

Performance Outcomes & Analysis Report 2023





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BONAVENTURE
SUPPORT SERVICES

Mission, Vision, Values and Guiding Principles

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

Our core value is to put the needs, safety concerns and outcomes for the persons who receive services first.

To this end, Bonaventure Support Services Ltd is guided by our commitment to;

Supporting through relationships

- Caring for Others
- Respectful & Honest Communication
- Integrity and Accountability
- Respect of the environment
- Advocacy & Inclusion
- Understanding Approaches to Care for Individuals with Disabilities
- Competence and Professionalism
- Self Care
- Individuality and Creativity; everyone has something to contribute!



Quality Assurance

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

Over the years, we have developed 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 the ability to translate vision into action and deliver on the promises made to the people we serve.

Policies offer a clear vision and set of expectations, and they provide 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.
- **MCFD/CLBC Annual Reviews and Monitoring-** A CLBC assigned analyst/MCFD Resources Worker will schedule an annual visit to each program to review the 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, evaluates effectiveness, identifies areas for improvement, and provides technical assistance and resources for improvement.
- **Leadership Handbook**
- **Family/Individual Handbooks**

CARF

CARF is an independent, non-profit creditor of health and human services, enhancing the lives of persons served worldwide.

The accreditation process applies to CARF's internationally recognized standards during a site survey conducted by peer surbeyors. Accreditation however, is an ongoing process that distinguishes a providers service delivery and signals to the public that the provider is committed to continuous performance improvement, responsive to feedback, and accountable to the community and its stakeholders.

CARF Survey- Scheduled for November 2022

August- BSS received a letter to "confirm the extension of accreditation for Bonaventure Support Services Ltd. from November 30, 2022 to March 31, 2023 on survey 123598. The organization's survey will be scheduled between February 1, 2023 and March 31, 2023 and the current accreditation will remain in effect until the outcome of the survey is available". An extension was provided, in consideration for Bonaventure determining whether they would seek accreditation for Home Share Services. Bonaventure's intent was to not grow Home Share Services in the coming year, rather focus on the agency strategic plan to build a solid foundation before growth was to continue. Bonaventure was forced to serve notice on the 1 home share contract to avoid having to be accredited.



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Survey Dates March 21-23, 2023- (3 surveyors)

Survey Outcome:

Bonaventure Support Services has been issued CARF accreditation based on its recent survey. The three-year accreditation applies to the following Program (s) Service(s):

- Community Employment Services: Employment Supports
- Community Employment Services: Job Development
- Community Housing
- Community Housing: Youth and Adolescents
- Community Integration
- Respite
- Supported Living

CARF Outcome Report

Bonaventure demonstrated substantial conformance to the standards. Bonaventure provides services that are highly valued by the individuals served and their families. The individuals served and other stakeholders express high levels of satisfaction with the services, and the individuals served appear to benefit from the services provided by the organization. The organization's leadership is well respected and actively seeks the input of individuals served, staff members and other stakeholders. Bonaventure has made strides in incorporating the CARF standards into its daily practices. The organization has a strong belief in person centered planning and in the rights of each individual served, which is evident in the program areas and throughout the administration. The leadership is committed to diversity and has an excellent Cultural Diversity Plan. That is incorporated into all of its planning and service delivery.

Areas of Strength

- Bonaventure has a strong talented leadership team composed of experienced, knowledgeable and dedicated professionals who display enthusiasm for what they do.
- The organization is commended for its continuity in providing services despite the challenges of the COVID Pandemic.
- There is a well designed safety program, that ensures that services are being provided in a healthy and environments.
- The organization held a 3 day Strategic Plan Meeting, where the leadership team revised the Vision/Mission statements of the organization. The strategic plan document includes measurable goals and outcomes that provide direction for the future growth of the organization
- The organization embraces diversity and has a high level of consideration and respect for cultural influences in all aspects of organizational functioning.
- The staff are knowledgeable, enthusiastic, approachable and caring.
- Bonaventure is commended for providing community integration services that are designed to enhance the independence of the individuals served and their social adaptation.

Opportunities for Quality Improvement

- Recommendations
 - Written ethical code of conduct should include, marketing, contractual relationships,,conflicts of interest and the witnessing of legal documents. It is suggested that all written codes of conduct be identified together in one concise document
 - Financial results be reported as appropriate to individuals served, employees and stakeholders. Formulate an overall budget for the entire organization that includes various services and cost centers



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- Consultations
 - Consider using an electronic payroll system
 - The organization continue with its efforts at finding a more accessible head office
 - Consider creating a simpler document easier to read and explain the expectations- for the employment program
 - Employment program increase presence in the community

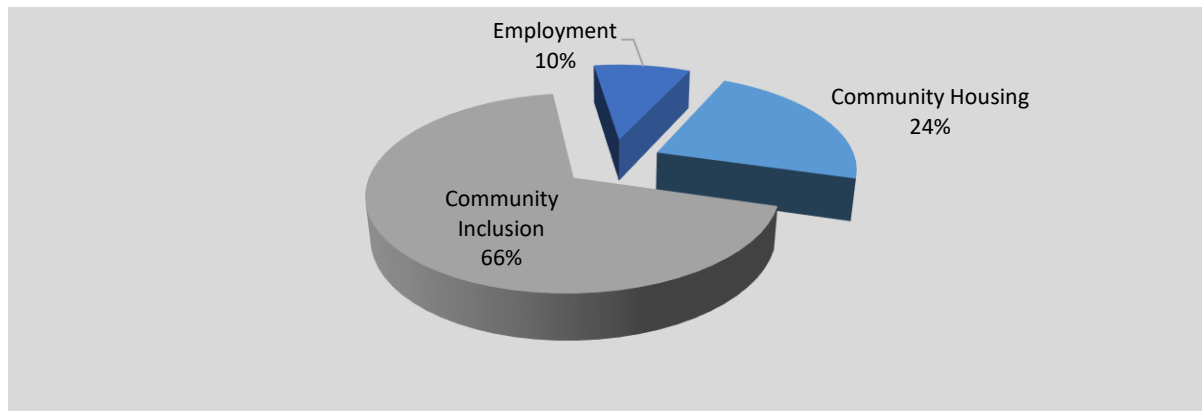
This accreditation will extend through November 30,2025. This achievement is an indication of your organizations dedication and commitment to improving the quality of lived of persons served. Services, personnel and documentation clearly indicate an established pattern of conformance to standards.



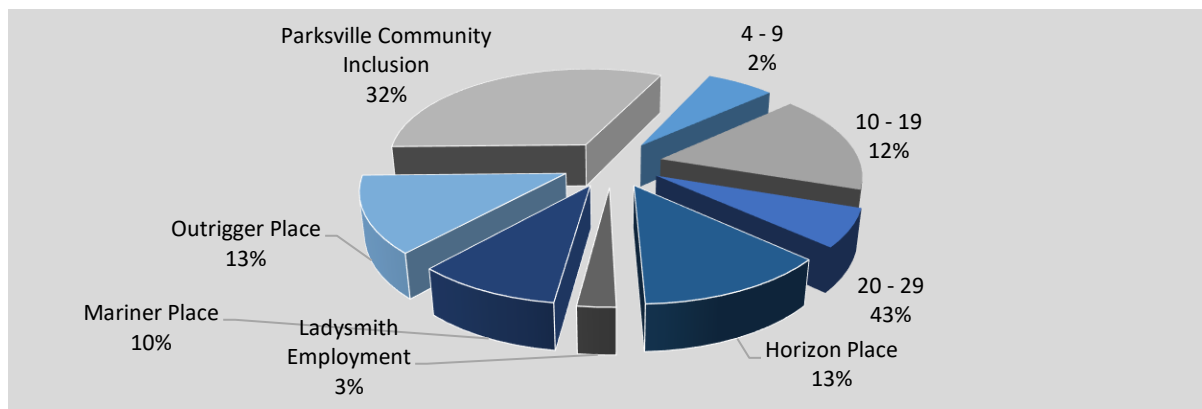
Individuals Supported

The following demographics are relevant to Individuals supported through Bonaventure Support Services programs during reporting period (Jan 1-Dec 31, 2023).

Total Individuals Supported Ending 2023	132
Service Area	# of Individuals
Community Housing	32
Community Inclusion	89
Employment	14



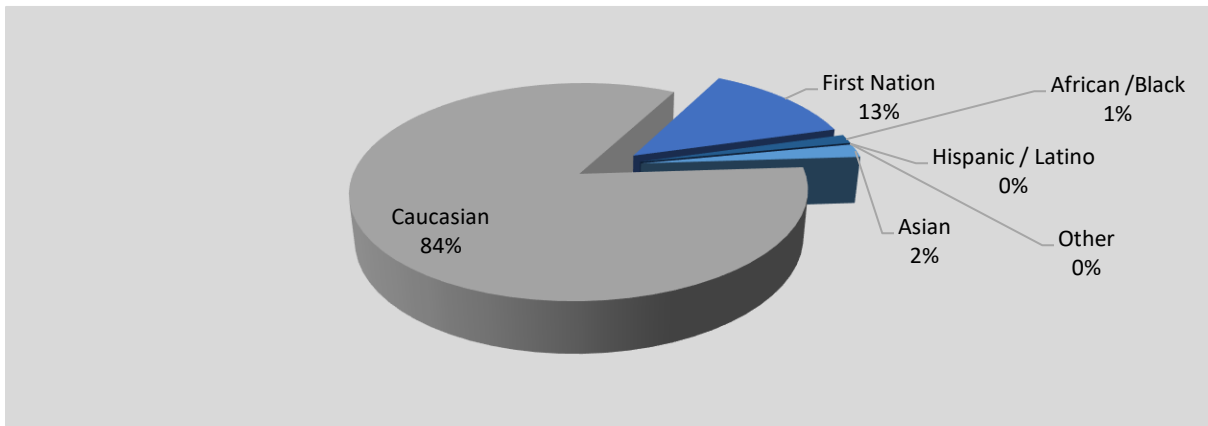
Age	# of Individuals
4-9	3
10-19	16
20 - 29	57
30 - 39	41
40 - 49	8
50 - 59	3
60 - 69	4
70 - Over	0



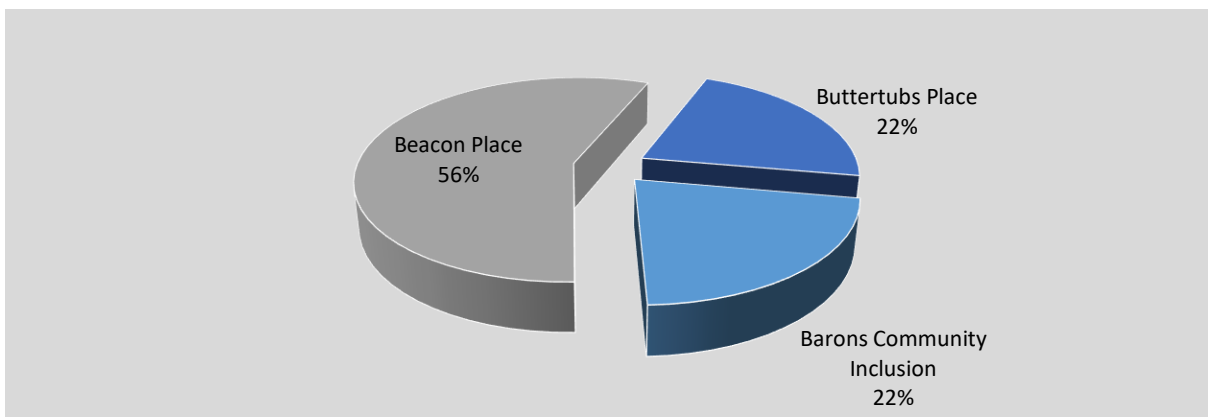


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Ethnicity	# of Individuals
Asian	4
Caucasian	110
First Nation/Indigenous	17
African /Black	1
Hispanic / Latino	0
Other	0



Gender Identity	# of Individuals
Male	73
Female	54
Other Gender Identity	5





Strategic Planning - Overview

June 21, 2023: 1 Day Strategic Plan- Leadership and HO

- Reviewed Mission and Vision Statements
 - Reviewed Employee onboarding and exiting demographic Report (Cost Vs Expense)
 - Reviewed CARF Outcome Report
 - Reviewed Satisfaction Survey outcomes: Individual/Stakeholder/Employee
 - Reviewed, modified, and updated 4 strategic focus Goals:
- 1) **Community Partnerships-** Increase BSS presence,
 - Work collaboratively with school liaison, present a BSS presentation to classroom students.
 - Register and participate in local job fairs
 - Internal committees created:
 - Cultural and Inclusion Awareness Committee:
 - Plan and coordinate cultural events, develop and lead training sessions on cultural and inclusion awareness.
 - Interagency Committee:
 - Organize events/training sessions that bring together individuals from various agencies.
 - Volunteer/Community Contribution Committee:
 - Attend community events/volunteering to promote BSS visibility in the community.
 - 2) **Recruitment and Retention:** Attract qualified applicants, promoting BSS culture reducing, turnover
 - Recruitment & Recognition Committee
 - Cross Training/Bon-Boarding sessions/Casual Call Out Procedures
 - Streamline/ SOP: recruitment procedures
 - 3) **Professional Development**
 - Manager Training- Create robust training
 - Self-Care Training and awareness
 - Agency workshops: Provide 2 x annual workshop by external facilitator
 - Manager Training Sessions still need to be created. With the absence of a Director position, its been challenging to find capacity to build a new training platform.
 - SIVA-Revamping self care section of training- expand on this area. Will continue with Heart Month, posting Wamsley blogs-to bring awareness to the EFAP Plan.
 - Taking advantage of training opportunities and searching for new training
 - 4) **Program/Individuals**
 - Provide quarterly training/social events persons served and employees
 - Training provided-Performance measurement reflects participation.
 - 5) **Business Function**
 - Comvida employee self-serve payroll system
 - SV Employee onboarding platform/ SV HR portal-digitize personnel files
 - Payroll working on user manual-HO using the payroll system
 - SV onboarding completed.

Reflection:

Overall, these initiatives reflect our commitment to fostering strong community partnerships, prioritizing employee development and retention, and improving operational efficiency to better serve our clients and stakeholders.



Cultural Diversity Plan

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 reevaluate 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 colleges
- 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 platform, noting cultural holidays, traditions, and beliefs in the agency calendar.

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 clientele 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 staff, 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 Plan

Accessibility is about removing barriers and increasing inclusion and independence for everyone. Accessibility is more than a plan, it's a mindset that is fundamental in going beyond individual perspectives and attitudes. The spring of 2023 the leadership team was tasked with a new approach to reviewing accessibility barriers, where programs were encouraged to meet as teams and discuss one specific program barrier assigned to them.

Our Internal findings point to 5 main themes for actions on accessibility.

Systemic Barrier

- Review BSS policies, practices or systems that result in individuals from certain population groups receiving unequal access to or being excluded from participation in employment, services or programs (e.g. through unintentional bias, discrimination, racism, sexism, homophobia, transphobia, habits and ableism)
- Ongoing/Regular Training: Transformative Reconciliation Training: Involves comprehensive efforts to address and eliminate systemic barriers that perpetuate inequalities and injustices.

Transportation Barrier

- Increase Public Transportation
- Create Ride Sharing/Volunteer Driving Program

Community Integration Barrier

- Approach businesses, community resources and or the city with a solution-based plan to the identified barrier. Within the Self Advocate Group, empower and encourage, support ones to make the recommendation and change needed.

Employment Barrier

- To align with CLBC target, BSS will strive to set an employment goal for supported Individuals: to have 25% of people served report an income. Change, reducing barriers starts by educating the public and bringing awareness to.

Communication Barrier

- **Web Accessibility/Inclusive Design:** Ensure the BSS website has digital content and functionalities that are useable by a wide range of people
- **Increase Communication Methods/Aids:** Increase the method of sharing and communicating with supported individuals

Reflection The Accessibility Plan underscores our dedication to fostering an inclusive environment where barriers are dismantled, and independence is promoted for all. Embracing accessibility as a mindset, we recognize its pivotal role in transcending individual perspectives and attitudes.

In spring 2023, our leadership team embarked on a transformative approach to address accessibility barriers, emphasizing collaborative discussions within program teams. Internal assessments revealed five key themes for action. To tackle systemic barriers, we commit to reviewing policies and practices, coupled with ongoing transformative reconciliation training. Transportation barriers will be addressed through initiatives like enhancing public transportation and establishing ride-sharing programs. Community integration will be fostered by empowering individuals to propose solutions to identified barriers and engaging with businesses and community resources. We aim to combat employment barriers by setting ambitious employment goals and advocating for public awareness and education. Additionally, we prioritize overcoming communication barriers by ensuring web accessibility, diversifying communication methods, and enhancing aids for supported individuals.

Through these concerted efforts, we aim to create a more accessible, equitable, and inclusive environment for all.



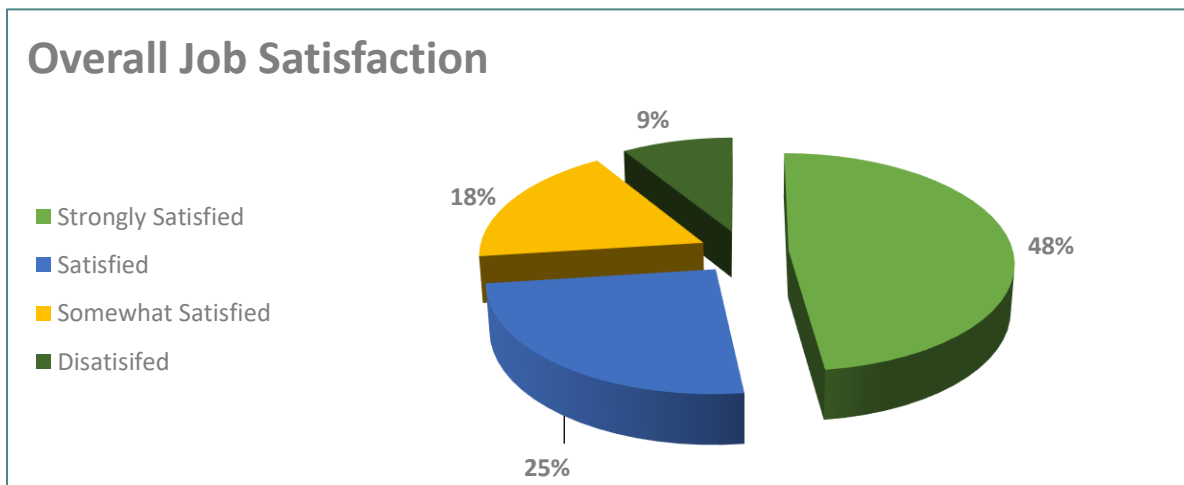
Survey Outcomes

Surveys are one process that Bonaventure utilizes to gather input, listen to better understand needs and concerns of Individuals Supported, employees and stakeholders. With the goal of gathering valuable insight to help Bonaventure make better decisions, offer stronger services, and support we send out anonymous surveys through a ShareVision link.

Employee Satisfaction Survey

The survey questions were broken down into headings with questions related to:

- Company Culture
- Co-worker connections
- Leadership Support
- Overall job satisfaction



Experience of Service and Feedback 2023

Employee Satisfaction Measure	Target	Result
<i>% of employees that resign, however answer favorably (yes) to the Employee Exit Questionnaire, "Would you consider working again for this organization in the future"</i>	15%	25%
<i>% employees respond positively (agree or strongly agree) to the Exit questionnaire question "I would consider working again for BSS in the future?"</i>	75%	72%
<i>% employees respond positively (agree or strongly agree) to the Annual Satisfaction Survey question: "I am supported and provided the necessary tools to feel safe at the workplace"</i>	90%	88%

Satisfaction Outcome Analysis

- A major retention effort was to retain employees by reducing turnover rates following HR follow-up and support, with a target set at 15%. However, the achieved result exceeded expectations, reaching 25%. While this indicates some success in retention efforts, it also implies the presence of underlying non-controllable factors such as school, relocation, or new job opportunities contributing to higher turnover rates than desired.
- 72% of exited employees indicated that they would consider returning to BSS for future employment. While the result is slightly below the target, it's noteworthy that a significant majority of exited



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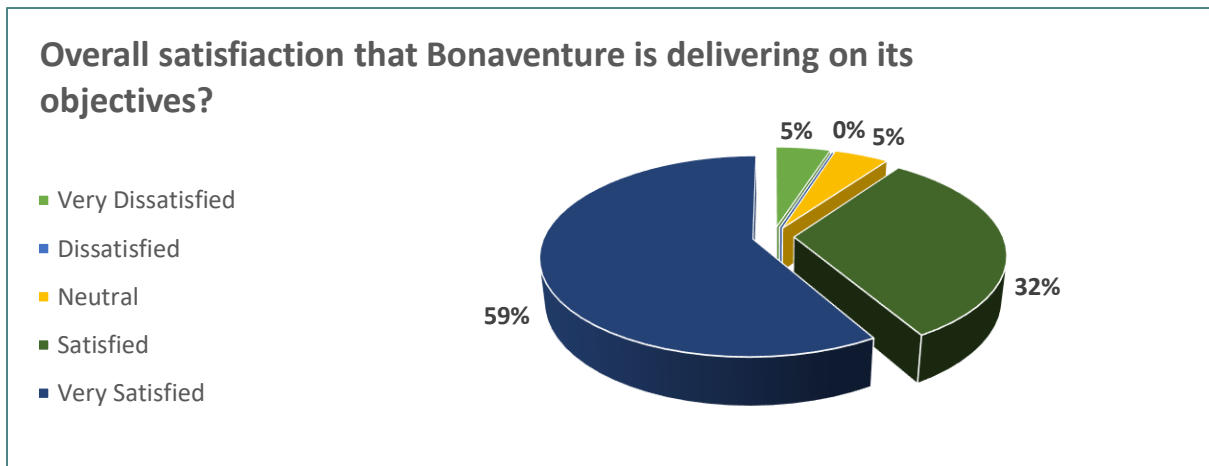
employees still express willingness to consider returning. This indicates a positive perception of the organization and suggests that efforts to maintain positive relationships with former employees are paying off.

- 88% of all employees indicated that they feel supported by BSS as they are provided with tools and resources for them to feel safe and supported in their programs. While the outcome didn't meet the set target, it still reflects a high level of satisfaction among employees regarding the support and safety measures provided. This indicates that the organization is largely successful in meeting employees' needs in this aspect, with potential areas for minor adjustments or enhancements to further improve satisfaction.

Stakeholder Satisfaction Survey

Notable feedback:

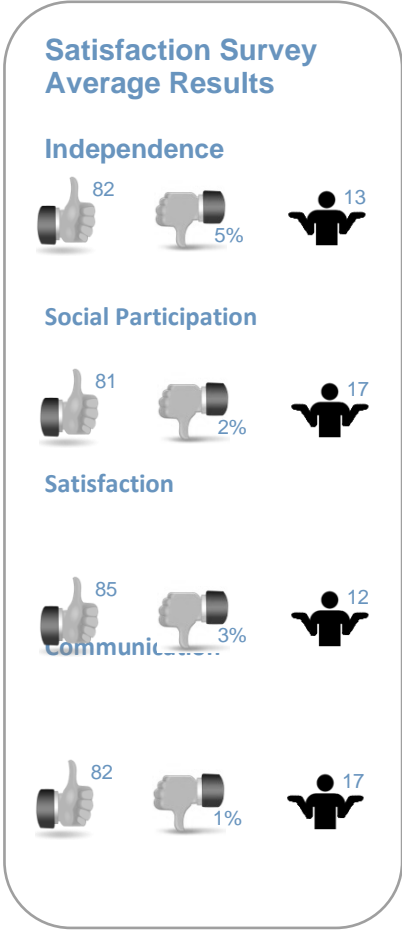
- Support team sometimes presents as not being skilled or knowledgeable enough in their role and responsibility.
- Employees sometimes shows Instances of insufficient knowledge and training



Stakeholder Satisfaction Measure	Target	Result
<i>% of stakeholders will respond positively (strongly agree+agree) to survey question : "Bonaventure employees are knowledgeable and trained to provide appropriate supports for individuals as well as addressing issues as needed"</i>	100%	91%
<i>% of stakeholders who response positively (strongly agree+agree) to survey question : "Bonaventure works collaboratively with other community organizations/agencies, and governmental entities to advocate on behalf of the individuals it serves"</i>	95%	77%



Individuals Supported Satisfaction Survey



Supported Individual Satisfaction Measure	Target	Result
% of supported individuals responded positively ("thumbs up") to the Satisfaction Survey item: "I am supported to help express my views and wishes"	95%	93%
% supported Individuals respond positively (strongly agree+agree) to the satisfaction survey question : "My rights and choices are respected".	90%	85%
% of supported individuals responded positively ("thumbs up") to the Satisfaction Survey item: "My support team helps me access my preferred community activities"	90%	93%
% of Participants in the Employment Program respond positively ("thumbs up") to the Employment Program Survey item: "I am supported in developing new skills to maintain or gain employment"	100%	100%



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% of Supported Individuals responded favorably (agree/strongly agree) to the Follow up Questionnaire of Supports, "Did your support worker treat you in an inclusive way"

95%

95%

Reflection

Supported individuals have many opportunities throughout the year to meet with and talk to all members of the Bonaventure Team via our open door policy, informal visits to the main office, and at events such as the annual summer picnic, the annual holiday party, various program engagement gatherings, team meetings and other occasions held in their homes and community.

Response and engagement level from all employees and stakeholders highlighted a need for revitalization of current consultation and survey process actions. Initial steps included middle management bridging direct reengagement with individuals, support team and families while validating that feedback is encouraged, respected, and will include a response loop to address any concerns brought forward.

Overall satisfaction rated high when relating to person centered approaches. Factors that could improve overall satisfaction: Increased, regular communication relating to monthly progress and activities, "A continuity in level of support for the individual and training for key players."

General feedback also indicated employees could present with more confidence in their role and responsibilities, have more knowledge are behaviour supports, diagnosis supports and be less reactive, emotional responsive, not taking things personals. BSS will provide ongoing training and develop a teaching module that person/program specific.

Experience of Service 2024 Goals

Employees Satisfaction Measure	Target
<i>% employees respond positively (agree or strongly agree) to the Satisfaction Survey Heading: Career Development: There is overall satisfaction with training and opportunities for professional development/advancement".</i>	80%
<i>% employees respond positively (agree or strongly agree) to the Annual Satisfaction Survey heading: Workplace Culture: Employees have an overall satisfaction result in that BSS workplace culture motivates and empowers their employees"</i>	90%
<i>% employees respond positively (agree or strongly agree) to the Annual Satisfaction Survey heading: Relationship Management: Employees have an overall satisfaction result in in feeling in being supported and have a good working relationship with management"</i>	90%
<i>% employees respond positively (agree or strongly agree) to the Exit questionnaire question: " I would consider working again for BSS in the future?"</i>	75%
Stakeholder Satisfaction Measure	Target
<i>% of stakeholders will respond positively (8 or greater) to the Satisfaction Survey question:: "On a scale of 1 to 10, how satisfied are you with the overall communication from Bonaventure"</i>	95%
<i>% of stakeholders will respond positively ("8 or greater") to survey question : "On a scale of 1 to 10, how satisfied are you overall with the person-centered planning process provided by our organization"</i>	95%



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Individual Support Satisfaction Measure	Target
<i>% of supported individuals responded positively ("happy") to the Satisfaction Survey heading: Independence/Empowerment: "I am supported in becoming more independent through empowerment"</i>	90%
<i>% supported Individuals respond positively ("happy") to the satisfaction survey heading: Social Participation/Inclusion: "Feeling supported and given opportunities to have social/community participation".</i>	90%
<i>% of supported individuals responded positively ("happy") to the Satisfaction Survey heading: Accessibility/Accommodation: "My support team accommodates my preferences and ensures my areas for supports are accessible to me"</i>	90%
<i>% of Supported Individuals responded favorably ("happy") to the Satisfaction Survey Heading: Communication: "That concerns are easy to express these concerns and rights are addressed".</i>	90%

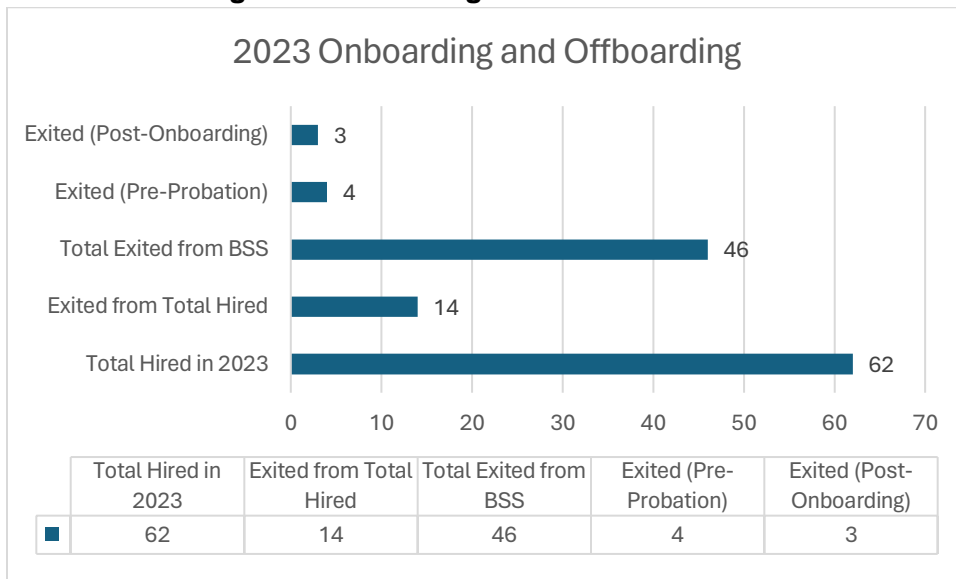


Human Resources

Introduction

The Human Resources (HR) department plays a pivotal role in shaping the organizational culture, driving talent acquisition, and ensuring the smooth transition of employees. As we reflect on the year 2023, it becomes evident that our HR strategies have undergone significant evolution and adaptation to meet the dynamic needs of our organization. From refining recruitment processes to enhancing onboarding experiences and fostering employee retention, our efforts have been guided by a commitment to efficiency, effectiveness, and employee satisfaction. This report provides a comprehensive overview of our initiatives, challenges encountered, and outcomes achieved in the realm of onboarding, offboarding, and talent management. Through a detailed analysis of key metrics and performance indicators, we aim to gain valuable insights to inform future strategies and foster continuous improvement within our HR practices.

2023 Onboarding and Offboarding



Throughout the year, the company onboarded a total of 62 new hires. Each of these individuals brought with them unique skills, experiences, and perspectives that contributed to the diversity and growth of our organization. This influx of new talent marked an exciting period of expansion and opportunity for our team. However, alongside the influx of new hires, there were also exits from the company. Out of the 62 new hires, a total of 14 individuals exited the company. An additional 32 employees making a total of 46 employees, encompassing both longstanding employees and recent additions, exited the company for reasons such as pursuing new job opportunities, relocating to different cities, or facing challenges in fulfilling their responsibilities effectively.

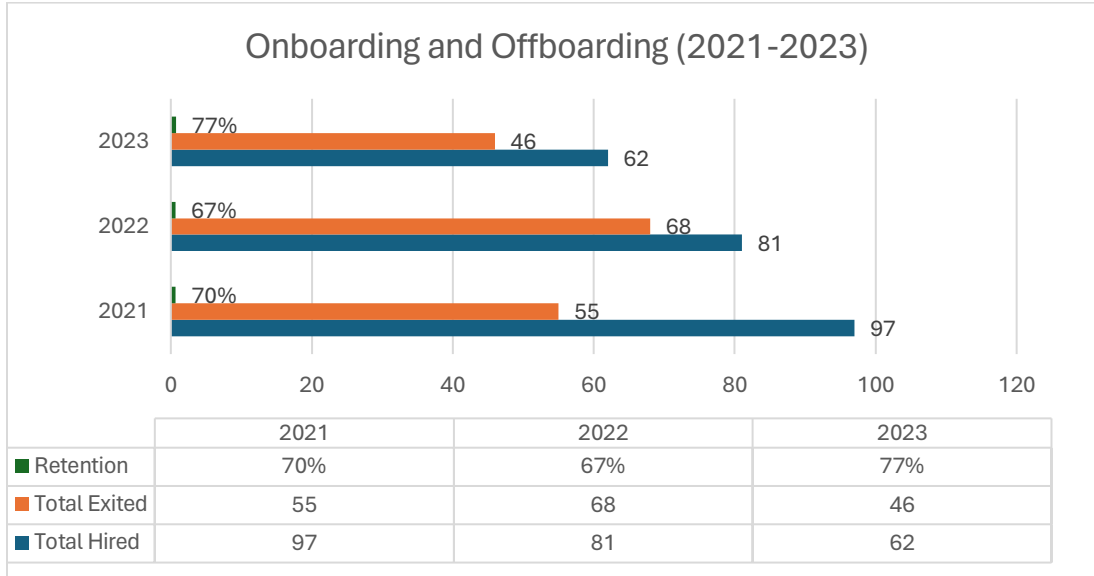
It's important to highlight that 4 employees departed before completing their probationary periods. 3 more new hires exited after successfully completing onboarding requirements but before officially starting their roles. Upon investigating the reasons for these exits, it became apparent that there were potential mismatches between their expectations and the realities of the role they were hired for. Furthermore, it was noted that in some instances, the recruitment process may have been expedited to address immediate staffing needs without adequate assessment of the candidates' suitability for our organization's ethos, responsibilities, and expectations.



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Moving forward, these insights prompt a reevaluation of our recruitment, onboarding, and retention strategies to ensure alignment with our organizational values and objectives, fostering a more conducive environment for talent acquisition and retention.

Onboarding, Offboarding and Retention (2021-2023)



In 2021, the company saw a surge in hires with 97 new employees but also faced challenges with 55 exits, resulting in a 70% retention rate. Similarly, in 2022, despite hiring 81 individuals, there were 68 exits, leading to a retention rate of 67%. However, in 2023, the company achieved a significant improvement in retention. With a reduced hiring number of 62, exits also decreased to 46, resulting in a notable retention rate of 77%. This improvement reflects the effectiveness of the company's refined onboarding processes and intentional efforts to address employee concerns, make accommodations, and strategically manage retention and exits. These initiatives resulted in a more stable and committed workforce by the end of 2023.

2023 Onboarding and Offboarding (Hours and Cost)

Onboarding			
Year	Hired	HO Hrs	HO Cost
2022	81	729	\$23,733.00
2023	62	558	\$18,166.00

Offboarding			
Year	Exited	HO Hrs	HO Cost
2022	68	306	\$10,098.00
2023	46	207	\$6,831.00

In 2022, 81 people were hired, requiring 729 hours of onboarding time and costing \$23,733. The high onboarding time and cost could be associated with slower processing times for scheduling interviews, as well as delayed responses from new hires, and reliance on paper-based procedures for onboarding. Conversely, in 2023, with a reduced number of new hires (62), the onboarding time decreased to 558 hours, with an associated cost of \$18,166. This reduction in time and cost can be attributed to streamlining our onboarding training to a single session and transitioning to a digital onboarding process. This streamlined approach may



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have also contributed to a more effective integration of new hires into their roles, potentially reducing the need for additional hiring and costly retraining efforts.

Regarding offboarding, in 2022, 68 employees exited the company, necessitating 306 hours and costing \$10,098; while in 2023, 46 employees exited, requiring 207 hours and incurring a cost of \$6,831. This indicates a decrease in both the hours and costs associated with offboarding from 2022 to 2023, reflecting improved efficiency in managing employee exits.

Bon-Boarding

Bon-boarding was introduced in 2023 to alleviate the pressure on program managers who usually conducted orientations at their respective programs. Its primary objective is to equip new hires with essential knowledge about integrating into the Bonaventure Team and to ensure standardized training for all employees. Initially, the training comprised two sessions, each spanning 4 hours on separate days. While the initial implementation was successful, we identified potential redundancies and capacity constraints. To address this, Bon-Boarding transitioned to a single-day format lasting 6 hours with intermittent breaks. Furthermore, as part of our goal for the new year, we aim to establish a rotating schedule for members of the leadership team to facilitate Bon-Boarding sessions. This approach is envisioned to enhance efficiency and effectiveness, ensuring a seamless transition for new hires into our organizational culture and operations.

Bonaventure 101

Bonaventure 101, also known as BSS 101, was reintroduced in 2022 to acquaint new hires to the Bonaventure Support Services Culture. This orientation covers the company's history, governance, and essential training on boundaries, diversity awareness, SMART Goals, success stories, and an overview of Human Resources and Payroll. However, feedback from the head office team who are also facilitators of the BSS 101 orientation suggested that the session, lasting 5 hours, was too lengthy, limiting time for other tasks. To address this, the agenda was streamlined to focus on essential information only. Additionally, a health and safety section was added to educate employees on precautionary measures and injury reporting procedures. These revisions reduced the session duration to 3 hours, allowing facilitators to better manage their time and tasks effectively.

Interviews

Recognizing the challenge of new hires having blurred expectations of their roles and the realities they would face upon entering their programs, the Directors revised the interview process, incorporating situational and behavioral-based questions to set clear expectations. This led to fewer complaints of new hires struggling with unexpected situations. The HR Director also introduced a grading scale to the interview questionnaire, ensuring an equitable means of selecting candidates provided they have fulfilled other requirements.

Additionally, the Directors formed a Recruitment and Retention (R&R) committee to strengthen the HR Department's capacity, aiming to generate ideas for enhancing recruitment and retention processes. The committee, after undergoing interview-skill training, was tasked with conducting interviews, streamlining the hiring process and providing applicants with a single point of contact from interview setup to execution. The R&R team further implemented pulse checks for newly hired employees to gather feedback on the recruitment and onboarding process, aiming to continuously refine procedures based on collected insights. Feedback from new hires indicates that the recruitment and onboarding process are straightforward, simplifying their transition into the company and allowing them to quickly integrate into their roles with confidence and ease.

Furthermore, following the significant movement within managerial positions, Program Directors were tasked with hiring their own managers, enabling them to assess various factors including cultural fit, experience,

personality, and skills. As part of the objective for new leadership hires in the upcoming year, practical tests will be incorporated to evaluate analytical skills, scheduling capabilities, and other essential competencies.

Changes and Updates to Process



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Streamlining the onboarding process by digitizing the entire process through ShareVision has been a major goal for the HR department for a few years, allowing for increased efficiency and accuracy. However, progress was hindered by the department's limited capacity, with the HR coordinator shouldering most responsibilities and leaving little room for other crucial changes. In March 2023, Bonaventure addressed this challenge by appointing an HR Director. This new addition facilitated a clear division of responsibilities between the coordinator and director, thus paving the way for a smoother workflow. Collaboratively, in March 2023, the HR Director, HR Coordinator, ShareVision Developer, and the executive team worked on designing an onboarding portal tailored to the agency's needs and structure. Although the finalization and utilization of ShareVision for onboarding were not initiated until September 2023, this delay was necessary to ensure that we approach our objectives with both efficiency and diligence, aiming to reduce prolonged onboarding durations.

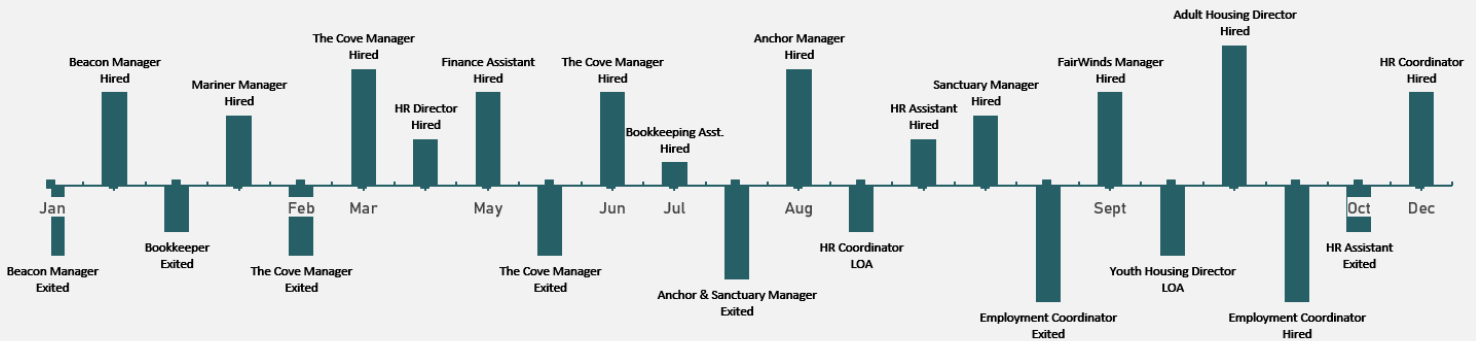
In our endeavor to streamline processes, we also identified payroll and benefits administration as a significant time-consuming task. This was evident in the processing of over 140 paper timesheets bi-weekly. To address this challenge, the payroll administrator commenced collaboration with our HRIS provider, ComVida, to transition to digital timesheets. While this transition is ongoing, we are optimistic that by the end of 2024, the platform will be fully operational, allowing all employees to input their work hours, thereby expediting the pay processing cycle. Meanwhile, as we work towards this goal, the payroll and benefits administrator receives assistance from the Finance Assistant in coding timesheets for pay processing.

Leadership Team Staffing: Hires and Exits Overview



BONAVENTURE
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2023 Leadership Timeline



The illustration above highlights significant shifts within leadership positions over the course of the year, attributed to internal movements, mismatches with the company's culture, and transitions to agencies offering higher wages due to greater funding. These factors inevitably impacted program management, employee morale, and the overall effectiveness of the HR department.

Specific to the HR department, the absence of the HR Coordinator on a year-long leave of absence starting August 2023 created a void in departmental operations. To maintain continuity, an HR Assistant was hired in the same month. However, the brief tenure of the HR Assistant, who exited in October, disrupted this effort. With the HR Director taking on additional responsibilities in the absence of an HR Coordinator/Assistant, the department faced increased pressure to fulfill its core functions effectively. This situation led to heightened workloads, potential delays in HR-related tasks, and limited capacity to address emerging needs and challenges within the organization.



Nevertheless, the subsequent hiring of another HR Coordinator in December has positioned the HR department for stability and renewed efficiency. This addition has relieved the workload burden on existing staff, enabling a more equitable distribution of responsibilities and enhancing overall departmental capacity.

Performance Measurement Outcomes- 2023

Effectiveness Measure	Target	Result
<i>% of employees will participate and complete BSS Monthly competency training</i>	90%	77%
<i>% of employees will be retained to reduce employee turnover and costs associated to onboarding and exiting employees</i>	80%	70%
Efficiency Measure	Target	Result
<i>% of new employees will have completed Bon- Boarding training before position start date</i>	95%	95%
<i>% of practicum students will be hired in into permanent positions after placement is completed</i>	50%	50%
<i>% of new hires will be retained through the probation period</i>	80%	93%
<i>% of casual employees take on permanent positions</i>	50%	8%
<i>% of employee files will be digitized on the SV Platform: creating the platform, to ensure efficiency with the times</i>	100%	25%

Outcome Analysis

Effectiveness Outcome Analysis

- 77% of employees participated in the professional development trainings offered by Bonaventure. This is a 17% increase from 2022, where 60% of the employees participated in the trainings offered. This indicates a marked improvement in employee engagement and interest in professional growth opportunities provided by the company.

Efficiency Outcome Analysis

- All 62 new hires of 2023 attended the mandatory onboarding session prior to starting at their programs. The target was 95%, and all of them attended, achieving a 95% outcome.
- Bonaventure accommodated 14 practicum students with placements from 4 different schools (Spratt Shaw, AOLCC, VIU & Discovery College).
 - 5 of the 14 students were hired, resulting in a 35% employment rate.
 - 9 of the 14 students completed their experience with us and were not hired due to a multitude of reasons (not a suitable fit, had existing employment, were not interested in employment with us).
 - 1 of the 10 students had their experience terminated due to insubordination.
- Amongst the 62 new hires, we were able to retain 58 employees through the probation period, achieving a 93% retention rate post-probation.
- Amongst the 24 existing and new casual employees, 2 were employed into permanent positions, resulting in an 8% conversion rate. It will be a continued goal to retain casual employees into permanent roles.
- The digitization of employee files did not become fully effective until September 2023 when the ShareVision platform became available. At the time, only new hires were submitting their documents via



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ShareVision, which means that hires from September to December 2023 are the ones who have their files available on SV, achieving a 25% readiness rate towards a 100% target.

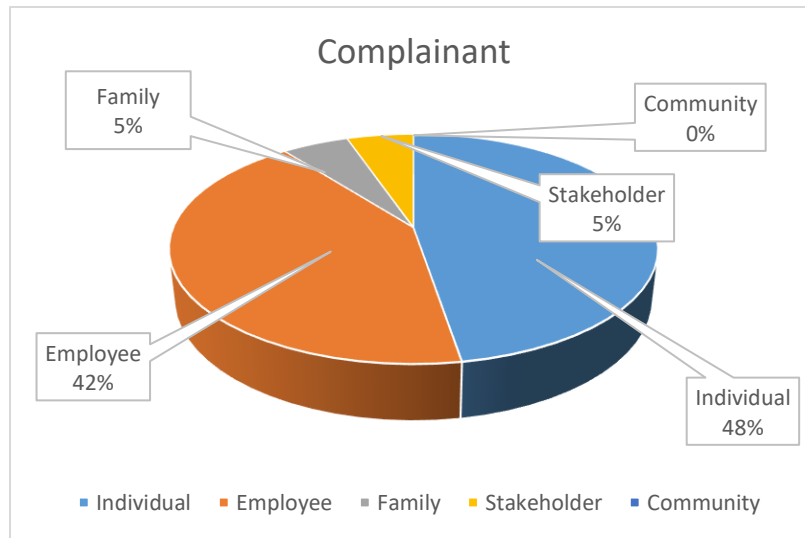
2024 Goals

- **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.
- **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.
- **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.
- **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.
- **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.
- **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.
- **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.
- **Develop a comprehensive leadership skills-based interview process:** Based on observed turnover rates, there may be shortcomings in the current interview process, particularly in assessing leadership skills critical for organizational success. Infusing skill-based testing into the interview process will ensure that candidates possess the necessary competencies, both technical and interpersonal, to thrive in leadership roles. This approach will help align candidate selection with organizational goals and culture, ultimately leading to stronger leadership and reduced turnover in key positions.



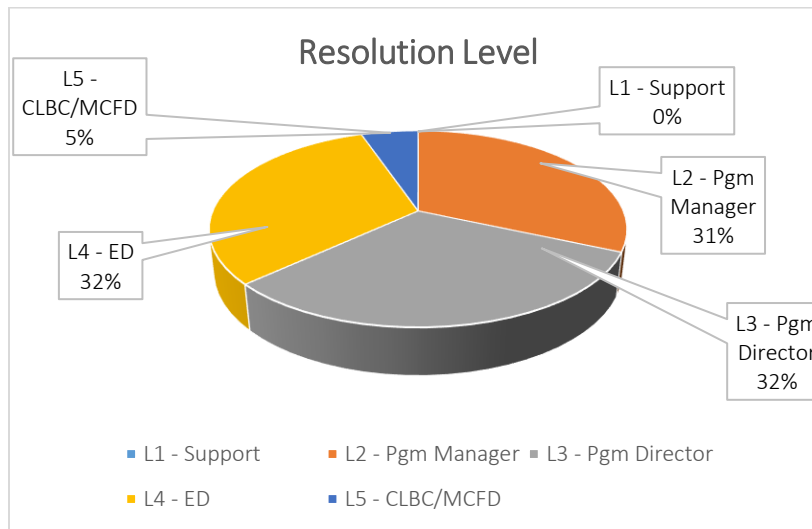
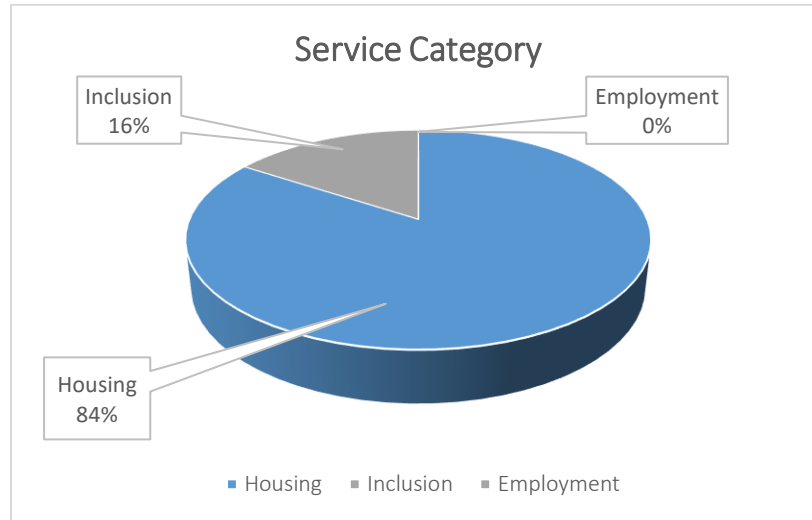
Effectiveness Measure	Target
% of Green files will be audited and seperated between Program and HR checklists that reflect responsibility	90%
Efficiency Measure	Target
% of new hires will provide feedback from a probationary pulse check (6-8 weeks from start date)	100%
% of leadership positions will participate in an advance interview skills onboarding process. To evalute soft skill and basic computer skills will be digitized on the SV Platform: creating the platform, to ensure efficiency with the times	100%
HR team members will participate in 1 quarterly training (4 x annually) related to their professional devlopment	100%
% of casual employees take on permanent positions	50%

Complaints



Reflection

The low percentages of complaints from families and stakeholders may indicate satisfactory service delivery but also highlight areas for improvement in engagement and communication.



Moving Forward Goals:

Improve Employee Satisfaction: Implement measures to address employee concerns and enhance workplace satisfaction, fostering a positive work environment and reducing employee grievances.

Enhance Support for Individuals: Focus on improving services and support for individuals supported, ensuring their needs are met effectively and enhancing their overall experience.

Strengthen Family Engagement: Develop strategies to increase family involvement and satisfaction, fostering better communication and collaboration between the organization and families.

Enhance Stakeholder Relations: Implement initiatives to strengthen relationships with stakeholders, such as partners, donors, and community members, to ensure their continued support and engagement.

Improve Resolution Levels: Aim to increase the resolution level across all managerial tiers to enhance efficiency and effectiveness in addressing complaints.

Continuous Improvement: Implement strategies for ongoing improvement in complaint resolution processes to further enhance overall satisfaction levels and organizational performance.



Accommodations

Employee Accommodations	Total
Inclusion	5
Housing	7

Individual Accommodations	Total
Inclusion	10
Housing	1

Reflection

Reviewing the *Employee Accommodations*- 5 accommodations were prompted by Worksafe BC and the new legislation. 7 accommodations were more based on extended LOAs, supporting personal journeys and family responsibilities.

I think its fair to suggest that Bonaventure’s culture, accommodating Individuals is an everyday practice, something difficult to track on a consistent basis. With person centered planning, supports are adjusted as needed and requests changed as reasonable. The 11 Individual accommodation closely reflected changes in schedule of support within the Inclusion program.

Employees: Employers have a legal obligation (*Duty to Accommodate*) to accommodate employees with limitations to the point of undue hardship. This includes making necessary adjustments to the work environment, job duties, and processes to ensure equal access and participation for employees with disabilities.

The purpose of accommodation is to ensure that individuals who are otherwise able to work are not unfairly excluded from doing so when working conditions can be adjusted without causing undue hardship to Bonaventure. Assessment of undue hardship includes, but is not limited to, whether accommodation adjustments would prove cost-prohibitive or create risks to health or safety. There is no precise formula for determining undue hardship. Accordingly, each accommodation situation will be viewed as unique and assessed and addressed individually by Bonaventure.

Accommodation Process: WorkSafeBC requires employers to follow a structured accommodation process, including identifying accommodation needs, engaging in interactive discussions with employees, exploring accommodation options, implementing accommodations, and monitoring their effectiveness.

The analysis report aims to provide businesses with a comprehensive understanding of WorkSafeBC accommodation requirements, enabling them to effectively navigate compliance obligations, create inclusive workplaces, and support employees with disabilities while ensuring workplace safety and productivity.

Individuals Supported

Every individual deserves to be treated with dignity and respect, regardless of their background, abilities, or challenges they may face. Accommodation promotes inclusivity within society, individuals are given equal opportunities to access services, pursue education, seek employment, and participate in community activities. Accommodations can significantly improve the quality of life for individuals with health conditions, or other support needs. By addressing their specific requirements, such as mobility aids, communication devices, or specialized assistance, individuals can lead more independent and fulfilling lives.



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Professional Development Offered

- Monthly Competency
- Month Gift of Knowledge
- Bon-Boarding- Bi Weekly/Bon Boarding Training
- Bonaventure 101
- SIVA
- March- ASIST Training
- Feb- BCCEO Leadership Conference
- Feb- CLBC Cultural Safety Session
- March-Supporting Employees with Mental Health
- April-Indigenous Perspective Training
- April-BCCEO Leadership Conference
- June- Inclusion Works Conference
- June- Strategic Planning
- July-Strengthening Interviewing Skills
- August- L.I.F.E Services Learning Session
- Sept- Gender Affirming Care
- Sept-BCCEO Leadership Conference
- Sept- Truth and Reconciliation Awareness Week
- Oct-Employment Network Conference
- Oct- Vicarious Trauma Recovery-Virtual sessions
- Nov-Nidus Webinar-Community Living Sector
- Dec Conflict Resolution Training

Job Fairs Participated in

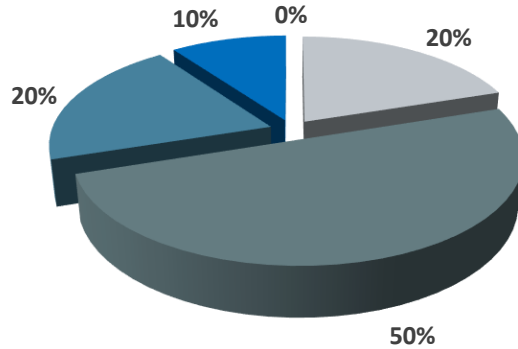
- Ladysmith Secondary School Job Fair – February 28, 2023
- WorkBC Job Fair – Conference Centre – April 26, 2023
- Co-op Inclusion Education Training- July 26, 2023
- Black Press Media Hiring and Career Fair – August 24, 2023
- VIU Job Fair – September 15, 2023
- Autism Expo – October 22, 2023.



Employee Exit Questionnaire

Why have you decided to leave Bonaventure?

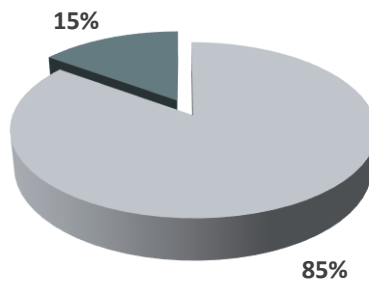
- Another position - same industry
- Another position - different industry
- Job Dissatisfaction
- Laid Off/Termination
- Relocated



In a startling trend, 50% of employees exited the Social Service Sector. This mass exodus poses significant challenges for BSS, impacting productivity, morale, and continuity. Job dissatisfaction rated high, with presumed stress and cost of living impacting decision on employment.

Would you recommend others to apply to BSS or consider working for BSS in the future?

- Yes
- No

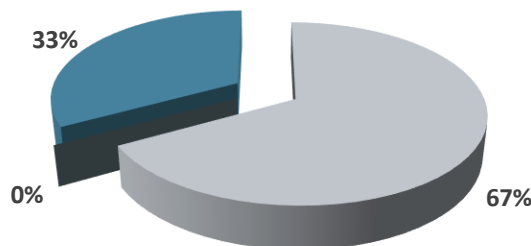


Stats indicate a strong interest and receptivity among potential employees towards the opportunities and benefits offered by the BSS. Understanding the factors driving this willingness can inform recruitment strategies and bolster talent acquisition efforts within the sector.

Individual Exit Questionnaire

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

- Yes
- No
- Maybe



This statistic underscores the perceived value and satisfaction among supported individuals of BSS offerings. Understanding the reasons behind this preference can inform service improvement efforts and strengthen the reputation of BSS within the community it serves.



Programs and Services

Community Housing

Total Individuals Supported 2023	32
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Summarizing the significant developments of 2023 in Community Housing Programs saw the continued support with our devoted programs catering to five adult programs: Buttertubs Place, Horizon Place, Quarterway Place, Ross Place, The Cove and seven youth programs: Anchor Place, Beacon Place, Mariner Place, Outrigger Place North, Outrigger Place South, Sanctuary Place and FairWinds Place supporting individuals with diversabilities through the central Vancouver Island area.

This past year was marked by pivotal milestones and transitions as we geared up for the anticipated CARF accreditation audit in March, a challenge that we conquered with flying colours, affirming our commitment to excellence and service.

Amidst the dynamic landscape of our programs, 2023 witnessed noteworthy shifts in leadership with changes in program managers, as well as the creation of a new Director of Adult Community Housing position, signaling our dedication to adaptability and growth. Despite these changes, our unwavering focus remained on the individuals we serve, evidenced by the admissions, and exits of youth and adult participants throughout the year.

A highlight of 2023 was the inauguration of FairWinds Place in October, our first mobility-challenged home, emblematic of our ongoing efforts to expand inclusivity and accessibility within our community. However, the year was not without its challenges, as we bid farewell to four of our housing managers and saw the extended leave of the Director of Youth Community Housing, underscoring the importance of resilience and continuity in our mission.

As we reflect on the achievements and challenges of 2023, we remain steadfast in our commitment to providing unparalleled support and opportunities for individuals with diversabilities. This report serves as a testament to our dedication to fostering empowerment, independence, and belonging

Program Transitions	# of Individuals
Intake	7
Program Transfer	3
Exit	2

Homes that saw new admissions in 2023:

- Beacon Place
- The Cove
- Outrigger Place South
- Fairwinds Place
- Ross Place
- The Cove

Homes that saw discharges in 2023:

- The Cove
- Beacon Place

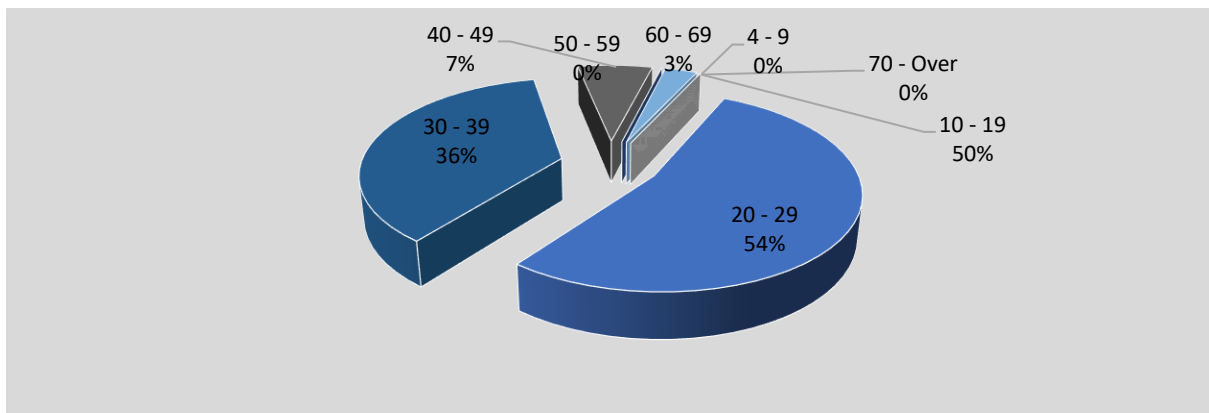
Homes that saw transfers in 2023:

- The Cove- transfer to CI-aged out
- Ross Place-transfer to CI- Independent living

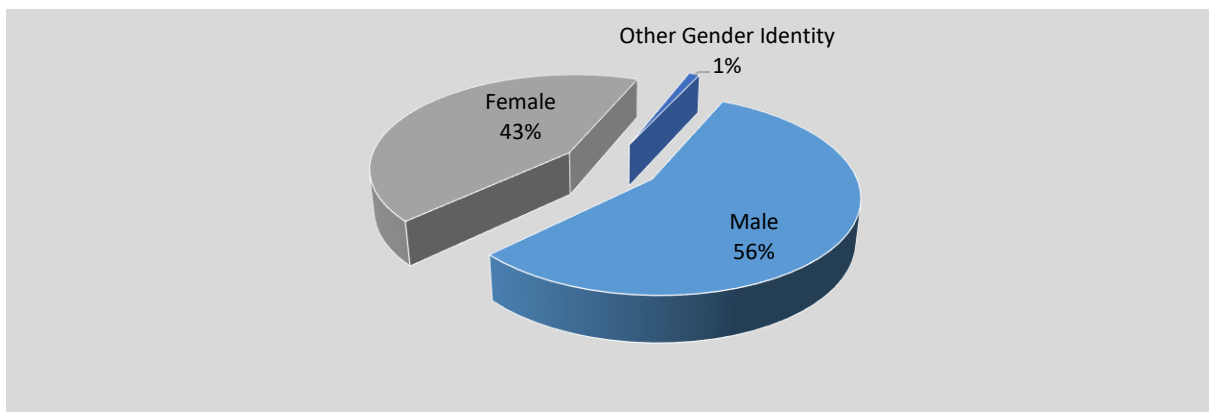


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Age	# of Individuals
4-9	2
10-19	16
20 - 29	9
30 - 39	2
40 - 49	0
50 - 59	0
60 - 69	3
70 – Over	0



Gender Identity	# of Individuals
Male	20
Female	8
Other Gender Identity	4



2023 Goal Reflections

Meaningful SMART Goals will be achieved: Adult care homes had an almost 100% success rate in achieving at least one SMART goal. This indicates that the goals set by adult care homes were well-defined, attainable, and effectively tracked. It reflects positively on the management and residents' commitment to personal development or improvement.

Two of the youth care homes did not track SMART goals through 2023. This suggests a potential gap in goal setting or monitoring processes within these homes. This indicates a need for improved accountability, guidance, or resources to facilitate goal setting and tracking among youth residents.



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SUPPORT SERVICES

Individuals and personal support networks will participate fully in Late Life Planning:

- Individuals in adult care homes completed or participated in Late Life Planning. This suggests a proactive approach to ensuring that residents are prepared for their later years, including aspects such as healthcare preferences, financial arrangements, and end-of-life decisions. It reflects a positive engagement from both residents and their personal support networks. Conversely, youth care home individuals did not participate or engage in Late Life Planning. This was due to several factors, including their age, lack of awareness or understanding of the importance of such planning, or insufficient support and guidance from caregivers and staff.

Supported Individuals will attend month advocacy meetings hosted by BSS:

- It seems like there are challenges in engaging Community Housing individuals in advocacy meetings hosted by BSS and in participating in provided trainings. To address these challenges, new SMART goals have been set for 2024 to encourage and better track quarterly training opportunities.

BSS will provide quarterly training opportunities for supported individuals:

- All individuals refused to participate in training to provide education on social media safety and awareness due to complete lack of interest. BSS could Improve promotion and communication efforts to raise awareness of the importance of social media safety and awareness training. Highlight the potential risks and consequences of not being aware of online safety measures and emphasize the practical benefits of acquiring these skills in today's digital age

Supported Individuals will practice safe social media usage:

- Conduct individual assessments to understand the preferred methods of accessing community inclusion activities and the current practices related to social media usage among supported individuals. This will help tailor interventions and communication strategies accordingly.

Supported Individuals will be introduced to new community activities, expanding social circle interactions:

- most supported individuals have expanded their community activities within the past year, leading to an increase in social interactions and the expansion of their social circles. By implementing these strategies, BSS can continue supporting supported individuals in their journey to explore new community activities, expand their social circles, and enrich their overall quality of life.

2024 Performance Measurement Goals

Effectiveness Measure	Target
<i>Each Program will host 1 annual event</i>	75%
<i>% of employees and/ or individuals will participate in sexual health education hosted 1 or more times annually</i>	100%
<i>% of managers will participate in an organized annual community event. (job fair, expo, conference)</i>	100%



Efficiency Measure	Target
<i>% of person supported will participate in 1 or more community activities (within a quarter) that expands community connections and explores new ideas</i>	100%
Service Access	Target
<i>% of person supported will participate in 1 or more community activities (within a quarter) that expands community connections and explores new ideas</i>	100%

MCFD/Specialized Homes and Support Services (SHSS)

Bonaventure was encouraged to participate in a **Call for Responses** (CFR): a non-binding solicitation process. This province-wide solicitation is to formally prequalify service providers to take on new contracts. **BC Bid** is an online marketplace where public sector organizations advertise contract opportunities for a wide range of goods, services, and construction. In the Fall of 2023- Bonaventure submitted a CFR and became an approved provider for Specialized Long Term Care Resources.

The new SHSS service model is central to the SHSS transformation and the shift from providing bed-based services to children and youth with complex needs to providing a “network” of services that support family preservation and meet the therapeutic needs of children and youth in the short and longer term. The new SHSS service model is designed to improve the quality of care we provide to children and youth with complex needs and their families by providing:

- Clearly defined service types that are designed to fit within an integrated network of care
- An individualized, child-centered approach to care planning that ensures the child/youth’s voice and those who care most about them, including Service Providers, are central to their care
- Clearly defined outcomes and associated indicators and measures that allow for the tracking of performance at the child, agency and service level
- A technology-enabled SHSS Service Plan that will ensure consistency in care planning, practice, reporting and accountability
- Standardized roles, responsibilities and qualifications for staff across all service types
- Funding for additional supports for children and youth who need them

Service Types

The four SHSS service types have been designed to fit within an integrated network of bed-based and non-bed-based supports and are intended to contribute to the wellness of the individual children and youth in their care, as well as to the overall functioning of this network. These services are about far more than housing children who cannot live safely at home. They have been intentionally designed to provide the interventions that are needed to keep families together and to keep children and youth well and safe.

Specialized Long-Term Care: The intent of Specialized Long-Term Care services is to provide a safe and nurturing environment for children/youth in-care requiring intense supervision and supports

Emergency Care Emergency Care: Emergency Care provides a safe, supportive short-term (approximately 30 days) placement for children and youth who cannot live safely with their family or for whom no other care arrangement is readily available and who are in the care of the Director.

Low-Barrier Short-Term Stabilization Care: provides a safe environment for children/youth who are experiencing a crisis and/or breakdown of their living environment (family, out-of-care arrangement or in-care placement). The service is short-term (3-9 months) and focuses on crisis mitigation and healing through a harm-reduction lens by providing the child/youth with culturally safe, individualized supports.

Respite Care Respite Care: Respite Care is a family preservation service and is designed to meet the needs of families caring for children and youth with complex needs



Community Inclusion

Total Individuals Supported Ending 2023	89
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At the year's onset, Community Inclusion prioritized achieving a CARF accreditation. Following a successful accreditation, the emphasis shifted towards fostering and nurturing community connections.

Nanaimo:

In 2023, the Southside and Barons Community Inclusion program experienced flux in personnel, individuals served, and management. Multiple individuals discontinued services for various reasons, including finding independent housing. However, the program also welcomed five new individuals throughout the year. Staffing changes included resignations, leaves of absence, and new hires, with some members transitioning into management roles. Despite these challenges, Southside Inclusion and Barons Inclusion hosted numerous events, fostering community engagement and providing diverse recreational opportunities. Some of their successful events included their second annual Monster Mash, and Variety show. The Rec program has attended multiple clippers games, axe throwing, pool halls, fish hatcheries, movie theatres, mini golf, sports days, BBQ's, ambulance and police department tours, swimming, gym days and much more. Additionally, Bonaventure initiated an art program. Management underwent a change in March, with Antoinette stepping away to focus on Bonaventure's Employment Program and Brayden Torrie assuming the manager position.

Parksville:

Parksville Inclusion maintained stability with minimal individual exits and demonstrated stability with minimal turnover within the team. The program organized various inclusive events, fostering socialization and engagement among individuals. They provided opportunities for skill-building through activities like cooking classes and gardening. The introduction of the Zen Den offered a therapeutic space for individuals, while regular outings and Mixer Nights promoted community interaction. Offering a wide range of activities, from yoga to music classes, Parksville ensured the holistic well-being of its individuals. With consistent management and a commitment to team-building and community engagement, Parksville Inclusion remains dedicated to providing support and opportunities for its individuals, anticipating further growth and success in the future.

Duncan:

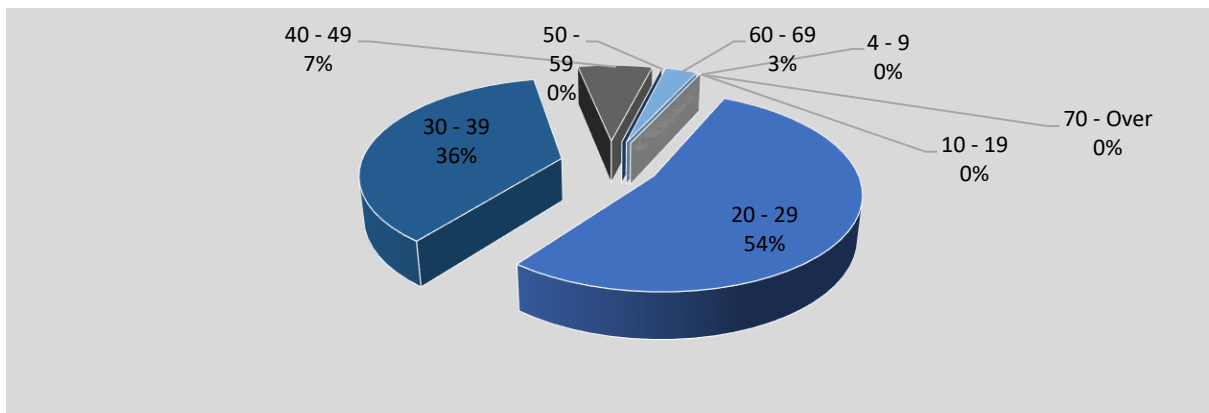
This year has brought significant changes to the DCI program, with both staff and individuals entering and exiting the program. The program faced a challenging start with the passing of one of our individuals over the Christmas holidays in 2022, leading to a period of mourning within our team. Shortly after, a longstanding staff member departed. Despite these hurdles, DCI hosted a successful BBQ during the summer, fostering a sense of community among our Individuals. As the year progressed, we experienced staff transitions, including the resignation of our program manager, Noah Corbett, who moved to a frontline role. Nevertheless, they remained dedicated, welcoming new team members and concluding the year with a Christmas Dinner for our individuals and their families and the starting of the new manager Holly Arbuthnot. Looking ahead, DCI is optimistic about the future, with a strong team and a renewed sense of purpose. They are confident in their readiness for 2024 and eager to embark on new adventures as they continue to grow and thrive.

Program Transitions	# of Individuals
Intake	6
Program Transfer	5
Exit	2

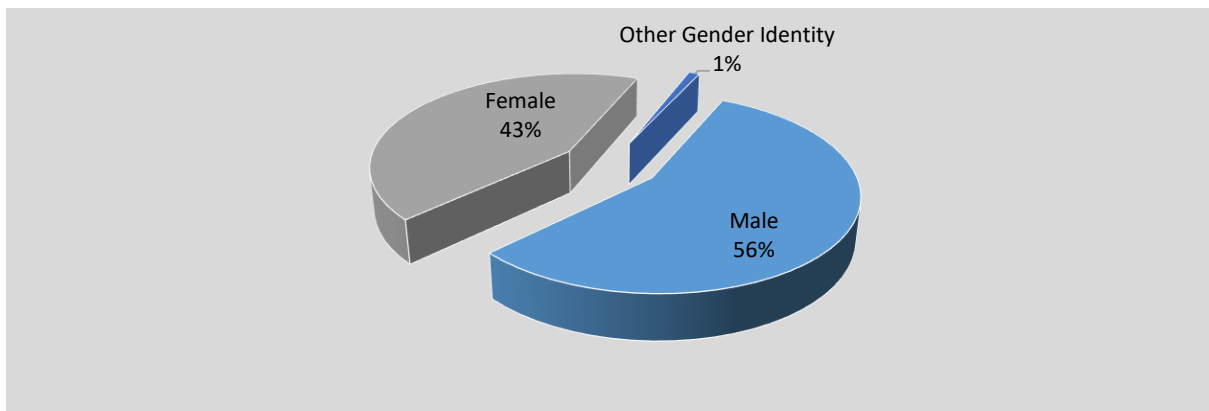


BONAVENTURE
SUPPORT SERVICES

Age	# of Individuals
4-9	0
10-19	0
20 - 29	48
30 - 39	32
40 - 49	6
50 - 59	0
60 - 69	3
70 - Over	0



Gender Identity	# of Individuals
Male	50
Female	39
Other Gender Identity	1



Reflection

Upon reflecting on the past year, it has become evident that there are areas within each program that require focused attention moving forward. One significant aspect is the promotion of independence among our individuals. Despite their capability to navigate the community independently, many individuals rely solely on our transportation services. This reliance may inadvertently hinder their independence rather than foster it. Thus, a key goal for the upcoming year will be to empower individuals to become more self-sufficient in their community interactions.



Additionally, our assessment revealed a need to enhance our individual’s awareness of diverse cultures, aligning with our diversity plan. To address this, we aim to increase community involvement and encourage participation in cultural events. By doing so, we aspire to create a more inclusive and culturally aware environment.

Overall, our programs have been successful in providing diverse programming that has facilitated the development of new relationships and a sense of community among Individuals, offering a range of engaging activities.

However, towards the end of the year, we experienced a significant loss of individuals without new referrals, leading to the reduction of hours for two programs. This coincided with the introduction of the CLBC L.I.F.E. program, although it remains uncertain whether this directly influenced the change in services for our CI 1-1 programs.

Performance Measurement outcomes 2023

Supported Individual Satisfaction Measure	Target	Result
<i>Meaningful SMART Goals will be achieved</i>	90%	72%
<i>BSS will provide quarterly training opportunities for supported individuals</i>	80%	32%
<i>BSS will accept new referrals on a realistic capacity basis to expedite access to the Inclusion programs within 30 days of accepting the referral</i>	75%	85%
<i>Supported Individuals will be introduced to new community activities, expanding social circle interactions</i>	100%	85%

Meaningful SMART goals will be achieved

- In the past year, we encountered challenges with individuals who did not fulfill their SMART goals during their support time. This was often due to factors such as inconsistent attendance or being in a perpetual state of crisis. As we look ahead to the upcoming year, we recognize the need to revise our approach to goal-setting.
- Moving forward, we will focus on establishing more realistic goals or ones that align better with the interests of the individuals we support. This will ensure that goals are attainable and meaningful, increasing the likelihood of successful outcomes. Additionally, we will work closely with each individual to understand their needs and preferences, tailoring goals accordingly to enhance engagement and motivation.

BSS will provide quarterly training opportunities for supported individuals

- In Parksville, 92% of individuals successfully completed their goals, largely attributed to the effective tracking and consistent training provided throughout the year. Nanaimo began tracking progress in August, resulting in a lower completion rate as most individuals only participated in one out of the four offered trainings. In Duncan, despite offering training to all individuals, only 15% completed their goals, with many opting out.
- For the upcoming year, we will be developing a more robust tracking system to ensure better monitoring and accountability across all locations. This will facilitate improved goal attainment and overall program effectiveness.

BSS will accept new referrals on a realistic capacity basis to expedite access to the Inclusion programs within 30 days of accepting the referral.



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- All individuals commenced support within 30 days of receiving their referral, with the exception of one individual, ZS. The family requested that ZS's support start during the late summer break, despite the referral being sent in March.

Supported Individuals will use the BSS website to access information and resources:

- In 2023, significant effort was dedicated to enhancing our website to serve as a comprehensive resource hub for our community. This involved the inclusion of information regarding individual rights, showcasing photos to provide insight into our organization, and ensuring accessibility for individuals to contact the head office team to report complaints, provide comments, address privacy concerns, and overcome any barriers they may encounter.

Supported Individuals will be introduced to new community activities, expanding social circle interactions:

- Those who did not attend community activities were typically individuals who infrequently accessed our support services, experienced sensory sensitivities, or were entrenched in street life. Conversely, those who did attend community activities often participated multiple times.

2024 Goals

The primary focus for this year is to enhance independence and foster natural supports among our individuals. Upon reflection of the past year, it became apparent that many individuals heavily relied on paid support for their day-to-day activities despite some having the capacity to be more self-reliant. Our culture emphasizes doing with individuals rather than doing for them. Our goal is to empower individuals to advocate for themselves and become proficient in transportation and offer training opportunities as this opens up a multitude of opportunities for them. Furthermore, we aim to encourage our individuals to actively participate in cultural events. This initiative serves to promote diversity and inclusion within our community.

2024 Performance Measurement Goals

Effectiveness Measure	Target
<i>% Individuals will participate in a minimum of one (annually) cultural event or activity offered in community</i>	50%
<i>% Individuals will participate in 2 or more monthly advocacy meeting during the year.</i>	30%
Efficiency Measure	Target
<i>% Person supported will participate in a scheduled monthly "Public Transportation Day"</i>	30%
<i>% Person supported will participate in one volunteer activity within the year</i>	50%
Service Access	Target
<i>% of new referrals/ intake are completed and first support shift scheduled within 30 days</i>	75%
<i>% Supported Individual will refer to the BSS website to access the Recreation Community/Calendar and other available resources</i>	50%

2024 Goals : Performance Measurement Goals



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- Increase supported Individual engagement in Community cultural events
- Empower supported individuals to advocate for themselves
- Increase utilizing public transportation (Awareness)
- Enhance community involvement by offering supported individuals volunteer opportunities.
- BSS will provide quarterly training opportunities for supported individuals
- BSS will accept new referrals on a realistic capacity basis to expedite access to the Inclusion programs within 30 days of accepting the referral
- Supported Individuals will use the BSS website to access information and resources

Employment

Total Individuals Supported Ending 2023	14
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The BSS Employment Program facilitates a collaborative process between eligible individuals and employment specialists. Together, they explore the individual's skills, abilities, and goals while engaging with local businesses to understand their specific needs. Utilizing this information, the program assists individuals in finding and applying for jobs, and in some cases, collaborates with employers to create customized job opportunities that benefit both the individual and the employer.

Once employment is secured, the program focuses on creating tailored support systems to ensure the success of individuals in their respective jobs. This may involve working closely with employers to establish a daily task list or providing assistance in initiating job tasks. The service provider may play a role in facilitating initial job training, either directly or by coordinating with the employer who will handle the training. Over time, any necessary on-the-job assistance is transitioned to the individual's co-workers, fostering independence and long-term success in the workplace.

Age	# of Individuals
4-9	0
10-19	0
20 - 29	3
30 - 39	7
40 - 49	2
50 - 59	2
60 - 69	0
70 - Over	0

Gender Identity	# of Individuals
Male	6
Female	7
Other Gender Identity	1



Reflection

In December, Annette Borrows, the new Manager of CLBC’s Employment and Community Development Services, visited the Employment Program. This review process was to ensure that Bonaventure was meeting CLBC’s expectations in service delivery for the employment contract. Given the recent rollout of CLBC’s L.I.F.E. program last year and their goal to advance inclusion and accessibility in the community, it was necessary to clearly define the intent and delivery expectations.

After the review it was recommended that Bonaventure better align with services as defined in CLBC’s Employment policy. According to the policy, *“once an individual is successfully working in their workplace, the service provider will “fade out.” However, they will continue to support the maintenance of the employment opportunity with the individual and/or employer, providing assistance if needed and supporting employment enhancement.”*

What this means, for example, when an individual is looking for employment or training for their position, they will receive more face-to-face support from their employment workers. Once an individual is established in their position and has gained natural supports they move into the maintenance stage, and employment support is “faded out”. This then opens space for a new individual to join the Employment Program and start their journey in finding a position. If an individual who is in maintenance requires more services due to loss of employment, learning new responsibilities or seeking alternative work, additional support can be provided. At this time, Bonaventure can not committee to the scope of services we once offered for the Employment Program, such as rec, errands running and any non-employment related support, as this is more in line with CLBC’s new L.I.F.E. program or Community Inclusion services. Please note, this will not impact our monthly evening training sessions.

Performance Measurement Outcomes 2023

Effectiveness Measure	Target	Result
<i>BSS will provide monthly skills training opportunities within the employment program</i>	80%	75%
<i>Person supported will improve long term employment status</i>	60%	0%
Efficiency Measure	Target	Result
<i>BSS will provide opportunity for participants to participate in community engagement activities that fall outside the scope of employment</i>	50%	0%
Service Access	Target	Result
<i>BSS will negotiate with CLBC to expand the Employment Program increase Individuals access to employment opportunities</i>	25%	0%
<i>Supported Individuals will be introduced to new community activities, expanding social circle interactions</i>	100%	85%

- For monthly training, we varied between 3-6 participants. The average was 4 attending training. The average percentage is 26% attending monthly training on any given month however we had 78% over all attend a least 1 training through out the year
- No one transitioned from supported to independent employment. Our individuals who are currently employed were either already independent at the start of 2023 or continue to be supported due to lack of natural supports and have been “grandfathered” into long term on the job support. No individuals had passed their supported employment period by the end of 2023. One individual is being supported on the job, but had only been in her position for 7 weeks by the end of the year.



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- Despite many offers to participate in fairs, we struggled to get individuals to engage with the local job fairs. Some individuals participated in additional programs during their employment time with staff such as food-safe or serving it right, though this was within their typical support hours.

Performance Measurement Outcome- 2024 Goals

Effectiveness	Target
<i>% of active participants will complete each step of the discovery process within 3 months</i>	70%
<i>% of active participants will participate in the monthly skills training hosted by BSS, increasing employment opportunities</i>	80%
Efficiency	Target
<i>% of employers supporting our diverse population will participate in a pulse check or provide performance feedback</i>	80%

2024 Goals

Expand the employment program to reflect CLBC original intent: Once an individual is established in their position and has gained natural supports, they move into the maintenance stage, and employment support is “faded out”. This then opens space for a new individual to join the Employment Program and start their journey in finding a position.



Health and Safety

Summary

Bonaventure has a strong Health and Safety Committee, who regularly and consistently meets on the first 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 creating the following improvement documents:

- Converting the JOHS Committee Member Manual to digital on the Health and Safety page on the ShareVision platform. The page is available to all employees and is a valuable resource for:
 - H&S related announcements
 - Programs and the programs JOHS Committee Representative
 - Monthly Committee Meeting Minutes
 - First Aid Course Information
 - Bonaventure H&S Documents/Templates
 - WorkSafeBC documentation; Refusing Unsafe Work and Bullying & Harassment
- Committee Members attended Fire Extinguisher Training hosted by Aggressive Fire and are in the process of taking what they learned to share the knowledge with their teams
- Updated the Vehicle Safety Handbook

The spring of 2023, the committee hosted the second annual Bon-A-Fire (Health & Wellness initiative); where the committee hosts an annual employee BBQ, bringing the team together and recognizing the contributions of each member.

Health & Safety		
Effectiveness Measure	Target	Result
<i>Emergency procedures and monthly drills</i>	90%	100%
	Completed	Target
<i>Housing (11 programs)</i>	286	200
<i>Inclusion (4 programs)</i>	130	56
<i>Employment (1 program)</i>	28	14
<i>Head Office</i>	4	14

Outcome Results

- BSS implementation and ongoing completion of monthly emergency drills (SV Platform) related to natural disaster (power outages, fires, floods, earthquakes and so forth) preparedness highlighting the importance of supporting both employees and Individuals supported to be prepared for community emergencies.
- Programs are required to complete the 6 types of drills, (Fire, bomb threat, natural disaster, utility failure, medical emergencies, violent or aggressive) per shift (AM, PM, Overnight), as well as an extra



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Fire or Natural Disaster 2x per year (AM and PM), for a total of 20 drills. CI Programs only complete drills for AM and PM for a total of 14 drills

Goals

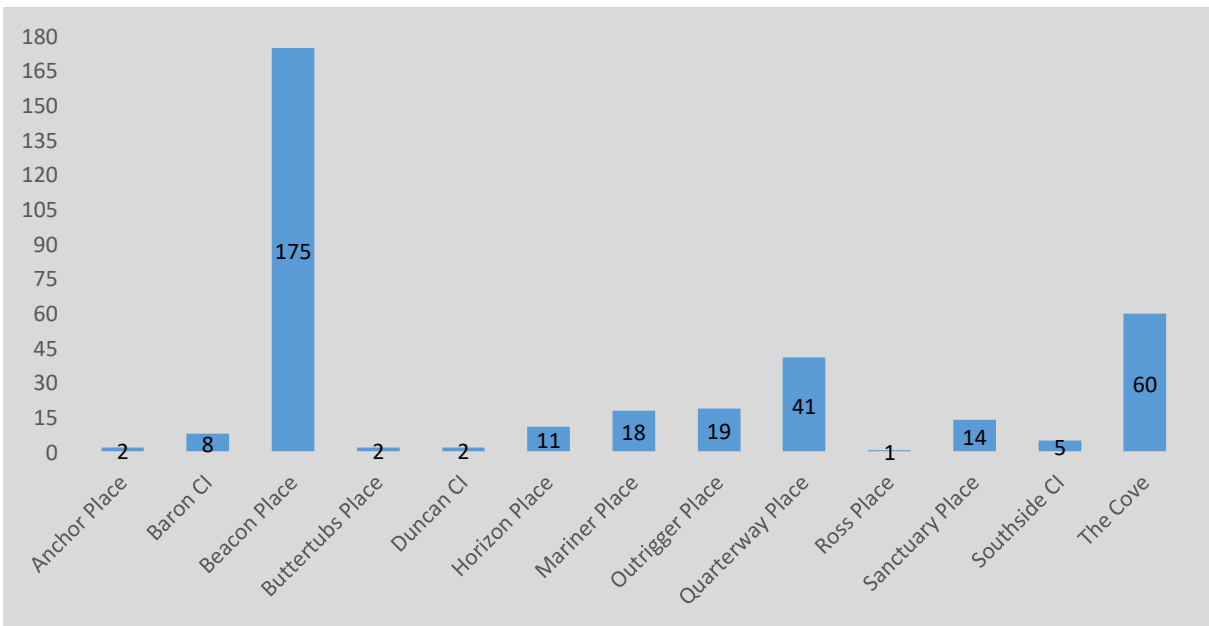
- Annual Bon- A-Fire BBQ
- JOHS Committee Members complete focus on completing the new member trainings
- Head Office annual Tabletop Drill completed at weekly check

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 Individual that contributed to the high colume of CIR's at Beacon Place has since moved out and we anticipate a decrease in the number of CIRs with the new individuals.

This year with the high number of CIRs we have created a report in the SV Platform that generates a breakdown of CIRs by Incident by Type and is reviewed quarterly for trends and areas of improvement.



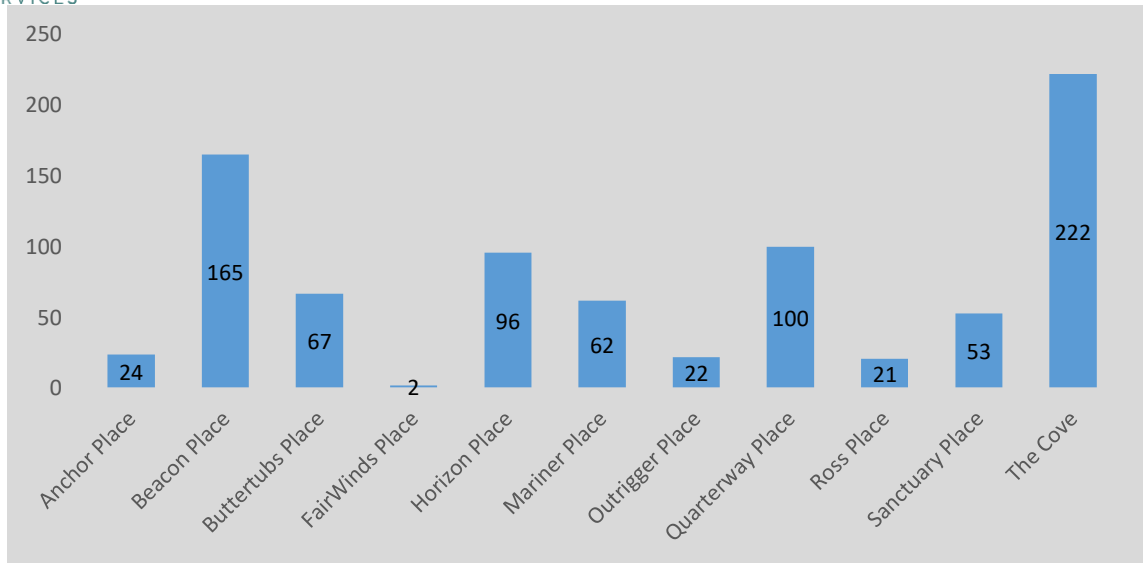
Medication Errors

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

To continue to decrease medication errors Medication Quality Assurance Audits is completed twice a year, medication training is an annual competency and when require employees are able to attend Bon-Boarding for a refresh on medication training.



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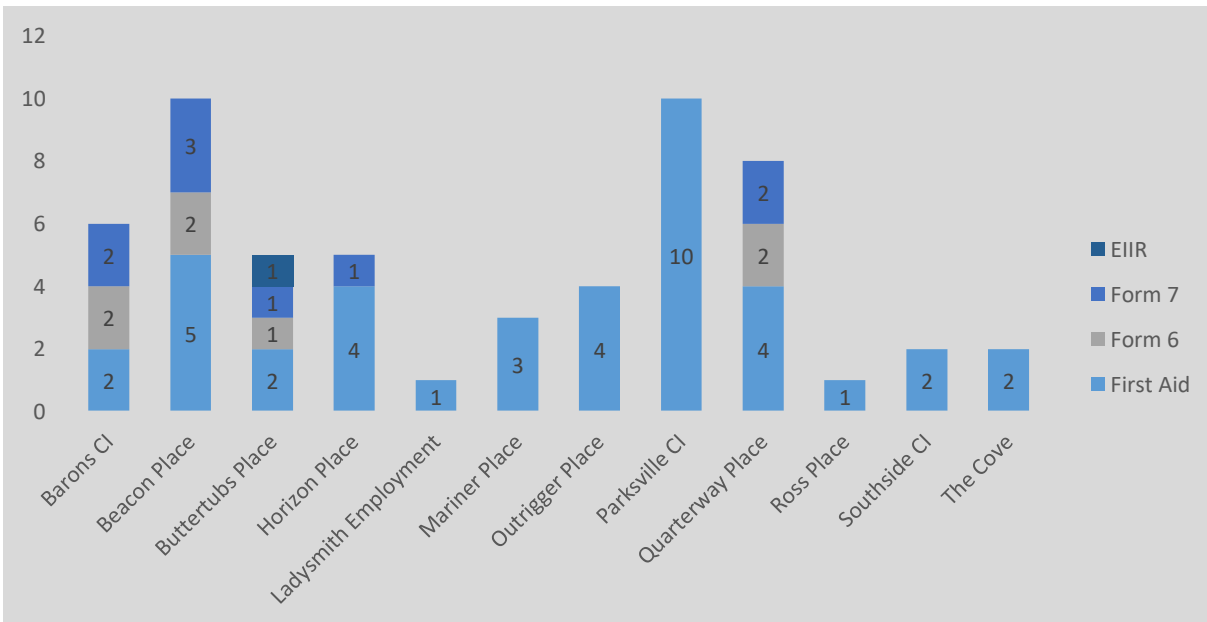


First Aid Reports

Employee First Aid

The first aid reports are reviewed in depth in monthly at JOHS Committee Meetings.

There has been a significant decrease in EIIIR's due to a change in procedure. Previous years the procedure was to complete an EIIIR for all first aid reports that produced a Form 6 or 7, which became an unsustainable practice. To ensure WorkSafeBC Standards are met we continue to complete EIIIRs when there has been or potential for serious bodily harm, equipment malfunction or when deemed needed by the Directors.

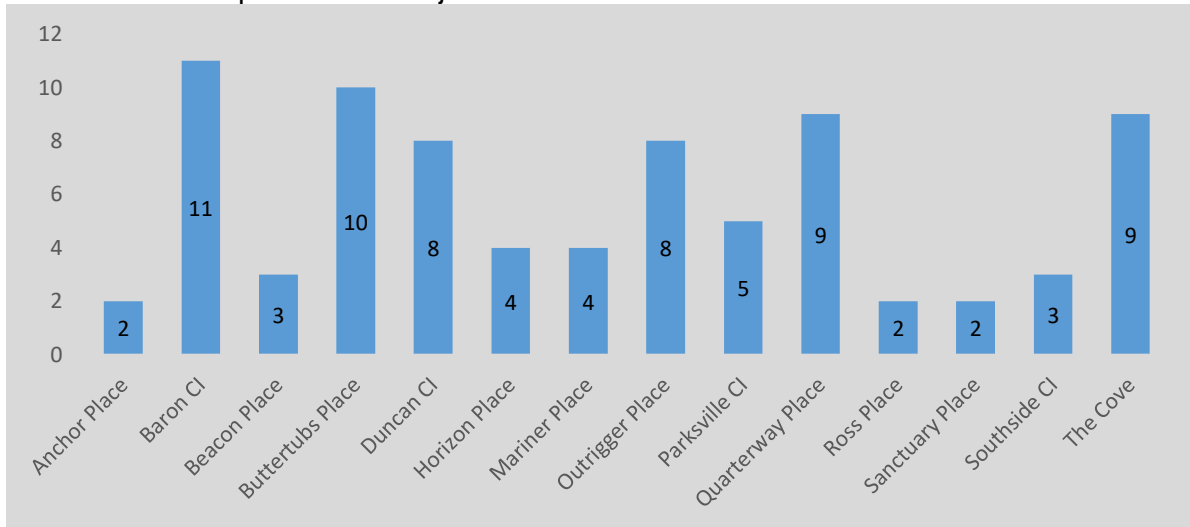




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Individual First Aid

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 they are primarily small accidents/slips and minor injuries.

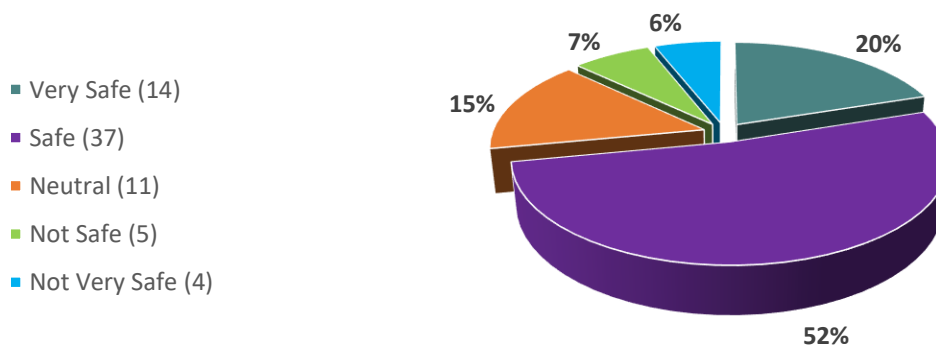


Risk Management

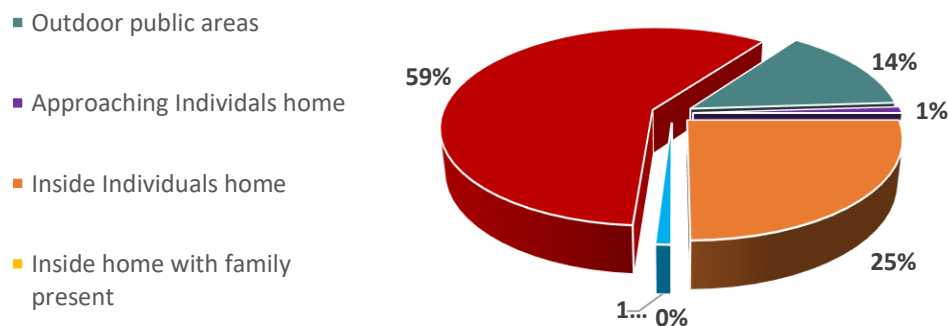
BSS Risk Management Plan is a structured approach to identifying, assessing, responding and monitoring risks to minimize the negative impact on the daily operations by reducing or mitigating such risks.

Survey

How safe do you feel from violence in the workplace?



Where do you feel at risk of aggressive or violent incidents at work?





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Focus areas:

- Privacy Management Program
- Social Media Responses
- Recruitment and Retention
- Communicable Disease Plan/Emergency Preparedness
- Risk Ownership: Assign responsibility for managing specific risks to individuals or teams within the organization.



Financial

Introduction

- Bonaventure holds contracts primarily with MCFD and CLBC.
- Our finance team, consisting of Devon, Allison and myself, have gotten into a wonderful rhythm. Our process continues to be refined and working very well to access our needs and requirements for our company.
- There are four families whom we invoice for monthly services in the CI programs.
- CIBC continues to house our program accounts.
- CCCU continues to house our business accounts.
- Allison Evans continues to be our controller.
- We continue to work with Grant Thornton for our accounting needs.
- We continue to meet fiscal obligations with MCFD in reporting Revenue and Expense and Service Delivery Hours.
- We continue to submit Service Delivery Hours annually to CLBC.
- Trina continues to be a part of the BC CEO Beaccounters group.
- We focused on adding RRSP to the MCFD contracts as they renewed.

Reflection on the year

- January:
 - Trina stepped into the booking role from the end of January to April 30.
- February
 - Moved our company insurance from Coastal Community Insurance to Megson FitzPatrick. They know more about our sector and helped to boost our insurance coverage.
- March:
 - Bonaventure's Ladysmith program allowed "Resident Alien S3" to use their space in March this year. The program received \$1500 for the disruption.
 - CARF review had the following recommendations.
 - 1.F.2.d.(1) & (2) It is recommended that budgets be disseminated, as appropriate, to personnel and other stakeholders. This can help to ensure transparency and allow employees to better manage service delivery.
 - 1.F.3.b.(1) & (2) & (3) It is recommended that actual financial results be reported, as appropriate, to personnel, individuals served and other stakeholders.
- May:
 - Bonaventure completed the CSSEA survey again this year
 - We hired a new Finance Assistant in May 2023.
 - Processed 2022 Global uplifts for employees.
- August:
 - We hired a part time assistant Bookkeeper
- Sept:
 - Barons did a bottle drive fund raiser this year which brought in \$700 for the recreation program.
 - We have added a Program Expense Tracker for each program to view their overall expenses throughout the year.
 - Attended the CFO annual meeting with BC CEO
- October:
 - Our audit occurred in Oct 2023. We had a clean audit
 - Processed 2023 global uplifts for employees



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- December:
 - Older contracts had facility costs that had not allowed updates for years. This creating a deficit within each contract. CLBC opened up the ability to review and bring true costs to the contracts.

Performance Measurement Outcomes

1. Review month end and make changes when required to programs
 - a. Month end is completed on time
 - b. Month end is reviewed on time
2. Contracts: work to decrease the funding gap
 - a. Inform funders when there is a gap in program or facility expense



Company Events

- February- Heart Month
- April- PV Easter BBQ
- June- Bona-Fire
- June 11, 2023- Nanaimo Pride Parade
- June-Rainbow Abilities
- July BSS Sports Day
- September- Truth and Reconciliation Week
- September- Baron's Variety Show
- September- Beach Clean up
- October- The Great BC Shake Out
- October- PV Fall Fling
- October- Barons CI- Pumpkin Carving Contest
- October- Ability Bites
- October- Halloween Monster Mash
- November- BSS Employee Holiday Party
- December- Employment- Christmas Party/Open House

Self Advocacy Meetings

BSS co-hosted self-advocacy meetings for supported individuals with its aims to empower participants, promote self-determination, raise awareness, build community, influence policies, develop skills, and foster personal growth. These meetings provided a platform for individuals to advocate for themselves, learn about their rights, connect with others, and contribute to a more inclusive society. BSS is currently seeking a new leader to take on the meetings.

- January 27th
- May 30th
- June 27th
- July 25th
- October 31st
- November 27th

Agency Committee Achievements

Cultural and Inclusion Awareness Committee

The committee has had some challenges in meeting and following through, particularly due to changeover and capacity. The committee is committed to following through on ideas.

- Install world map up in head office with pins so the team and individuals can show where their heritage comes from
- Commitment to ongoing Cultural awareness training.
- October or November, would like to host an African potluck dinner to celebrate all the African people we have working for us.
- Connect with the multi-cultural society here in Nanaimo and maybe collab with them on a project .

Interagency Committee

The committee created, planned and executed the first annual Bonaventure Sports Day. During this event we had 50 plus individuals from 3 Nanaimo agencies attend. This included both youth and adult from Inclusion, Inclusion and Community Housing programs. This event consisted of 6 different activities being played at the Mcgirr athletic complex, these activities included soccer, badminton, checkers, chess, Jenga and finally the grand finale water gun / balloon battle.



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Current Goals: BVSS Sports Day was a huge success and planning for our second annual sports day has already begun with our first fundraiser already completed. Our goal is to receive more donations to allow for bigger events at sports day which should draw more buy in from Nanaimo agencies / resources

Volunteer/Community Contribution Committee

The committee got the ball rolling and hit the ground running in all members participating actively in monthly meetings. Organizing multiple community events in our community.

- local pride day parade in June of 2023. Multiple individuals and workers participated in the parade and there afterword in the celebrations and hosting a table for sexual health. Our committee helped with creating our Bonaventure Pride banner to display at community events.
- organized a beach clean up day(June) at Departure Bay Beach. City of Nanaimowas contacted, permit provided and organized a community work party which they supplied us with all the equipment needed such as vests, picker uppers, garbage bags, bins, etc. It was a great success with 25+ individuals and workers in attendance. The news paper was also in attendance taking photos of or group but ultimately did not end up in the paper unfortunately.

Current Goals: Community Events Committee will be collaborating with the Interagency Committee to help spearhead another sports day during the summertime. Sports day aligns with and fits under both committees. With the help from both Committees and having more hands on deck will help facilitate another successful sports day for our community and other agencies in our community.

The first plan of action was hosting a new years bottle drive to help fundraise for the event. We utilized the country club parking lot on a Saturday. Raising just over \$1000 to put towards our event.

Committee has not had a chance to meet since our fundraiser date but will be planning on meeting in the near future to discuss further actions.

Recruitment & Recognition Committee

- Have composed a document with recognition ideas for team appreciation (will share this with all team leaders).
- Hhave created a pre-screening interview questionnaire - to be done over the phone/e-mail prior to an in-person interview (still to be reviewed by HR).
- Collected and composed program Culture Statements to use during the interview process with the intention to place new workers in programs best suited to them.
- Compiled a list of upcoming job fairs in Duncan, Ladysmith, Nanaimo, and Parksville - Signed up for 4 job fairs.

Current Goal: Develop engagement initiatives to keep employees motivated and involved.



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Social Media/Website

In 2023, a key priority was enhancing the accessibility of our website for the individuals we support. We introduced three dedicated reporting sections to facilitate their engagement. Supported individuals now have the option to submit concerns, address privacy issues, and seek assistance with any barriers they may encounter directly through our website. Moreover, we also implemented measures to streamline the process of applying for positions within our company from our website, making it more user-friendly and accessible to all interested in joining our team. We have recently enhanced our website and our social media pages by incorporating numerous images of both our team members and the individuals we support doing activities. These images serve as a visual showcase of our organizational culture, highlighting the diversity, inclusivity, and vibrant community that defines us. Antoinette and Sasha manage the postings on the social media pages for Bonaventure.

For 2024, as part of our ongoing commitment to accessibility, we are expanding our efforts by introducing a program on the website designed to read aloud the text content. This initiative aims to further enhance accessibility for individuals with visual impairments or those who prefer auditory interaction, ensuring that everyone can easily access and engage with the information on our platform.