



Community Living

VICTORIA

Different abilities. One community.

OUTCOME MANAGEMENT RESULTS

January 2009 – December 2009

Table of Contents

INTRODUCTION..... 3

ACTION PLAN UPDATE FOR 2009 OUTCOMES RESULTS 4

ACTION PLAN UPDATE FOR 2010 OUTCOMES RESULTS 6

CHARACTERISTICS OF CONSUMERS SERVED 8

ADULT DAY SERVICES 13

ADULT RESIDENTIAL PROGRAMS 15

PARENT SUPPORT 18

SUPPORTED EMPLOYMENT PROGRAM 19

CONSUMER SATISFACTION 21

SUPPORTED EMPLOYMENT SATISFACTION 24

FAMILY SATISFACTION 26

STAFF SATISFACTION 29

SERVICE ACCESS..... 34

GOALS 35

OUTCOME MANAGEMENT SYSTEM IMPROVEMENT PLAN 36

MONITORING AND REPORT DISTRIBUTION 36

APPENDIX 1: EXAMPLES OF EFFORTS TO IMPROVE IN IDENTIFIED KEY AREAS FOR 2009 SURVEY 37

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 seventh report in a series of continuous outcome reports. It is based on outcome data and measurable results collected for the period January 2009 to December 2009.

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 (Community Services Coordination), Home Sharing (Host Family Services), Host Agency (Self Directed Community Supports and Services: Flexible Supports Planning) and the Supported Employment Program (Community Employment Services). Each service area has measures of effectiveness, efficiency and satisfaction. Due to a number of circumstances last year's satisfaction surveys were not completed until March 2009 and not reported and shared until June. With such a delay and reduced time to achieve the identified goals we have decided to extend our current goals for 2010. The satisfaction surveys (conducted in February of 2010) that reviewed progress of 2009 goals gave us the opportunity to see if stakeholders were satisfied with the identified goals, indicate their level of satisfaction with our initial activities to address those goals and identify additional ideas or concerns. That input will provide us increased direction and focus for the goals we started to work on this past year and will more completely explore in 2010. 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 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. **Updates that required training did not occur until February 2010 due to a delay in the re-design.**
2. Continue to improve the accuracy of the data collected and entered on the CIS, specifically the contact mailing lists. **This work was completed in Spring 2009 and regular reminders to supervisors at our monthly meetings to keep data updated.**
3. Continue to look at strategies for addressing aging issues. **See Appendix 1 on page 38 for this year's strategies.**
4. Increase our individualization of support services through options such as Host Agency and Home Sharing. **This was our largest growing service area. We are now supporting 12 more people in Individualized Host Services and in Home Sharing Services.**
5. A new Effectiveness goal will be developed and tracking systems put into place for residential services. **This work was completed in March 2009 and results of goals are included in this document on Page 15.**
6. A new Efficiency goal will be developed, implemented and tracked for residential services. **This work was completed in March 2009 and results of goals are included in this document on Page 15.**
7. A new Effectiveness goal will be developed and tracking systems put into place for day program services. **This work was completed in March 2009 and results of goals are included in this document on Page 13.**
8. A new Efficiency goal will be developed, implemented and tracking systems put into place for day program services. **This work was completed in March 2009 and results of goals are included in this document on Page 13.**
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. **This work was done and results shown on page 18.**
10. Continue to seek funds to make up the predicted shortfall in our SEP. **In 2009 we were able to make up the shortfall by using the funds from a successful Victoria Foundation grant of \$10,000. We were not successful in accessing a November 2009 CLBC grant that would have seen us expand our services. However, we have secured regional training funding for the 2010 year from CLBC to work with other local agencies to promote Employment First services.**

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

11. Distribute consumer survey in February 2009 and produce goals based on consumer input. **Completed in March 2009 and documented in our Satisfaction Survey Results March 2009. Progress to date on those goals can be found on page 21 of this report.**
12. Distribute family surveys in February 2009 and produce goals based on family input. **Completed in March 2009 and documented in our Satisfaction Survey Results March 2009. Progress to date on those goals can be found on page 26 of this report.**
13. Distribute staff surveys in February 2009 and produce goals based on staff input. **Completed in March 2009 and documented in our Satisfaction Survey Results: March 2009. Progress to date on those goals can be found on page 29 of this report.**
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). **Results for 2009, 97% of people attending day programs have a current person centered plan.**
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). **Results for 2009, 95% of people who receive residential supports from CLV have a current person centered plan.**
16. Continue to seek expansion opportunities for the Supported Apartment Living model. **We have continued work on the provincial housing committee that produced a comprehensive report on affordable housing issues in BC. We have increased our SAL program by 1 person. We now support 4 people to live in their own apartments at the Queens location and will continue our efforts to seek expansion of this model.**
17. Seek confirmation from our funders to keep our largest home (McKenzie) as a six person home and not fill the seventh vacancy. **This has been confirmed.**
18. To establish CLV as a Home Sharing agency and balance our growth and demand in this area with stability and low risk. **This is one of our strategic plan goals. Efforts include: negotiating with CLBC to ensure adequate coordination cost coverage; starting a waitlist; networking and sharing our resources with other potential host agencies; and participating in the provincial level negotiations underway to ensure balance, mitigated risks, as well as equal and fair compensation.**

ACTION PLAN UPDATE FOR 2010 OUTCOMES RESULTS

1. Implement updates in the Consumer Information System (CIS) in Spring 2010 and provide training to staff on how to utilize the updated system which includes the PCP process.
2. Continue to improve the accuracy of the data collected and entered, specifically the goal tracking and updating.
3. Continue to look at strategies for addressing aging issues.
4. Continue to increase our individualization of support services through options such as Host Agency and Home Sharing in a strategic and balanced manner.
5. Update the terminal server to ensure better access for our offsite programs to enter CIS data.
6. Identify any growing trends that we should be proactively preparing to address (age, ethnic, culture, program growth etc).
7. A list will be generated for the supervisors of our homes of those it is felt would benefit from increased non paid people in their lives and try to identify ways to meet that need.
8. Increased efforts will be made to try and identify any causes and possible remedies to increase staff retention in Wilcox, Orillia, Maplewood, Supported Apartment Living and Helgesen.
9. Continue to closely track and increase the number of employees who attain their class IV licence within 6 months of employment.
10. Develop new Effectiveness and Efficiency goals for the Parent Support Program (PSP).
11. Supported Employment (SEP) will continue to use the statistic report to track results.
12. We will continue to seek funds for the SEP for two FTE's to make up the predicted shortfall.
13. Continue to learn more about Customized Employment and work in partnership with CLV day programs to support people in our day programs to have increased employment opportunities.
14. Build on baseline created in 2009 of people in our day programs to try new activities.
15. Continued goal of 100% annual completion of Person Centered Plans (PCP's) for each person attending day programs.
16. Reach our 90% target of day program goals being attempted.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

17. Increase the number of people who make volunteer, work or other contributions to their community in day programs.
18. Continued goal of 100% annual completion of PCP for each person who CLV supports residentially.
19. Reach our 90% target of residential goals being attempted.
20. Support those identified in our residential services as having few or no unpaid people in their lives to increase their social connections.
21. Implement some cosmetic changes (repainting and organizing) in one of the programs identified as needing some updating.
22. Continue to provide opportunities for enhanced communication with staff about CLV activities, programs and issues in the community living movement.
23. Continue to develop and implement strategies to improve workload issues for supervisors.
24. Provide enhanced opportunities for program managers to be more visible in programs.
25. Provide team building resources to two identified teams this year.
26. Continue to promote and encourage the “meaningful choice” initiatives for our consumers.
27. Through the Human Resources department, continue to address recruitment, retention and orientations for new staff.
28. A new Effectiveness goal will be developed and tracking systems put into place for Host Agency Services.
29. A new Efficiency goal will be developed and tracking systems put into place for Host Agency Services.
30. Host Agency services will be added as a new section to the 2010 Measurable Outcomes Report.

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 majority 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 which is almost on par with the younger 30-49 year age group. The total number of individuals included in the data collection is 221.

AGE

Age Group	# of individuals	%
70 +	4	2%
65 - 69	6	3%
50 - 64	77	35%
30 - 49	87	39%
20 - 29	39	18%
6 - 19	8	3%
5 and under	0	
Total	221	100%

GENDER

Gender	# of individuals
Male	100
Female	121
Total	221

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

SERVICE AREA

Service Area	# of Individuals
Day Program	73
Supported Employment	57
Parent Support Program	7
Residential	64
Supported Apartment Living	13
Independent Living	31
Host Agency and Home Sharing	32
OTHER PEOPLE SUPPORTED BY CLV	
Youth in After School Program	30
Family & Personal Support	400+ families
Youth in VOCYL program	17

NUMBER OF PEOPLE SUPPORTED IN CLV DAY PROGRAMS

Day Program Name	# of Individuals
CAP Day	38
Marin Park Day	5
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

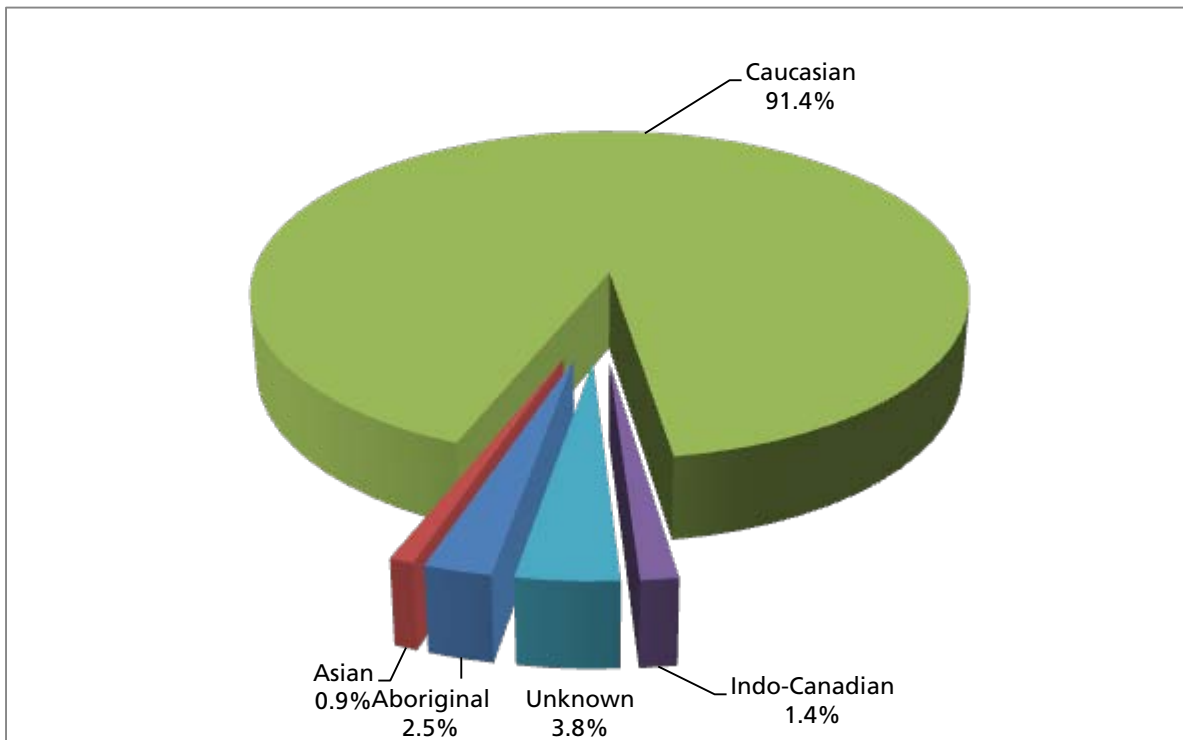
Residential Program Name	# of Individuals
Jeffree Home	4
Lindsay Home	4
Maplewood Home	5
Mariposa Home	4
Marin Park Home	4
McKenzie Home	6
McRae Home	6
Redfern Home	6
Shelbourne Apt.	2
Wilcox Home	5
Burnside Home	4
Brock Home	4
Orillia Home	4
Helgesen Home	3
Dalhousie Home	2
Kisber Home	1
Total	64

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

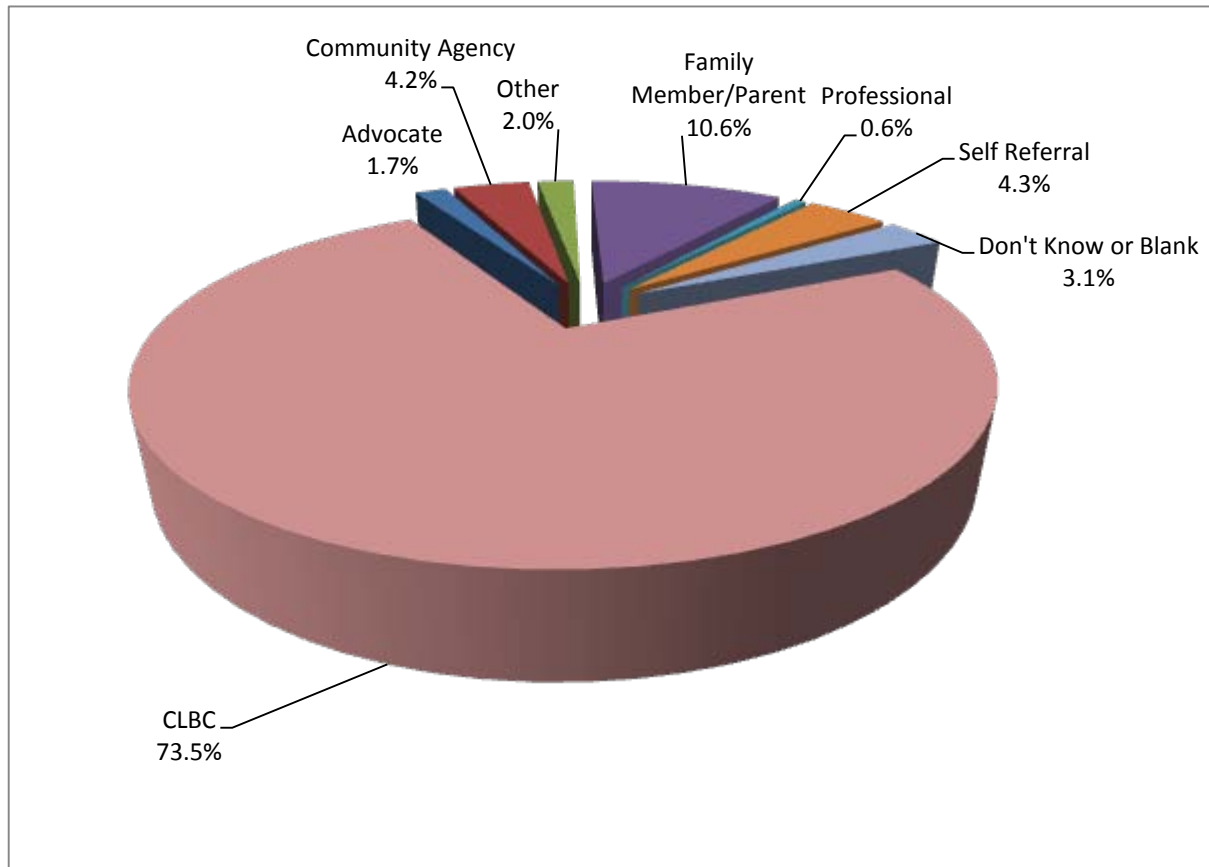
ETHNICITY

Ethnicity	# of individuals	%	Victoria STATS 2006	BC STATS 2006
Aboriginal/1 st Nations/Métis	5	2.5%	4.6%	6.2%
Asian	2	0.9 %	8.2%	17.1%
Caucasian	189	91.4%	81.2%	66.8%
Indo-Canadian	3	1.4%	1.1%	6.5%
Other	0	0	4.9%	3.4%
Unknown	8	3.8%	0	0
Total Individuals	221	100%	100%	100%

ETHNICITY OF INDIVIDUALS SUPPORTED BY CLV



REFERRAL SOURCE OF CONSUMERS SERVED BY CLV



CONSUMER DEMOGRAPHICS ACTION PLAN

Tasks/Timelines:

1. Continue to improve accuracy of information in our data base. **December 2010**
2. Identify any growing trends that we should be proactively preparing to address (age, ethnic, culture, program growth). **December 2010**

Responsibility: Program Managers and Program Staff

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

ADULT DAY SERVICES

EFFECTIVENESS MEASURES	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
% of personal planning goals that have been attempted	n/a	90%	83%
% of annually completed PCPs	99%	100%	97%
# of individuals that contribute to their community	n/a	Create a baseline	54 people 83%
% of people who have tried at least one new activity	n/a	Create a baseline	78%
EFFICIENCY MEASURES	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
Increased strategies to streamline PCP documentation process	n/a	83% of day program supervisors report increased efficiency	100% (3/3) of the day program supervisors reported increased efficiency
SATISFACTION WITH LAST YEAR'S PERSON CENTERED PLAN	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
% of consumers who report being satisfied	100%	90%	97%
% of families/caregivers who report being satisfied	85%	90%	97%

SUMMARY AND DESCRIPTION OF RESULTS

Our 3 Effectiveness goals for day programs were developed as a result of reviewing the feedback from satisfaction surveys completed in early 2009. We have been tracking the completion of annually completed PCPs for a long time but added the measure of “attempting to meet the identified goals” to promote follow through by staff. Contributing to your community is being measured as it is a way of increasing well-being and quality of life for individuals. It also provides an opportunity for people in the community to see the great contributions people with disabilities have to offer. This year, our goal was to create a baseline to determine how many people in our day programs had roles in the community such as volunteering or work. The programs that support people who are older struggle in this area as the individuals find it more difficult and less appealing to leave the program site. We will attempt to increase the opportunity for all consumers to try contributing to their community in the coming year. The goal related to people having the

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

opportunity to try new activities was the result of consumer satisfaction surveys where some people expressed a desire to try more new things during their day programs. Day program staff have started tracking new activities attempted now and will work towards increasing those opportunities in the coming year.

Our day program Efficiency goal was related to the amount of time required to complete a PCP process. Although this is considered a valuable use of time resulting in concrete goals, the sheer volume of people attending day programs makes this a daunting task. Efforts to streamline included: developing a day program checklist for the PCP review; training staff on developing measurable goals, and inputting information directly into the CIS.

ACTION PLAN

Tasks/Timelines:

1. Continued goal of 100% annual completion of PCP for each person attending day programs. **Dec 31, 2010**
2. Reach our 90% target of goals being attempted. **Dec 31, 2010**
3. Increase the number of people who make volunteer, work or other contributions to their community. **Dec 31, 2010**
4. Increase the number of people who tried a new activity this year. **Dec 31, 2010**
5. Provide training to day support staff that will allow them to enter the PCP data directly into the CIS aiding in efficiency. **Spring 2010**

Responsibility: Program Managers and Program Staff

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

ADULT RESIDENTIAL PROGRAMS

EFFECTIVENESS MEASURES	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
% of personal planning goals that have been attempted	N/A	90%	84%
% of annually completed PCPs	98%	100%	95%
People will have increased numbers of unpaid people in their lives	N/A	Create a baseline	87% have unpaid people in their lives
EFFICIENCY MEASURES	March 2009 RESULTS	EXPECTED GOAL	2009 RESULTS
Increase the number of staff who can assist people to access their community by having a Class 4 Driver's License.	68%	10% increase	77.53% (9.53% increase)
Staff in their positions for more than 2 years at same location (reduce turnover)	68	10% increase	79 (16% increase)
SATISFACTION WITH LAST YEAR'S PERSON CENTERED PLAN			
% of consumers who report being satisfied	98%	90%	95.4%
% of families/caregivers who report being satisfied	85%	90%	97%

SUMMARY AND DESCRIPTION OF RESULTS

The Effectiveness measure for residential programs of increasing the number of unpaid people in the lives of the people supported by CLV reflects an overall objective to increase safety, diversity and quality of life for individuals. Often the people we support rely on staff to be their caregivers but also their main social connections as well. Many of our staff have life- long commitments and friendships with individuals but this is not always the case. In addition to possible loneliness and lack of outside monitoring and advocacy, individuals also have limited access to people who might act in the roles of legal representatives or trustees. Creating our baseline this year allowed CLV to determine that the lack of unpaid people was an issue for 22 people who are in our residential services. In addition to identifying the individuals who would benefit from increasing their network, we have provided some training for staff to start to address this concern. Efforts included: hosting a workshop for 13 staff in Building Personal Supports; supporting a supervisor to attend training in Invisible Supports and then sharing that information with other supervisors; sending 2 staff to a 2 day session on “You’ve Gotta Have Friends”; sending staff and consumers to

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

a workshop on the Friendship Project; and arranging for 2 staff and a consumer to attend a weekend retreat focused on generating friendships. We have also purchased some resources to help generate ideas and our SAL program hosted a series of meetings focused on how to be a good friend. In the upcoming year, we will focus on developing increased support networks for those we have determined are most in need of this support.

Our first Efficiency goal in residential services was related to increasing the number of staff who hold Class IV drivers licenses. In addition to this being a requirement of the job, it can limit individual's access to community if staff are not able to drive them to events. We were having to make extra effort to ensure someone with a Class IV was on shift or having to limit people's activities in some homes. Concentrated efforts to improve this included: tracking those who were not in good standing; sending letters to them with specific timelines; follow up from their supervisors and managers; and taking disciplinary action if necessary including suspension and those not in compliance would no longer be able to hold a permanent position.

Our second Efficiency goal was to try and decrease staff turnover. We began by measuring the number of staff in each location who had been there for more than 2 years as a baseline. We expected a 10% increase and exceeded our goal by reaching a 16 % increase. Most settings remained the same or increased by 1 staff. Three of our homes increased the number of staff remaining for more than two years by 3 or 4. Some examples of action taken to try and increase longevity at programs included: blending of two part-time positions to make a position with benefits, strong supervisory leadership in promoting their homes, and specific targeting to work at certain homes to new casuals. Homes were identified in which we would like to see an increase in staff remaining in their positions for over two years in the coming year.

ACTION PLAN

Tasks/Timelines:

1. A list will be generated of those it is felt would benefit from increased non paid people in their lives and try to identify ways to meet that need. **March 2010**
2. Increased efforts will be made to try and identify any causes and possible remedies to increase staff retention in identified homes. **March 2010 and ongoing**
3. Continue to closely track and increase the # of employees who attain their class IV licence within 6 months of employment. **Dec 31, 2010**

Responsibility: Program Managers and Program Staff

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

PARENT SUPPORT

EFFECTIVENESS MEASURE	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
Families increase their knowledge, ability and skills to care for their family member	100%	100%	100%
EFFICIENCY MEASURE	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
Increase use of alternate supports by families	100%	100%	100%

SUMMARY OF RESULTS

Results in both these areas remained high. This is a small program (seven families) that provides intense in-home support. Families in the PSP find it difficult to access generic resources and supports. Some highlights to increase family’s knowledge included: presentations on Sexual Health, reducing violence and abuse, wills and estates planning, and speaking to UVIC social work students. Meeting this need will continue to be addressed but new Effectiveness goals will be tracked for 2010.

Examples of how the families utilized alternative resources in their community included: accessing Neighbourhood Houses programs (i.e. best babies, mom and tots groups, community kitchens and the Nobody’s Perfect program), speech therapy, Thrifty Food gift certificate donations, Community Travel Training, housing subsidies, transition house services, Life passes and the Boys and Girls Club’s Community Care Parenting Program. While the program will continue to support families to access alternative and generic community resources we will be developing a new Efficiency Measure for the coming year.

ACTION PLAN

Tasks/Timelines:

1. Continue to use the session evaluations and surveys in the PSP to determine if we are providing supports that maintain high levels of satisfaction in the two identified areas but start to include new Effectiveness and Efficiency goals in that tracking process. **March 2010**

Responsibility: Program Staff

SUPPORTED EMPLOYMENT PROGRAM

EFFECTIVENESS MEASURE	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
Increase the number of paid employment positions	10 new jobs	10 new jobs	16 new jobs (includes new people and existing people securing a new position)
EFFICIENCY MEASURE	2008 RESULTS	EXPECTED GOAL	2009 RESULTS
# of employees who maintain employment with the same employer for at least 2 continuous years	38/58 (66%) of employees have kept their employment for over two years.	Increase by 5%	42/62 (68%) of employees have kept their employment for over two years.

SUMMARY OF RESULTS

The SEP was able to surpass the Effectiveness goal of finding 10 new employment places by an additional 6 placements. These efforts were greatly supported by the increased partnering with some of the larger companies we have involvement with and encouraging more departments and stores to hire through our program. We have also received temporary additional funding to ensure we could maintain 2 full time job coaches. Other efforts to increase funding included a response to an RFP for training and providing information to a board member to make presentations. Our Efficiency goal of maintaining long term employment increased by 2%. Although this percentage is lower than our expected goal of 5%, the actual number of people keeping their jobs over 2 years increased by 4 people. Overall, the number of people in the SEP increased by 4 individuals. SEP has been busy this year keeping informed about and involved with a number of new initiatives related to opportunities for increased employment for people with disabilities (i.e. the Learning Tour on Employment, Customized Employment, and the BC Employment Strategy Network).

ACTION PLAN

Tasks/Timelines

1. Supported Employment will continue to use the statistic report. **Ongoing**
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. **Spring 2010**
3. Continue to learn more about Customized Employment and work in partnership with CLV day programs to support people in our day programs to have increased employment opportunities. **Spring 2010 and throughout the year**

Responsibility: Program Manager and Supported Employment Staff

CONSUMER SATISFACTION

DESCRIPTION OF PROCESS

In March 2009, we conducted extensive Satisfaction Surveys for our consumers across all programs. This included those who live in our homes, attend our day programs, are supported through the Supported Independent Living and Supported Apartment Living programs, and who participate in our Supported Employment Program. As in past years, consumers reported a very high level of satisfaction in areas of rights such as: being treated with respect; being listened to; having choice; feeling safe; and receiving help with personal planning and goals (on average 93%). Also very high levels of satisfaction (average 87%) were reported in areas related to: where people are living; the number of activities they participate in; and their day time programs. In general, people expressed being happy with their supports and the staff supporting them with a few reoccurring comments related to wanting to try new activities, being able to go out more with staff support and a desire to have more friends. As a result we developed the following Consumer Satisfaction goals for 2009:

1. People will be supported to try new activities. **Progress:** The number of new activities people tried in their day program was tracked to establish a baseline.
2. People with no or few unpaid people in their lives would be indentified and supported to increase their networks. **Progress:** The number of unpaid people in the lives of those supported residentially was tracked to create a baseline and determine people whom we will focus efforts on this coming year.
3. Individuals and their families will receive copies of their PCP that describes the activities they have been involved in. **Progress:** All supervisors/managers are aware of this and are now sending the completed PCP to families who want a copy (with permission from individual).

In February 2010, we had an interviewer assist a sampling of individuals to complete the satisfaction survey on-line to determine their level of satisfaction with our identified goals, planned and attempted strategies so far.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

Results:

- 47 people participated in the survey
- 53% of the people lived in our homes, 73% attended our day programs, 26% were part of our independent living supports and 13% received supports from our employment service
- 100% of respondents stated they were happy with their CLV services
- 92% reported that they make choices about their own life
- 92% reported that they are supported to try new activities in their home/program
- 96% stated that they visit family/friends away from their day program or work time
- 98% reported getting information about their rights from staff at CLV
- 92% stated that they get information about safety and what to do in emergencies at CLV

What people liked about their CLV home or program:

- SAL gives me good supports and employment helps me keep my job
- I like being with my friends, shopping and doing the personal planning
- great staff and fun activities; they support WITH you, not FOR you
- they are like my second family; I have my own life, friends and holidays
- I like that staff have been around a long time
- I like my yard
- I like teaching the new staff things and where things are
- the people here make it a good home
- I like my room and my things
- I like to be independent, working and when the house is quiet
- I like painting/crafts and making money
- I like it when we go to the movies, the beach and playing soccer; swimming, music, cooking, bell ringing, music group, tai chi, lunch dates
- I like it at my day program because of the smiles and welcome I get each day

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

What people don't like at their CLV home or program:

- I would like to move into my own apartment
- I would like more get-togethers with other people
- I don't like sarcastic remarks because it makes me feel they don't trust me
- when staff are too busy to take me out for a walk in the morning
- I don't always get to do what I want
- I don't like fighting, arguing and loudness
- sometimes choices are made for me
- not always enough help to go swimming
- too noisy at my day program
- bored at my day program; not enough to do in the winter

ACTION PLAN

Tasks/Timelines:

1. Build on baseline of people in our day programs to try new activities. **Throughout year**
2. Support those identified in our residential services as having little or no unpaid people in their lives to increase their social connections. **March 2010 and onward**
3. Implement strategies to increase personal choices and decision-making by people in our homes and programs. **By December 2010**

Responsibility: Program Managers and Supervisors/Managers

SUPPORTED EMPLOYMENT SATISFACTION

In March 2009, we conducted an extensive survey with both our supported employment employees and employers. Both groups reported extremely high levels of satisfaction. Employees rated their satisfaction 100% with job coach support, 95% with having an increase in money, 95% reported learning new skills and 95% felt welcomed on the job site. Only 42% of the people surveyed reported that they spent time with co-workers outside of the job site. As so many people we support deal with issues of isolation and loneliness, work can be a great source of social connections. This was noted as an area to focus on.

In the Employer's Satisfaction Surveys, ratings were 100% satisfaction with CLV's job coach's skills, professionalism, providing well matched employees, being available to employers when needed and that employers would (and do) recommend us to other businesses. With that information we developed the following goals:

Goals in Progress

1. Continue to promote the Supported Employment program among employers in our community utilizing our existing employer's connections and networks.
Progress: Continued our practice of recognizing an Employer of the Year (2009 winner was Thrifty Foods – Saanich Center); regular contact with previous and current employers and any changes in who are the contact/hiring staff; marketing ads in the paper and on TV; new video developed to show employers; participation in resource fairs, provided some information and promotional material for a board member doing rotary presentations; produced some promotional posters; and maintained our relationship with a marketing volunteer.
2. Target one major supplier to CLV to encourage their hiring of people with disabilities utilizing the Purposeful Purchasing model. **Progress:** Meeting with manager of a major grocery chain to determine how we might expand into other areas in which we have not yet placed individuals.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

3. Each employment coach to support one employee who is currently not socially involved in their work place to increase connections with co-workers. **Progress:** SEP's practicum student is supporting someone to increase their social skills to make connecting easier. At one of the employment sites, a mentor has been matched to three employees in SEP.

Tasks/Timelines: The identified goals from 2009 will be continued to December 31, 2010

Responsibility: Program Manager and SEP staff

FAMILY SATISFACTION

DESCRIPTION OF SURVEYS

In March of 2009, we conducted an extensive satisfaction surveys with family members of the people we support at CLV. Survey results from families continued to indicate a high level of satisfaction (80%) with leadership and communication within CLV. Families whose family member receives support from CLV reported high levels of satisfaction with feeling their family member is treated with dignity and respect, that CLV is responsive to their family member's needs, that we provide opportunities for their family member to participate in the community, and that CLV staff have the training and knowledge to meet the needs of their family member.

Families were less clear on what safeguards are in place to protect their family member from abuse and neglect within CLV (19% did not know). 37% of families who responded were unsure whether their family member had the opportunity to make choices and decisions about his/her life at CLV. 85% of families said they were satisfied or somewhat satisfied with CLV's Person Centered Planning process for their family member. Staff turnover continues to be an issue for some families.

The following Family Satisfaction goals for 2009 were established to help address some of those areas:

1. Within the next year, CLV's Consumer's Handbook will be updated and redistributed to all families. This will include additional information for families and provide a reminder of safeguards in place and the promotion of choice for consumers within all CLV services. **Progress:** Handbooks were updated in the fall and distributed in January 2010.
2. Promote the Events Information line and our website so families can easily access information. **Progress:** New website has a priority spot for News and Events for easy access for families as well as a new, short introduction video for families, by families.
3. To inform more families about our resource library, sensory centre and equipment lending items. **Progress:** We will have this added as a new feature on our Website in Spring 2010.

Individuals and involved families will now receive a copy of the individual's annual Person Centered Plan, so that they are more aware of the activities and choices their family member has at CLV.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

In January 2010 we sent out letters and a short questionnaire to family members to determine their level of satisfaction with these identified goals, planned and attempted strategies so far.

Results:

- There were 38 respondents with the majority (83.7%) coming from day services and our homes
- 95% of respondents reported that we are moving in the right direction with our goals identified and progress to date as described above
- 97% of the families who participated in Person Centered planning were satisfied with the process

Areas of satisfaction included: kind and loving care; good quality of life for family member; good communication with staff; liked the new website; great community and social involvement; long term staff who know their family members well; encouraging independence and skill development; engaging families in person centered planning; a commitment to people through difficult times and provision of a safe environment.

Areas needing improvement related to their family member included: more opportunities for therapy; more social opportunities (including weekends); more progress updates; better information sharing for weekend staff; reduced staff changes; and improved physical space of one of our day programs.

Suggestions for improvement at CLV included: increased social opportunities for people who don't live in CLV homes; information availability related to monitoring for unlicensed homes; increased benefits and wages for support staff; and efforts to increase rent subsidies.

ACTION PLAN

Tasks/Timelines:

1. Tracking of new opportunities through our day program for participants. **December 2010**
2. Increased social opportunities for those identified in our residential services as having the least social connections. **December 2010**
3. Include repainting and organization of a program site requiring cosmetic updating. **December 2010**
4. Ongoing efforts to reduce staff turnover (especially in the four identified programs). See Human Resources report. **December 2010**

Responsibility: Program Managers and Executive Director

STAFF SATISFACTION

DESCRIPTION OF SURVEYS

In March of 2009, an extensive survey was distributed to staff members asking them to provide some input into areas in which they would like to see CLV develop goals around. The results of the survey indicated a number of areas that had high levels of satisfaction (i.e. addresses challenges in the community living field, communicates effectively with staff, positive community profile, satisfaction with position, treatment of the people CLV supports, choice and voice of people, opportunities for people we support to try new things and safety of individuals). There were also a number of areas that staff shared lower levels of satisfaction (i.e. 9% felt workload wasn't manageable, 9% did not feel their work environment was always pleasant, 11% did not feel comfortable expressing concerns/ideas/issues, 14% did not feel they had enough training opportunities and 18% were not satisfied with the recruitment and retention of qualified new staff). As a result of that feedback we developed the following goals:

1. Provide regular and varied communication updates to staff regarding issues and activities CLV is involved in related to Community Living and Advocacy. **Progress:** Provided more information in the grapevine, increased information and easy access on website including the new addition of the ED update, increased presence of ED at supervisor's meetings, some increase in program managers at team meetings and person centered planning. A media blitz in October 2009 "Hope, Help, Home" - profiling individuals and families supported through CLV on radio, TV, newspaper and bus ads.
2. Supervisors will contact program managers if they feel their particular workload needs to be adjusted. **Progress:** A few supervisors discussed this issue with their managers and various adjustments have been made.
3. The program managers will identify teams, assess the issues, and allocate some resources to specific teams to develop stronger and more effective team dynamics. **Progress:** Program managers and supervisors/managers have identified teams who are having some challenges and CLV will allocate some resources to specific teams to develop stronger, more effective team dynamics. The first initiative was the "Adventure Based Learning" teambuilding day in October 2009 for 40 staff.
4. Create a greater understanding and knowledge base around meaningful choice in consumer's daily lives. **Progress:** We collected many examples of how this was actively pursued this year (See Appendix 1, p.37).

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

In addition to the above staff satisfaction goals, issues related to retention of staff and recruitment, orientation and training of new staff became either an effectiveness goal or a Human Resources goal. **Progress:** Ongoing improvements have been made to the orientation process for new staff including: a completely revised orientation manual; each new staff is assigned a mentor who coordinates their orientation and is their main, go-to person; casuals are now limited to 8 sites initially. All supervisors/managers attended a training day on the orientation process. Current labor market conditions mean we are once again able to recruit more staff. Our statistics also show improving retention rates - in 2009, we had only 64 job postings which was significantly less than in 2008, when we had 115 job postings.

In January 2010 a short survey was sent to staff to determine their level of satisfaction with our identified goals, planned and attempted strategies and gain any further ideas they had to help CLV's progression towards achieving these goals.

Results:

- 91 surveys were completed
- 73% came from staff working at CLV homes; 21% came from staff working at our day programs; 18% came from staff in our community services and administration
- 57% of staff who responded were fulltime, 31% part-time and 14% casual
- length of service: 31% under 2 years, 30% 2-5 years, 11% 5-10 years, 21% 10-20 years, 8% were 20 years plus
- 97% of staff felt that we were moving in the right direction with the goals identified and progress to date as described above

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

Areas needing improvement:

- continue to work on hiring experienced staff
- better communication between management and staff
- more visibility of program manager
- more choice for our consumers re: who their support staff are
- better training for new staff
- improved compensation for staff
- caution to some homes that in attempt to streamline they can start to look and act institutional
- better balance of supervisor's duties (admin/front line)
- Suggestions to improve:
- increase our "greening" initiatives towards becoming more paperless
- offer team building to the programs that need it the most
- increased consistency between how supervisors/managers deal with various issues/policies
- programs to involve all staff in decision making, input & activities including casuals
- continue to address aging and retirement issues for those we support including training for staff
- create more opportunities for support staff and those we support from our homes and programs to come together and connect (i.e. One Day Together, BCACL Conference, The Amazing Place, and Adventure Based Learning , Seasonal Celebration)
- ensure long term staff are keeping relevant and open to new ideas and ways
- more recognition for staff who go above and beyond
- more regular staff meetings
- increased use of mentorship
- improved use of the electronic call in recording system

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- rejuvenate the day program routines
- designate more of the tasks assigned to supervisors to staff who are capable and willing to assist and looking for ways to be more engaged
- increase public awareness
- increased management of “burned out” staff who work too many hours
- increased use of the website to promote knowledge among staff of workshops, learning opportunities and CLV programs & community involvement
- attention to ensure balance of paper/admin while we meet contract, accreditation, licensing requirements

What CLV does well:

- great service to the people we support to achieve fullest potential
- promotion and awareness of CLV (Community Living campaign, website; media)
- listens to staff issues and seeks solutions
- flexibility of working conditions
- range of training for staff and individuals
- advocacy
- good quality day and residential services
- I like the 50/50 and United Way campaigns as a way to give back
- CLV’s fundraising ability to ensure people have access to good things in their lives
- high level of service and care to individuals and their families
- respectful treatment
- choices and rights for people supported
- improved orientation process has resulted in better qualified staff
- well run, progressive & professional organization
- provision of leadership in the community living movement;

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

- provide long term supports for people
- the improvements to the main buildings on Cedar Hill X Rd are much appreciated!

ACTION PLAN

Tasks/Timelines:

1. Continue to provide opportunities for enhanced communication with staff about CLV activities, programs and issues in the community living movement:
Throughout 2010
2. Continue to develop and implement strategies to improve workload issues for supervisors: **Throughout 2010**
3. Provide enhanced opportunities for program managers to be more visible in programs: **Throughout 2010**
4. Provide team building resources to two of the identified teams this year: **December 2010**
5. Continue to promote and encourage the “meaningful choice” initiatives for our consumers: **December 2010**
6. Through Human Resources, CLV will continue to address recruitment, retention and orientations for new staff: **Throughout 2010**
7. Continue to address aging issues for the people we support in our day services and homes: **Throughout 2010**

Responsibility: Program Managers and Executive Director

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 2009 TO DECEMBER 2009):

1. All community services were at capacity for this reporting period.
2. Day Programs- one day program had an extended vacancy beyond the target date.
3. Residential – one vacancy not filled within target date.

Day Programs: The Satellite and Redfern day programs filled their part-time vacancies within 60 days. Ralph St. and Marin Park day programs experienced no changes. CAP had an extended vacancy due to a complicated convalescence of a participant, who in the end decided not to return to the program.

As of December 2009, all day programs were at full capacity.

Residential services: A vacancy at our Burnside Home was filled internally when someone moved into that home from our Shelbourne home so that their physical care needs could be better supported. A new person to our services moved into the Shelbourne Home filling the vacancy that was created there.

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

An additional person moved into the SAL program with extra funding from CLBC resulting in expanding our capacity by one person. CLBC also provided additional new funding for three individuals to join the Supported Independent Living program increasing our capacity to meet their particular needs.

GOALS

Supported Apartment Living Program: This program continues to experience a 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, and have active participation on an Affordable Housing committee that produced a comprehensive report called: "Exploring Housing Options for People with Developmental Disabilities in BC". The "Queens" apartment building is now supporting 4 people with the potential to have 2 more people move in upon vacancy of existing tenants.

Residential: Future vacancies will be evaluated to determine the best use of the resource in keeping with our strategic plan of reducing the size of our larger homes, and determining in which areas we will grow. Our McKenzie Home was permanently reduced from 7 persons to 6 in 2009.

Day Program: Continue to manage any temporary or part time vacancies to ensure the most efficient use of these spaces. Our day programs will be paying particular attention to the newly emerging focus on ensuring increased employment opportunities for people we support.

Supported Employment: The program has been running at full capacity. Funding proposals to Victoria Foundation resulted in full funding for 2009. We were not successful in an RFP related to training but ended up securing local training funds and will coordinate with other like programs in our region to bring increased skill and knowledge to staff regarding employment options for people. Additional funds will be sought to expand our ability to provide service to more individuals and to include a broader range of supports including customized employment.

General Growth and Capacity: We saw an increase in our Host Agency contracts and an expansion to include Home Sharing coordination. 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 decided to not submit an RFQ for expanded services for people with ASD or FASD at this time due to other pressures on the organization.

OUTCOME MANAGEMENT SYSTEM IMPROVEMENT PLAN

ACTION	Persons Responsible	Target Date for Completion
Track satisfaction goals areas based on participants, staff and family input	Survey team	December 2010
Target February 2011 as the MOR completion and distribution date	Survey team	February 2010
Review and track Effectiveness and Efficiency goals	MOR team	February 2010
Ensure systems in place to track all the goals we have identified	MOR team	March 2010

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 2009 SURVEY

Creating a greater understanding of meaningful choice for people:

Focus on individual interests and activities instead of group activities

Discussion about other ways people indicate interest when they are non verbal

Display the “I have the Right” poster

Used an incident at a public event to generate a discussion on meaningful choice

Team discussion and focus on meaningful choice as a result of specific concern raised in a satisfaction survey about perceived lack of choice for people in our home

Talking with staff that sometimes the only way people feel they can exert control is to refuse to do something (like eat or carry on with an activity) and that this is an important communication tool to be respected

Regular communication about behavior as a communication and to remind ourselves to set aside long-held assumptions

Remembering the difference between “important TO and important FOR”

Paying more attention to cues and reactions to determine real choice and interest

As a team we watched the Freedom Tour after having seen it at CLV’s open forum

Had a program manager discuss the importance of PCPs being a vehicle for choices

Attended a conference on the “Importance of Belonging”

Went to see the memorial in New Westminster for the residents of Woodlands

Utilization of the strategies in the “101 ways to make friends” book

Many team discussions about the pros and cons for a move for someone in our home from his point of view

Worked through many new challenges of how to support a new person in the way he wanted to which looked very different than past support we have provided

Discussion about the finding balance between wanting to motivate people to go out and be active verses their choice to stay home

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

Trainer met with our team that resulted in greatly expanding staffs' understanding of choice and what constitutes health and safety which sometimes people use too quickly

Many "mini- meetings" to discuss ethical issues that come up with increased independence and appropriate choice/decision making (concerning partners, moves, health choices, lifestyle choices)

This discussion is part of every orientation I do, especially as we have people who are non verbal

Ways in which we have addressed aging issues this year:

Handrails in bedroom and bathroom, sling in the bedroom

Improved accessibility in our kitchen renovation

Kitchen, bathroom and patio doors now all enlarged for wheelchair accessibility

Supported people to move to increased support housing

Increased hearing, eyes, blood tests and long term care assessments

Advocated for increased home care supports and a new wheelchair

Developed a plan for increased care and funding to support someone to live independently

Have made changes to day activities that reflect retirement goals – senior centre

Developed a plan with the individuals and his family to move to a more supportive housing that will still foster his independence

Changed our day schedule to accommodate slower mornings and less physical activities
Increased lighting

Revamped bath schedule to better accommodate aging person's needs

Mattress change to assist with occurrence of pressure sores

Installed a raised toilet, non skid flooring and grab bars

Change from public transit to handy-dart

Changed Friday nights to being in home video nights as everyone was too tired to go out

Moving to a new home to better accommodate the physical needs of two people

Slowed the pace, built in extra time for getting to places

CLV OUTCOMES MANAGEMENT RESULTS SUMMARY

Purchase of a wireless headset to assist a person to better hear their TV

OT consulting and better quality mattresses

Installation of whispa and track lifts

Replaced carpeting with lino for ease of mobility

Staff education about dementia to learn how to better support an individual.