

2018 Report on Outcomes



Teachable Moments Services Inc. (TMS)

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Introduction

This report is one of the ways TMS demonstrates how we gather information and feedback from our stakeholders (individuals receiving service, families and loved ones, employees, professionals and community partners). The report also fulfills one part of our commitment to be an organization that continually evaluates and assesses ways for us to improve service and our support for stakeholders.

As stated in our [Business Planning Policy](#) TMS Directors engage with stakeholders to assist with our assessment, measure satisfaction with our services and gather input for the development of our plans.

We also measure performance to help us assess the effectiveness and efficiency of our program delivery.

This report provides a mechanism to report on: our plans, the data collected and analyzed as part of performance measurement, stakeholder input/engagement and their satisfaction levels with our services.

This is our first formal report. It reports on the results of the fiscal year ending December 31st 2017 and the operational year that runs from July 1 2017 to June 30th 2018¹. We also identify the targets and achievements in several of our current plans and identify some of the revisions being made to improve plans for the new operational year.

Highlights

This has been a busy reporting period and there are many highlights.

Accreditation Process

The biggest accomplishment of this reporting period was completing our first accreditation survey with [CARF Canada](#) on June 8th 2018. Preparing for accreditation has been a long process of assessment, communication, exploration, engagement and improvement. It is a journey that started in 2016 and it has been a lot of work. But it is a journey that also created many highlights for us along the way.

Assess where we stand

When we received the CARF standards manual, listing hundreds of standards that we needed to meet, we were overwhelmed!

¹ Teachable Moments Services Inc. was incorporated in April 2015 and commenced operations on July 1st; several annual reporting requirements are based on the July 1 to June 30 year and we consider this to be the “operating year”.

At first, we did not see the highlight that was created as we assessed where we stood and all that needed to be done to meet these standards (over 500). But in retrospect the highlight was there.

The highlight was in the steadfast belief of our staff that we could do this. The highlight was created by their belief that we had the fundamentals in place in the great service we were already providing. The highlight was in their skill, ability and commitment to make the necessary improvements.

We now realize that assessing where we stood and then committing to move forward was the first highlight in our accreditation journey.

Communicate, communicate, communicate

Another highlight that reoccurred throughout the accreditation process was discovering that we can communicate. We also discovered that we can still learn more about communication.

The accreditation process encourages communication (with stakeholders, with other professionals, with other agencies) and it creates a need to examine all the tools that are available for improved communication.

We “doubled down” on the things we did well, like daily “check-ins” and other activities that help to build relationships. We explored new technology like websites, chatrooms/blogs and online calendars that help with efficiency. Some of us also dusted off old technology like flipcharts, notebooks and journals that we found to be successful for us. We increased staff meetings, formalized minute taking and found ways to share those minutes more effectively. We increased training opportunities and discovered leaders who could be “champions” within TMS; individuals who could communicate and share their newly learned skills with others.

Explore ways to do it better

Accreditation created a need for us to explore how other agencies operated. It was a real highlight for us to enter into mentorship relationships with people like Stuart Munger (a CARF surveyor working with another agency on Vancouver Island) who performed a “mock survey” as part of our preparations. Coming from a much larger organization, Stuart was able to provide a different perspective about our operations.

We also explored opportunities to engage with local agencies like Barret Mack and PAACL to share ideas and approaches that were particularly relevant to our situation.

Engage with stakeholders to gather their input

Primarily as a result of observations recorded during our “mock survey”, we realized we needed to a better job of demonstrating how we engage with our stakeholders. Our relationships with our stakeholders are so well established that we may have taken their input for granted. It was dangerous to assume that these relationships were apparent to other observers.

A real highlight for us was working with Theresa Kingston to help us facilitate really meaningful and fun ways to engage and to document the ideas, opinions and suggestions coming from our stakeholder groups. We learned a lot about what we should “start” doing, “continue” doing and “stop” doing. We have shared Theresa’s full [Engagement Report](#) on our website for review by all stakeholders.

Improve continuously

The [final accreditation report](#) includes a number of recommendations and areas of consultation where improvements can be made (most have already). The good news is that we earned a three-year accreditation and our belief that we had the fundamentals right was affirmed!

The other good news is that once you are part of an improvement cycle, those lists of requirements no longer seem so daunting. Improving “continuously” is much easier than improving in “fits and starts”.

Exceptional levels of satisfaction

Completing our survey and earning a three-year accreditation was a huge accomplishment. But for our Directors, the single biggest highlight was learning how highly satisfied our stakeholders have been with our organization.

We missed the message in those surveys that were returned. We may have been too busy to have noticed all the good things that were being said on our message wall and in other communications. We did start to “get it” when we received Theresa Kingston’s report. But, if there was any doubt, it became crystal clear at the introduction session with our CARF surveyor.



When family, friends, employees and contractors stood and gave testimony about how they viewed our organization it truly tugged at our hearts. It was very gratifying to hear how they appreciated the different things we do. It reaffirmed that we have built some very special relationships with the individuals receiving service, families and loved ones, employees, professionals and community partners. It reaffirmed that we had the fundamentals right all along.

We appreciate all the feedback and support we have received!!

Exceeding performance delivery targets

During 2017 we made a concerted effort to improve data collection and analysis to demonstrate that we have a functioning corporate [Performance Measurement System](#). This system is one of the ways TMS ensures that we are meeting our mandate “to provide quality care that is: acceptable to the people we serve, effective, efficient and economical”.

TMS has always collected data and performed trend analysis in relation to the services we provide to individuals. But it was a bit of a challenge for us to grasp how to put together a cohesive package that demonstrated what data we tracked and used to inform all of our decision making. We needed a tool like this report, that would help demonstrate all the different performance indicators we considered and used to evaluate effectiveness in all areas of our business.

The highlight came as we began to compile this report and realized that, in every area, we are exceeding the realistic targets that any reasonable person could expect us to meet.

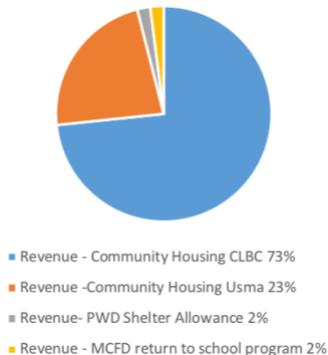
Having fun!

You can't have exceptional levels of satisfaction unless people are having some fun as part of the process. At some points during this busy time we were concerned that we were forgetting about the importance of having fun.

But, in looking back through all the memory books that each of the individuals we serve creates, the pictures tell a story of many fun events and times.

We are now looking forward to a fun party to celebrate the end of summer and the successful completion of our CARF survey.

Reporting on Service Delivery



This pie chart provides a visual representation of our service delivery based on revenue source.

Home & Community Services

98% of the service TMS provides is in Community Housing (e.g. staffed residential & home-based community inclusion contracts).

As outlined in our [Scope of Service statement](#), TMS continues to provide staffed residential services at three residences that each serve 1 to 2 individuals. All three residences are located within three kilometres of each other in the "Northport" area of Port Alberni British Columbia.

Adult

TMS evolved from the requirement to transition foster children into Community Living BC (CLBC) funded programs. Contracts with CLBC that were established through that process remain as the foundation of our services (73%). We continue to serve 4 adults in two residences.

Children & Youth

In 2016, when one of our residences for adults became vacant, TMS approached Usma Nuuchah-nulth Family & Child Service (Usma) to see if the skills we had developed working with transitioning youth could fit with any of their needs. As a result of our conversations with Usma staff we became involved with several programs. The current program serving one individual full time at our Ian residence evolved from respite services that we were providing under contracts with Usma.

Respite Services

Since we do accommodate family connections and sibling visits at the Ian residence, there is still an element of “respite” in the current agreements with Usma.

Respite is a service area of continued interest to us. If capacity can be developed in partnership with funding agencies we will continue to explore opportunities to provide respite services.

Return to School program

During the 2017-2018 school year TMS provided a return to school program under short term arrangements with MCFD. This was a satisfying program to be involved with because of the success of our staff had working along with SD70 staff. Based on feedback and continued requests for this type of service, it is an area where TMS believes there is a strong need.

Unfortunately, unless there is a long-term contract that is supported through integrated arrangements between SD70 and funding agents like MCFD/USMA, it will be difficult for TMS to develop a program that would allow us to continue to provide this type of service.

Other than for individuals involved with our staffed residential program (or respite arrangements that may develop), no services in this area are planned for the 2018-2019 school year.

Training

During our facilitated stakeholder engagement sessions, there was feedback that encouraged us to look at ways to collaborate on training with other service providers. Training is a significant cost for all service providers, especially for those in smaller communities like Port Alberni.

Late in 2017 we started to consider providing training to other agencies primarily as a cost reduction strategy. So far, we have hosted two different training sessions in collaboration with other agencies and individuals during 2018. We will continue to explore these opportunities, along with opportunities for revenue generation through provision of training services.

Person Centred Plans- outcomes

As discussed in our policy on [Person Centred Planning](#), at TMS we have always worked hard to ensure that we create care plans and provide services that meet the unique needs of the

individuals we support. We have also always collected and analyzed data around the care we provide, the goals set for the individuals we serve, and the results achieved. Documentation and trend analysis have always been a significant part of the work we do with the Developmental Disabilities Mental Health Team (DDMHT) that works with us to support the complex needs of 4 of the 5 individuals we serve.

During 2017 we made a concerted effort to improve data collection and analysis, especially around Individual Support Plans (ISP). We needed to demonstrate that ISPs are also a key component of the corporate [Performance Measurement System](#) that helps TMS ensure that we are satisfying the individual's needs and providing effective, efficient and economical service.

Since many of the individuals we support have limited communication, extra attention was required to have them participate and be a part of their individualized service plan process. Relying on key members of their support team to help fill out each individual's "MyPlan" document was, and remains, an important step in the process. One of the initial goals for TMS was to ensure we made as complete an assessment as possible of all the needs, interests and ways we could support the individuals we care for.

By July 1 2017 we had completed assessments with each individual's team. For the 5 individuals in the Community Housing Programs, 53 specific goals were identified across seven different categories or areas of interest. Over 3000 events or target outcomes were identified related to those goals. Activities ranged from simple daily "Life Skills" activities to more complex "Job/Education" or volunteer activities.

On January 9th 2018 staff began to review the results for the first six months, those results are summarized in the table below:

% of annual target met as of December 31 2017	
Communication - 5 individuals	86%
Culture & Religion - 2 individuals	106%
Emotions & Behaviour - 1 individual	58%
Friends & family- 5 individuals	159%
Job/Volunteer/Education- 2 individuals	36%
Life Skills- Home- 4 individuals	114%
Physical Health- 5 individuals	114%

With the exception of Job/Volunteer/Education goals that were set for two individuals, it was clear that all targets had been, or would be exceeded.

Collecting and analyzing ISP data has been a learning curve for us. It was important for us to establish a baseline. We also realized that each skill that was observed and each visit with family or friends had real meaning for the people involved. We understood that it was

important to document the walks or swims that happened and to look for reasons that any did not happen. Therefore, we will continue to record these observations. When necessary we will analyze data to look for trends and opportunities for positive improvements. But moving forward we understand that it is not necessary to track and report on 3000 different events as part of our Performance Measurement System.

For the balance of 2018 and moving forward significant changes are being made. Two critical performance measurement goals will now be tracked and reported for each individual. This will include adding Employment/Volunteer goals for at least one more individual (i.e. a 25% increase).

Reporting on Business Functions

As an employer and especially as an agency that is publicly funded, TMS is an organization that must maintain due diligence. Therefore, it is important to evaluate and report on areas of the agency – outside of direct service – that may directly or indirectly impact the overall service quality and capacity of the organization. Evaluation and reporting must include: Human Resources, Health & Safety, Finances, Infrastructure, Critical Incidents, and Complaints or Concerns raised by stakeholders.

Human Resources

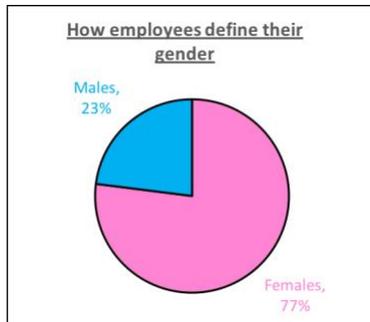
Paying attention to the people who work with us is essential for maintaining a workforce of highly skilled and motivated employees.

In comparison with many organizations in this industry, TMS is considered small. Throughout the reporting period TMS has averaged 28 employees on payroll, with an average of five individuals on long term leave at any time. Most employees (26 or just over 92%) provide direct service (i.e. work in a Support Worker role) as part of their employment terms. The majority of our employees work part-time (either permanent part time or as casuals).

TMS does use one volunteer/contractor who conducts our music group sessions. Several professionals and para-professionals are also actively involved providing support to individuals in our residences.

Recruitment & Selection

In accordance with our [policy](#), TMS continues to use recruitment and selection processes that focus on the skills & competencies that are required to successfully perform the duties in our job descriptions. We believe that this approach helps ensure “a fair, objective based, process that is free from any discrimination prohibited under the Human Rights Code”.



In the past we noted that the gender balance for our workforce was 90% female. The information was similar to the available data for the broader human service sector (primarily Health & Human Service program enrollment data). In 2018 males continue to be under represented at TMS however, there is improved representation as males now make up 23% of the TMS workforce². As male enrollment in post-secondary HSW training programs increase, we believe that males will continue to apply for positions with us and we expect that male representation

within our workforce will also increase.

During 2017 TMS created more permanent full-time positions. This was part of our goal to continue to build capacity within TMS. As well as recruiting new employees for permanent positions, we recruited from within the pool of existing part time and casual employees (i.e. converted positions).

In order to create more permanent full-time employees, TMS implemented changes to our wage and benefit structures during 2017. Based on comparison to published data³ TMS has always been in the top percentile in relation to the hourly wages paid for support worker positions. This has allowed us to attract highly trained, skilled, part-time and casual staff who were already working in this field (primarily in permanent positions in Medical and Educational settings). We have now created a wage grid that provides increased flexibility and a wider range of starting wages (i.e. based on experience). We expect this will allow us to increase the type of positions we can offer (e.g. Activity Worker and other training or entry level positions). We have also started to use some of the new rate options (e.g. Activity Worker coupled with short shift premiums) to offer increased developmental opportunities to our existing full-time staff.

For the next reporting period we have established a target to increase the number of activity worker shifts by 20%.

Training

At TMS we maintain a training plan that reflects input from a variety of stakeholders involved in all aspects of the business (e.g. Operations, Health & Safety, Finance). We train in order to: maintain skills (e.g. First Aid Certifications, Crisis Prevention & Intervention-CPI, Medication Administration), Improve Skills (e.g. Trauma Informed Practice, Foodsafe, WHMIS) and develop skills (e.g. CPI Instructor Certifications, Supervisor Training). The table below summarizes activity during the reporting period.

² Community Social Services Employers' Association (CSSEA) 2016 report on demographics

³ CSSEA annual Non-Union Salary reports

	# courses or events	# seats filled	Average participation per event
developing	3	9	3.0
improving	8	35	4.4
maintaining	11	123	11.2
Grand Total	22	167	7.6

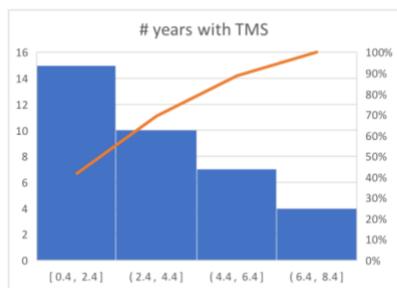
Training events have exceeded original plans as we took advantage of opportunities (found a “teachable moment”) to attend local events that were not initially part of the plan (e.g. Building Bridges through Understanding the Village).

TMS is committed to support all staff to maintain and improve their skills. We are also committed to developing the capacity of our staff to become trainers. We are especially pleased that during 2017 a second staff member was certified (through the [Crisis Prevention Institute](#)) to instruct our staff on crisis prevention and intervention.

During the next reporting period we have set goals to improve training efficiency by increasing the number of training modules offered online. We are also continuing to implement other strategies that are expected to decrease the orientation and training time both for new staff and for existing staff who are building capacity to work with individuals at other locations.

Retention

At TMS we are proud that our retention statistics are better than averages within the industry⁴.



We are especially pleased that we have casual employees who have worked with us for over five years. It takes a strong commitment to maintain qualifications (e.g. training currency, certifications) while balancing other employment and family. We appreciate everything that our casual staff continue to bring to our organization.

During 2017 we had two staff members leave TMS to explore other opportunities: one chose a new full-time job with a similar local agency; a second relocated to a new community.

In 2018, two staff chose to resign during their orientation period; their exit interviews suggested that they had different expectations about the job requirements. One staff member was terminated for cause during the 2018 operating year.

⁴ Based on comparison to available CSSEA data. Note: because Canada Revenue and Worksafe accounts carried on from the sole proprietorship to Teachable Moments Services Inc. we maintain statistics related to employees that predate incorporation (April 2015)

Health & Safety

At TMS our [Health & Safety program](#) goes beyond traditional Occupational Health & Safety in the workplace. We are concerned for the Health & Safety of the people we serve, employees, visitors and the community we are all involved with.

The table below is extracted from the 2017 Health & Safety Plan, it identifies the performance measure targets that were set for Health & Safety during 2017 and shows the results achieved.

Item	Comment	%
Conduct Monthly Health & Safety Meeting	record action items and metrics following each meeting once minutes published	100%
During the meeting review:		
safety drills conducted at each residence each shift	track in RC monthly report; report out and record following each monthly H&S mtng	100%
vehicle inspections (review monthly and confirm daily are being conducted)	metric based on 6 TMS vehicles used for transport; report out and record following monthly H&S mtng	100%
residence inspections (review monthly and confirm daily are being conducted)	provided by Maintenance staff for 4 residences; report out and record following monthly H&S mtng	100%
all reported incidents and any related action plans	from review of CIRs; IIRs; med error; injury reports and any related action plans completed by RCs and/or management	100%
conduct oversight related to incident trend analysis and action plans completed by mgmt.	from review of CIRs; IIRs; med error; injury reports. Report out and record action items following monthly H&S mtng.	100%
safety related training requirements are identified and tracked in Training Plan		

TMS has met all targets established for this essential part of our business. During 2018 TMS fully implemented new [policy and procedures for facilities inspections](#) by external experts and maintained all other policy requirements established in the area of Health & Safety.

Incident Review

TMS conducts a review and analysis of all Incidents (Critical and Internal) at least monthly as part of [related Health & Safety policy](#). Review of significant incidents will include Supervisor reports with in-depth analysis of antecedent events and other trends (e.g. baseline events, medication administration) and are conducted to ensure that timely intervention and adaptations are made by management throughout the year. All reviews are referred to the Health & Safety Committee to conduct oversight and make any additional recommendations.

During 2017 TMS staff reviewed 49 incidents involving 6 individuals served, for an average incident rate per individual served of 8.17 incidents. The average incident rate per individual served has decreased from 2016 when staff reviewed 39 incidents involving 3 individuals, for an average incident rate per individual served of 13 incidents.

Because of the interventions/adaptations that are made throughout each year and because of the changing makeup of the individuals that were served during each reporting period, we are reluctant to draw conclusions from these high level comparisons⁵. More meaningful comparisons would require us to publish details that could be considered an invasion of the privacy of the individuals we serve.

However, as a result of comparative analysis, management identified 3 medication errors (i.e. missed medications) during 2017 that were a serious concern. Although none of these errors had an adverse impact on individuals concerned⁶, all of these errors were preventable. All medication errors must be treated as a significant event, regardless of the reporting requirements.

Several actions and strategies have been implemented to address these concerns, including:

- Increased scrutiny around medication administration through: peer review at shift exchange; increased supervisor spot checks;
- Increased reporting of all errors (including documentation errors);
- Improvements to training and procedures manual.
- A performance measurement target has been established to reduce medication errors during the next year.

Finances & Risk Management

Finance

The single performance outcome that has been set for TMS finances is to “increase revenue annually”. A small level of annual revenue growth is essential in order for TMS to keep pace with the cost of living and to provide modest wage increases for staff. In 2017 the consumer price index was 1.5% higher than 2016.

The 2017 TMS gross revenue increased by 21%. Most of this increase was the result of completing a full year of service with 2 additional full-time residents that came into our service in the later part of 2016 (i.e. we are now operating at capacity at all residences). This increase also relates to strategic goals TMS has set for diversifying our services (e.g. by providing new programs tailored to children, youth and the interests of funding agencies other than CLBC).

⁵ Over time significant changes have been made to definitions of Critical incidents that are reportable to funding agents (MCFD/CLBC). Although TMS has attempted to ensure that Internal Incident reporting compensates for these changes, this factor also complicates meaningful annual comparative analysis.

⁶ These errors did not meet the current definition of a Critical incident and were not reportable.

During that same period operating revenue, expressed as earnings before interest, taxes and amortization/depreciation (EBITAD), fell by 4%. This minor decrease in operating revenue reflects the costs of new program development and general price increases (i.e. groceries, facility costs) that have not been matched by increases in contract rates.

For 2018 gross revenue is projected to increase by a more modest 2.6% (this assumes CLBC fulfills their commitment to provide funding increases related to the wage and benefit increases under the government's Economic Stability Mandate -ESM). The entire amount of this funding increase has been, or will be passed along to staff in wages and benefits.

EBITAD in 2018 are projected to see a continued decrease partially as a result of some significant costs related to our first CARF survey. Some of these costs (e.g. accounting fees, consulting fees, legal fees, systems and other infrastructure) are one-time start-up costs to establish systems or programs that are expected to move forward at lower costs. However, contract rates continue to fall behind program costs. Therefore, like all operators in this sector, TMS is continually required to seek more efficient and economical ways to deliver service.

All net earnings of TMS continue to be retained to provide for capital improvements (e.g. vehicle purchases, leasehold improvements, infrastructure) and contingencies. Distribution of earnings (i.e. as dividends to shareholders) is also not projected during the next four years (i.e. within the current Strategic Plan timeframe).

Moving beyond 2018 there are a number of uncertainties about funding for new cost increases (e.g. Employer Health Tax, CPP increases).

Risk Management

As part of the CARF accreditation process TMS is required to prepare a Risk Management Plan that is evaluated and updated annually. TMS completed this analysis for 2017 and determined that there was no increase in risks or loss exposure. TMS has insurance (business, residence, auto and workers' compensation) in place to mitigate against identified risks. There have been no claims in relation to any of these policies.

Beginning in 2018 TMS has purchased additional insurance coverage related to Director's liability. This is intended to help with achieving new policy goals for increased representation on the Board of Directors.

Infrastructure (Houses, Vehicles, Furniture & equipment, Systems)

Our funding agents provide an allowance for administration, management and earnings (i.e. profit or surplus) based on the estimated direct service costs (wages, program & operating costs). This allowance (9% for CLBC contracts) must fund our administration costs (e.g. accounting, human resources, legal, business insurance) plus any new asset purchases, major upgrades or replacements.

Given some of the cost pressures discussed above, it is understandable that providing for infrastructure is the biggest challenge that TMS faces.

TMS will be engaging with our funding agents to explore options that will allow TMS to be on a more level playing field with larger, not for profit agencies who have access to additional funding sources (e.g. donations and grants) and other operating options (e.g. government owned facilities).

Houses

As discussed in our [Scope of Service statement](#), TMS continues to provide services through four residences. We have high standards and expectations for the cleanliness, safety and appearance of the homes we maintain for the individuals we serve. These standards are primarily monitored through our health & safety program and through rigorous inspection processes that are in place (see above). TMS has addressed all repairs identified as a result of internal and external inspections.

TMS also maintains a Capital Expenditure Plan that includes major improvement projects that will be undertaken during each fiscal year. Projects identified for 2017 and the first half of 2018 have now been completed with the exception of the kitchen floor replacement at Ian. That project has been deferred until 2019. Some exterior painting and landscaping projects planned for the Fall of 2018 may also need to be deferred as the result of maintenance staff being on medical leave.

Unlike other agencies TMS does not have long-term leases with any of our funding agents and does not use facilities provided by the funding agent or with the support of BC Housing. During 2017 TMS leased three of the residences (Glenside, Ian, Elizabeth) from company Directors. The private residence at Haslam (Pat & Stuart Messenger's) continues to be made available under a home share agreement.

Despite the excellent relationships with our landlords, as part of the Business Continuity & Succession plan, a goal for 2017 was to secure longer term leases (including a right of first refusal in the event any property is offered for sale). This goal was accomplished for two homes (Glenside & Ian residences).

At present TMS is only able to rent Elizabeth on a month-to-month basis (under the same terms as the previous lease). If the Elizabeth residence should be sold, TMS has plans in place to address the needs (primarily office and storage) currently met by that residence. For the short term, this contingency plan would include accommodating office space within the other leased residences along with some rental of storage capacity. Projects identified for Elizabeth have been placed on hold and will be considered only if a long-term lease can be agreed upon.

The lease and rental terms currently in place at all residences are below fair market value. Despite these lower rents, the landlords/home share providers are satisfied with current arrangements (at least until mortgages need to be renewed at higher rates).

TMS Directors are aware that CLBC has announced, as part of their strategic plan, that all new staffed residential services will be provided in government owned facilities. TMS understands the rationale for that strategy and supports the intent behind it. However, given our position (i.e. no leases with CLBC and current contracts with terms that have less than 2 years) another level of uncertainty is introduced by this new CLBC strategy. This will require cautious and prudent planning moving forward.

Vehicles

During 2017, TMS purchased two newer vehicles with the intent that these vehicles replace two of the aging leased vehicles. Five older vehicles (previously used by the sole proprietorship that TMS succeeded) are now leased from the Executive Director. Under this arrangement TMS pays all operating costs plus basic "lease costs" that are equal to 30% of the diminishing capital cost allowance that is available (i.e. there is no net taxable, income gain or loss on the transaction).

During 2017 vehicle operating costs and client transportation costs decreased over 2016. This was primarily due to a significant reduction in mileage claims by employees.

To date TMS has been able to retain all of the older vehicles. There are three factors that must be in place for these vehicles to remain in service:

- Fleet insurance (available for 5 or more vehicles) must continue to provide significant savings;
- Operating costs for the older vehicles must continue to be reasonable;
- These vehicles must continue to be reliable and safe.

Use of personal vehicles on mileage is expected to increase during 2019. Transportation costs may increase, and availability of suitable staff vehicles may impact on some activities.

Furniture & Equipment

During 2017/2018 there has been no expansion of residential services, as a result there has been no major furniture and equipment purchases. Repairs and replacements have been accomplished within the monthly operating budget allocated for repairs and maintenance. The complex care requirements of the individuals we serve, does mean that repairs and maintenance are slightly higher than expected (or typical for other agencies) but currently these needs/costs are manageable.

Systems

During 2017 TMS undertook implementation of new systems and information sharing technology based on our own network and internal servers. Prior to 2017 all of our systems requirements were met by external service providers (e.g. Dropbox, Google) that provided web or cloud-based applications.

Those externally provided services were economical, efficient and effective for the needs of a small organization like TMS. Unfortunately, many of these service providers could not guarantee that content stored on their servers would meet the policy of our funding agents. That policy requires that sensitive information reside on servers based only in Canada.

In addition to the capital outlay for equipment and installation costs, TMS management realized it would be time consuming to implement new systems and train staff. However, we also realized that there were many future benefits through improved information sharing.

All of the goals set in the original systems plan have not been met (e.g. email server implementation, Moodle training modules, survey tools). But we have already seen many benefits, especially in areas of training, improved employee “on-boarding” through reduced orientation time.

TMS management expects to catch up on all outstanding systems plan objectives during 2019. This will include assessment of different options and feasibility of online case management (e.g. Sharevision or similar products).

Complaints/Concerns

In 2017 TMS received its first formal complaint (see [related policy](#)). This incident resulted in a meeting with affected stakeholders, that meeting resulted in mutual commitments to make improvements in how future communications took place. In retrospect, it was realized that the issue could have been resolved informally by following established policy and procedures.

There have been no complaints or concerns brought forward in 2018.

Reporting on other Business Plans & Performance

At TMS, as outlined [in our policy](#) and as indicated in several of the sections above, we prepare a variety of formal business plans. All of these plans, their target goals and achievements, are specifically shared with those individuals who helped to develop them. Access to planning details is also made available to all stakeholders through our network at the [members’ portal](#).

However, there are three plans that we believe reflect input from the broader community. Accordingly, we are pleased to share information about those plans in this report.

Strategic Plan

Our very first strategic plans grew out of the Messenger family’s desire and intent “to ensure that quality care would continue to be provided for their foster son/brother into his adulthood”. “The goal was for continuity of care to be sustained independent of any individual family member’s capacity, interest or ability to remain directly involved on a day to day basis”.

Milestones and achievements related to those first strategies for “succession” continue to be [shared on our website](#).

Planning for succession and the growth of leaders and “champions” within TMS continues to be a focus of our current plan. Other strategies that guide our planning and decision making include:

- Explore technology opportunities to improve efficiency and create capacity;
- Match growth to the capabilities of the organization.
- Match growth to the financial position of the organization
- Diversify the revenue streams for organization

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma - which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition.
Steve Jobs

We also admit that we are open to the occasional serendipitous adventure in pursuit of “teachable moments”. We will occasionally be sidetracked as we “follow our hearts”.

Accessibility

The individuals involved with TMS have always sought to make their homes open and accessible to anyone in the community. Members of our management team have also been strong advocates for the removal of barriers that prevent anyone from fully participating in our community.

In our first Accessibility Plan, TMS primarily set goals where we could achieve results and then move on to the next task. The plan was biased by managements’ strong task driven orientation and was “too internal in scope”.

We have now re-modelled our plan as a perpetual living plan that identifies all actions undertaken including any ongoing activities we support to meet [our policy objectives](#). These actions consider barriers in ten areas:

1. Architectural
2. Environmental
3. Attitudes
4. Finances
5. Employment
6. Communication
7. Technology
8. Transportation
9. Community Integration
10. Other barriers identified by the persons served, personnel, other stakeholders.

We have improved communication within our organization to ensure we can demonstrate that we identify all barriers and track actions taken and the results achieved over time.

During 2017 we continued to improve access within our own homes by removing architectural barriers (i.e. sidewalks made wheelchair friendly, railings added). We also continued to support groups and initiatives within the community that advocate to reduce attitudinal barriers (e.g. Executive Director continues as contact for [PFLAG](#)). We continue to support staff who

volunteer with a variety of community groups working to improve access to activities within the community for the individuals we serve and others (e.g. Special Olympics, Citizens Advocacy office, Literacy Alberni). We continue to be informed by and supportive of other care providers within the community (e.g. management members serve as voluntary directors with other groups & agencies such as [ACCCS](#)).

Full plan details can be viewed by clicking [this link](#).

[Inclusion & Diversity \(formally Cultural Diversity\)](#)

TMS works hard to learn about the diverse interests of our stakeholders. We want to make sure that individuals receiving service, families and loved ones, employees, professionals and community partners all feel welcome and included.

In addition to culture, at TMS, we consider age, gender, sexual orientation, spiritual beliefs, socioeconomic status and language when developing plans and implementing programs. In 2018 we have renamed the Cultural Diversity plan as the Inclusion & Diversity plan. We did this to help recognize the broader focus and objectives in this important planning area.

In the recent past, our focus has primarily been on addressing the needs that are specifically identified in the ISPs of the individuals we serve. Currently one individual has a specific Cultural Heritage Safety Plan that has been identified and another individual has several elements related to preserving their Eastern European heritage (see ISP). We are happy to report that we continue to meet all goals that are set out for these individuals.

As indicated in the Human Resource section, our training plans include examples of the work we do to ensure staff are skilled, competent and sensitive to the identified needs of the individuals we serve. As outlined in [our policy](#) we also have plans and strategies in place to encourage staff to share their diverse interests and to tell their stories whenever opportunities arise. During 2017 we identified a Cultural Liaison Officer among our staff who is highly trained, experienced and interested in guiding us in improving multicultural and diversity competency.

Specific issues or concerns related to age, gender, sexual orientation, spiritual beliefs, socioeconomic status have not been identified by stakeholders. Therefore specific objectives have not been set in many of these areas. Current training plan items do include training related to sexual orientation (i.e. Safe Haven) and dementia. We are currently working with stakeholders to identify objectives around language interests that have been identified.

Full plan details can be viewed by clicking [this link](#).

[Concluding remarks](#)

It may seem like there has been a lot of change during this first formal reporting period. I know some stakeholders are excited by change and others get anxious. Really at the heart of things I hope that we have not changed much.



In part we are successful because we have kept our eye on [the mission](#) we established for ourselves and we have been true to our values. But mostly we are successful because the people receiving service, and those supporting them (families and loved ones, employees, professionals and community partners) are all awesome.

Thank you for being you!

Patricia Messenger

Patricia Messenger- Executive Director