

Annual Analysis Report 2024



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Overview

Agency Overview

Bonaventure is a social service agency funded by both CLBC and MCFD. We support persons with diverse-abilities in central Vancouver Island. Our services and support include: Thirteen Community Housing homes, one Respite housing program, four Community Inclusion programs, and one Employment Service. Like all agencies in the province, we face challenges, but we remain committed to moving forward, adjusting our services and supports to meet the needs of our programs.

This year has been marked by significant achievements and progress for our agency. We successfully relocated to a new, accessible head office, enhancing our operational capabilities and inclusivity. Our committees have made substantial contributions and improved hiring practices. Strengthening community connections has been a priority, resulting in meaningful partnerships and increased community engagement.

The hiring of strong, competent managers and a new HR Director has bolstered our leadership team, driving strategic goals and fostering a positive work environment. The dedication of our direct support team continues to ensure exceptional care and support for our Individuals. Overall, our team remains committed to advocating for our supported Individuals and supporting their goal development, helping them achieve their aspirations and improve their quality of life.

The Ministry of Children and Family Development (MCFD) is undergoing a significant transformation by transitioning to a Specialized Homes and Support Services (SHSS) contract model. This provincial transition aims to enhance the quality of care and support provided to children and youth in care. The SHSS model introduces standardized contracts for individualized care, focusing on improving outcomes through a continuum of care. We have attended several training modules in anticipation of transitioning legacy contracts to the new model. Although the concept is a positive move for MCFD, we have some reservations about contract limits, privacy, and prescribed service delivery expectations.

The social service sector has seen a significant focus on developing and implementing a Reconciliation Framework, led by the BC Association of Aboriginal Friendship Centers. This initiative aims to address historical injustices and promote equity and inclusion within the sector. Additionally, there has been an emphasis on improving contracting and procurement practices, as well as developing comprehensive compensation plans to support the workforce.

The sector faces several challenges, including historical underfunding, increased demand for services, and the impact of global events such as the pandemic and cost-of-living crises. These challenges have led to staff burnout, high turnover rates, and financial strain, putting the sector's capacity to serve at risk. Recruitment and retention of qualified staff remain ongoing issues, necessitating innovative approaches to attract and retain talent. Despite these challenges, the social service sector in the province has achieved notable successes. Collaborative efforts through initiatives like the Social Services Sector Roundtable and the BC CEO Community Living initiatives have fostered better communication and coordination among agencies and government officials.

Mission

Dedicated to common-unity, holding space where people are empowered.

Vision

To cultivate an environment dedicated to unlocking the potential of self and community.

Values and Guiding Principles

The updated values statement emphasizes a holistic and ethical approach to support, focusing on person-centered care, integrity, confidentiality, justice, respect, relationships, self-determination, and advocacy. These changes highlight the importance of respecting individual preferences, promoting well-being, and ensuring ethical practices while fostering meaningful relationships and advocating for justice and equity.

Code of Ethics

The updated code of ethics emphasizes a commitment to service quality, respect, integrity, professionalism, loyalty, and personal growth. These changes highlight the importance of meeting the needs of those supported, maintaining confidentiality, fostering a positive work environment, and ensuring continuous personal and professional development.

Company Culture at Bonaventure

At Bonaventure, we take immense pride in our inclusive culture, built on collaboration and mutual respect. We ensure every team member feels valued through regular meetings, training opportunities, and leadership committees. Often, our meetings are centered around food, reinforcing our sense of community. A sense of humor and a shared commitment to aiming high unite us, making Bonaventure a place where everyone can thrive.

Our culture is so important that it is spoken often. Each program has its own culture statement, and the main office culture reflects a flock of geese—*working together harmoniously*. Cultural compatibility is crucial for us, and we emphasize inclusion and strive to be better community partners as we work towards transformative reconciliation. This focus extends to our hiring process, which we are transforming to be more engaging with transparent introductions, open dialogue, and a strong emphasis on our company culture.

Land Acknowledgement

Bonaventure honors the rich heritage and traditions of the Coast Salish people, on whose lands we work, live, and play. We are committed to respecting and learning from the cultures that shape this land, as we strive to cultivate a community rooted in understanding and inclusivity.

Agency Strategic Goals-Overview

Inclusivity	Community	Development	Reconciliation	Person Centered Planning
Create an inclusive environment and celebrate diverse cultural backgrounds	Build strong community partners and Implement employee engagement and appreciation initiatives	Commit to training and enhancing cultural competency	Review systemic barriers and ensure inclusive hiring practices	Tailor services to meet individual needs and preferences, engage individuals in decision-making

Empowering Potential, Together

Quality Assurance

Bonaventure improves outcomes for the people receiving services and supports by monitoring the effectiveness of programs and efficiency of services.

Bonaventure continues to improve outcomes for the people receiving services by regularly monitoring the effectiveness of programs and efficiency of services. We regularly review policy using licensing, funder and accreditation standards, best practices, industry standards, survey data, and general contract expectations as guidelines. As a result, we have been recognized for our ability to translate vision into action and deliver on the promises made to the people we support. Policies offer a clear vision and set of expectations, providing a blueprint for translating vision into action for the benefit of supported individuals. Our quality assurance processes track performance and help ensure alignment across all programs and services.

These processes include:

- *Internal Audits:* Monitor program compliance with internal policies, external requirements, regulations, and contract obligations.
- *CLBC/MCFD: Monitoring and Annual Reviews:* A CLBC assigned analyst/MCFD resources worker schedules an annual visit to each program to review service delivery and quality of support.
- *Risk Management and Incident Reporting:* Identifies, evaluates, and reduces the risks to which the individuals in our care could be exposed.
- *Licensing and Accreditation Reviews:* Support implementation of best practices, action plans for improvement, and compliance with standards.
- *Quality of Care Reviews:* Assesses services provided and individual outcomes.
- *Orientation and Training:* Provides resources, training, technical assistance, and support for program operations.
- *Systems Analysis, Design, and Improvement:* Assesses need, evaluate effectiveness, identifies areas for improvement, and provides technical assistance and resources for improvement.
- *Leadership Handbook:* A guide outlining expectations to develop effective and consistent leadership skills
- *Family/Individual Handbooks:* provide clear guidance on the BSS program and services, outlining expectations to ensure effective participation and support.

CARF Accreditation

The CARF accreditation process starts with Bonaventure's commitment to continuous improvement and culminates with an external review and recognition that Bonaventure's business and service practices meet international standards of quality. Achieving greater satisfaction for stakeholders, improved organizational efficiency and effectiveness, as well as an enhanced community image, are among the benefits of the CARF accreditation process.

CARF Survey March 2023

An extension was granted from the original cycle in fall 2022, extending the accreditation process from November 30, 2022, to March 2023.

Achievements: Earned a three-year accreditation.

- The leadership team was complimented and congratulated for this achievement.
- Bonaventure demonstrated substantial conformance to the standards.
- Services are highly valued by individuals and their families. Stakeholders express high levels of satisfaction with the services.
- The leadership team is highly respected and seeks input from persons served.

Recommendations: Identified any standard that CARF determined the organization did not meet the minimum requirements to demonstrate full conformance.

- 1.A.6 Written Code of Ethics- Add areas within ethics.
 - Revamped entire Code of Ethics Policy, incorporating all points from the standard
- 1.F.3: Financial results be reported to personnel, individuals and stakeholders
 - Added graphs, financial reports within Analysis reports, enhance transparency with program budget allocation.

Consultations: Surveyor suggestions to consideration to improve business or service delivery

- 1.I Workforce Management: Consider using an electronic payroll system
 - Implement Payworks, payroll platform
- 1.L Accessibility: Consider a more accessible Head Office space
 - Moved Jan 2024 to new location
- 2.A Program Structure/Service: Consider developing a similar, friendlier document, for persons served to read and understand program expectations
 - Phamplet created outlining programs and services
- 2.C: Medication Monitoring and Management: Consider exploring an electronic medication record system
 - At this time, there is no consideration to change system currently in place
- 2.D: Employment Services: Consider increasing presence in community
 - Expanded services in the Nanaimo area

Upcoming CARF Survey

We are currently preparing for the upcoming survey, focusing on reviewing all standards and practices. Our goal is to ensure continuous improvement and alignment with our mission. By incorporating feedback from all stakeholders, we aim to enhance our services and maintain the highest standards of quality and respect for the individuals we serve.

Areas to be Accredited

This year, we will be seeking 3-year accreditation for:

- Community Housing (adult)
- Community Housing (children and adolescents)
- Community Integration (Community Inclusion)
- Community Employment Services (Employment Support & Job Development)
- Respite Services
- Supported Living

Process for CARF Accreditation

1. *Preparation:* Bonaventure uses CARF Standards for continuous quality improvement in all program services.
2. *Awareness:* Informing stakeholders and employees about accreditation and CARF standards.
3. *Site Survey:* Three surveyors interview personnel, individuals supported, families, and stakeholders, observe practices, review documentation, and suggest improvements over three days.
4. *Accreditation:* CARF decides on accreditation, provides a report on strengths and areas for improvement, and recognizes accredited providers for their commitment to excellence.
5. *Continuous Quality Improvement:* Accredited providers complete a Quality Improvement Plan and submit an Annual Conformance to Quality Report each year.

Strategic Planning

The annual strategic planning day, held in June, brought together the leadership team and key lead positions to review and refine our strategic direction. The day began with an introduction, welcome, and land acknowledgement, followed by a reaffirmation of our mission and vision, and a focus on transformative reconciliation. The following focus areas were:

Commonalities of the Strategic Plan, Accessibility Plan, and Cultural Diversity Plan:

- *Inclusivity and Diversity:* Focus on fostering an inclusive environment, eliminating barriers, and celebrating diverse cultural backgrounds.
- *Community and Employee Engagement:* Emphasis on community integration, employee recognition, and participation in diversity-related events.
- *Support and Development:* Commitment to ongoing education, training, and enhancing cultural competency.
- *Improvement of Practices and Policies:* Aims to enhance business functions, review systemic barriers, and ensure inclusive hiring processes.

Cultural Leadership

- *Objective:* Foster a leadership culture based on trust, collaboration, and emotional intelligence, promoting innovation, diversity, and ethical practices.

Transformative Reconciliation:

- *Agency Goal:* Embrace decolonizing principles and Indigenous Knowledges, fostering reconciliation and empowering the community through collaborative approaches.
- *Objectives:* Strengthen commitment to reconciliation, translate concepts into practice, explore personal positionality, challenge colonial systems, integrate Indigenous Knowledges, and develop a supportive community network.
- *Action Plan:* Conduct workshops, collaborate with Indigenous leaders, review policies.

Strategy Development/Implementation Plan:

1. *Increase Community Presence and Partnerships:* Enhance practicum placements and engage with educational institutions and job fairs.
2. *Recruitment and Retention:* Focus on onboarding, recognition initiatives, reducing turnover, and exploring new recruitment methods.
3. *Program/Individual:* Offer training, newsletters, and support equivalent to EFAP for individuals.
4. *Professional Development:* Provide manager training and employee support for mental health and addictions.
5. *Business Function:* We have implemented Payworks and now need to fully utilize its functions to improve. Not necessarily expand services but rather refine supports and processes. Introduce the new L.I.F.E.-based service funded by CLBC.

Reflection

The emphasis on cultural leadership and transformative reconciliation highlights our forward-thinking approach to creating a supportive and innovative environment. Detailed action plans provide a clear roadmap for achieving these goals, ensuring responsiveness to community and employee needs.

Transformative Reconciliation was a key theme, emphasizing our dedication to decolonizing principles and Indigenous Knowledges. Looking ahead, we plan to expand next year's meeting to two days for deeper discussions and comprehensive planning. Ideas to explore include:

- *Enhanced Community Engagement:* Developing new partnerships and initiatives.
- *Advanced Professional Development:* Offering specialized training programs.
- *Innovative Support Programs:* Creating improved support services for individuals.

Cultural Diversity

Bonaventure's *cultural competency* is about our will to build an understanding between people, the ability to recognize, respect, and address the unique needs, worth, thoughts, communications, actions, customs, beliefs, and values that reflect an individual/s racial, ethnic, religious, and/or social groups or sexual orientation.

Person Centered Planning that's inclusive: consistently re-evaluate that supports offer preference, choice, beliefs and traditions

- Capture traditions, beliefs, preferences at initial intake: Intake snapshot, Individual Handbook, care plans
- Annually review the My Plan/ offer Individuals supported education and training about other cultures
- Create inclusive groups that celebrate differences (Advocacy Group, Gender Identity group, Belles/Bros)

Evaluate Hiring Processes: focus on diverse hiring practices that bring more diverse talent to BSS.

- Partner up with post secondary institutions
- Attend/participate in job fairs
- Monitor and adjust job posting to have more inclusive language

Offer Diversity training: effectively navigate cultural differences—will give the team the understanding they need to effectively collaborate with their co-workers, individuals supported, families and stakeholders, and do their best work.

- Quarterly Gift of Knowledge that reflects culture, diversity and/or Inclusion
- Offer seminars, workshop invites for all to participate
- Utilize the ShareVision calendar to note cultural holidays, traditions, and beliefs.
- Celebrate our Diverse Cultures: to feel seen, appreciated, and safe, celebrate cultures
- Competency draws that reflect culturally diverse gifts
- Monthly cultural agency themes; celebrating traditions, food, and culture
- Volunteer with diversity and inclusion groups

Reflection:

By aligning our efforts with these goals and strategies, we aim to create a more inclusive and culturally responsive environment within our organization, ultimately enhancing the quality of services we provide to our diverse population and strengthening our commitment to social justice and equity in the social service sector.

We regularly assess progress towards achieving diversity goals outlined in the plan through key performance indicators, satisfaction surveys, and diversity training participation rates.

We solicit feedback from team members, Individuals, and stakeholders to gauge the impact of diversity initiatives on organizational culture, service delivery, and community engagement.

We will continue to review and update the Cultural Diversity Plan annually to reflect evolving needs, best practices, and emerging trends in cultural diversity and inclusion.

One area we will focus on: Integrate cultural diversity principles into organizational policies, procedures, and decision-making processes to embed diversity and inclusion as core values.

Accessibility

Accessibility is a journey of learning, involving continuous education, awareness, and adaptation. It's about removing barriers and increasing inclusion and independence for everyone. In spring 2023, our internal findings pointed to five main themes for actions on accessibility: systemic barriers, community integration barriers, transportation barriers, employment barriers, and communication barriers.

Achievements:

For the most part, we achieved the 2023 goals, recognizing the ever-changing nature of accessibility needs and the requirement to adapt accordingly. We need to focus on accessibility to language, support for the deaf and hard of hearing, and the blind, with a continued emphasis on improvement.

2024 Achievements:

- Improving Website Accessibility:
 - Added Community Inclusion calendars.
 - Introduced feedback opportunities: Accessibility form and complaint form.
 - Created a library of resources and compiled a list of rights.
 - Ongoing improvements with Text and Talk.
- Accessible Office Space:
 - Moved headquarters to a new, accessible location.
 - Created a large boardroom for training and meetings.
- Safe and Accessible Program Locations:
 - Ongoing maintenance requests and improvements.
- Training:
 - Conducted training on accessibility, inclusive practices, and breaking down barriers.
 - Ongoing training around recruitment and hiring practices to identify bias.

Focus Areas for 2025:

- Systemic Barriers:
 - Review and implement equitable policies.
 - Conduct ongoing training on cultural competency and unconscious bias.
 - Promote representation and inclusion through community-led solutions.
- Transportation Barriers:
 - Create a community working group to advocate for better public transportation.
 - Develop a ridesharing program and volunteer driver network.
 - Reevaluate the requirement for employees to hold a valid driver's license and explore alternatives.
- Accessibility to Language:
 - Enhance communication methods for the deaf and hard of hearing.
 - Prioritize the provision of American Sign Language (ASL) resources
 - Offer more tools and support for the blind.

Survey Outcomes

Annual satisfaction surveys are integral to our quality assurance process. These surveys enable us to collect feedback from employees, individuals served, their families, and other stakeholders, facilitating continuous improvement of our services. The 2024 surveys, completed in early spring, have provided valuable insights into satisfaction levels and areas for enhancement.

Employee Satisfaction Survey

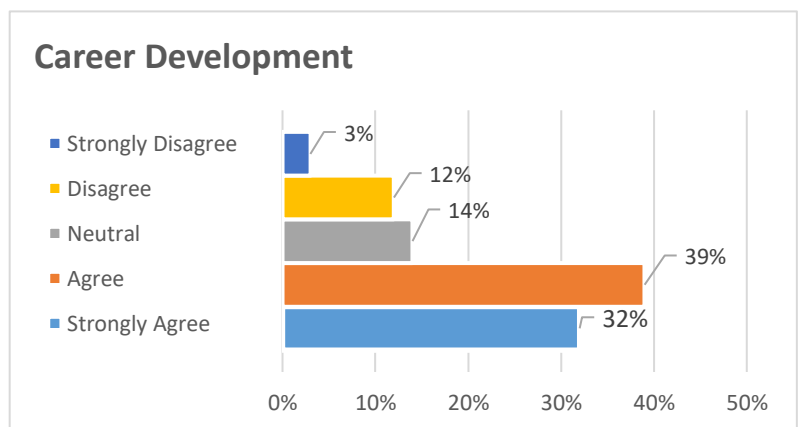
The employee annual satisfaction survey covered questions related to career development, work culture, relationship management, and work environments. The following graphs provide an average of several questions under each heading. All survey outcomes are shared and posted on ShareVision, reviewed at the annual leadership strategic planning event, where we reflect, review, and adjust based on the feedback. This year, we had record-high participation.

Career Development

Bonaventure is commitment to fostering growth and advancement opportunities for our employees, ensuring they receive adequate job-related training, and encouraging long-term career aspirations within Bonaventure.

Career Development Trends and Focus Areas

Employees had expressed varied opinions on career development and training opportunities. Positive feedback highlights appreciation for the support and training provided, with some employees feeling recognized and valued. However, challenges include concerns about the effectiveness and diversity of training programs, inconsistent enforcement by managers, and a lack of engagement among long-term staff.



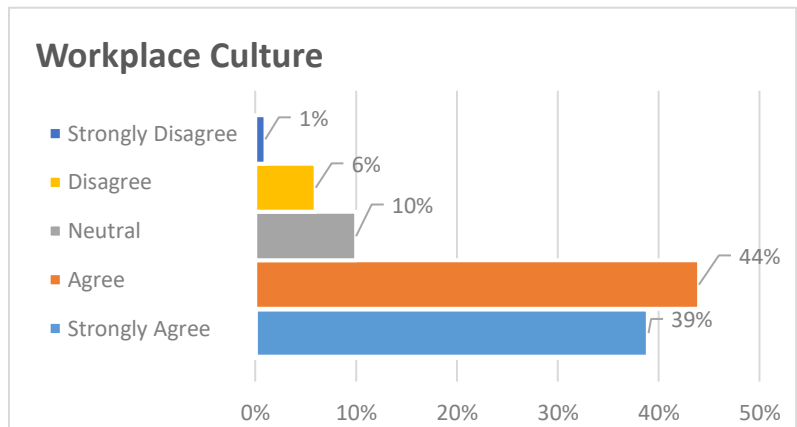
There is a strong need for relevant job training, particularly in crisis management and de-escalation skills. Suggestions for improvement include offering more diverse training opportunities, clarifying job responsibilities, and providing clearer paths for career advancement.

Workplace Culture

Bonaventure's workplace fosters motivation and empowerment, making work exciting and engaging. It encourages collaboration, support, and celebrates diversity and inclusivity.

Work Culture Trends and Focus Areas

Employees shared diverse experiences regarding work engagement. Positive feedback highlights appreciation for the inclusive and growth-oriented company culture, with many employees feeling empowered and supported by their managers. Satisfaction with work and team dynamics is evident, as several employees express love for their jobs and fulfillment in their roles. However, challenges include feelings of being overwhelmed by workload, lack of recognition, and dissatisfaction with perceived laziness among colleagues. Suggestions for improvement focus on clearer delineation of tasks, more support for professional development, and recognition for extra efforts. While many employees feel engaged and motivated, others mention a lack of extrinsic motivation and challenges due to unbalanced workloads and lack of cohesive team dynamics.



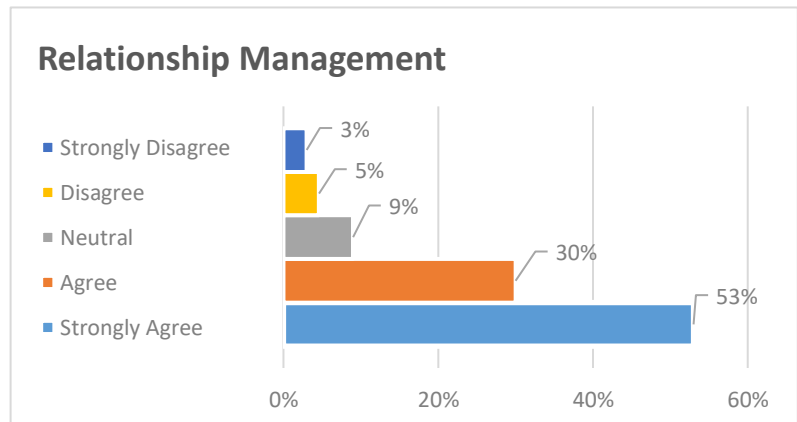
Relationship Management

Bonaventure has supportive supervisor-employee interactions, open communication channels, and fosters trust for cohesive teamwork.

Relationship Management Trends and Focus Areas

Employees shared a mix of positive and negative experiences regarding relationship management. Positive feedback includes pride in recommending Bonaventure to others, highlighting the supportive culture and opportunities for growth. Many employees appreciate the supportive relationships with their supervisors and managers, describing them as approachable and competent.

However, challenges include communication gaps, and concerns about management responsiveness and effectiveness in addressing issues. Some employees feel their concerns are ignored or poorly managed. Mixed feelings about recommendations reflect enthusiasm despite lower starting pay and extra responsibilities, while others are cautious due to stressful or poorly managed work environments.



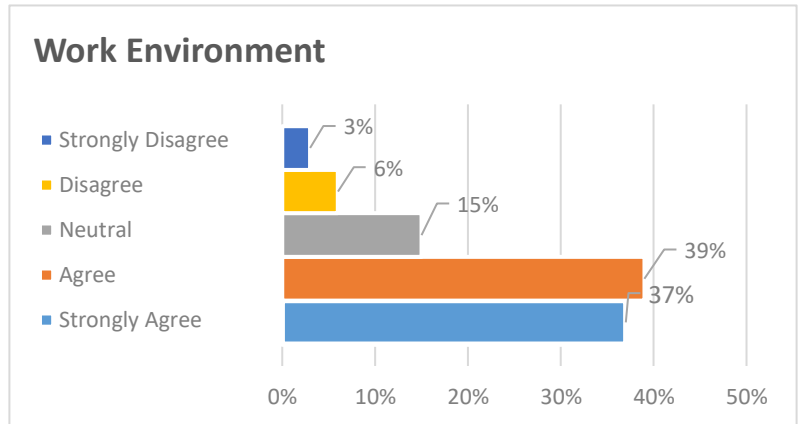
Work Environment

Bonaventure is dedication to providing a safe, inclusive space that prioritizes employee well-being.

Work Environment Reasons for 'Strongly Disagree' or 'Disagree' Responses

Employees advocate for more trauma-informed care training and meaningful support time. Challenges with the work environment involve difficulty finding quiet spaces for documentation and last-minute employee reassignments without proper training.

Some employees feel a lack of empowerment and question the company's commitment to a person-centered approach, especially for youth in care. Issues with management and protocols include inadequate training for dealing with violent behavior and lack of follow-up on incidents. Overall, the consensus is that the company needs to address labor practices, team training and support, management protocols, and alignment with its mission to foster a more positive and empowering work environment.



Stakeholder Annual Satisfaction Surveys

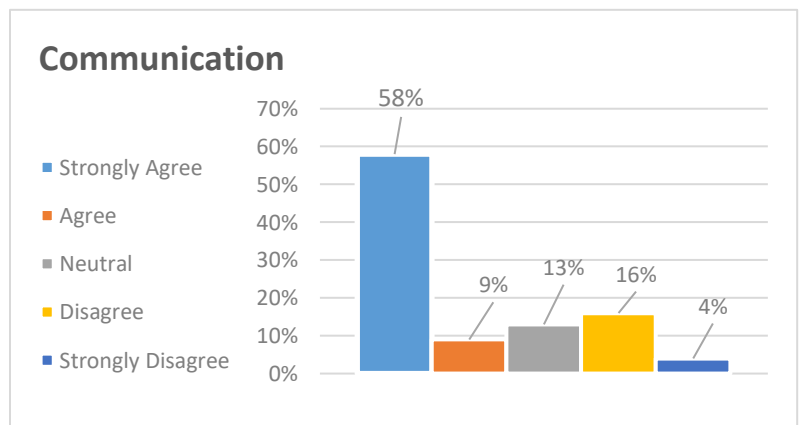
By gathering feedback from families, and other stakeholders, we can continuously enhance our services through an outside lens. The surveys, conducted have yielded valuable insights into satisfaction levels and areas for improvement. However, we experienced low participation highlighting the need to focus on increasing engagement and obtaining more comprehensive feedback.

Communication

Overall effectiveness, quality, and responsiveness of Bonaventure's Communication

Enhancing Stakeholder Communication

The feedback highlighted the importance of proactive communication and adequate notice regarding schedule changes or late arrivals. Respondents emphasized the need for earlier discussion when concerns arise and expressed dissatisfaction with last-minute notifications, particularly regarding changes in timing or personnel. They underscored the significance of considering Individual input and respecting their time in scheduling decisions.

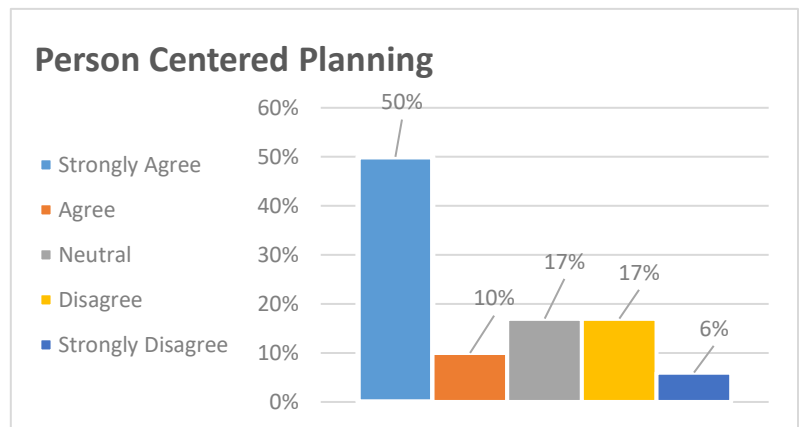


Person Centered Planning

Overall, Bonaventure is committed to a person-centered approach

Enhancing person centered approaches

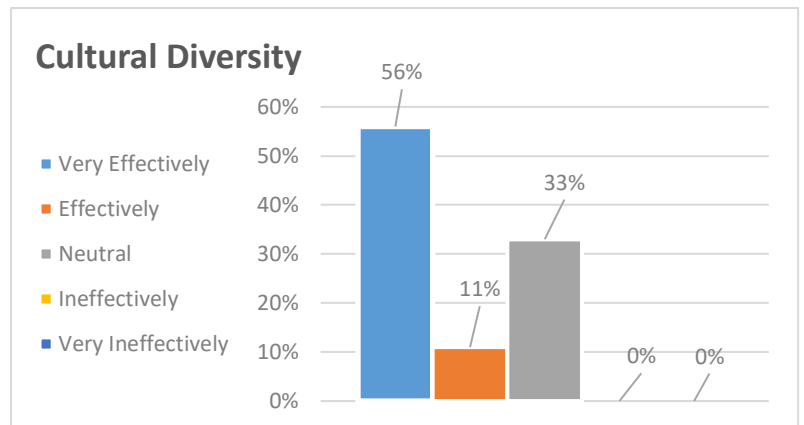
The feedback suggested a need for more personalized and inclusive service delivery. Respondents highlighted the importance of actively listening to supported Individuals, tailoring activities to individual needs, and involving both the Individual and their advocate or support person in consultations. Some expressed frustration at being excluded from these discussions despite their role as the primary advocate and support for the individual.



Cultural Diversity

Bonaventure effectively fosters an inclusive and culturally diverse environment

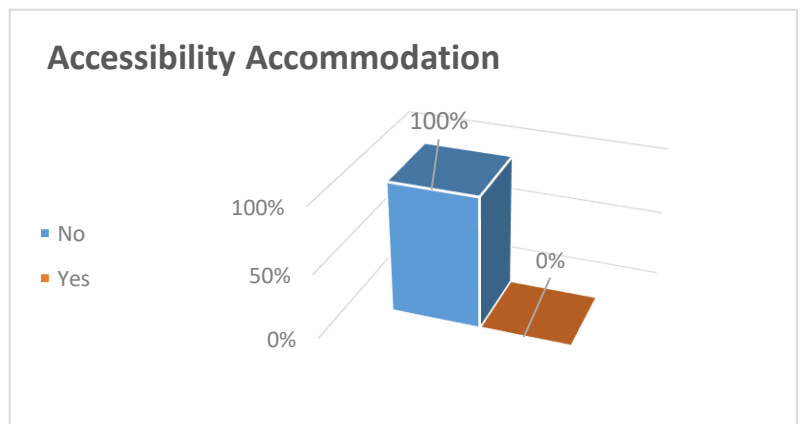
Feedback on our cultural diversity efforts, scored at 56% feeling Bonaventure was effective, however overall has been mixed, with 33% of respondents providing a neutral response. This indicates that while some stakeholders recognize our efforts, there is room for improvement. To enhance positive responses, we should focus on actively engaging with stakeholders to better understand their perspectives and experiences, and implement initiatives that celebrate and promote cultural diversity.



Accessibility/Accommodations

Bonaventure removes barriers so there is full access to services or participation in our programs

While we scored 100% in accessibility and accommodation, it's crucial to remain vigilant and proactive in maintaining these high standards. Continuous improvement should be our goal, ensuring that we regularly assess and address any emerging barriers. Staying focused on feedback from stakeholders and adapting to their evolving needs will help us avoid complacency and ensure that our services remain fully accessible to everyone.



Individual Annual Satisfaction Survey

By gathering feedback from those we support, we aim to better understand and address their needs. The survey, available both in paper form and online, covered key areas such as Independence and Empowerment, Social Inclusion and Participation, Accessibility and Accommodations, and Communication. This inclusive approach ensures that every participant's voice is heard, helping us create a more supportive and empowering environment. The results indicate areas where we scored lower in satisfaction, highlighting opportunities for improvement. This snapshot will delve into these findings and outline our plans for enhancing the support we provide.

Independence and Empowerment

Providing individuals with the tools, resources, and support they need to take control of their lives, make choices, and achieve their goals.

Although overall feedback scored high, it did highlight some concerns and suggestions. Participants expressed unhappiness over the inability to play video games during specific times, a need for employment, and satisfaction with the team's performance. Learning bus training has been challenging due to interruptions with supports, and there's a desire for support hours to return to normal.

Social Participation/Inclusion

Bonaventure creates an environment where everyone has equal opportunities to engage in social, cultural, economic, and community activities.

The feedback from the survey indicates unhappiness due to the absence of participation in events such as pride events with Bonaventure, and other events of interest. Additionally, uncertainties arise because these events haven't occurred yet.

Accessibility/Accommodations

Bonaventure strives to remove barriers to supports and services so all participants are full have equal access to fully participate in community.

The feedback highlighted two main issues. Firstly, a participant was dissatisfied due to the lack of support for their personal preferences related to expressing sexual preferences with children's clothing. Secondly, another participant faced challenges because the survey was not compatible with their text reader, making it difficult for them due to their print disability, especially when interacting with casual staff unfamiliar with their needs. These insights underscore the need to consistently address accessibility and accommodations for individuals with specific needs and preferences.

Communication

Overall effectiveness, quality, and responsiveness of Bonaventure's Communication

One participant expressed feeling unheard and neglected when explaining their concerns and feelings, although they acknowledged feeling heard sometimes and still wanting to live at the home despite disliking some program guidelines. Another participant raised concerns about the lack of information regarding their schedule and changes to it, which caused confusion and frustration. Additionally, the survey's limited response options were noted as insufficient, with a suggestion to use a scale of 1 to 5 or 1 to 10 for more nuanced feedback

Satisfaction Survey Average Results

Independence & Empowerment



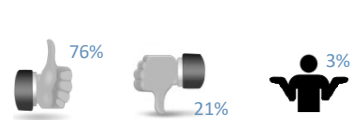
Social Participation



Accessibility & Accommodation



Communication



Human Resources

Introduction

2024 was a year of transition and renewed focus for the Human Resources team at Bonaventure Support Services. With a new Director of Youth Housing and a new HR Director joining Head Office, we welcomed fresh perspective and a shared commitment to building a more supportive, people-centered approach across the organization. These changes helped set the tone for a year rooted in connection, reflection, and steady progress.

As we continue to grow, HR has stayed focused on what matters most—supporting our people and making sure our systems work well for everyone. One major step forward this year was our adoption of Payworks, a cloud-based platform that brings payroll, HR, and scheduling into one place. We've fully transitioned our payroll and scheduling functions to Payworks and are now actively working on integrating its HR features to improve efficiency, accuracy, and record-keeping across the board.

The pages ahead highlight our work in recruitment, onboarding, staff movement, retention, and more. From refreshed interview questions to streamlined processes and stronger support for new hires, we've been laying the groundwork for a better employee experience—one that feels intentional, responsive, and connected. We're proud of the steps taken in 2024 and looking forward to building on them in the year ahead.

Recruitment Initiatives

This year, Bonaventure actively participated in various job fairs and expos to enhance our recruitment efforts and community presence. At each event, we set up a dedicated table staffed by Bonaventure representatives who engaged with potential candidates, provided information about our organization, and discussed career opportunities.

Job Fairs

- Hiring Fair – Career Centre – March 8, 2024
- Youth Transition Fair – CLBC/MCFD/Nanaimo Ladysmith Public Schools - April 16, 2024
- Nanaimo Hiring & Post Secondary Education Expo – Black Press Events – June 6, 2024

Recruitment Expos

- Sexpo – VIU – February 15, 2024
- Everybody Belongs – Inclusion BC – May 30- June 1, 2024
- Pride Celebration – Ladysmith's Inaugural 2SLGBTQIA+ June 2, 2024

Interviews and Candidate Experience

This year, the R&R committee continued to take the lead on improving our hiring process. We refined the interview questionnaire to encourage more natural conversation—helping candidates share their understanding of key concepts in their own words. Everyday scenarios were added to give a sense of what a typical day looks like at BSS, while also helping us see how candidates approach common challenges in the role.

We also updated the grading scale. The committee added weighted scores to highlight the characteristics that matter most, so that we're not just checking boxes—we're actually focusing in on what makes someone a great fit.

A few new touches were added to help reflect who we are as a team. We now begin interviews with a land acknowledgment and try to include a bit of informal sharing about ourselves. This helps set the tone, puts candidates at ease, and gives them a better sense of our culture—so they can respond more authentically and decide if BSS feels right for them too.

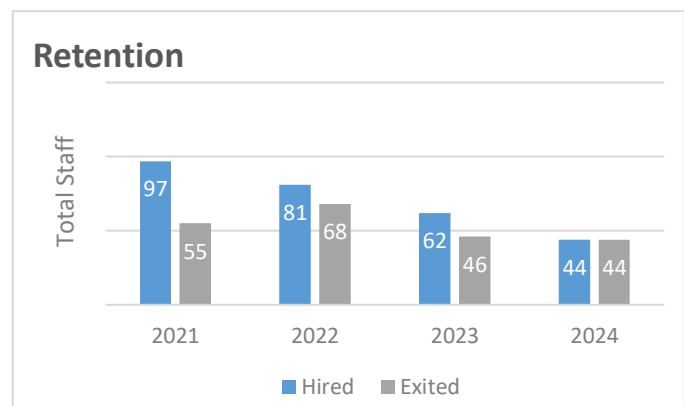
Lastly, we piloted a skills assessment for leadership hires. It's a practical piece—meant to test things like technical proficiency and analytical thinking. We're planning to expand on this in the year ahead as part of our manager onboarding process.

Onboarding, Offboarding, and Retention

Bonaventure Support Services (BSS) continued to shift and grow this year, driven by new hires, internal movement, and a team that's always adapting. We welcomed 44 new team members who brought fresh energy, different points of view, and a wide range of skills to the table. Their contributions have already made an impact—strengthening our services, adding to the dynamic of their teams, and helping shape the ever-evolving culture here at BSS.

Retention

Internal movement also played a big role in how our workforce developed this year. Some employees stepped into leadership from frontline roles, while others chose to return to direct support after time in management. Many casual staff moved into permanent positions, part-timers picked up more hours, and a number of folks explored new opportunities by moving between programs. All of these shifts helped build flexibility into our teams and supported our commitment to strong, person-centered services.

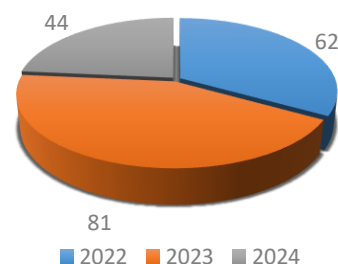


Of course, with all that change comes a few goodbyes. Some employees moved on—whether for new opportunities, personal reasons, or life changes like relocating. Of the 44 new hires, 9 left the organization, including 8 who moved on during their probation. In total, 44 employees exited BSS this year. The most common reasons were career shifts, relocations, employees not returning from leave, or realizing the role just wasn't quite the right fit. We also tidied up our records by formally removing casual staff who were no longer available, which will help us plan more accurately going forward.

Onboarding

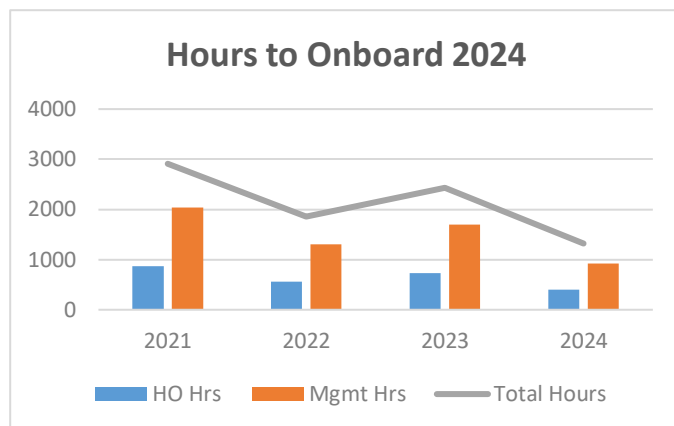
The onboarding data for 2024 reflects a notable decrease in new hires compared to previous years—down from 81 in 2023 to 44 this year. This reduction naturally contributed to a decline in both onboarding hours and associated costs.

People Onboarded



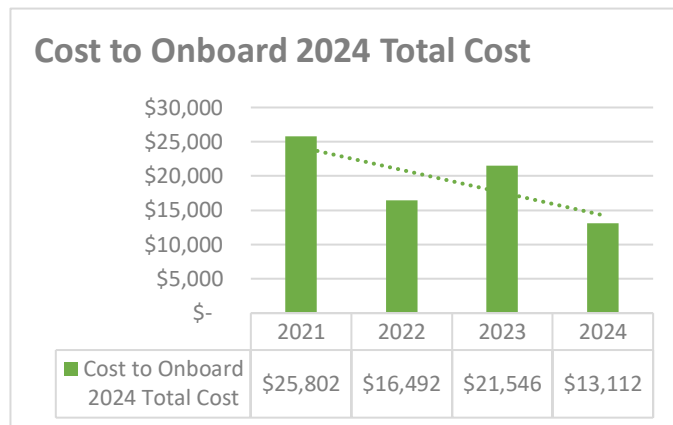
Total hours spent onboarding dropped significantly, from 2,430 hours in 2023 to 1,320 hours in 2024.

Both Head Office and Management contributions saw reductions, with management hours nearly halved. This decrease suggests improved efficiency or a lighter workload due to fewer new staff joining the team.



The cost to onboard followed a similar pattern, decreasing by over \$8,000 from 2023 to 2024. With fewer hires and a more streamlined onboarding process, we were able to support new employees with less financial and time investment.

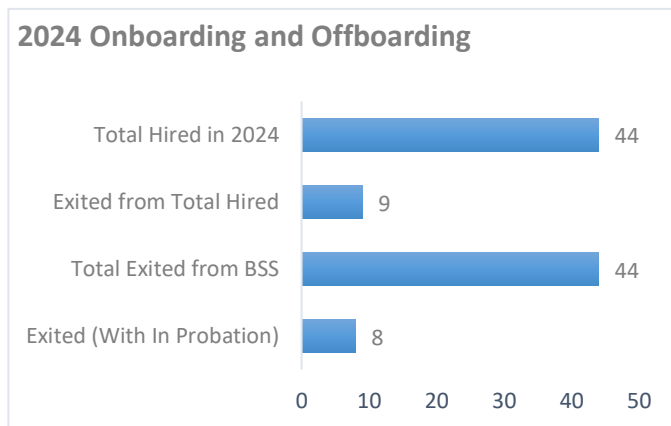
While the downward trend in hires reduced the strain on resources, it also highlighted some system-level challenges that slowed the process. The improvements we made in response—such as clarifying expectations, offering stronger support, and refining our hiring practices—are expected to strengthen onboarding moving forward and provide a more consistent experience for incoming staff.



Throughout the year, we spotted a few places in our onboarding process that needed a closer look. Some new hires needed extra support getting set up in ShareVision. Though we provided a manual, we realized the instructions weren't always as clear as they could be—and that more hands-on help made a big difference.

Waiting on references and *Hub* clearances also caused some delays. *Hub* turnaround times averaged about 4.5 weeks, but some took longer. In a few cases, some candidates ended up taking roles in adult programs or with other organizations while they waited.

In response, we've made a number of changes. We've laid out clearer guidelines, introduced firmer deadlines, and added more support from HR to help keep things moving. These changes are already making an impact and should lead to a much smoother onboarding experience in 2025.



We're also continuing to refine how we approach hiring. This fall, the R&R Committee introduced a refreshed set of interview questions as part of a broader effort to make the hiring experience

more reflective of our culture and the realities of the role. This work has been just one part of a larger focus this year on improving how we connect with candidates—from the first conversation through their early days on the job.

Recruitment Reflection for 2024

While 44 new employees were onboarded this year, the recruitment effort behind the scenes tells a much broader story. Inconsistent reporting across systems makes it difficult to determine the exact number of job postings—one source reports 75 external postings, while another reflects 106 with a mix of internal, external, and unspecified roles. Either way, recruitment remained a constant focus throughout the year.

We received 1,132 applications across those postings. However, this number includes at least 382 repeat applicants using the same email address, and likely more using alternate contact details. After filtering, we tracked 596 unique applicants. Many of those applied to multiple roles, and not all met key qualifications—such as holding a valid driver’s license or living within the region. As a result, the number of candidates truly suitable for our roles was far smaller than the total application count might suggest.

Our applicant tracking system helps screen for basic criteria like eligibility to work in Canada, valid licensing, and location, but much of the review process remains manual. That effort—combined with a high volume of duplicate and underqualified applicants—makes shortlisting a time-consuming task. We're also working toward a more reliable metric for time-to-fill, as current records were affected by manual updates to job boards to keep listings visible. Improving data clarity and system efficiency will be a priority moving forward.

We manually tracked 148 interviews for Community Support Worker roles alone, not including interviews for Head Office or leadership positions. These were coordinated by a rotating committee of managers with full program responsibilities, creating inevitable bottlenecks. In some cases, delays led to promising candidates accepting other roles before interviews could be scheduled.

Each applicant brings a wave of communications—scheduling, follow-ups, clarifications, and status updates. Multiply that across hundreds of applicants and dozens of roles, and the workload adds up quickly.

Together, these challenges—manual screening, system limitations, and high coordination demands—help explain why recruitment remained such a significant lift for HR this year. The recent approval for an additional HR team member was both timely and necessary as we continue building toward a more sustainable and responsive hiring process in 2025.

Bonaventure Onboarding: Bon-Boarding & Bonaventure 101

Bon-Boarding and Bonaventure 101 continue to be cornerstones of our onboarding process—designed to give every new hire a consistent, welcoming start, while also offering real connection with the leadership team and a firsthand feel for our workplace culture.

Bon-Boarding

Still running as a six-hour session (with plenty of breaks built in), Bon-Boarding was first introduced to lighten the orientation load for program managers. Over time, it's grown into something more meaningful. By keeping a rotating schedule of facilitators from the leadership team, we've boosted visibility and helped build early relationships with new employees in a way that feels intentional and personal.

Bonaventure 101

Refined back in 2022 for better flow and efficiency, Bonaventure 101 remains a three-hour session that covers the essentials—what we do, how we do it, and why it matters. Department heads take an active role in delivering the content, helping new team members connect names to faces and understanding in how each part of the organization fits together. The agenda continues to evolve, making sure the session stays relevant and reflects where we're headed.

Together, these sessions are more than just orientation—they're part of how we welcome people into the Bonaventure community. And as our teams grow and change, we'll keep refining the experience to make sure it continues to feel fresh, grounded, and meaningful.

Recruitment Reflection for 2024

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2024 Goals

Our goals in 2024 focused on streamlining systems, improving processes, and strengthening the ways we support both employees and managers. Many of our efforts this year centered around clarity, consistency, and connection. From digitizing records to piloting new tools and continuing professional development, each initiative helped move us toward a more responsive, sustainable, and people-centered approach to workforce management. Below are our goals and a reflection on the outcomes.

Establish a unified and consistent HR filing system across all programs:

This will foster transparency and accountability within the organization, as all stakeholders have access to the same information, leading to more informed decision-making and smoother communication across departments.

→ We've overhauled how we manage personnel files to make things clearer and more consistent across the board. The split between program-maintained records and HR files is now clearly defined, which means everyone knows what they're responsible for—and where to find what they need. It's already helping us stay organized, meet compliance standards, and reduce confusion around documentation across departments.

Achieve full digitization of all employee files:

Important for modern record management practices, promoting accessibility and security of employee data, ultimately reducing dependency on physical paperwork.

→ While the original goal was to digitize 90% of personnel files, we made a strategic shift partway through. Instead of scanning every historical document, we focused on what matters most—current and forward-facing records. This approach allowed us to fully digitize 80% of active employee files, moving us toward a sustainable, digital-first system without getting bogged down in the past. From here on out, all new and relevant documents are being added directly into the system, giving us a more secure, efficient, and accessible way to manage employee records.

Achieve full digitization of timesheets:

By digitizing timesheets, the company can streamline and automate time tracking, reducing the time and effort required for manual data entry and processing.

→ With the rollout of Payworks, we've fully transitioned to a digital time-tracking system. Employees can now log their hours online, from anywhere with a network connection, which has cut down on manual entry and improved payroll accuracy. It's also freed up time for managers and payroll staff and opened the door to better reporting. With access to real-time data, we can now spot trends, track patterns, and make smarter decisions about scheduling and staffing. Moving away from paper has been a major step forward—both for day-to-day operations and long-term planning.

Enhance the skills and capabilities within the HR department through ongoing professional development initiatives:

This would be essential for ensuring that HR personnel remain updated with industry best practices, regulations, and technologies, thus enabling effective solutions to challenges and providing high-quality support to employees.

- This year, our HR team leaned into learning, with a focus on staying current, adaptable, and equipped to support the organization's needs. Between WorkSafeBC seminars on due diligence and investigations, ESA and legal workshops, and sessions on emerging tools like ChatGPT, we kept up with both foundational knowledge and evolving trends. We also took part in sector-specific learning opportunities like BCCEO Professional Development, CPHR VI's Legal Symposium, and events like Disrupt HR. From compliance to creativity, these sessions helped us build both confidence and capability in how we support staff and tackle challenges.

Strengthen community partnerships by actively recruiting Practicum Students:

Continuing to recruit practicum students will not only provide valuable learning opportunities for students but also support the company's talent pipeline by identifying promising candidates who align with organizational values and goals.

- In 2024, we supported 11 practicum student placements through partnerships with Sprott Shaw, VIU, and Discovery Community College. These relationships continue to be strong, though no placements came through the Academy of Learning this year. While none of the students transitioned into employment with us, most were still finishing school or exploring other paths—many leaning toward Education Assistant roles rather than Community Support Work. One student chose to join an Indigenous-led organization, which we see as a great fit aligned with their values.
- Looking ahead to 2025, we're putting more energy into engagement. We're developing a practicum presentation that will help students better understand what we do and what makes BSS unique. We also plan to connect directly with five partner schools to spark more interest in future placements and keep our talent pipeline growing.

Implement a probationary pulse check with each new hire aimed at reducing turnover:

By soliciting feedback from new hires early on, the company can identify areas for improvement, enhance employee engagement, and ultimately reduce turnover rates.

- Pulse checks were mentioned earlier because they were a key goal for 2024. These short check-ins have been a meaningful way for hiring managers to reconnect with new employees, even those working outside their own programs. They've helped strengthen relationships and added an extra layer of support during those early days on the job.
- We set a goal of 100% participation and landed at 93%, which we're feeling good about for year one. Feedback so far has been mostly positive, but we've realized the current questionnaire might not dig deep enough. In 2025, we'll be refining the questions to make sure we're capturing the insights that matter most.

Continue efforts to transition casual employees into permanent positions:

It would be beneficial financially and operationally to retain casual employees as they are already integrated into the team and familiar with company processes. Additionally, it fosters a sense of stability and commitment.

→ By our count, 14 casual team members were successfully placed into permanent positions in 2024. For many, that transition was welcomed. For others—especially those with limited availability—casual status still fits best, and we respect that flexibility. But when someone is ready to step into a line, we do our best to find them a home. This will remain top of mind in 2025 as we continue looking for opportunities to support casual staff who want to grow with us long-term.

Complaints

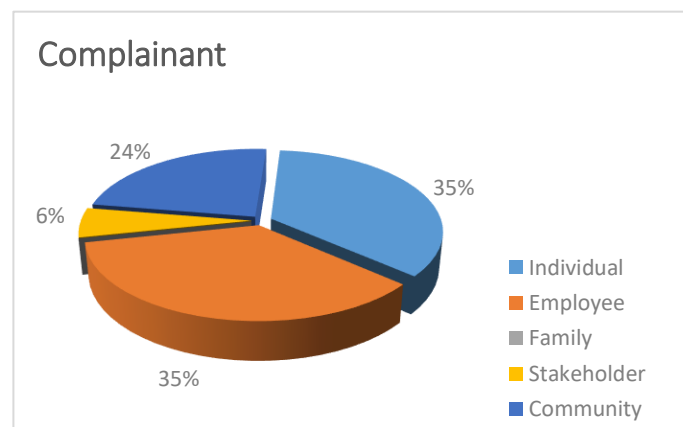
Managers, Directors, and the HR department diligently track and resolve complaints, ensuring each issue is effectively closed. Our website serves as a platform for sharing community complaints, including those from individuals we support. This year, complaints were received through various channels: our website, email to the Executive Director, and social media. Each complaint was promptly followed up to ensure satisfactory resolution.

Employees submitted complaints through the “Complaints Form” or directly to directors. We encourage the use of complaint forms to ensure all concerns are documented and addressed. Additionally, we provide access to an “I Have a Concern” form for individuals to voice their concerns directly.

Complainant

The distribution of complaints received this year highlights a balanced concern from both individuals and employees, each accounting for 35% of the total complaints. This indicates that both groups are actively engaging with our complaint resolution process, suggesting a healthy level of trust in our system. The 24% of complaints from the community reflects our broader impact and the community's willingness to voice their concerns, which is crucial for our continuous improvement. The 6% of complaints from stakeholders, while smaller, still represents an important perspective that we must consider to ensure all voices are heard and addressed.

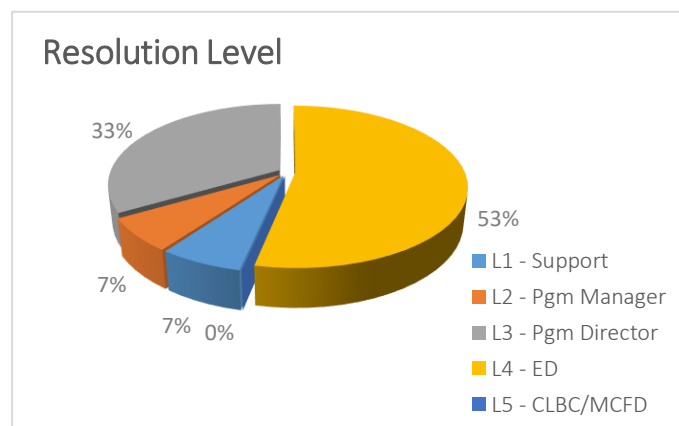
Overall, these statistics underscore our commitment to addressing issues across all groups, reinforcing our dedication to transparency, responsiveness, and community satisfaction.



Resolution Level

The current resolution levels indicate that 53% of complaints are resolved by the Executive Director (ED), 33% by directors, and only 7% by managers. This distribution suggests that a significant portion of the complaint resolution process is being handled at the higher levels of the organization.

To enhance efficiency and ensure prompt follow-up, it is crucial for managers to take a more active role in resolving concerns from supported individuals. Managers are often



closer to the day-to-day operations and have a better understanding of the immediate issues faced by individuals. By empowering managers to lead the resolution process, we can ensure that concerns are addressed more swiftly and effectively.

Directors should provide support and guidance to managers, helping them navigate complex issues and ensuring that the resolution process aligns with organizational standards. This collaborative approach will not only improve the resolution rate at the managerial level but also foster a culture of accountability and responsiveness throughout the organization.

Accommodations

Reflecting on accommodations for both employees and individuals supported is essential for fostering an inclusive and equitable environment. By regularly assessing and improving accommodations, we can identify and remove barriers that may hinder access to services or job performance. This proactive approach ensures that everyone, regardless of their abilities, can fully participate and benefit from our programs and employment opportunities. It also demonstrates our commitment to valuing diversity and promoting a supportive atmosphere for all stakeholders.

Employee Accommodations	Total	Individual Accommodations	Total
Inclusion	19	Inclusion	50
Housing	25	Housing	14
Employment	3	Employment	4

Reflection: Employees

Reflecting on accommodations for both employees and individuals supported is essential for fostering an inclusive and equitable environment. Over the past year, we have implemented various accommodations to address the unique needs of our employees, ranging from medical leaves and gradual return-to-work schedules to flexible working hours and adjustments for personal commitments. These efforts have ensured that employees can continue to perform their roles effectively while managing their personal and health-related challenges.

However, it's important to remain proactive in identifying and addressing potential barriers. Continuous dialogue with employees, regular assessments of accommodation effectiveness, and a commitment to flexibility will help us sustain a positive and accommodating workplace. By focusing on these areas, we can ensure that all employees and individuals supported feel valued and included, ultimately contributing to their overall well-being and satisfaction.

Reflections: Individuals Supported

Most accommodations were related to person-centered planning, which should be an integral part of our practice. By streamlining these accommodations and tracking those that fall outside of expected person-centered planning, we can better manage and address unique needs. These efforts have helped individuals feel more included and valued, enhancing their overall experience and satisfaction. Continuous dialogue and regular assessments will help us maintain and improve these accommodations, ensuring that we remain responsive to the evolving needs of those we serve.

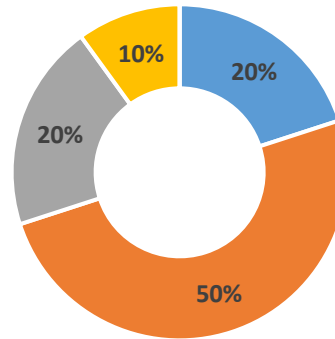
Employee Exit Questionnaire

9/44 responded (20.5%)

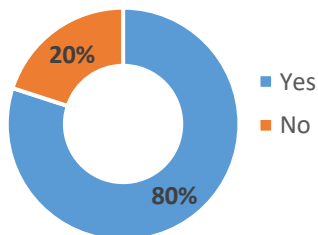
Among the respondents, 50% changed fields altogether, 20% moved to different agencies for higher pay, and 20% left due to dissatisfaction. To improve response rates, it is recommended to incentivize participation, simplify the questionnaire process, and send follow-up reminders. Providing feedback through exit interviews, ensuring anonymity, and implementing regular check-ins can help gather more honest and detailed insights. Addressing dissatisfaction involves identifying common issues and developing an action plan to resolve them. Additionally, retention strategies such as offering career development opportunities, competitive compensation, and fostering a positive work environment are essential to reduce turnover.

Why have you decided to leave Bonaventure?

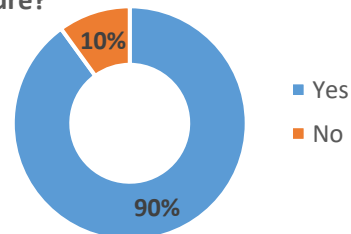
- Another position - same industry
- Another position - different industry
- Job Dissatisfaction
- Laid Off/Termination



Would you consider working again for this organization in the future?



Would you recommend others to apply for a position at Bonaventure?



Internal Initiatives

Committees

This year, Bonaventure has enhanced our four dedicated committees. Each committee is focused on fostering community partnerships, promoting collaboration, and driving impactful initiatives. Below is a summary of the achievements and contributions and ongoing goals of each committee.

Cultural Inclusion Awareness Committee

Mission: *"To hold space and bring awareness around cultural diversity"*

- Ensured diversity among committee members, representing various backgrounds such as gender, race, ethnicity, and sexuality.
- Develop and lead training sessions on cultural and inclusion awareness.
- Planned and coordinated cultural and inclusion events and celebrations.
 - Monthly Spotlight on Global Traditions
 - Agency Holi Party

Recruitment and Recognition Committee

Mission: *"To simplify and streamline the hiring process that will open doors for everyone with desire to support individuals with diverse-abilities."*

- Recognize and celebrate employees for their achievements and contributions.
- Participated in job fairs to promote the Bonaventure as an employer of choice.
- Develop engagement initiatives to keep employees motivated and involved.
- Streamlined onboarding-revamped interview process, updating the interview questions
- Scheduled and conducted interviews for potential new hires.

Community Connections Committee

Mission: *"To increase the presence of Bonaventure in different communities."*

- Volunteer in the community at least once a month.
- Organized volunteer programming for individuals, including beach cleanups and other community service events.
- Attended community events and promoted the organization's visibility in the community.
 - Beach Cleanup
 - Winter Clothing Donations

Interagency Coordination Committee

Mission: *"To foster a collaborative network of support agencies, enhancing community well-being through shared resources and united efforts."*

- Organized events that brought together individuals from various agencies.
- Hosted training sessions open to multiple agencies.
- Developed interagency programming that benefited all participating agencies.
 - Annual Sports Day
 - Fund raising to support event

Practicum Placements

Overview:

- Partnered with three colleges to take on practicum placements.
- Three-fold purpose:
 - Build on existing community partnerships.
 - Increase agency presence and image.
 - Recruit employees.

Current Status:

- Recruitment in hiring placements is down from last year.
- BSS hosted placements for 11 students from Sprott Shaw College, VIU, and Discovery Community College.

Zero students were hired due to reasons such as:

- Still schooling.
- Not currently looking for employment in this field (prefer EA).
- Desire to work for an indigenous organization.

Future Focus:

- Emphasis on retaining current placements.

Goal:

- The Practicum Coordinator will create and present a PowerPoint and an information session on community support work.

Hosted events



Professional Development

Professional development is an important aspect of our agency's commitment to continuous improvement and excellence. Survey feedback often highlights employees' desire for more opportunities to enhance their skills and knowledge. To address this, we capture monthly competencies and provide comprehensive onboarding training to ensure all staff are well-equipped for their roles.

Recognizing the importance of professional development, Bonaventure aims to offer one large workshop-style event each year featuring a special guest speaker.

Additionally, we have two in-house SIVA Instructors and are working towards getting a manager certified to be a SafeTALK Instructor. This initiative underscores our dedication to fostering a culture of learning and growth, ultimately benefiting both our employees and the individuals we support.

-  **Monthly Competency**
-  **Monthly Gift of Knowledge**
-  **Bon-Boarding**
-  **Bullying and Harassment**
-  **Medication Training**
-  **Privacy Training**
-  **Bonaventure 101**
-  **SIVA**
-  **SafeTALK**
-  **JOSH Health & Safety**
-  **Seizure Training**
-  **Trauma Informed Approach to Cultural Safety**

January

-  CSSHSA
-  BCCEO Leadership Forum

February

-  Employment & L.I.F.E Summit

March

-  Cybersecurity Webinar

April

-  Crisis De-escalation (4 part series)
-  Customized Employment Training

May

-  Attachment and Trauma
-  Due Diligence for Employers (EAO)
-  Incident Investigation
-  Trauma Focused Caregiving
-  BCCEO Pro D Day
-  Sun Safety

June

-  Strategic Planning
-  Communication in the Workplace

July

-  Trauma Focused Caregiving
-  Learning Payroll

August

-  ChatGPT-The Workplace and HR

September

-  BCCEO-Pro D Day

October

-  VI Legal Symposium
-  Changes to First Aid
-  Disrupt HR
-  A Bold Approach to Recruitment

November

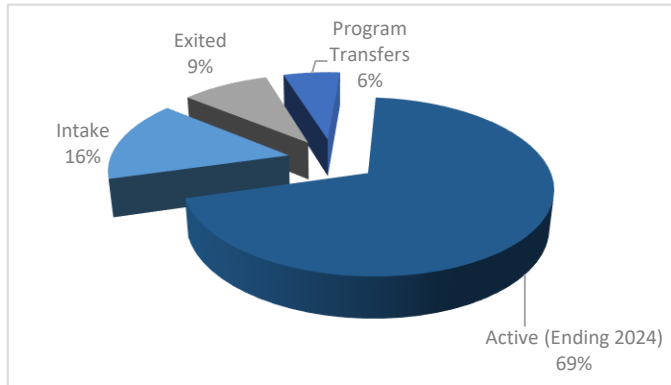
-  CSSHSA
-  Webinar for HR Specialists
-  Essential Cybersecurity Strategies

Programs and Services

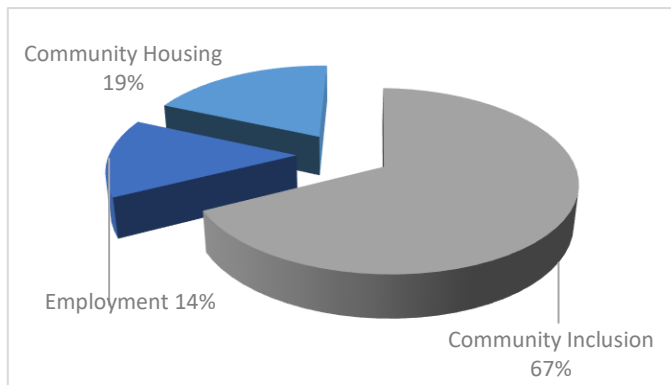
Overview

Our services and supports include: Thirteen community housing, one respite community housing, three Community Inclusion programs, and one Employment Services.

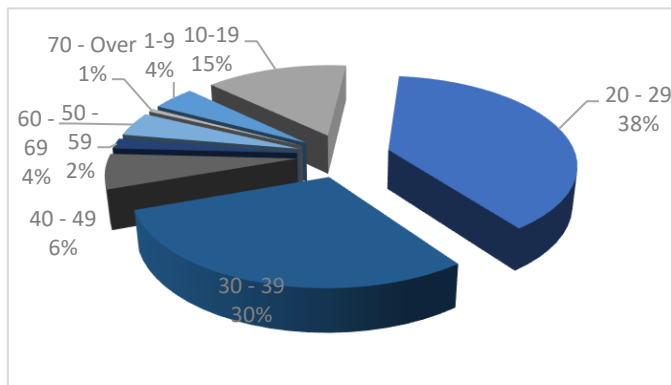
The following demographics are relevant to Individuals supported through Bonaventure Support Services programs during reporting period (Jan 1-Dec 31, 2024).



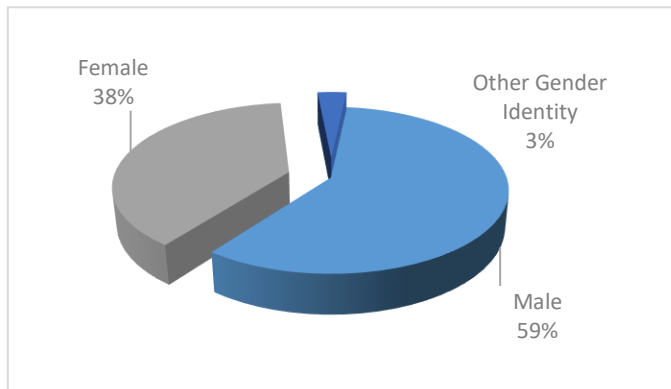
Total Individuals Supported	159
Intake	33
Exited	20
Program Transfers	13
Active (Ending 2024)	149
Total supported (During 2024)	159



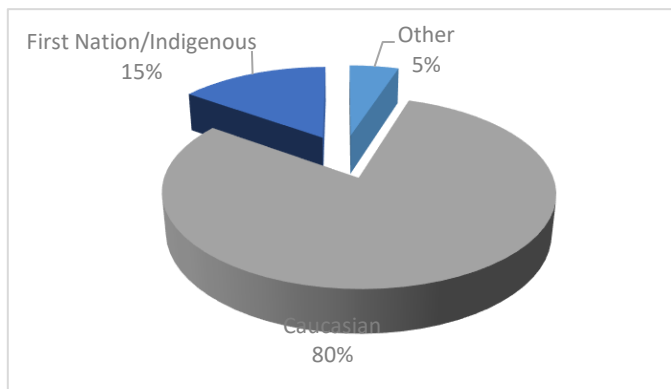
Service Area	# of Individuals
Community Housing	28
Community Inclusion	100
Employment	21



Age	# of Individuals
1-9	7
10-19	23
20 - 29	61
30 - 39	47
40 - 49	10
50 - 59	3
60 - 69	7
70 - Over	1



Gender Identity	# of Individuals
Male	93
Female	61
Other Gender Identity	5



Ethnicity	# of Individuals
Asian	5
Caucasian	127
First Nation/Indigenous	24
African /Black	1
Hispanic / Latino	0
Other	2

Referrals

Community Housing

Referrals:12

Intake: 8

Declined: 4

- 1:BSS declined: conflict of interest
- 1: Family declined after intake meeting
- 1: MCFD changed placement
- 1: BSS originally declined then accepted into more compatible home

Community Inclusion

Referrals:24

Intake: 19

Declined:5

- 2: BSS Declined due to aggressive behaviour
- 3: Individuals preferred other agency

Individual Goal Snapshot

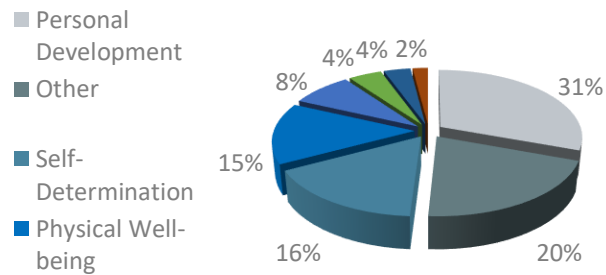
Quality of Life Domain

Personal Development	179
Self Determination	93
Physical Well-Being	86
Other	230

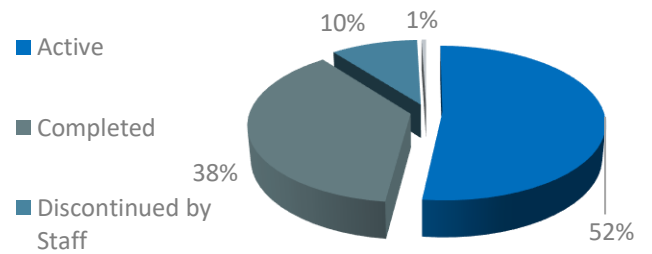
Goal Status

Active	310
Completed	216
Discontinued by staff	59
Discontinued by Individual	3

Quality of Life Domain



Goals Status



Adult Community Housing

A Year of Transformation and continued growth in Community Housing

2024 has been a year of continued growth and development, particularly for the individuals we support. Our Fairwinds home, which opened in 2023 as our first mobility-challenged home, has undergone a transformation into a new program name: Coal Harbour. This change occurred when the supported individual aged out of MCFD services and transitioned to a CLBC-funded program. The now Coal Harbour Home is a cost-shared resource funded by both MCFD and CLBC, with each funding one bed. A new youth has moved in, and the home now houses both a youth and an adult who require very different types of support.

Advocating for housing choices resulted in a significant change in the Parksville area, where a new bylaw was passed, The City of Parksville amended the zoning and development bylaw, now permits residential care homes within the city. This is a major step forward for housing and employment opportunities in our community.

One housing program successfully transitioned a young adult from Horizon Place, who was ready to embrace his goal of independent living. This highlights our advocacy and support in helping individuals develop skills to live independently.

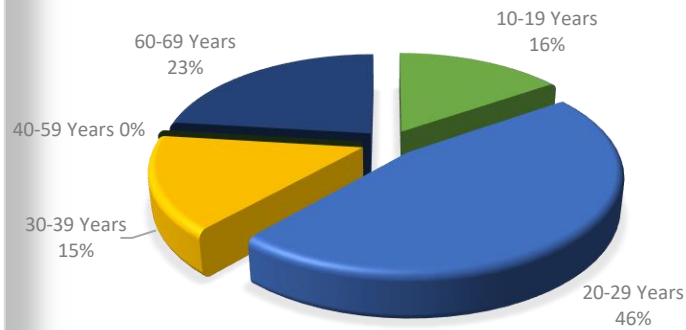
Other housing programs have continued to thrive and support individuals in meaningful ways. Buttertubs Place and The Cove remain pillars of stability, offering safe and nurturing homes for those in need. Ross Place, too, has provided a space for individuals to grow and develop, while Quarterway Place our only licensed resource, and longest-running home, continues to stand as a cornerstone of support for the community, embodying our longstanding dedication to providing quality housing and care.

As we look forward to the 2025 year, we remain committed to supporting, encouraging, and embracing the wonderful people in all our housing programs. We are dedicated to helping them discover and achieve the goals they set out to accomplish. All in all, 2024 has been a highly successful year in adult housing, marked by meaningful growth, collaboration, and progress.

Program Transitions	# of Individuals
Total Individuals Supported in 2024	13
Intake	1
Program Transfers	0
Exits	1
Total Individuals Supported (Ending 2024)	12

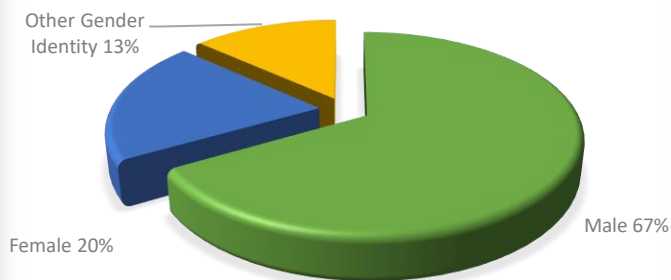
- Adult Homes that saw new admissions in 2024: Coal Harbour – 1 individual
- Adult Homes that saw discharges in 2024: Horizon Place – 1 Individual
- Adult Homes that saw transfers in 2024:N/A

AGE



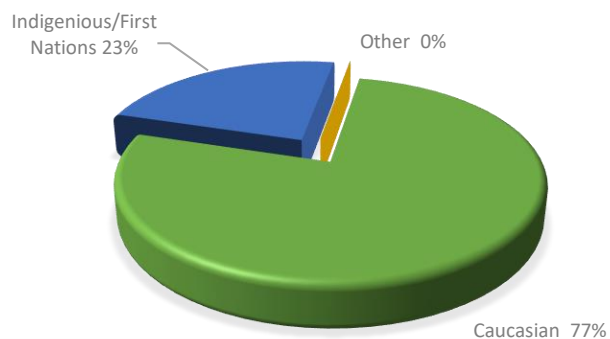
Age	# of Individuals
10-19 Years	2
20-29 Years	6
30-39 Years	2
40-59 Years	0
60-69 Years	3

GENDER IDENTITY

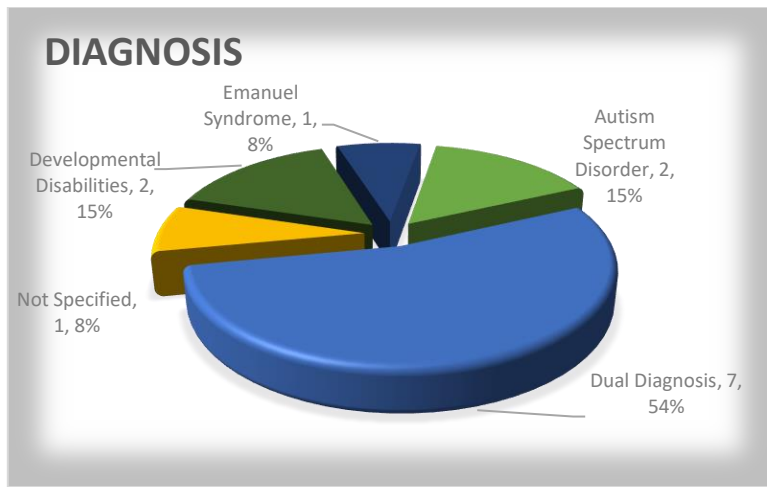


Gender Identity	# of Individuals
Male	10
Female	3
Other Gender Identity	0

ETHNICITY



Ethnicity	# of Individuals
Caucasian	10
Indigenous / First Nations	3
Other	0



Diagnosis	# of Individuals
Autism Spectrum Disorder	2
Dual Diagnosis	7
Not Specified	1
Developmental Disabilities	2
Emanuel Syndrome	1

Goal Reflections for Adult Community Housing Programs

Goals and Outcomes for 2024

Increase Social Interaction, Community Inclusion, and Participation

- **Goal:** Each program will host at least one annual event to enhance social interaction, inclusion, and participation.
- **Target:** 75% of all housing programs will host an annual event.
- **Outcome:** 33% of programs hosted an event

While some individuals expressed a preference for attending rather than hosting events, the adult programs made strides in community engagement. Many individuals explored new and creative ways to participate in activities such as gyms, activity centers, art programs, hiking, and self-advocacy groups. Notable community events included Halloween haunted houses, dance jams, and collaborations with other support agencies like Brooks Landing Mental Health Services, NACL, Skanna, and Clay Tree.

Increase Sexual Health Education for Supported Individuals and Employees

- **Goal:** Ensure a percentage of employees and/or individuals participate in sexual health education at least once annually.
- **Target:** 100% participation for supported individuals and employees.
- **Outcome:** 83% participation

Adult programs saw the successful integration of our inhouse sexual health educator and Power Up-Sexual Health Education into the home and community for sexual health education. Team training, introduced a common language and tools to support sexual wellness and prevent abuse. The training was beneficial in uniting terminology and providing important resources, though some individuals expressed a lack of interest in certain offerings.

Increase Community Exposure and Gather Resources

- **Goal:** Program managers will participate in at least one organized community event annually (e.g., job fair, expo, conference).
- **Target:** 100% of program managers to attend an event.
- **Outcome:** 100% participation

Managers participated in various community events, including job fairs, expos, and local activities such as beach cleanups and bottle drives. This engagement promoted greater community integration and resource-sharing, benefiting both staff and individuals in the programs.

Provide Quarterly Training Opportunities for Supported Individuals

- **Goal:** Supported individuals will participate in at least 2 out of 4 quarterly training opportunities offered throughout the year.
- **Target:** 50% participation.
- **Outcome:** 50% participation

While some adult individuals engaged in the training opportunities offered, others were not interested. The feedback from the youth program indicated that some trainings were perceived as not relevant or too juvenile for their needs. However, the adult program remains committed to offering diverse learning experiences that support personal growth.

Introduce Supported Individuals to New Community Activities and Expand Social Circles

- **Goal:** Supported individuals will participate in at least one community activity per quarter to expand their social connections and explore new opportunities.
- **Target:** 100% participation.
- **Outcome:** 83% participation

Many individuals explored new and creative ways to engage in community events, including gyms, activity centers, Airhouse, recreational and art programs, self-advocacy groups, hiking, and events hosted by other support agencies, such as Halloween haunted houses and dance jams.

Goal	Target	Outcome
Goal 1	75%	33%
Goal 2	100%	83%
Goal 3	100%	100%
Goal 4	50%	50%
Goal 6	100%	83%

Agency Goal for Adult Community Housing – 2025

In 2025, our focus is on increasing social participation and community engagement. We aim for individuals to complete goals that enhance their social connections with managers actively participating in annual community events. We'll also work toward transitioning homes into a new staffing 24 hrs Live In model, encouraging individuals to explore community activities, and ensuring high satisfaction with service access through annual surveys.

Child & Youth Community Housing

This year, our child and youth homes have continued to provide vital support to children and youth with diverse abilities. We operate six child and youth homes and a respite program that supports up to ten families each month. We have expanded our services by adding a larger limited mobility home to better meet community needs. However, we have faced challenges due to an increase in youth with challenging behaviors, impacting our ability to offer safe supports and secure staff.

Our programs span central Vancouver Island, including Anchor Place, Beacon Place, Mariner Place, Outrigger Place North, Outrigger Place South (respite program), Fairwinds Home, and the newly opened Lighthouse home in Parksville. Sanctuary Place operated until November 2024, when its contract transitioned to Lighthouse Place, moving transitioning youth programs back to the Parksville area.

In 2024, we experienced significant leadership changes, including new program managers and the appointment of a Youth Housing Director in March. These shifts extended beyond management, with personal transitions for our children and youth within programs. Despite these changes, our focus remained on the individuals we serve, as evidenced by the admissions and exits of youth and participants throughout the year.

This year began with challenges at Anchor Place, where an emergency placement took place from February to May. This last-minute need for changes in the home highlighted the fluidity and adaptability of our services. However, this period of change was not without its challenges, as the Anchor manager resigned in late April. By June, a new manager had taken the helm, bringing fresh perspectives and renewed energy to the program. Our focus in 2024 on professional growth within the Anchor program was evident from August to October, as we launched ASL training for our team at Anchor Place. By December, online training was underway, and job descriptions were updated to include ASL-specific roles, enhancing our ability to support our youth effectively with their specific areas of need.

Beacon Place experienced its own leadership shifts. In March, the program bid farewell to its manager, paving the way for new leadership in April. By July, the existing manager transitioned to an adult program, and a team member stepped into a management role, exemplifying our commitment to internal growth and development.

Mariner Place also saw significant changes this year. In November, the manager moved to a new position at Outrigger, and by December, a new leader was in place. Plans were set in motion for an individual from North Mariner to transition to an adult program in April 2025, marking another step in our continuum of care.

Outrigger Place was a hub of activity, with May bringing new individuals and transitions. The summer months were marked by leadership changes, as the manager resigned in June and was replaced in July. September saw staff redeployment and an expansion of respite service, demonstrating our flexibility in meeting the needs of our community.

The opening of the Lighthouse Program in November was a highlight of the year. This program, previously known as Sanctuary, moved back to the Parksville area, making it an ideal time for a name change. Following extensive renovations, the home welcomed its first individual in December, with staff and management transitioning seamlessly from Outrigger North. This new beginning in Parksville symbolizes our ongoing dedication to expanding and enhancing our services.

A standout moment of 2024 was the opening of our newest home, Fairwinds Place, following the transition of the original Fairwinds Home that transitioned to a hybrid shared resource, funded by both MCFD/CLBC, now called Coal Harbour. This change emerged as a need was recognized, expanding the limited mobility, medically fragile home. This home began operations in November and fully operational by December 2024.

Reflecting on the achievements and challenges of 2024, this year of transformation, marked by leadership changes and program expansions, reinforced our mission to empower individuals and foster a sense of belonging. As we prepare for the upcoming CARF accreditation survey, we celebrate our achievements and remain committed to providing exceptional support and opportunities for those we serve. This report is a testament to our dedication to fostering empowerment, independence, and a sense of belonging.

Children & Youth Housing	# of Individuals
Total Individuals Supported in 2024	27
Intake	8
Program Transfers	7
Exits	8
Total Individuals Supported (Ending 2024)	18

Program Admissions

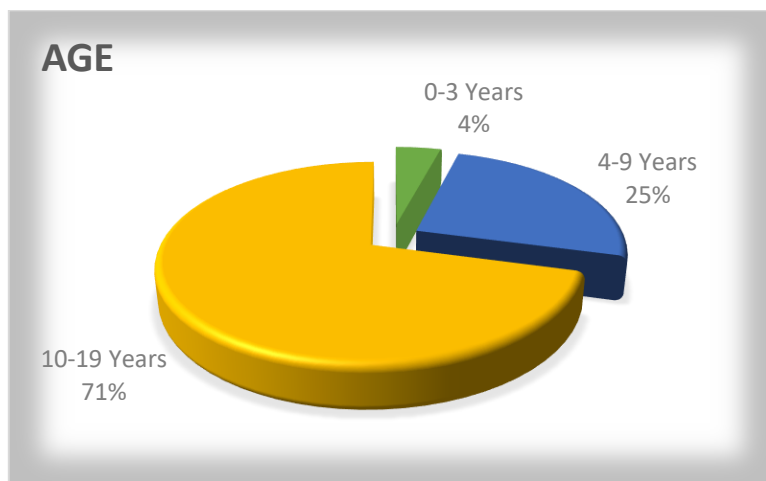
- Anchor
- Sanctuary
- Outrigger North
- Outrigger South
- Lighthouse
- Fairwinds

Program Discharges

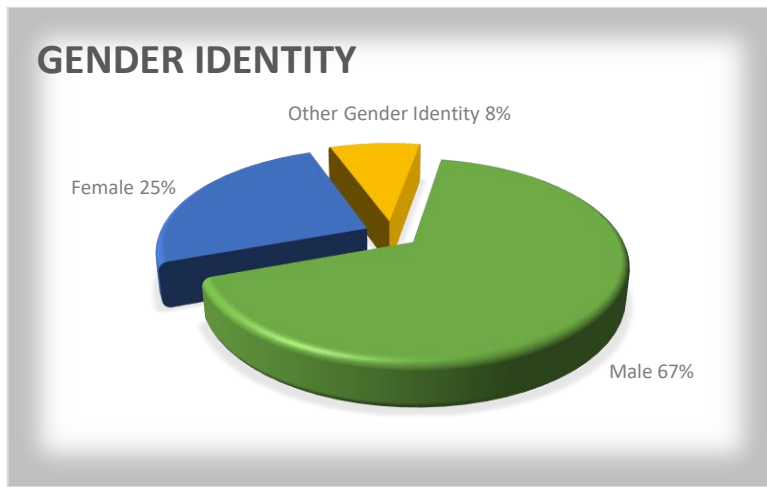
- Sanctuary
- Outrigger South
- Lighthouse

Program Transfers

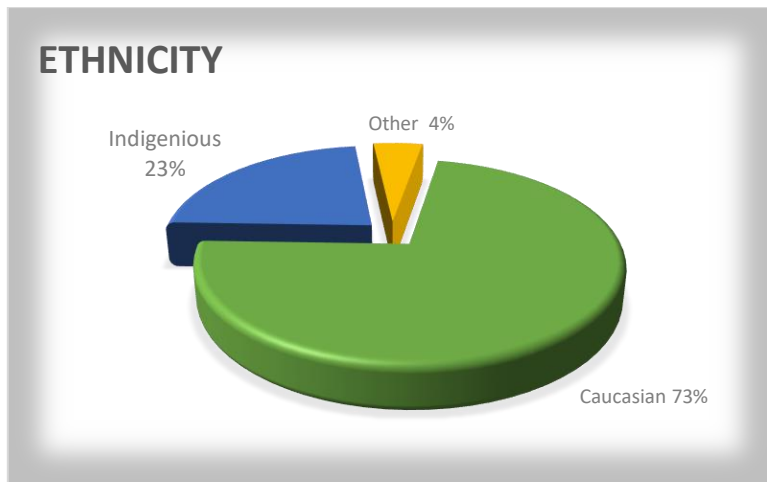
- Anchor
- Sanctuary
- Outrigger North
- Outrigger South



Age	# of Individuals
0-3	1
4-9	6
10-19	17



Gender Identity	# of Individuals
Male	16
Female	6
Other Gender Identity	2



Ethnicity	# of Individuals
Caucasian	18
Indigenous	5
Other	1

Respite- Outrigger South

The Respite Program at Outrigger South is designed to support up to 10 families each month, providing scheduled relief for 3 days. Throughout the year, the program faced several challenges, including the need for temporary full-time placements, which led to short-term cancellations of respite services. Additionally, staffing difficulties arose when a youth transferred from Anchor to Outrigger North required extra support due to complex needs. This resulted in occasional cancellations to allow existing staff to manage the program. In June 2024, respite was cancelled again to support a child full-time, with hopes of finding a foster family soon. By the end of 2024, the program was supporting 7 children or youth, with 6 on hold until respite services can resume.

Children & Youth- Respite	# of Individuals
Total Individuals Supported in 2024	13
Intake	4
Program Transfers	4
Exits	6
<i>Total Individuals Supported (Ending 2024)</i>	<i>7</i>

Goal Reflections for Youth Community Housing Programs

Goals and Outcomes for 2024

Increase Social Interaction, Community Inclusion, and Participation

- **Goal:** Each program will host at least one annual event to enhance social interaction, inclusion, and participation.
- **Target:** 75% of all housing programs will host an annual event.
- **Outcome:** 0% of programs hosted an event

The goal to host an annual event for youth was not met, as there was 0% participation in hosting. Feedback from the youth indicated that many preferred attending events rather than hosting them at their homes. Reflecting further, programs will make an effort to host, in a smaller sense, starting with dinners, holiday celebrations extending to peers, families ect.

Increase Sexual Health Education for Supported Individuals and Employees

- **Goal:** Ensure a percentage of employees and/or individuals participate in sexual health education at least once annually.
- **Target:** 100% participation for supported individuals and employees.
- **Outcome:** 50% participation

Sexual health education saw partial success with 50% youth participation. The youth programs provided team training, and some individuals attended outside programs focused on sexual health awareness and hygiene. While participation was not universal, the initiative still fostered a common language around sexual wellness, which helps ensure safety and prevention of abuse in the long term.

Increase Community Exposure and Gather Resources

- **Goal:** Program managers will participate in at least one organized community event annually (e.g., job fair, expo, conference).
- **Target:** 100% of program managers to attend an event.
- **Outcome:** 50% participation

Youth programs experienced lower participation in community events in 2024, with only 50% of youth program managers attending activities such as job fairs, expos, and other community-based events. This reduced involvement is largely due to the high rate of manager turnover during the year. However, with anticipated greater stability among managers in 2025, there is a strong opportunity for increased and more consistent engagement in connecting youth managers with community resources and activities

Provide Quarterly Training Opportunities for Supported Individuals

- **Goal:** Supported individuals will participate in at least 2 out of 4 quarterly training opportunities offered throughout the year.
- **Target:** 50% participation.
- **Outcome:** 0% participation

This goal faced challenges, as 0% of youth participated in at least two of the four quarterly training opportunities. Feedback revealed that some training was considered too juvenile and not relevant to the youth's needs, which impacted engagement. The lack of tailored content led to a gap in participation, suggesting a need for more age-appropriate and engaging training sessions.

Introduce Supported Individuals to New Community Activities and Expand Social Circles

- **Goal:** Supported individuals will participate in at least one community activity per quarter to expand their social connections and explore new opportunities.
- **Target:** 100% participation.
- **Outcome:** 50% participation

About 50% of youth participants engaged in new community activities, such as gyms, art programs, hiking, and other local events. While this was below the 100% target, it still represents a significant amount of involvement in activities designed to expand their social circles and explore new interests. Many individuals explored new and creative ways to engage in community events, including gyms, activity centers, Airhouse, recreational and art programs.

Summary: While the youth programs made progress in some areas, there were clear challenges in achieving the goals, especially around hosting events, training participation, and community engagement. Feedback from the youth highlighted that the events and training were not always appealing or relevant to them, indicating a need for more tailored programming to increase engagement. More focused and age-appropriate activities and events would likely improve participation and outcomes in the future.

Goal	Target	Outcome
Goal 1	75%	0%
Goal 2	100%	50%
Goal 3	100%	50%
Goal 4	50%	0%
Goal 5	100%	50%

Agency Goals for Child & Youth Community Housing – 2025

The goals for the CH child & youth programs focus on enhancing community involvement, personal development, and social participation. Key goals include:

- **Develop a Volunteer Program:** Engage youth in quarterly community service projects to promote social inclusion and community roles, with 50% participation targeted.
- **Expand Access to Educational Workshops:** Offer life skill-building, career development, and educational opportunities, with a goal of 75% attendance and positive participant feedback to foster independence and self-determination.
- **Strengthen Peer-Led Support Groups:** Establish active peer support groups aiming for 60% participation, improving social connections and interpersonal relationships through consistent feedback and program reviews.
- **Implement Life Skills Training:** Provide essential life skills training (e.g., financial literacy, cooking) with a 90% participation rate to enhance personal development and autonomy, while ensuring resource efficiency and meaningful outcomes.
- **Establish Community Partnerships:** Collaborate with local organizations to offer youth opportunities for community service, cultural events, and recreational activities, aiming for 60% participation and positive impacts on social skills and belonging.

In 2025, the Housing child & youth programs will focus on fostering community involvement, skill development, and social inclusion. The goals aim to engage youth in quarterly community service projects, provide educational workshops on life skills and career development, and strengthen peer-led support groups to enhance social connections.

Community Inclusion

In 2024, four CI Programs, Duncan, Southside, Barons, and Parksville Community Inclusion programs prioritized independence, well-being, and social participation, aligning with CLBC's Quality of Life factors. These initiatives empowered individuals to build natural support networks, develop independence, and actively participate in their communities, reducing reliance on paid support.

Duncan Community Inclusion

In 2024, Duncan Community Inclusion experienced significant transitions, including a change in management, staff departures, and challenges in hiring qualified candidates, leading to periods of understaffing. A returning employee, started Management of DCI in February 2024, and remains the current Manager.

The number of individuals in the program also fluctuated, with some moving on to different support services or relocating, while three new individuals joined and became actively engaged. Despite these shifts, the team and participants have cultivated a welcoming, social space where individuals can connect, play games, and plan community activities.

A key highlight of the year was the completion of an eight-week Equine Assisted Learning (EAL) program with Cowichan Therapeutic Riding Association, which fostered teamwork, communication, and emotional well-being. Participants formed strong connections during and beyond the program, leading the group to enroll in a second session starting in March 2025. Through these experiences, the program has remained resilient, prioritizing community, connection, and personal growth.

Southside Community Inclusion

Southside experienced a year of transition, welcoming a new manager in March while navigating significant staff turnover, with seven team members leaving and three new frontline staff joining. Additionally, two team members took leaves of absence, and two others went on extended vacations to manage burnout, leading to four months of staffing shortages. The program also saw changes in individual participation, with three new individuals joining and three leaving, including one who sadly passed away, impacting the team emotionally.

Despite these challenges, the team achieved several milestones, including the introduction of a Sensory Room, the addition of two team office spaces, and a team member stepping up as coordinator of the highly successful Rec Program.

Transportation days and advocacy meetings have been introduced this year in the Rec program to foster independence. While logistical issues like limited parking and a growing need for more space persist, the implementation of additional one-hour team meetings has fostered collaboration, provided a platform for new ideas, and strengthened team cohesion.

Barons Community Inclusion

In 2024, Barons C.I. maintained stability within the team, providing consistency for individuals and their schedules. While one team member left in March, three new staff joined throughout the year to accommodate the addition of seven new individuals, offset by three departures. With the influx of new participants, the team encountered some behavioral challenges but worked closely with families and support networks to develop effective safety plans.

The year was filled with engaging activities, with the REC program hosting major events like the Clippers game, Malahat Skywalk, and Night Owls game, all of which saw high attendance. Additionally, the program successfully organized its annual Variety Show, Fun Day, Halloween party, and Christmas open house.

Barons' internal programs also saw some transitions. The Belles program welcomed a new facilitator, bringing fresh and creative ideas, though the change was initially challenging for participants after having the previous facilitator for five years. The Art program also transitioned to a new facilitator in February, with a smooth adjustment that maintained continuity. Both programs have seen substantial growth and high engagement over the past year, reflecting the strong community and evolving opportunities within Barons C.I.

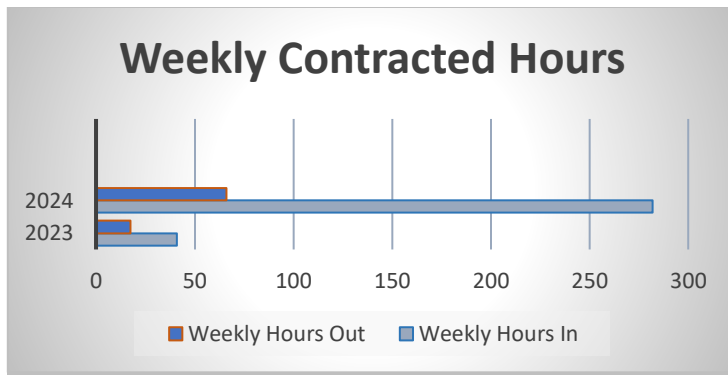
Parksville Community Inclusion

This year has been a period of significant growth and development for our PVCI. They welcomed a new manager, along with three additional team members, including one returning staff member and two new hires who have quickly adapted and contributed to their work. They have also welcomed 7 new individuals into their program.

The Parksville Team successfully hosted a few company-wide events, which have helped strengthen connections and foster a sense of community. Additionally, they expanded their program offerings to include more arts-related initiatives, providing participants with new opportunities for creative expression. There was an addition of weekly yoga, and they introduced a weekly drumming meditation session, which has gained interest among participants. These sessions have offered a unique way to relax and practice mindfulness, helping individuals find balance through the therapeutic benefits of rhythm and sound.

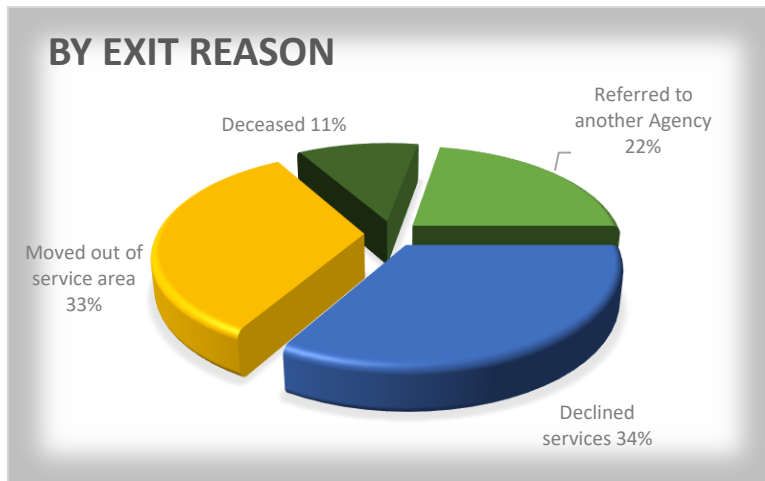
Overall, this year has been one of positive progress, new opportunities, and meaningful connections. They look forward to continuing this growth and building on the momentum moving forward.

Totals (Individuals)	
Intake	19
Exits	9
Transfers	3
Active at end date of report	99
Individuals Served during Report Period	107



Year	# Weekly Contracted Hours In	# Weekly Contracted Hours Out
2024	282	66
2023	41	17.5

In 2024, we saw 19 new admissions and 9 discharges. Each new admission comes with a set number of weekly contracted hours of support. Altogether, these 19 new admissions added 282 weekly contracted hours to our service capacity. At the same time, the 9 discharges resulted in 66 weekly contracted hours being removed. This marks a significant increase compared to 2023, when our admissions were on hold due to CARF preparation and staffing shortages. That year, we only added 41 weekly contracted hours from new admissions and lost 17.5 weekly contracted hours from discharges. To put it into perspective, in 2024, we expanded our service hours nearly seven times more than in 2023 (282 hours vs. 41 hours), and we also had a higher number of discharges, leading to a greater loss of hours (66 hours vs. 17.5 hours in 2023). This demonstrates that, compared to the previous year, we significantly increased our service capacity in 2024 by welcoming more individuals and providing more support hours.

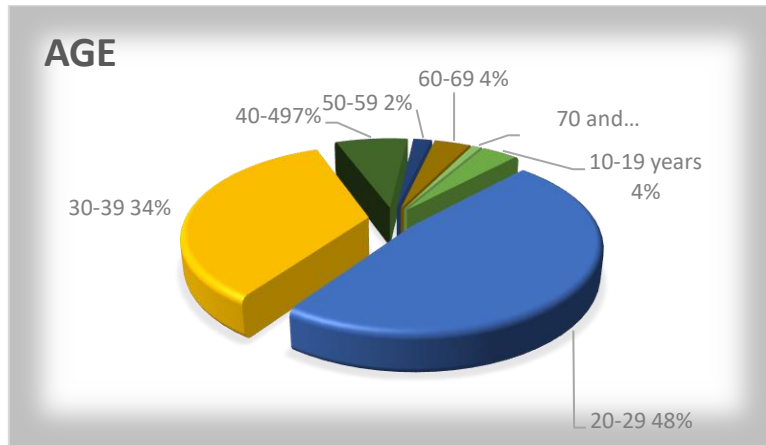


By Exit Reason	# of Individuals
Referred to another Agency	2
Declined services	3
Moved out of service area	3
Deceased	1

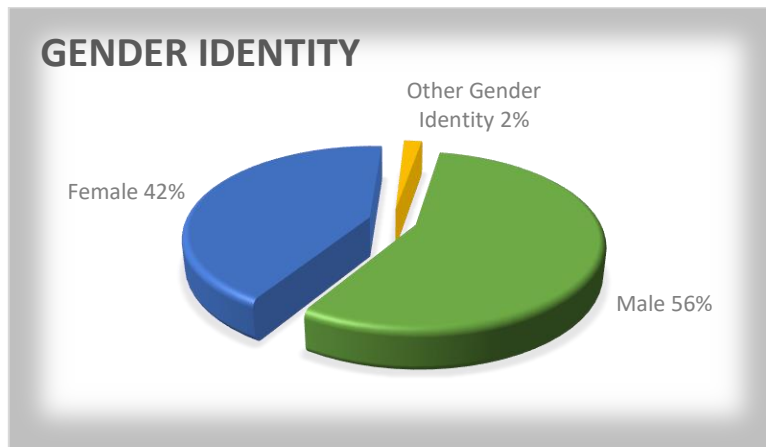
**All individuals who declined services expressed that they no longer required support, as they had developed sufficient skills and established natural support networks to maintain their independence.*

Demographics

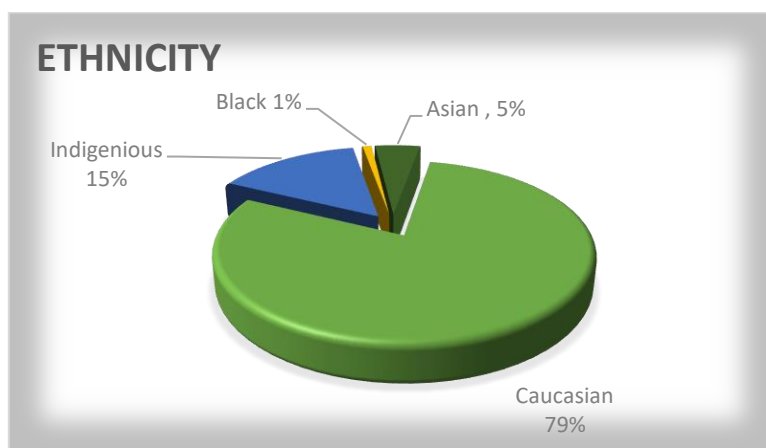
Bonaventure Community Inclusion programs support a diverse range of needs and diagnoses. On average, we work with approximately 30 different diagnosed conditions. Many individuals have multiple diagnoses, often resulting in complex support needs.



Age	# of Individuals
10-19	4
20-29	51
30-39	37
40-49	8
50-59	2
60-69	4
70 and over	1



Gender Identity	# of Individuals
Male	60
Female	45
Other Gender Identity	2



Ethnicity	# of Individuals
Caucasian	85
Indigenous	16
Black	1
Asian	5

Goal Reflections for Community Inclusion Programs

Goals and Outcomes for 2024

Goal 1

Quality of Life Factor – Social Participation, and Well Being

Increase supported Individual engagement in Community cultural events	Target	Outcome
<i>% Individuals will participate in a minimum of one cultural event or activity offered in community</i>	50%	77%

Reflection and Recommendations:

The program set a target for 50% of individuals receiving BSS services to participate in at least one cultural event or activity in the community. This goal was exceeded, with 77% of individuals engaging in cultural events, demonstrating a strong connection to community activities. Continued collaboration with community partners could expand the variety of cultural events offered. Further tracking could help assess if specific cultural events are more impactful than others, guiding future planning.

Goal 2

Quality of Life Factor – Independence

Empower Supported Individuals to Advocate for Themselves	Target	Outcome
<i>% Individuals will participate in 2 or more monthly advocacy meeting during the year.</i>	30%	5%

Reflection and Recommendations:

Only 5% of individuals attended two or more advocacy meetings. While some meetings had high attendance, only a small group of individuals attended multiple times. This indicates that while advocacy opportunities were available to all, ongoing participation remained low, highlighting a need for further engagement strategies.

Goal 3

Quality of Life Factor – Independence

Enhance community involvement by offering supported individuals volunteer opportunities.	Target	Outcome
<i>% Person supported will participate in one volunteer activity within the year</i>	50%	24%

Reflection and Recommendations:

Most volunteer involvement came from the Rec Program, while participation was low in Parksville and Duncan programs. Volunteer opportunities were not equally utilized across all program locations, highlighting the need for site-specific volunteer initiatives.

Goal 4

Quality of Life Factor – Independence, Social Participation, and Well-being

BSS will accept new referrals on a realistic capacity basis to expedite access to the Inclusion programs within 30 days of accepting the referral	Target	Outcome
<i>% of new referrals/ intake are completed and first support shift scheduled within 30 days</i>	75%	85%

Reflection and Recommendations:

The majority of referrals were processed efficiently, with only three experiencing delays. One was due to ongoing staffing shortages, another one was delayed due to challenges in finding a specialized ASL worker, and the third was postponed allowing the individual time to stabilize their mental health before beginning services.

Agency Goal for Community Inclusion – 2025

In 2025, Bonaventure Community Inclusion programs will focus on enhancing goal-directed support, advocacy, transportation access, community resource awareness, and overall service accessibility. The plan includes helping individuals achieve at least one personal goal, expanding advocacy opportunities, and improving transportation accessibility through recreational programs. Efforts will also be made to increase awareness of community resources and offer recreation programming outside regular hours to accommodate more individuals. Additionally, the program aims to support individuals in identifying barriers and solutions. These goals reinforce Bonaventure's commitment to fostering independence, inclusion, and meaningful community participation while aligning with CLBC's Quality of Life framework.

Employment

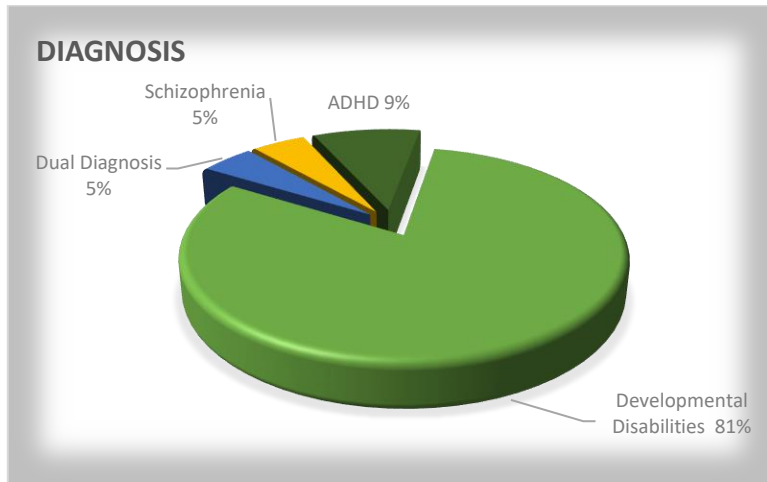
Growth of the Employment Services in 2024

The employment service experienced significant growth in 2024. In February, Bonaventure attended the Beyond Collaboration Summit in Vancouver, where service providers gathered to explore the best practices for delivering L.I.F.E. Services and Employment Services. During this summit, all service providers contributed to the development of the best practice guidelines for Employment, which were officially rolled out later in the year.

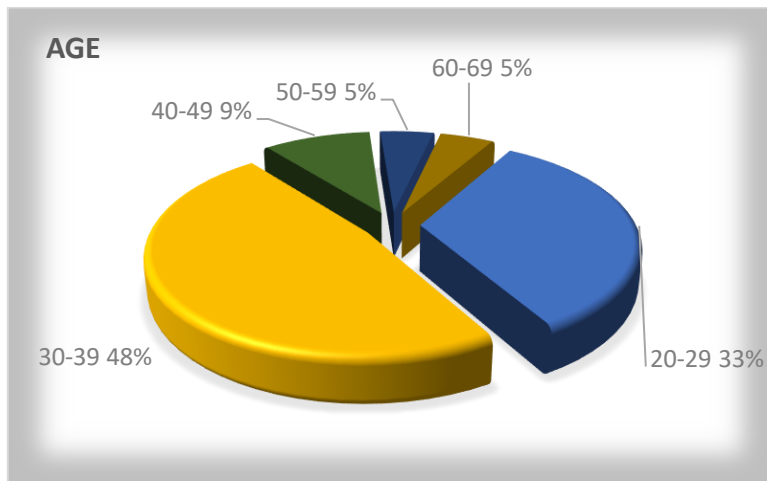
These guidelines provided our services with a clear roadmap for service delivery, something that had not been formally outlined before. In May, CLBC's Provincial Employment Lead visited Bonaventure to offer guidance and address any questions. With additional coaching and support from CLBC, we refined our pre-report process and adjusted our services accordingly. As a result of these improvements, we were able to expand our services beyond Ladysmith into Nanaimo, leading to the rebranding of the Ladysmith Employment Program as Compass Employment Services. With the increasing number of individuals accessing our services, we were awarded an additional 0.5 FTE in November, further strengthening our capacity to support employment opportunities.

Totals (Individuals)	
Intake	6
Exits	0
Transfers	0
Active at end date of report	21
Individuals Served during Report Period	21

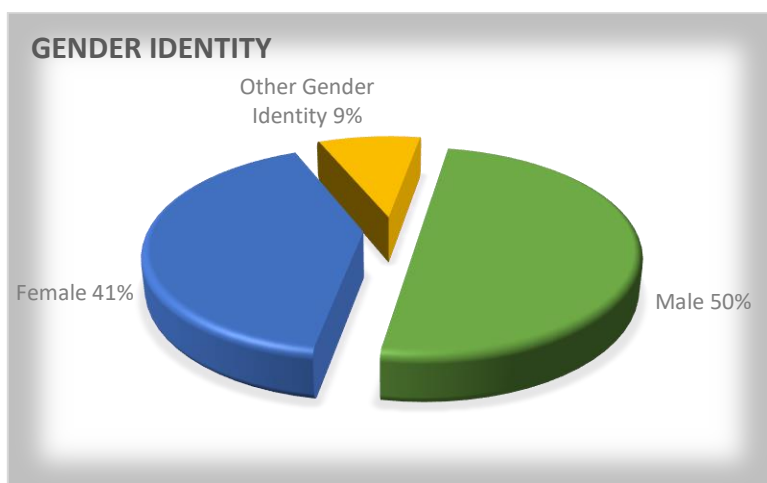
Employment Status	#
Not Employed	4
Employed	17



Diagnosis	# of individuals
Developmental Disabilities	6
Dual Diagnosis	0
Schizophrenia	0
ADHD	21



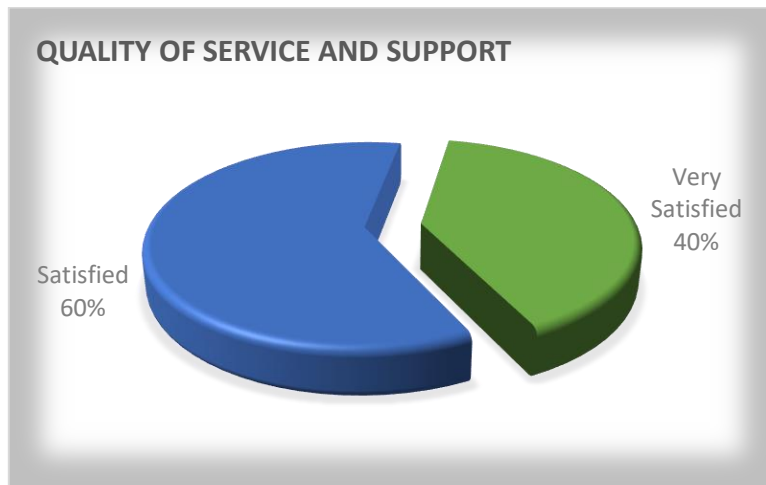
Age	# of Individuals
20-29	7
30-39	10
40-49	2
50-59	1
60-69	1



Gender Identity	# of Individuals
Male	11
Female	9
Other Gender Identity	1

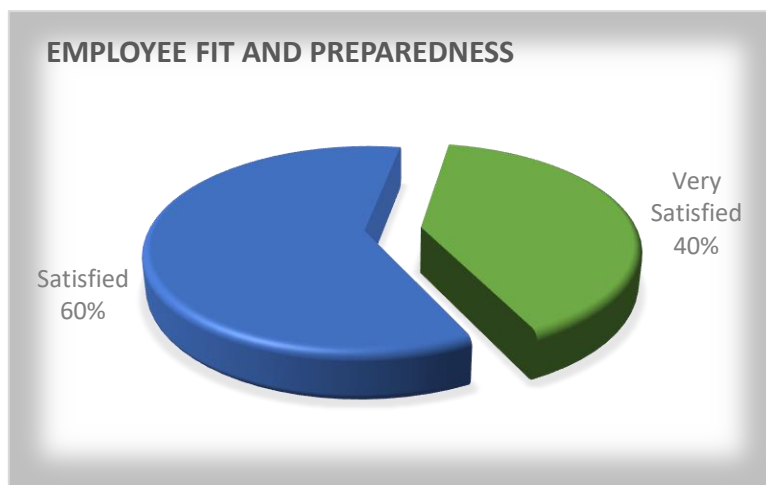
Employer Survey outcomes

- How satisfied are you with the level of communication and support provided by Bonaventure compass employment service?



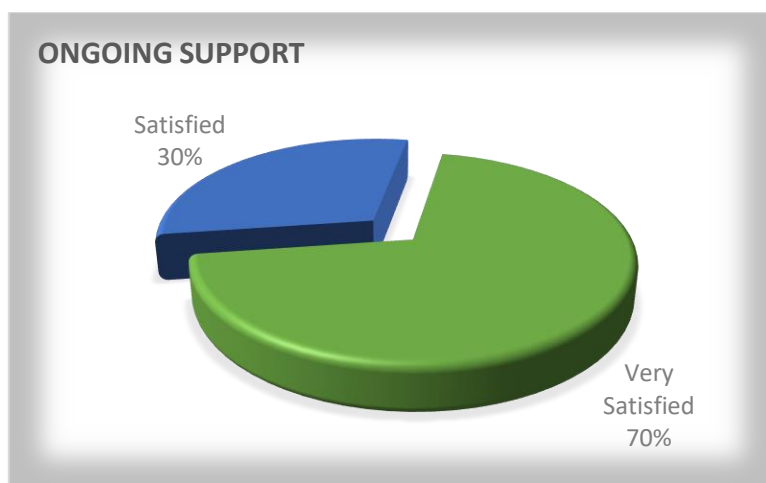
Outcome	# of Employers
Very Satisfied	4
Satisfied	6

- Did Bonaventure compass employment service prepare the employee with the necessary skills, training, and support to meet your organization's expectations?



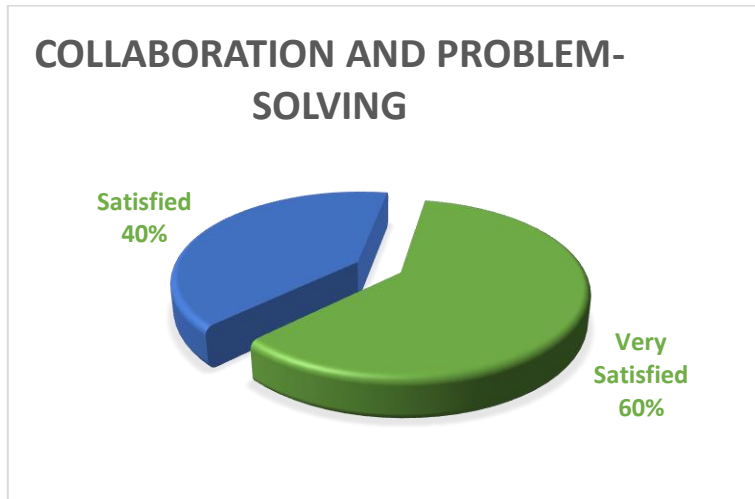
Outcome	# of Employers
Very Satisfied	4
Satisfied	6

- How effective is Bonaventure Compass Employment Service in providing follow-up support and addressing any concerns or challenges that arise after the employee's placement?



Outcome	# of Employers
Very Satisfied	7
Satisfied	3

- How would you rate the service's responsiveness and collaboration when it comes to adapting roles, solving issues, or making adjustments to better support the employee?



Outcome	# of Employers
Very Satisfied	6
Satisfied	4

Employer feedback:

- *"Compass staff were determined to ensure the employee was prepared and well-trained before removing themselves from the workplace. I was happy with the orientation and training Compass staff provided the employee."*
- *"I have received support when needed; however, I do not feel that I have needed a lot of support. The individual has also been with the company for many years before Compass Employment worked with the employee."*
- *"Antoinette helped us plan for his return to work after COVID-19 kept him off. Ownership had changed, so expectations changed too, but it worked out. We don't need help, but it's been offered, and we know we can reach out."*
- *"The lady who comes with ** is always very nice and sends invoices the same day. We don't see her often because ** only works once a month, but we have been happy."*
- *"We've worked with Compass Employment Services before and had a good experience. ** has been with us since before they took over, but we have been made aware of them and know from the past that they do good work."*
- *"Communication has improved over the last couple of months. The employee continues to be hit and miss on his schedule and attitude, but that is out of our hands, and we know that the manager stays in contact with him about it."*
- *"Chelsea and Jen worked closely with me and ** to get her set up and established. The position didn't work out, but not because of anything in anyone's control. Jen took time to make a job book for ** and Chelsea was in every week for at least six months. She coached her on tasks, helped make them safer for ** when possible, and spent hours at a computer doing online training to help ** succeed. ** had to give up her employment for reasons out of her control, but we appreciated the experience, and I look forward to working with them again with a different employee."*
- *"** has worked with us for a long time. We have a lot of ups and downs with *, but Compass Employment Services has come in a few times to try to make those easier. They haven't had a lot of effect, but they keep trying."*

Goal Reflections for Employment services

Goals and Outcomes for 2024

Goal 1

Quality of Life Factor – Independence

Ensure timely delivery of employment services by securing a job placement	Target	Outcome
<i>% of active participants will complete each step of the discovery process within 3 months</i>	70%	75%

Reflection and Recommendations:

This result indicates that the employment service is functioning efficiently, with a strong process for guiding individuals through discovery within a reasonable timeframe. The success rate suggests that participants are actively engaging, and employment support staff are facilitating a smooth transition toward job placement. While exceeding the target is positive, it's essential to examine the 25% of participants who did not complete the process within three months for potential barriers.

Goal 2

Quality of Life Factor – Independence, Social Participation, Well-being

Enhance long term employment for new participants within the program	Target	Outcome
<i>% of new participants will retain their employment status for 6 months or more</i>	100%	100%

Reflection and Recommendations:

The target for long-term employment retention was set at 100%, meaning that all new participants were expected to maintain their employment for six months or more. The actual outcome met the target exactly at 100%, demonstrating a highly successful retention rate within the program. This achievement suggests that the employment services provided are strong, effective, and well-structured, ensuring that participants receive the necessary support to maintain stable employment.

Goal 3

Quality of Life Factor – Independence, Social Participation

BSS will provide monthly skills training opportunities within the employment program	Target	Outcome
<i>% of active participant will participate in the monthly skills training hosted by BSS, increasing employment opportunities</i>	80%	25%

Reflection and Recommendations:

This drop in participation is likely influenced by service's growth (from 14 to 21 individuals) and the geographic challenge—many participants live in Nanaimo, while the training is hosted in Ladysmith. Although the program remains available to all, many participants choose not to attend, which suggests that location, accessibility, or engagement strategies may need to be adjusted.

Goal 4

Quality of Life Factor – Independence, Social Participation, and Well-being

Employers will provide feedback regarding employee performance (pulse check)	Target	Outcome
<i>% of employers will participate in a pulse check or provide performance feedback</i>	80%	72%

Reflection and Recommendations:

The target was set for 80% of employers to participate in a pulse check or provide performance feedback on employees. The actual outcome was 72%, falling slightly short due to four employers not responding. Although the goal wasn't fully met, a 72% response rate is still a strong achievement, demonstrating active employer engagement in evaluating employee performance. However, understanding why some employers did not respond is key to improving future participation.

Goal 5

Quality of Life Factor – Independence, Social Participation, and Well-being

Feedback from employer experience will help gauge overall satisfaction and identify trends	Target	Outcome
<i>% of employers that participated in providing feedback will have a positive experience rating 3 or higher.</i>	80%	100%

Reflection and Recommendations:

The target was set for 80% of employers who provided feedback to rate their experience at 3 or higher (satisfied or very satisfied). The actual outcome was 100%, meaning that all employers who participated reported a positive experience.

This result is an outstanding success, indicating that employers are highly satisfied with the employment services, support, and communication provided by Bonaventure Compass Employment Service. It also suggests that the job placements have been well-matched, and employers feel supported in addressing challenges or adapting roles.

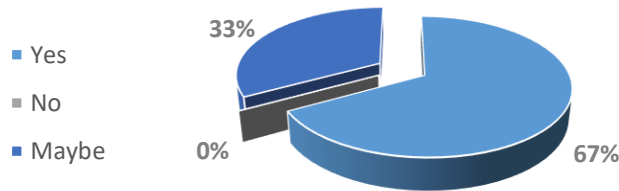
Agency Goals for Employment services– 2025

The 2025 employment goals align with the CLBC Quality of Life Factors by promoting economic stability, social inclusion, personal growth, and self-determination. These efforts empower individuals to lead fulfilling lives, contribute to their communities, and experience improved overall well-being. By focusing on inclusive employment, accessibility, and skill-building, Bonaventure upholds its commitment to fostering empowerment, independence, and meaningful participation in the community. These goals ensure that individuals are not just placed in jobs but are truly supported in achieving long-term success and a high quality of life.

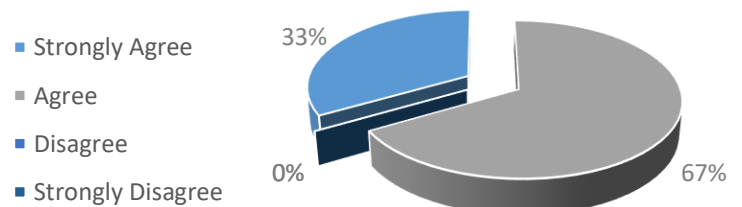
Individual Exit Questionnaire

In the past year, 20 individuals exited our services. We encourage all individuals to complete an exit questionnaire when leaving a service or support. These questionnaires can be completed online via the provided link or requested as a paper copy before departure. By understanding the experiences of those who leave, we can better shape our future strategies and enhance the quality of our services.

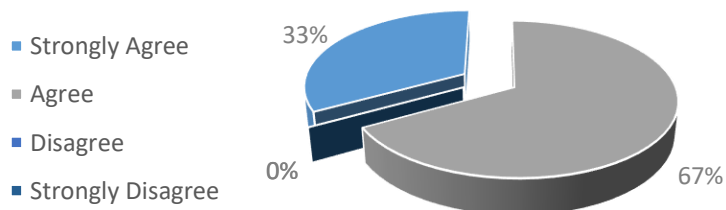
Given the opportunity, would you choose to be supported by Bonaventure in the future?



Did BSS/Support team accommodate your preferences needs and expectations?



Were you encouraged and supported to express your own views and pursue your own relationships and interests?



Total Individuals Supported	159	
Exited	20	
Declined services	9	40%
Referred to another agency	7	33%
Moved out of services	3	20%
Deceased	1	7%

Health and Safety

Bonaventure has a strong Health and Safety Committee, who regularly and consistently meets on the second Thursday of every month.

The Joint Occupational Health and Safety Committee (JOHS) supports Bonaventure's duty to ensure a healthy and safe workplace. The JOHS committee brings together 1 representative from each program (employer and worker reps), to identify and help resolve health and safety issues in the workplace.

The JOHS committee has actively participated in the following duties and functions:

- Identify situations that may be unhealthy or unsafe for workers and advise on effective systems for responding to those situations.
- Consider, and promptly deal with health and safety concerns relating to each program and the health and safety of workers.
- Review Quarterly Critical Incidents breakdown by *Type of Incident*.

The committee was actively involved in updating the following documents:

- New Vehicle Damage Record added to the Vehicle Safety Handbook
- Updated the Health & Safety Binder to include the addition of:
 - Vehicle Safety Kit Checklists
 - Med Room Audits
 - Monitoring/MCFD Review
- Reviewed/updated safety kits and their corresponding checklists:
 - Emergency Disaster Kit
 - First Aid Kit
 - Grab n Go
 - Spill Kit – now includes tools specific for broken glass
 - Vehicle Safety Kit

In the spring of 2024, the committee hosted the third annual Bon-A-Fire, a health and wellness initiative, at Transfer Beach, a central location, bringing the team together and recognizing each member's contributions.

Community Social Services Health and Safety Association (CSSHSA)

The Community Social Services Health and Safety Association of BC (CSSHSA) was established in 2022 to promote safer and healthier workplaces within the Community Social Services sector in British Columbia. The association supports over 2,500 member organizations by providing health and safety information, education, and resources.

Bonaventure's Health and Safety Committee actively participates in CSSHSA initiatives, receiving monthly newsletters and engaging in monthly training sessions. This involvement ensures that Bonaventure stays updated on best practices and continuously improves its health and safety standards.

Emergency Drills

Effectiveness Measure	Target	Result
<i>Emergency procedures and monthly drills</i>	90%	100%
	Completed	Target
<i>Housing (13 programs)</i>	343	230
<i>Inclusion (4 programs)</i>	90	64
<i>Employment (1 program)</i>	25	16
<i>Head Office</i>	3	16

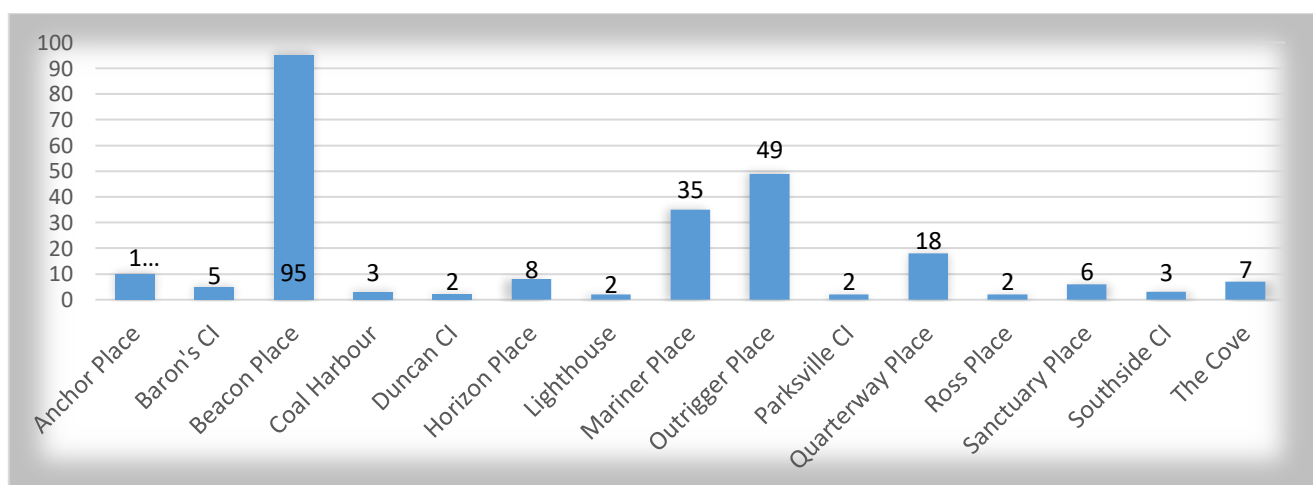
Outcome Results

- Programs are required to complete the 7 types of drills (Bomb Threat, Fire, Medical Emergency, Natural Disaster, Technology, Utility Failure, Violence or Aggressive) per shift (AM, PM, Overnight), as well as an extra Fire or Natural Disaster 2x per year (AM and PM), for a total of 23 drills. CI Programs only complete drills for AM and PM for a total of 16 drills.
- By the end of 2024, two types of drills were added: Buddy Call Procedure and Vehicle Accident
- Ongoing completion of monthly emergency drills (SV Platform), emphasize the importance of ensuring both employees and individuals supported are prepared for community emergencies. This area consistently needs re-evaluation and reflection, with room for improvement to make drills meaningful and less redundant.
- Head Office Drills fell short of completion, therefore a focus area for 2025.

Critical Incident Reports

A critical incident is a serious or unusual event that involves an individual accessing services while service is being delivered. This could include health and safety risks or other situations that is inconsistent with the normal routines and rhythms of daily life.

The break down for number of CIRs and Incident Type is reviewed quarterly for trends and areas of improvement.



Beacon Place:

- Self-Harm: 38%
- Missing/Wander/AWOL: 26%
- Total exceeding 60% of CIRs: 64%

Outrigger:

- Aggressive/Unusual Behavior (Youth): 69%
- Transitioned out of service area

Mariner:

- Aggressive/Unusual Behavior: 71%
- Other: 9%

Quarterway:

- Missing/Wandering: 61%
- Medication Error: 17%

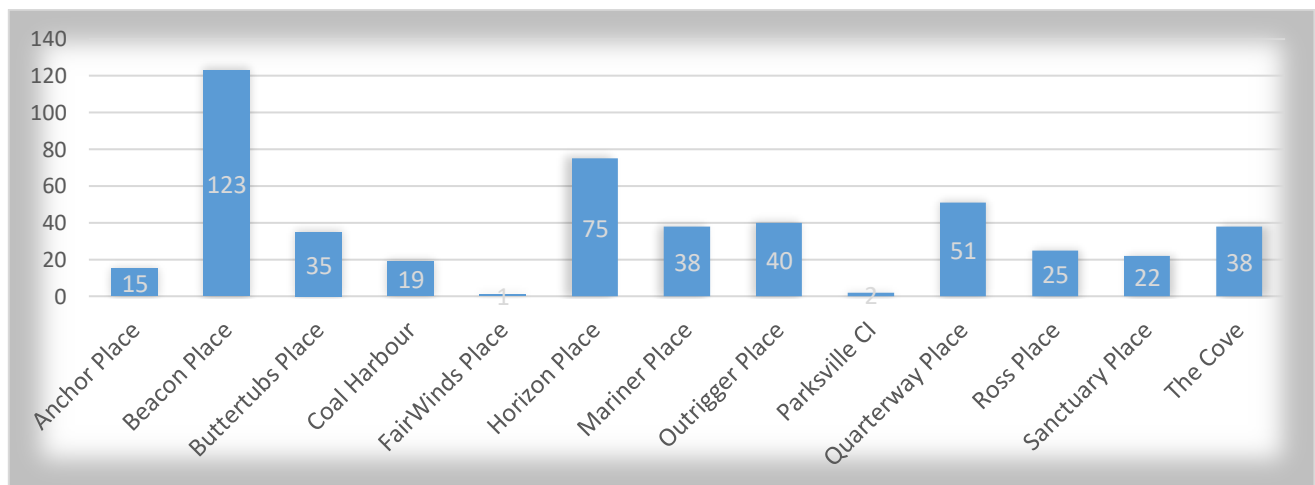
Reflection:

- **Beacon Place** and **Quarterway** highlight significant risks to supported Individuals, with high percentages of self-harm and missing incidents.
- **Outrigger** and **Mariner** indicate risks primarily to employees, with high percentages of aggressive/unusual behavior.

Medication Errors

Beacon , Horizon and Quarterway have a higher number of medication errors which is a reflection of individuals refusing medication or due to AWOL.

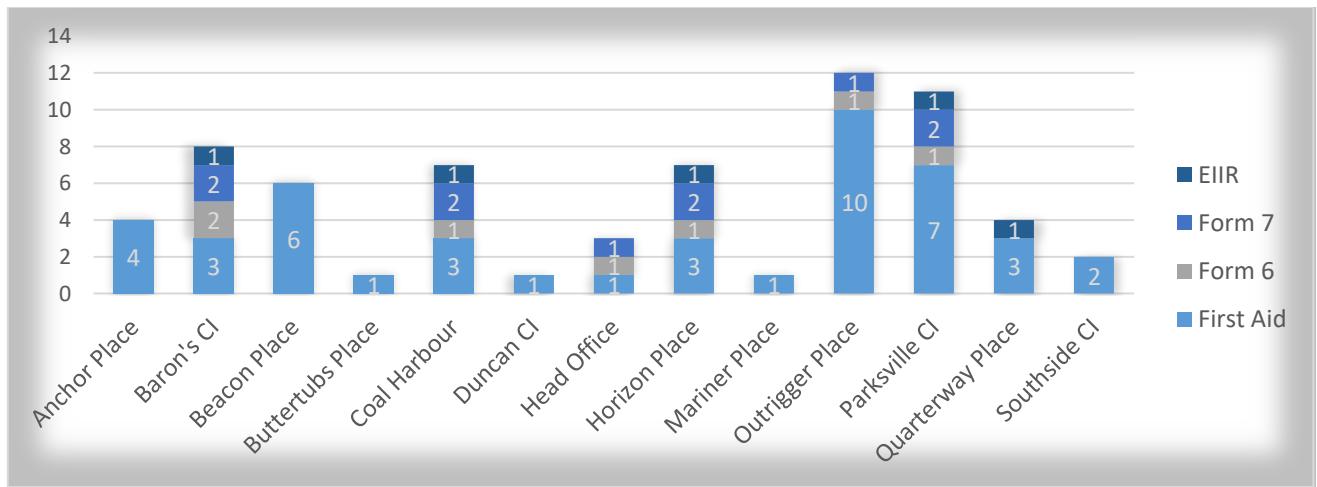
To continue to decrease medication errors Medication Quality Assurance Audits are completed twice a year, one in house audit and the second conducted by our Save-On-Foods Pharmacist. Medication training is conducted at Bon-Boarding (initial training), an annual competency and when required employees can attend on-Boarding for a refresh on medication training.



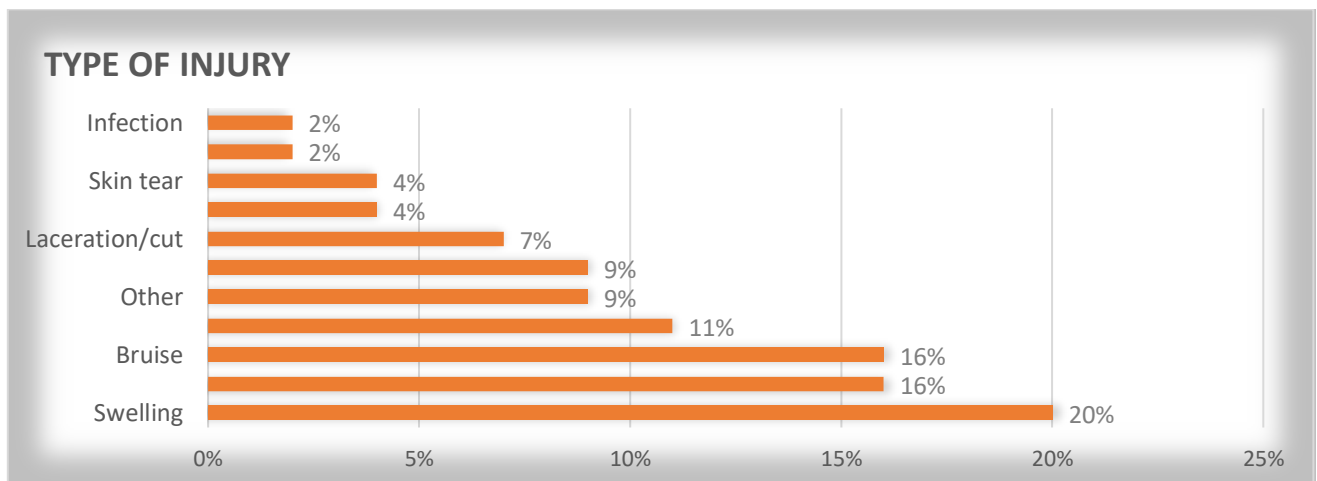
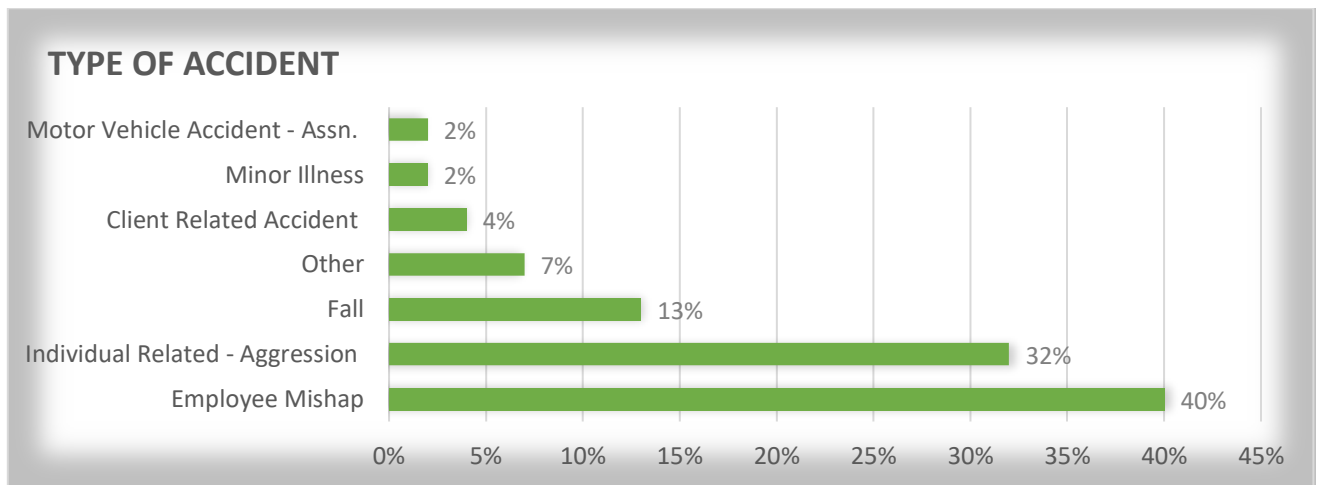
First Aid Reports

Employee First Aid

The first aid reports are reviewed in depth monthly at JOHS Committee Meetings. To ensure WorkSafeBC standards are met, we continue to require a Form 6 when a worker misses hours or seeks additional medical attention. EIRs are required when there has been or is potential for serious bodily harm, equipment malfunction, or when deemed necessary by the Directors.

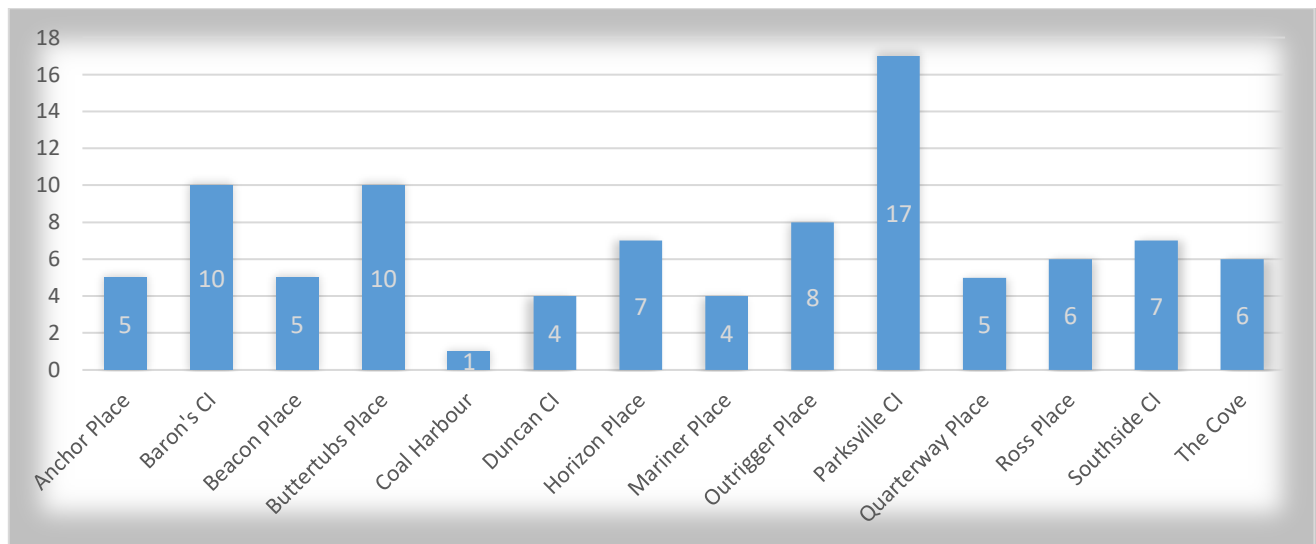


The outcome of reviewing first aid reports showed two primary areas: Type of Accident which is Employee Mishap or Individual Related – Aggression, which result in 20% of Type of Injury being swelling and 16% Internal. Out of the reports 45% indicated a mild and 4% severe degree of injury.

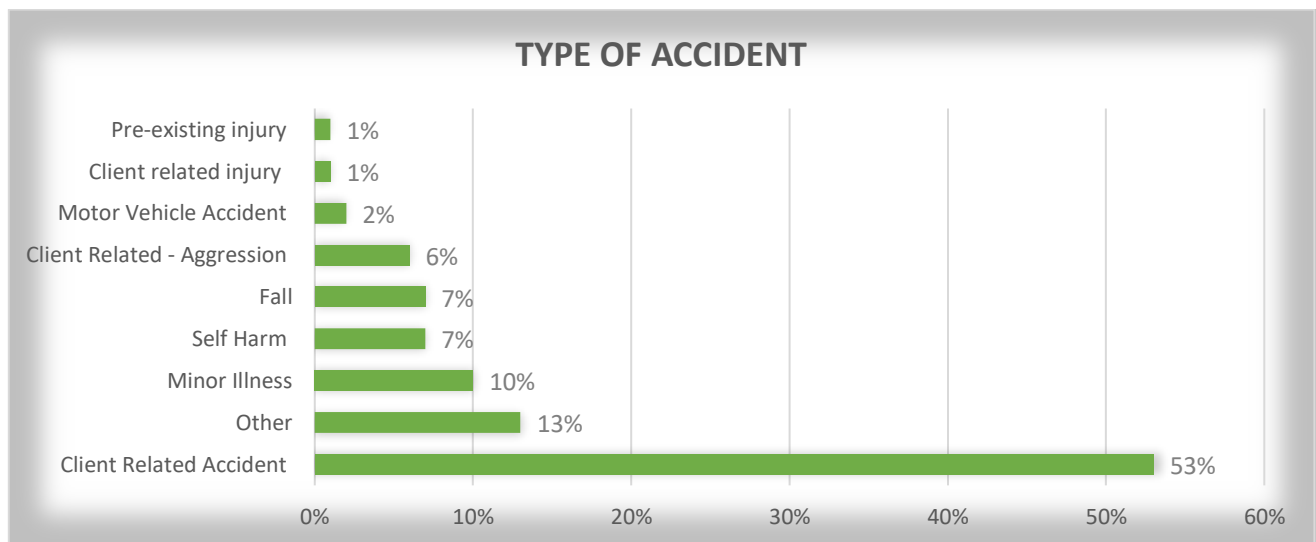


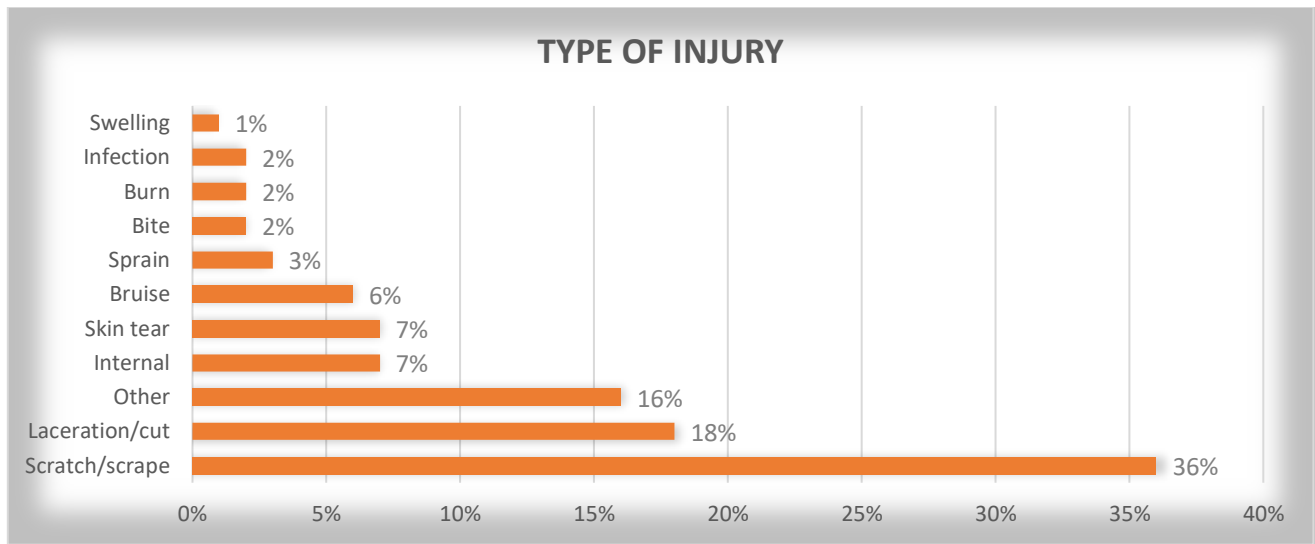
Individual First Aid

Program Managers review individual first aid records as they occur and a brief review of the reports occurs in the monthly JOHS Committee meetings.



The outcome of the review of the records showed that the primary Type of Accident for first aid incidents are Client Related Accident, which result in 54% of the Type of Injury resulting in a Scratch/scrape or Laceration/cut. Out of the incidents 89% of the incidents result in a trivial/mild degree of injury.





Health and Safety Goals-2025

- Annual Bon- A-Fire BBQ
- JOHS Committee Members focus on using the allotted 8hrs Annual Education Leave:
 - Employers Advisory Office
 - CSSHSA
 - Internal
- Increase participation in the annual Great BC Shake Out on October 16th, 2025
- Earn the Certificate of Recognition (COR) through WorkSafeBC:
 - The Certificate of Recognition (COR) from WorkSafeBC is a voluntary certification program for employers in British Columbia. It recognizes and rewards employers who implement effective occupational health and safety management systems (OHSMS) that go beyond legal requirements. To earn a COR, employers must pass a certification audit and maintain their OHSMS through annual audits
- Promote Health and Wellness

Financial

Introduction

Bonaventure continues to partner with MCFD and CLBC, supporting vulnerable individuals from the Cowichan Valley to Qualicum Beach. Our finance team consists of Devon, Allison, Miranda and Trina. The team continue to work towards excelling in all things financial and to meet industry standards and requirements ensuring compliance in all areas.

Amy, Trina and Allison, work in our payroll systems to ensure compliance with all government bodies. This year we made the huge leap and changed payroll/human resource platform to better fit our needs.

Continued Practices

- We have grown from invoicing 4 families for CI services to now invoicing 5, with another to join us soon.
- Our program bank accounts continue to be at CIBC, and our business accounts at CCCU.
- Doane Grant Thorton LLP continues to work with us for our audit and other accounting needs.
- We continue to report service hours monthly to MCFD, and annually to CLBC.
- We continue to prepare contract period revenue and expense reports to MCFD.
- The program expense tracker continues to be updated for program managers to reflect on.
- We continue to reach reporting and remittance requirements for CRA, WorkSafe, EHT, and others.
- Bonaventure continues to be apart of the BC CEO Network. Trina participates in the CFO working group, Jody participates in the HR group, and Christy participates in the Leadership group.

2024 Reflection – What has happened and what is new?

In March, we reported service delivery hours to CLBC for the 2023 calendar year. In April, we received increases in facility costs to programs running in a deficit with CLBC. These increases have been needed for years and were a great success to acquire. The following month we completed our CSSEA report. This allows us to qualify for our annual uplifts. The start of summer 2024 was smooth sailing, but the busyness picked up again with our fiscal year end and preparing for our financial audit in the fall. During August we also began preparations to switch payroll software from ComVida to Payworks. Payworks was rolled out in September, and we have continued to grow and expand our knowledge in the new platform. In October, we received a clean audit from Doane Grant Thorton LLP. We also increased our cyber security insurance policy for the company, as well as changing insurance companies to help with cost savings. Nearing the end of the year, we completed an MCFD financial review in November. Amy, Devon and Trina participated in some training through National Payroll Institute throughout the year to continue to upgrade and refine our processes.

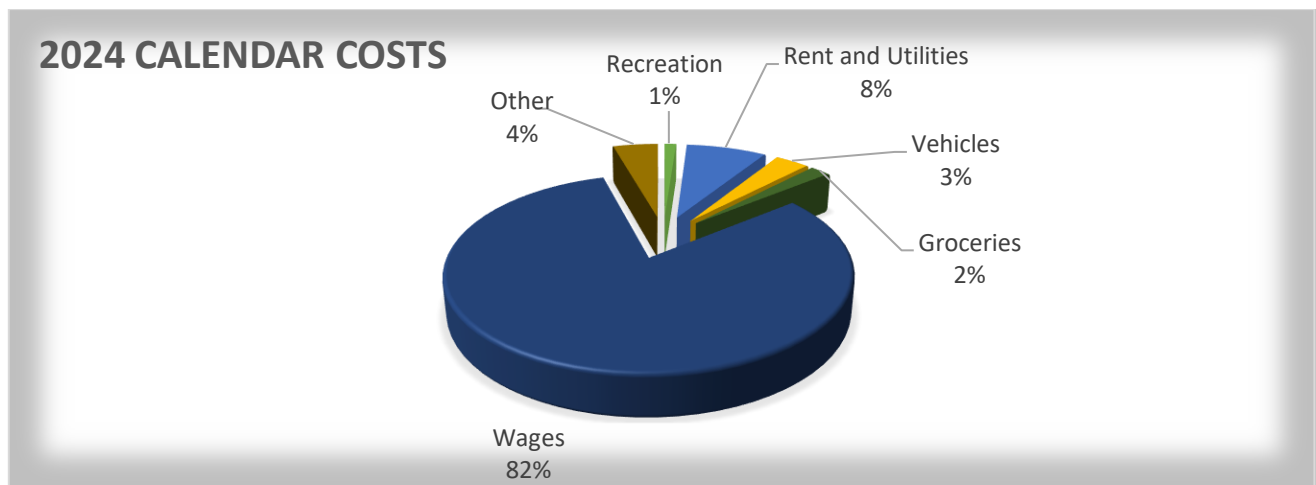
Performance Measurement Outcomes

- Review month end and make changes when required to programs (2023)
 - The Finance team has gotten into a good rhythm to complete month end requirements in a timely manner. This involves data entry, review and reconciliation, performance check ins, and financial statement postings.
- Contracts: work to decrease the funding gap (2023)

- In 2024 Trina has worked diligently to reduce the funding gap and receive increases in area's (specifically facility costs) that have been lacking for multiple years.

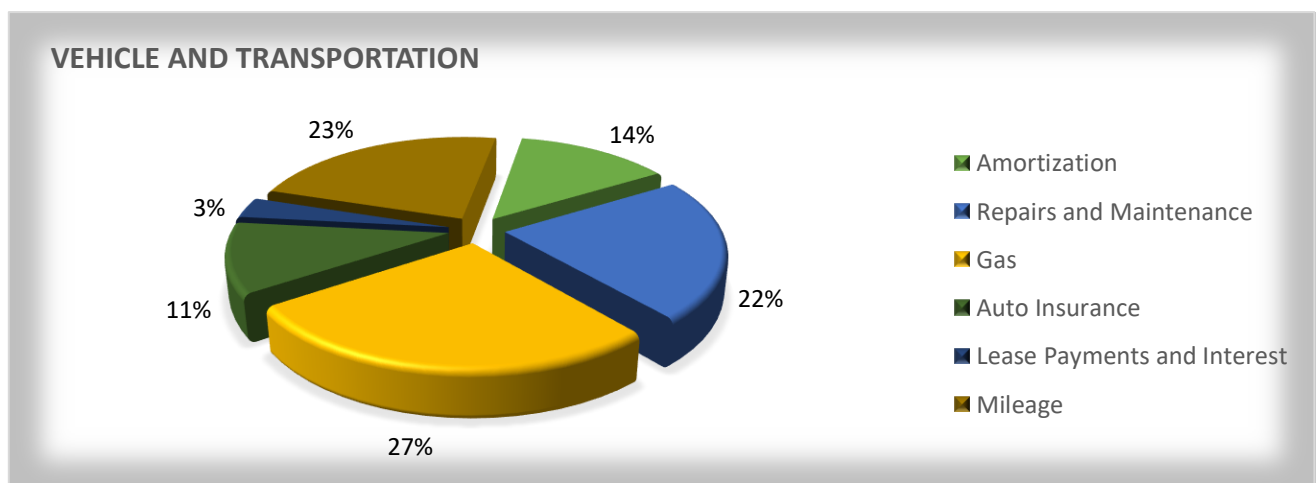
For 2025, we want to focus more on reviewing results with all parties involved. This means keeping directors and managers aware of more costs associated with running their program(s). We have implemented an expense tracker in 2024 that shows costs related to a program that occurs outside of a program's funds. This allows managers to check regarding facility costs such as repairs and maintenance, IT, and utilities and view what their true costs are. We would like to continue expanding on this idea and look for new ways to share insightful information with those who can utilize it.

Cost Analysis



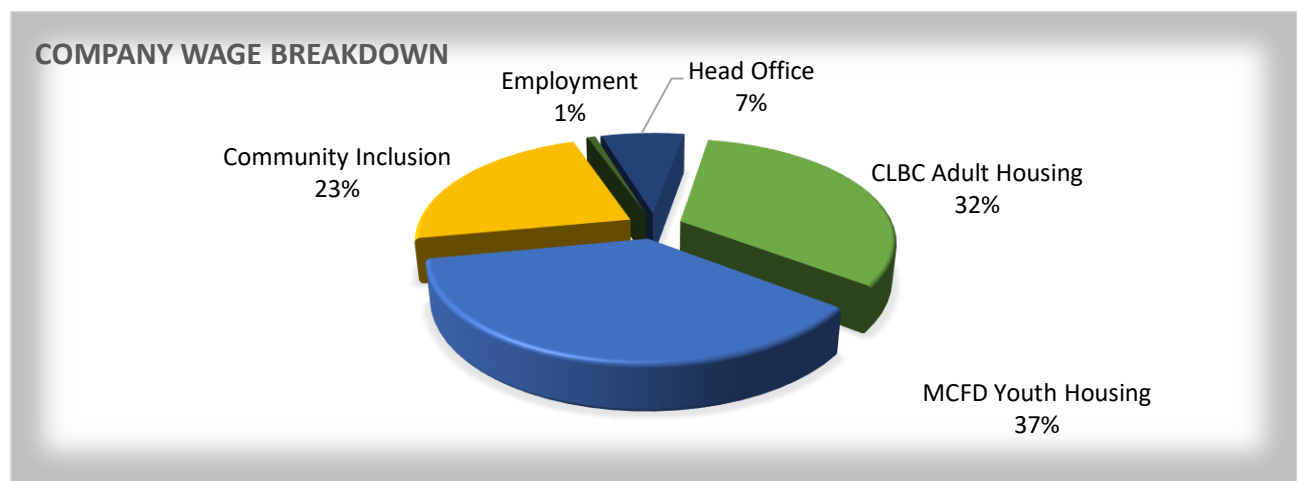
Category	Cost	% Increase (2023)
Recreation	\$ 111,608	(3%)
Rent and Utilities	\$ 796,685	12%
Vehicles	\$ 322,440	7%
Groceries	\$ 190,581	8%
Wages and Benefits	\$ 8,644,671	14%
Other	\$ 431,080	4%

**Note - Other includes all other costs aside from those listed above. Items such as cleaning, household, hygiene, kitchen, IT, human resources, overhead costs, etc.*



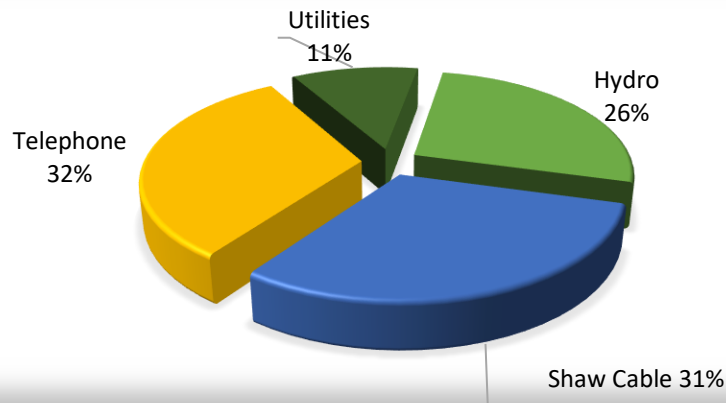
Category	Cost	% Increase (2023)
Amortization	\$ 43,609	37%
Repairs and Maintenance	\$ 72,129	6%
Gas	\$ 87,086	6%
Auto Insurance	\$ 35,553	(2%)
Lease Payments and Interest	\$ 10,519	(21%)
Mileage	\$ 73,545	(1%)

Vehicle and Transportation Costs Increased by 6% from 2023 to 2024. The largest increase was amortization of 37% due to the purchase of 4 new vehicles at 4 different housing programs. Another vehicle's lease agreement ended in 2024, at which point Bonaventure purchased the vehicle. This also contributed to amortization, and why we see a drop in lease payments and interest.



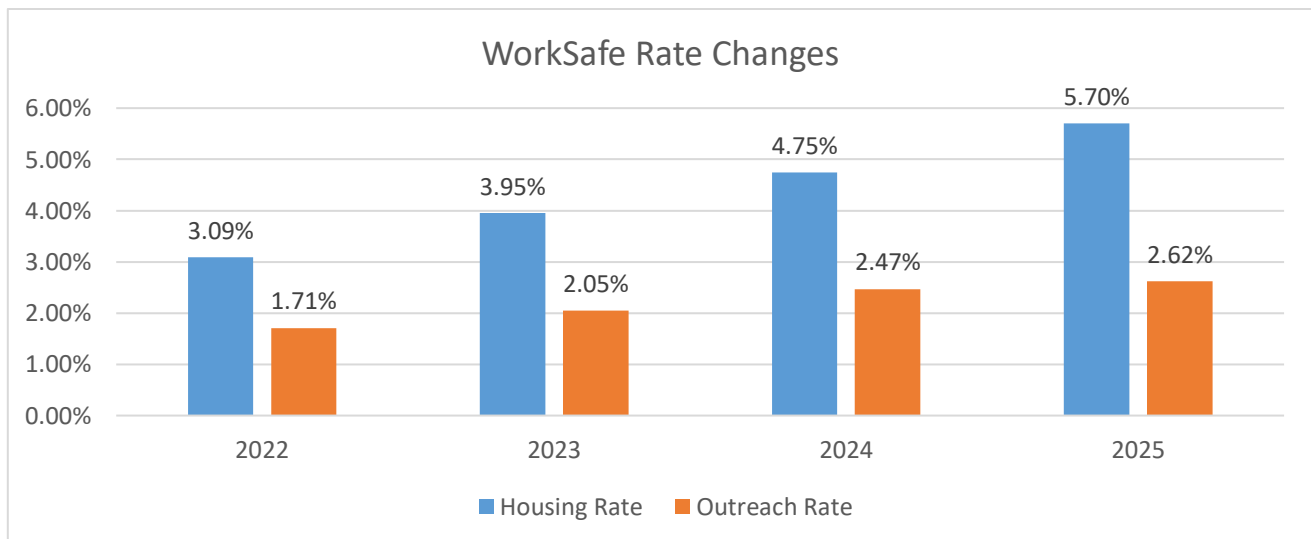
Category	Wage Payout
CLBC Adult Housing	\$ 2,817,034
MCFD Youth Housing	\$ 3,164,971
Community Inclusion/Employment	\$ 2,020,301
Head Office	\$ 642,365

UTILITIES



**Note – Utilities includes FortisBC, Coastal Mountain Fuels, EPCOR, and City User Rates*

Category	Cost	% Increase (2023)
Hydro	\$ 38,903	0%
Shaw Cable	\$ 44,967	3%
Telephone	\$ 46,653	13%
Utilities	\$ 16,218	(14%)



Year	Rate (Housing/Outreach)	Cost
2022	3.09% 1.71%	\$ 143,990
2023	3.95% 2.05%	\$ 194,778
2024	4.75% 2.47%	\$ 291,276
2025	5.70% 2.62%	TBD

**Note – This is a component of Wages and Benefits*

WorkSafe rates have been on a steady increase over the past few years. Housing has increased by 2.61% and Community Inclusion has increased by 0.91% since 2022. WorkSafe Premium rates are calculated with a variety of factors.

Some of these factors are:

- Provincial injury rates – the rate of injuries from claims across the province.
- Claim costs – the overall cost of claims.
- Industry-specific factors – Industries that are subject to higher risk of injury can see their rates higher than those in a lower risk industry.
- Employer performance – Your employer's history of claims can also impact future rates.

Goals for 2025

- Be more intentional with managers on the current state of their program contracts (profit/loss) and the costs associated with their programs.
- Reduce utilities expenses by 5% on average per program. We feel both through conscious efforts and contract negotiations that Bonaventure can decrease their utilities costs. We will compare April 2024 – March 2025 with April 2025 – March 2026.
 - Being mindful of program heating, water, and natural gas usage.
 - Working with our suppliers to negotiate better rates/discounts for our organization. Telus is a new provider we will be working with in 2025 for a few of our cell phones. We will reflect on our service and savings in the next year.
- Working collaboratively with MCFD as the new SHSS system is activated in our region. This will be an area of growth and new compliance measures we will need to adapt to.

Social Media/Website

2024 Website Updates Recap

Throughout 2024, we made several key updates to our website to enhance accessibility, streamline processes, and reinforce our commitment to person-centered and community-centered values.

- *January 2024:* We integrated Prevue with our career website, making it easier for applicants to navigate job opportunities and submit applications efficiently.
- *May 2024:* We added quotes from Cofounders and Executive Director, to showcase how our leadership embodies and promotes person-centered and community-centered values from the top down.
- *May 2024:* We introduced a text-to-talk feature to improve accessibility for individuals who may be visually impaired or have difficulty reading, furthering our commitment to inclusion.
- *Ongoing Updates:* Throughout the year, we continuously expanded our resource section, adding new materials as they became available to better support our community.
- *Monthly Updates:* Each month, we update the What's Happening page with calendars featuring events and activities for our programming and the wider community. We also post all upcoming event posters on this page to keep everyone informed and engaged.
- *Aug 2024:* Bonaventure Buzz: We launched a monthly Bonaventure Buzz, a dedication for our team members and individuals to stay up to date on the latest news, happenings in the Bonaventure community, and highlights from various programs. This used to be a quarterly newsletter.

Social Media Recap

Our social media posts throughout 2024 highlighted the individuals we support, and the events and programming hosted by Bonaventure. Additionally, We placed a strong emphasis on cultural diversity and inclusion, showcasing various cultural celebrations and traditions while also promoting national and international days that raised awareness about inclusivity and belonging.

In 2024:

- Total views Instagram 1.1K Facebook 5.6K Views
- Total for reach (new people seeing posts) Instagram 512 Facebook 5.9k
- Total profile visits Instagram 223 Facebook 4.1k

Focus Areas for 2025

- *Addressing Negative Social Media Responses:* Implementing advanced tools to monitor and analyze negative feedback and developing a proactive engagement plan to address comments constructively.
- *Maintenance, Updates, and Improvements of Website:* Continuously updating the website to enhance accessibility, user experience, security, and performance.