



Community Living

VICTORIA

Different abilities. One community.

OUTCOME MANAGEMENT RESULTS

January 2008 – December 2008

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

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INTRODUCTION

The Outcome Management System is designed to be responsive to the needs of the persons served, as well as provide valuable management information. The Outcome Management System is a guiding and decision making tool that is helpful for the Community Living Victoria management team and the Board of Directors in monitoring and making program improvements.

Community Living Victoria's Outcomes System identifies areas of strength, weakness and opportunities and possible threats. This is the sixth report in a series of continuous outcome reports. It is based on outcome data and survey results collected for the period January 2008 to December 2008.

The Outcome Management System identifies the service areas: Residential Services including Group Homes (Community Housing), Supported Independent Living & Supported Apartment Living (Community Housing), and Adult Day Services (Community Integration), Parent Support (Case Management/Services Coordination) and the Supported Employment Program (Community Employment Services). Each service area has measures of effectiveness, efficiency and satisfaction. During our CARF survey in June 2007, we were encouraged to simplify our Measurable Outcomes Report (MOR). They also recommended that we use the satisfaction process at the end of 2007 to guide our goals for 2008 as we had been receiving high levels of satisfaction in the identified areas for several years. As a result, we revised our satisfaction surveys to give stakeholders more opportunity to tell us what they think should be the focus areas for CLV. That input provided us some new focus areas that we started to work on this year and will more completely explore in 2009. Relevant demographic information is collected for each of the consumers served by the organization by the use of our Consumer Information System (CIS).

The Board of Directors reviews the Outcomes Management Results Report and provides any comments and recommendations to the Executive Director. A summary of the highlights of the Outcomes Management Results are included in the Executive Director's annual ENDS Report each September. In addition, the report will now be available on our newly revised website.

ACTION PLAN UPDATE FOR 2008 OUTCOMES RESULTS

1. Provide increased training to staff on how to utilize the Consumer Information System(CIS). **New supervisors received training in January 2008 and on-going support to all as needed.**
2. Improve the accuracy of the data collected and entered. **Additional training and review at supervisors' meetings in addition to over the phone support has increased the detail and accuracy of the data.**
3. Increase number of staff using the CIS. **We now have 48 employees who regularly use the CIS system compared to 29 in January 2007.**
4. Continue to look at strategies for addressing aging issues. **See appendix on page 28.**
5. Provide more support and training to improve the increased use of the Call-In Recording System. **Suggestions and feedback were gathered and implemented where possible. Despite this, issues continued with the biggest being inconsistent utilization making the data incomplete for those who were using it. A new simplified version of our call out lists was developed and staff reported it was much easier to use and took less time required to fill shifts (overall goal).**
6. Supervisors will be reminded in February 2008 of goal to increase identified Valued Social Roles by 25% (1 role) and ensure it is tracked in the annual PCP process. **Discussed at supervisors' meeting and imbedded into our planning document. Result: residential programs showed an increase of 50% (from 4 to 6 roles) per person on average while day programs remained unchanged at 5 roles per person on average.**
8. Suggestions and comments from supervisors regarding the Call- In Recording System will be compiled and provided to the Human Resources Manager responsible for the program in February 2008: **Completed (see #5 for actions taken).**
9. Continue to use the session evaluations and surveys in the Parent Support Program to determine if we are providing supports that improve the two identified areas: increase parenting skills; and use of alternate supports.
10. Supported Employment will continue to use the statistic report. **Update: continued use and results provided quarterly to CLBC. Shared with other organizations who are implementing a similar reporting process.**

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11. Supported Employment will be seeking additional funding support from CLBC this next year to cover the second SEP position. **Update: CLBC did not increase our funding to cover the full amount of the second position, however in October 2008 we received a grant from the Victoria Foundation which will enable us to continue for the next year.**
12. Conduct consumer focus groups in January 2008 and produce goals based on consumer input.
Update: completed and resulted in the following two goals:
 1. **Increase the variety of activities offered, provide opportunities to try new things and go to new places. See page 36.**
 2. **Reduce staff changes and provide more continuity of staffing. See Human Resources Report.**
13. Distribute family surveys in January 2008 and produce goals based on their input.
Update: Completed and resulted in the following goals:
 1. **Reduce staff turnover. See Human Resources report**
 2. **Increase communication between home/program and families. See page 32 for results.**
 3. **Address aging and healthy living/fitness issues for their family members. See page 34 for results.**
14. Distribute staff surveys in January 2008 and produce goals based on their input.
Update: Completed and resulted in the following goals:
 1. **Manage our new growth, provide a time of stability, and be thoughtful of new expansion. Update: Became one of our Strategic Goals.**
 2. **Address aging issues for consumers (physical accommodations, program content, declining health, retirement). See update on page 28.**
 3. **Support healthy team development, conflict resolution and increased staff team morale. See update on page 38.**
 4. **Increase recruitment, retention and improve orientations of new staff. See Human Resources Report.**
 5. **Increase “user friendliness” of technology (Call In Recording system, remote desktop, CIS, slow computers, knowledge of users). Update: Changes to call in sheets, updated the CIS, purchased new computers, training and personal support provided to staff.**
15. Day program staff will continue to develop and maintain current person centered plans (PCP's) i.e. reviewed within 12 months of the last plan with a 30- day window for completion. **Update: 99% of PCPs were completed on time.**

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

16. Residential staff will continue to develop and maintain current Person Centered Plans (PCP's) for each person. **Update: 98% of PCPs were completed on time.**
17. Parent Support Program will increase communication about and promotion of the program to social workers if capacity in program is not maximized. **Update: Program has remained at full capacity.**
18. Continued efforts with BC Housing, CLBC, supporting a parent advocate in his promotion of the creation of another residential option similar to the Supported Apartment Program (SAL) program, and networking with other potential partner agencies. **Update: In the fall we were successful with a proposal to BC Housing. In partnership with three other organizations we will be managing a low cost housing option starting February 1, 2009. CLV will have access to six units that will provide affordable housing to those we support. Our building committee is exploring ways to include affordable housing in our administration building site; and our Executive Director and parent advocate remain active in the Provincial Housing Committee.**
19. Funding proposal to expand our Supported Employment program will be submitted to a joint MEIA and CLBC project expected in Spring 2008. **Update: the submitted proposal to MEIA was not successful. Our efforts continue in this area by writing a successful proposal to the Victoria Foundation, and partnering with CanAssist (UVic) to try to obtain funding that will enable us to support teens. We are also part of a newly formed provincial Supported Employment Advisory Committee and the Provincial Networking Group on Supported Employment.**
20. Securing coordinator funding for our Host Agency program and hiring an additional coordinator. **Update: completed in April 2008.**
21. Provide copies of our new brochures and updated application forms to both CLBC offices in the new year. **Update: completed in the spring of 2008 with a follow up information session to all facilitators in September 2008.**

ACTION PLAN FOR 2009 OUTCOMES RESULTS

1. Implement updates in the Consumer Information System (CIS) in Spring 2009 and provide training for staff on how to utilize the updated system.
2. Continue to improve the accuracy of the data collected and entered on the CIS, specifically the contact mailing lists.
3. Continue to look at strategies for addressing aging issues.
4. Increase our individualization of support services through options such as Host Agency and Home Sharing.
5. A new Effectiveness goal will be developed and tracking systems put into place for residential services.
6. A new Efficiency goal will be developed, implemented and tracked for residential services.
7. A new Effectiveness goal will be developed and tracking systems put into place for day program services.
8. A new Efficiency goal will be developed, implemented and tracking systems for day program services.
9. Continue to use the session evaluations and surveys in the Parent Support Program (PSP) to determine if we are providing supports that improve the two identified areas.
10. Continue to seek funds to make up the predicted shortfall in our SEP.
11. Distribute consumer survey in February 2009 and produce goals based on consumer input.
12. Distribute family surveys in February 2009 and produce goals based on family input.
13. Distribute staff surveys in February 2009 and produce goals based on staff input.
14. Day program staff will continue to develop and maintain current Person Centered Plans (i.e. reviewed within 12 months of the last plan with a 30- day window for completion).
15. Residential staff will continue to develop and maintain current Person Centered Plans for each person. (i.e. reviewed within 12 months of the last plan with a 30- day window for completion).
16. Continue to seek expansion opportunities for the Supported Apartment Living model.
17. Seek confirmation from our funders to keep our largest home (McKenzie) as a six person home and not fill the seventh vacancy.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

18. To establish CLV as a Home Sharing agency and balance our growth and demand in this area with stability and low risk.

CHARACTERISTICS OF CONSUMERS SERVED

The following information is collected for individuals served by the Community Living Victoria for the purpose of better understanding who the individuals are and how best to provide support, given the demographics of the group.

AGE OF THE PEOPLE SUPPORTED BY CLV

The largest number of consumers served by CLV are between the ages of 30 to 49 years. We also support an increasing number of consumers in the 50-64 year age range. The total number of individuals included in the data collection is 200.

Age Group	# of individuals	%
70 plus	4	2%
65 yrs - 69 yrs.	5	2.5%
50- 64 yrs.	66	33%
30 - 49 yrs.	84	42.5%
20 – 29	34	17%
6- 19	7	3%
5 and under	0	0%
Total	200	100%

GENDER

Gender	# of individuals
Male	92
Female	108
Total	200

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

SERVICE AREA

Service Area	# of individuals
Day Program	73
Supported Employment	58
Parent Support Program	7
Residential	63
Supported Apartment Living	13
Independent Living	27
Family & Personal Support	400+ families
Host Agency	20
One to one support	13
Respite supports	3
Home Sharing	4

NUMBER OF PEOPLE SUPPORTED IN CLV DAY PROGRAMS

Day Program Name	# of Individuals
CAP Day	39
Marin Park Day	4
Ralph St. Day	7
Redfern Day	3
Satellite Day	20
Total	73

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

NUMBER OF PEOPLE SUPPORTED IN CLV RESIDENTIAL PROGRAMS

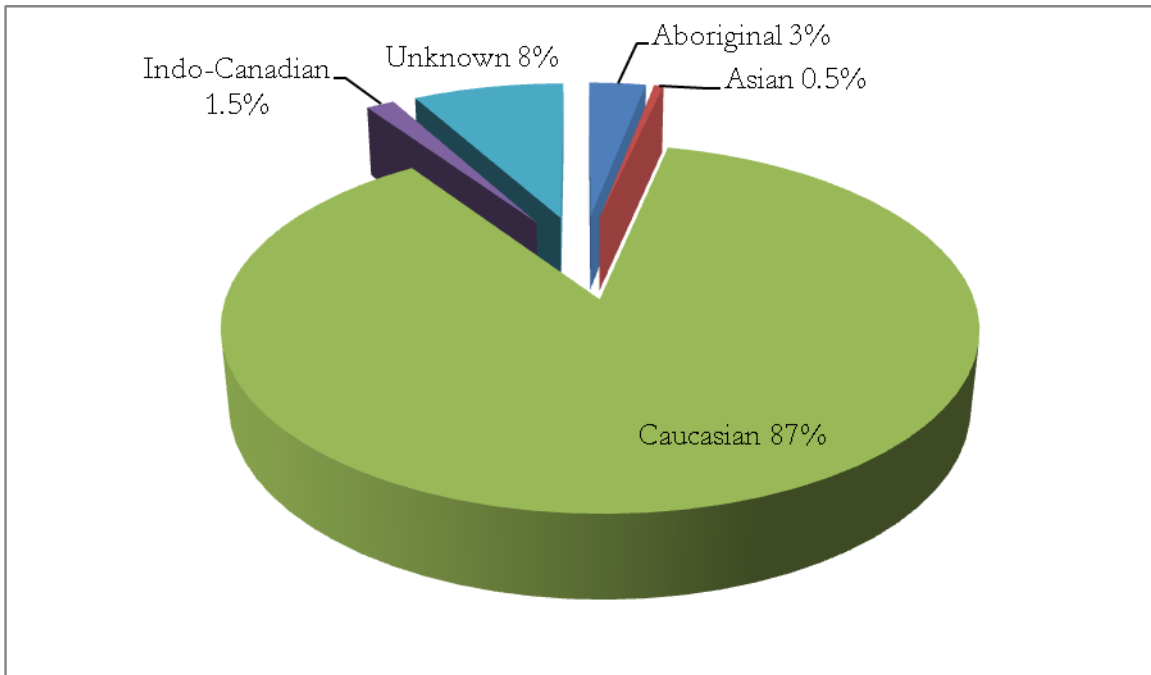
Residential Program Name	# of Individuals
Jeffree Home	4
Lindsay Home	4
Maplewood Home	5
Mariposa Home	4
Marin Park Home	4
McKenzie Home	6
McRae Home	6
Redfern Home	6
Shelbourne Apt.	2
Wilcox Home	5
Burnside Home	3
Brock Home	4
Orillia Home	4
Helgesen Home	3
Dalhousie Home	2
Kisber Home	1
Total	63

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

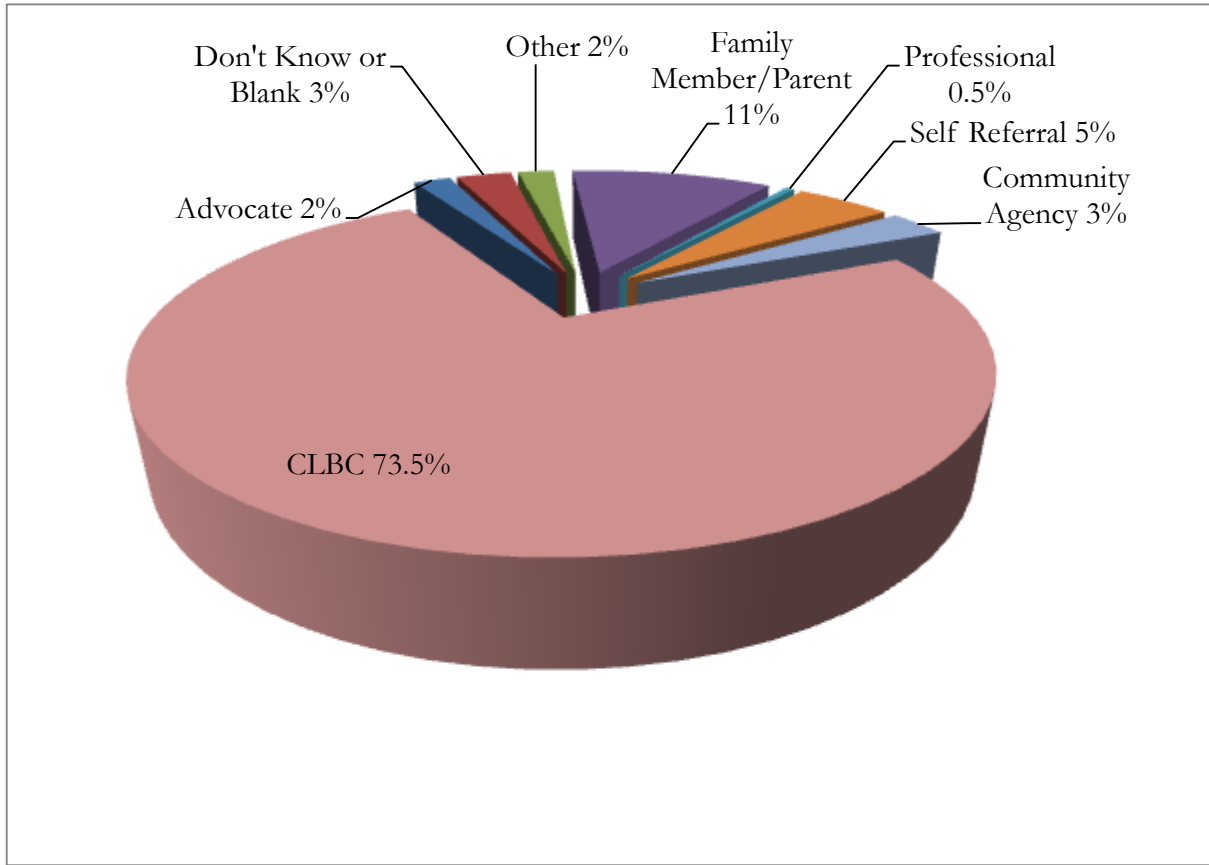
ETHNICITY

Ethnicity	# of individuals	%	Victoria STATS 2006	BC STATS 2006
Aboriginal/1 st Nations/Métis	6	3.0%	4.6%	6.2%
Asian	1	.5%	8.2%	17.1%
Caucasian	174	87%	81.2%	66.8%
Indo-Canadian	3	1.5%	1.1%	6.5%
Other	0	0	4.9%	3.4%
Unknown	16	8.0%	0	0
Total Individuals	200	100%	100%	100%

ETHNICITY OF INDIVIDUALS SUPPORTED BY CLV



REFERRAL SOURCE OF CONSUMERS SERVED BY CLV



CONSUMER DEMOGRAPHICS ACTION PLAN

Tasks:

1. Implement updates in the Consumer Information System (CIS) in Spring 2009 and provide training to staff on how to utilize the updated system.
2. Continue to improve the accuracy of the data collected and entered, specifically the contact mailing lists.
3. Continue to look at strategies for addressing aging issues.
4. Increase our individualization of support services through options such as Host Agency and Home Sharing.

Responsibility: Program Managers and Program Staff

Timelines: CIS training in March 2009 for supervisors; improved data input by October 2009.

Dealing with aging issues and individualization of services are ongoing.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

ADULT DAY SERVICES

Effectiveness Measures	2007 RESULTS	EXPECTED GOAL	2008 RESULTS
Participants experience a variety of social roles	Average: 5 per person Range: 3-7 per program	Increase by 25%- 1 role per person	Average: 5 per person Range: 3-7 per program
Efficiency Measures	2007 RESULTS	EXPECTED GOAL	2008 RESULTS
Reduce # of hours of staff time used for filling relief shifts for staff absences	40% - yes 20% -some 40% - no	70 % staff report less time filling shifts	100% staff report increase in efficiency
Satisfaction with their Plan	100%	100%	100%

SUMMARY OF RESULTS

The Effectiveness measure reflected an overall objective to increase the self esteem and social well being of the people we support. An indicator of meeting this objective is that people are seen as and feel that they have a variety of valued social roles in their life. Last year we determined a baseline and tried to increase this area but no noted increase occurred. We will be exploring a more measurable Effectiveness goal for the 2009 reporting period.

Our Efficiency goal was related to filling shifts. One of the tasks that requires significant staff time, thereby reducing the amount of time that can be spent directly with the people we support, is filling shifts for staff absences. To try to alleviate this time pressure, we introduced an on-line Call In Recording System. Despite efforts to collect and implement feedback to improve the system and providing training, this did not alleviate the concerns. However, producing site-specific call out sheets resulted in 100% of staff reporting an increase in the efficiency of time in filling shifts. Filling shifts continues to take a large amount of staff time and we continue to make efforts in this area. We will be exploring a new Efficiency goal for the 2009 reporting period.

ACTION PLAN

Tasks:

1. A new effectiveness goal will be developed and tracking systems put into place for our day program services.
2. A new efficiency goal will be developed and implemented for our day program services.

Responsibility: Program Managers and Program Staff

Timeline:

1. Management staff will consult with other like agencies to generate ideas of meaningful efficiency and effectiveness goals utilized.
2. New effectiveness and efficiency goals will be developed and implemented into our day program service areas

ADULT RESIDENTIAL PROGRAMS

Effectiveness Measures	2007 RESULTS	EXPECTED GOAL	2008 RESULTS
Individuals experience a variety of social roles	Avg: 4.13 per person Range: 1.2 -7 per program	Increase by 25% -1 role per person	Average: 6 per person Range: 2 -13 per program
Efficiency Measures	2007 RESULTS	EXPECTED GOAL	2008 RESULTS
Reduce # of hours of staff time used for filling relief shifts for staff absences	62.5% No 37.5% Some	70% staff report less time filling shifts	93% report increased efficiency
Satisfaction with last year's Plan	96%	100%	98%

SUMMARY OF RESULTS

The Effectiveness measure reflects an overall objective to increase the self esteem and social well being of the people who we support residentially. An indicator of meeting this objective is that people are seen as and feel that they have a variety of valued social roles in their life. Last year we determined a baseline and tried to increase this area and saw an average increase of 2 more valued social roles per person. We will be exploring a more measurable Effectiveness goal for the 2009 reporting period.

Our Efficiency goal was related to filling shifts. One of the tasks that requires significant staff time, thereby reducing the amount of time that can be spent directly with the people we support, is filling shifts for staff absences. To try to alleviate this time pressure, we introduced a new Call In Recording System. Despite efforts to collect and implement feedback to improve the system and providing training, this did not alleviate the concerns. However, producing site-specific call out sheets resulted in 100% of staff reporting an increase in the efficiency of time in filling shifts. Filling shifts continues to take a large amount of staff time and we continue to make efforts in this area. We will be exploring a new Efficiency goal for the 2009 reporting period.

ACTION PLAN

Tasks:

1. A new effectiveness goal will be developed and tracking systems put into place for our residential services.
2. A new efficiency goal will be developed and implemented for our residential services.

Responsibility: Program Managers and Program Staff

Timeline:

1. Management staff will consult with other like agencies to generate ideas of meaningful efficiency and effectiveness goals utilized.
2. New effectiveness and efficiency goals will be developed and implemented into our residential service program service areas

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

PARENT SUPPORT

Effectiveness Measure	2007 RESULTS	EXPECTED GOAL	2008 RESULTS
Families increase their knowledge, ability and skills to care for their family member	100%	95%	100% 7/7 families
Efficiency Measures	RESULTS 2007	EXPECTED GOAL	2008 RESULTS
Increase use of alternate supports by families	100%	90%	100% 7/7 families

SUMMARY OF RESULTS

Results in both these areas remained high. This is a small program (five to seven families) who receive intense in-home support. Families in the PSP find it difficult to access generic resources and supports. We started to track this so we could attempt to improve this for these families over time. All families who participated in the survey rated their support to gain knowledge and access generic support “good” to “excellent” this past year.

ACTION PLAN

Tasks:

1. Continue to use the session evaluations and surveys in the PSP to determine if we are providing supports that improve these two areas.

Responsibility: Program Staff

Timeline: January 2009- December 2009

SUPPORTED EMPLOYMENT PROGRAM

Effectiveness Measure	2007 RESULTS	EXPECTED GOAL	2008 RESULTS
Increase the number of paid employment positions	15 new placements	10 new placements	10 new placements
Efficiency Measures	2007 RESULTS	EXPECTED GOAL	2008 RESULTS
# of employees who maintain employment with the same employer for at least 2 continuous years	40/67 (59%) of employees have kept their employment for over two years.	Increase by 5%	38/58 (66%) of employees have kept their employment for over two years.

SUMMARY OF RESULTS

The SEP was able to meet the Effectiveness goal of finding 10 new employment places. These efforts were supported by the increased need for employees across all sectors including entry level positions, and by receiving additional funding to ensure we could maintain 2 full time job coaches. In addition, the Efficiency goal of maintaining long term employment was increased by 7%. Overall, program numbers decreased as people who had not been requiring ongoing support were exited from the program. It is expected that those numbers will increase to approximately 65 in the coming year.

ACTION PLAN

Tasks:

1. Supported Employment will continue to use the statistic report.
2. The number of people supported in this program is dependent on two full-time staff. We will continue to seek funds to make up the predicted shortfall.

Responsibility: Program Manager and Supported Employment Staff

Timeline: January 2009 - December 2009

CONSUMER CLV SATISFACTION

DESCRIPTION OF PROCESS AND CHANGE

In January 2008, we conducted focus groups with a variety of the people we support. These focus groups included input from the following consumers: those who live in our homes; are supported through the Supported Independent Living and Supported Apartment Living programs; attend our day programs; and participate in our Supported Employment Program. The results of the focus group gave us some areas to target improvement and action. Specifically:

1. Increase the variety of activities offered, provide opportunities to try new things and go to new places. **Results page 36.**
2. Reduce staff changes and provide more continuity of workers. **See Human Resources Report.**

ACTION PLAN

TASKS:

1. Conduct consumer survey in February 2009 and produce goals based on consumer input.

Responsibility: Program Managers

Timeline: January 2009 – December 2009

FAMILY'S CLV SATISFACTION

DESCRIPTION OF SURVEYS

In January of 2008, a short survey was distributed to family members asking them to provide some input into areas in which they would like to see CLV develop goals.

FAMILY SURVEY DISTRIBUTION PROCESS

Surveys were distributed to 100 families with enclosed self addressed and stamped envelopes to encourage participation. The input resulted in us being able to target areas to focus on. Specifically

1. Reduce staff turnover. **See Human Resources Report.**
2. Increase communication between home/program and families. **See page 32**
3. Address aging and healthy living/fitness issues for their family members. **See pages 34**

ACTION PLAN

Tasks:

1. Distribute surveys in February 2009 and produce goals based on family input.

Responsibility: Program Managers and Executive Director

Timeline: January 2009 - December 2009

STAFF SATISFACTION

DESCRIPTION OF SURVEYS

In January of 2008, a short survey was distributed to staff members asking them to provide some input into areas in which they would like to see CLV develop goals.

STAFF SURVEY DISTRIBUTION PROCESS

Surveys will be distributed to over 200 staff (full-time, part-time and casual). Strategies to encourage participation such as completion during work time were utilized.

The input resulted in us being able to target areas of concern to focus on. Specifically:

1. Manage our new growth, provide a time of stability, and be thoughtful of new expansion. **See Strategic Plan Goal.**
2. Address aging issues for consumers (physical accommodations, program content, declining health, retirement). **See page 28.**
3. Support healthy team development, conflict resolution and increased staff team morale. **See page 38.**
4. Increase recruitment, retention and improve orientations of new staff. **See Human Resources Report.**
5. Increase “user friendliness” of technology (Call In Recording system, remote desktop, CIS, slow computers, knowledge of users). **Use of new casual call in sheets, updated the CIS, new computer purchases, training and individual technology support for staff.**

ACTION PLAN

Tasks:

1. Distribute surveys in February 2009 and produce goals based on staff input.

Responsibility: Program Managers and Executive Director

Timeline: January 2009 - December 2009

SERVICE ACCESS

One indicator of Service Access (how we make our services available to those who need them) is filling vacancies as they occur. We have determined reasonable time frames in which we attempt to have vacancies filled for CLV programs. This is done with the desire to be sensitive to the needs of the people who live in/attend that particular home or program balanced with our ability to meet the support needs of the individual being referred. All new participants, those leaving our services, and the reason are documented in our Consumer Information Database.

The Service Access timelines goals (i.e. vacancies will not exceed a certain period of time) for programs are as follows:

Day Programs:	60 days
Residential:	90 days
Community Services:	30 days

SUMMARY FOR THIS MEASURABLE OUTCOMES REPORTING PERIOD (JANUARY 2008 TO DECEMBER 2008):

1. All community services were at capacity for this reporting period.
2. Day Programs- all vacancies filled within target dates.
3. Residential – one vacancy not filled within target date.

Day Programs:

Redfern: One person reduced her time at the program due to retirement. Vacancy filled by someone in the home requiring extra support following surgery.

Community Access Program: Two people left the program due to moving to Langford. One vacancy was filled by a person leaving the Marin Park Day program. The other vacancy was filled by a person requiring an accessible part time program prior to their surgery and the remaining hours were provided to a new consumer.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

Marin Park Day Program: One person left the program due to mobility issues to and entered the CAP; his vacancy in the Marin Park program was filled by a CLV consumer who left his external day program as it no longer met his needs.

Residential services:

Burnside Home: In September 2008, a consumer passed away. The vacancy has not yet been filled.

McKenzie Home: In December 2008, a consumer passed away. The vacancy will likely not be filled due to the large size of the home.

GOALS

Supported Apartment Living Program: This program continues to experience a growing waitlist. As the apartments are considered people's permanent homes, with little turnover we have focused our energies on expanding the program to a new site. We have continued our efforts with BCHMC, CLBC, supporting a parent advocate in his attempts to create another residential option similar to the SAL program, and networking with other potential partner agencies. We have obtained 6 apartments in a BC Housing apartment to open in the spring of 2009.

Residential: Future vacancies will be considered for respite or permanent placements. Our McKenzie Home, will be permanently reduced from 7 persons to 6, due to the larger number of people living there.

Day Program: Continue to manage any temporary or part time vacancies to ensure the most efficient use of these spaces.

Supported Employment: The program has been running at full capacity. Funding proposals to Victoria Foundation resulted in full funding for 2008/09. Additional funds will be sought after to continue program at full capacity.

General Growth and Capacity: We focused this year on stabilizing after a year of rapid growth. We saw an increase in our Host Agency services and slight increase in our Teen Connections program. In our strategic plan we addressed the need to thoughtfully manage any growth, considering desired areas of expansion and our ability to be successful. We have recently completed an RFQ for Home Sharing and will likely see expansion in this area in the coming years.

Referral: With the changes in how CLBC engages with individuals and plans services there has been a noted decrease in referrals to all programs with the exception of funded vacancies in group homes and day programs. CLBC is once again managing the waitlists for all services they fund and potential consumers must be referred through them. As only people receiving new funding in the past year have been those in crisis, they have mainly been channeled through our Host Agency program with Individualized Funding.

OUTCOME MANAGEMENT SYSTEM IMPROVEMENT PLAN

ACTION	Persons Responsible	Target Date for Completion
Determine new satisfaction goals areas based on participants, staff and family input	Survey team	February 2009
Target February 2010 as the MOR completion and distribution date	Survey team	February 2010
Review Effectiveness and Efficiency goals	MOR team	February 2009
Ensure systems in place to track all the goals we have identified	MOR team	March 2009

PERFORMANCE PLAN

SERVICE DELIVERY IMPROVEMENTS

Day Services:

Day program staff will continue to develop and maintain current person centered plans (i.e. reviewed within 12 months of the last plan with a 30- day window for completion).

Day program staff will support consumers to attempt to meet their identified goals based on the person centred plans.

Day Program staff will track any newly implemented Efficiency and Effectiveness goals identified.

Residential Services:

Residential staff will continue to develop and maintain current Person Centered Plans for each person.

Residential staff to support consumers to meet their identified goals from the person centred plans.

Residential staff will track any newly implemented Efficiency and Effectiveness goals identified.

Parent Support:

Continue to support families to increase their skills, knowledge and abilities.

Continue to encourage families to make use of community supports.

Continue to encourage families to fill in the questionnaire after each session.

Supported Employment:

Supported Employment Program staff to use the data sheet to accurately reflect the number of new placements and other required data.

Consumer Demographics:

Continue to update and improve the CIS and provide staff training.

Implementation and training of the CIS improvements scheduled for spring 2009.

MONITORING AND REPORT DISTRIBUTION

The Executive Director will report to the Board of Directors on the Measurable Outcomes Results. The outcome management results will be documented annually and provided in a complete format and a plain language version and featured in the annual report.

The report will be available to:

- CLV Board of Directors, Staff, Consumers
- Families, Community Living BC & the Public
- The Measurable Outcomes Report Summary is available through the Community Living Victoria upon request from the CLV Administration office and on our Website

**APPENDIX 1: EXAMPLES OF EFFORTS TO IMPROVE IN
IDENTIFIED KEY AREAS FOR 2007 SURVEY**

1. The following are examples of how homes/programs have responded to supporting people and their aging issues (identified staff and stakeholder goal):

Equipment/Resources to Increase Accessibility:

- replacing all existing toilets in a home with the larger more ergonomically correct ones that are also higher, to assist people who are aging

- use of an occupational therapist to assess the home; installing grab bars, hand and bed rails; brighter lighting has been installed; carpets removed; larger TV; easier to handle mugs.

- obtained funding for a manual wheelchair as person was having difficulty operating his power chair, due to decreased strength and stamina.

- track lifting was added to the bedroom, giving him and staff the option of using a lift to get him in and out of bed on those days when he doesn't feel strong enough to transfer

- purchase of a new walker that is more supportive than her old one.

- totally renovated and redesigned a bathroom to enable greater accessibility for people who use wheelchairs

- have requested updating the kitchen and bathrooms. The plan allows for people to age in place; making the kitchen area fully wheelchair accessible, the bathrooms need doors and sinks changed to be wheelchair accessible.

Transportation Needs:

- arranged for use of HandiDart instead of Public Transit until while someone was healing from surgery

- changed transportation schedule to allow someone to arrive home when there will be someone there

- arrange to pick someone up at their day program so they don't have the long HandiDart bus ride home

Increased and/or Enhanced Supports:

- supported an individual through Palliative Care for 3 months. We were able to obtain some funding through CLBC for extra staffing during this time. His environment was changed to meet his needs (air mattress, hospital bed, bedside hospital table) Staff made adaptations for his loss of independence (i.e. cutting straws so he was able to drink easier) and were educated through Hospice on what we could expect during his decline and eventual passing.

- increasing support networks within the medical community such as physicians, home care nursing, occupational therapists, physio-therapists, specialists, Developmental Disability Mental Health Resource Team (DDMHST), Red Cross.

- accessing community Senior's services such as Silver Threads, Rec Center Seniors drop in, increased use of Handi Dart.

- supported an individual at home following hip surgery and post-operative recovery by changing her room to upstairs to avoid having to use stairs in the initial weeks.

- modifying the home with ambulatory aids and increased staffing to accommodate increased needs.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- in- house staff training and day program training to accommodate ambulatory adaptation needs as well as information sharing on working with seniors with developmental disabilities and dementia.
- increased number of care plan reviews and healthcare team meetings.
- adapting staff scheduling to accommodate health needs, including day programs in- house and external.
- ongoing communication with families to [keep them informed] on the needs of the individuals supported. Encouragement to educate younger family members (siblings/cousins) as the parents age to become involved and developing meaningful and healthy relationships.
- continue foot and hand massages for circulation.
- advocated for and supported a modified schedule and a move to a more appropriate residential and day program arrangement
- include nursing support to assist in diet, home support, orthotic purchases and blood sugar monitoring
- developed protocol, trained staff, attended team meetings with DDMHT to support a consumer's anxieties
- continue to allow choices of activities to allow for decrease in participant's stamina
- participated in a dementia assessment and monitor monthly
- continue to advocate for an individual to remain at home rather than attend his day program due to aging issues.

2. The following are examples of people who live in our larger homes getting to spend more individual time with staff (identified consumer goal):

- D frequently goes for walks or coffee with just one staff. K goes on nightly excursions for coffee with one staff. M spends the night at one staff person's house multiple times during the year. S enjoys movies and dinners out one on one.
- [we were able to provide] one to one support for hip surgery recovery of one client.
- we follow the "key worker" methodology in that an individual has a key worker and gets individualized attention in that capacity. We search for interesting ideas and activities where the guys can be engaged and will ensure that we go on activities one on one. For example, I took B to Vancouver one on one and took him to the aquarium as well as window shopping and to a sushi restaurant.
- we like to take people out on a one to one basis for lunches, coffee and dinner. Staff will have the individuals to their own homes for dinner if they choose.
- in addition to everyday activities and events, each person has specific opportunities to choose a one to one activity twice a week. They each [also] have an identified specific person where telephone calls and visits are encouraged and supported.
- the men have individual activities on a regular basis with staff, this can be for dinner, a walk, groceries (each week a different person assists staff with shopping), and to visit friends at other homes.
- each person chooses a staff as a primary worker... this role involves many one to one activities as chosen by the goals set in the PCP's - some of these events over the past year have included frequent dinners/ coffee/ drive/ movie/ trip to Van/ Gulf Island Ferry/ Chemainus Theatre/ setting up dates with a significant other, friend or family member/ swimming/ shopping/ walks/ going to the gym.

➤ [we] facilitate at least one activity a week if not more that each participant works with key worker

➤ [I] facilitate group or individual discussions re: their interests, PCP [goals], family dynamics, new work experiences, lunches out on occasion, etc.

3. Here are some examples of *increased communication strategies between home/program and families* (identified family goal):

➤ we phone mom every evening to let her know how her daughter's day went

➤ mom has been invited to staff meetings so that she can be a working member of our team

➤ there is a bulletin board for each person that I put info from us or the school for the parents to pick up, sign, or just read

➤ we have been encouraging emailing from the individuals to their families.

➤ at a minimum we make sure we call each family once a month – they are encouraged to call anytime and ask any staff questions

➤ [we like to] phone about good news such as when an individual does well at an appointment that has been difficult for them in the past

➤ for parents who live out of town, to keep in touch I send e-mails and [make]the occasional phone call to keep them in touch with their daughter's health/general care

➤ we also try to phone a couple of times a month, and visit every other month.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- he uses Facebook, and communicates with his sister on it.

- everyone is encouraged and supported to call their families as much as they want/ or as is arranged by the family.

- family are included in team meetings and updated on appointments.

- all family members are encouraged to be included for parties and events... if they are unable to attend due to mobility issues – we ensure that people have transportation.

- photographs and notes are sent to the families on a regular basis.

- the supervisor makes it habit to phone family members at least once a month to “check in” and see if there are concerns and/or questions.

- in 08, we have increased email communication where applicable. We have made trips to visit family/friends. We’ve had the opportunity to confer with some family members and identify people and places in old photos that we have on site.

- one highlight was one of the people we support making a trip to Vancouver with her brother and sister. This was the first time that the siblings have spent time together on their own. Great time for all and pictures to prove it!

- in the past year a family member requested regular meetings with the supervisor & program manager, this request was met for several months and now is on “an as needed basis” at the family’s request.

- some participants carry communication books that go to and from home, day program and family, daily, and weekly

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- families/homes are encouraged to call or visit or take the participants out for lunch on birthdays, etc.
- families/homes communicate about any special awards or achievements
- [families are] encouraged to meet re: special circumstances or problem solving together
- pictures and art projects are regularly sent to families

4. Here are some examples of ways homes/programs have tried to address aging and healthy living/fitness lifestyles (identified family goal):

- we have succeeded in a med change for one person that has resulted in increased social interaction, physical activity and mood stability.
- we take advantage of opportunities for outdoor strolls in our local community
- in our Parent Support Program (PSP) we have addressed healthy living/fitness lifestyles with moms who are struggling with weight issues, (i.e. walking groups, encouragement to reconsider their current food choices) but more so with regards to getting the kids 'out and about' in their communities. CLV has provided or facilitated funding for swimming passes, rec passes, library visits, funding for CLV events (Tina Turner concert, Snowbirds, etc).
- this summer, a staff had 1-1 with one individual 2x weekly. A large goal of this was to increase activity. They went swimming and walking in local parks. This helped the individual deal with some difficult issues in a positive manner.
- paying more attention to weight/diet and activity level.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- CLV and ministry funding to support a person [pre- surgery and post-operative care], purchase nicotine patches, a hepa-filter, transportation and ensuring that post-hospital care was in place; also completed an application for transfer to another subsidized housing unit due to stairs that are no longer easily accessible for her.
- we have changed our menu plan to using whole foods not processed. We use butter instead of margarine and we use cheddar cheese instead of cheese slices.
- we monitor his fat intake due to cholesterol issues, and try to offer him healthy options and information.
- weather permitting; we encourage walking to the mall rather than taking the van.
- we had a nutritionist come in to evaluate and help her family to make better food choices for her when she is with them.
- changed staffing hours to accommodate horseback riding for an individual.
- we have been changing the types of foods we buy to healthier choices.
- individuals go to the VWY exercise program, swimming and for walks.
- we purchase fat free and low cal foods when we can.
- we have implemented an exercise regime for one individual who seems to struggle the most with food issues. She goes to the pool once a week (one on one) with a staff person and loves her routine. We always try and watch portion sizes and keep the “junk food” to a minimum.
- our hot lunch program focuses on healthy menu items, talk of nutrition while cooking and preparing.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- menus were revised following Canada's Food Guide; water with all meals; use of processed foods decreased; breads/cereals are whole grain; milk 1%; portion control (smaller plates were purchased so as not to overwhelm those who have small appetites); the new menus were approved by the dietitian.

- everyone is given small chores around the house to keep them active; depending on weather conditions, walks with staff [are encouraged]; staff assist the men to participate in the cleaning of their personal space; increased participation, for those who are able, with outside chores.

- [we go]swimming, have a weekly walking group, sailing and horseback riding in season.

- switched a person to a Heart Smart menu in conjunction with the Kidney Clinic recommendations

- sought out physio and occupational therapists to consult with regarding mobility changes

- added workout videos for rainy days and use the Life Passes for the Rec Centers; include Healthy Living Choices discussions during house meetings and set health targets for each person as per their needs and ensure they are outlined in the shift routines

5. Examples of how we have *increased the variety of activities offered, provided opportunities to try new things and go to new places* (identified consumer goal):

- we had developed a monthly activity calendar as people in the Supported Apartment Living (SAL) program wanted their evenings to be more eventful. Each person picks an activity and invites over their friends. We have had a game night, pizza making, craft and a movie night. We use the internet a lot to find new things to do as there are usually pictures and stories to show the individuals.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- two of the guys in our home had the opportunity to travel across Canada in an RV this past summer; another person went traveling through BC with friends.
- one person started going to an art program.
- we look at the strengths of the guys as well their interests, small and large in an attempt to extrapolate more specific interests. We watched B who loves to window shop and has great motor skills, now pushes the heavy, difficult to maneuver cart in the warehouse while shopping. He now sees it as a role of his and is very good at it.
- we facilitated the application for someone to spend the weekend at the Operation Trackshoes event and provided 50/50 funding to support this opportunity.
- participated in disabled sailing this summer for the first time
- attending movies and the IMAX this year that was not possible for her in the past
- [attended] Special Woodstock for the first time this year.
- Staff have continued their weekend “mystery trips”. Everyone heads out for parts and places unknown. One beautiful Saturday they made it all the way to Port Renfrew and lunch at the pub. This trip included stops at beaches, meeting the “locals” etc.
- D. routinely goes on coffee outings with various friends she has made through her gymnastics group. She will also develop friendships with people she meets at the JDF dance and set up lunch dates with them.
- we took advantage of all the free concerts offered in the area parks this past summer. [We also host] regular BBQ’s (every 2 weeks) in the summer which we invite people from other homes to.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- new experiences are encouraged daily... here are a few new things for people this year: horseback riding, sailing, connecting with family members (new- who have not been involved to date), going on a trip, internet shopping, using a computer, building an earthquake emergency kit, planning a party, choosing new roles within the home – learning a new job, phoning friends, writing letters, using a camera, managing and budgeting money.
- we have endeavored to support all interests expressed in the annual goal setting. ie. M. has been to the IMAX twice and toured the Parliament buildings.
- use local newspaper to attend spontaneous activities in the area (i.e. Teddy Bears, Galey farm) and visits to various group homes.
- we added 2 new volunteer sites, the Beacon Services Thrift Store and Esquimalt Rec Center, in addition to our other existing volunteer and work sites.
- we started a new composting system and resource binder.
- we organize staff time to accommodate outings and activities. We make marginally more use of staff vehicles and no-car-required local walks. We plan some activities in conjunction with CLV and outside colleagues.

6. Examples of actions to support healthy team development, conflict resolution and increased staff team morale (identified staff goal):

- at every staff meeting, I have included a team building exercise. We had: 1. a medication quiz in which they had to match up the drug to its usage. 2. we practiced conflict resolution through an activity. All staff came up with example scenarios and then I paired them up and they role played the situations 3. we used Appreciative Inquiry to help us develop a list of things we were proud of and areas where we could increase our success.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

➤ The work pace is very fast at our home and can be quite stressful because of time constraints. At times staff will “drop the ball” in certain areas and we all try to watch out for that and assist if we can. We try to talk openly with one another. Because there are not many of us, fostering open communication is critical for team cohesion and we all appear to recognize this need to a certain degree. We all try to maintain it for our own mental health!

➤ with our manager’s support, we have been very flexible in addressing one of our staff’s health concerns through flexibility with her schedule.

➤ as a team we took a day long workshop together and we were able to deal with a variety of issues and topics.

➤ regular staff meetings, in house training, guest speakers, offer continuing education opportunities. Staff have distinct roles within the team and do their jobs well – they are always thanked. Staff that go above and beyond are recognized with a small gift or card of appreciation. Any conflict is dealt with directly and fairly.

➤ regular staff meetings; all staff asked for input re: decisions regarding the home.

➤ [my] approach is to use each staff’s strengths to promote our team. Rather than be key worker driven, we are strength driven. This has resulted on staff taking on tasks independently rather than me assigning task. Example: a long time casual was working in a temporary position. At a staff meeting we were all in agreement our menu needed updating. This staff said she had some ideas she would like to pursue re: the menu. She spent a great deal of time and effort on menu changes, and then presented the changes to all the staff. Another example: a long time staff felt confident enough to express her concerns/questions which happened very little before.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- combining team breakfasts or lunches with regular meetings, participation in other program/home activities (i.e.: the Amazing Place, poster creation, bread day)

- all staff are asked to be cognitive of verbal & written communication and the intent; also staff have been asked to [make an effort] not engage in 'negativity' and this appears to be working as the negativity has decreased.

- practiced giving each other feedback in one staff meeting with funny made up problems/issues.

- we like to keep open communication and try hard to help each other through any difficult times. At staff meetings are able to bring up any problem so that we all can share in finding a solution.

- I have worked hard to identify different types of communication styles and to relate this information to the staff. There are 2 workers who have had great difficulties working together over the years, and I have talked to them pointing out respectively their communication styles so they can better understand where each is coming from. I explained that different styles do not mean there is different intent. I have also talked at length about the necessity of not taking anything personally.

- the team is always consulted in planning and is involved in ongoing projects. Team members are encouraged to present ideas and to follow up, to take on specific projects/research and to report to the rest of the team. They are included in consults with outside professionals such as doctors and psychiatrists, collecting and presenting data and observations at DDMHT meetings, for example.

- [staff] members try to avoid or mitigate personal conflict or to resolve it themselves at an early stage but have brought ongoing issues to the manager. These have been addressed and have been seen to be addressed through mediated sessions with the manager and affected parties.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- team members are encouraged to identify their own personal goals and explore ways in which they can move towards them. For example, one person who is interested in understanding more about assessment and analysis took on a project to define criteria and produce a measurable record that included frequency of occurrence, links to identified factors etc. She began by clearly defining her outcome.

- we are successfully building a culture of trust, personal responsibility and transparency in which our priority, the enhancement of lifestyle for those we support, is clearly defined and supersedes all.

- encourage all to become active in CLV functions and the Union meetings.

- monthly staff meetings, take turns leading meeting and recording.

- offered choice to extend hours, advocated for the increase of part time hours and encouraged a staff member to ask for a leave to deal with family matters.

- [our] supervisor offers to support people who have more challenging behaviors to give others [on the team] a break.

- ensure all staff know they are appreciated and valuable.

- provide a positive orientation and training for new staff so we do not have to go short staffed.