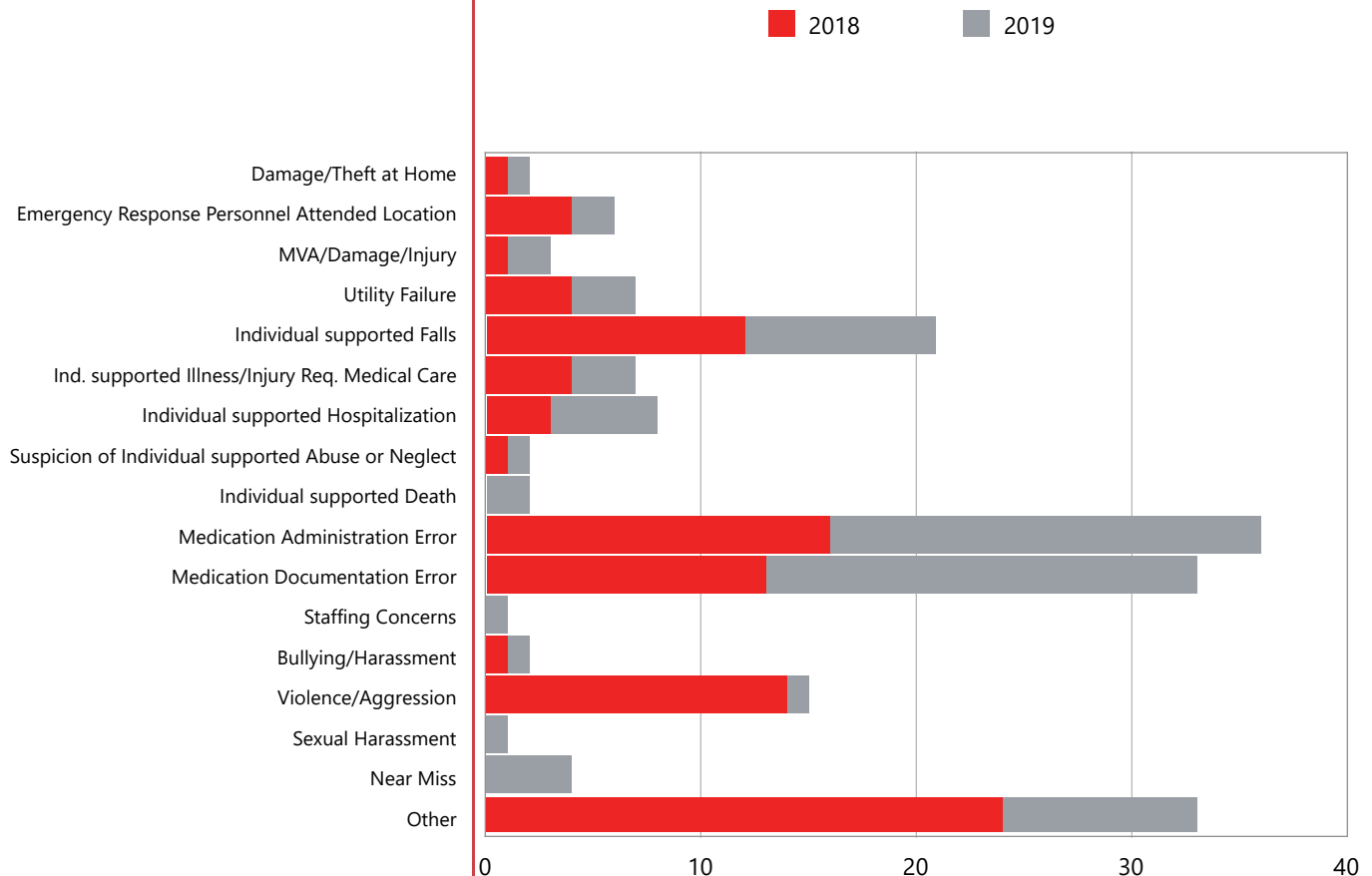
Some events involve multiple descriptors and therefore have been included in more than one category.

Documentation of each individual incident with the accompanying summary and action plan are available upon request.

In 2019, 77 unannounced emergency drills were completed.

Individual Supported Incidents

2018 vs. 2019



Performance Measurement Management

In 2019, there were a total of 15 employee incidents, which included the following:

- Injuries to cheek, shoulder and lower back – 4 incidents
- Violence/aggression – 1 incident
- Other (police intervention in the neighbourhood, employee medical condition, lost office key and family interaction) – 4 incidents
- Cuts, burns and bruises – 5 incidents
- Near miss – 1 incident

This represents a slight improvement compared to 2018, when there was a total of 13 employee incidents.

In 2019, ILHS WorkSafe BC rate is \$1.48 /\$100 of employee payroll which is 40 % below base rate.

ILHS' Performance Measurement and Management System (PMMS) consists of all Administrative, Program and Service Measures used to manage the achievement of performance outcomes through its various databases and software systems. Some of these performance outcomes are reported through systems required by funding sources and others are developed internally. These performance outcomes for the delivery of services to Individuals supported are monitored on a continual weekly, monthly, quarterly and/or annual basis to ensure that the agency meets the outcomes associated with its Mission, Vision, Values, contractual obligations and/or internally defined performance goals.

"I've worked at ILHS for 18 years. It has been the best job I've ever had. I've loved my work, enjoyed time with my co-workers (some have become my best friends); the Individuals supported have changed my life and my bosses have been brilliant. I wouldn't have changed anything. I look forward to work each day and have a real sense of contributing something of value."

- ILHS Employee

Feltham, Hawthorne & Easter Road Homes



Residential Mandate:

To provide twenty-four-hour care to adults with cognitive and physical disabilities.

Program Admission Criteria:

Adults, nineteen and older, who are eligible and approved for Community Living British Columbia (CLBC)-funded supports, who do not require twenty-four-hour nursing care. Potential Individuals supported must be compatible with other Individuals supported in a community setting. Preference is given to individuals with significant mobility issues.

Service Objectives:

ILHS provides twenty-four-hour care to ten adults in three homes with a staffing model in each of two- day staff, two afternoon staff and one awake night staff.

Persons Served:

Ten adults with cognitive and physical disabilities including: traumatic brain injury, cerebral palsy, vision impairments, hearing impairments, development disability, seizure disorder/epilepsy, mental health disability, etc. Individuals supported must be able to conduct self within accordance of the ILHS Tenancy Agreement.

EASTER ROAD RESPITES SERVICES

Residential Mandate:

To provide twenty-four-hour respite care to adults with diverse abilities.

Service Objectives

The respite care home has two respite beds that "guests" use for visits as short as one overnight or up to two weeks, and one bed in "The Bunkhouse" set up for emergency respite stays of longer duration. Visits are booked one year in advance for the two guest beds and emergency respite can be arranged with CLBC approval. The staffing model is two day staff, two afternoon staff and one awake night staff.

"Keiron has been visiting the Easter Road B & B for more than 10 years and loves it. He comes home each time with plenty of stories of adventures while on 'holiday'."

-Parent

The Heathers, Obed, & Falmouth Homes



Persons Served

Currently ten respite guests, utilizing twelve spaces, with diverse abilities.

Residential Mandate:

To provide twenty-four-hour care to adults with cognitive and physical disabilities.

Program Admission Criteria:

Adults, nineteen and older, who are eligible and approved for Community Living British Columbia (CLBC)-funded supports who do not require twenty-four-hour nursing care. Potential Individuals supported must be compatible with other Individuals supported in a community setting. Preference is given to individuals with significant mobility issues.

Service Objectives:

Two four-bedroom homes with a staffing model in each of one day staff, one afternoon staff and one awake night staff. Seven one-bedroom apartments on the third floor of an apartment building with a staffing model of two day staff, two afternoon staff and one awake night staff.

Persons Served:

Sixteen (16) adults with cognitive and/or physical disabilities including: traumatic brain injury, cerebral palsy, vision impairments, hearing impairments, development disability, seizure disorder/epilepsy, mental health disability, addictions recovery, etc.

"I've felt like the staff go above and beyond what I ask them to assist me in doing. I appreciate that they take interest in aspects of my life that really aren't required of their role."

-Individual supported at The Heathers

"I truly feel valued as a person and not just another "client." The Heathers is the best living situation I've had in my life and I intend to live here as long as they allow me."

-Individual supported at The Heathers

Home Share Contractors

Characteristics of the Persons Served



Residential Mandate:

To provide a residential option in which adults with cognitive and physical disabilities share a home with someone who is contracted through ILHS to provide on-going support.

Program Admission Criteria:

Adults, nineteen and older, who are eligible and approved for Community Living British Columbia (CLBC)-funded supports.

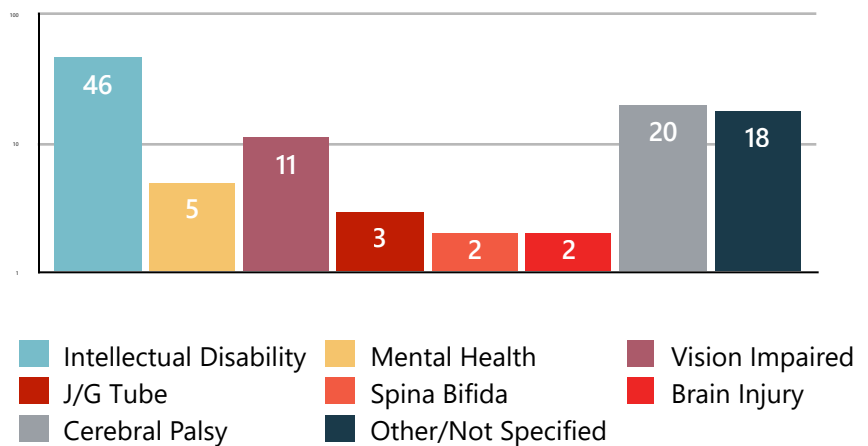
Service Objectives:

Contractors to provide services for adults in a variety of home environments from a bedroom to a full suite.

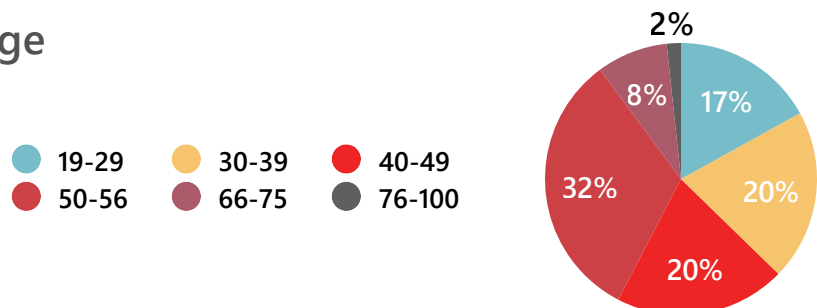
Persons Served:

Twenty-three (23) adults with diverse abilities including: traumatic brain injury, cerebral palsy, vision impairments, hearing impairments, development disability, seizure disorder/epilepsy, mental health disability, etc.

Number of Disability-Related Diagnoses



Age



Characteristics of
the Persons Served
Cont.

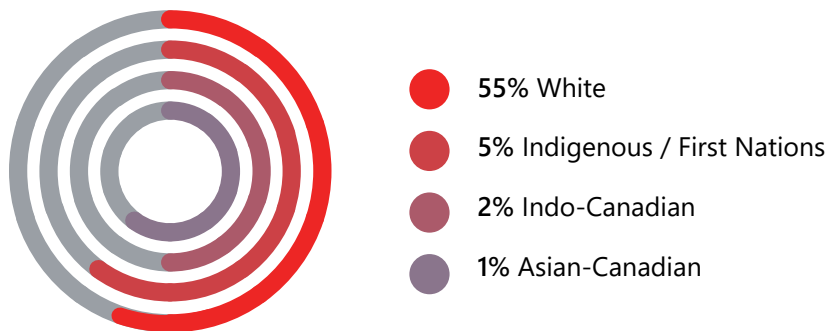
Gender



Number of Individuals Supported

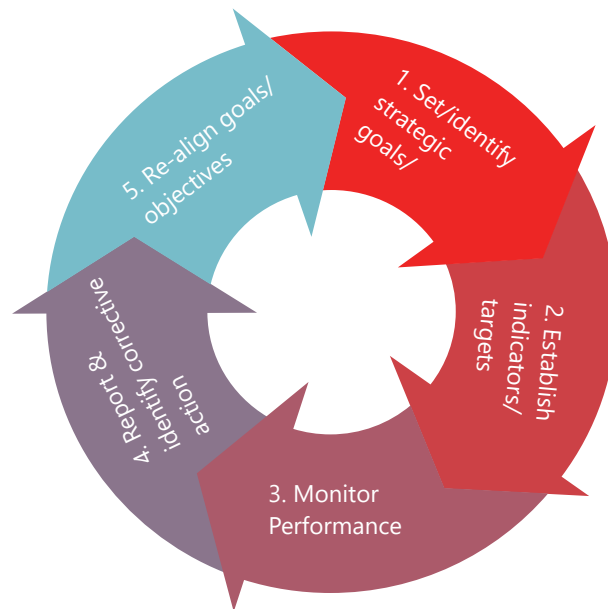


Cultural Background/Ethnicity



Performance Management Cycle

ILHS will utilize a performance measurement and management system (PMMS) that will operate cyclically. When followed sequentially, steps to conducting a performance review will result in a return to the starting point of clarifying organizational goals and the strategies to achieve them. The advantage of this cyclical approach will be that every recalibration of goals and objectives will better advance performance through addressing gaps in the delivery of services and supports. The approach will be consistent with continuous performance improvement initiatives.



ILHS Service Access

Goal Statement:

To meet the needs of the individuals we support and their network, ILHS will efficiently manage vacancies to ensure homes meet the identified standards noted below.

Residential:

Thirty days from the end of the original Individual's rental term.

Home Share:

Forty days from the determination of a successful match.

Respite:

Thirty days from the (positive) results of the screening process.

Summary of Results:

January 2019 –
December 2019



2020 Service Access
Action Plan

Residential:

A total of fifty-nine (59) individuals were supported in ILHS homes in 2019. Of the four (4) new Individuals supported, one (1) was a new guest at the Easter Road B&B and one (1) Individual supported moved to an ILHA house from the Home Share program as she was best suited to another model of support. Three (3) Individuals supported passed away and one (1) Home Share user left ILHS to live with her boyfriend. All units were filled within the 30 day goal.

Home Share:

Four (4) new Home Share placements were secured in February, April, July and October. Two (2) individuals smoothly progressed with intense pre-planning as they transitioned from youth to adult services. One (1) individual easily transitioned into Home Share as he is currently supported in respite at the Easter Road B&B. The fourth individual, who had already been residing with a family member for a number of months, received funding approval to receive supports through ILHS Home Share. All four individuals transitioned within ILHS goal of forty days or less.

Respite:

From January 1 to December 31, 2019, respite bed usage averaged at 74.1%. CLBC requests that 10% of the B&B respite beds remain open for emergency use, however none of the beds were used for emergencies in 2019. The Bed and Breakfast welcomed one (1) new guest. The intake process for this new guest was successful in that the Service Access Goal of completing the intake within thirty (30) days was met. In terms of bed usage, both March and November were the busiest months, followed by October. The least busiest months were January, June and December.

Residential:

There are currently no vacancies within ILHS. Vacancies are evaluated on a case by case basis to determine a suitable match for the current Individuals supported and compliment the overall care needs required in the home.

Home Share:

The Home Share Manager will continue to attend monthly Home Share network meetings where referrals are reviewed, and potential matches are identified providing an important link to potential Home Share placements.

ILHS Efficiency

Respite:

The Easter Road Manager will provide tours of the Easter Road Bed & Breakfast to CLBC Analysts, Facilitators and other relevant parties during the year to ensure that stakeholders are familiar with the services provided at the B&B and able to make appropriate referrals to the service.

ILHS recognizes the importance of a consistent workforce and the resulting positive impact on employee morale, Individuals supported and guest satisfaction and ensuing high quality of care for the people we support. The importance of a low annual turnover rate is imperative in reducing overall operating costs and meeting the financial mandate of the society.

Goal Statement:

To ensure the required number of employees and independent Home Share contractors are in place throughout the year to meet the needs of the people supported in all ILHS residential programs.

Residential and Respite:

The annual turnover of ILHS' bargaining unit employees will be equal to or less than the Community Living Sector provincial average and the Community Living Sector Vancouver Island average.

Home Share:

The annual turnover of ILHS independent Home Share contractors will be less than 10%.

"I'd like to thank all of you for always being there for our brother Sam. You helped him to have a wonderful life right to the end. His journey was lightened by your help and kindness. You were his family in his eyes, when we couldn't be there. Thank you so very much"
- Family Member

Summary of Results:

January 2019 –
December 2019

At the close of 2019, there were seventy-two (72) employees including forty (40) full-time, two (2) part-time, twenty (20) casual, nine (9) excluded, and six (6) on Long Term Disability.

In 2019, eighteen (eighteen) employees left, resulting in a 25% annual turnover rate.

The reasons employees left in 2019 were:

- Unsuccessful probation period: 4 employees
- Retirement: 3 employees
- Discharged for cause: 3 employees
- Quit: 2 employees
- Gained employment elsewhere: 2 employees
- Working conditions: 2 employees
- Health reasons: 1 employee
- Personal / family reasons: 1 employee

Home Share Contractors:

In 2019, ILHS supported nineteen (19) Home Share providers and twenty-three (23) individuals. One (1) individual passed away early in the year and a second transitioned into one of ILHS's staffed residential homes. The third individual chose to alter her funding to semi-independent living in order to live with her boyfriend. This equates to a 7% turnover in Home Share contractors in 2019 which is lower than the 8% turnover identified in 2018. It should be noted that there is no provincial data available at this time to compare with ILHS data.

2020 Efficiency Action Plan

The Exit Interview Survey continues to be utilized when an employee leaves ILHS's employ, however, we continue to have a very low rate of return. Those that are returned have been very positive and employees are grateful for the experience at ILHS.

ILHS has engaged Hot House Marketing to provide marketing support with the recruitment and retention of Residential Care Workers. Specifically, the Hot House team has been engaged to provide the following support and services: photo shoot; copywriting for the ILHS Indeed listing and website edits and development; development of a social media advertising strategy; creation of a campaign landing page on the ILHS website; redevelopment of the recruitment brochure; and development of a "pop-up" banner to be used at job fairs. This is a key step in ensuring ILHS has the personnel required to address ongoing turnover. We look forward to measuring the impact of these strategies once the plan is fully implemented.

The Board created a Marketing and Public Relations Committee aimed at contributing expertise toward the successful development and implementation of marketing objectives such as increase Society

ILHS Effectiveness

membership, increase employee engagement opportunities, increase social media presence, and increase public awareness about ILHS's programs and services.

We will continue to work closely with the Community Social Services Employers' Association and the BC CEO Network to learn from their ongoing research and suggested strategies for recruitment and retention of employees.

ILHS recognizes the need for ongoing training and education in order to effectively support our individuals.

Effectiveness measures address the quality of service and support ILHS provides the people supported. Employees and independent Home Share Contractors receive ongoing education to ensure their skill sets meet the current needs of our people supported as well as to present ongoing learning opportunities.

Goal Statement:

A minimum of 30% of all employees and independent Home Share Contractors will attend at least one external training or educational opportunity that will enhance their individual skill sets and ability to provide quality care.

In 2017, 32% of employees and independent Home Share providers attended external training. In 2018, our numbers decreased to 30%.

Summary of Results:

January 2019 –
December 2019

In 2019 our numbers decreased for a second year in a row and this year by half to 17%. ILHS employed sixty-seven (67) active employees along with nineteen (19) Home Share providers. Only fifteen (15) employees attended external training offered by ILHS. This year the Regional Home Share Coordinator group sponsored one training session, Mental Health and Developmental Disabilities. Unfortunately, only two (2) ILHS Home Share providers were interested and available to attend. ILHS offered increased amounts of internal training in 2019 as the staffing shortage effected the ability to backfill in order for employees to attend external training.

External training offered to employees and independent Home Share Contractors ranged from Disrupt HR, Survive, Thrive – Brain Injury, WorkSafe BC Health & Safety Representative Training, Mental Health First Aid, Safe Resident Handling, Mindfulness and Trauma Informed Practice.

2020 Effectiveness Action Plan



Residential and Respite Employees:

1. Confirm funding amounts for educational opportunities with the Manager of Finance for all ILHS employees and independent Home Share Contractors in 2020.
2. Continue to encourage the Leadership Team to promote this goal consistently throughout the year and record when and what employees attend.
3. Continue to distribute information on educational opportunities to all eligible employees and Home Share Contractors.
4. Circulate quarterly reminders to ILHS Managers to record all external training.

Home Share Contractors:

1. Continue to discuss the importance of ongoing education and training with each Home Share Contractor during their 2020 Monitoring Tool visit.
2. Continue to email out all appropriate training and educational opportunities.
3. Continue to work with Regional Home Share Coordinators to develop annual group (external) training opportunities for Home Share Contractors.



ILHS Satisfaction

Summary of Results:

January 2019 –
December 2019

The leadership at ILHS recognizes the importance of Individuals supported and stakeholder satisfaction in measuring the overall performance of the Society. As such, ILHS leadership understands its responsibility to ensure we are meeting the expressed expectations of individuals in care, their families and extended support networks, ILHS employees and independent Home Share contractors. ILHS is committed to providing quality service founded on positive and respectful interactions and relationships with all stakeholders, which includes learning from input and changing or augmenting services in ways that improve quality and responsiveness to expressed needs.

The questions we wish to answer each year:

- * Do ILHS services meet the needs and expectations of individuals receiving support? Are the individuals satisfied with their care?
- * Do ILHS services meet the needs and expectations of each individual's family and extended support network? Are they satisfied with the care provided to the individuals?
- * Does ILHS meet the needs and expectations of its employees, contractors and external stakeholders? Are employees and contractors satisfied with their working relationships with ILHS? Does ILHS fulfill its contractual or other responsibilities to all external stakeholders?

Goal Statement:

1. ILHS will meet or exceed service outcome expectations 100% of the time
2. ILHS will have a response rate in 2020 of:
 - a. 90% of Individuals supported
 - b. 80% of employees and contractors
 - c. 70% of stakeholders

As in past years, three different Satisfaction Surveys were created – one for individuals receiving services (both in staffed residential resources and Home Share); one for employees and Home Share contractors; and one for all other stakeholders not included in the other two survey sets.

Response Rate

In 2019, there was a 14% decrease in the overall response rate. Individuals supported response rate decreased by 50% from 2018, while the response rate for employees and contractors increased by 8%. Stakeholder response decreased by 10%. Overall, 31% of Individuals supported completed the survey, 61% of employees and contractors completed the survey and 34% of stakeholders completed the survey.

2020 Satisfaction Action Plan

Overall Satisfaction:

This year the overall satisfaction for all categories of respondents was slightly lower than in 2018. In 2019, 36% less respondents indicated that they would rate ILHS as excellent or excels in service delivery, however, 91% of respondents indicated ILHS either excels or meets standards overall. For further details see Survey Report.

1. Continue to improve the distribution of the Satisfaction Survey to increase overall return rate.
2. Send three reminder messages for the surveys distributed through SurveyMonkey. Continue to analyze Satisfaction Survey results and address trends and other identified areas where ILHS could potentially improve.
3. Develop necessary plans to create opportunities for improvement.





Independent Living Housing Society of Greater Victoria

#1-3891 Douglas St.
Victoria, BC V8X 5L3

Phone: 250-383-2524
Fax: 250-383-9431

Email: info@ilhs.ca
Web: ilhs.ca

2019 ANNUAL REPORT