

ANNUAL REPORT

January 1, 2024 - December 31, 2024





Executive Summary

2024 has brought some stability to our recruitment and retention issues that has plagued us for the last few years. All regions are trending forward to having the appropriate staffing levels to address all leave coverage needs. This increase in human resources has allowed leadership to shift some of its focus from day-to-day problem-solving direct support needs of the Individuals; to focus more on initiatives to improve the effectiveness, efficiency and safety of the organization.

Dengarry has begun the process to automate our digital filing system. This process included updates to hardware and software across all regions. We are currently in the process of updating all of our forms to match the needs of the software. The hope is that in the near future all forms that Dengarry uses will be automatically filled without the need of an administrative assistant's time, thereby freeing their time to focus on other critical roles.

Dengarry is implementing a workflow tool that will define all the steps in a given process, such as hiring a new employee. These steps can be assigned to certain employees with deadlines attached. When the employee has completed their part of the process, the next person in the workflow is notified and so on. The hope is that this will greatly increase our efficiency and effectiveness as there will be less chance for errors or missed steps. Also, you are able to see at a glance where there may be breakdowns or bottlenecks and can implement strategies to address them.

Dengarry was able to implement enhanced Health and Safety training for all of its employees.

Dengarry updated all of its Home Share Policies and Home Share Contractor Handbook to be more reflective of CLBC's updated Home Share Standards, CARF Standards and current practices. Dengarry also worked with its Home Contractors to implement CLBC initiatives such as the Insurance Rider and Waiver Program and increased funding for WorkSafe BC registration costs.

Our satisfaction survey process shows that the majority of Individuals are very happy with the support that they received across all of our programs. Thank you everyone for your hard work and dedication.







PERFORMANCE MEASUREMEANT AND MANAGEMENT

Dengarry Professional Services Ltd. constantly monitors and assesses its performance against a series of indicators and targets. This is done by setting specific, measurable goals and tracking performance to achieve the desired support and business outcomes. The Management Team reviews and analyzes the results to determine areas of improvement. The following review and analysis, positions Dengarry to develop and initiate performance improvement changes.

2024 PERFORMANCE IMPROVEMENT PLAN

FIVE YEAR LO	NG-TERM PLANN	ING GOALS						
Item/Improvement	Improvement Description	Measured by	Responsibility	Cost	Workforce Allocation	Target Completion Date	Actual Completion Date	Improvement Outcome
PG CI Office Building - wheelchair accessibility	To approach building manager to review changing needs of individuals and discuss meeting accessibility needs for individuals in the building	Meeting completed	Manager	N/A	Manager President	01/01/2026		
Home Share Contractor access to ShareVision	Home Share Contractors will have access to Sharevision to complete necessary reporting	Home Share Contractor access	IT Administrator Managers	N/A	IT Administrator Home Share Coordinators	01/01/2028		Process started to have forms built into Sharevision
Leadership Structure	To enhance the current Leadership structure to complement the needs of the organization	Employees Hired to positions	President	Identified in Budget	President Managers	01/01/2029		Have hired a Home Share and Regional Manager





2022 PERFORM	2022 PERFORMANCE IMPROVEMENT PLAN CARRY OVER ITEMS											
Risk Management Improvements												
Item/Improvement	Improvement Description	Measured by	Responsibility	Cost	Workforce Allocation	Target Completion Date	Actual Completion Date	Improvement Outcome				
Train key personnel in a		Trained key personnel in each region	Manager		Manager	30/09/2024	25/09/2024					
and Safety Training	train the trainer model to deliver the updated information	All staff have received the updated training	Key personnel	N/A	Key Personnel	31/12/2024	31/12/2024					

Organizational Im	Organizational Improvements											
Item/Improvement	Improvement Description	Measured by	Responsibility	Cost	Workforce Allocation	Target Completion Date	Actual Completion Date	Improvement Outcome				
Recruitment	To revise Dengarry's recruitment efforts to provide training to supervisors to increase their skill set	Training for Supervisors	President Manager	Identified in Budget Plan	Supervisors	30/6/2024	30/6/24					





2024 PERFORMANCE IMPROVEMENT PLAN NEW ITEMS

Service Delivery Improvements

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Item/Improvement	Improvement Description	Measured by	Responsibility	Cost	Workforce Allocation	Target Completion Date	Actual Completion Date	Improvement Outcome
Individual Pictures in Sharevision	Adding Individual's pictures to Sharevision for new staff and emergency services identification	Uploaded photos	Team Leaders HSC	N/A	Team Leaders HSC	31/12/2024	31/12/24	
Microsoft Planner	To implement Microsoft planner into Dengarry's various workflow applications to improve efficiency and accuracy	Using Microsoft Planner	President Manager	N/A	IT Admin President Manager TL HSC	31/12/2024	Carryover to 2025 PIP	Have completed background evaluation and implementation





Organizational Im	provements							
Item/Improvement	Improvement Description	Measured by	Responsibility	Cost	Workforce Allocation	Target Completion Date	Actual Completion Date	Improvement Outcome
Home Share Polices	To review and updated Dengarry policies to be reflective of CLBC's new Home Share Standards	Policies Updated	Manager	N/A	HS Coordinators Manager	31/05/2024	02/04/2024	
Printers and Scanners	To update office printers and scanners to meet the demands of Al use	Purchase of New Printers and Scanners	IT Admin President	Identified in Budget	IT Admin President	30/06/2024	27/05/2024	
Review of expenditures	To review and evaluate, in depth, the costs of leases, vehicles, utilities and telecommunications costs for greater organizational stability and flexibility	Identifying and implementing new partnerships to decrease costs	President Manager	N/A	IT Admin President Manager	30/06/2024	31/05/2024	
ComVida Scheduling	To implement the use of the Daily Attendance and Assignment Approval pages in ComVida to increase accuracy in scheduling and payroll	Implementation of these pages	President Manager	N/A	Manager President Team Leader HSC Admin	31/12/2024	Carry over to 2025 PIP	Implemented in PG





Risk Management	Improvements							
Item/Improvement	Improvement Description	Measured by	Responsibility	Cost	Workforce Allocation	Target Completion Date	Actual Completion Date	Improvement Outcome
Leave Forms	To explore the use of ShareVision's Employee Portal for Leave Forms	Completion of research	IT Admin President	N/a	IT Admin President	10/11/2024	15/09/2025	
Key Inventory	To review and update all keys to ensure accuracy	Updated and labelled keys	Manager	n/a	Team Leaders Admin	31/10/2024	Carry over to 2025 PIP	
Home Share Financial Review	To review and train all HSC on conducting a Financial Monitoring	Completion of training	HS Manager	N/A	HS Manager HSC	31/10/2024	16/10/2024	

Technology Impro	vements							
Item/Improvement	Improvement Description	Measured by	Responsibility	Cost	Cost Workforce Allocation		Target Actual Completion Completion Date Date	
Al Software for scanning and filing	Implementation of Al background software	Functioning hardware and software systems	IT Admin President	Identified in Budget	IT Admin President Manager	30/05/2024	30/05/2024	Implementation complete, issues with function that needs to rectified
Compatible AI forms	Update Dengarry employee forms to meet the needs for AI scanning and filing	Completed Forms	It Admin President Manager	N/a	IT Admin President Manager	30/09/2024	30/09/2024	





2024 PERFORMANCE IMPROVEMENT PLAN EXTRA ITEMS **Service Delivery Improvements** Target Actual Improvement Workforce Improvement Item/Improvement Measured by Responsibility Completion Cost Completion . Description Allocation Outcome Date Date To provide more То President Streamlining coordinate amalgamate President Team outreach support the Bowron outreach support N/A 31/03/2024 01/04/2024 Team Leader Leader in Quesnel with the existing and SILS Manager human resources programs





2024 Outcomes Performance Data Report

**HS = Home Share, SL = Supported Living, CI = Community Inclusion, ES = Employment Services

Effectiveness	Effectiveness										
Objectives	Measures	Program Type Applied To**	Time of Measure	Data Source	Obtained By	Goal	Outcome	Extenuating/Influencing Factors (if goal not met)			
To assess the number of Individuals who access non-ADL community-based activities	% of Individuals that access community-based events	SL CI	Annually	ShareVision	Team Leader	65%	79%				
Number of individuals that have lasted in residential placements for 2 years	% of Individuals who have celebrated their Two-year anniversary in 2024 in the same Home Share placement as they started in 2022	HS	Annually	Exit Summaries	Assistant Managers HS Coordinators	90%	100%				
Increase the number of Individuals who obtained employment this year	Number of Individuals who have obtained a regular position or volunteer position in 2024	ES	Annually	ShareVision	Team Leaders Vocational Counsellors	3	1	Very few referrals sent throughout 2024. Multiple referrals that were sent were for individuals that ended up not ready or not actually wanting employment.			





Efficiency								
Objectives	Measures	Program Type Applied To**	Time of Measure	Data Source	Obtained By	Goal	Outcome	Extenuating/Influencing Factors (if goal not met)
To measure the time, it takes for an Individual to move to a different living situation	Number of weeks it takes for an Individual to move to a different living situation once they have requested to move	HS	Annually	Internal Tracking Form Contractor Charting	Home Share Coordinators	10 weeks	48 Weeks	2 Individuals complex moves requiring CLBC involvement with other external agencies
To provide services as per contract	Number of contracts that deliver 95% of contracted support hours	CI SL ES	Annually	Service Level tracker	Manager	19	6/18	Combination of Individuals support needs decreasing and recruitment and retainment issues





Service Access								
Objectives	Measures	Program Type Applied To**	Time of Measure	Data Source	Obtained By	Goal	Outcome	Extenuating/ Influencing Factors (if goal not met)
Minimize time it takes individuals to access services	Time it takes from receiving an identifying profile from CLBC for CI programs to start services	CI	Annually	Misc. Trackers	Managers Team Leaders	14 days	19 days	One individual took an extend period to schedule an intake meeting for a variety of personal reasons
Minimize time it takes individuals to access services	Time it takes from receiving an identifying profile from CLBC for SL programs to start services	SL	Annually	Misc. Trackers	Managers Team Leaders	21 days	17 days	
Time it takes a Home Share individual to move in to a home	Time it takes from receiving an identifying profile from CLBC for HS programs to start services	HS	Annually	Misc. Trackers	Managers Home Share Coordinators	45 days	55 days	2 Individuals took an extended period to find a home share that could support their unique needs
Minimize time it takes individuals to access services	Time it takes from receiving an identifying profile from CLBC for ES programs to start services	ES	Annually	Misc. Trackers	Managers Team Leaders	5 days	122 days	Several Individuals took an extended period of time to want to initiate employment support





Satisfaction								
Objectives	Measures	Program Type Applied To**	Time of Measure	Data Source	Obtained By	Goal	Outcome	Extenuating/ Influencing Factors (if goal not met)
Measure satisfaction of supports received by individuals.	Percentage of respondents that rated question 1 as "Yes" and "Most of the Time"	CI	Annually	Question #1 of Satisfaction Survey	Managers	85%	92%	
Measure satisfaction of supports received by individuals.	Percentage of respondents that rated question 1 as "Yes" and "Most of the Time"	SL	Annually	Question #1 of Satisfaction Survey	Managers	85%	87%	
Measure satisfaction of supports received by individuals.	Percentage of respondents that rated question 1 as "Yes" and "Most of the Time"	HS	Annually	Question #1 of Satisfaction Survey	Managers	85%	97%	
Measure satisfaction of supports received by individuals.	Percentage of respondents that rated question 1 as "Yes. Everything is Good"	ES	Annually	Question #1 of Satisfaction Survey	Managers	85%	100%	





Business Functio	n Improvement	S						
Objectives	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome	Extenuating /Influencing Factors (if goal not met)
To ensure there is adequate staffing to cover the organizations contractual obligations	Ratio of employees who did not use all of the 5 ESA sick days compared to those that used the 5 ESA sick days	All Employees	Annual	ComVida	Manager	15 employees who did not use all of the ESA sick days	26 people	
To ensure employees are receiving adequate rest periods from work	Percentage of employees who have booked their full vacation allotment by August 1, 2024	Full time and Part time Employees	Annual	ComVida	Manager	90%	49%	Prioritization of Leaderships responsibilities
To ensure employees are receiving adequate rest periods from work	Number of employees that have a stat bank of more than 8 hours on December 1, 2024	Full time and Part time Employees	Annual	ComVida	Manager	5	9	Prioritization of Leaderships responsibilities
Minimize organization's utilization of overtime	Overtime hours utilized within the fiscal year	Frontline Employees	Annually	ComVida	Manager	To reduce OT hours to 436hrs (20% of 2023)	297.33 hrs	





2024 Individual Statistics and Demographics

The following represents the statistics and demographics for 2024. These statistics and demographics compared to previous years assists Dengarry to understand longitudinal trends within the organization. After analyzing these trends adjustments to service delivery can be made to better service the Individuals we support.

Admissions
Total Admissions: 24
Total Discharges: 18
Total Clients active at end date of report: 210
Total Unique Clients Served during Report Period: 196

Demographic breakdown of Unique Clients Served

By Gender		
Gender	Number of Clients	Percentage
Female	82	42%
Male	113	58%
Other	1	1%





By Age (as of end of	late of report)	
Age Range	Number of Clients	Percentage
10 - 19	1	1%
20 - 29	52	27%
30 - 39	44	22%
40 - 49	31	16%
50 - 59	25	13%
60 - 69	31	16%
70 and Over	12	6%

By Ethnicity		
Ethnicity	Number of Clients	Percentage
Caucasian	131	67%
Chinese	1	1%
Filipino	2	1%
First Nations	55	28%
German	1	1%
Japanese	1	1%
Other	3	2%
South Asian	1	1%
Spanish	1	1%





By Primary Characterist	ics	
Primary Characteristics	Number of Clients	Percentage
DD and Mental Health	38	19%
Autism Spectrum Disorder	27	14%
Developmental Disabilities	125	64%
Autism and Mental Health	6	3%

By Employment Status		
Employment Status	Number of Clients	Percentage
Not Currently Seeking Employment	136	69%
Seeking Employment	21	11%
Employed	39	20%

By Substance Misuse / A	ddictions	
Substance Misuse / Addictions	Number of Clients	Percentage
No Substance Misuse/Addiction	177	90%
Substance Misuse/Addiction	19	10%

By Legal Services Involve	ement	
Legal Services Involvement	Number of Clients	Percentage
Involvement with Legal Services	6	3%
No Involvement with Legal Services	190	97%





By Physical and Medical N	leeds	
Physical and Medical Needs	Number of Clients	Percentage
No Physical or Medical Needs	114	58%
Physical Needs	12	6%
Medical Needs	28	14%
Physical and Medical Needs	42	21%

Breakdown of Referrals and Exits

By Exit Reason (Discharged in reporting period)	
Exit Reason	Number of Clients	Percentage
Individual Left Services	15	83%
Dengarry Cancelled Service	2	11%
Deceased	1	6%

By Referral Sour	CC (All clients served in reporti	ng period)	
Referral Source	Number of Clients	Percentage	
CLBC	228	100%	





By Time on Referral List (All clients served in reporting period - as of end date of the report) **Number of Clients** Time Percentage < 30 Days 15 38% 31 - 60 Days 6 15% 61 - 90 Days 10% 4 > 90 Days 15 38%

By Time in Prog	ram (All clients served in reporti	ng period - as of end date
Time	Number of Clients	Percentage
< 30 Days	2	1%
31 - 60 Days	7	3%
61 - 90 Days	3	1%
91 days - 6 Months	5	2%
6 - 12 Months	10	4%
1 - 2 Years	50	22%
3 - 5 Years	31	14%
6 - 10 Years	74	32%
> 11 Years	47	21%





Breakdown By Program TypeIndividuals may participate in multiple program types depending on their needs.

Home Share

Admissions
Total Admissions: 8
Total Discharges: 5
Total Clients active at end date of report: 114
Total Unique Clients Served during Report Period: 118

Staffed Residential Supports

Admissions
Total Admissions: 3
Total Discharges: 5
Total Clients active at end date of report: 44
Total Unique Clients Served during Report Period: 49

Community Inclusion

Admissions
Total Admissions: 4
Total Discharges: 3
Total Clients active at end date of report: 32
Total Unique Clients Served during Report Period: 35





Employment Services

Admissions
Total Admissions: 9
Total Discharges: 5
Total Clients active at end date of report: 20
Total Unique Clients Served during Report Period: 22

Employee Turnover

	New Hires	Employees Left	Current Employees
Organization	16	14	70
Kamloops	2	2	15
Prince George	10	6	26
Quesnel	4	6	29





2024 Satisfaction Survey Results

Dengarry utilizes satisfaction surveys with Individuals, Family Members/Legal Representatives, Contractors, Employees and Stakeholders, to glean information on the effects our services are having. Through analysis of the results Dengarry can make changes to its service delivery to better meet the needs of all person supporting the Individual.

Individual Satisfaction Survey - Home Share

	No	Sometimes	Most of the Time	Yes
Are you happy with the support you receive?	0%	2%	8%	90%
	No, I Would Like More	Yes. Everything is Good	I would Like Less Support	
Do you have enough support?	2%	90%	8%	
	No	Sometimes	Most of the Time	Yes
Do you have enough help with your medical concerns and health needs?	0%	5%	8%	87%
Do you get to do the activities that are important to you in the community?	2%	13%	18%	67%
Do you feel you are learning the skills to be safe while in the community?	5%	8%	5%	82%
Do you feel able to make your own choices and decisions?	2%	13%	15%	70%
Do you feel Dengarry staff and/or HSP listens to you and responds to your needs and concerns?	0%	10%	8%	82%

Other Comments or Ideas:

- Were focused on specific requests related to additional supports or desired activities
 General Comments:
- "No its all good. Its been good...."
- "Yes. I am happy. I love it here."
- "I do not want as many daily reminders to do tasks like I normally get. I would also like to get a CI worker."





Individual Satisfaction Survey – Community Inclusion (CI)

-	No	Sometimes	Most of the Time	Yes	
Are you happy with the support you receive?	0%	8%	12%	80%	
	No I Would Like More	Yes. Everything is Good	I would Like Less Support		
Do you have enough support?	8%	84%	8%		
	Cooking	Street Safety	Online/Internet Safety	Sexual Education	Other
What skill would you like to learn the most?	31%	12%	12%	4%	41%
	No	Sometimes	Most of the Time	Yes	
Do you get to do the activities that are important to you in the community?	0%	12%	19%	69%	
Do you feel you are learning the skills to be safe while in the community?	8%	4%	8%	80%	
Do you feel able to make your own choices and decisions?	0%	4%	12%	84%	
Do you feel Dengarry staff listens to you and responds to your needs and concerns?	0%	4%	12%	84%	

- Many positive comments about staff being upbeat, supportive and fostering relationships
- Many expressions of happiness and satisfaction with current supports and activities





Individual Satisfaction Survey - Supported Living

	No	Sometimes	Most of the Time	Yes	
Are you happy with the support you receive?	0%	13%	39%	48%	
	No I Would Like More	Yes. Everything is Good	I would Like Less Support		
Do you have enough support?	9%	78%	13%		
	Cooking	Street Safety	Online/Internet Safety	Sexual Education	Other
What skill would you like to learn the most?	26%	9%	9%	9%	47%
	No	Sometimes	Most of the Time	Yes	
Do you get to do the activities that are important to you in the community?	4%	35%	17%	44%	
Do you feel you are learning the skills to be safe while in the community?	0%	22%	13%	65%	
Do you feel able to make your own choices and decisions?	0%	9%	22%	69%	
Do you feel Dengarry staff listens to you and responds to your needs and concerns?	0%	9%	26%	65%	

- A desire to learn more specific skills like cooking, banking, art and languages
- Appreciation for current supports received
- "I want to learn how to talk to people who are asking for money or smokes."
- "I would like to goon more outings, but I also need to choose to go on more outings"





Individual Satisfaction Survey – Employment Services

	No	Sometimes	Most of the Time	Yes
Are you happy with the support you receive?	0%	0%	11%	89%
	No. I would like more	Yes. Everything is Good	I would like less Support	
Do you have enough support?	0%	100%	0%	
	No, I do not feel included.	Yes, I do feel included.	I am currently not working	
Do you feel included and part of the team with your co-workers?	0%	100%	0%	
	No, I do not feel valued and respected	Yes, I do feel valued and respected	I am not currently working	
Do you feel valued and respected at your job?	0%	89%	11%	
	No	Sometimes	Most of the time	Yes
Do you feel able to make your own choices and decisions?	0%	0%	22%	78%
Do you feel Dengarry Professional Services Ltd. Staff listens to you and responds to your employment needs concerns?	0%	0%	11%	89%

General Comments:

• "Keep it coming"





Active Family Legal Representative Survey

	No	Sometimes	Most of the Time	Yes
Do you feel your family member/s needs are being met?	0%	0%	0%	100%
Do you feel the activities of our family member is being supported and are in line with their wants?	0%	0%	25%	75%
Do you feel your family member has a voice in their decision making?	0%	0%	0%	100%
Do you feel your family member is supported to interact with their family and friends as much as they want to?	0%	0%	25%	75%
Do you feel your family member has the opportunities to learn new skills to become more independent?	0%	0%	50%	50%
Do you feel Dengarry staff demonstrate professionalism and caring?	0%	0%	0%	100%
Do you feel Dengarry staff listens and responds to your concerns	0%	0%	0%	100%

- Keeping the families informed about Individual related schedules of events
- "Yes! I especially appreciate the way sensitive issues have been dealt with; with tack and professionalism."





Stakeholder Survey

_	Poor	Below Average	Average	Good	Excellent
Dengarry Professional Services Ltd.'s ability to provide the information you want clearly and quickly is					100%
When dealing with Dengarry representatives, their conduct and professionalism is					100%
Dengarry Professional Services Ltd's ability to respond to concerns in a timely manner is:					100%
Please rate how you have observed Dengarry's ability to respond to the changing needs of the Individual served					100%

General Comments:

• "Very helpful to have engaged and knowledgeable program manager to help coordinate information sharing."





Contractor Climate Survey

Contractor Climate Survey					_
	I don't like it	It is ok	It is what I thought it would be	I find it very rewarding	
How would you rate your overall satisfaction with home sharing?	0%	4%	8%	88%	
	Very Poor	Somewhat Helpful	What I expect	Above and beyond what I expected	
How would you rate the level of ongoing support from Dengarry?	0%	4%	23%	73%	
	Very Poor	Somewhat Helpful	What I expect	Above and Beyond what I expected	No Applicable
How would you rate the overall level of support you have received in times of crisis?	0%	4%	31%	46%	19%
	Unable to find Respite	Can find Respite support sometimes	Have adequate Respite		
How would you describe your ability to access respite support?	15%	4%	81%		
	Not Supported	Partially Supported	Very Supported	Not Applicable	
If there was a transition in your home in the past year, how do you feel you were supported by Dengarry Professional Services Ltd. through this time.	0%	0%	23%	77%	





	0-3 Year	4-7 Years	8-10 Years	11-14 Years	15+ Years
Home many years have you been a Home Share Contractor for?	15%	27%	19%	8%	31%
	Your Family	Individual's Family	Friend/ Neighbor/ Acquaintance	None of the above	Another HS Provider
In the past year, what source have you used to obtain breaks from providing supports to the Individual?	38%	27%	23%	12%	0%

- Difficulty finding respite
- Expressed satisfaction for the support received.
- Dissatisfaction with the funding rates for Home Share given the cost of living increases and the cost for respite support





Employee Climate Survey

	Not a good experience	Less than average experience	Satisfactory Experience	Good Experience	Excellent Experience
Please rate your experience working at Dengarry	4%	0%	13%	61%	22%
	Not accessible at all	Somewhat hard to access	Accessible	Easily Accessible	
Please rate the accessibility of site/program information.	0%	26%	22%	52%	
	0	1-3	4-6	7-9	10+
How many staff meetings are you attending per year?	9%	35%	35%	12%	9%
	Very Poor	Poor	Satisfactory	Good	Excellent
Please rate how well you are supported by your coworkers.	0%	4%	22%	35%	40%
Please rate your efforts to create a positive morale in the workplace.	4%	0%	13%	70%	13%
Please rate the overall support by your supervisor and members of the leadership team.	4%	3%	0%	35%	61%
How effective do you find the support for technology related tools to do your job?	0%	9%	26%	39%	26%

Suggestions for Improvement:

- Recruitment and retention
- Providing better communication
- Enhancing recognition and appreciation

This concludes Dengarry Professional Services Ltd.'s 2024 Annual Report.

