

CHSBC

Leonard
Cheshire
Disability

Cheshire Homes Society of BC COMMUNITY REPORT

2024

Moving Towards Independence



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Message

From the Board President

It has been a great pleasure for me to have continued to serve as President of Cheshire Homes Society of British Columbia (CHSBC). This past year, work commenced on refreshing the Strategic Plan for the next three years in accordance with accreditation standards. Data collected from key performance indicators has been extremely helpful to our board to evaluate performance and identify areas for improvement. We look forward to implementing the plan and monitoring progress towards the goals.

CHSBC also continued to represent the Secretariat of the Leonard Cheshire Disability Global Alliance. We attempted to coordinate several meetings, and I am proud as Global Alliance Chairperson of CHSBC's contribution in assisting with this process. CHSBC will carry on the work of our founder Lord Leonard Cheshire and do our utmost to make a difference in the lives of the people we serve.

The greatest focus for all staff this past year has been to continue to meet accreditation standards and improve service delivery. I thank all CHSBC staff for keeping a positive attitude in supporting the people we serve. Their professionalism and dedication was evident when the board toured programs and sites on October 5th, 2024, including Community Housing - Medically Fragile at Larkin House, Community Housing at King Edward, and Supported Living at Fraser Height Apartments. Members believed the tour was enlightening and gave greater understanding of each program and site.

The finance committee completed an extensive search for a new external accountant after a long-standing relationship ended with Cran and Company. We were fortunate to engage Achieve CPA's LLP, who have conducted a positive rigorous review. Thank you to the Committee members for their time and effort throughout this process.

We acknowledge the passing of former board member Larry Hipson. In recognition of his service, a commemorative bench will be placed at King Edward House in his honor and unveiled in the coming months.

I also welcome Haitham Hejazin, who joined our board this year. Haitham's interest and enthusiasm is appreciated. As for my role leading the Board of Directors, this is not difficult given the professionalism and dedication of the directors. With worthwhile contributions by all, we have continued to look forward strategically with systematic reviews of our policies and goals.



I express my appreciation to every member of the Board of Directors. Thank you all for continues support, and I look forward to working with you next year.

David Anderson
Board President

Message

From the Executive Director

During this reporting year, we had several Program Manager turnovers for a variety of reasons, which proved challenging to the teams due to limited coverage. Previously, CHSBC had success promoting personnel from within; however, while some were successful, we also recruited external applicants. This has been worthwhile as new people bring fresh perspectives and ideas. We continue to encourage personnel to join our 'Identified Leadership Program' aimed at identifying and training potential leaders.

We continued to experience significant overtime as some sites did not have sufficient staff to cover shifts. Recruitment was ongoing, and the Human Resources department worked hard to increase staff numbers to satisfactory levels at each site.

As mentioned in last year's report, the year was again challenging financially. At the end of our fiscal year, we were undergoing contract rate negotiations and waiting for retroactive increases from our funding agencies. This led to the removal of several administrative positions and the closure of the Community Support Services office in Abbotsford. I am encouraged that gains have been made and will be rectified during the next fiscal year. Our ongoing goal is to provide effective, quality services while keeping costs down.

I am pleased to highlight that we ended the year with a positive variance, helping offset significant deficits from the previous two fiscal years. We were fortunate to receive substantial Quality, Safety, and Improvement grants from Fraser Health Authority, and work commenced on identifying site needs and using the funds to improve client experience and services.

During the year, we served on average 240–250 clients per day. Our committed team of department heads, managers, and staff did a wonderful job strengthening programs and services, as well as implementing initiatives. Their dedication is appreciated in providing quality services to the clients we serve.

The ongoing commitment and support of our Board of Directors is commendable and very much appreciated. Their strategic leadership, vision, and experience have supported us to where we are today. We are fortunate to have such a dedicated Board who volunteer their time and energy in support of our mission.



Over the next year, we will continue our commitment to Continuous Quality Improvement, including achieving positive outcomes, a person-centered approach to service delivery, teamwork, comprehensive financial management, and overall improvement in client services.

I look forward to a stable and positive year ahead!

Mark Rattray
Executive Director

About Us

The Cheshire Homes Society of British Columbia (CHSBC) was incorporated on October 2, 1973 (No.10478) as a charitable, not-for-profit society by a group of individuals interested in providing support to persons with disabilities under the guiding principles of Group Captain Lord Leonard Cheshire.

Mission

To support persons with disabilities to achieve their level of independence and enhance their quality of life through innovative services, education and community integration

Vision

Cheshire Homes Society of British Columbia will be recognized leader and dependable brand in delivering best practices and achieving successful outcomes for persons with disabilities.

Values

Cheshire Homes Society of British Columbia values the client that they serve, staff, volunteers and stakeholders through relationship that are quality, meaning and purpose, promoting ability out of disability. Our values are represented under four key words whereby we recognize that each person has the right to **Acceptance**, **Empowerment**, **Independence**, and **Opportunities**.



Our Programs and Services

The model of service delivery we developed has six steps of diminishing support. Our clients start and move through the steps depending on their level of ability.

Within each step, the programs are tailored to meet a wide variety of rehabilitation needs including transitional, longer term, supported living apartments and community support/integration (also referred to as outreach support or life skills development).

Our clients are supported with moving towards independence Activities of Daily Living (ADLs) and Instrumental of Daily Living (IADLs). We provide our clients with the opportunity to learn the skills and strategies to help them for difficulties in these areas.

Key Components to the success of our Programs



**Individual Support
Plan (ISP)**



**Individual Program
Plan (IPP)**



Action Meetings



**Functional Skills
Observations (FSO's)**



**Quarterly Progress
Report (QPR's)**

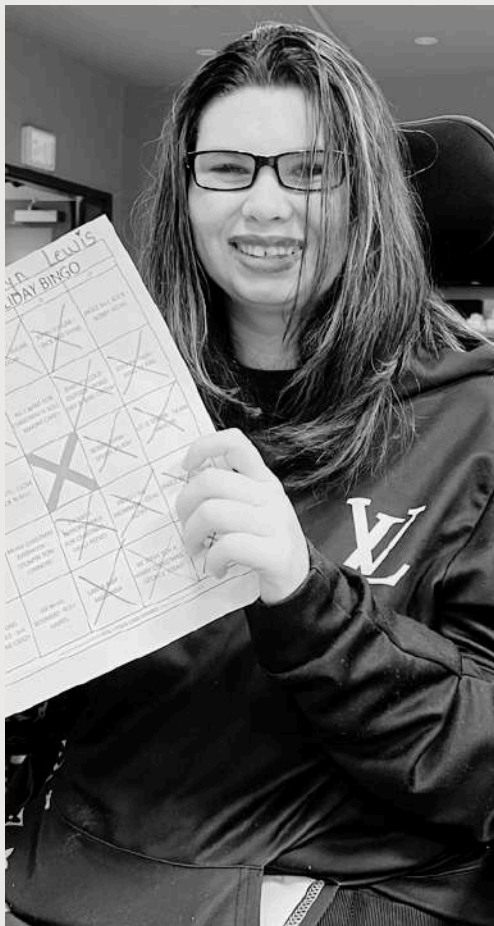


**Community Inclusion
and Integration**

STEPS TO INDEPENDENCE

CHSBC strives to include clients in the community events, programs and health and social supports in an effort to support them to develop natural resources and supports. As most clients contracts are time bound, it's important to ensure clients are accessing or know how to access resources should they desire to if/when services are no longer required.

“We do it
WITH
clients,
not for
clients”



Our *Steps to Independence* is a six-stage model that supports individuals in moving toward independent living. The journey begins with **Community Housing**, starting at *Step 1: Transitional Housing* for short-term support and *Step 2: Longer-Term Housing* for continued stability. *Step 3: 24-Hour Supported Apartments* offers round-the-clock onsite assistance. Individuals then transition to **Supported Living**, with *Step 4: Shared Support* (staff support shared among residents), *Step 5: Tenant Support* (minimal, scheduled assistance), and finally, *Step 6: Community Support*, where clients live independently with occasional outreach. At every step, clients are active participants in shaping their path, developing the skills, confidence, and independence needed for long-term success.

Our Programs and Sites

CHSBC is dedicated to involving clients in the community events, programs, and social support networks to foster their development of natural resources and assistance. Given the time-bound nature of most client contracts, it is vital that clients can access or know how to access resources if they choose to do so once services are no longer needed.



King Edward House

The site was designed as a licensed, wheelchair-accessible transitional rehabilitation residence for up to six clients recently discharged from hospital. Its goal was to provide an intensive, short-term structured program addressing social, cognitive, emotional, and life skill needs, along with community integration. Today, King Edward House supports clients discharged from hospital who face challenges reintegrating with family and society, as well as community members needing greater support to build functional life skills.



Larkin House

Larkin House was established to support adults with complex care needs, particularly those who have sustained severe traumatic brain injuries. This five-bedroom, wheelchair-accessible home in Port Coquitlam was among the first of its kind to offer intensive care for medically complex individuals. It features a ceiling lift system, custom bath, and radiant floor heating.

Clients typically reside at Larkin House long term, with some living there for over 20 years. All clients are actively engaged in their care, using specialized communication methods to participate in their individualized programs. Families, guardians, and committees are closely involved through regular client meetings and planning sessions.



Bodie and Dunbar Houses

Bodie and Dunbar Houses, a duplex-style residence, were opened to meet the need for slower-stream rehabilitation for clients requiring more time than the King Edward House Transitional Program allows. The program was designed to provide a continuum of care, bridging Step 2 to more independent living, with consistent staff support available in the basement suites of the 24-Hour Supported Apartment Program.

> Supported Living



Langley Timbers Apartments

After recognizing that Community Support Services was supporting multiple clients within the Langley Lions Housing Society (LLHS) building, CHSBC partnered with Fraser Health Authority (FHA) and LLHS to establish the Langley Timbers Apartment Program. In this program, housing is subsidized through LLHS, and clients can remain in their units even after they no longer require CHSBC support, allowing for a seamless transition to independent living.



Fraser Heights Apartments

Funded by Vancouver Coastal Health, the Fraser Heights Apartments Program offers shared and tenant support to 15 clients living independently in their own units. Located near King Edward House, the site includes a CHSBC drop-in office. Clients receive direct and indirect support from Rehabilitation Care Workers, overseen by a Program Manager and Coordinator.



Community Support Services

Community Support Services was established to address the increasing demand for in-home support for clients living independently. In 2024, Community Support Services West (Bonsor Apartments) and Community Support Services East were merged to form a single, unified program — Community Support Services. Today, Community Support Services serves approximately 170 clients across a wide region, spanning from Vancouver to Hope.

Moving Towards Independence



17 Clients

Step 1, 2 & 3

Community Housing (CH) Group Homes



59 Clients

Step 4 & 5

Apartments



236 Clients

Step 6

Community Support Services

As of the end of October, CHSBC supports 312 clients across its programs. Our services are grounded in an empowerment model that encourages clients to take ownership of their lives and decisions. Programs are shaped by client input, with individuals actively involved in every aspect of their rehabilitation.

Clients are expected to participate in regular action meetings to monitor their progress, set realistic short- and long-term goals, and adjust timelines as needed. This collaborative approach reinforces accountability and personal growth.

CHSBC emphasizes positive, strengths-based interventions that support socially appropriate behavior and encourage lasting change. With a proven record of improving cognitive, psychosocial, and physical functioning, CHSBC's distinctive model, rooted in dignity, choice, and gradually reduced support, demonstrates both clinical success and long-term financial sustainability.



> People We Serve

Over ten first languages were identified among CHSBC clients, with English being the most commonly spoken. The second most frequent category was listed as "Other," which may include languages not specifically identified, such as Ethiopian.

CHSBC monitors client demographics, including gender, age, ethnicity, and spiritual affiliation, to ensure services remain client-centered and culturally responsive and Inclusive. In 2023/2024, 68% of clients identified as male, 31% as female, and 1% identified as another or no gender. These figures are consistent with the previous year (2022/2023), which showed 72% male and 28% female.

In terms of spiritual affiliation, 49% of clients reported no affiliation, 32% identified as Christian, 5% selected "Other," and 3% identified as Buddhist.



Client Satisfaction Survey 2024

All survey included questions regarding personal experiences, safety, level of involvement, staff performance and their physical locations, and security where applicable.

In regards to staff interactions, clients said:

"The staff has been very helpful and professional when they have been dealing with me."

"Always comfortable. Reliable in getting the information to me as quickly as possible."

"Staff are happy to help"

"Much love and appreciation to the staff, it is difficult understanding average individual as is, without brain injuries, so I bless you for withstanding our deficiencies and helping us move forward, towards independency for society's acceptance again."

"They respect the fact, that I respectfully request when and when I do not want assistance (leading to feel more independent)."

While some individuals were not satisfied with aspects of CHSBC services, the overall survey results were positive. Some highlights from this year's survey that reflect the success of the programs include:

- 96% of clients that completed the survey said they were satisfied or very satisfied with the support you receive from CHSBC (89% in 2023)
- 96% of those who responded said that they were satisfied with the goals that they work towards with staff (91% in 2023)
- 91% of respondents felt that you have a clear understanding of your goals to have increased independence (91% in 2023)



In June, the client satisfaction survey was distributed by email and it was made available online to all clients.

A total of 31 clients (of approximately 239) responded to the survey (compared to 27 in 2023, 39 in 2022 and 21 in 2021).





Client Satisfaction

- 91% of clients reported that their quality of life improved since receiving CHSBC services (91% in 2023)
- 82% said your quality of life has improved as a result of CHSBC services (78% in 2023)
- The areas where clients reported their quality of life most improved were living skills, cognitive functioning, housing, and medication management.

In regard to the benefits and things they liked about CHSBC services, clients said:

"Assistance with medications, grocery shopping. When I need help, there is someone to assist me."

"Help me with medicine, appointments with doctor and notifications regarding appointments."

"I like the fact, that you have a supportive safety-net to fall back on, when you are requiring information, that you may find difficult to find on your own. I respect and love the support cheshire staff give and I am appreciative for the help they give towards their clients (including myself)."





Client Stories

Meet Lugi!

Since his injury, Lugi had not owned a smartphone or computer. Recently, he received a laptop and has begun developing new computer skills. He is exploring ways to connect with family and friends through technology, including social media platforms like facebook. With support of his key worker, Lugi is also learning to use gmail, gaining an understanding of email and its benefits.

He is committed to achieving his goal of mastering basic computer skills by the end of the year, recognizing that this will support other aspirations such as securing employment. To reach this goal, Lugi dedicates 1 hour twice-weekly sessions to enhance his skill.

Client Stories

William (Bill)

Bill's driver's license was canceled in 2021 after his injury. Bill has been working to achieve his goal of getting his driver's license reinstated. In February, he obtained a Class 5 learner's permit, enrolled in a driving school, and is actively practicing for his driving license test. Bill intends to explore the stunning landscape of BC once he achieves this goal.



TJ

TJ has been working towards his goal of becoming a healthier version of himself. TJ's progress includes eating healthier meals and snacks, decreasing his portions and exercising every day.

During sessions TJ regularly participates in walks both indoor at a track and outdoor at a various local parks. When weather permitting, TJ also enjoys kicking a soccer ball and playing badminton. TJ has already lost 20lbs!

TJ has decided not to set a date in which his goal will be achieved as it is a lifestyle change that he will work towards maintaining. We literally 'kicked' off the month of May by playing some soccer. Way To Go TJ!

Our Staff

We are committed to recruiting and retaining highly qualified staff to ensure we consistently deliver safe, person-centered, and reliable services to the community. We recognize that the strength of our programs depends on the capabilities and commitment of our team. To maintain high standards, we regularly evaluate our recruitment and retention strategies, staff performance, and opportunities for professional development. This ongoing review helps us identify areas for improvement and ensure our team is supported in their roles.

All staff are required to keep their skills and knowledge up to date through mandatory training and continued learning. This ensures they are prepared to respond to the complex and evolving needs of the individuals we support and follow current best practices in care and support delivery.

In addition to frontline staff, we have a team of clinical and allied health professionals who provide specialized input when needed. These professionals assist in developing personalized healthcare plans, supporting behavior management strategies, and building essential life skills. They are engaged when a client requires extra support, such as when existing community resources are limited, or specialized expertise is necessary.

Their input is used to guide referrals, support transitions, and help managers and staff respond to complex situations. All recommendations are integrated into the client's Individual Support Plan (ISP), which serves as the foundation for daily support. Staff are expected to follow the ISP closely to provide consistent, coordinated, and effective care tailored to each client's unique needs.



Employee Satisfaction Survey 2024

In June, the annual employee satisfaction survey was issued as a way for employees to provide feedback and input. A total of 65 employees completed survey, which is up 16 employees from last year.



Employee feedback this year shows that we continue to provide excellent service and support, but that there is still work for us to do:



91%

Respondents agree that CHSBC work positively impacts people lives.

75%

Respondents are inspired to meet their goals at work

80%

Respondents agree that they feel safe in their work environment

92%

Respondents agree that CHSBC is dedicated to diversity and inclusiveness

Recognition and Years of Service Awards

In 2024, CHSBC presented Recognition and Years of Service Awards to the following staff members:

Years of Service:

- Jasmine Heaslip from Community Support Services was presented with a Five Years of Service Award.
- Avneet Nagra from Community Support Services was presented with a Five Years of Service Award.
- Meron Aregy from King Edward House was presented with a Five Years of Service Award.
- Charisse Harrington from Bodie and Dunbar Houses was presented with a Five Years of Service Award.
- Julie Raymond from Langley Timbers was presented with a Five Years of Service Award.
- Khushdeep Wander from Langley Timbers was presented with a Five Years of Service Award.
- Reena Williams from Community Support Services was presented with a Ten Years of Service Award.
- Brigitte Gagne from King Edward House was presented with a Ten Years of Service Award.

Outstanding Service Awards

In recognition of their dedication and exceptional service to our clients, we are proud to present the 2023 - 2024 Outstanding Service Awards to the following team members:

- Johanna Leendertse from Community Support Services
- Judy Enriquez from Langley Timbers
- Primrose Clarke Campbell from Larkin House
- Callistus Adiele from Larkin House
- Johanna Herbert from Larkin House
- Jonathan Haddon from Community Support Services

Continuous Quality Improvement

CHSBC defines quality as the delivery of services to our clients at the highest standard, while optimizing resource allocation. Our quality is assessed based on how effectively CHSBC meets or surpasses the expectations and needs of our clients, in line with the benchmarks established by our funders, accrediting agency, and our own Continuous Quality Improvement (CQI) Program.

Our Strategic Plan, Risk Management Plan, Performance Management Plan, Accessibility Plan, Cultural Competency, Diversity and Inclusion Plan, and Technology Plan undergo quarterly reviews and annual updates. This review process guarantees that we uphold and consistently elevate the standards of excellence in delivering services to our clients.



CARF Accredited

As a three-time CARF accredited organization, CHSBC boasts a proven track record of strict adherence to standards. Our organization consistently updates policies and procedures to align with the latest CARF standards. Clients frequently express deep respect and appreciation for the services provided by our organization and its staff members. Our residences are consistently described as pleasant, suitable, and safe environments.

CHSBC maintains a dedicated and cohesive team that upholds Community Standards and prioritizes client needs. We regularly distribute annual satisfaction surveys to stakeholders to gather feedback for improved service delivery, measure the success of our goals and objectives, and uphold quality control standards within the organization.



FINANCIAL OVERVIEW

CHSBC Three-Year Financial Overview



Overall Financial Position

Stable cash position and reliable receivables



Revenues

Below budget in 2022 due to residential bed losses and lower client numbers, improved to align with budget in 2023 with rate increases and vacancy coverage, but fell below budget again in 2024, mainly from reduced participation in Community Support Services.



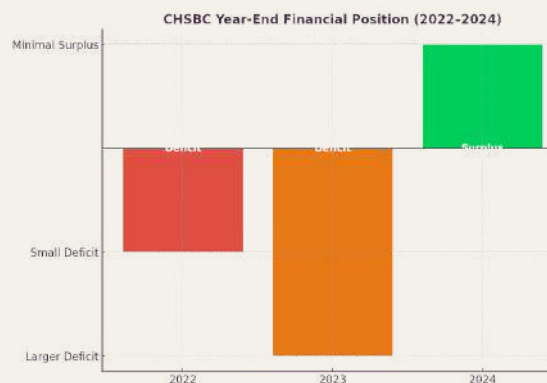
Expenditures

Spending was below budget in 2022 due to lower staffing and benefits, rose above budget in 2023 with wage increases and overtime, then fell below budget again in 2024 from savings in staffing and program costs.



Financial Needs with funding

No major shortages in 2022 or 2024; funding pressure in 2023



Overall Financial Position

Over the past three years, our organization has navigated financial challenges from staffing costs, program vacancies, and timing of funder payments. After closing 2022 and 2023 with deficits, strong financial management, and updated per diem helped the organization return to balance in 2024.

Expenditures remained below budget overall, aided by program savings and staff leaves, while retroactive wage adjustments were fully implemented and cost controls prevented overspending. Although revenues were slightly below expectations, new grant funding and per diem adjustments stabilized results, allowing CHSBC to close 2024 with a modest surplus.

CLIENTS ACTIVITIES

CHSBC regularly hosts a variety of client events, including Bowling Nights, Summer BBQs, and Movie/Game Nights. These gatherings provide opportunities for clients to meet, socialize, and build connections. Such activities foster a sense of belonging and reinforce that clients are valued members of the community, while also motivating them to work toward their personal goals



*BOWLING
Night*



*Summer
BBQ*



Lord Leonard Cheshire

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THANK YOU

We extend our sincerest appreciation to our clients and stakeholders for their unwavering trust and steadfast support of CHSBC. Your confidence in our services and commitment to our shared goals to continuously strive for excellence. It is your belief in our mission that fuels our passion to deliver innovative solutions and unparalleled service.

We are deeply grateful for the opportunity to serve you and look forward to continuing our successful partnership in the future.

Thank you for your invaluable support.