

# Spectrum Society for Community Living

## Annual Report 2021



*Front cover: Barb and Veronika enjoy their weekly bingo games every Wednesday*

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# Executive Director's Report



Welcome to our Annual Report for 2021.

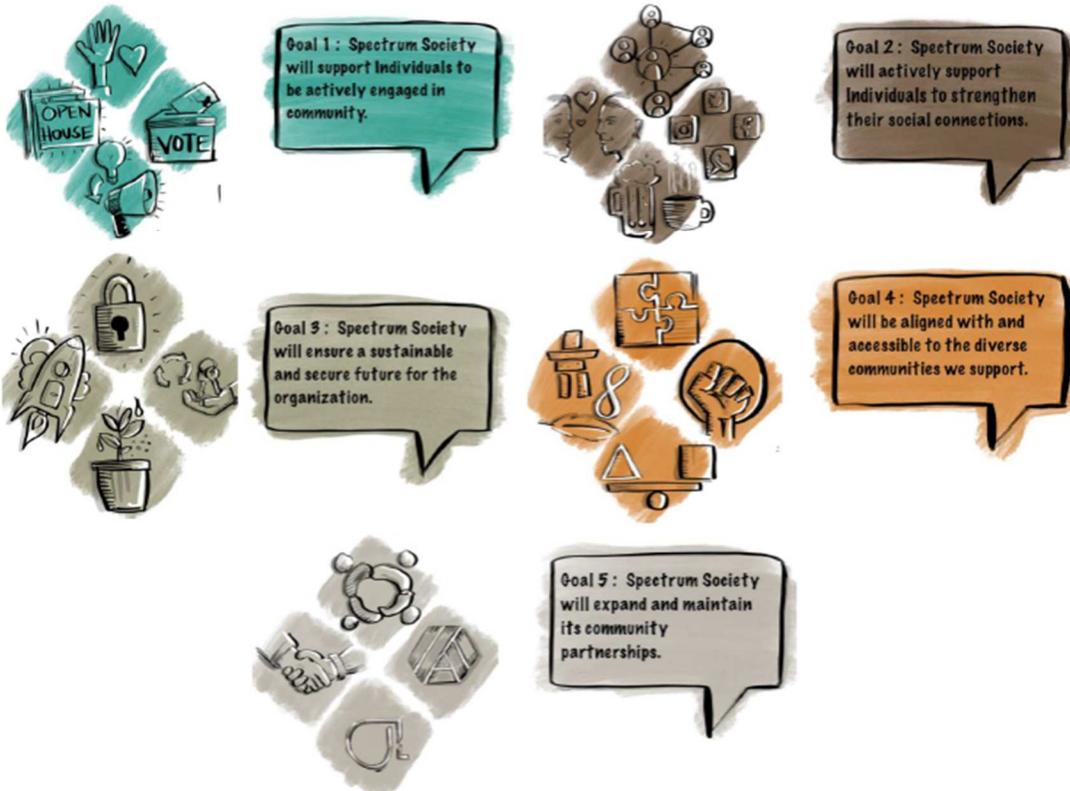
## COVID-19 – Staying Safe and Healthy

We have certainly learned a lot over the past year about living through a global pandemic. We have learned about virus variants, waves of infections, and vaccine development and immunization. We've also learned to adjust our expectations around work, family and community activities. Currently, BC is experiencing a fourth wave of infections with the Delta variant, and the Province has a new safeguard that is keeping most people safe from this more infectious variant. Vaccines were first available in December 2020 and our staff, caregivers and people we support were able to get their first vaccinations beginning in March and April 2021. As of October 15, 2021, 89% of people 12 years of age and older have started the vaccination process and 83% of people are fully vaccinated. We are heading towards winter though, when we will be spending more time inside, so please remember the safeguards that keep everyone safe:

1. Stay Home if you sick – call 811 and get tested
2. Keep your distance – Respect Personal Space
3. Wear masks in indoor spaces when you cannot keep your distance
4. Get vaccinated – fully vaccinated – for best protection from serious illness and hospitalization.
5. It's always safer outside.

## Strategic Plan - 2021 to 2024

### Spectrum Society for Community Living: Our Goals for 2021 - 2024



Thank you to everyone who contributed to the strategic plan consultation from October through December 2020. Our consultant, Marsha D'Angelo, enjoyed talking to so many different people and hearing about their vision for Spectrum's future.

Goals 1 and 2 have a strong pandemic recovery focus to them. So many people have reduced their community activities and visits with their social networks over the past two years and will need some assistance to return to community activities when it is safe to do so. Of course support to be actively involved in your community and your home is at the core of what we do at Spectrum. Having a strong social network is the best indicator of quality of life. So these two goals keep us focused on what is most important about the services we provide.

Goal 3 is about leadership development and succession planning. Susan and I have been working at Spectrum for 34 years and we want to ensure a strong and stable future for Spectrum as we begin to make retirement plans. A consistent theme in the strategic plan feedback was to protect those values and purpose that make Spectrum the strong organization that it is.

Goals 4 and 5 are about Spectrum's role in community. We serve a very diverse range of communities from the Sunshine Coast to South Surrey and it is important that we understand that diversity and how to make people feel welcome at Spectrum. Our workforce and caregiver teams are very diverse as well, and we want to know how to build strong teams that welcome diversity and include everyone. Finally, we are not an island in the community, but one strand in the web of family, community and government supports that aim to have all people included in community. By making connections and supporting other partners, that web is stronger.

You can read more about our strategic plan here: <https://www.spectrumsociety.org/about-us/strategic-plan/>

## **Equal Work for Equal Pay in BC's Social Services**

Spectrum continues to play a lead role in the [Equal Pay BC coalition](#), asking government to resume its longstanding practice of providing equal wage increases for all the workers delivering the essential provincial services they buy. In September, the coalition presented evidence to the Labour Relations Board to support our argument that government is coercing employees to join unions in contravention of BC's Labour Relations Code. Thank you to everyone who helped send Postcards to Premier! We hope to have a decision in the LRB case in the next month.

## **Appreciation**

Thank you to our staff teams and home share providers who have worked so hard to keep people safe over the past year. We are careful at work, in the community, and at home so that we keep the people around us safe and healthy as well. Thank you to our managers' team who have been juggling a number of new tasks – ensuring PPE supplies for their teams, keeping teams small but strong, giving staff time off and ensuring we have coverage to maintain supports, having zoom team meetings, and taking time off themselves. Thank you to the office, finance and HR teams that shifted services to online formats where possible, but still deliver the in-person services where necessary. Thank you to our coordinators and directors who have focused on ensuring teams have the information they need, in as clear a format as possible, to keep people safe and healthy. Thank you to our board of directors for their guidance and support in these challenging times, and Thank you to Susan Stanfield, for this annual report, for your leadership through accreditation and your values-driven support of our leadership team. I'm looking forward to 2022 – the year that we return to normal – or maybe a new normal where we don't share our germs with each other as much as we used to! 😊

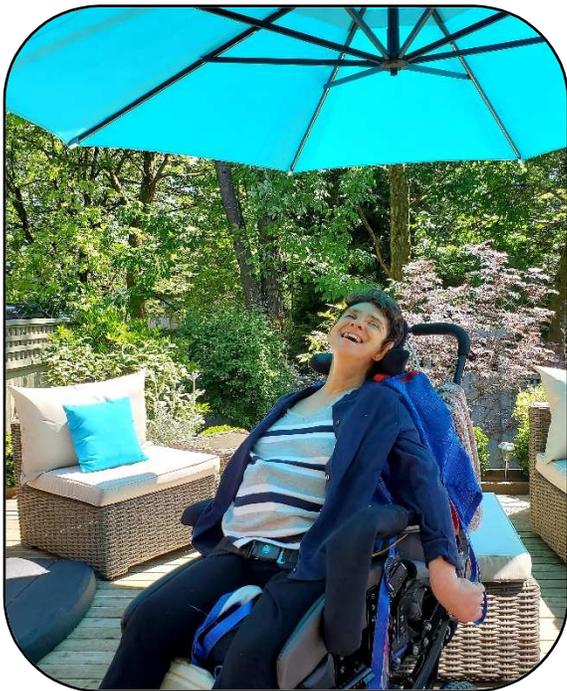


*Happy Birthday, Kira!*



*Teresa says: "I went to VGH and had hernia surgery! I am back home and everything went ok. But I'm sore. I had a heart monitor on my right arm! And a Butterfly IV needle on my left arm!"*

*We're glad the surgery was a success, Teresa!*



*Shelley enjoying her beautiful back yard!*

*The gym was one of the activities Richard lost during Covid and he is really happy to have returned to the activity with Candara. He knows all the regulars at the gym, so beyond staying in shape, it's also an opportunity for him to regularly connect with the other patrons.*



## Communications and Quality Assurance



Over the past year we have continued to focus on the safe continuity of Spectrum's services through the pandemic. At an operational level, I have worked closely with our leaders to ensure they have the information and support they need to make the best decisions and provide the best possible support to each individual and family. Much of my time is spent problem solving with coordinators and our HR team as they navigate the ever-changing landscape during this very challenging time. I so appreciate their dedication to finding solutions that work for everyone.

At a strategic level, I spent time working with Marsha D'Angelo of Apostrophe PR on Spectrum's new strategic plan and then shifted my focus to working through Spectrum's sixth accreditation survey. This was our first ever digital survey. Because of the pandemic, CARF surveyors were not able to travel to BC or visit our office and homes in person. The entire survey was conducted remotely via Microsoft Teams and phone interviews. Our thanks to all who participated and helped Spectrum achieve another three-year accreditation.

### Strategic Plan 2021-2024

Spectrum's new strategic plan builds on the momentum of our last plan, with key priorities extending the scope of our work over the past three years. Thank you to everyone who participated in focus groups and interviews as part of the strategic planning process. A special thank you to Ray Hunter for contributing his artistic talents, creating the graphics for the new strategic plan.

#### **Goal #1. Spectrum Society will support individuals to be actively engaged in community.**

*Spectrum Society recognizes that quality of life is enhanced when individuals have opportunities to contribute to community in active and meaningful ways.*

##### **2022 Actions:**

- Demonstration project on Active Support
- Review of Spectrum's employment initiatives
- Strategic planning with Spectrum's community inclusion services

#### **Goal #2. Spectrum Society will actively support individuals to strengthen their social connections.**

*Spectrum Society recognizes that quality of life is enhanced when individuals are meaningfully connected to family and friends.*

##### **2022 Actions:**

- Update individual plans to document current connections for each person

#### **Goal #3. Spectrum Society will ensure a sustainable and secure future for the organization.**

*A succession plan to safeguard Spectrum Society will identify and develop future leaders while preserving the organization's unique values, culture, and contributions to the community living sector.*

##### **2022 Actions:**

- Develop leadership plans with existing and emerging leaders
- Streamline and document the start-up and transition processes for our shared living services

**Goal #4. Spectrum Society will be aligned with and accessible to the diverse communities we support.**  
*Embedding the principles, practices and messaging of diversity, equity and inclusion into all areas of the organization will strengthen Spectrum’s teams and build mutual understanding with the diverse people and networks we support.*

**2022 Actions:**

- Roundtable discussions with Spectrum leaders who support indigenous individuals
- Communications audit of Spectrum’s policies, website and publications
- Develop training session on diversity, equity and inclusion

**Goal #5. Spectrum Society will expand and maintain its community partnerships.**

*Just as the people we support are strengthened by their networks and connection, so too is our organization. Spectrum will build its network of community partners to promote continuous learning, collaboration and innovation.*

**2022 Actions:**

- Identify and document existing and potential partnerships, including key contacts

Susan Stanfield  
Director, Communications and Quality Assurance

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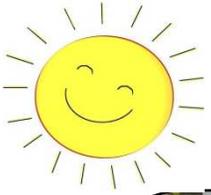
### *Spectrum’s Practicum Partnerships*

Spectrum has long standing partnerships with a number of local colleges and training institutes. Through these partnerships we support the development of quality community support worker training and provide work experience opportunities for students pursuing a career in this field. At the same time, these partnerships offer students a pathway to employment at Spectrum. Many of the practicum students we have hosted over the years have been hired into positions at Spectrum after graduation.



Sterling James oversees the practicum students while they are at Spectrum and liaises with the different post-secondary institutions. This year, Sterling has supported three students from Drake Medox and will be supporting two students from Douglas College starting in October. Sterling works with each student to make the experience most meaningful to them, providing ample opportunities to engage with individuals in a variety of community settings.

*Daryl with Andrew, a practicum student from Douglas College*



*Summer Fun!*





*Robert planting some corn in his vegetable garden*



*Gareth and Jeriah learning how to use a drone*



*Stef and Christine at Trout Lake*



*Lanni and Shirlane enjoying a socially distanced picnic!*

## Human Resources



2021 has been a year of navigating changes and settling into a new way of achieving our outcomes. We have successfully transitioned almost all HR functions to online and virtual processes.

We have continued to stay informed with ongoing Covid-19 updates from Dr. Bonnie Henry and various support calls, webinars and virtual workshops. Ensuring that we are updating our communication, training and policies to reflect any significant new information. You can see Spectrum's covid-19 updates on the Spectrum website at: <https://www.spectrumsociety.org/corona-virus-covid-19-updates/>

We have been fortunate to avoid any serious illness among the people we support or major outbreaks and are grateful to all the staff that have maintained diligent efforts to keep themselves and the people they support safe and healthy. We have over a 90% vaccination rate for the people who work for Spectrum and we are watching the evolving Health guidance for the best ways to keep our teams and the people we support healthy and safe.

### Goals for 2022

1. Diversity, Equity, Inclusion – continued learning, awareness and training with aligned best practices
2. Rewards & Recognition Program – survey employees and develop/implement a program that provides employees a choice of reward.
3. Developing a hiring and onboarding specialist role – ensuring that recruitment efforts lead to connections with teams and ongoing roles for new hires.
4. Text Message Recruitment – explore this growing trend in recruitment as a solution to providing faster response and engagement from potential hires.

### HR Support:

Rachel Gartland, Human Resources Manager went on maternity leave in June after training Danna Nielsen to replace her until the 2023 New Year. Congratulations to Rachel and her husband on the arrival of their healthy little girl!

Danna is returning to Spectrum after a few years and used to manage several people's supports. We are happy to welcome Danna back to Spectrum in the new role of Human Resources Manager. Danna has gotten up to speed so quickly and provides a calm, professional approach in her communication as well as maintaining consistent attention on our recruitment and retention efforts.

Judy Smith, our Office Manager, is the welcoming face at our front reception and has worked diligently to keep the office environment maintained, sanitized and stocked with PPE in order to ensure our teams have what they need to keep everyone healthy and safe. Judy also continues to provide ongoing administrative support to HR, which is greatly appreciated.

Chantel Foden, Manager and HR admin support. Thank you Chantel for your efficient and responsive assistance with ensuring our payroll processes and employee scheduling is up to date with important information.

## **Training & Professional Growth:**

- HR has participated in workshops, trainings and conferences that review HR best practice, Employment, Labor Law, Human Rights, Privacy, Wellness, Pandemic Response and Management.

Staff training sessions Spectrum personnel participated in over the past year included:

- Mandt – with Susan Wilson ~ The **Mandt** System is a comprehensive, integrated approach to preventing, de-escalating, and if necessary, intervening when the behavior of an individual poses a threat of harm to themselves and/or others.
- Spectrum Orientation – with Susan Stanfield ~ Overview of the history, vision and values of Spectrum and those people we support.
- Manager Training – Directors and Special Guests ~ updates, new information and various topics to enhance or add into our skill sets.
- Open Future Learning – Online Training available to all employees with a variety of topics related to Health & Safety, Communication and Person-Centered supports. Certificates are provided upon completion of each training.
- CLBC Privacy and Information Management Training and certificate
- CEO Network – Leadership Forum and Professional Development Day
- Cybersecurity Workshop and Training – Cantatus Systems Group
- Indigenous Canada – 12 week course with University of Alberta
- Anti-Racism Strategies for the Workplace – UBC
- Housing Central Conference - BC Non-Profit Housing Association
- Biennial Conference on Developmental Disabilities – UBC
- Nine Lies About Work – Ashley Goodall and Marcus Buckingham - Book and video training
- Accountability Based Management – Doug Cartan
- Truth and Reconciliation - BCCEO Virtual Professional Development Day

## **Update on 2021 Goals**

1. Forging relationships with external organizations to expand our hiring resources and referrals.
  - In addition to Douglas College and Vancouver Academy of Learning, we have partnered with Drake Medox College to host their Practicum Students. We are thrilled to have had some of their students join Spectrum as employees at the completion of their practicum. We were invited to become a member of the Drake Medox Advisory Committee, in which feedback is shared and considered in reviewing their Community Support Worker curriculum. We are looking forward to a continued relationship with each of these learning institutions and their students.
2. Review and update existing employee job descriptions that correlate to our core competencies and updated evaluation process
  - The majority of our job descriptions are now updated.
3. Develop a Networking plan for new and casual hires to meet & greet individuals and managers. We expect this will provide an opportunity to better connect and determine a match when looking for new supports.
  - With our teams meeting in virtual settings primarily, we have postponed any in-person gatherings for now. We will explore the possibility of virtual networking with people supported, managers and new and casual recruits in the near future.

Naomi Holmes  
Director, Human Resources



### **Renfrew Collingwood Pride**

As part of the celebration of LGBTQ2SAI+ Pride and in conjunction with Collingwood it was decided that the Renfrew Collingwood Community would have different groups paint the benches outside of Collingwood Neighbourhood House.

The bench that Spectrum was lucky to paint was the bench facing the front door of CNH. It was painted in the colours of the LGBTQ2SAI+ newest pride flag that included the transgender community and persons of colour. It is a much more inclusive flag with much more diversity within its design.

On Friday July 9th of this year, a number of individuals and friends of Spectrum, together with community partners, set forth to paint "our" bench. Karen joined in and the stripe of green on the bench is the stripe that Karen painted. These pictures show Karen helping to create the colours on the bench. Susan and Simon also joined in to lend a hand with the painting! It does take a community working together to bring colour into our neighbourhood and community.

*Thank you Sterling James, Community Inclusion manager at Spectrum, for organizing the Spectrum team for this event and submitting the photos and write-up.*



*Andrew and Stephen making banana bread together at home*



*Mark and Bill at the PNE*



*Scott horseback-riding*



*Thierry taking it easy!*



*Eric got out to vote in the recent Federal election*



*Kira sailing at Jericho beach*



*Judy has been exploring her neighbourhood over the past year and a half, including a local park and this flower shop where she has gotten to know some of the staff. Here she is leaving with what – yes – some flowers!*



*Julie and Scott*

## Finance



This past year has been a busy one in the finance department. Due to the global pandemic, we have had to adapt to working remotely. Part of the adjustment included implementing Beanworks, an accounts payable software. We have been rolling it out slowly, but early users have commented that it is easy to navigate. Once it is up and running, it will cut down on processing time for the accounts payable department. It will also free up time for programs since they will be able to process their petty cash in a more efficient manner. Finance continues to look for ways to improve accuracy and efficiency.

### Staff

We have a dedicated team that works hard to meet the financial needs of Spectrum and its stakeholders.

Grace has been working in our finance department since 2012. Her main role includes ensuring payroll is processed accurately but she also completes many other tasks in the department.

Monica continues to work mostly with accounts payable. She has learned the new Beanworks software quickly and has been a large part of the implementation process.

Jeane has just joined the finance department in September. She is coming on board to do a job share with Ivy for the Director of Finance Position. She comes to Spectrum with a lot of experience as she worked with Community Living Society for 10 years. We are excited to have our join the team.

### Donations

We received \$33,422 in donations for 2021. Employee donations make up a significant portion of the donations received through semi-monthly payroll deductions. We also have a dedicated group of members who provide us with monthly contributions through direct deposit. These monthly givers and our employees who give from every paycheque give us a little additional cash flow to support special requests not covered by government funding. If you would like to help Spectrum with a donation, you can go the donations page on the Spectrum website at:

<https://www.spectrumsociety.org/donations/>

### Financials

Our Audit was completed by Tompkins Wozny LLP. Working remotely lengthened the audit process this year so it was not completed until September. The auditors reviewed our statements and examined the records and processes behind the statements and expressed their opinion that the statements present fairly the financial position Spectrum on March 31, 2021. We increased revenue by 10.5% compared to 2020, due mainly to increasing the number of people we serve, and to emergency funding received from government. Our expenses also increased by 9.4%, again due to increased services and emergency funds paid to staff and home-share providers. We ended up with a small surplus of \$87,343 or 0.67% for the year ending March 31, 2021.

Ivy Tse  
Accountant

Spectrum's Supporters

Spectrum's services would not be possible without the ongoing support of many individuals, funders and community partners. We gratefully acknowledge the funding provided to Spectrum by:

- Community Living British Columbia (CLBC)
- Vancouver Coastal Health Authority
- Fraser Health Authority
- Ministry of Social Development and Poverty Reduction
- Microboards
- B.C. Housing Management Commission
- B.C. Gaming Commission
- Corporate and community partners

Our sincere thanks to the following for their generous financial and in-kind donations in 2020/21:

*A.R. Independence Association (ARIA)*

*Barb Goode Trust*

*Christine Hooge*

*DW Tymkiw*

*Joan Heaney*

*Louis Family*

*Royal Canadian Properties*

*Suzanne Salter*

*Vancity Community Foundation*

*Agnes Campbell*

*Anne Maria Fulop*

*Christina Virstuk*

*Frank Lam*

*Jeriah Newman*

*Josh Pendlebury*

*Judy Smith*

*Kim Jackson*

*Megan Craig*

*Minghua Song*

*Stephanie Levac*

*Susan Wilson*

*Nicholas Swindale*

*Catharine Herb-Kelly*

*Barb Goode*

*Canada Helps*

*Debra Simcoe*

*GM Lee / SE Pike*

*John Nairn*

*Marilia Neto*

*Stephanie Pike*

*United Way*

*Vancouver Community Foundation*

*Andrey Studenov*

*Cassidy Macleod*

*Ernie Baatz*

*Ivy Tse*

*Jhuviell Agdipa*

*Juanita Chavez*

*Katherine Tomboc*

*Mark Buckingham*

*Merlita Borbon*

*Qing Wang*

*Susan Stanfield*

*Aaron Johannes*

*Glyn Townson*

*...and all our anonymous donors*



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