



1.N.1&2 Performance Analysis (Based on November 2022 data set)

Each year we evaluate the performance of our services to identify our strengths, as well as the areas we need to improve upon. We examine our work according to accreditation standards listed below and factors such as: 1) indicators, 2) objectives, 3) targets, 4) effectiveness, 5) the efficiency of services, 6) service access, 7) results, 8) input / Companion characteristics when applicable / satisfaction / feedback from Coworkers and community stakeholders, and 9) externalizing circumstances / influencing factors to identify gaps, trends, potential causes and to conduct and complete a comprehensive analyses that we can compare from year to year and utilize to support our efforts for quality improvement. In addition to the review categories of performance improvement, IWA also analyzes the demographics of the Companions we support, including the categories of gender, age, primary language, Indigenous background, presenting challenges and community. We do this to have a better overall view of the Companions we serve as well as the areas where we may need to focus on program development. The IWA communicates accurate performance information to persons supported, personnel, and other stakeholders by way of Companion meetings, Coworker meetings, annual Companion ISPs, CLBC monitoring visits, routine Island Health inspections, Board meetings, annually at our AGM, and the Glenora Farm website. The performance measurement and management plan is communicated appropriately for each group with respect to content, format, and timing.

Performance Improvement Plan Satisfaction Survey Organization Identified

Results Achieved for the Persons Supported (Effectiveness Domain) 1.M.4

Objective	Indicator	Who applied to	Time of Measure	Data source	Obtained by	Performance goal	Actual performance	Comparative analysis	Identification of trends	Identification of causes	Externalizing /influencing factors	Changes needed	Action plan	Review of action plan (did we achieve our intended results?)	
Companion participation rates consistent	% of CLBC-funded Community Integration only Companions that miss less than 295 hours (90 days/year / 1 day of program-7.5 hr)	Community Integration Companions	Annually	Service Level Reporting	Business Admin	95%	100%	Last year's SLR tracking indicated that 0% Companions missed more than 295 hours of Community Integration program.	Prolonged closures of the Community Integration program are decreasing.	As public health restrictions ease, long closures of the Community Integration program are not needed.	The Covid-19 pandemic continued to have an impact on Community Integration service hours delivery (92 service hours were undelivered due to Covid-19 closures of the Community Integration program. The pandemic also had an impact on the health of the Companions supported with 184 hours of Companion absences recorded due to Companions feeling unwell, 415 support hours were undelivered due to Companions who were away on planned holidays or vacations, during these unique absences the program remained open and supported remaining participants.	None. Target performance goal has been achieved in 2022-2023.	None. Target performance goal has been achieved in 2022-2023.	To be reviewed and completed in January 2024.	e. Includes: 1.e.1.N. Performance Improvement (1) Comparative analysis 1.e.10.1.N. Performance Improvement (2) Identification of trends 1.e.10.2.N. Performance Improvement (3) Identification of causes 1.e.10.3.N. Performance Improvement f. Is used to 1.f.1.N. Performance Improvement
Involvement in community	% of Companions that indicate they know what supports and services are available in the wider community	Community Integration Companions	Biannually	Companion satisfaction survey	Admin and Development Coordinator	75%	66.70% indicated they know what supports and services are available	This is the first year that this question has been asked in the biannual satisfaction survey. Once responses are submitted from the next survey, we will be able to provide a comparative analysis.	No trends identified as of November 2022.	No causes identified as of November 2022.	Biannual satisfaction surveys were sent to both Community Integration and Community Housing Companions. Respondents indicated which program they were engaged with (CI, CH or both) but the remainder of the questions did not have respondents indicate which program they were involved with, so data sets for this indicator are unable to be distinguished from Community Housing. Supporting work through the pandemic has been challenging in that access to community programming / activities / networks was restricted to follow health restrictions. The lack of connection to community programming / activities / network has had a major impact on Companion mental health and known daily routine structure.	More specific/specialized satisfaction surveys sent out to allow for more accurate data sets. Satisfaction surveys will be sent to both participant groups, which will allow for tracking of accurate data for the entirety of those groups.	The Admin and Development Coordinator will create biannual satisfaction surveys for each of the participant groups.	Based on feedback from Coworkers/individuals, Executive Group, H/R/R/ Group, etc) the Coworker Satisfaction surveys have been updated to ensure specific and accurate data is collected. The updated surveys will be sent out in March 2023. The surveys that the IWA did not need to be updated will also be sent out in March 2023.	(1) Identify areas needing performance improvement 1.f.10.1.N. Performance Improvement (2) Develop an action plan(s) to address the improvements needed 1.f.10.2.N. Performance Improvement (3) Implement the action plan(s) 1.f.10.3.N. Performance Improvement (4) Determine whether the actions taken accomplished the intended results 1.f.10.4.N. Performance Improvement
Companion participation rates consistent	% of Companions that remain living in their residence without a month of consecutive absences	Community Housing Companions	Annually and occurrence-based	Database, periodic reports, occurrence-based reports	Business Admin	95%	95%	Last year's tracking indicates that the % of Companions who missed more than a consecutive month is stable.	Absences of more than 1 month consecutive are stable.	Absences are planned and have been initiated by Companion or Companion's representatives.	One participant who is enrolled in the Community Housing program takes a several weeks-long vacation to spend time with their family each year. Community Housing was not affected by closures due to Covid-19. All licensed care homes remained open as an essential service for Companions and Coworkers.	None. Target performance goal has been achieved in 2022-2023.	None. Target performance goal has been achieved in 2022-2023.	To be reviewed and completed in January 2024.	
Involvement in community	% of Companions that indicate they know what supports and services are available in the wider community	Community Housing Companions	Biannually	Companion satisfaction survey	Admin and Development Coordinator	75%	66.70% indicated they know what supports and services are available	This is the first year that this question has been asked in the biannual satisfaction survey. Once responses are submitted from the next survey, we will be able to provide a comparative analysis.	No trends identified as of November 2022.	No causes identified as of November 2022.	Biannual satisfaction surveys were sent to both Community Integration and Community Housing Companions. Respondents indicated which program they were engaged with (CI, CH or both) but the remainder of the questions did not have respondents indicate which program they were involved with, so data sets for this indicator are unable to be distinguished from Community Housing. Supporting work through the pandemic has been challenging in that access to community programming / activities / networks was restricted to follow health restrictions. The lack of connection to community programming / activities / network has had a major impact on Companion mental health and known daily routine structure.	More specific/specialized satisfaction surveys sent out to allow for more accurate data sets.	The Admin and Development Coordinator will create biannual satisfaction surveys that are specific to Community Housing and Community Integration participants.	The updated surveys will be sent out to both program cohorts in March 2023.	

Resources Used to Achieve Results for the Persons Supported (Efficiency Domain) 1.M.7

Objective	Indicator	Who applied to	Time of Measure	Data source	Obtained by	Performance goal	Actual performance	Comparative analysis	Identification of trends	Identification of causes	Externalizing /influencing factors	Changes needed	Action plan	Review of action plan (did we achieve our intended results?)
Stable day program utilization rates	% of day program spots that are filled	Community Integration Companions	Annually	Service Level Reporting	Business Admin	100%	91.3% (21 out of 23 available spots filled)	Last year we had 95.7% (22 out of 23) of available day program spots full.	% of day program spots utilized has decreased since last year.	One-day program participant transitioned to other services.	Individuals support needs of participants need to be somewhat compatible with IWA day program offerings. IWA has sometimes limiting requirements with regards to physical accessibility and ability to engage with a group.	Day program utilization rates should be 100%	Engage in admissions process with potential Companions. Information regarding IWA programs and supports needs to be communicated with wider community support groups and local disability networks.	The IWA has representation attending quarterly Service Providers Meetings to communicate with the local disability support providers. The IWA is exploring the possibility of engaging with globally funded programs via CLBC contracts. This would facilitate and streamline contract referrals via the provincial funder.
Companions have goals that are specific, measurable, achievable, realistic and time specific.	% of Companions that have SMART goals identified in their ISP goal planning and documented in the Companion database.	Community Integration Companions	Annually	ISP meeting and database	Workshop Leader or House Coordinator	100%	4 of 21 Companions have smart goals listed in the Companion database. 95%	In fiscal year 21/22, 0% of Community Integration Companions had SMART goals set in the database. This is an increase of 95% from the previous year.	% of Companions who have SMART goals set in the database is increasing.	The Facility Manager hosted a training on SMART goals for House Coordinators and Workshop Leaders to educate about the creation of SMART goals.	Some Companions may not be able to fully engage with goal development and planning. Every effort is made to collaborate with a designated representative to ensure Companion goals are meaningful to the Companion.	81% increase in the percentage of Community Integration Companions who have SMART goals identified in the database.	The Facility Manager will communicate with House Coordinators and Workshop Leaders to ensure they understand and have inputted SMART goals in the database. The Facility Manager will host another training for Coworkers if needed. By March 2023 all Companions will have SMART goals listed in the Companion Database.	All Companions have at least one SMART goal that they are working towards with the support from Glenora Farm Coworkers. The IWA has reviewed the methodology and process of goal tracking and setting improvements have been identified. IWA Accreditation Task Force, Facility Manager and Care Group will work on this. To be reviewed and updated January 2024.
Utilizing volunteer service for direct support delivery	% of support delivery personnel that are volunteering their services	IWA Coworkers	Annually	Volunteer Tracking database	Admin and Development Coordinator	50%	April 1 2022- November 24 2022: 13 volunteers and 22 paid Coworkers, 37% of direct support provided by volunteers.	April 1 2021-March 31 2022: 47% of support delivery personnel that are volunteer only 18 paid Coworkers, 16 volunteers)	Covid-related difficulty recruiting volunteers. Pressure from external stakeholders to engage volunteers only when directly supervised by paid Coworkers, this expectation forced the IWA to recruit additional paid Coworkers to directly supervise volunteers.	Our actual performance % only includes April 1 2022 until November 24 2022. Throughout the rest of our fiscal year, we will receive more volunteers which will raise the percentage of support being provided by volunteers.	13% increase in the amount of volunteers that provide direct support delivery	Admissions Coordinator will ensure that recruitment efforts increase by 13%. If normal recruitment channels are not sufficient, alternate methods of recruitment will be reviewed and engaged.	The IWA has engaged an additional Coworker to help with recruitment efforts. To be reviewed and completed in January 2024.	
Stable bed utilization rates	% of available beds utilized	Community Housing Companions	Annually	Periodic and occurrence-based reports	Business Admin	100%	89.4% (19 total beds filled)	Last year we had 89.4% of total beds filled.	Bed utilization rate is stable from the previous year.	Bed utilization is linked to contract negotiation with main provincial funder (CLBC). Updated contracts need to be in place before the IWA can add additional persons supported to government contracts.	Contact negotiations were underway with main provincial funder (CLBC). Once updated contracts are in place with CLBC the IWA needs to admit two additional persons supported to Community Housing program.	Contracts are under active negotiations. Contracts are slated to be in place Feb. 2023. Admissions process has begun with prospective individuals.	The contracts have been solidified, resulting in one new full-cycle Companion joining both programs at Glenora Farm (March 2023). This leaves one space available in the Community Housing program, efforts to place this individual are ongoing. Visits to the Farm to assess suitability are underway. To be reviewed January 2024.	

Community Housing	Companions have goals that are specific, measurable, achievable, realistic and time specific	% of Companions that have SMART goals identified in their ISP goal planning and documented in the Companion database.	Community Housing Companions	Annually	ISP meeting and database	House Coordinator	100%	4 of 17 Companions have their smart goals listed in the Companion database. 23.5%	In fiscal year 21/22, 20 Companions had SMART goals documented in the database. This is an increase of 23.5% from the previous year.	% of Companions who have SMART goals documented in the database is increasing	The Facility Manager hosted a training on SMART goals for House Coordinators and Workshop Leaders to educate about the creation of SMART goals	Some Companions may not be able to fully engage with goal development and planning. Every effort is made to collaborate with a designated representative to ensure Companion goals are meaningful to the Companion.	75.5% increase in the percentage of Community Housing Companions who have SMART goals identified in the database.	The Facility Manager will communicate with House Coordinators and Workshop Leaders to ensure they understand and have inputted SMART goals in the database. The Facility Manager will host another training for Co-workers if needed. By March 2023 all Companions will have SMART goals listed in the Companion Database.	All Companions have at least one SMART goal that they are working towards with the support from Seneca Farm Co-workers. The IWA has reviewed the methodology and process of goal tracking and setting. Improvements have been identified. IWA Accreditation Task Force, Facility Manager and Care Group will work on this. To be reviewed and updated January 2024.
	Utilizing volunteer service for direct support delivery	% of support delivery personnel that are volunteering in their services	IWA Co-workers	Annually	Volunteer Tracking database	Admin and Development Coordinator	50%	April 1 2022- November 24 2022: 11 volunteers and 15 paid Co-workers. 42.3% of direct support provided by volunteers.	April 1 2022-March 31 2022: 39.3% of support delivery personnel that are volunteers (11 paid Co-workers, 17 volunteers)	% of support delivery provided by volunteers has decreased since last fiscal year.	Covid-related difficulty recruiting volunteers. Pressure from external stakeholders to engage volunteers only when directly supervised by paid Co-workers. This expectation forced the IWA to recruit additional paid Co-workers to directly supervise volunteers.	Our actual performance % only includes April 1 2022 until November 24 2022. Throughout the rest of our fiscal year, we will receive more volunteers which will raise the percentage of support being provided by volunteers.	77% increase in the amount of volunteers that provide indirect support delivery	Admissions Coordinator will ensure that recruitment efforts increase by 77%. If normal recruitment channels are not sufficient, alternate methods of recruitment will be engaged.	The IWA has engaged an additional Co-worker to help with recruitment efforts. To be reviewed and completed in January 2024.

Service Access 1.M.8

Objective	Indicator	Who applied to	Time of Measure	Data source	Obtained by	Performance goal	Actual performance	Comparative analysis	Identification of trends:	Identification of causes:	Extenuating /Influencing factors	Changes needed:	Action plan:	Review of action plan (did we achieve our intended results?)
Accessibility (physical location, environmental, financial, employment, and communication)	% of stakeholders that indicate the accessibility of IWA is excellent or above average	Other stakeholders (director, referring agency, lender, licensing agency, community partner, or customer)	Biannually	Biannual Satisfaction Survey	Admin and Development Coordinator	90%	92.4% rated IWA's accessibility excellent or above average	This is the first year that this question has been asked in the biannual satisfaction survey. Once responses are submitted from the next survey, we will be able to provide a comparative analysis.	No trends identified as of November 2022.	No causes identified as of November 2022.	IWA has multiple locations and accessibility varies fairly widely between locations.	This question should be asked again in the March 2023 satisfaction survey to allow for a comparative analysis, identification of trends and possible causes.	The Admin and Development Coordinator will send out Satisfaction Surveys in March 2023 and ensure this question remains on the survey to obtain any statistical trends.	The Admin & Development Coordinator will ensure this question remains on the Satisfaction Survey. To be reviewed and completed in January 2024.
Accessibility (physical location, environmental, and communication)	% of stakeholders that indicate the accessibility of IWA is excellent or above average	Other stakeholders (director, referring agency, lender, licensing agency, community partner, or customer)	Biannually	Biannual Satisfaction Survey	Admin and Development Coordinator	90%	92.4% rated IWA's accessibility excellent or above average	This is the first year that this question has been asked in the biannual satisfaction survey. Once responses are submitted from the next survey, we will be able to provide a comparative analysis.	No trends identified as of November 2022.	No causes identified as of November 2022.	IWA has multiple locations and accessibility varies fairly widely between locations.	This question should be asked again in the March 2023 satisfaction survey to allow for a comparative analysis, identification of trends and possible causes.	The Admin and Development Coordinator will send out Satisfaction Surveys in March 2023 and ensure this question remains on the survey to obtain any statistical trends.	The Admin & Development Coordinator will ensure this question remains on the Satisfaction Survey. To be reviewed and completed in January 2024.

Experience of Services and other feedback 1.M.5 and 1.M.6

Objective	Indicator	Who applied to	Time of Measure	Data source	Obtained by	Performance goal	Actual performance	Comparative analysis	Identification of trends:	Identification of causes:	Extenuating /Influencing factors	Changes needed:	Action plan:	Review of action plan (did we achieve our intended results?)
-----------	-----------	----------------	-----------------	-------------	-------------	------------------	--------------------	----------------------	---------------------------	---------------------------	----------------------------------	-----------------	--------------	--------------------------------------------------------------

Person supported objectives

Community Integration	Companion satisfaction	% of Companions that indicate they feel happy when in the day program	Community Integration Companions	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	90%	83.30%	In previous years, satisfaction surveys were not sent to Companions. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Companions were given a hard copy of the satisfaction surveys. Those who were able to engage with the survey independently did so. Those who were not able to engage with the survey independently had help from their House Coordinator. Answers to the survey questions may have been influenced by the person close to them administering the survey. The survey was anonymous, however for the portion that Companions had the option to write comments, it was noted that their writing could be identified by IWA Co-workers.	Satisfaction surveys must be sent to Companions regularly to be able to perform a comparative analysis from previous surveys. This will allow for identification of trends and possible causes. Going forward, there will be training for those who will administer the surveys. One designated Co-worker will take the lead on this, and may train a select few Co-workers to administer surveys.	A biannual satisfaction survey will be sent to Companions again in March 2023. One Co-worker will be the team lead in survey administration and will conduct training with a selected Quality Assurance team.	The Co-worker responsible for conducting training on satisfaction surveys has been identified. Hands on training with the Quality Assurance team has taken place (Feb 2023). To be reviewed and completed January 2024.
	Interpersonal relationships	% of Companions that indicate they are able to spend time with friends and family at IWA	Community Integration Companions	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	85%	88.90%	In previous years, satisfaction surveys were not sent to Companions. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Companions were given a hard copy of the satisfaction surveys. Those who were able to engage with the survey independently did so. Those who were not able to engage with the survey independently had help from their House Coordinator. Answers to the survey questions may have been influenced by the person close to them administering the survey. The survey was anonymous, however for the portion that Companions had the option to write comments, it was noted that their writing could be identified by IWA Co-workers.	Satisfaction surveys must be sent to Companions regularly to be able to perform a comparative analysis from previous surveys. This will allow for identification of trends and possible causes. Going forward, there will be training for those who will administer the surveys. One designated Co-worker will take the lead on this, and may train a select few Co-workers to administer surveys.	A biannual satisfaction survey will be sent to Companions again in March 2023. One Co-worker will be the team lead in survey administration and will conduct training with a selected Quality Assurance team.	The Co-worker responsible for conducting training on satisfaction surveys has been identified. Hands on training with the Quality Assurance team has taken place (Feb 2023). To be reviewed and completed January 2024.
	Autonomy	% of Companions that indicate they are able to help plan or sometimes help plan what they do in the day program	Community Integration Companions	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	50%	66.6%	In previous years, satisfaction surveys were not sent to Companions. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Companions were given a hard copy of the satisfaction surveys. Those who were able to engage with the survey independently did so. Those who were not able to engage with the survey independently had help from their House Coordinator. Answers to the survey questions may have been influenced by the person close to them administering the survey. The survey was anonymous, however for the portion that Companions had the option to write comments, it was noted that their writing could be identified by IWA Co-workers.	Satisfaction surveys must be sent to Companions regularly to be able to perform a comparative analysis from previous surveys. This will allow for identification of trends and possible causes. Going forward, there will be training for those who will administer the surveys. One designated Co-worker will take the lead on this, and may train a select few Co-workers to administer surveys.	A biannual satisfaction survey will be sent to Companions again in March 2023. One Co-worker will be the team lead in survey administration and will conduct training with a selected Quality Assurance team.	The Co-worker responsible for conducting training on satisfaction surveys has been identified. Hands on training with the Quality Assurance team has taken place (Feb 2023). To be reviewed and completed January 2024.

Person supported objectives

Community Housing	Companion satisfaction	% of Companions that indicate they feel happy when in their home	Community Housing Companions	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	90%	100%	In previous years, satisfaction surveys were not sent to Companions. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Companions were given a hard copy of the satisfaction surveys. Those who were able to engage with the survey independently did so. Those who were not able to engage with the survey independently had help from their House Coordinator. Answers to the survey questions may have been influenced by the person close to them administering the survey. The survey was anonymous, however for the portion that Companions had the option to write comments, it was noted that their writing could be identified by IWA Co-workers.	Satisfaction surveys must be sent to Companions regularly to be able to perform a comparative analysis from previous surveys. This will allow for identification of trends and possible causes.	A biannual satisfaction survey will be sent to Companions again in March 2023.	The Co-worker responsible for conducting training on satisfaction surveys has been identified. Hands on training with the Quality Assurance team has taken place (Feb 2023). To be reviewed and completed January 2024.
	Interpersonal relationships	% of Companions that indicate they are able to spend time with friends and family at IWA	Community Housing Companions	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	85%	88.90%	In previous years, satisfaction surveys were not sent to Companions. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Companions were given a hard copy of the satisfaction surveys. Those who were able to engage with the survey independently did so. Those who were not able to engage with the survey independently had help from their House Coordinator. Answers to the survey questions may have been influenced by the person close to them administering the survey. The survey was anonymous, however for the portion that Companions had the option to write comments, it was noted that their writing could be identified by IWA Co-workers.	Satisfaction surveys must be sent to Companions regularly to be able to perform a comparative analysis from previous surveys. This will allow for identification of trends and possible causes.	A biannual satisfaction survey will be sent to Companions again in March 2023.	The Co-worker responsible for conducting training on satisfaction surveys has been identified. Hands on training with the Quality Assurance team has taken place (Feb 2023). To be reviewed and completed January 2024.
	Autonomy	% of Companions that indicate they are able to help plan or sometimes help plan what they do in their home	Community Housing Companions	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	50%	72.2%	In previous years, satisfaction surveys were not sent to Companions. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Companions were given a hard copy of the satisfaction surveys. Those who were able to engage with the survey independently did so. Those who were not able to engage with the survey independently had help from their House Coordinator. Answers to the survey questions may have been influenced by the person close to them administering the survey. The survey was anonymous, however for the portion that Companions had the option to write comments, it was noted that their writing could be identified by IWA Co-workers.	Satisfaction surveys must be sent to Companions regularly to be able to perform a comparative analysis from previous surveys. This will allow for identification of trends and possible causes.	A biannual satisfaction survey will be sent to Companions again in March 2023.	The Co-worker responsible for conducting training on satisfaction surveys has been identified. Hands on training with the Quality Assurance team has taken place (Feb 2023). To be reviewed and completed January 2024.

Objective	Indicator	Who applied to	Time of Measure	Data source	Obtained by	Performance goal	Actual performance	Comparative analysis	Identification of trends:	Identification of causes:	Extenuating /Influencing factors	Changes needed:	Action plan:	Review of action plan (did we achieve our intended results?)
-----------	-----------	----------------	-----------------	-------------	-------------	------------------	--------------------	----------------------	---------------------------	---------------------------	----------------------------------	-----------------	--------------	--------------------------------------------------------------

Other stakeholder objectives

Community Integration	Positive communication with family/representatives	% of Family/representatives that feel communication from IWA Coworkers is clear, sufficient and timely	Community Integration family/representatives	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	90%	80% indicate communication with IWA staff is clear, sufficient and timely.	In the previous family/representative satisfaction survey (2019) 100% of family/representatives indicated that communication with IWA staff was clear, sufficient and timely.	The percentage of family/representatives indicating they were satisfied regarding communication with IWA staff has decreased since 2019.	Coworker turnover and organizational changes over the last few years may have affected the communication with family/representatives.	Biannual satisfaction surveys were sent to both Community Integration and Community Housing families/representatives. Respondents indicated which program they were engaged with (CI, CH or both) but the remainder of the questions did not have respondents indicate which program their Companion was involved with. In the 2019 family/representative satisfaction survey, respondents were only given a 'yes' or 'no' option. They did not have the option to answer 'sometimes'.	More specific/specialized satisfaction surveys sent out to allow for more accurate data sets.	The Admin and Development Coordinator will create biannual satisfaction surveys that are specific to Community Housing and Community Integration participants in March 2023.	The updated surveys will be sent out to both program cohorts in March 2023.
	Stakeholder satisfaction	% of other stakeholders that are satisfied or extremely satisfied with the services IWA provides	Other Stakeholders	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	90%	92.3% indicate they are satisfied or extremely satisfied with the services that IWA provides.	In previous years, satisfaction surveys were not sent to other stakeholders. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Biannual satisfaction surveys were sent to both Community Integration and Community Housing families/representatives. Respondents indicated which program they were engaged with (CI, CH or both) but the remainder of the questions did not have respondents indicate which program their Companion was involved with.	More specific/specialized satisfaction surveys sent out to allow for more accurate data sets.	The Admin and Development Coordinator will create biannual satisfaction surveys that are specific to Community Housing and Community Integration participants in March 2023.	The updated surveys will be sent out to both program cohorts in March 2023.
	Coworker satisfaction	% of Coworkers that are satisfied or very satisfied with their employment at IWA.	Coworkers	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	80%	73.9% indicate they are satisfied or very satisfied with their employment at IWA.	In the previous Coworker satisfaction survey (2019) 100% of respondents were asked multiple questions about different elements of their employment.	No trends available to analyze as of November 2022. The most recent satisfaction survey (2022) did not have the same questions as the previous satisfaction survey (2019). Therefore, no trends can be reliably identified.	No causes available to analyze as of November 2022.	Biannual satisfaction surveys were sent to Coworkers who often times work in both programs. There was no distinction in their responses between their satisfaction with Community Housing and Community Integration.	Specific questions regarding satisfaction with Community Housing and Community Integration.	The Admin and Development Coordinator will create biannual satisfaction surveys that are specific to Community Housing and Community Integration participants in March 2023.	The updated surveys will be sent out to both program cohorts in March 2023.

Other stakeholder objectives															
Community Housing	Positive communication with family/representatives	% of Family/representatives that feel communication from IWA Coworkers is clear, sufficient and timely	Community Housing family/representatives	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	90%	80% indicate communication with IWA staff is clear, sufficient and timely.	In the previous family/representative satisfaction survey (2019) 100% of family/representatives indicated that communication with IWA staff was clear, sufficient and timely.	The percentage of family/representatives indicating they were satisfied regarding communication with IWA staff has decreased since 2019.	Coworker turnover and organizational changes over the last few years may have affected the communication with family/representatives.	Biannual satisfaction surveys were sent to both Community Integration and Community Housing families/representatives. Respondents indicated which program they were engaged with (CI, CH or both) but the remainder of the questions did not have respondents indicate which program their Companion was involved with. In the 2019 family/representative satisfaction survey, respondents were only given a 'yes' or 'no' option. They did not have the option to answer 'sometimes'.	More specific/specialized satisfaction surveys sent out to allow for more accurate data sets.	The Admin and Development Coordinator will create biannual satisfaction surveys that are specific to Community Housing and Community Integration participants in March 2023.	The updated surveys will be sent out to both program cohorts in March 2023.
	Stakeholder satisfaction	% of other stakeholders that are satisfied or extremely satisfied with the services IWA provides	Other Stakeholders	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	90%	92.3% indicate they are satisfied or extremely satisfied with the services that IWA provides.	In previous years, satisfaction surveys were not sent to other stakeholders. Therefore, a comparative analysis is not available for this year.	No trends available to analyze as of November 2022.	No causes available to analyze as of November 2022.	Biannual satisfaction surveys were sent to both Community Integration and Community Housing families/representatives. Respondents indicated which program they were engaged with (CI, CH or both) but the remainder of the questions did not have respondents indicate which program their Companion was involved with.	More specific/specialized satisfaction surveys sent out to allow for more accurate data sets.	The Admin and Development Coordinator will create biannual satisfaction surveys that are specific to Community Housing and Community Integration participants in March 2023.	The updated surveys will be sent out to both program cohorts in March 2023.
	Coworker satisfaction	% of Coworkers that are satisfied or very satisfied with their employment at IWA.	Coworkers	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	80%	73.9% indicate they are satisfied or very satisfied with their employment at IWA.	In the previous Coworker satisfaction survey (2019) 100% of respondents were asked multiple questions about different elements of their employment.	No trends available to analyze as of November 2022. The most recent satisfaction survey (2022) did not have the same questions as the previous satisfaction survey (2019). Therefore, no trends can be reliably identified.	No causes available to analyze as of November 2022.	Biannual satisfaction surveys were sent to Coworkers who often times work in both programs. There was no distinction in their responses between their satisfaction with Community Housing and Community Integration.	Specific questions regarding satisfaction with Community Housing and Community Integration.	The Admin and Development Coordinator will create biannual satisfaction surveys that are specific to Community Housing and Community Integration participants in March 2023.	The updated surveys will be sent out to both program cohorts in March 2023.

Business functions 1.M.9

Objective	Indicator	What applied to	Time of Measure	Data source	Obtained by	Performance goal	Actual performance	Comparative analysis	Identification of trends:	Identification of causes:	Evaluating /Influencing factors	Changes needed	Action plan:	Review of action plan (did we achieve our intended results?)	
1.M.9.a	1.M.9.b	1.M.9.1	1.M.9.4	1.M.9.3	1.M.9.2	1.M.9.5									
Completed budgets	% of budgets that are completed, reviewed and analyzed to support operational needs on a consistent basis	Finance	Monthly	Profit and loss statement, budget vs. actual	Business Admin, Finance Committee	100%	100%	The Association increased revenue earned compared to last FY (20/21 vs. 21/22). Regardless of increased revenue, the cost of operating our services has also increased (food, gas, Coworker wages, volunteer stipend, etc.)	Increased revenue via services delivered with new contracts gained to last FY. Increase in program delivery. Year over year increase in fundraising, donations, and grant revenue.	Increase in revenue due to new contracts gained via CLBC. Increase in revenue from private contracts. Increase in fundraising revenue due to effective placement of an Administration and Development Coordinator. Year over year increase in program operation expenses (wages, food, gas, utilities, etc.)	Inflation and rising cost of operation expenses. Increased cost to the IWA for Coworker wages, cost of food, mortgage interest, etc. IWA obtained a three-year capacity building grant to fill the position of Administrative & Development Coordinator. The objective of this grant was to offset wages, and allow for an increase in fundraising, grants and donation income.	An operating reserve should be available for the current economic climate.	Diversify income streams via social enterprise projects. Allocate a portion of donations to the newly established operating reserve account in addition to soliciting an operating reserve. The IWA will track all capital projects and expenses outside of the program operation budget on a monthly basis.	Currently working to obtain a feasibility study to support the diversification of our income through social enterprise projects (day program expansion). An operating reserve account has been established and all accounts are reconciled monthly. At this time, we are operating within our budgets. We will create a 2023/2024 fiscal year budget operation and capital in February/March 2023.	
Signed contracts	% of funding contracts that are reviewed and signed annually at the review date associated with the contract	Finance	Private contracts are reviewed and negotiated annually, or as needed. CLBC contracts span a two-year timeframe and are reviewed annually or as needed. The IWA reviews all contracts to ensure contracts held are representative of individual disability support needs provided by IWA.	CLBC program budgets, contracts and reports. Privately held contracts.	Business Admin, Finance Committee	100%	100%	Contracts are reviewed and signed whenever any changes are made to the contract. The most recent CLBC contract signed was November 2022. We are anticipating a new CLBC contract to be signed in February 2023. Private contracts are all renewed annually (contracts end March 31st and new contracts begin April 1st).	Timely review and signing of contracts is essential for CLBC and privately funded programs. Income from all contracts is needed to fund the basic operations of the IWA.	Our two contracts held with CLBC have undergone comprehensive negotiations. The IWA is expecting new contracts to be signed in February 2023. Throughout the negotiations it has been difficult to place individuals in both the community housing and Community Integration contracts. Private contracts have not been impacted by the negotiation. Once the negotiation is complete, CLBC contracts are reviewed and negotiated every two years, or as needed to ensure contracts held are representative of individual disability support needs provided by IWA. Negotiations can span a number of months based on funding contract manager availability. Private contracts are negotiated annually in line with our fiscal year.	A contract negotiation is currently underway with our provincial funder. The current contracts will govern residential and day program support needs for provincially funded companions until the new contracts are signed and in place.	The Business Admin, Finance Committee and Board of Directors will ensure contract negotiations stay engaged in the process, and that IWA's CLBC analyst is able to be involved in the contract negotiation. CLBC contracts held by the Association will represent actual costs of providing support to individuals. CLBC contracts will be reflective of actual cost of support delivery.	The Business Admin and Finance Committee have been in the process of CLBC contract negotiations since January 2022. Contracts have been successfully negotiated (February 2023). New CLBC contracts represent an increase in funding for both programs.		
Completed performance reviews	% of paid Coworker performance reviews that are completed consistently and on time.	Human Resources & Relations	Annual	Coworker files, Coworker review tracking spreadsheet, annual task calendar	Human Resources and Relations Group	100%	70%	Annual performance reviews are being conducted more regularly than the year prior (2021/2022)	Annual performance reviews are happening more regularly and consistently.	IWA has created an H/R/R group to ensure consistent annual performance review dates are set and met. The Accreditation Group flagged this issue and tasked the H/R/R Group to support consistent annual performance review dates.	Due to a backlog in completed performance reviews, the H/R/R group needed to deliver a number of overdue annual Coworker reviews. The H/R/R Group created a review structure that it will adhere to moving forward. This will ensure evaluations are completed on time, consistently and will identify goals that are credible and reachable.	Performance reviews must happen in their designated timeframe. Scheduling must allow for all Coworkers needed to attend.	The Chair of the H/R/R group will be responsible for ensuring performance evaluations happen in their designated timeframe. The Facility Manager will ensure scheduling allows for all Coworkers to attend. These performance evaluations will be indicated on the annual task calendar, and the Coworker review tracking spreadsheet.	Coworker evaluation dates have been identified and are indicated on the annual task calendar and Coworker performance evaluation spreadsheet. The Accreditation Group and H/R/R Group are engaging with the task calendar and review spreadsheet on a regular basis. As of February 2023 all Coworker performance evaluations are up to date.	
Family/representative satisfaction	% of family/representatives that indicate they are satisfied or very satisfied with business functions	Operations	Biannual	Biannual satisfaction survey	Admin and Development Coordinator	90%	100% indicated either 'satisfied' or 'very satisfied'	In the last available family/representative satisfaction survey (2019) 100% indicated either 'satisfied' or 'very satisfied'.	Family/representative satisfaction rates are steady from 2019 to 2022.	IWA communicates business functions and operational surveys to external stakeholders.	Biannual satisfaction surveys contained a satisfied and very satisfied option for this question. The distinction between satisfied and very satisfied was not defined in the survey preamble. This could allow for variations of personal perception when responding to the question.	Going forward, the IWA will define the response choices to a question in the survey preamble.	The Admin and Development Coordinator will work with the Accreditation Group to define the response choices available for questions within all satisfaction surveys (Companion, Coworker, Family/Representative, Stakeholders). The definitions will be included as a preamble for all surveys.	It was determined that definitions are not needed as part of the survey preamble as neutral response options have been eliminated from the surveys. The IWA will continue to share this information with stakeholders by way of annual Companion GP meetings, our Annual Reports, and at our AGM.	

Understanding characteristics, barriers and severity factors															
Factors		Information obtained by		Information source		Information storage		Importance of information							
Critical demographic characteristics 1.M.3.1															

Community Integration	Age	Admin Operations, Care Group	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share.	Companions must be 18 years or older to engage with the Community Integration program. IWA does not have a cut-off age, however when Companions reach an age where their medical needs are not able to be safely supported by IWA Coworkers, transition measures will be engaged with.
	Gender or sex	Admin Operations, Care Group	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share.	IWA must be able to engage with and support gender pronouns preference and needs of Companions in the Community Integration program. The IWA will provide Companion-specific Coworker training regarding gender or sex.
	Medical needs	Admin Operations, Care Group	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share.	IWA must be able to engage with medical needs of Companions in the Community Integration program. If a Companion has medical needs that are beyond what the IWA has capacity to support, that must be addressed. The IWA will provide Companion-specific Coworker training regarding medical needs.
Community Housing	Age	Admin Operations, Care Group	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share, red binder at the Companion's residence.	Companions must be 18 years or older to engage with the Community Integration program. IWA does not have a cut-off age, however when Companions reach an age where their medical needs are not able to be safely supported by IWA Coworkers, transition measures will be engaged with.
	Gender or Sex	Admin Operations, Care Group	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share, red binder at the Companion's residence.	IWA strives to have a balance of genders in the Community Housing program. Knowing the gender of a Companion will help balance the households, and provide comfortable and safe spaces for persons supported. The IWA will provide Companion-specific Coworker training regarding gender or sex.
	Medical needs	Admin Operations, Care Group	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share, red binder at the Companion's residence.	IWA must be able to engage with medical needs of Companions in the Community Housing program. If a Companion has medical needs that are beyond what the IWA has capacity to support, that must be addressed. The IWA will provide Companion-specific Coworker training regarding medical needs.
	Factors	Information obtained by	Information source	Information storage	Importance of information
Barriers to successful outcomes					
Community Integration	Language	Admin Operations, Care Group, Workshop Leader	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share.	In order to deliver appropriate and personalized support, the IWA must understand the unique way that each Companion communicates and work to maintain and/or improve communication methods.
	Ability to engage with technology	Admin Operations, Care Group, Workshop Leader	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share.	Ability to engage with technology should not impact a Companion's participation in the CI program. Companions that use adaptive technology will be supported in the program and training will be provided to IWA Coworkers.
	Access to family and support	Admin Operations, Care Group, Workshop Leader	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share.	When a Companion does not have access to family and support, this can affect their sense of well-being, potentially acting as a barrier to successful outcomes of the Community Integration program. Not having a family/representative could limit the self-advocacy opportunities for an individual. The IWA works closely with families/representatives for goal planning and addressing any challenges that occur in the CI program.
Community Housing	Language	Admin Operations, House Coordinator	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share, red binder at the Companion's residence.	In order to deliver appropriate and personalized support, the IWA must understand the unique way that each Companion communicates and work to maintain and/or improve communication methods.
	Ability to engage with technology	Admin Operations, House Coordinator	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share, red binder at the Companion's residence.	Ability to engage with technology should not impact a Companion's participation in the CH program. Companions that use adaptive technology will be supported in the program and training will be provided to IWA Coworkers.
	Access to family and support	Admin Operations, House Coordinator	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share, red binder at the Companion's residence.	When a Companion does not have access to family and support, this can affect their sense of well-being, potentially acting as a barrier to successful outcomes of the Community Housing program. Not having a family/representative could limit the self-advocacy opportunities for an individual. The IWA works closely with families/representatives for any Companion-specific life needs (goal planning, medical support, broader community engagement and addressing any challenges that occur in the CH program).
	Factors	Information obtained by	Information source	Information storage	Importance of information
Severity challenges					
Community	Trauma	Admin Operations, Care Group, Workshop Leader	Companion application, Anamnesis, My BC Booklet, referral from funding agency, information from previous service provider.	Companion database, physical file. Companion file on file share.	IWA Coworkers receive trauma-informed training. Trauma can affect many aspects of a Companion's life and this can be considered a severity challenge. IWA Coworkers will engage with any Companion's trauma-related issues with care and compassion. Communication with family/representatives and previous service provider is integral in understanding any history of trauma and best practices regarding how to engage with or de-escalate trauma related events/issues.

