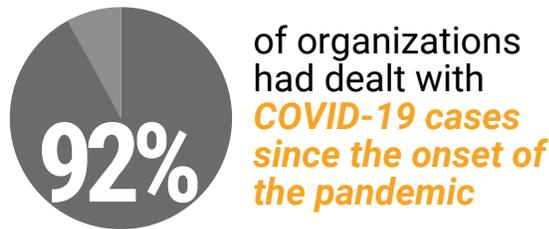
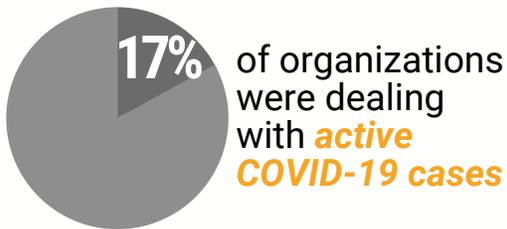


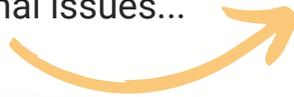
## Continued Effects of COVID-19

As of early December 2021:

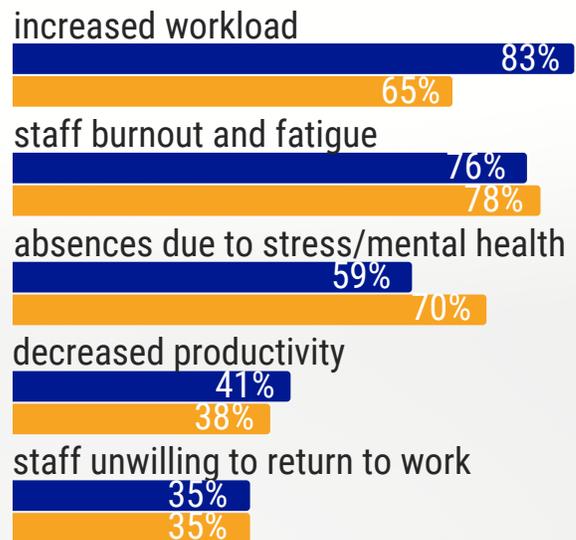


**25**  
average of **COVID-19 cases** in each organization since pandemic onset

Organizations struggling with **current** or **anticipated** operational issues...

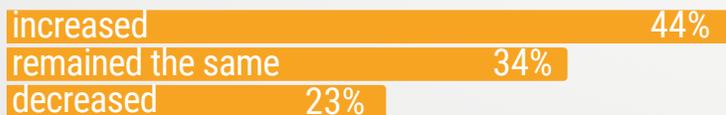


■ current issue    ■ anticipated issue



*"Many employees are working in isolation, and/or restricted to cohorts. Employees have expressed increased feelings of isolation which is impacting mental health and morale."*

Compared to pre-pandemic, **operating expenses** have...



Average **increase** in **operating expenses** over the course of the pandemic

**+1.2%**

Compared to pre-pandemic, **operating revenues** have...

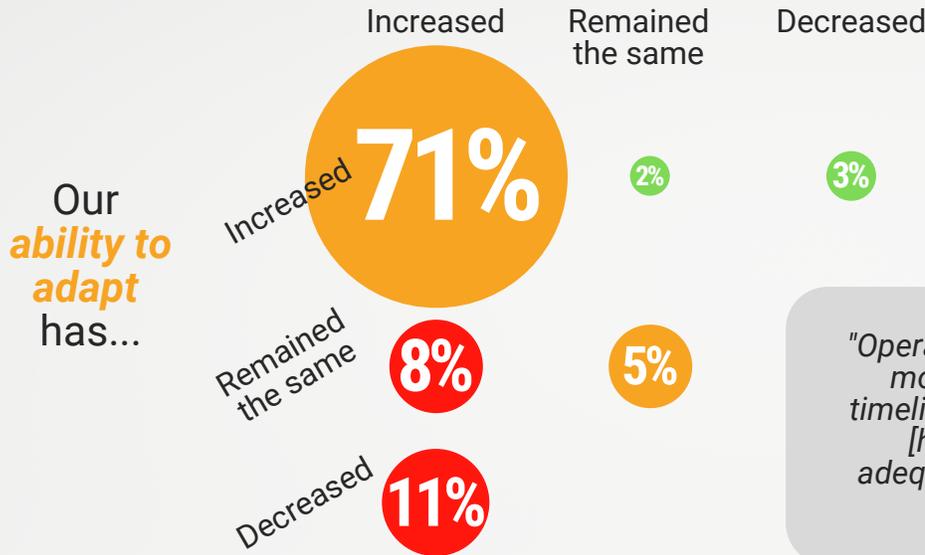


Average **decrease** in **operating revenues** over the course of the pandemic

**-4.7%**

# Organizational Capacity

**Demands** on our organization have...



*"Operational plans are detailed, program monitoring of goals, activities and timeline in place and reviewed regularly, [however, we] DO NOT have the adequate budget or staff to implement [them] successfully."*

**Organizational capacity** was scored by respondents from 1 (none/minimal capacity) to 4 (excellent capacity) on indicators relating to:

- financial management** (overall average 3.62)
- governance** (3.34)
- program design and management** (3.21)
- organizational management** (3.11)
- human resources** (2.81)

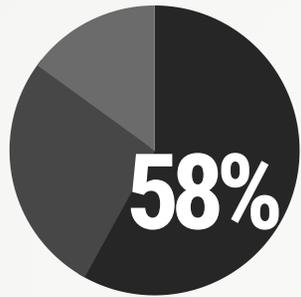
Organizational capacity overall is high. However, organizations were weakest in **compensation and staffing capacity** – areas that are critical for providing consistent, quality supports.

Financial documentation	3.73
Financial system	3.67
Governing or advisory board	3.52
Mission	3.52
Financial status	3.44
Operational policies/procedures	3.36
Risk management framework	3.25
Operational plans	3.25
Monitoring and evaluation plan	3.22
Staff management	3.18
Strategic plan	3.17
Community engagement	3.15
Business plan	3.15
Primary stakeholders	3.14
Succession	3.05
Communication strategy	3.00
Staffing plan	2.90
Compensation	2.85
Volunteers/interns	2.31

*"The sector cannot even compete any longer. Staff [are] able to find unskilled jobs in other sectors with better hourly wage starts and benefits we cannot offer."*

# Workforce

As of October 2021:



of all employees worked **full time** hours

27% part time  
15% casual



of all CDS employees were **frontline workers**

The CDS **workforce** was comprised of:  
Community disability services workers and practitioners **70.0%**

Complex support needs workers **9.6%**

Team leaders **6.0%**

Coordinators **4.0%**

Administration **3.0%**

Other direct service **2.4%**

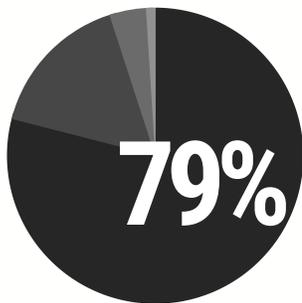
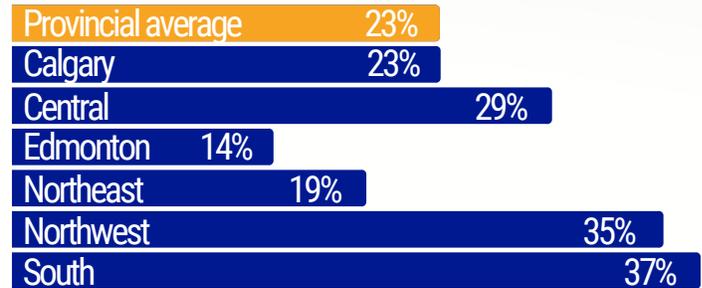
Directors and other leadership **1.8%**

Employment specialists **1.5%**

All other positions **1.7%**

**23%** **annual turnover** in 2021

Annualized industry **turnover** differed between **regions**:



of all turnover was due to **employee resignation**

16% employer decision: termination

4% employer decision: COVID or economy

1% other

**Turnover** was highest among the **frontline positions** of:

Employment specialists **32%**

Community disability service workers and practitioners **27%**

Complex support needs workers **24%**

**Vacant staffing positions** are an indicator of recruitment challenges

The CDS sector had an overall **vacancy rate** of **7.4%**

# Survey Respondents

## Representativeness

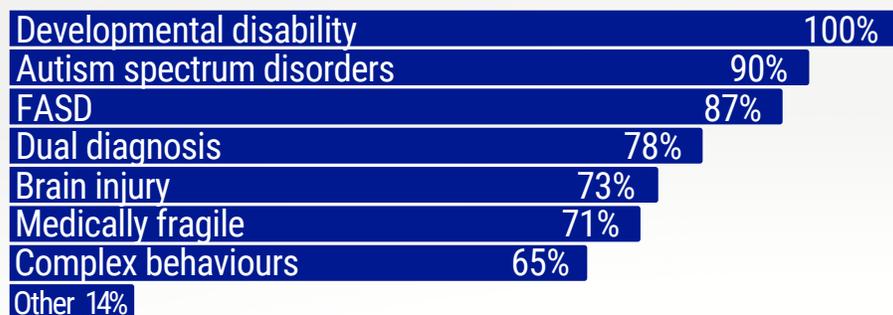
**41%** response rate

54 ACDS member agencies responded, representing 63 service locations across Alberta

Results are generalizable to the PDD-funded CDS sector

## Respondent Profiles

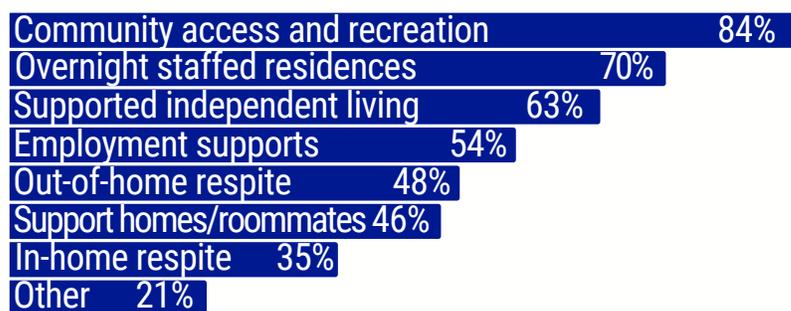
Respondents provided supports to individuals with the following **disabilities**....



Respondents provided supports to the following **age groups**...



Respondents provided the following **programs and supports**...



**Operating revenues** of respondents came from the following sources...

**85%** PDD

4% Other Alberta Government

3% Social Enterprise

1% Fundraising

1% FSCD

1% Federal Government

Other revenue sources include: non-government grants, rental income, interest income, Alberta Health, municipal governments

