



INTERIOR
COMMUNITY
SERVICES

...ENRICHING LIVES, STRENGTHENING COMMUNITIES

2019-2020

Annual Report



Index



| | |
|--|-----------|
| Message from CEO and Board Chair | pg 3 |
| Mission, Vision, Values | pg 4/5 |
| Strategic Priorities & Plan | pg 6/7 |
| Highlights/Testimonials/Feedback..... | pg 8 – 11 |
| Internal Culture Survey | pg 12 -13 |
| Programs and Services | pg 14-15 |
| Financial | pg 16 |
| Leadership, Funders & Donors | pg 17 |
| Partners, Associations & Credentials | pg 18 |

Program Specific Impact Statements uploaded to www.interiorcommunityservices.bc.ca

Message from the CEO and Board Chair

Inspiring the organization to take responsibility for creating a better future...

Each year we use this introductory message in our Annual Report as an opportunity to highlight organizational accomplishments and acknowledge challenges that are impacting our agency and the social service sector provincially.

As we reflect back on 2019/2020 at Interior Community Services (ICS) the successes of the organization and the impact we have made on the communities we serve are many.

ICS has been working with BC Housing on two significant projects over this past year. We have recently purchased a 33 unit apartment building in 100 Mile House to provide much needed affordable housing to the community. We are also working with BC Housing on a 44 unit new build for seniors and families in Kamloops. We anticipate a late 2021 ground breaking on this project.

As leaders we are forced to make challenging decisions, COVID-19 has shaken the world and impacted all of us. March 2020 will be a time in history like no other. Life changed, work changed, service delivery changed and the way we are with others changed. We embraced the change and looked for opportunity through this time. Opportunity to review our strategic plan, opportunity to develop an organizational COVID safety plan, opportunity to recognize staff for their ongoing commitment to service delivery and to the organization during this pandemic.

On behalf of the Board of Directors and Leadership Team we would like to express our gratitude to the staff and volunteers of ICS for your ongoing support to the people and communities we serve.

“Enriching Lives Strengthening Communities.”

Tracy Hoot,
Board Chair



Kelly Kelland, CEO



Mission

Enriching Lives, Strengthening Communities

Vision

People of all abilities live to their potential with dignity, choice and opportunity.

Values

At ICS we work with *INTEGRITY* and *RESPECT* and our practice is *INTENTIONAL*, *INCLUSIVE* and *COLLABORATIVE*

Value Statements



Integrity: We are accountable to each other and our community



Respect: The foundation on which all our relationships are formed



Intentional: We practice with the philosophy of choice, strength, purpose and quality



Inclusive: Everybody matters



Collaborative: We work as one with community

Our Strategic Priorities

In 2020 Interior Community Services developed a new Strategic Plan that reflects the changing political, economic and environmental factors that influence the sector, the organization and our community due to the COVID 19 pandemic. The new plan was created with input from all staff and solidified by the leadership team and the Board of Directors. It will be the guiding template to move towards the overarching Mission and Vision of the organization.



A Culture of engagement and empowerment



Efficient Operations – Enhanced operational and capital effectiveness and diversification



Service Excellence – Focus on quality and practice for the people we serve



Responsive and innovative with community development and planning

Strategic Plan on a Page 2020 - 2022



Vision

People of all abilities live to their potential with dignity, choice, and opportunity

Mission

Enriching Lives Strengthening Communities

Values

At ICS we work with INTEGRITY and RESPECT and our practice is INTENTIONAL, INCLUSIVE and COLLABORATIVE

Strategic Priorities and Goals

A Culture of engagement and empowerment

1. Enhance communication and connection networks
2. Cultivate a healthy and safe work environment and culture

Efficient Operations – Enhanced operational and capital effectiveness and diversification

1. Improve business functions & processes
2. Capital projects and asset management align with ICS mission/vision and values
3. Increase grant and alternative sources of funding
4. Recruitment and hiring practice is efficient and collaborative

Service Excellence – Focus on quality and practice for the people we serve

1. Practice stays relevant and evidence based
2. Effective program and performance evaluation and feedback loops
3. Implement new innovations in practice

Responsive and innovative with community development and planning

1. Explore new partnerships and financial opportunities
2. Enhance visibility/knowledge of ICS in the community
3. Assess service delivery models to respond to COVID-19 planning
4. Planning is an integral function of agency work

2019-2020 Highlights – New to ICS

New to Youth Street Outreach and Acadia Program

Free Laundry and Shower

Thanks to a generous donation from Highstreet Ventures and a City of Kamloops Social Planning Grant, youth have access to free laundry and showers.

Acadia Supported living program has new in-house laundry; and Street Outreach was outfitted with a shower and laundry. Both were on the youths' wish Lists!



New at Mount Paul Community Food Centre



Terrific Takeaways

In response to the COVID-19 pandemic, daily homemade delicious daily meals are being prepared for pick-up and delivery. Up to 1,500/week for a total of 30,000 meals from March – September 2020.



Family Meal Kits - The CFC offers 100 meal kits every month that include a healthy recipe and the ingredients to prepare at home. Kits are designed to learn a new skill, highlight the importance of healthy ingredients and the fun of cooking. In the first three months of the program, over 900 people have taken part in the program

Testimonials

ICS Early Years Programming



Our staff received these comments from parents after meeting them with a bucket for each child put together by the program of activities to keep kids busy. She was sent a picture of one woman's 3 kids sitting around a table together, craft stuff in use, and mom saying she was having a relaxing cup of tea while the kids were crafting. Another mom said “the bucket of activities made me realize how important and valuable Healthy Beginnings is for parents and children”. The kids were blowing kisses to our worker in thanks for the buckets as they could not give hugs like they normally would as a result of COVID.

I met a family yesterday at RIH who lives in Ashcroft and had given birth to their little girl one month early. Things did not go as planned and the new parents were distressed because they needed to stay in Kamloops at a hotel and go back and forth to RIH to feed/bond with their little one for at least the next two weeks. When I gave them food vouchers

for Save on Foods the mom started to cry and said “you don’t know how much this means to us. We have no money but now we can eat”

Another caller said “I got my permanent residency application approved because Dee Dee knew what to do and I didn’t”

I received a phone call from a newly single dad in the community who called to find out information on resources and got so much more from our worker. He said she was “extremely kind and helpful and got all 3 of my kids applications filled out for activities in the community and helped me with my applications and next steps”.

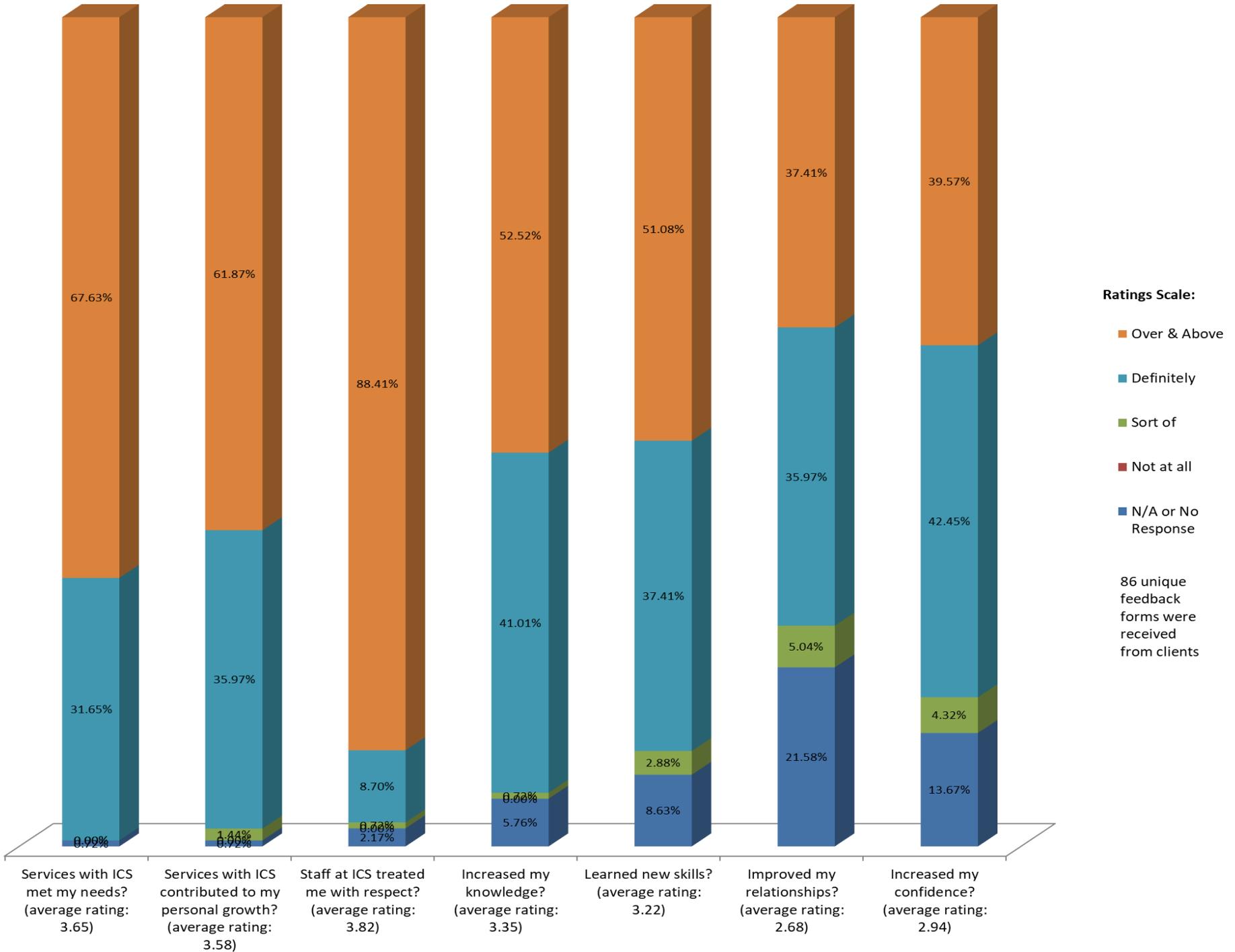
Better at Home COVID Response

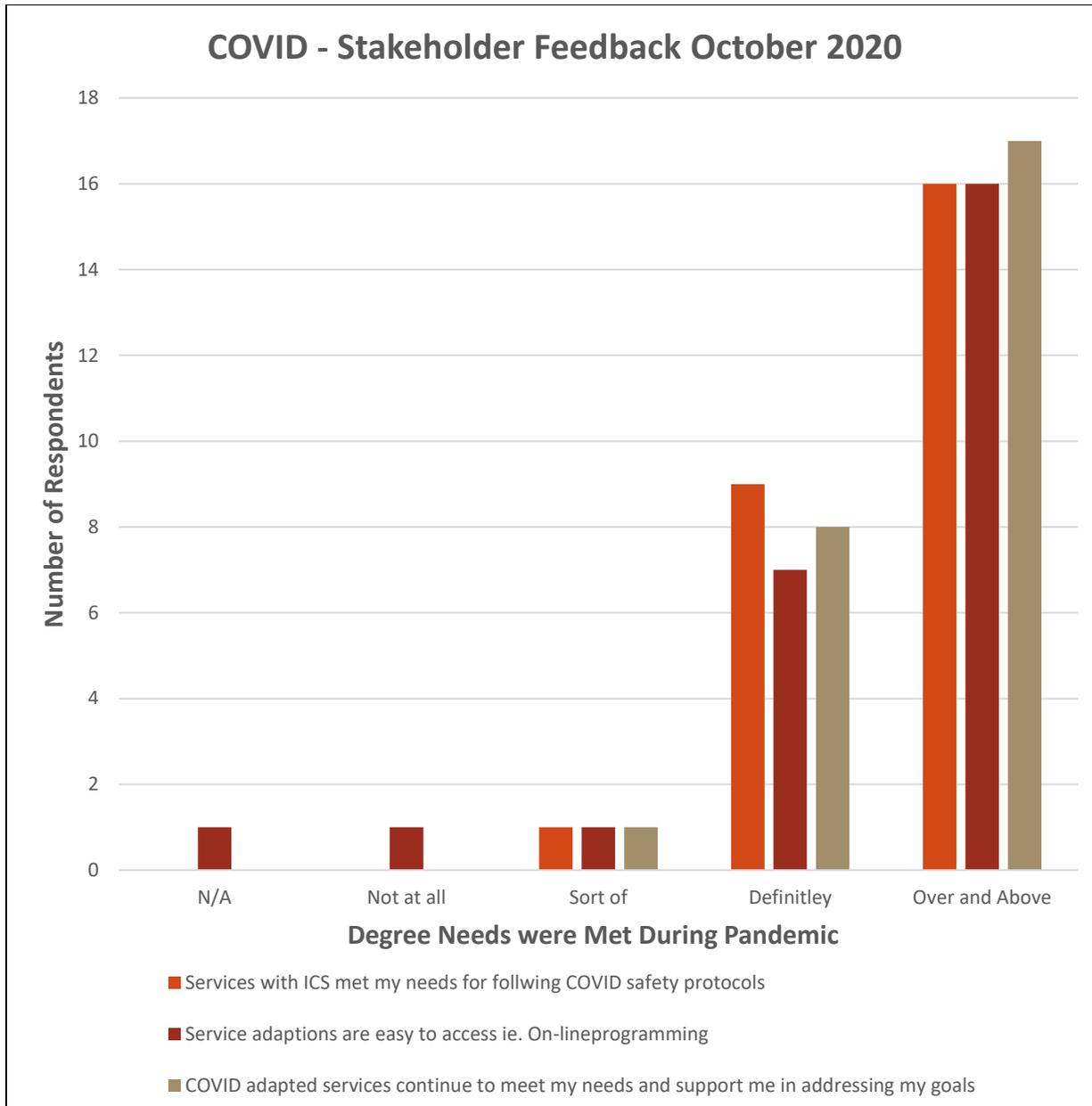
“I am writing this as a disabled housebound senior who contacted BC 211 at the beginning of April. The support offered over the phone has been very reassuring and extremely significant to me. I have been so very grateful to have received such kindness, compassion and patience. Kari, Chrystal and Angela have been a godsend. Because of my high risk health issues I would have not survived during the past few months due to COVID and not being able to grocery shop on my own. Tammy contacted me within 24 hours to establish services and I have been using the program every 2 weeks”.

I called a senior last week Wednesday when I volunteered, I asked him how the meal and grocery shopping program was going as we had been taking him meals until he got his Friday delivery. He told me that “this program saved my life” – Keith. He was very grateful to be receiving the food, and a few times we ran him out some food from the other days they were being offered.

A senior had been getting groceries but only when he had a bit of money at the end of the month and always ordered bread, peanut butter and beans... didn’t have lots of money so we got him extra food from Christina at the food center and then had him get a regular delivery. When Krista told him it would be multiple meals of the same thing he interrupted her and said, “You don’t understand, I’m starving”. We immediately started picking up food for him and Christina was great about putting together care packages for him. So for him this service really was a life saver.

2019 Client Feedback Survey Results





ICS COVID Response

In the fall of 2020 ICS conducted a survey to assess how our service delivery adapted to COVID restrictions. 26 persons served provided feedback from 5 program areas. Comments included the following:

- Flexibility in virtual meeting times was helpful
- It was nice to meet other parents on Zoom
- Helped me achieve my goals, got my SIN
- Did not want to wear masks, but in the end I liked that we could still meet face to face
- Virtual check-ins weekly were super helpful
- Meeting outside in good weather was very helpful
- Loved the weekly parenting tips and updates

Areas noted to address:

- Virtual not so good for families with teens, face to face better
- Technology limitations- hardware and skills not always there
- Background noise at times

Staff Engagement – Internal Culture and Stay Survey 2020

In the spirit of continuous quality improvement and measuring change over time, an internal culture and staff stay survey was implemented in 2020 to compare with the 2018 survey results. There is comparative data in the areas of: supervision, performance management, training and professional development, value of staff ideas and opinions, and technology. New questions in 2020 were added about the satisfaction levels on practicing the values of ICS, the direction of the organization, and the organizations response to COVID 19 and program pandemic planning.

Areas Showing Improvement from 2018 to 2020

The 2020 survey results showed a significant improvement from 2018 in the areas of technology and access to professional development. Staff were supplied with data on their phones and all have an agency laptop. Upgrades to the ICS server and MS Office software to include MS Teams supported virtual programming. More on-line professional development opportunities were made available including enhanced internal trainings and learning modules were created for continuous use.

| Internal Culture Survey – Respondent Demographics | 2018 | 2020 |
|--|------|------|
| Total number of respondents | 94 | 113 |
| <ul style="list-style-type: none"> Worked for ICS Less than 1 year | 11 | 17 |
| <ul style="list-style-type: none"> 1- 6 years | 41 | 51 |
| <ul style="list-style-type: none"> 7 – 14 years | 17 | 20 |
| <ul style="list-style-type: none"> 15 + years | 25 | 25 |
| Employment Status: | | |
| <ul style="list-style-type: none"> Permanent | 82 | 97 |
| <ul style="list-style-type: none"> Temporary | 8 | 10 |
| <ul style="list-style-type: none"> Casual | 4 | 6 |
| Program Area: | | |
| <ul style="list-style-type: none"> Child and Family | 35 | 34 |
| <ul style="list-style-type: none"> Community Living | 26 | 30 |
| <ul style="list-style-type: none"> Youth Services | 12 | 22 |
| <ul style="list-style-type: none"> Other | 21 | 27 |
| Respondent Positions: | | |
| <ul style="list-style-type: none"> Front Line | 72 | 88 |
| <ul style="list-style-type: none"> Supervisory/Program Coordinators | 13 | 12 |
| <ul style="list-style-type: none"> Management | 9 | 13 |

Demographics

Overall there is an upward trend in the percent and number of staff who responded to the culture survey between 2108, 51% of all staff responded, and in 2020, 58% of staff responded. This is based on a total staff of 181 in 2018 and 195 staff in 2020. The biggest increase was staff newer to the organization 0 – 6 years and staff who are currently employed in youth services or identified as working in “other” areas of the organization.

Targets for 2022 survey

1. 100% of supervisory and management staff complete the survey
2. 60% of all staff complete the survey
3. Create additional categories to break out the “other” program areas

Areas that Need Attention from 2020 Internal Culture Survey:

1. Supervision/leadership

This area continues to be identified in 2020 that between supervisors and programs there is Inconsistency in: following policy and procedures, role modeling the ICS Values, Interpretation and following of collective agreement, reliability and follow through, recognition of good and outstanding practice, how new staff are orientated and on-boarded.

2. Performance Management

The survey identified that performance management varies significantly between supervisors in structure and frequency and many staff do not have current performance reviews. Addressing of poor performance is inconsistent and gives some staff the perception that nothing is being done to address. The accountability standards set by supervisors is also variable depending on the relationship between staff and supervisor.

3. Staff Development/training

Although this theme showed significant improvement from 2018, it is still an area that needs attention as indicated by the staff survey. Most specifically this highlights that specialized trainings are required for some program areas and for leadership and that individual learning goals should be set for every staff.

The full Culture Survey data and analysis with the follow up action plan is available in a full report. The entire ICS leadership Team created action items and targets to address each theme area. These were reviewed, edited, and approved by the staff teams. Progress updates will be documented quarterly.

Child & Family

Prevention

Baby's Head Start
Early Connections
Families First
Family Navigator
First Steps
Healthy Beginnings
Support to Family Care Network

Intervention

Adoption Permanency Program
Family Service Program
In-Office Family Counselling
Parenting Attachment &
Individual Development
Supervised and Supportive
Visitation



Programs and Services

Youth

Programs

Literacy Outreach
ReConnect & Coaching
Safe Spaces
Youth Street Outreach
Youth Justice

Housing

Acadia Supportive Youth Housing
Kamloops Youth Shelter
Residential Staffed Resources



Community Living

Programs

Community Inclusion
Home Support
Options and Opportunities
Skill Development

Residential Programs

Crestline
Centennial House
Desmond House
River House
Terry's Place



Programs

Food Skills
Community Meals
Sensational Soups
Second Helping (youth)
Terrific Takeaways

Community Gardens
Children's Programs
Seniors Programs

Seniors

Better at Home
Meals on Wheels
Farmers Market Coupons



Programs and Services

Housing

Affordable Housing

Acadia Apartments
Spencer Court
Stokstad Place
Seymour Apartments
Brock Duplexes
Glenfair - Seniors Housing
Illahee - Seniors Housing
in Chase



ICS Merritt

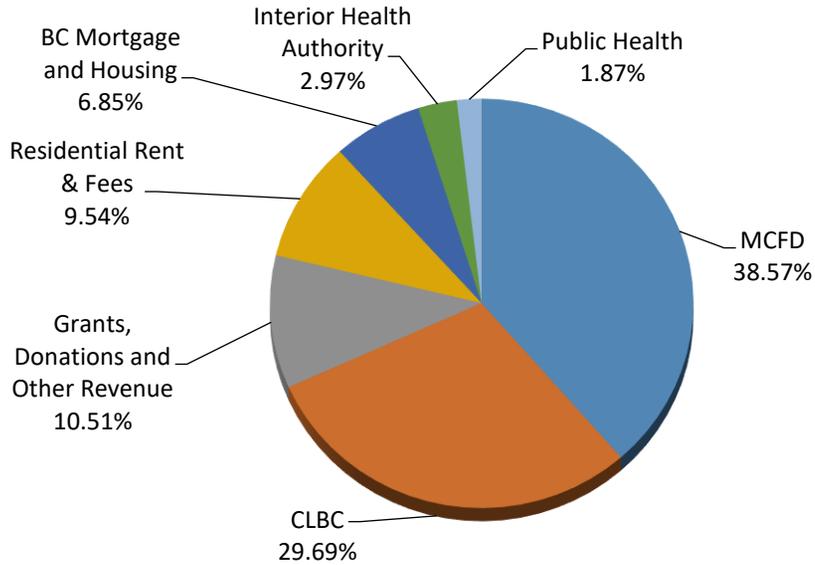
Programs

Children & Youth with
Special Needs
Community Inclusion
Family Navigator
Family Preservation
Family Service Program
Supervised and Supportive
Visitation
Healthy Beginnings
Home Support
Safe Spaces
Teen Centre
Youth Justice

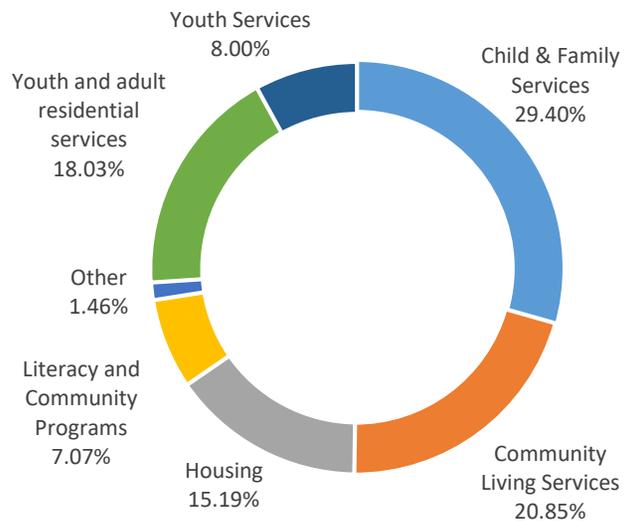


Financial

Revenue by Source



Revenue by Service Delivery Area



Statement of Operations

| | 2019 \$ | 2018 \$ | 2017 \$ |
|---------------------------|-------------------|-------------------|-------------------|
| Revenue | <u>13,204,193</u> | <u>12,473,098</u> | <u>11,743,656</u> |
| Direct Program | 9,587,440 | 9,193,826 | 8,645,123 |
| Facilities | 2,050,958 | 1,962,553 | 1,402,897 |
| General & Admin | 937,170 | 995,543 | 876,116 |
| Total Expenses | <u>12,575,568</u> | <u>12,151,922</u> | <u>10,924,136</u> |
| Surplus* (Deficit) | <u>628,625</u> | <u>321,176</u> | <u>819,520</u> |

*2017 realized a large surplus due to the sale of a major capital asset. Proceeds have been partially re-invested into capital projects in 2018.

Leadership, Funders & Donors

Leadership

Board of Directors

- Tracy Hoot, President
 - Ray Jolicoeur, Vice President
 - Sushma Plested, Secretary
 - Kristine Allegretto, Treasurer
 - Bob Smilie, Director
 - George Campbell, Director
 - Ron Maguire, Director
 - Kaitlyn Cumming, Director
 - Heather Cameron, Director
 - Ted Kowalsky, Director
-

Senior Management

- Kelly Kelland, Chief Executive Officer
- Valerie Janz, Chief Operating Officer
- Trisha Elliott, Chief Financial Officer
- Nicole Arnould, Director of Youth and Clinical Services
- Idris Marican, Director of Child and Family Services
- Taryn Campbell, Director of CLS
- Lesley Harpauer, Director of Community Living Services (Acting)
- Kayla Cardinal, Director, Merritt
- John Trotta, Director of Housing
- Shannon Nash, Manager of Housing
- Sarah Bijl, Human Resources Manager
- Dawn Christie, Manager, Mount Paul Community Food Centre
- Andrina Benazic, Manager of Finance

Funders & Donors

Many thanks to our funders, donors, and sponsors who make our work in community possible.

Government

- Ministry of Children and Family Development
 - Community Living BC
 - Interior Health
 - BC Housing and Management Commission
 - Public Health Agency of Canada (CAPC, CPNP)
 - Reaching Home
 - Employment and Social Development Canada
 - City of Kamloops
 - Red Cross – BC Wild Fire and COVID funding
 - School District # 73 & # 58
-

Corporate & Community

- United Way Thompson Nicola Cariboo
- United Way of the Lower Mainland
- Community Food Centres Canada
- BC Association of Farmers Markets
- Toronto Dominion Bank
- Royal Bank
- Presidents Choice Children's Charity
- HIGHSTREET
- Kamloops Kiwanis Club
- Colombo Hall
- Women United
- Civil Forfeiture Fund
- Costco

Partners, Associations & Credentials

Service Delivery Partners

- ASK Wellness
- Boys and Girls Club of Kamloops
- Canadian Mental Health Association
- Child and Youth Mental Health
- Child Care Resource and Referral
- Children's Therapy and Family Resource Society
- Community Connections
- Elizabeth Fry Society
- Family Tree Family Centre
- Insight Support Services
- Public Health
- Kamloops Aboriginal Friendship Society
- Kamloops Community YMCA/YWCA
- Kamloops Food Bank
- Kamloops Food Policy Council
- Kamloops Immigrant Services
- Lil Michif Otipiemisiwak
- Ministry of Children and Family Development
- Phoenix Centre
- School District # 73 and # 58
- Secwepemc Child and Family Services
- Vista Community Services
- Volunteer Kamloops

Accreditation

Interior Community Services was successful in achieving another 3 year accreditation until October 2021 through the Commission on Accreditation of Rehabilitation Facilities (CARF). Accreditation means the community can be assured ICS offers quality services and the programs offered meet or exceed international guidelines focused on service excellence.



Professional Associations

- B.C. CEO Network
- B.C. Federation of Foster Parents Association
- B.C. Non Profit Housing Assoc.
- Commission on Accreditation of Rehabilitation Facilities
- Community Food Centers Canada
- Community Social Service Employer's Association
- Federation of Aboriginal Foster Parents
- Federation of Community Social Services of BC
- Kamloops Chamber of Commerce
- North Shore Business Improvement Association