



pos Abilities

Empowering people with developmental disabilities



2013-2014

Outcomes Management Report

Let's collaborate



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1. INTRODUCTION

posAbilities offers a full spectrum of services to children and adults throughout British Columbia. Our services include residential, community integration, life skills, employment and behaviour support programs. Our Services can be found in:

- Vancouver, North Shore, Sunshine Coast, Richmond
- Surrey, Delta
- Vancouver Island
- Burnaby, New Westminister, Tri-Cities Area, Maple Ridge
- Abbotsford/Fraser Valley
- Okanagan

The Outcomes Management Report is a tool to learn about our current practices. It provides performance information to make program improvements that lead us to continuous service quality advancements. The Outcomes Management Report is a guiding and decision making instrument that helps our leadership team and Board of Directors in monitoring *posAbilities*' programs and services, and identifying the strengths of our organization as well as those areas that require improvement. The Outcomes Management Report will assist *posAbilities* to be even more effective, person-centred, and efficient in achieving a high standard of overall service quality.

During the reporting period of 2013-2014, we served 1,297 persons in the following service areas:

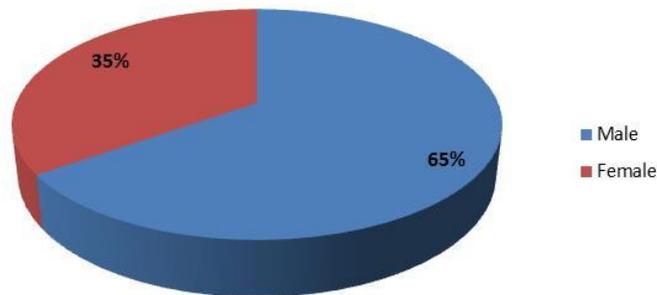
- Home Supports: 271 persons in total
 - Shared Living Services: 97 persons (7% of our services)
 - Community Housing: 92 persons (7% of our services)
 - Supported Living: 96 persons (7% of our services)
- Community Integration: 245 persons (20% of our services)
- Children and Adult Life Skills: 100 persons (8% of our services)
- Don't Sweat It Services (DSI) - Social Enterprise: employed 13 Crew Members (1% of our services)
- Community Employment Services: 166 persons (13% of our services)
- Behavior Consultation: 488 persons (37% of our services)

The following are some of the characteristic of persons served by **posAbilities** in 2013-14:¹

Age	%
Under 6	5.1%
6 - 18	43.5%
19 - 20	6.8%
21 - 30	14.7%
31 - 40	9.8%
41 - 50	9.1%
51 - 60	7.2%
61 - 70	2.4%
71 - 80	0.60%

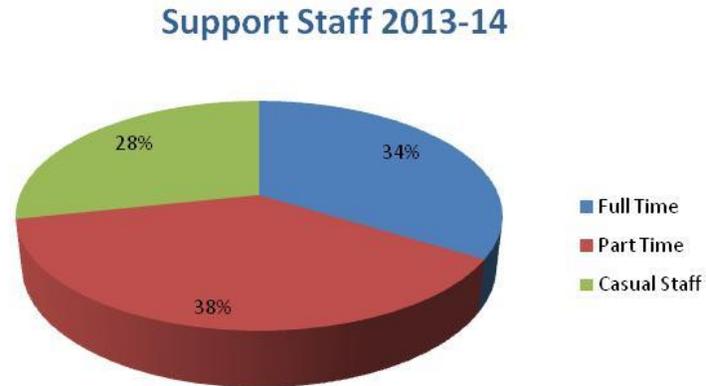
Diagnosis	
Autism	402
Intellectual Disability	373
Developmental Delay	196
ADHD	83
Down Syndrome	80
Anxiety Disorder	49
Seizure Disorder	42
Cerebral Palsy	38
Asperger Syndrome	37
Epilepsy	33
OCD - Obsessive Compulsive Disorder	31
Attention Deficit Disorder	29
Diabetes	23
Fetal Alcohol Syndrome	21
Bi-Polar	20
Depression	20
Tourette Syndrome	20
Other	476

Persons Served by Gender 2013-14



¹ Some persons served have multiple diagnoses.

In regard to our support staff, as of March 31, 2014, we had a total of 568 staff delivering our services.



Our funding sources in 2013-14 were as follows:

• Community Living BC	85%	\$22,077,961
• Ministry of Children and Family Development	7%	\$1,732,029
• Tenant Rent	5%	\$1,259,839
• BCHMC Rental Subsidy and other payments	1%	\$379,002
• Private Contracts (Fee For Service)	1%	\$245,771
• Other (e.g. Donations)	2%	\$422,583
Total Revenue	100%	\$26,117,185

2. ABOUT THIS REPORT

Our performance measurement system contains effectiveness, efficiency, accessibility, as well as satisfaction measures and targets that combine CARF requirements and CLBC Quality of Life Domains (i.e. Interpersonal Relationships, Emotional Well-Being, Physical Well Being, Personal Development, Self-Determination, Social Inclusion, Material Well-Being and Rights).

This report is based on outcome data collected for the period April 1, 2013 to March 31, 2014. The Outcomes Management Report presents the results obtained from the review of organizational files as well as satisfaction surveys conducted to persons receiving services, stakeholders, and employees. This year, in order to collect input from persons receiving services and stakeholders we distributed ten different surveys to persons receiving services, family members, *posAbilities'* employees, Shared Living contractors, community employers served by *posAbilities'* Employment Services, as well as Don't Sweat It! crew members and customers.

For this report, we collected information in 8 different service/program areas:

- Shared Living Services
- Supported Living Services
- Community Housing Services
- Community Integration Programs
- Life Skill Programs
- Community Employment Services
- Social Enterprise: Don't Sweat It Services (DSIS)
- Laurel Behaviour Consultation Services

For each of these service areas, we set targets and collected data about:

- Key monitoring items – items we consider relevant but do not fit into in the categories below
- Effectiveness – the results of services for the person receiving services
- Efficiency – the maximization of time and resources
- Service Accessibility – access to services/programs
- Input – person served and family member's satisfaction with services

Additionally, this report also identifies two key business functions at the agency level: staff utilization and work days lost.

The outcome information provided in this report is intended to assess the success of our services, identify where problems exist, and set a course for our staff for continuous service improvement.

First, the aggregated results of the persons served, family members, and employees' satisfaction surveys are presented at the agency level in the following section. Next, in section 4, the outcomes data and results for each specific service area are reviewed. Lastly, in section 5, key business functions are analyzed at the agency level.

3. SATISFACTION SURVEYS

3.1 Survey Results: Persons Receiving Services

Survey 2013-14: Persons Receiving Services (Shared Living Services, Supported Living Network, Community Housing, Community Integration, Life Skills)

RESPONDENTS: 176 (27.9% of the total persons served. Total Person Served =630)
SURVEY METHOD: Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE: To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

Ethnic Background of Person Served
 White: 60%
 Chinese: 19%
 Aboriginal: 8%
 West Asian: 4%
 Filipino: 3%
 Japanese: 2%
 South Asian: 2%
 Southeast Asian: 1%
 Other: 2%

Preferred Language of Person Served
 English: 92%
 Cantonese/Mandarin: 5%
 Hindi/Punjabi: 2%

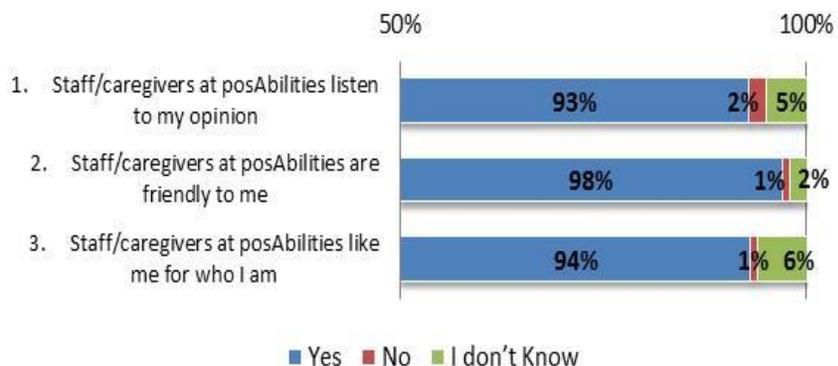
Gender of Person Served
 Male: 56%
 Female: 44%

City of Person Served
 Vancouver: 38%
 Richmond: 16%
 Coquitlam: 13%
 Surrey: 10%
 Burnaby: 7%
 Maple Ridge: 5%
 Port Coquitlam: 3%
 North Vancouver: 3%
 New Westminster: 3%
 Pitt Meadows: 2%
 Squamish: 1%

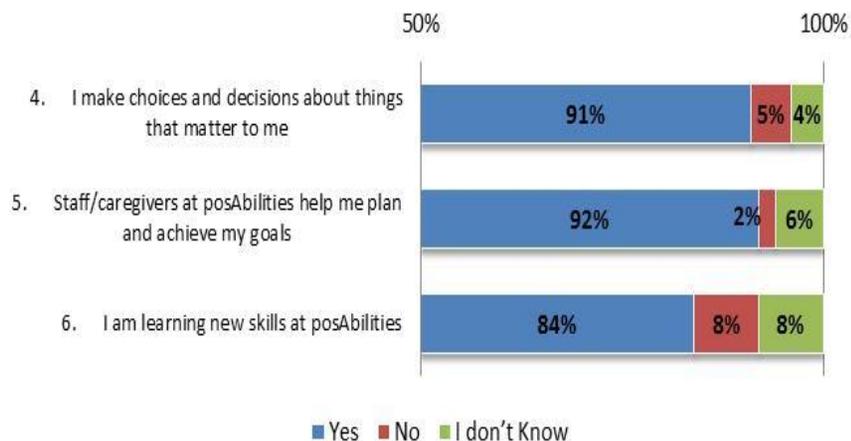
Program/Service Area
 Shared Living: 27%
 Community Integration: 25%
 Life Skills: 23%
 Supported Living: 15%
 Community Housing: 10%

Survey was answered by:
 Person served: 82%
 Authorized person: 18%

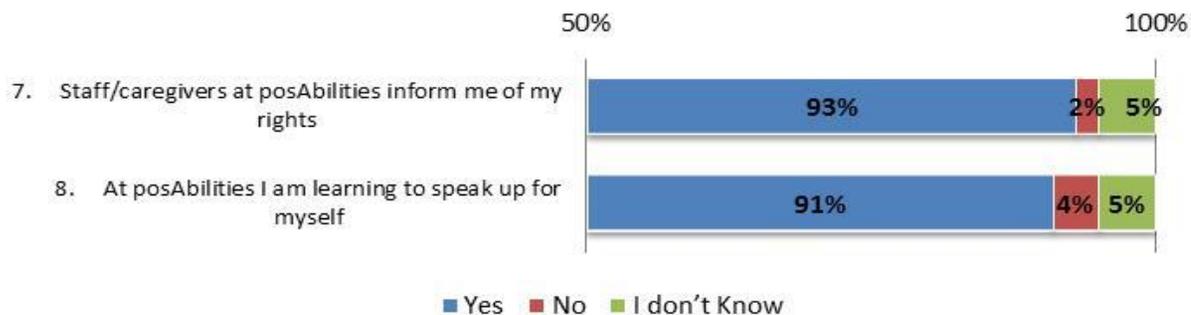
Persons Receiving Services (2013-14): Respect



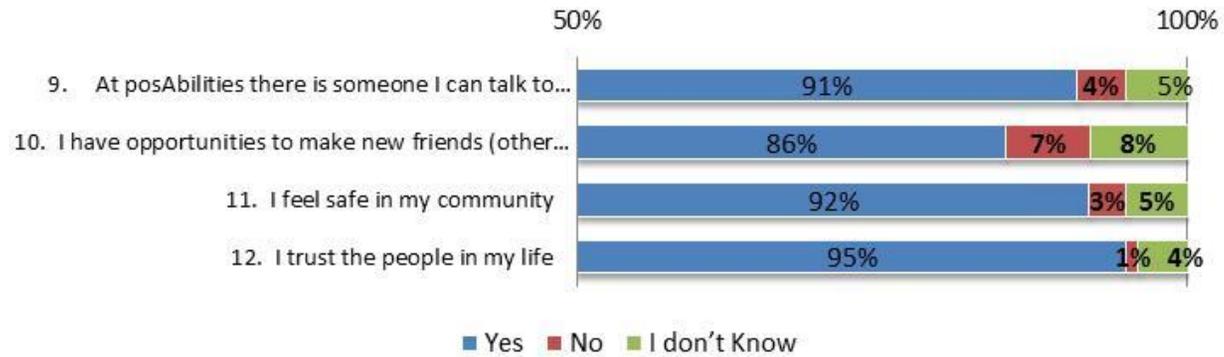
Persons Receiving Services (2013-14): Empowerment



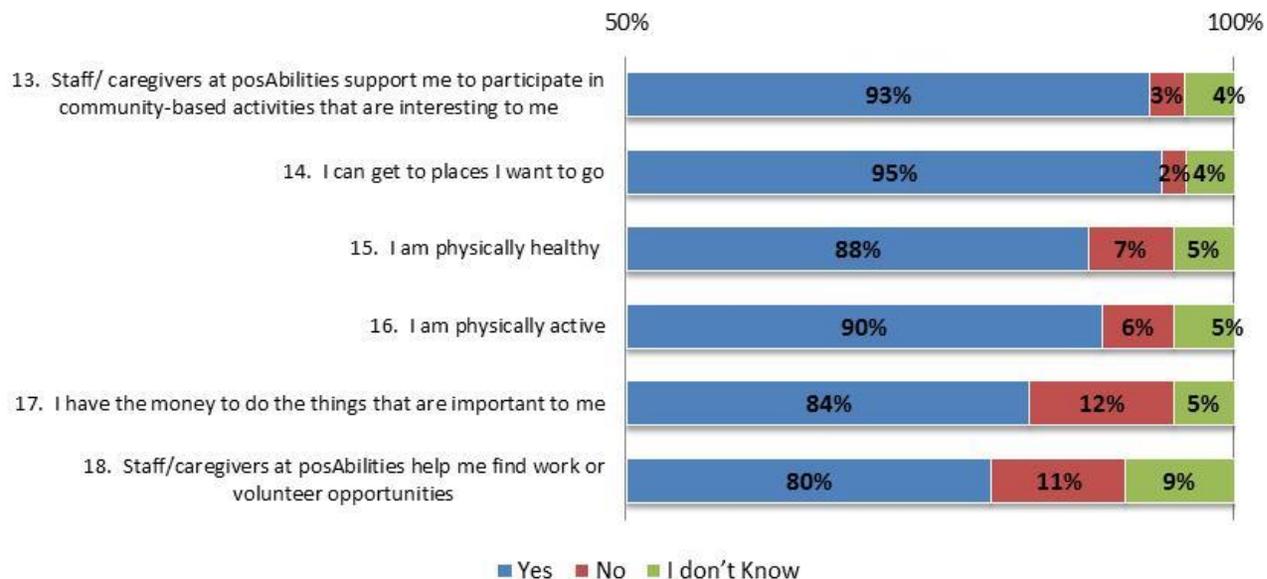
Persons Receiving Services (2013-14): Advocacy



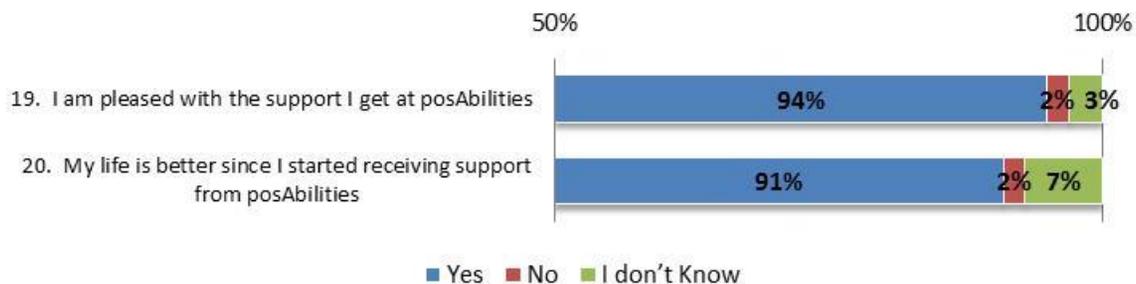
Persons Receiving Services (2013-14): Relationships

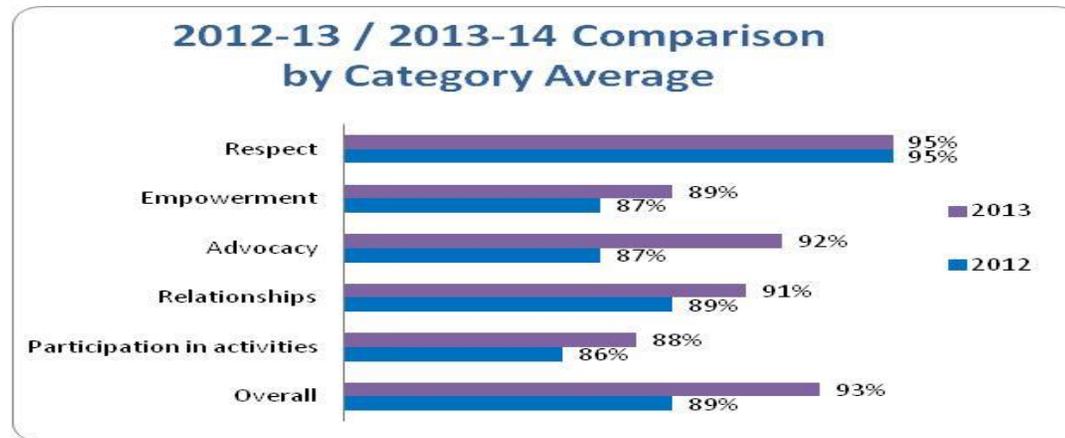


Persons Receiving Services (2013-14): Participation in Activities



Persons Receiving Services (2013-14): Overall Satisfaction





***Note: The "Not Applicable" answers were taken out of the equation to achieve more accurate percentages*

Key Findings

- The response rate increased this year in comparison to last year (from 139 to 176 respondents). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format.
- The highest percentage of responses indicating satisfaction occurs in the category of "Respect". Specifically, the highest percentage of respondents who agreed to a survey item was indicated in the statement "2. Staff/caregivers at **posAbilities** are friendly to me" (99% of respondents).
- The lowest percentage of responses indicating satisfaction occurs in the category of "Participation in activities" (87%). Specifically, the statements with the highest percentage of dissatisfaction where: "18. Staff/caregivers at **posAbilities** help me find work or volunteer opportunities" and "17. I have the money to do the things that are important to me" (11% and 12% respectively). Note that when calculating the percentages for the survey item "18. Staff/caregivers at **posAbilities** help me find work or volunteer opportunities" only the answers of those who reported that they wanted to find work and/or volunteer opportunities were taken into consideration. 44.5% of respondents reported that they want to find volunteer opportunities, and 22.2% reported that they want to find work opportunities.
- Compared to last year, the percentage of responses indicating satisfaction has increased or remained the same in each domain. Thus the overall objective of increasing satisfaction in each category has been achieved.
- Compared to last year's results, the questions with the most significant decrease in the percentage of responses indicating satisfaction are: "17. I have the money to do the things that are important to me", which decreased from 87% in 2012 to 84% in 2013, and "18. Staff/caregivers at **posAbilities** help me find work or volunteer opportunities", which decreased from 81% in 2012 to 80% in 2013.

- On the other hand, the questions with the most significant increase in the percentage of respondents indicating satisfaction are: "14. I can get to places I want to go ", which increased from 86% in 2012 to 95% in 2013, and "9. At *posAbilities* there is someone I can talk to about personal things ", which increased from 82% in 2012 to 91% in 2013.

3.2 Survey Results: Family Members

Survey 2013-14: Family members (Shared Living Services, Supported Living Network, Community Housing, Community Integration, Life Skills)

RESPONDENTS: 108 (17.1% of the total persons served - Total Person Served =630)
SURVEY METHOD: Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE: To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

Ethnic Background of Person Served

White: 61%
 Chinese: 17%
 Aboriginal: 6%
 South Asian: 5%
 Filipino: 4%
 West Asian: 3%
 Southeast Asian: 2%
 Latin American: 1%
 Japanese: 1%
 Korean: 1%
 Other: 1%

Gender of Person Served

Male: 62%
 Female: 38%

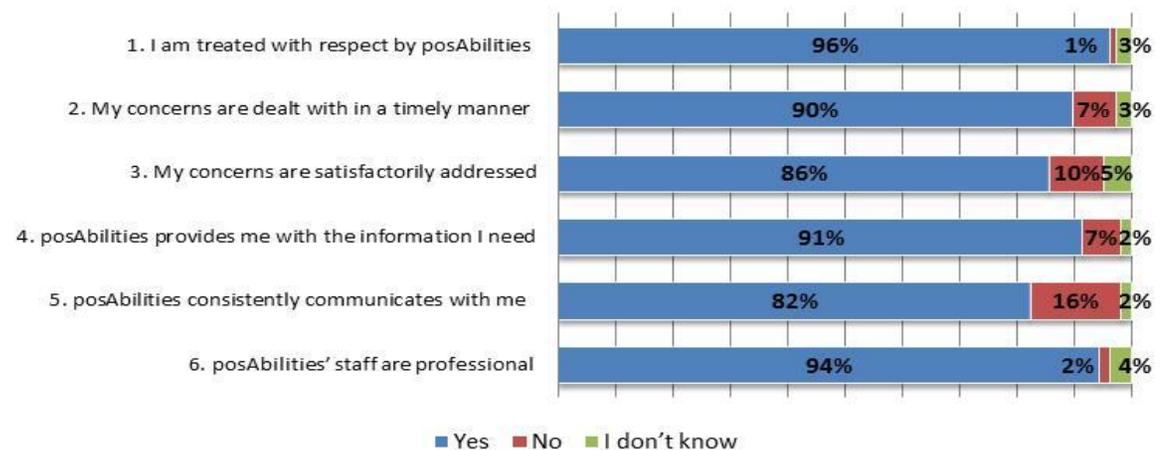
Program/Service Area

Life Skills: 29%
 Supported Living: 22%
 Community Integration: 22%
 Shared Living: 16%
 Community Housing: 11%

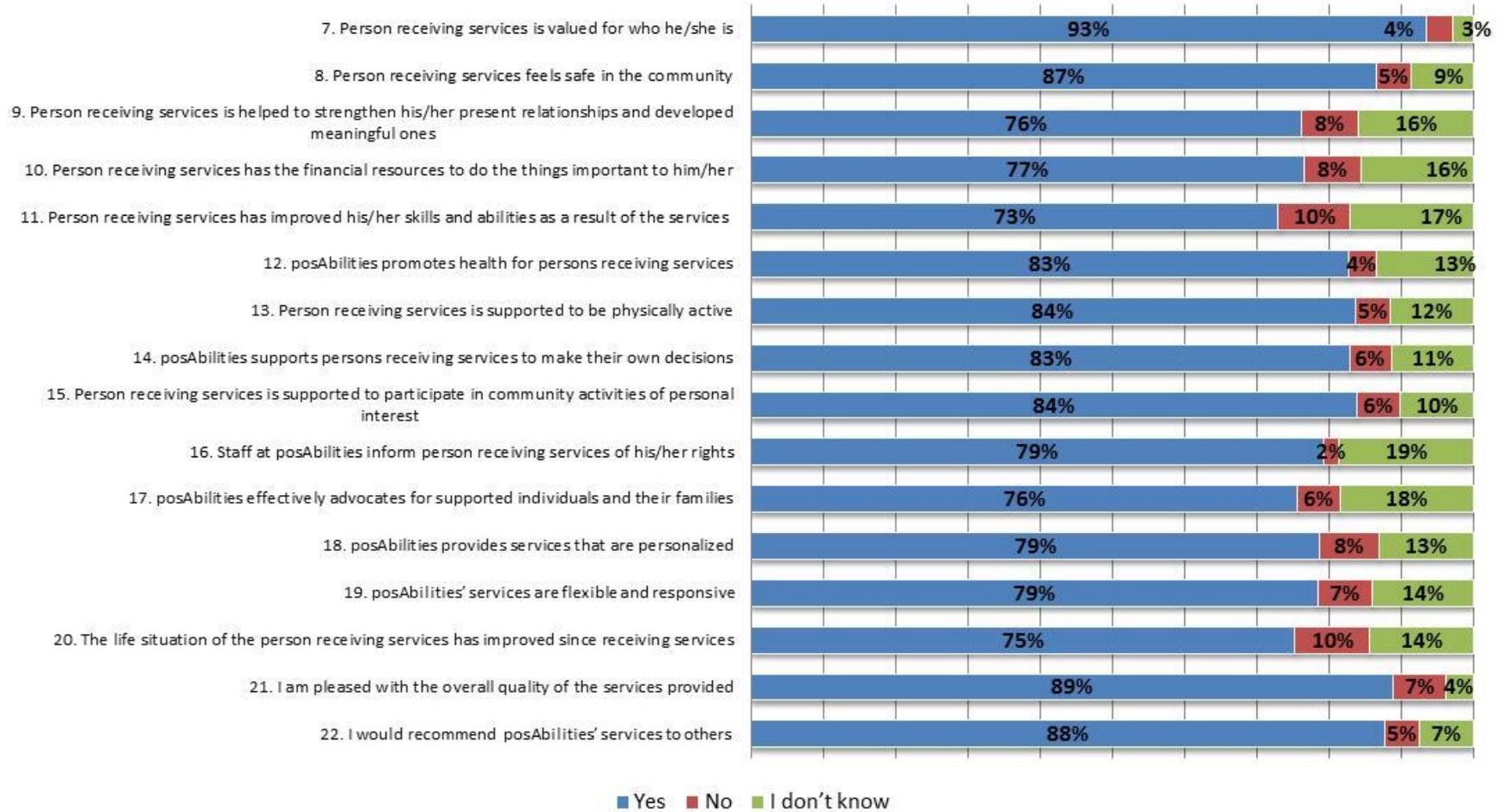
Preferred Language of Person Served

English: 90%
 Cantonese/Mandarin: 7%
 Hindi/Punjabi: 1%
 Other: 3%

Family Members Survey (2013-14): Professionalism



Family Members Survey (2013-14): Support to Person Receiving Services



**Note: The "Not Applicable" answers were taken out of the equation to achieve more accurate percentages.*

Key Findings

- The response rate increased this year in comparison to last year (from 79 to 108 respondents). To increase the number of survey respondents for 2014-2015, surveys will also be available in an on-line format.
- The overall satisfaction rating in 2013 in the category of “Professionalism” is 90%, while in the category of “Support to Person Receiving Services” is 81%.
- In the category of “Professionalism”, the highest percentage of respondents who agreed with a statement was identified in the survey item “1. I am treated with respect by *posAbilities*”, which accounted for 96% of respondents.
- The lowest percentage indicating satisfaction in the category of “Professionalism” was identified in the statement “5. *posAbilities* consistently communicates with me” (82% of respondents).
- In the category of “Support to Person Receiving Services”, the highest percentage where respondents expressed satisfaction was identified in the statement “7. Person receiving services is valued for who he/she is” (93% of respondents).
- The lowest percentages indicating satisfaction in the category of “Support to Person Receiving Services” was identified in the statement “11. Person receiving services has improved his/her skills and abilities as a result of the services” (73% respondents).
- The statements with highest and lowest percentages of satisfaction in both categories coincide with last year’s highest and lowest in each domain.
- Compared to last year, the percentage of responses indicating satisfaction has increased in the category of “Professionalism” (from 88% in 2012 to 90% in 2013). However, the percentage of responses indicating satisfaction in the category of “Support to Person Receiving Services” has decreased (from 84% in 2012 to 81% in 2013). Thus the overall objective of increasing satisfaction in each category has not been achieved.
- Compared to last year's results, the questions with the most significant decrease in the percentage of responses indicating satisfaction are: “20. The life situation of the person receiving services has improved since receiving services”, which decreased from 84% in 2012 to 75% in 2013, and “13. Person receiving services is supported to be physically active”, which decreased from 90% in 2012 to 84% in 2013.
- On the other hand, the questions with the most significant increase in the percentage of respondents indicating satisfaction are: “5. *posAbilities* consistently communicates with me”, which increased from 76% in 2012 to 82% in 2013, and “6. *posAbilities*’ staff are professional”, which increased from 90% in 2012-13 to 94% in 2013.

3.3 Survey Results: posAbilities' Employees

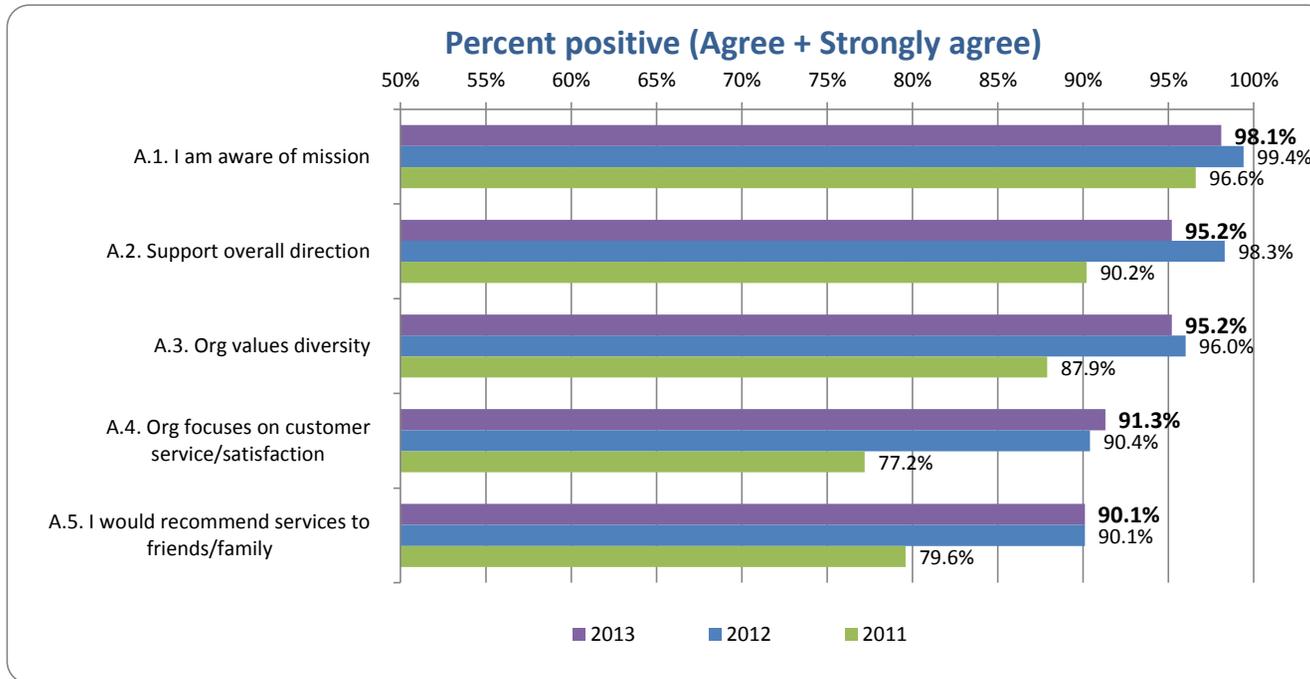
Satisfaction Survey 2013-14: EMPLOYEE CLIMATE

RESPONDENTS: 317 (56.1% of surveys distributed)
SURVEY METHOD: Employee Climate Survey distributed and analyzed by uSPEQ Research and Reporting
OBJECTIVE: To increase satisfaction in each category each year

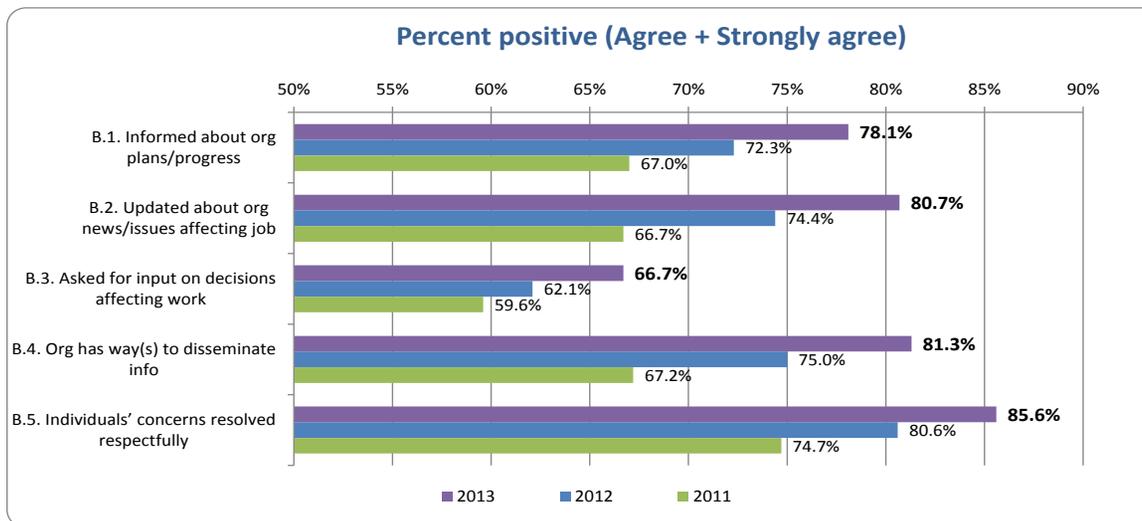
RESPONSE DISTRIBUTION

Regular direct support staff:	49.7% (152)	
Casual direct support staff:	19.9% (61)	
Senior Support Worker/Assistant Supervisor:	11.8% (36)	
Behaviour Consultant:	4.6% (14)	Full time: 47.9% (145)
Manager/Director:	4.2% (13)	Par time: 32.0% (97)
Admin/HR/Advocacy Staff:	4.2% (13)	Relief/Casual: 20.1% (61)
Team Leader/Coordinator/Clinical Supervisor:	5.6% (17)	

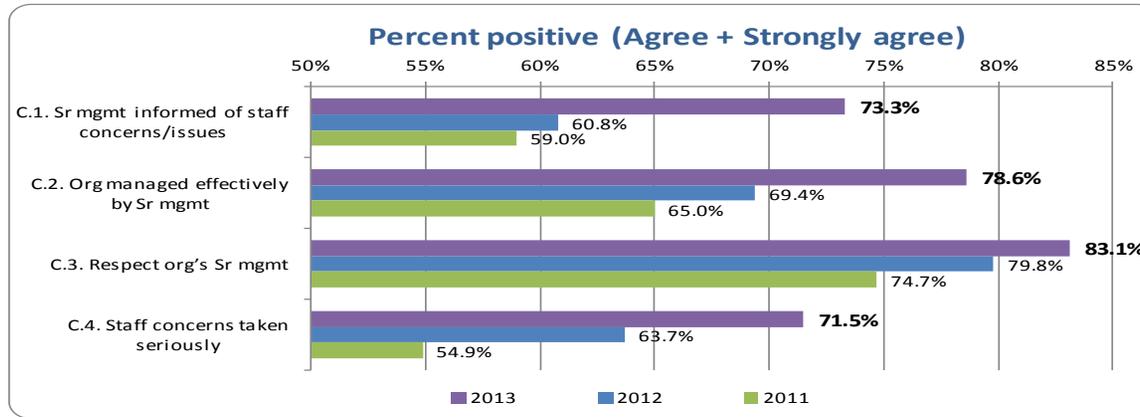
	Strongly disagree	Disagree	Agree	Strongly agree
A. ORGANIZATIONAL CLIMATE				
A.1. I am aware of posAbilities' mission.	0.6%	1.3%	45.4%	52.7%
A.2. I support the overall direction of posAbilities.	0.6%	4.1%	53.5%	41.7%
A.3. posAbilities demonstrates that it values diversity.	0.6%	4.2%	51.0%	44.2%
A.4. posAbilities has a strong focus on customer service and satisfaction.	1.9%	6.7%	54.8%	36.5%
A.5. I would recommend posAbilities services to my friends or family.	3.8%	6.1%	54.0%	36.1%



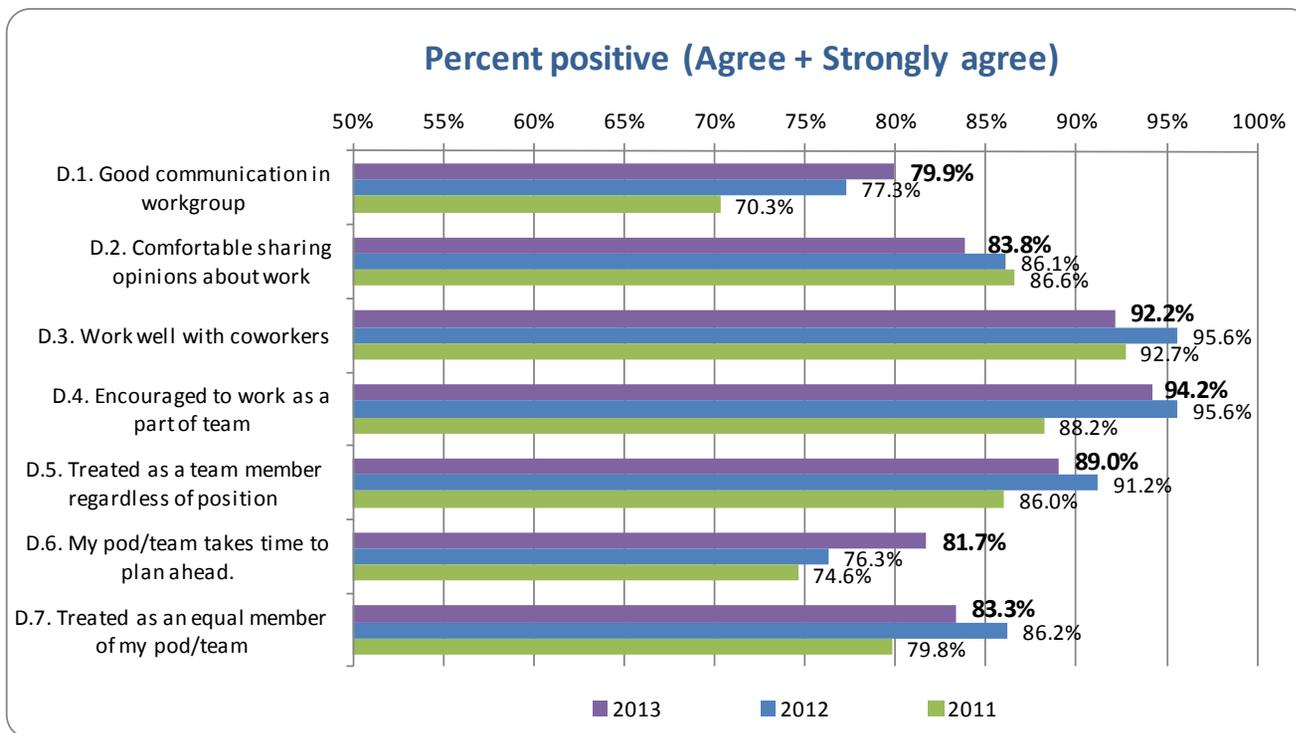
	Strongly disagree	Disagree	Agree	Strongly agree
B.COMMUNICATION				
B.1. I am kept well informed about plans and progress at posAbilities.	2.5%	19.4%	53.0%	25.1%
B.2. I am kept up to date about news and issues at posAbilities that affect my job.	2.6%	16.7%	53.5%	27.2%
B.3. I am asked for my input and/or ideas when important decisions are made that affect my work.	6.7%	26.5%	47.9%	18.8%
B.4. posAbilities has a clear means for disseminating important information.	1.3%	17.4%	61.0%	20.3%
B.5. Concerns between individuals are resolved in a respectful manner.	1.6%	12.9%	65.3%	20.3%



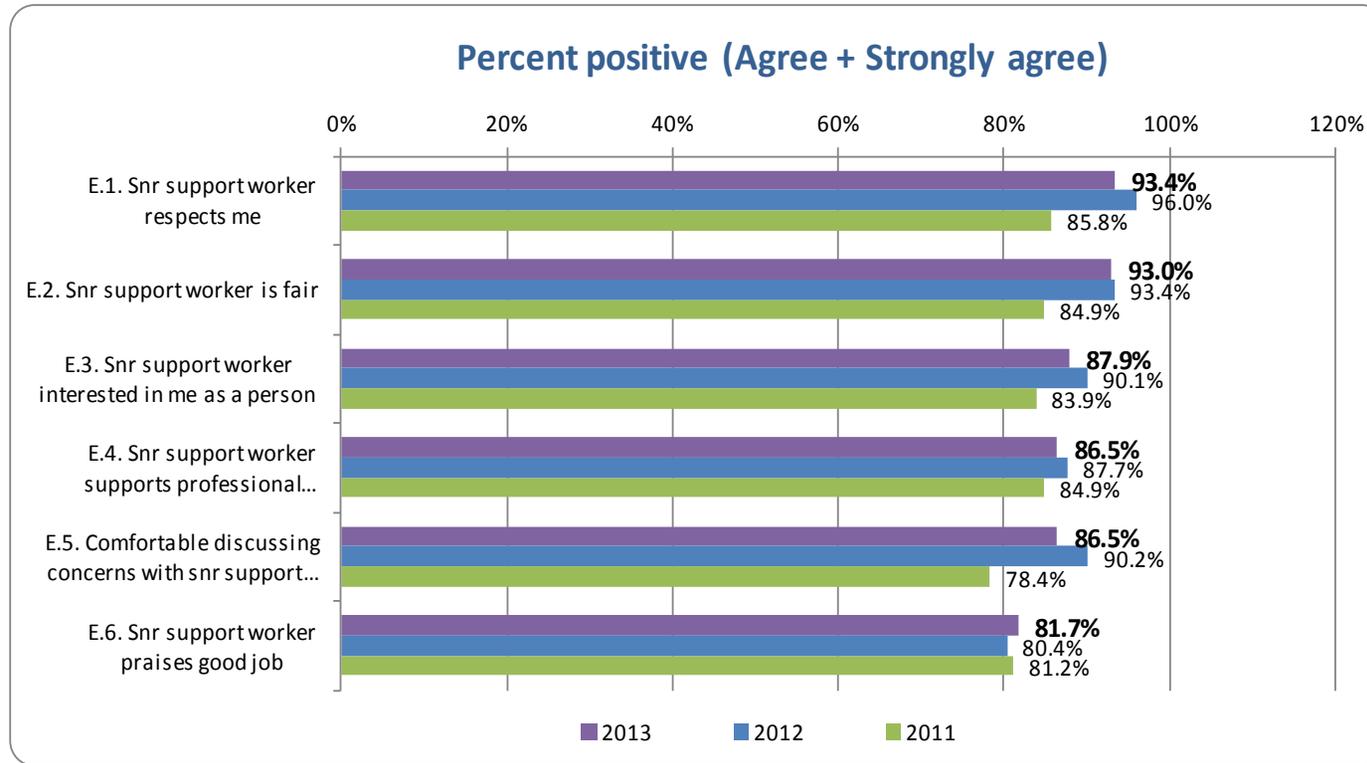
	Strongly disagree	Disagree	Agree	Strongly agree
C. LEADERSHIP				
C.1. I believe the leadership (team managers and directors) are well informed about staff concerns and issues.	6.0%	20.6%	55.2%	18.1%
C.2. I believe that posAbilities is being managed effectively by leadership (team managers and directors).	4.5%	17.0%	57.1%	21.5%
C.3. I believe that the CEO is providing effective leadership (team managers and directors) to posAbilities.	2.2%	14.7%	57.1%	26.0%
C.4. Staff concerns are taken seriously by posAbilities' leadership and timely follow-up occurs.	6.4%	22.0%	51.4%	20.1%



	Strongly disagree	Disagree	Agree	Strongly agree
D. TEAMWORK				
D.1. I believe that there is good communication in my pod/team.	3.9%	16.2%	53.4%	26.5%
D.2. I am comfortable sharing my work-related opinions with coworkers	2.6%	11.6%	53.4%	30.4%
D.3. My coworkers and I work well together.	0.7%	7.2%	54.4%	37.8%
D.4. I am encouraged to work as a part of a team with regard to my pod/team.	0.7%	5.2%	56.9%	37.3%
D.5. I am treated as a team member regardless of my position.	1.6%	9.4%	55.7%	33.3%
D.6. My pod/team takes time to plan ahead.	2.6%	15.7%	58.7%	23.0%
D.7. I feel I am treated as an equal member of my pod/team.	2.6%	14.1%	54.4%	28.9%



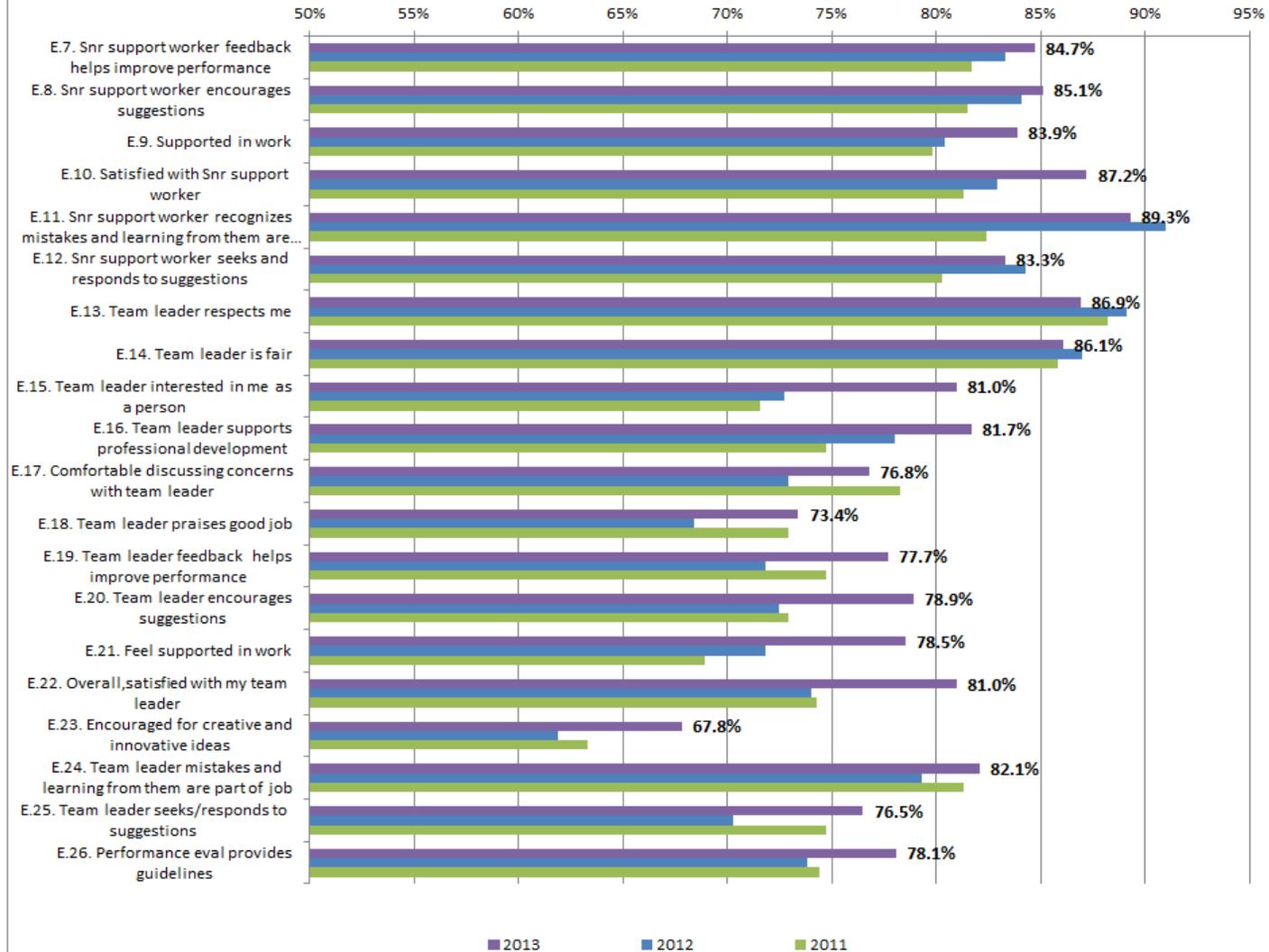
	Strongly disagree	Disagree	Agree	Strongly agree
E. MANAGER SUPPORT				
E.1. My senior support worker or assistant supervisor treats me with respect	0.8%	5.8%	47.9%	45.5%
E.2. My senior support worker or assistant supervisor treats me fairly.	0.4%	6.6%	49.0%	44.0%
E.3. My senior support worker shows a sincere interest in me as a person, not just as an employee.	1.3%	10.9%	50.2%	37.7%
E.4. I believe my senior support worker encourages and supports my professional development.	1.7%	11.8%	53.6%	32.9%
E.5. I feel comfortable discussing my job related concerns and issues with my senior support worker	1.7%	11.8%	47.3%	39.2%
E.6. I receive praise and recognition from my senior support worker or assistant supervisor when I do a good job.	2.6%	15.7%	48.1%	33.6%



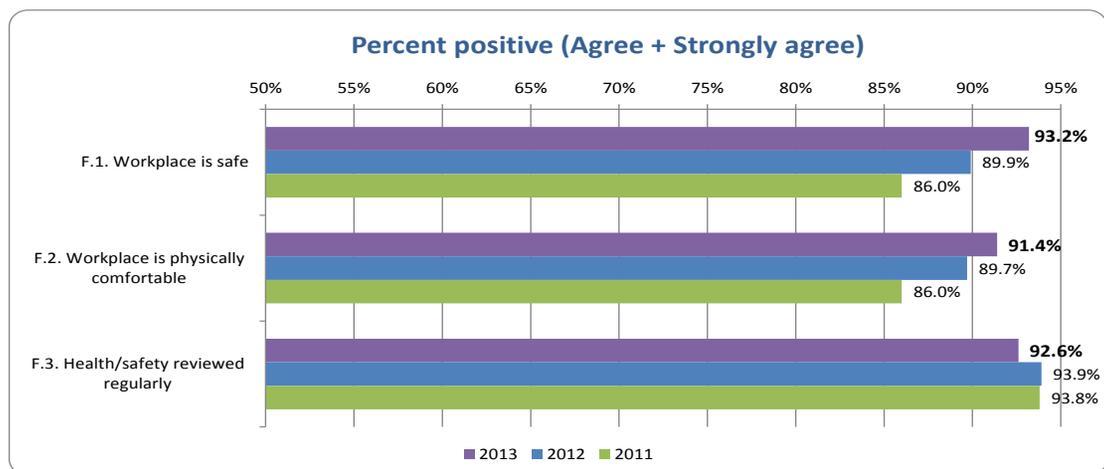
	Strongly disagree	Disagree	Agree	Strongly agree
E. MANAGER SUPPORT				
E.7. My senior support worker or assistant supervisor gives me feedback that helps me improve my performance.	1.7%	13.6%	51.9%	32.8%
E.8. My senior support worker or assistant supervisor encourages me to suggest better ways of doing work.	2.5%	12.3%	54.2%	30.9%
E.9. I feel supported in my work.	1.3%	14.8%	52.1%	31.8%
E.10. Overall, I am satisfied with my senior support worker or assistant supervisor.	2.1%	10.7%	48.3%	38.9%
E.11. My senior support worker or assistant supervisor recognizes that making honest mistakes and learning from them are part of doing business.	2.6%	8.1%	53.6%	35.7%

E.12. My senior support worker or assistant supervisor genuinely seeks and responds to my suggestions and ideas.	2.1%	14.6%	52.4%	30.9%
E.13. My team leader or service coordinator treats me with respect.	2.5%	10.5%	51.3%	35.6%
E.14. My team leader or service coordinator treats me fairly.	2.6%	11.4%	50.9%	35.2%
E.15. My team leader or service coordinator shows a sincere interest in me as a person, not just as an employee.	3.3%	15.7%	51.8%	29.2%
E.16. I believe my team leader or service coordinator encourages and supports my professional development.	2.9%	15.4%	53.5%	28.2%
E.17. I feel comfortable discussing my job related concerns and issues with my team leader or service coordinator.	6.2%	17.0%	50.7%	26.1%
E.18. I receive praise and recognition from my team leader or service coordinator when I do a good job.	4.7%	21.9%	48.9%	24.5%
E.19. My team leader or service coordinator gives me feedback that helps me improve my performance.	4.4%	17.9%	52.4%	25.3%
E.20. My team leader or service coordinator encourages me to suggest better ways of doing work.	4.0%	17.1%	54.5%	24.4%
E.21. I feel supported in my work.	6.9%	14.6%	53.3%	25.2%
E.22. Overall, I am satisfied with my team leader or service coordinator.	5.5%	13.6%	47.3%	33.7%
E.23. I am encouraged and rewarded for creative and innovative ideas.	8.1%	24.2%	45.8%	22.0%
E.24. My team leader or service coordinator recognizes that making honest mistakes and learning from them are part of doing business.	6.9%	10.9%	52.9%	29.2%
E.25. My team leader or service coordinator genuinely seeks and responds to my suggestions and ideas.	5.9%	17.6%	52.2%	24.3%
E.26. My performance evaluation provides me with clear guidelines for progress and growth.	7.1%	14.9%	54.3%	23.8%

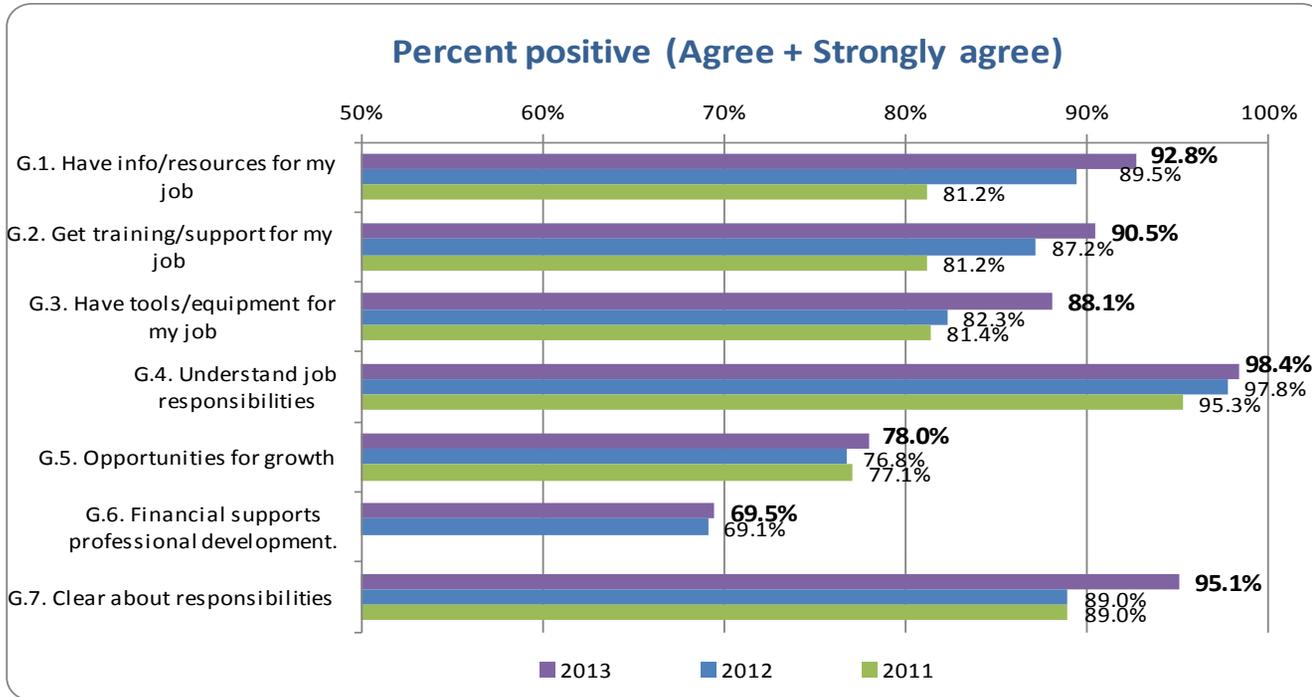
Percent positive (Agree + Strongly agree)



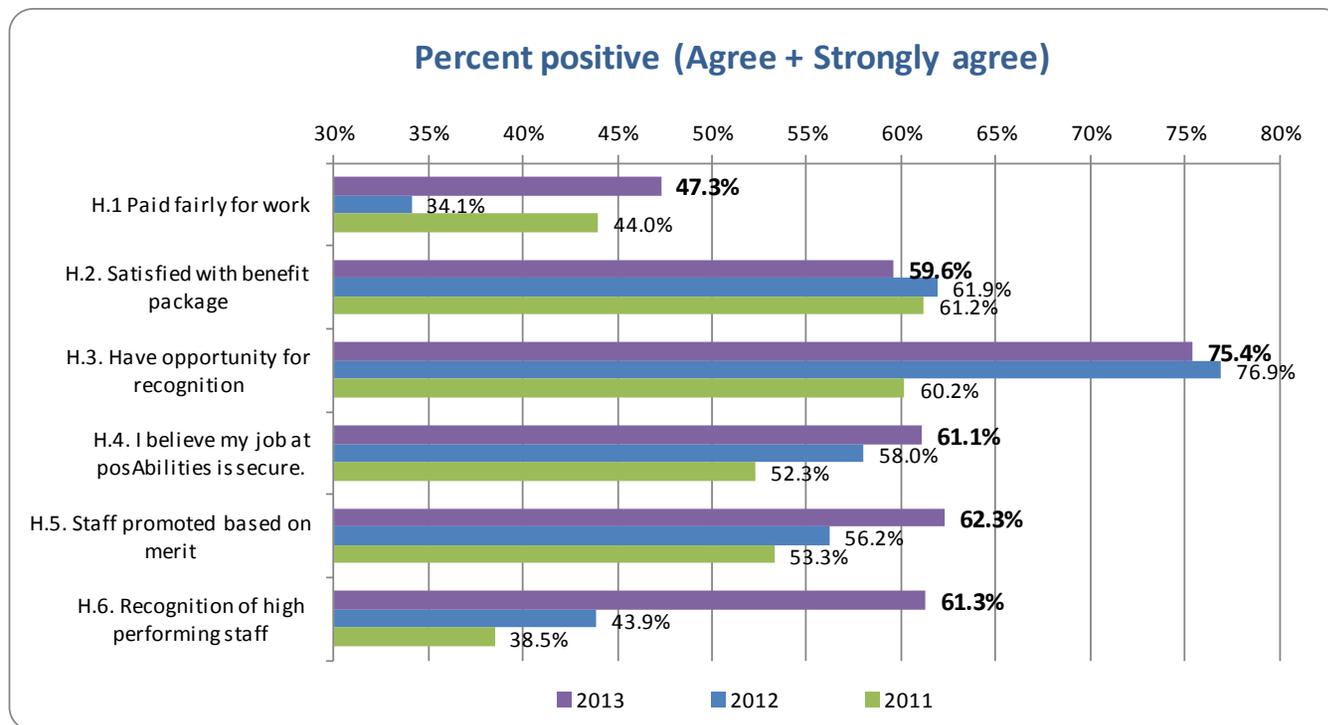
	Strongly disagree	Disagree	Agree	Strongly agree
F. WORK ENVIRONMENT				
F.1. I believe my workplace is safe.	1.3%	5.5%	58.6%	34.6%
F.2. posAbilities is a physically comfortable place to work.	1.0%	7.6%	57.4%	34.0%
F.3. Health and safety processes are regularly reviewed and discussed with staff.	0.3%	7.1%	48.4%	44.2%



	Strongly disagree	Disagree	Agree	Strongly agree
G. STAFF DEVELOPMENT				
G.1. I have the information and resources I need to do my job properly.	1.0%	6.1%	62.1%	30.7%
G.2. I am given the training and support I need to do my job well.	1.3%	8.1%	59.9%	30.6%
G.3. I receive the tools and equipment I need to do my job well.	1.0%	11.0%	61.2%	26.9%
G.4. I understand my job responsibilities.	0.0%	1.6%	56.5%	41.9%
G.5. I have opportunities for professional growth and development.	5.8%	16.2%	53.6%	24.4%
G.6. posAbilities financially supports professional development.	6.9%	23.6%	51.1%	18.4%
G.7. I am completely clear regarding my role and responsibilities in my current position.	0.0%	4.9%	60.7%	34.4%

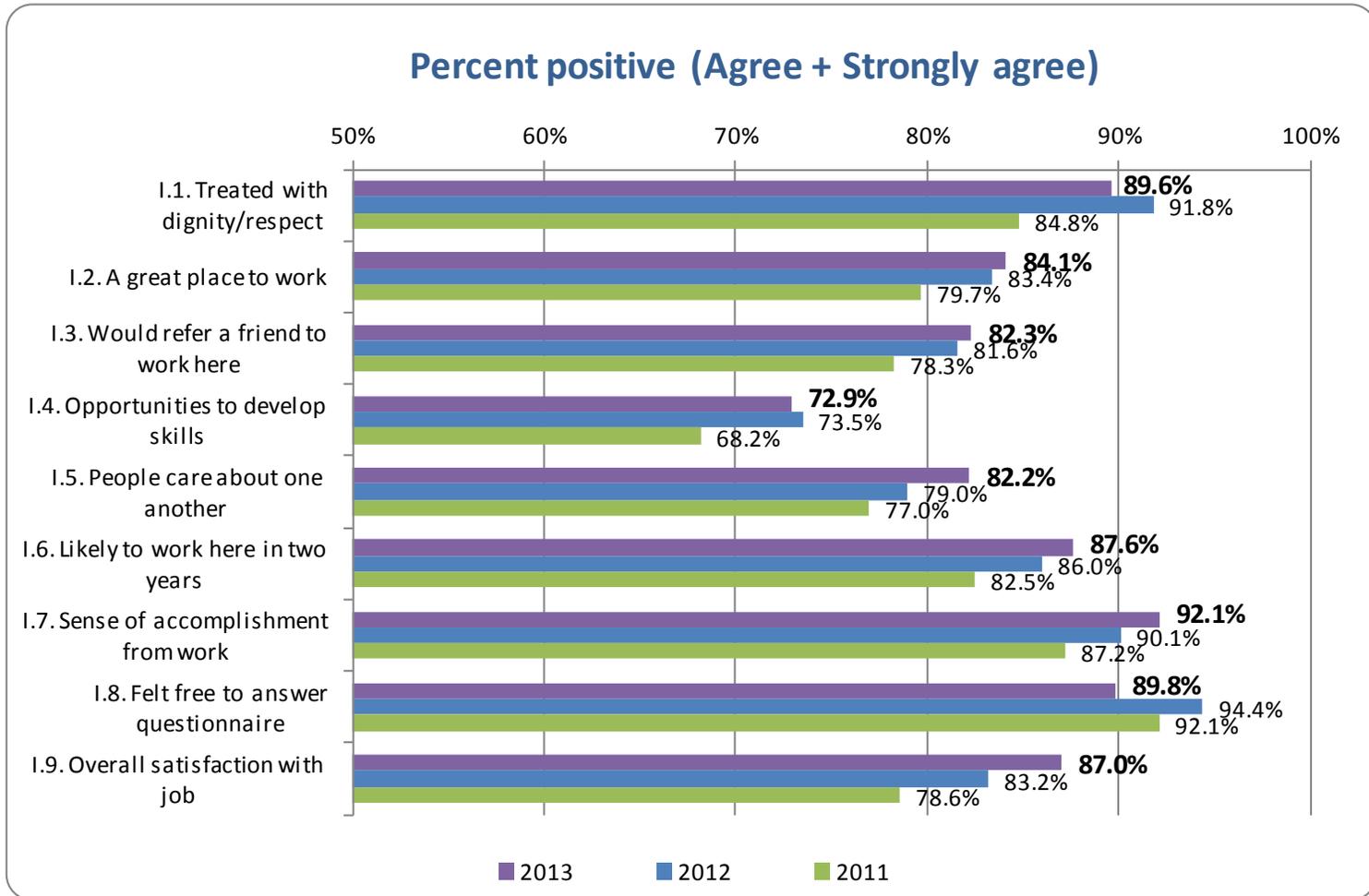


	Strongly disagree	Disagree	Agree	Strongly agree
H. COMPENSATION AND RECOGNITION				
H.1 I am paid fairly for the work I do at posAbilities.	16.5%	36.2%	39.2%	8.1%
H.2. I am satisfied with my benefit package offered by posAbilities.	11.9%	28.5%	50.0%	9.6%
H.3. I believe everyone has an opportunity to receive recognition.	5.6%	19.0%	52.9%	22.5%
H.4. I believe my job at posAbilities is secure.	9.1%	29.9%	51.0%	10.1%
H.5. I believe staff members at posAbilities are promoted on the basis of merit.	11.8%	25.9%	54.8%	7.5%
H.6. I believe there is recognition of high performing staff members.	11.6%	27.2%	50.0%	11.3%

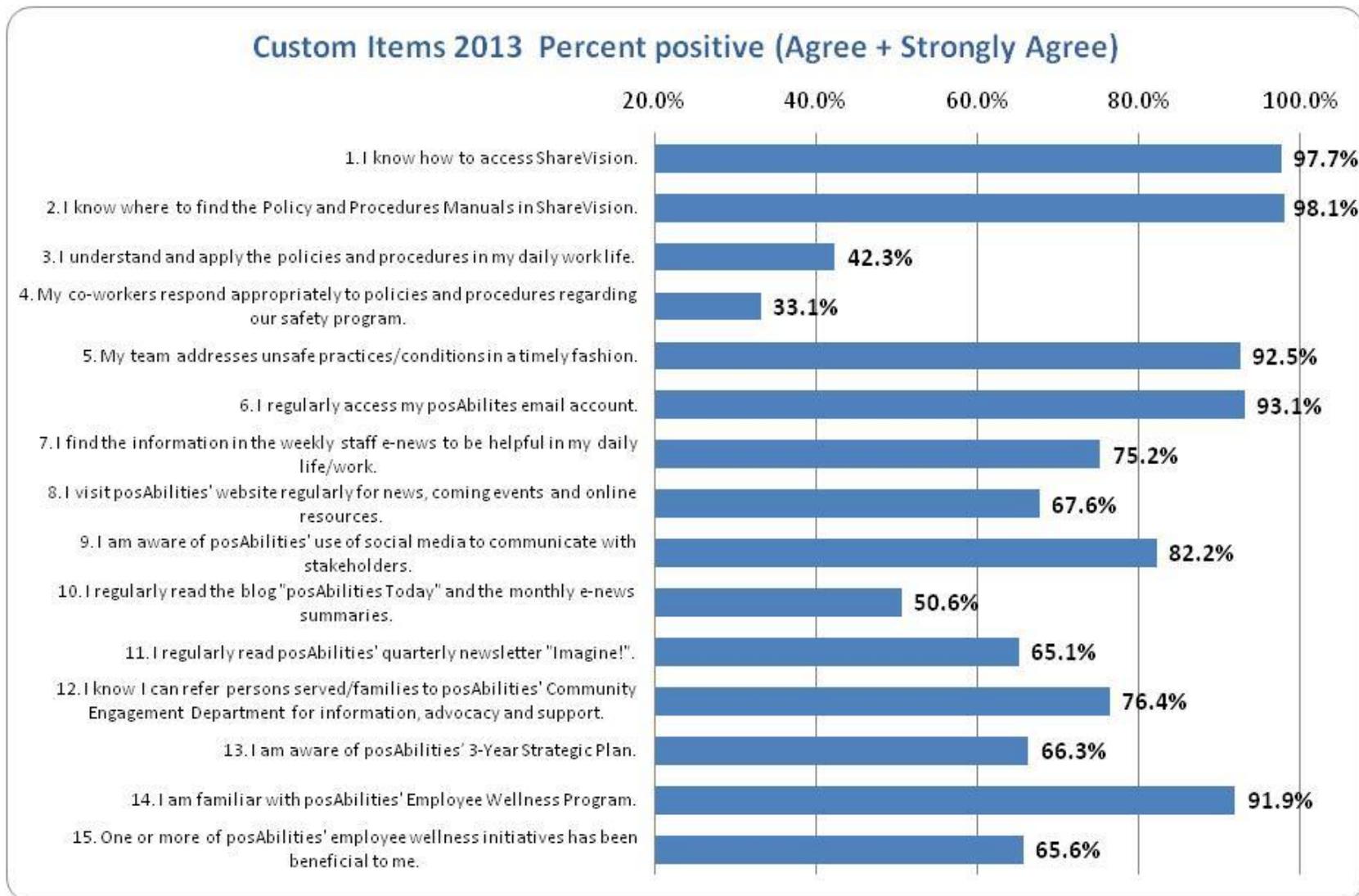


	Strongly disagree	Disagree	Agree	Strongly agree
I. OVERALL JOB SATISFACTION				
I.1. Overall, I am treated with dignity and respect at posAbilities.	1.6%	8.7%	64.4%	25.2%
I.2. Taking everything into account, I believe posAbilities is a great place to work.	0.7%	15.0%	57.5%	26.6%
I.3. I would refer a friend to work here.	1.6%	16.0%	56.2%	26.1%
I.4. There are opportunities available at posAbilities for me to develop new skills.	4.9%	22.1%	52.4%	20.5%
I.5. People care about another's well-being at posAbilities.	1.7%	16.2%	60.7%	21.5%
I.6. I am likely to still be working at posAbilities in two years.	0.7%	11.8%	58.5%	29.1%
I.7. I get a sense of accomplishment from work.	0.7%	7.2%	61.1%	31.0%
I.8. I felt free to answer questions in this questionnaire.	2.0%	8.2%	53.6%	36.2%
I.9. Overall, I am satisfied with my job.	1.3%	11.7%	59.4%	27.6%

Percent positive (Agree + Strongly agree)



	Strongly disagree	Disagree	Agree	Strongly agree
CUSTOM ITEMS 2013				
1. I know how to access ShareVision.	0.0%	2.3%	45.6%	52.1%
2. I know where to find the Policy and Procedures Manuals in ShareVision.	0.0%	2.0%	47.4%	50.7%
3. I understand and apply the policies and procedures in my daily work life.	0.0%	57.7%	40.7%	1.6%
4. My co-workers respond appropriately to policies and procedures regarding our safety program.	0.0%	66.9%	27.9%	5.2%
5. My team addresses unsafe practices/conditions in a timely fashion.	1.0%	6.6%	59.9%	32.6%
6. I regularly access my posAbilities email account.	0.7%	6.2%	44.9%	48.2%
7. I find the information in the weekly staff e-news to be helpful in my daily life/work.	2.3%	22.5%	53.6%	21.6%
8. I visit posAbilities website regularly for news, coming events and online resources.	3.0%	29.5%	49.2%	18.4%
9. I am aware of posAbilities' use of social media to communicate with stakeholders.	2.9%	14.9%	59.9%	22.3%
10. I regularly read the blog "posAbilities Today" and the monthly e-news summaries.	6.8%	42.5%	39.9%	10.7%
11. I regularly read posAbilities' quarterly newsletter "Imagine!.	5.5%	29.4%	47.6%	17.5%
12. I know I can refer persons served/families to posAbilities Community Engagement Department for information, advocacy and support.	3.9%	19.7%	55.0%	21.4%
13. I am aware of posAbilities' 3-Year Strategic Plan.	4.9%	28.8%	45.6%	20.7%
14. I am familiar with posAbilities Employee Wellness Program	0.3%	7.6%	61.4%	30.5%
15. One or more of posAbilities employee wellness initiatives has been beneficial to me.	3.6%	30.8%	46.6%	19.0%



Key Findings

- During the 2013 survey period, 56.1% of our total workforce, or 306 full time, part time and casual employees participated in the survey - an exceptionally high response rate.
- Overall, job satisfaction rose by 3.8% over the previous year.

- The category with the highest percentage of responses indicating satisfaction is Organizational Climate (94.0%) while, as it was the case during the last two years year, Compensation and Recognition (61.2%) is the category with the lowest percentage of satisfaction.
- The highest percentages indicating satisfaction, with respondents reporting to either “strongly agree” or “agree”, were identified in the following statements: “G.4. I understand my job responsibilities” (98.4%), “A.1. I am aware of *posAbilities*’ mission” (98.1%), “A.2. I support the overall direction of *posAbilities*” (95.2%), “A.3. *posAbilities* demonstrates that it values diversity” (95.2%), and “G.7. I am completely clear regarding my role and responsibilities in my current position” (95.1%).
- The lowest percentages, where respondents expressed satisfaction by answering “strongly agree” or “agree”, are found in the following statements, which identify the top five survey items for improvement: “H.1 I am paid fairly for the work I do at *posAbilities*” (47.2%), “H.2. I am satisfied with my benefit package offered by *posAbilities*” (59.6%), “H.4. I believe my job at *posAbilities* is secure” (61.0%), “H.6. I believe there is recognition of high performing staff members” (61.3%), and “H.5. I believe staff members at *posAbilities* are promoted on the basis of merit” (62.3%).
- The average satisfaction rating has increased in all categories except two in 2013 in comparison to the previous year. The category of “A. Organizational Climate” has slightly decreased from 94.8% in 2012 to 94.0% in 2013. The category of “B. Communication” has increased from 72.9% in 2012 to 78.5% in 2013. “C. Leadership” has increased from 68.4% in 2012 to 76.6% in 2013. “D. Teamwork” has minimally decreased from 86.9% in 2012 to 86.3% in 2013. “E. Manager Support” has increased from 80.3% in 2012 to 82.7% in 2013. “F. Work Environment” from 91.2% in 2012 to 92.4% in 2013. “G. Staff Development” from 84% in 2012 to 87.5% in 2013. “H. Compensation and Recognition” from 55.2% in 2012 to 61.2% in 2013. Lastly, “I. Overall Job Satisfaction” has increased from 84.8% in 2012 to 85.3% in 2012.
- From the total number of 72 survey items, there were 23 survey items which satisfaction percentage has decreased in 2013 in comparison to the previous year.
- The survey items for which satisfaction ratings most significantly increased in 2013 compared to the previous year are: “H.6. I believe there is recognition of high performing staff members” (from 43.9% in 2012 to 61.3% in 2013), “H.1 I am paid fairly for the work I do at *posAbilities*” (from 34.1% in 2012 to 47.3% in 2013), “C.1. I believe the leadership (team managers and directors) are well informed about staff concerns and issues” (from 60.8% in 2012 to 73.3% in 2013), “C.2. I believe that *posAbilities* is being managed effectively by leadership (team managers and directors).” (from 69.4% in 2012 to 78.6% in 2013), and “E.15. My team leader or service coordinator shows a sincere interest in me as a person, not just as an employee” (from 72.7% in 2012 to 81.0% in 2013).
- The survey items for which satisfaction ratings most significantly decreased in 2013 compared to the previous year are: “I.8. Felt free to answer questionnaire” (from 94.4% in 2012 to 89.8% in 2013), “E.5. Comfortable discussing concerns with senior support worker” (from 90.2% in 2012 to 86.5% in 2013), “D.7. Treated as an equal member of my pod/team” (from 86.2% in 2012 to 83.3% in 2013), and “E.1. Senior support worker respects me” (from 96.0% in 2012 to 93.4% in 2013).

Interpretation of results

- A new Collective Agreement came into effect in April of 2013, which included provisions for wage increases, a workforce adjustment training fund and some changes to employee benefits. On November 1, 2013, *posAbilities* advised employees of the shortfall in our budgets due to the government’s approach to funding the wage increase included in the recently ratified Collective Agreement. Closure on the bargaining process and a known settlement may have impacted responses in the Compensation and Recognition category.

Satisfaction with pay, increased job security, promotion based on merit and recognition of high performing staff members increased in 2013 compared to the 2012 survey, although they continue to show up as the areas employees would most like to see further improvement in.

- The highest percentages of positive responses are attributed to organizational culture and outlook, with communication and leadership falling into this area. As compared to 2012, there were significant gains of 5% or higher in all areas of communication and leadership. Several key initiatives launched as part of the 2012 uSPEQ® survey response have been rolled out in full over the course of the previous year and contribute towards this achievement.

Follow up and proposed action

Below is a summary of six action steps that will be implemented in 2014:

- Step 1. Consider hosting a quarterly meeting for casual staff to share information such as agency updates and to provide an opportunity to connect and to experience being part of a larger team.
- Step 2. Ensure that the awards programs continue to be implemented and focus on the opportunity for informal recognition as appropriate to each employee's wishes.
- Step 3. Continue to work on developing opportunities for career advancement and *posAbilities'* Succession Plan in 2014.
- Step 4. Support the training and development aspirations of employees through the Relias® on-line learning system.
- Step 5. Steadily improve access to and quality of computers at program sites to foster administrative work, research and e-learning while on shift.
- Step 6. Probe into the reasons employees are not satisfied with benefits.

4. PROGRAMS AND SERVICES: OUTCOMES DATA AND RESULTS

4.1 Residential Services

All of our residential services focus on inclusion. Persons served receive assistance and coaching in the areas of health and safety, community access, money management, nutrition, problem solving, relationship building and other aspects of daily living. We provide three distinct programs of residential services: Shared Living Services, Supported Living Network, and Community Housing.

4.1.1 Shared Living Services

Program Overview:

Shared Living is a residential model in which an adult with a developmental disability lives with a caregiver who is contracted by *posAbilities* to provide ongoing flexible support, privacy and comfort of a family home. This service can offer richer opportunities for developing natural relationships and social circles. It also increases the likelihood of having a more genuine and meaningful experience of community life.

Shared Living Services:

- Provide warm supportive environments to persons with disabilities.
- Enhance the lives of persons served to achieve greater independence with assistance, nurturing and inclusion by the caregiver or roommate.
- Environments where persons served thrive in an atmosphere that is encouraging and consistent.
- Provide, through our caregivers, a means to a lifestyle which supplies stimulation, activity as well as identification and assistance in achieving personal goals for persons served.

Stakeholder Survey Results:

Survey 2013-14: Shared Living Contractors

RESPONDENTS: 24 (24.7% of Shared Living contractors)
SURVEY METHOD: Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE: To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

Ethnic Background of Person Served

White: 83%
 Chinese: 8%
 Aboriginal: 4%
 South Asian: 4%

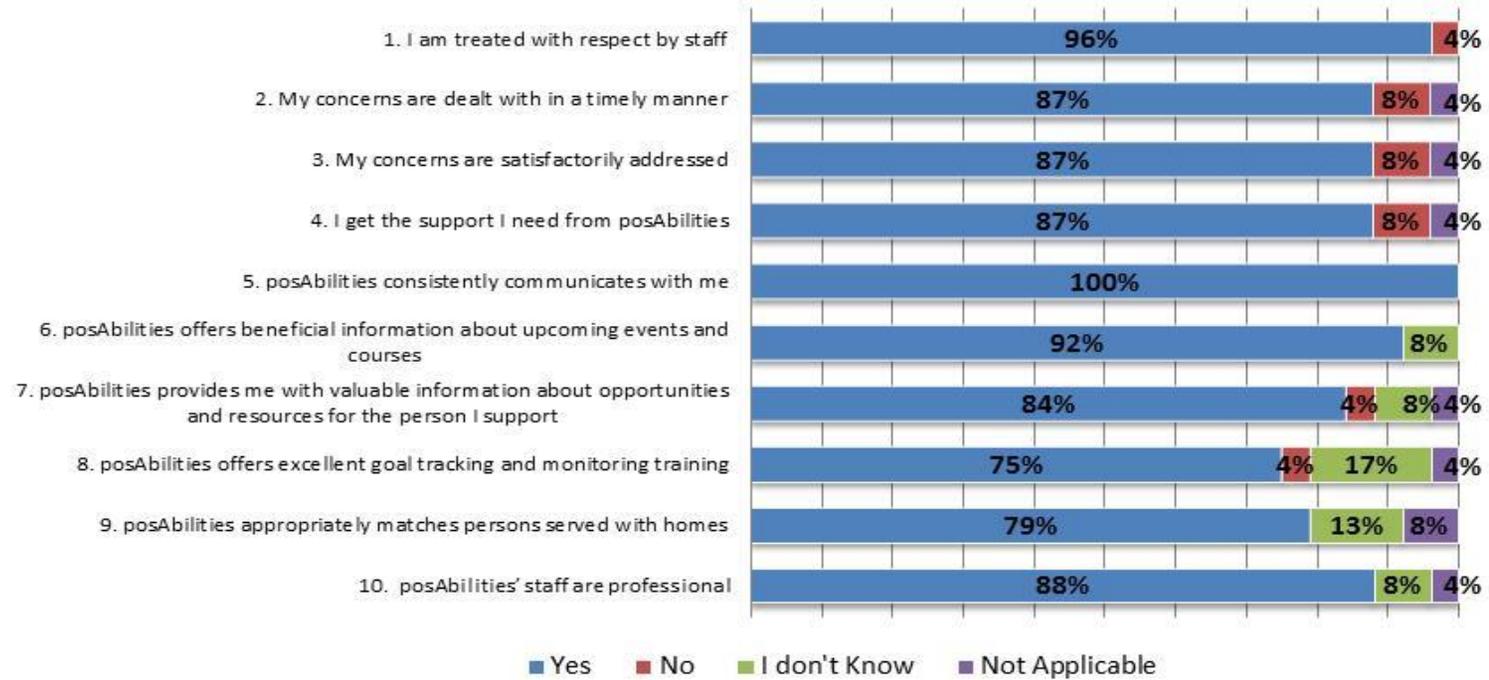
Gender of Person Served

Male: 62%
 Female: 38%

Preferred Language of Person Served

English: 92%
 Other: 8%

Shared Living Contractors Survey 2013-14



Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records and databases as well as from surveys completed by persons receiving Shared Living Services (48 respondents) and from surveys completed by family members of person receiving Shared Living Services (15 respondents). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format.

These outcome results apply to persons receiving Shared Living Services and their families, as well as Shared Living Contractors.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Provide friends, job training, recreational opportunities, and privacy and comfort of a family home	Number of persons receiving Shared Living Services ²	90	84	97	✓
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	0	2	✗
Availability of financial resources to do the things that are important to persons served	# and % of persons served who report that they have financial resources to do the things that are important to them	75%	16 94%	38 85%	✓
	# and % of families who report that the person served has the financial resources to do the things that are important to him/her.	75%	11 85%	11 73%	✗

² The total number of persons receiving services is not entirely up to the Agency and it can vary depending on external factors. We use this target as a projection, however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

- We have not met our target in relation to minimizing validated complaints; in fact, the validated complains have increased in comparison to the previous year (from 0 complains in 2012 to 2 complains in 2013).
- The % of families who report that the person served has the financial resources to do the things that are important to him/her is lower than our target. This indicator, however, is not specifically intended to meet a target, but to track the lack of financial resources amongst persons receiving services. We consider that this could be a barrier to achieve certain outcomes such as engagement in community activities (either due to the cost of participating in the activities, or the cost of transportation to get to those activities), as well as to access employment and volunteer opportunities mainly due to the cost of transportation to get to the sites. However, the availability of financial resources may be subject to several factors which are ultimately outside *posAbilities'* control.

Efficiency					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served) ³	NA	NA	\$35,914	NA

- At the time of establishing the target for this efficiency measure we did not have the benefit of reliable benchmark data and we left this indicator without a specific target.

Service Accessibility					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Maintain the length of time from referral to intake	% of referred persons who were housed within 40 working days of initial referral	80%	50%	64%	✘

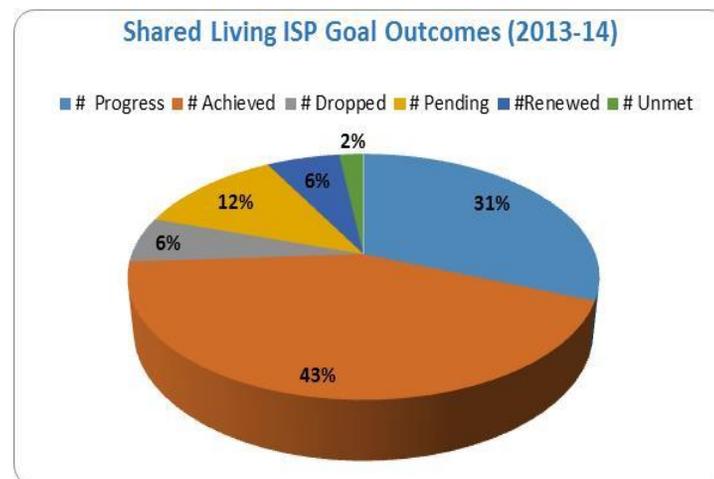
³ The total cost per person served is not entirely up to the Agency and it can vary depending on external factors. All individuals who are assessed for this service are also assessed for the level of supports required which in turn informs the level of support. We use this target as a baseline, however it is subject to change. This indicator is not specifically intended to meet a target, but to monitor how cost per person served varies from year to year.

- Although the outcome has improved in comparison to last year, this service accessibility outcome indicates potential for quality improvement by shortening the length of time from referral to intake. It is possible that the target established initially was unrealistic; however, we will monitor this service accessibility indicator and we will look for ways to increase the percentage of referred persons who are housed within 40 working days of initial referral.

Effectiveness					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Improve skills and abilities of persons served as a result of the services received in the program	# and % of persons served who report that they are learning new skills at posAbilities	65%	12 80%	31 71%	✓
	# and % of families who report that the person served has improved their skills and abilities as a result of the services received	65%	7 70%	5 36%	✗
Promote physical health	# and % of persons served who report that they are physically healthy	65%	12 70%	44 94%	✓
	# and % of families who report that posAbilities promotes health for persons receiving services	65%	11 85%	10 67%	✓
Promote physical activity	# and % of persons served who report that they are physically active	65%	15 88%	43 92%	✓
	# and % of families who report that the person served is supported to be physically active	65%	11 92%	9 60%	✗
Assist persons served in meeting or making progress toward Individual Support Planning (ISP) goals	% of total goals wherein persons served reported that they “got what they wanted” or “made progress on what they wanted”	75%	82%	74%	✗

The results obtained from the surveys completed by persons receiving Shared Living Services and their family members indicate that we have met our targets related to promoting physical health.

- Based on the responses of family members of persons receiving Shared Living Services, we have not met the targets related to learning new skills and abilities and promoting physical activity.
- The percentage of family members of persons receiving Shared Living Services who report that the person served has improved their skills and abilities as a result of the services received has considerably decreased in comparison to the previous year (from 70% of respondents in 2012 to 36% in 2013)
- The file review showed that we did not meet the target related to meeting or making progress toward Individual Support Planning (ISP) goals.



Input					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that caregivers/staff at posAbilities are friendly to them	90%	18 100%	45 98%	✓
	# and % of families who report that they are treated with respect by caregivers and posAbilities' staff	90%	13 100%	14 93%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that caregivers/staff at posAbilities like them for who they are	90%	17 94%	42 91%	✓
	# and % of families who report that caregivers/staff at posAbilities value the person served for who he/she is	90%	12 92%	12 80%	✗
Inform about rights of persons served	# and % of persons served who report that caregivers/staff at posAbilities inform them of their rights	90%	15 94%	42 91%	✓
	# and % of families who report that caregivers/staff at posAbilities inform their family member of their rights	90%	9 75%	8 53%	✗
Develop natural relationships and social circles	# and % of persons receiving services that report having opportunities to make new personal relationships (with people other than staff) through	65%	13 76%	35 81%	✓

Input					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
	posAbilities				
	# and % of families who report that the person served is helped to develop meaningful relationships	65%	9 75%	10 67%	✓
Facilitate access to several community-based social programs to enhance quality of life and social interaction (such as community kitchens, community coffee groups, women with disabilities support groups, supported vacations, volunteering, social and community events, etc.)	# and % of persons served who report that caregivers/ staff at posAbilities support them to participate in community-based activities of personal interest	65%	15 88%	44 94%	✓
	# and % of families who report that their family member is supported to participate in community-based activities of personal interest	65%	9 75%	9 60%	✗
Promote self-determination and abilities to make their own decisions	# and % of persons served who report that they make choices and decisions about things that matter to them	90%	17 100%	44 96%	✓
	# and % of families who report that their family member is supported to make choices and decisions about things that matter to him/her	90%	10 77%	10 67%	✗
Promote community safety and trust	# and % of persons receiving services that report feeling safe in their community	75%	15 83%	43 92%	✓
	# and % of families who report that the person served feels safe in the community	75%	11 92%	12 80%	✓
Improve quality of life of persons served	# and % of persons served who report that their life is better since they started receiving support from posAbilities	90%	13 87%	41 91%	✓
	# and % of families who report that the life situation of the person receiving services has improved since receiving services	90%	11 85%	9 81%	✗
Maximize overall satisfaction with service	# and % of persons receiving services that report being pleased with the service	95%	16 94%	44 96%	✓
	# and % of families who report being pleased with the service	95%	12 92%	10 67%	✗

- The responses from persons receiving Shared Living Services and their family members tell us that while people are satisfied with the treatment they received, with the opportunities to develop relationships, and with the promotion of community safety and trust; however the results indicate that there are some areas for improvement.
- The feedback provided by family members of persons receiving Shared Living Services would indicate that the delivery of information regarding of the rights of their family member could be improved.
- Based on the responses of family members of persons receiving Shared Living Services, we did not meet our expected outcomes that relate to valuing the person for who he/she is, promoting self-determination and choice, and facilitating access to community-based activities of personal interest, all of which would indicate a desire for greater choice.
- We did not meet our expected targets regarding the overall improvement of quality of life of person served and the overall satisfaction with service.

Follow up and proposed action

- We will closely monitor Shared Living Services accessibility indicator and we will look for ways to increase the number of referred persons who are housed within 40 working days of initial referral.
- In order to improve individual-centred service planning, design, and delivery, Individual Service Plans (ISPs) will be revised based on the changing needs and satisfaction of the person served. ISPs will be reviewed every month at program level.
- We will explore options for providing more focused and flexible person-centred options and for finding Shared Living service delivery systems that provide more opportunities for choice.
- We will establish \$35,914 per person receiving Shared Living Services as a benchmark to monitor progress towards the objective of maintaining program cost per person served.

4.1.2 . Supported Living

Program Overview:

The purpose of the Supported Living is to assist those with developmental disabilities to live as independently as possible within our communities.

A staff person supports the person served in the areas of daily life and self-care skills, home maintenance, and social integration. Supported Living staff also provide a crucial monitoring service to ensure health and safety needs are met and supported.

In general, the program provides support in the following areas:

- Assisting with medical appointments and planning.
- Support to plan meals and buy food / other necessities.
- Assistance with budgeting, personal banking and other financial issues.
- Support with BC Housing and/or landlord and building requirements.
- Providing several community-based social programs to enhance quality of life and social interaction, such as community kitchens, community coffee groups, women with disabilities support groups, supported vacations.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities'* records and databases as well as from surveys completed by persons receiving Supported Living Services (27 respondents) and from surveys completed by family members of person receiving Supported Living Services (12 respondents). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format.

These outcome results apply to persons receiving Supported Living Services and their families, as well as Supported Living staff members.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Provide support in the areas of daily life and self-care skills, home maintenance, and social integration	Number of persons served in Supported Living programs ⁴	85	95	96	✓

⁴ The total number of persons receiving services is not entirely up to the Agency and it can vary depending on external factors. We use this target as a projection; however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	1	1	✓
Availability of financial resources to do the things that are important to persons served	# and % of persons served who report that they have financial resources to do the things that are important to them	75%	26 90%	22 81%	✓
	# and % of families who report that the person served has the financial resources to do things	75%	11 73%	8 73%	✗

- The results indicate that the targets set for Supported Living services' key monitoring items have been met except for expected target for the % of families who report that the person served has the financial resources to do the things that are important to him/her. This indicator, however, is not specifically intended to meet a target, but to track the lack of financial resources amongst persons receiving services as we consider that this could be a barrier to achieve certain outcomes such as engagement in community activities (either due to the cost of participating in the activities, or the cost of transportation to get to those activities), as well as to access employment and volunteer opportunities mainly due to the cost of transportation to get to the sites. However, the availability of financial resources may be subject to several factors which are ultimately outside *posAbilities'* control.

Efficiency					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Maintain program cost per hour of service provided	Cost per hour of service provided (program cost divided by the # of hours of service provided during reporting period)	\$37.62	\$37.62	\$37.65	✓
Minimize staff turnover	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period)	10% increase (compared to previous reporting period)	7 31.8%	9 40.9%	✓

- The file review revealed that we have met our efficiency targets for Supported Living services

Service Accessibility					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Maintain the length of time from referral to intake	% of referred persons who started receiving service within 20 working days of initial referral	80%	Didn't track	100%	✓

The file review showed that we have met our service accessibility targets for Supported Living services.

Effectiveness					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Improve skills and abilities of persons served as a result of the services received in the program	# and % of persons served who report that they are learning new skills at posAbilities	75%	23 85%	22 88%	✓
	# and % of families who report that the person served has improved their skills and abilities as a result of the services received	75%	12 75%	7 70%	✗
Promote physical health	# and % of persons served who report that they are physically healthy	75%	25 89%	22 85%	✓
	# and % of families who report that posAbilities promotes health for persons receiving services	75%	15 94%	8 67%	✗
Promote physical activity	# and % of persons served who report that they are physically active	75%	25 83%	25 96%	✓
	# and % of families who report that the person served is supported to be physically active	75%	13 93%	9 82%	✓
Assist persons served in meeting or making progress toward Individual Support Planning (ISP) goals	% of total goals wherein persons served reported that they "got what they wanted" or "made progress on what they wanted"	75%	48%	83%	✓

- The results obtained from the surveys completed by persons receiving Supported Living services and their family members indicate that not all effectiveness targets have been achieved.
- Based on the responses of family members of persons receiving Shared Living Services, we have not met the targets related to learning new skills and abilities and promoting physical health.
- The file review showed that we met the target related to meeting or making progress toward Individual Support Planning (ISP) goals. This outcome has significantly improved in comparison to last year.

Input					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that staff at posAbilities are friendly to them	90%	28 93%	25 96%	✓
	# and % of families who report that they are treated with respect by posAbilities' staff	90%	17 100%	11 92%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff at posAbilities like them for who they are	90%	27 90%	22 85%	✗
	# and % of families who report that staff at posAbilities value the person served for who he/she is	90%	17 100%	9 82%	✗
Inform about rights of persons served	# and % of persons served who report that staff at posAbilities inform them of their rights	90%	25 86%	25 93%	✓
	# and % of families who report that staff at posAbilities inform their family member of their rights	90%	11 65%	7 70%	✗
Develop natural relationships and social circles	# and % of persons receiving services that report having opportunities to make new personal relationships (with people other than staff) through posAbilities	75%	18 67%	21 84%	✓
	# and % of families who report that the person served is helped to develop meaningful relationships	75%	12 75%	8 80%	✓
Facilitate access to several community-based social programs to enhance quality of life and social interaction (such as community kitchens, community coffee groups, women with disabilities support groups, supported vacations, volunteering, social and community events, etc.)	# and % of persons served who report that caregivers/ staff at posAbilities support them to participate in community-based activities of personal interest	75%	27 90%	22 85%	✓
	# and % of families who report that their family member is supported to participate in community-based activities of personal interest	75%	14 82%	9 82%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons served who report that they make choices and decisions about things that matter to them	90%	25 89%	26 96%	✓
	# and % of families who report that their family member is supported to make choices and decisions about things that matter to him/her	90%	16 94%	9 90%	✓
Promote community safety and trust	# and % of persons receiving services that report feeling safe in their community	75%	28 93%	25 96%	✓
	# and % of families who report that the person served feels safe in the community	75%	15 94%	11 100%	✓
Improve quality of life of persons served	# and % of persons served who report that their life is better since they started receiving support from posAbilities	90%	26 96%	26 96%	✓

Input					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
	# and % of families who report that the life situation of the person receiving services has improved since receiving services	90%	17 100%	8 67%	✘
Maximize overall satisfaction with service	# and % of persons receiving services that report being pleased with the service	95%	28 97%	25 96%	✓
	# and % of families who report being pleased with the service	95%	17 100%	10 83%	✘

- The feedback provided by persons receiving Supported Living services and family members of persons receiving Supported Living services indicate that people are satisfied with the treatment they received, the opportunities to develop relationships, with the supports received to participate in community activities, with the supports to make decisions, and with community safety and trust. However, the results indicate several outcome areas that can be improved.
- The feedback provided by persons receiving Supported Living services and family members of persons receiving Supported Living services indicate that we have not met our target related to the value and acknowledgement of each person’s individuality.
- The feedback provided by of family members of persons receiving Supported Living services indicates that the rights of persons served need to be better communicated.
- Based on the responses of family members of persons receiving Supported Living services, we did not meet our expected outcomes that relate to the improvement of the overall quality of life of the person receiving services and the overall quality of the service.

Follow up and proposed action

- We will explore options for providing more focused and flexible person-centred options and for finding Supported Living service delivery systems that provide more opportunities for choice.
- We will make more efforts to promote physical health.
- We will place more emphasis on providing more opportunities for individuals in Supported Living services to learn new skills.

4.1.3 Community Housing

Program Overview:

- 24 hour care: This level of service is designed to meet the unique support needs of the individuals who live in the home. Services may include personal care, health planning and psychiatric and/or behaviour support.
- Semi-independent staffing support: focuses on developing independent living skills and building upon existing strengths.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records and databases as well as from surveys completed by persons receiving Community Housing Services (18 respondents) and from surveys completed by family members of person receiving Community Housing Services (16 respondents). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format.

These outcome results apply to persons receiving Community Housing services and their families, as well as Community Housing staff members.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Provision of staffed residential homes	Number of persons served in CH programs ⁵	92	92	92	✓
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	1	0	✓
Availability of financial resources to do the things that are important to persons served	# and % of persons served who report that they have financial resources to do the things that are important to them	75%	11 92%	15 83%	✓
	# and % of families who report that the person served has the financial resources to do the things that are important to him/her.	75%	8 89%	9 62%	✗

- The % of families who report that the person served has the financial resources to do the things that are important to him/her is lower than our target. This indicator, however, is not specifically intended to meet a target, but to track the lack of financial resources amongst persons receiving services. We consider that this could be a barrier to achieve certain outcomes such as engagement in community

⁵ The total number of persons receiving services is not entirely up to the Agency and it can vary depending on external factors. We use this target as a projection; however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

activities (either due to the cost of participating in the activities, or the cost of transportation to get to those activities), as well as to access employment and volunteer opportunities mainly due to the cost of transportation to get to the sites. However, the availability of financial resources may be subject to several factors which are ultimately outside *posAbilities'* control.

Efficiency					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served)	\$132,872.61	\$132,872.61	\$ 118,898	✓
Minimize staff turnover	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period)	10% increase (compared to previous reporting period)	51 23.5%	121 53.5%	✓

- The file review revealed that the efficiency targets for Community Housing services have been met in 2013-14. The cost per person served has decreased and the percentage of staff that held their position for more than 2 years has significantly increased in comparison to previous year. This difference in relation to last year may be due to the fact that we have since installed a new version of our HRIS which is able to generate the reliable historic report needed to produce this indicator. It appears that last year's numbers in some instances unfortunately did not include all staff retained at the same location.

Service Accessibility					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain the length of time from referral to placement	% of referred persons who were placed within 40 working days of initial referral	80%	50% (2 people)	50% (4 people)	✗

- This service accessibility indicator identifies the potential for quality improvement by shortening the length of time from referral to placement. It is possible that the target established was unrealistic and may need to be revised; however, we will monitor this service accessibility indicator and we will look for ways to increase the percentage of referred persons who are placed within 40 working days of initial referral.

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Move persons served to more or less independent living arrangements according to changes in their needs	# and % of persons receiving services that move to a more independent living arrangement	NA	1 4.8%	0 0%	NA
	# and % of persons receiving services that move to a	NA	0%	2	NA

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
	less independent living arrangement			2.1%	
Improve skills and abilities of persons served as a result of the services received in the program	# and % of persons served who report that they are learning new skills at posAbilities	80%	8 73%	15 83%	✓
	# and % of families who report that the person served has improved their skills and abilities as a result of the services received	80%	54 67%	9 69%	✗
Promote physical health	# and % of persons served who report that they are physically healthy	80%	11 92%	18 100%	✓
	# and % of families who report that posAbilities promotes health for persons receiving services	80%	8 89%	15 94%	✓
Promote physical activity	# and % of persons served who report that they are physically active	80%	9 82%	16 89%	✓
	# and % of families who report that the person served is supported to be physically active	80%	9 100%	11 69%	✗
Assist persons served in meeting or making progress toward Individual Support Planning (ISP) goals	% of total goals wherein persons served reported that they "got what they wanted" or "made progress on what they wanted"	75%	81%	79%	✓

- The results indicate that we have exceeded our expected targets related to the promotion of physical health as well as meeting or making progress toward ISP goals.
- Regarding the outcomes related to moving persons served to more or less independent living arrangements, the rearrangement frequency depends on the changing needs of persons served; this year two persons were moved to a less independent living arrangement.
- Based on the responses of family members of persons receiving CH services, we have not met the target related to learning new skills and abilities and promoting physical activities at CH programs.

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that staff at posAbilities are friendly to them	95%	12 100%	10 100%	✓
	# and % of families who report that they are treated with respect by posAbilities' staff	95%	8 100%	15 94%	✗
Value and acknowledge each person's individuality	# and % of persons served who report that staff at posAbilities like them for who they are	95%	11 92%	10 100%	✓
	# and % of families who report that staff at posAbilities value the	95%	9	16	✓

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
	person served for who he/she is		100%	100%	
Inform about rights of persons served	# and % of persons served who report that staff at posAbilities inform them of their rights	90%	10 91%	10 100%	✓
	# and % of families who report that staff at posAbilities inform their family member of their rights	90%	6 67%	9 82%	✗
Develop natural relationships and social circles	# and % of persons receiving services that report having opportunities to make new personal relationships (with people other than staff) through posAbilities	65%	10 83%	17 94%	✓
	# and % of families who report that the person served is helped to develop meaningful relationships	65%	6 89%	8 62%	✗
Facilitate access to several community-based social programs to enhance quality of life and social interaction (such as community kitchens, community coffee groups, women with disabilities support groups, supported vacations, volunteering, social and community events, etc.)	# and % of persons served who report that caregivers/ staff at posAbilities support them to participate in community-based activities of personal interest	75%	12 100%	16 89%	✓
	# and % of families who report that their family member is supported to participate in community-based activities of personal interest	75%	8 89%	9 82%	✓
Promote self-determination and abilities to make their own decisions	# and % of persons served who report that they make choices and decisions about things that matter to them	95%	11 92%	17 94%	✗
	# and % of families who report that their family member is supported to make choices and decisions about things that matter to him/her	95%	8 89%	9 75%	✗
Promote community safety and trust	# and % of persons receiving services that report feeling safe in their community	85%	11 92%	18 100%	✓
	# and % of families who report that the person served feels safe in the community	85%	7 78%	10 77%	✗
Improve quality of life of persons served	# and % of persons served who report that their life is better since they started receiving support from posAbilities	90%	10 83%	16 89%	✗
	# and % of families who report that the life situation of the person receiving services has improved since receiving services	90%	6 67%	12 75%	✗
Maximize overall satisfaction with service	# and % of persons receiving services that report being pleased with the service	95%	10 83%	17 94%	✗
	# and % of families who report being pleased with the service	95%	8 89%	15 94%	✗

- The feedback provided by persons receiving CH services and family members of persons receiving CH services indicate that we met our targets related to valuing and acknowledging each person's individuality and facilitating access to community-based activities of personal interest.
- Based on the responses of persons receiving CH services we did not meet our expected targets that relate to self-determination and choice, and to the overall improvement of quality of life of person served and the overall satisfaction with service.
- The feedback provided by family members of persons receiving CH services tells us that the rights of persons served need to be better communicated.
- Based on the responses of family members of person receiving CH services, we did not meet our expected target that relates to self-determination and choice, and community safety and trust.
- We did not meet our expected targets that relate to the overall improvement of quality of life of person served and the overall satisfaction with service.

Interpretation of results

- The Community Housing outcomes data obtained from satisfaction surveys may not be entirely reliable due to the relatively low number of responses from persons receiving Community Housing services (18 respondents) and family members of person receiving CH services (16 respondents) that completed the surveys. Most of the input targets that were not achieved were due to only one respondent's feedback.

Follow up and proposed action

- We will continue implementing Core Training on Behaviour Support, and we will ensure all Safety Plans and Behaviour Support Plans are reviewed and updated with Behaviour Consultants.
- We will provide pharmacy information sheet that provide medication information on indications, side effects, etc. to all CH programs.
- We will closely monitor CH programs accessibility indicator and we will look for ways to increase the number of referred persons who are placed within 40 working days of initial referral.
- We will place more efforts in providing more opportunities for individuals placed in CH programs to learn new skills.
- We will increase our efforts to ensure more satisfaction surveys are completed by persons receiving CH services and their family members. To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format.

4.2 Community Integration

Program Overview:

We offer a wide range of social, recreational and learning opportunities. Participants are encouraged to pursue their interests and try out different program options. In addition to the variety that this approach offers, the person served has the opportunity to meet new people and to expand his or her social circle. Our programs are based on the following educational modules:

- Rights and Responsibilities
- Developing and Building Healthy Relationships
- Personal Safety
- Community Kitchen/Cooking
- Music/Karaoke Café
- Crafts
- Improvisation/Theatre
- Multicultural Celebrations
- Volunteering
- Exercise Classes and Outdoor Sports
- Social Events and Dances
- Day-Trips
- Camping

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities'* records and databases as well as from surveys completed by persons participating in Community Integration Services (43 respondents) and from surveys completed by family members of person participating in Community Integration Services (31 respondents). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format. These outcome results apply to persons participating in Community Integration services and their families, as well as Community Integration staff members.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Provision of a wide range of social, recreational and learning opportunities	Number of persons participating in Community Integration programs ⁶	118	109	245	✓
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	4	1	✓

⁶ The total number of persons receiving services is not entirely up to the Agency and it can vary depending on external factors. We use this target as a projection; however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2012	Outcome 2013	Target Achieved
Availability of financial resources to do the things that are important to persons served	# and % of persons served who report that they have financial resources to do the things that are important to them	75%	33 80%	34 79%	✓
	# and % of families who report that the person served has the financial resources to do the things that are important to him/her.	75%	14 82%	24 77%	✓

- The file review showed that all our targets set for CI programs' key monitoring items have been met during 2013-14.

Efficiency					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served)	\$33,084	\$33,084	\$27,009	✓
Minimize staff turnover	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous reporting period)	10% increase (compared to previous year)	10 17.9%	43 60.6%	✓

- The file review revealed that the efficiency targets for Community Integration services have been met in 2013-14. The cost per person served has decreased and the percentage of staff that held their position for more than 2 years has considerably increased in comparison to previous year. This difference in relation to last year, may be due to the fact that we have since installed a new version of our HRIS which is able to generate the reliable historic report needed to produce this indicator. It appears that last year's numbers in some instances unfortunately did not include all staff retained at the same location.

Service Accessibility					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain the length of time from referral to service provision	% of persons who started receiving services within 10 working days of initial referral	80%	33% 2 of 6 intakes	12% 8 of 69 intakes	✘

- We did not meet our expected service accessibility target related to the length of time from referral to service provision. It is possible that the target established was unrealistic; however, we will monitor this service accessibility indicator and we will look for ways to increase the number of referred persons who start receiving service within 10 working days of initial referral. When comparative data from consecutive years becomes available we will be able to determine the right target for this indicator.

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Improve skills and abilities of persons served as a result of the services received in the program	# and % of persons served who report that they are learning new skills at posAbilities	80%	30 77%	39 93%	✓
	# and % of families who report that the person served has improved their skills and abilities as a result of the services received	80%	14 82%	23 77%	✘
Promote physical health	# and % of persons served who report that they are physically healthy	85%	37 88%	34 79%	✘
	# and % of families who report that posAbilities promotes health for persons receiving services	85%	14 82%	26 84%	✘
Promote physical activity	# and % of persons served who report that they are physically active	85%	33 85%	34 81%	✘
	# and % of families who report that the person served is supported to be physically active	85%	16 100%	30 97%	✓
Assist persons served in meeting or making progress toward Individual Support Planning (ISP) goals	% of total goals wherein persons served reported that they “got what they wanted” or “made progress on what they wanted”	75%	74%	89%	✓

- Based on the responses of persons receiving CI services we have met the target related to learning new skills; however, we have not met our targets related to promoting physical health and activity in CI programs.
- According to the responses of family members of person receiving CI services we have met the target of promoting physical activity; however, we have not met the expected effectiveness targets related to learning new skills and promoting physical health.
- The file review showed that we have met the target related to meeting or making progress toward Individual Support Planning (ISP) goals.

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that staff at posAbilities are friendly to them	95%	41 98%	42 98%	✓
	# and % of families who report that they are treated with respect by posAbilities' staff	95%	16 94%	30 97%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff at posAbilities like them for who they are	95%	41 98%	42 98%	✓
	# and % of families who report that staff at posAbilities value the person served for who he/she is	95%	16 94%	29 94%	✗
Inform about rights of persons served	# and % of persons served who report that staff at posAbilities inform them of their rights	90%	34 85%	42 98%	✓
	# and % of families who report that staff at posAbilities inform their family member of their rights	90%	14 82%	26 87%	✗
Develop natural relationships and social circles	# and % of persons receiving services that report having opportunities to make new personal relationships (with people other than staff) through posAbilities	75%	38 93%	40 93%	✓
	# and % of families who report that the person served is helped to develop meaningful relationships	75%	14 82%	24 78%	✓
Facilitate access to several community-based social programs to enhance quality of life and social interaction (such as community kitchens, community coffee groups, women with disabilities support groups, supported vacations, volunteering, social and community events, etc.)	# and % of persons served who report that caregivers/ staff at posAbilities support them to participate in community-based activities of personal interest	90%	39 93%	41 96%	✓
	# and % of families who report that their family member is supported to participate in community-based activities of personal interest	90%	15 94%	27 90%	✓
Promote self-determination and	# and % of persons served who report that they make choices and	95%	31	37	✗

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
abilities to make their own decisions	decisions about things that matter to them		79%	86%	
	# and % of families who report that their family member is supported to make choices and decisions about things that matter to him/her	95%	14 82%	28 94%	✘
Promote community safety and trust	# and % of persons receiving services that report feeling safe in their community	85%	38 90%	41 96%	✓
	# and % of families who report that the person served feels safe in the community	85%	14 82%	28 90%	✓
Improve quality of life of persons served	# and % of persons served who report that their life is better since they started receiving support from posAbilities	90%	32 80%	38 89%	✘
	# and % of families who report that the life situation of the person receiving services has improved since receiving services	90%	13 76%	25 81%	✘
Maximize overall satisfaction with service	# and % of persons receiving services that report being pleased with the service	95%	36 90%	41 95%	✓
	# and % of families who report being pleased with the service	95%	15 88%	30 97%	✓

- The responses from persons participating in CI programs and their family members tell us that while people are satisfied with the treatment they received, with the opportunities to develop relationships, with the supports to participate in community-based activities, promotion of community safety and trust, as well as with the overall quality of the services; there are some areas for improvement.
- Based on the responses of persons receiving CI services and family members of person receiving CI services, we have not met our expected targets related to self-determination and choice and the improvement of the quality of life of persons serve. These results would indicate a desire for greater choice.
- The feedback provided by family members of persons receiving CI services indicates that we did not meet our expected targets in the outcomes related to valuing and acknowledging each person’s individuality and informing persons served about their rights, although this year’s results for these outcomes have improved in comparison to the previous year.

Follow up and proposed action

- We will closely monitor the CI programs’ accessibility indicator and we will look for ways to increase the number of referred persons who start receiving service within 10 working days of initial referral.
- We will explore options for providing more focused and flexible person-centred options and for finding CI program delivery systems that provide more opportunities for choice.

4.3 Life Skills

Program Overview:

Participants are supported to develop skills that will assist them to gain more independence at home and in the community. The life skills support service is time-limited, and based on specific goals that are created to meet the individual’s abilities and needs.

Life skills teaching can involve direct teaching/mentoring and/or group classes and workshops. Support hours can be scheduled for weekdays, weekends or evenings.

Adult Life Skills instruction and support include the following:

- Developing and Building Healthy Relationships
- Health and Safety
- Nutrition
- Money Management
- Education and Career Exploration
- Community Awareness
- Transportation
- Social Skills
- Communication and Telephone Skills
- Emergency Preparedness
- Sexual Health Education

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*’ records and databases as well as from surveys completed by persons participating in Life Skills programs (39 respondents) and from surveys completed by family members of person participating in Life Skills programs (32 respondents). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format. These outcome results apply to persons participating in Life Skills programs and their families, as well as Life Skills programs’ staff members.

Key Monitoring Items					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Provide life skills learning opportunities	Number of persons participating in Life Skills Group programs ⁷	104	158	100	✘

⁷ The total number of persons receiving services is not entirely up to the Agency and it can vary depending on external factors. We use this target as a projection; however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

Key Monitoring Items					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
	Number of persons participating in Life Skills One-to-One programs	114	142	56 ⁸	✘
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	1	0	✓
Availability of financial resources to do the things that are important to persons served	# and % of persons served who report that they have financial resources to do the things that are important to them	75%	25 89%	32 91%	✓
	# and % of families who report that the person served has the financial resources to do the things that are important to him/her.	75%	18 86%	26 87%	✓

Efficiency					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain program cost per hour of service provided	Cost per hour of LS services provided (program cost divided by the # of hours of LS services provided during reporting period)	\$34.71 per hour	\$36 per hour	\$37.46 per hour	✘
Minimize staff turnover	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous year)	10% increase (compared to previous year)	12 41.4%	2 10.5%	✘

- During 2013-134 we did not meet our expected target for LS program cost per hour of service provided. This year LS program cost was \$2.75 higher than our expected cost per hour of service provided.
- The file review also indicates that we have not met our efficiency target related to reducing staff turn-over. On April 1, 2014 there were only 2 Life Skills programs staff members that had maintained a regular position at the same location for more than two years.

⁸ During 2013-2014, persons participating in Adult Life Skills programs transitioned to Employment Services or a Community Integration program.

Service Accessibility					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain the length of time from referral to service provision	% of persons who started receiving One-to-One LS services within 10 working days of initial referral	80%	Didn't track	0%	✘
	% of persons who were registered for the next quarterly group within 10 working days of initial referral	80%	100%	100%	✓

- We did not meet our service accessibility expected target related to the length of time from referral to One-to-One LS service provision.
- We exceeded our expected target regarding the % of persons who were registered for the next quarterly group within 10 working days of initial referral.

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Improve skills and abilities of persons served as a result of the services received in the program	# and % of persons served who report that they are learning new skills at posAbilities	85%	25 83%	32 87%	✓
	# and % of families who report that the person served has improved their skills and abilities as a result of the services received	85%	15 65%	28 88%	✓
Promote physical health	# and % of persons served who report that they are physically healthy	75%	27 90%	34 90%	✓
	# and % of families who report that posAbilities promotes health for persons receiving services	75%	16 73%	26 90%	✓
Promote physical activity	# and % of persons served who report that they are physically active	75%	26 87%	35 92%	✓
	# and % of families who report that the person served is supported to be physically active	75%	17 77%	26 90%	✓
Help persons receiving services to transition from Life Skill program into Employment Services	# of person served who transitioned from LS into ES during the reporting period	10	20	4	✘
	% of new referrals that transitioned from LS into ES during the reporting period	25%	60%	100%	✓
Assist persons served in meeting or making progress toward Individual Support Planning (ISP) goals	% of total goals wherein persons served reported that they "got what they wanted" or "made progress on what they wanted"	75%	61%	91%	✓

- Based on the responses of persons receiving LS services and the family members of persons receiving LS services, we have exceeded our expected effectiveness targets at LS programs.
- The file review showed that we met the target related to meeting or making progress toward Individual Support Planning (ISP) goals.
- The file review indicated that we have not met our expected target regarding the number of persons served who transitioned from Life Skills programs into Employment Services during the reporting period.

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that staff at posAbilities are friendly to them	95%	30 100%	39 100%	✓
	# and % of families who report that they are treated with respect by posAbilities' staff	95%	22 96%	32 100%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff at posAbilities like them for who they are	95%	31 100%	38 97%	✓
	# and % of families who report that staff at posAbilities value the person served for who he/she is	95%	21 91%	32 100%	✓
Inform about rights of persons served	# and % of persons served who report that staff at posAbilities inform them of their rights	90%	24 83%	33 89%	✗
	# and % of families who report that staff at posAbilities inform their family member of their rights	90%	18 82%	25 86%	✗
Develop natural relationships and social circles	# and % of persons receiving services that report having opportunities to make new personal relationships (with people other than staff) through posAbilities	75%	26 93%	31 82%	✓
	# and % of families who report that the person served is helped to develop meaningful relationships	75%	18 78%	25 83%	✓
Facilitate access to several community-based social programs to enhance quality of life and social interaction (such as community kitchens, community coffee groups, women with disabilities support groups, supported vacations, volunteering, social and community events, etc.)	# and % of persons served who report that caregivers/ staff at posAbilities support them to participate in community-based activities of personal interest	75%	24 86%	35 92%	✓
	# and % of families who report that their family member is supported to participate in community-based activities of personal interest	75%	18 82%	27 90%	✓
Promote self-determination and	# and % of persons served who report that they make choices and	95%	24	33	✗

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
abilities to make their own decisions	decisions about things that matter to them		86%	87%	
	# and % of families who report that their family member is supported to make choices and decisions about things that matter to him/her	95%	17 77%	26 87%	✘
Promote community safety and trust	# and % of persons receiving services that report feeling safe in their community	85%	29 100%	32 84%	✘
	# and % of families who report that the person served feels safe in the community	85%	23 100%	28 88%	✓
Improve quality of life of persons served	# and % of persons served who report that their life is better since they started receiving support from posAbilities	90%	25 83%	35 92%	✓
	# and % of families who report that the life situation of the person receiving services has improved since receiving services	90%	19 83%	24 77%	✘
Maximize overall satisfaction with service	# and % of persons receiving services that report being pleased with the service	95%	27 90%	36 95%	✓
	# and % of families who report being pleased with the service	95%	19 83%	29 91%	✘

- According to the feedback provided by persons receiving LS services and their family members, we exceeded our expected targets related to treating persons served with respect, having opportunities to make new personal relationships, and providing support to participate in community-based activities of personal interest.
- Based on the responses of persons receiving LS services and their family members, we did not achieved our expected targets in the outcomes regarding the provision of information about rights of persons served, promotion self-determination and abilities to make decisions, the promotion of community safety and trust, overall improvement of quality of life of person served, and overall satisfaction with LS programs. These results would indicate a desire for greater choice.

Follow up and proposed action

- We will closely monitor the LS programs’ accessibility indicator and we will look for ways to reduce the length of time from referral to One-to-One Life Skill service provision.
- We will explore options for providing more focused and flexible person-centred options and for finding Life Skills program delivery systems that provide more opportunities for choice.

4.4 Employment Services

Program Overview:

We assist individuals with developmental disabilities to prepare for, secure, and maintain competitive employment.

We offer job seekers:

- participation in our Job Club
- support to prepare a résumé and cover letter
- secure paid employment
- the ability to identify and learn workplace skills
- on-site job training
- connection to other services as needed.

Stakeholder Surveys Results:

Survey 2013-14: Persons Receiving Employment Services

RESPONDENTS:	23 (13.9% of total of persons receiving ES)
SURVEY METHOD:	Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE:	To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

Ethnic Background of Person Served

White:	70%
Chinese:	13%
South Asian:	9%
Aboriginal:	4%
Filipino:	4%

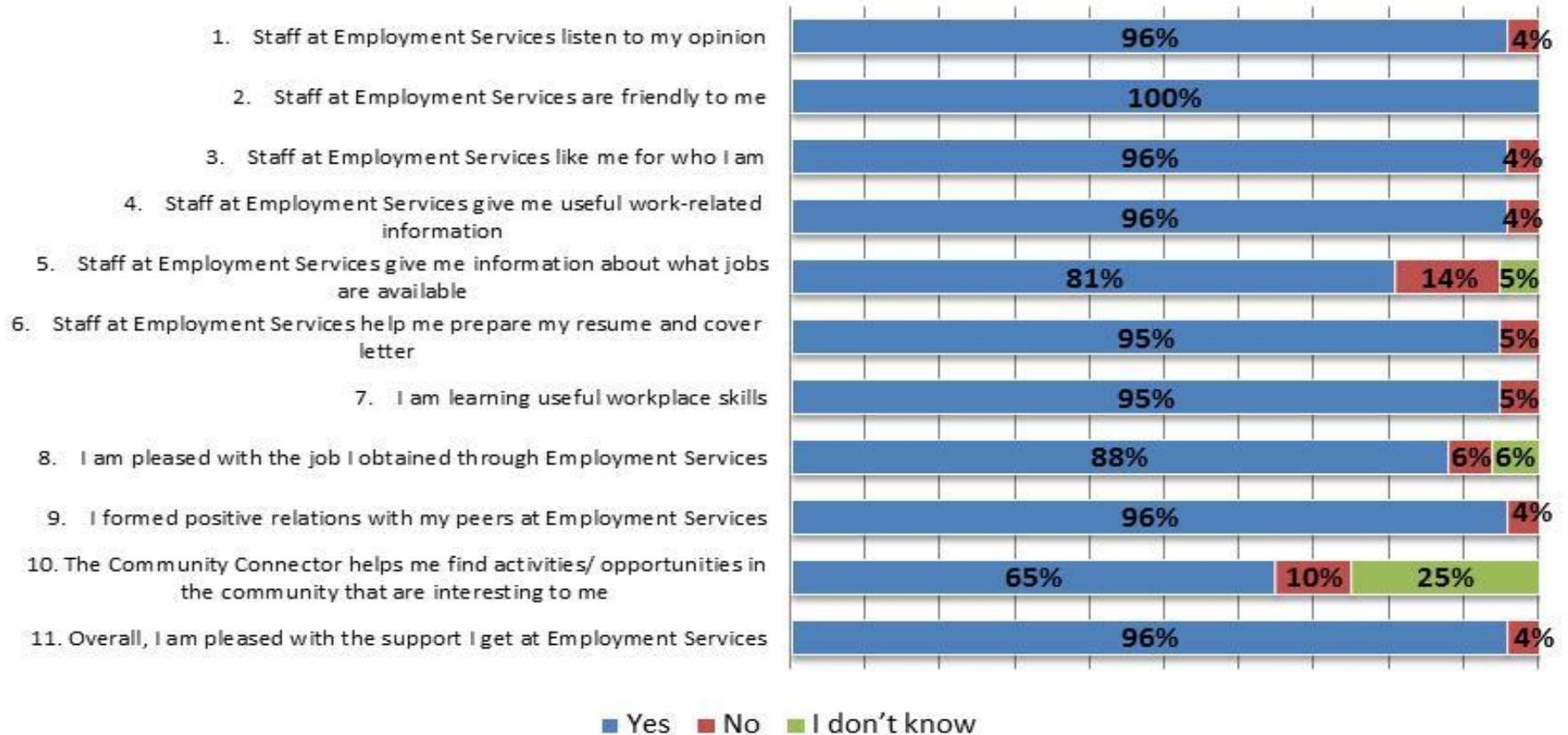
Gender of Person Served

Female:	39%
Male:	61%

Preferred Language of Person Served

English:	96%
Cantonese/Mandarin::	4%

Employment Services - Persons Receiving Services 2013-14



+

***Note: The "Not Applicable" answers were taken out of the equation to achieve more accurate percentages.*

Survey 2013-14: Employment Services Family Members

RESPONDENTS: 20 (12% of total of persons receiving ES)
SURVEY METHOD: Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE: To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

Ethnic Background of Person Served

White: 80%
 Chinese: 10%
 South Asian: 5%
 Filipino: 5%

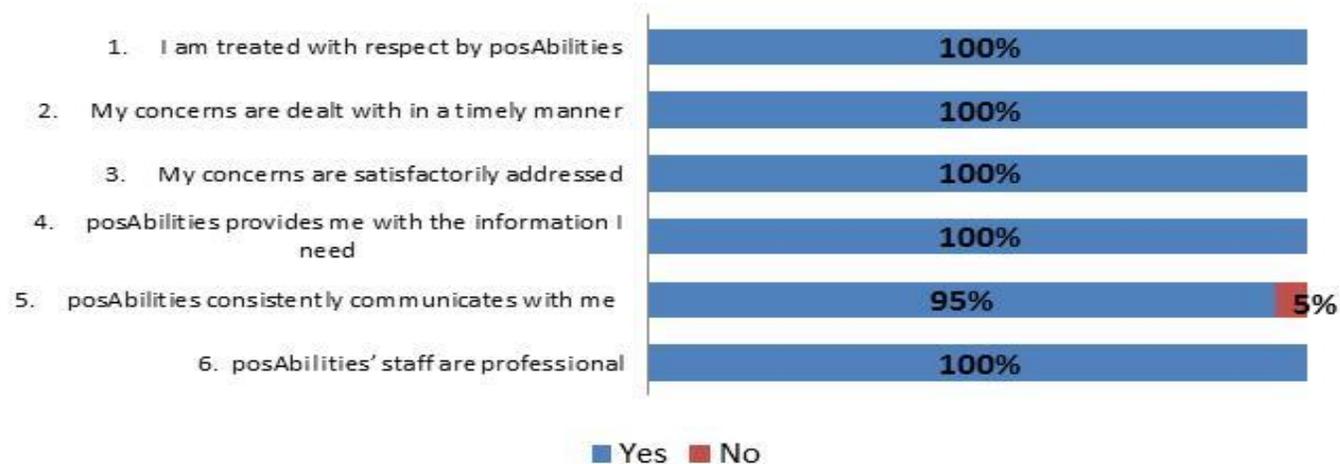
Gender of Person Served

Male: 60%
 Female: 40%

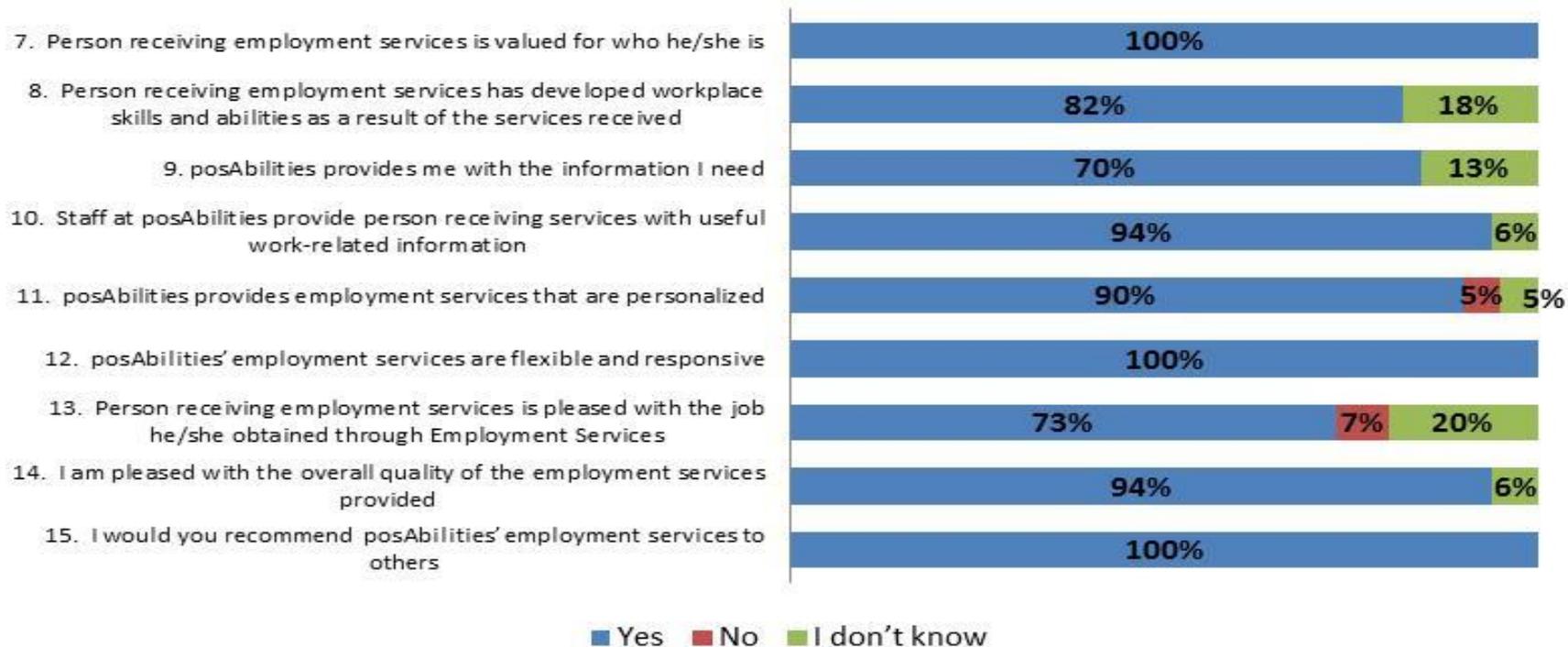
Preferred Language of Person Served

English: 100%

**Employment Services Family Members
Professionalism 2013-14**



Employment Services Family Members Support to Person Receiving Services 2013-14



***Note: The "Not Applicable" answers were taken out of the equation to achieve more accurate percentages.*

Survey 2013-14: – Community Employers

RESPONDENTS: 9
SURVEY METHOD: Employer Surveys are distributed by mail.
OBJECTIVE: To increase positive responses in each domain each year.

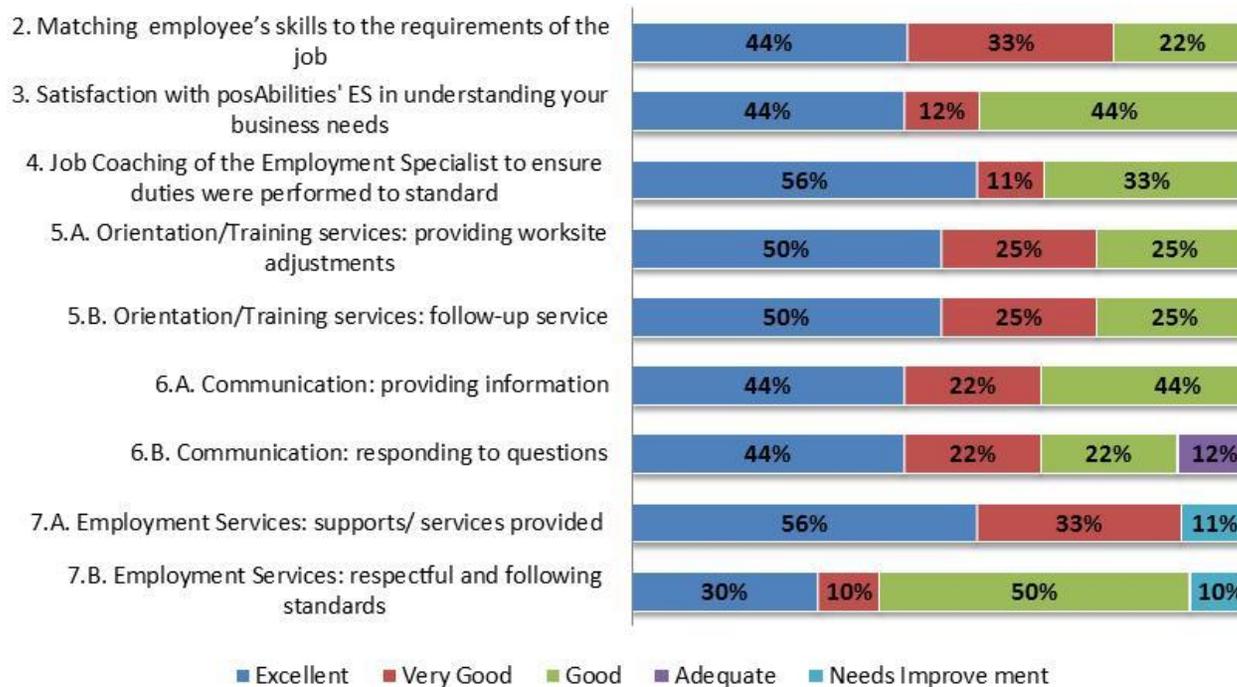
RESPONSE DISTRIBUTION

Business Sector

Retail: 4
 Food Service: 2
 Restaurant: 1

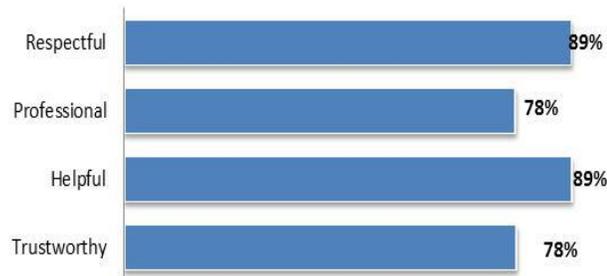
Not-for-profit Disability Supports: 1
 Social Enterprise - Food Retail: 1

Survey - Employer 2013-14

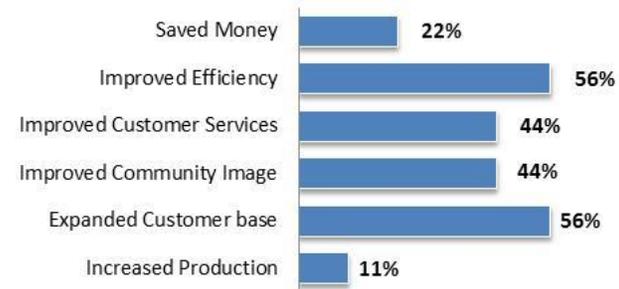


***Note: The "Not Applicable" answers were taken out of the equation to achieve more accurate percentages.*

Percentage of employers who believe that ES' staff have met the following requirements



Percentage of employers who believe that their business has benefited in the following areas:



Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records and databases as well as from surveys completed by persons receiving Employments Services (23 respondents) and from surveys completed by family members of person receiving Employments Services (20 respondents). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format. These outcome results apply to persons receiving Employments Services and their families, as well as receiving Employments Services' staff members.

Key Monitoring Items					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Provide assistance to prepare for, secure; and maintain competitive employment	Number of persons receiving employment services ⁹	24	52	166	✓
Increase contacts with potential employers in the community	# of contacts established with new potential employers during the reporting period	50	720	502	✓
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	1	0	✓

- The file review showed that all targets set for Employments Services' key monitoring items have been met.

⁹ The total number of persons receiving services is not entirely up to the Agency and it can vary depending on external factors. We use this target as a projection, however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

Efficiency					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain program cost per hour of service provided	Cost per hour of service provided (program cost divided by the # of hours of service provided during reporting period)	\$47.80 per hour	\$49.15 per hour	\$47.93 per hour	✓
Minimize the time between intake and first job	Average length of time between intake and first job	8 months	7 months	6 months	✓
Maintain the length of time between intake to completion of discovery plan	Average # of days between intake and completion of discovery plan	3 months	35 days	60 days	✓
Minimize staff turnover	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous year)	10% increase (compared to previous year)	3 25%	2 20%	✗

- During 2013-14, we met our expected target for Employment Services program cost per hour of service provided. This year LS programs cost was \$1.22 less than last year's cost per hour of service provided.
- Our file review indicates that we have achieved our expected targets regarding the length of time between intake and first job, and the number of days between intake and completion of discovery plan.
- The file review showed that we have not met our efficiency target related to reducing staff turn-over. On April 1, 2014 there was 1 Employment Services' programs staff less that had maintained a regular position at the same location for more than two years in comparison to last year.

Service Accessibility					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain the length of time from referral to intake	% of persons who received intake within 10 working days of initial referral	80%	96%	100%	✓
Provide job coaching services	Average # of job coaching hours per person receiving employment services	25 hours	36 hrs./ month	42 hrs./ month	✓

- The file review indicated that we met all our expected service accessibility targets.

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Improve workplace skills of persons served as a result of the services received	# and % of persons served who report that they have learned useful workplace skills as a result of the services received	95%	17 100%	21 95%	✓
	# and % of families who report that person receiving services has developed workplace skills as a result of the services received	95%	13 100%	14 74%	✗
Provide useful work-related information	# and % of persons receiving services that report that staff at posAbilities provide them useful work-related information	95%	16 94%	17 81%	✗
	# and % of families who report that staff at posAbilities provided person receiving services with useful work-related information	95%	9 75%	17 90%	✗
Increase the number of persons served who are employed	# and % of individuals who secured employment	90%	25 48%	57 79.2%	✗
	# and % of placements that maintain at least 6 months continuous employment	90%	10 40%	71%	✗

- According to the feedback provided by persons receiving ES services and their family members, we did not meet our expected target in providing useful work-related information.
- Based on the responses of family members of persons receiving ES services, we did not achieve our target in improving workplace skills of persons served.
- The file review showed that we did not meet our expected target related to increasing the percentage of persons served who are employed and who maintained at least 6 months of continuous employment. Although these percentages have considerably improved in comparison to last year’s outcomes. It is possible that the targets established were unrealistic; however, we will monitor these two outcomes and we will look for ways to increase the percentage of individuals who secure employment and who maintain at least 6 month continuous employment. It is also worth noting that the state of the labor market greatly impacts the ability of individuals to secure employment.

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Treat persons served and families with respect	# and % of persons served who report that staff at posAbilities are friendly to them	90%	16 94%	23 100%	✓
	# and % of families who report that they are treated with respect by posAbilities' staff	90%	13 93%	20 100%	✓
Value and acknowledge each person's individuality	# and % of persons served who report that staff at posAbilities like them for who they are	90%	16 94%	22 96%	✓
	# and % of families who report that staff at posAbilities value the person served for who he/she is	90%	12 86%	20 100%	✓
Satisfaction with the job placement	# and % of persons receiving services that report being pleased with the job they obtained through Employment Services	75%	11 85%	14 88%	✓
	# and % of families who report that person receiving services is pleased with the job he/she obtained through Employment Services	75%	14 100%	11 75%	✓
Maximize overall satisfaction with service	# and % of persons receiving services that report being pleased with the support they get at Employment Services	95%	17 100%	22 96%	✓
	# and % of families who report being pleased with Employment Services	95%	9 69%	17 90%	✗

- Based on the responses of persons receiving ES services and their families, we exceeded all our expected targets for the Input indicators except for the expected target related to the overall satisfaction with the service.

Follow up and proposed action

- We will monitor effectiveness indicators and we will look for ways to increase the percentage of individuals who secure employment and who maintain at least 6 month continuous employment.
- We will place more efforts in providing more useful work-related information.

4.5 Social Enterprise: Don't Sweat It Services (DSIS)

Program Overview:

We offer environmentally responsible quality home and garden maintenance services to customers in Greater Vancouver, while offering flexible, supported employment to persons with developmental disabilities.

Stakeholder Survey Results:

Survey 2013-14: Don't Sweat It! Services - Crew Members

RESPONDENTS: 7 (53.8% of crew members)
SURVEY METHOD: Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE: To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

Ethnic Background of Person Served

White: 57%
 Chinese: 14%
 South Asian: 14%
 West Asian: 14%

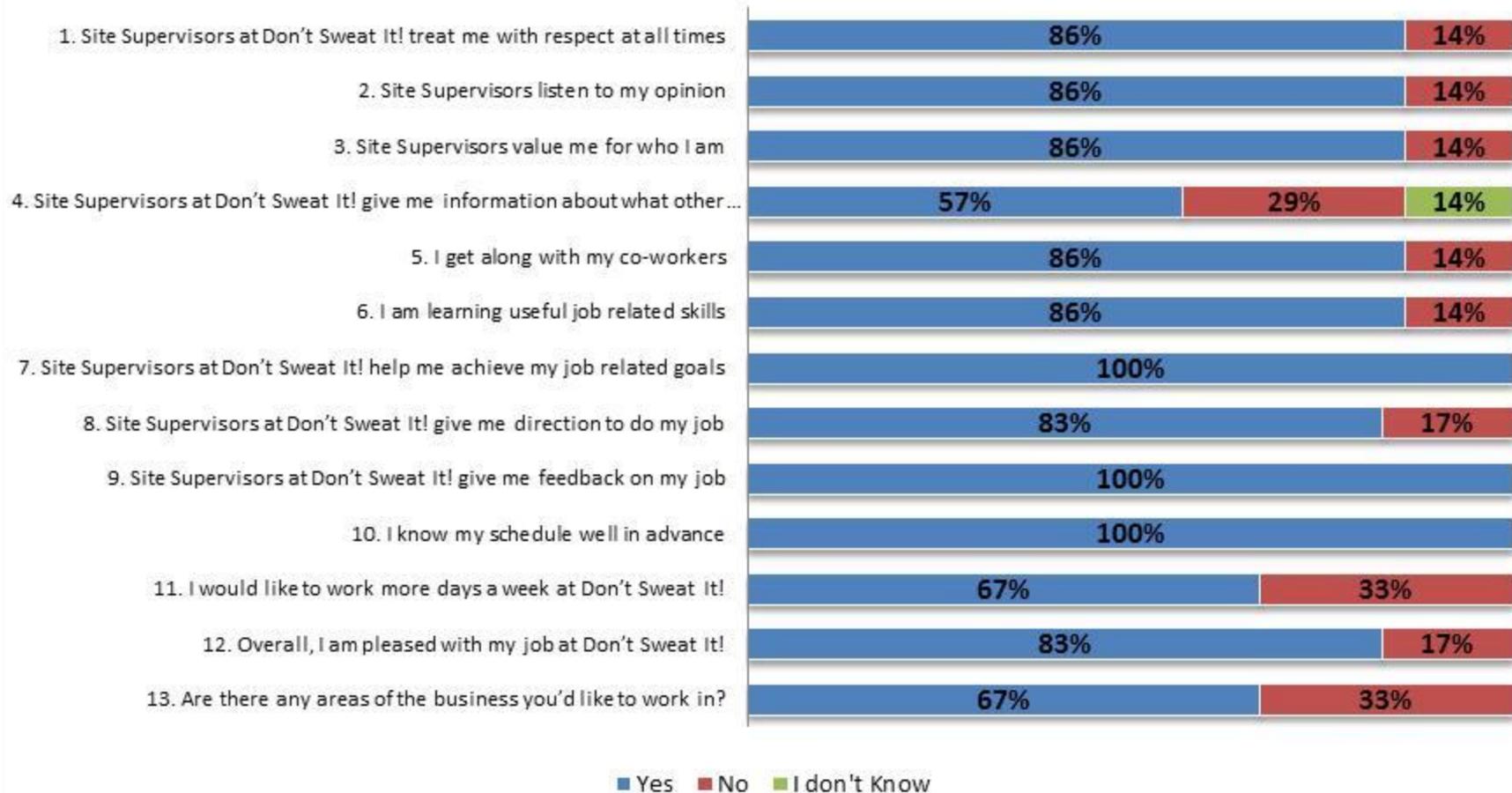
Gender

Male: 100%

Preferred Language of Person Served

English: 100%

Satisfaction Survey - Don't Sweat It! Services - Crew Members 2013-14



Customer Survey 2013-14: Don't Sweat It Services

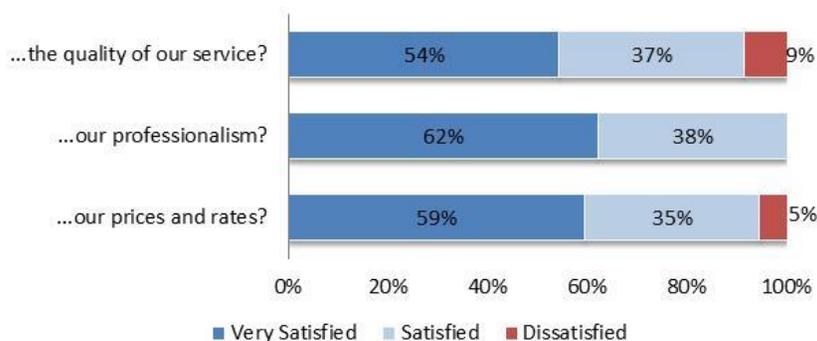
RESPONDENTS: 37
SURVEY METHOD: Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE: To increase positive responses in each domain each year.

RESPONSE DISTRIBUTION

City	
Vancouver:	50%
Burnaby:	28%
Coquitlam:	13%
North Vancouver:	3%
New Westminster:	3%
Delta:	3%

Type of Service	
Lawn & Garden Services:	30%
Recycling Services:	70%

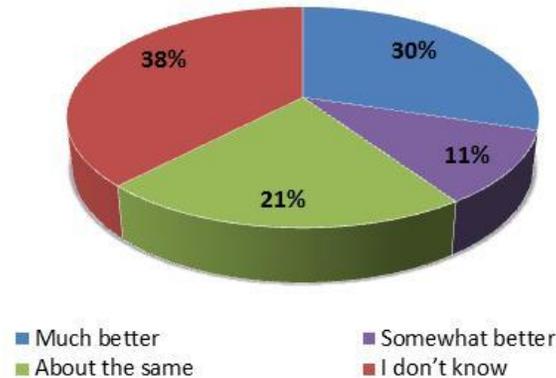
Satisfaction



Importance of Characteristics of Service



Thinking of similar products/services offered by other companies, how would you compare our product/service offered to them?



Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' records and databases as well as from surveys completed by persons DSIS crew members (7 respondents).

These outcome results apply to persons receiving DSIS crew members, as well as *posAbilities*' staff in DSIS.

Key Monitoring Items					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Provide employment to persons with developmental disabilities	Number of persons employed ¹⁰	15	12	13	✗
Increase annual revenues	% of revenues increased (compared to previous reporting period)	5% increase	39%	3.5%	✗
Increase new customer acquisitions	# of new customers acquired during reporting period	23	23	35	✓
Minimize the number of workplace accidents incurred by crew members	# of workplace accidents incurred by crew members	1	0	0	✓

¹⁰ The total number of persons employed is not entirely up to the social enterprise and it can vary depending on external factors. We use this target as a projection; however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons were employed during the reporting period.

Minimize the number of validated complaints from DSIS crew members	# of validated complaints from DSIS crew members that are processed through the formal complaint resolution process	1	0	0	✓
Minimize the number of validated complaints from customers	Number of validated complaints from customers	1	0	0	✓

- We exceeded our expected targets regarding the number of new customers, workplace accidents as well as validated complaints from DSIS crew members and customers.
- We were not able to increase our annual revenues by 5% compared to the previous year.

Efficiency					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Minimize staff turnover	# of posAbilities' staff who held their position for more than 1 year at the same location (reduction of turnover compared to previous year)	10% reduction (compared to previous year)	3 75%	2 67%	✗

- The file review showed that we have not met our efficiency target related to reducing staff turn-over. On April 1, 2014 there was one Employment Services' programs staff less that had maintained a regular position at the same location for more than two years in comparison to last year.

Service Accessibility					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain the length of time from application to employment interview	% of applicants who applied for a job and were interviewed within 15 working days	90%	100%	100%	✓

- All applicants who applied for a job were interviewed within 15 working days.

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Promote progress towards achieving goals related to employment	# and % of DSIS crew members with training plans who demonstrate progress towards achieving goals related to employment	90%	12 100%	6 50%	✘
Increase the number of crew members that work beyond 15 hours/week	# of DSIS crew members that started working more than 15 hours a week during reporting period	2	0	2	✓
Introduce crew members to community employment opportunities	# of DSIS crew members that transitioned to community based employment during reporting period	1	1	0	✘

- The file review showed that we have not met our expected targets regarding making progress towards achieving goals related to employment, and introducing crew members to community employment opportunities.
- We achieved our expected target of having at least two crew members working more than 15 hours a week during 2013-14.

Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Treat crew members with respect	# and % of DSIS crew members that report being treated with respect by site supervisors at all times	95%	NA	6 86%	✘
Listen to the opinion of crew members	# and % DSIS crew members that report that site supervisors listen to their opinion	95%	NA	6 86%	✘
Support DSIS crew members to achieve their job related goals	# and % of DSIS crew members that report being helped to achieve their job related goals	95%	NA	5 83%	✘
Provide information about other available jobs in the community	# and % DSIS crew members that report that site supervisors provide them information about other available jobs	75%	NA	4 57%	✘
Maximize overall satisfaction with job	# and % of DSIS crew members that report being pleased with their job at Don't Sweat It!	75%	NA	5 83%	✓

- Based on the feedback provided by DSIS crew members we have not met our expected targets; except the target related to the overall satisfaction with the job.

Interpretation of Results

- The DSIS Input outcomes data obtained from satisfaction surveys may not be entirely reliable due to the relatively low number of responses from crew members (7 respondents). Most of the input targets that were not achieved were due to only one respondent's feedback.

Follow up and proposed action

- We will increase our efforts to ensure satisfaction surveys are completed by DSIS crew members.
- We will place greater emphasis on promoting progress towards achieving employment related goals.

4.6 Laurel Behaviour Support Services

Program Overview:

Laurel Behaviour Support Services empowers individuals with Autism Spectrum Disorder and other developmental disabilities through consultation, training and family support...

Survey Results:

LAUREL BEHAVIOUR SUPPORT SERVICES SATISFACTION SURVEYS: PERSONS RECEIVING SERVICE 2013-14

RESPONDENTS:	38
SURVEY METHOD:	Satisfaction Surveys are distributed during annual Individual Service Planning (ISP) meetings.
OBJECTIVE:	To increase satisfaction in each domain each year.

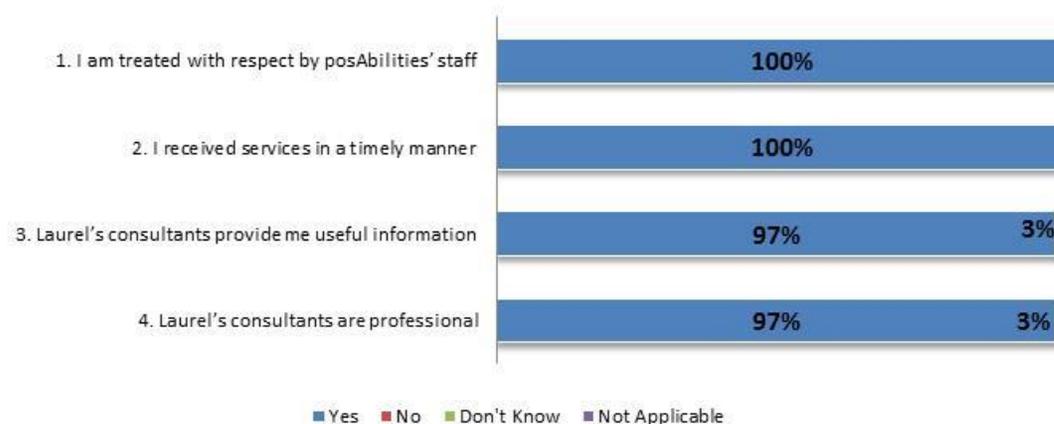
Ethnic Background of Person Served

Chinese:	32% (12)	Korean:	3% (1)
White:	32% (12)	Black:	3% (1)
Filipino:	4% (4)	Arab:	3% (1)
South Asian:	5% (2)	West Asian:	3% (1)
		Other:	8% (3)

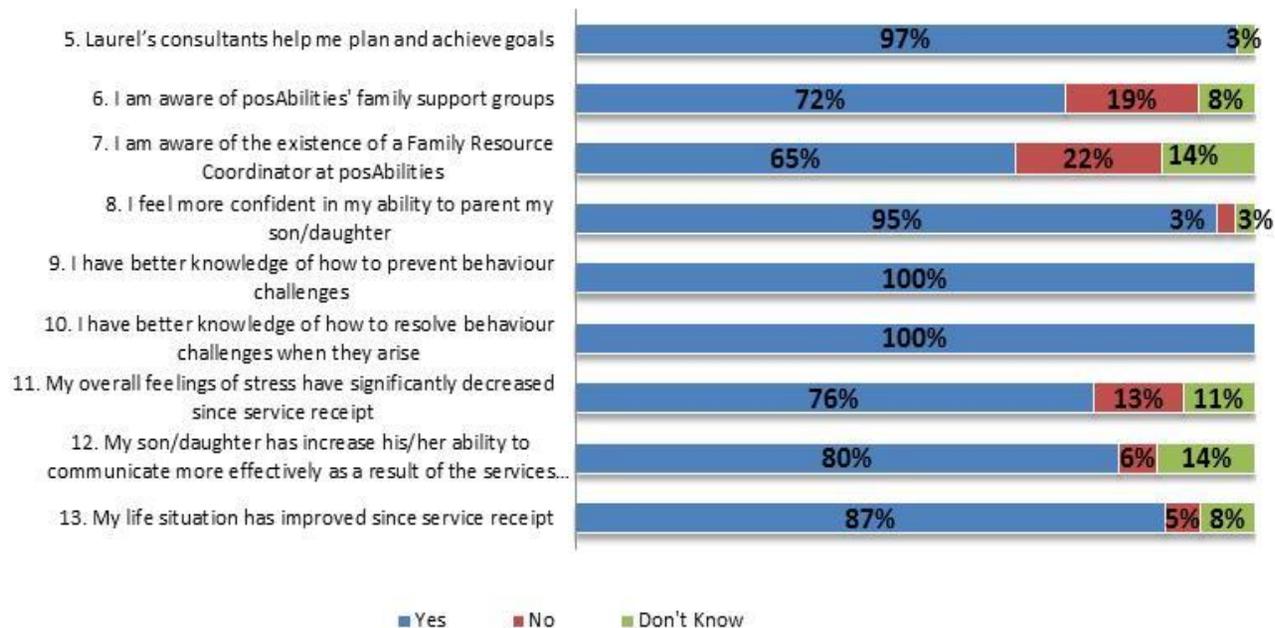
Gender of Person Served

Male:	79% (30)
Female:	21% (8)

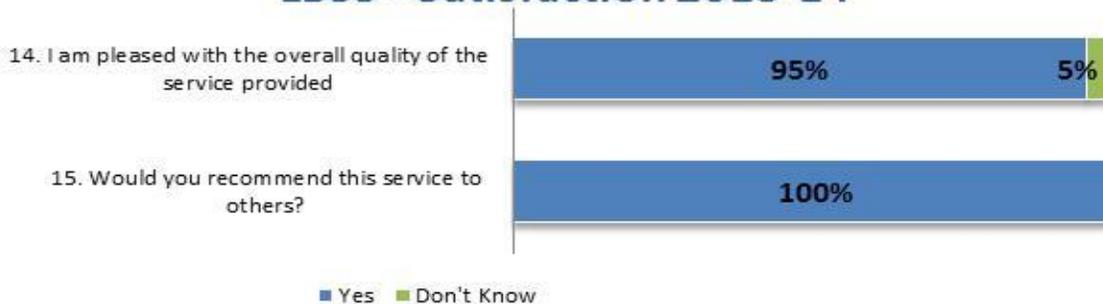
LBSS - Professionalism 2013-14



LBSS Support to Persons Receiving Services 2013-14



LBSS - Satisfaction 2013-14



***Note: The "Not Applicable" answers were taken out of the equation to achieve more accurate percentages.*

Key Findings

- This year's response rate was 7.77% (38 out of 489 persons served). To increase the number of survey respondent for 2014-2015, surveys will also be available in an on-line format.
- The highest percentages of the respondents who answered "Yes" were identified in the following questions: "1. I am treated with respect by *posAbilities*' staff" (100%), "2. I received services in a timely manner" (100%), "9. I have better knowledge of how to prevent behaviour challenges" (100%), and "10. I have better knowledge of how to resolve behaviour challenges when they arise" (100%).
- The statements that accounted for the lowest percentage of affirmative responses are: "6. I am aware of *posAbilities*' family support groups" (72%), "7. I am aware of the existence of a Family Resource Coordinator at *posAbilities*" (65%), and "11. My overall feelings of stress have significantly decreased since service receipt" (76%).
- The statements with lowest percentages of satisfaction coincide with last year's statements with lowest satisfaction.
- 100% of respondents reported that they would recommend this service to others.

Outcomes Data and Results:

The following outcome results were obtained from *posAbilities*' and LBSS' records and databases as well as from surveys completed by persons and families receiving LBSS Services (38 respondents).

These outcome results apply to persons and families receiving LBSS Services, as well as LBSS staff members.

Key Monitoring Items					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Provision of behavioural support services	Number of persons served through Global Behavioural Support Services ¹¹	202	299	469	✓
	Number of persons served through Private Behavioural Support Services	45	65	20	✗
Minimize the number of validated complaints that are processed through the formal complaint resolution process	# of validated complaints that are processed through the formal complaint resolution process	1	0	0	✓

¹¹ The total number of persons receiving services is not entirely up to the Agency and it can vary depending on external factors. We use this target as a projection, however it is subject to change. This indicator is not specifically intended to meet a target, but to indicate how many persons received the service during the reporting period.

- The file review showed that the targets set for LBBS' key monitoring items have been met except for the number of persons served through Private Behavioural Support Services.

Efficiency					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served)		\$3,712	\$2,522	✓
Minimize staff turnover	# of staff who held their position for more than 2 years at the same location (reduction of turnover compared to previous year)	10% reduction	12 41.4%	13 72.2%	✓

- The file review revealed that we have met our efficiency targets for LBSS.
- The percentage of staff that held their position for more than 2 years has significantly increased in comparison to previous year. This difference in relation to last year, may be due to the fact that we have since installed a new version of our HRIS which is able to generate the reliable historic report needed to produce this indicator. It appears that last year's numbers in some instances unfortunately did not include all staff retained at the same location.

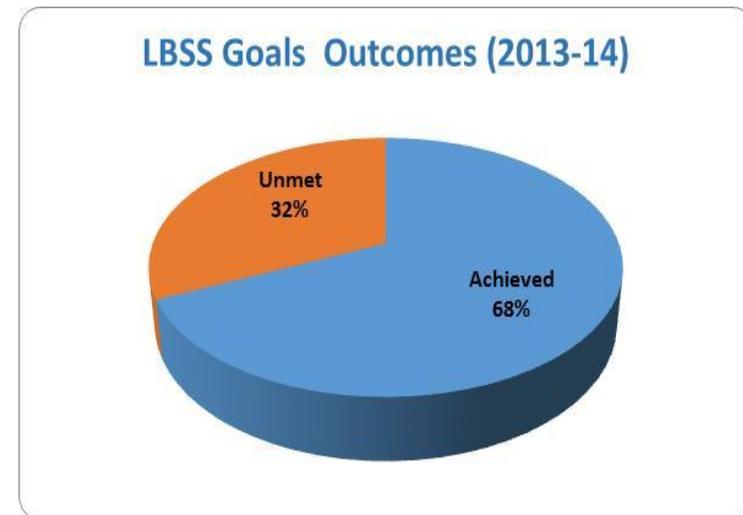
Service Accessibility					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Maintain the length of time between initial referral and intake of person served	% of referred persons who started receiving service within 20 working days of initial referral	90%	Didn't track	84%	✗

- The file review showed that we have not met our service accessibility targets for LBSS.

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Increase person's ability to communicate more effectively	# and % of parents served who report that the family member has improved their ability communicate more effectively as a result of the services received	90%	45 79%	28 80%	✗
Increase parent's knowledge of how to effectively resolve behaviour challenges	# and % of parents served who report that they have better knowledge of how to resolve behaviour challenges since service receipt	90%	50 91%	37 100%	✓

Effectiveness					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Assists persons served in meeting Individual Support Planning (ISP) goals	% of total goals wherein persons served reported that they achieved their ISP goals	90%	60%	68%	✗

- Based on the responses from the LBSS satisfaction survey we did not meet our expected effectiveness target of increasing persons' ability to communicate more effectively, while we did meet our expected target of increasing parent's knowledge of how to effectively resolve behaviour challenges.
- Even though 97% of survey respondents reported that Laurel's consultants help them plan and achieve goals, the file review showed that we did not meet the target related to meeting or making progress toward Individual Support Planning (ISP) goals.



Input					
Objective	Measure	Target	Outcomes 2012	Outcomes 2013	Target Achieved
Treat parents served with respect	# and % of parents served who report being treated with respect	95%	58 98%	38 100%	✓
Provide useful information	# and % of parents served who report that consultants provide them useful information	90%	56 98%	37 97%	✓
Improve the quality of life of the parents served	# and % of parents served who report that their life situation has improved since service receipt	90%	43 77%	33 87%	✗
Maximize overall satisfaction with service	# and % of parents served who report being pleased with the service	95%	55 93%	36 95%	✓

- Based on the responses from the LBSS satisfaction survey we exceeded our expected targets related to treating parents served with respect, providing useful information, and the overall satisfaction with service.
- We did not achieve our expected target in regards to the percentage of parents served who report that their life situation has improved since service receipt.

Follow up and proposed action

- We will monitor and track the length of time between initial referral and intake of person served by LBBS.
- We will ensure ISPs consistently contain specific measurable goals and methods/techniques that will be used to achieve the objectives.

5. KEY BUSINESS FUNCTIONIIONS

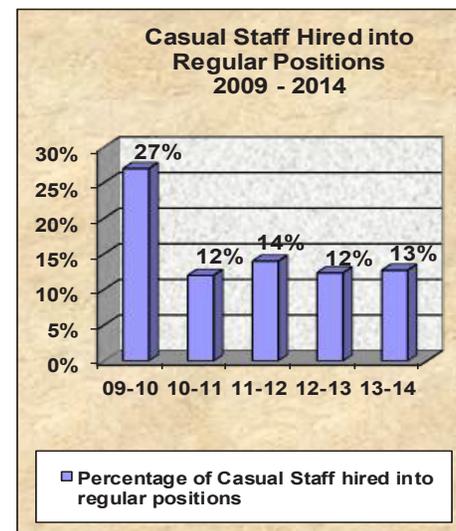
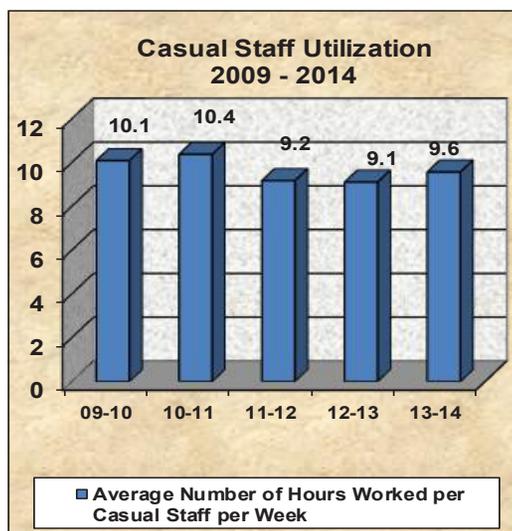
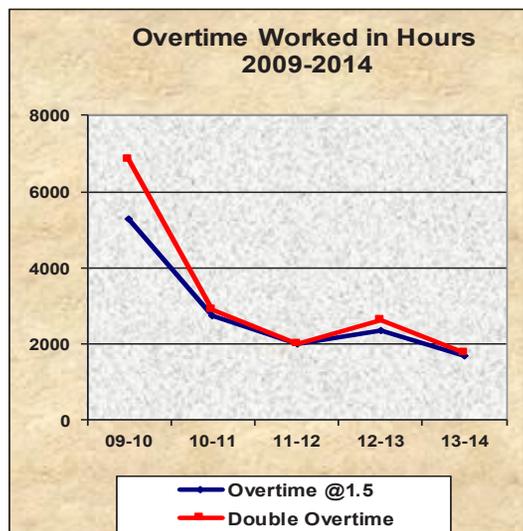
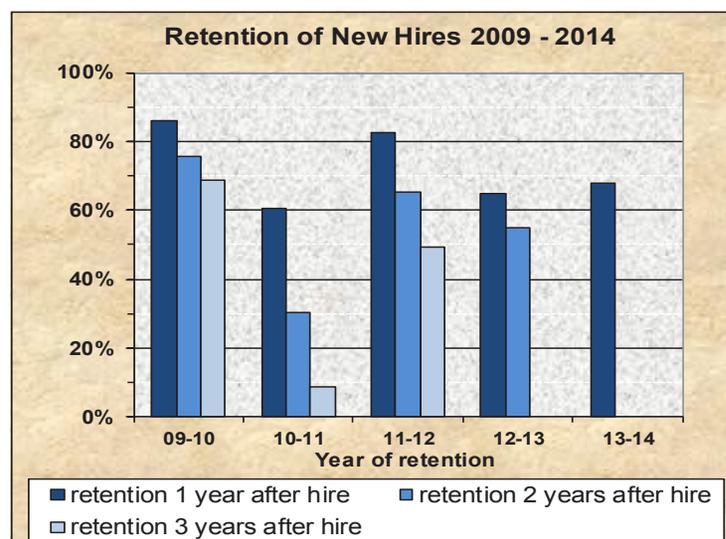
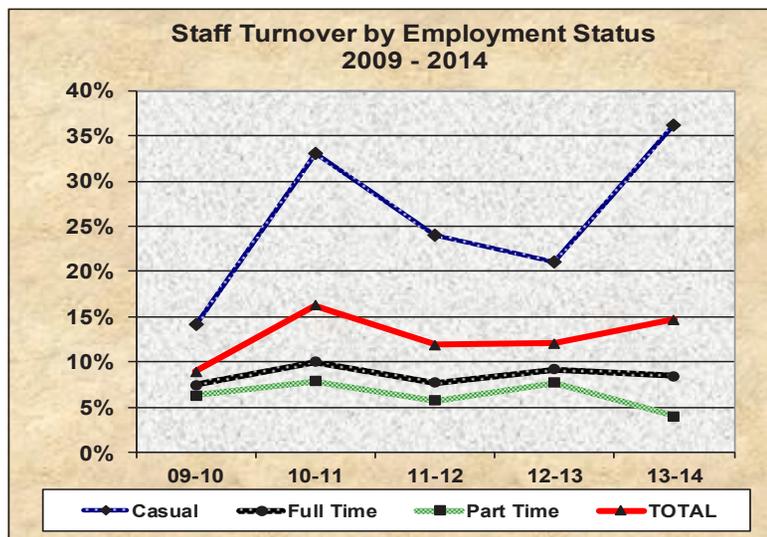
5.1 Staff Utilization

OBJECTIVE: To increase the efficient utilization of our staff
TIME OF MEASUREMENT: April 2014
OBTAINED BY: Human Resources

Measure	Applied To	Data Source	Target 2013-14	Outcome 2012-13	Target 2014-15
% of staff exits	All staff in 2013-14	HRIS	10%	15%	12%
% of new hires retained after two years	All staff in 2013-14	HRIS	55%	65%	60%
average number of hours worked by casuals per week	All casual staff 2013-14	Payroll System	10 hours	9.6 hours	10 hours
% of casual staff hired into regular positions	All casual staff 2013-14	HRIS	25%	13%	14%
Overtime as a % of total hours worked	All staff in 2013-14	Payroll System	0.75%	0.65%	0.5%

Key Findings/Trends

- The overall turnover rate was 15%, up from 12% in the previous year. This was due to a significant increase in turnover of casual staff, up by 15 percentage points to 36%. Both the turnover for part time and full time staff decreased slightly from the previous year to 4% and 8.5% respectively.
- Retention of new hires: of staff hired up to one year ago, 68% is still with us. For staff hired 2 years ago retention is at 65% as well, and 3 years ago at 49%.
- The average number of hours worked by casual staff was 9.6 hours per week. This has not changed much in the last two to three years.
- In 2013-2014, 13% of casual staff was hired into a regular (part time or full time) position. This is consistent with the results in the previous three years.
- The total number of employees remained virtually unchanged at 568.
- The total number of overtime hours decreased by 30%, from 0.93% to 0.65% of total hour worked, the best result in the last four years.



Interpretation of results

- After seeing a steady decline in the turnover of casual employees over a number of years, this year the percentage has spiked. This is in part explained by a change in our recruitment strategy where we cast the net wider and recruited more people with transferable skills from outside the Community Living field. Not all of these employees turned out to be a good fit. Other reasons for the increase are to be explored.
- The turnover of regular part time and full time employees combined remained stable at 6%. This is low compared to the overall turnover of regular employees in the social services sector in BC which stood at 12% in 2012 (2013 results not yet available). This also meant that the number of open positions for casual employees to move into was relatively limited. The percentage of casual staff hired into regular positions has not varied much over the last few years and stood at 13% this year. The target of 25% that was set for 2013-2014 turned out to be unrealistic due to a correction of the 2012-2013 result.
- Retention of new hires after two and three years with the organization is stabilizing, after a few years where the trend pointed downwards. The “Orientation Express” aimed at enhancing the onboarding experience of new hires appears to be a contributing factor.
- Increasing the number of hours worked by casual employees remains challenging. Many hold regular jobs with one employer and casual positions with additional employers, working long hours to make ends meet. This limits their casual availability for each individual employer.
- Overtime levels were at a historic low this year. Despite the large turnover of casual employees, the number of new casual hires kept pace. The availability of sufficient casual staff to backfill for absences was a crucial factor in reducing overtime. We also saw the absenteeism rate decrease due to the implementation of an Attendance Management Plan in 2013, which to some extent reduced the pressure to backfill shifts.

Follow up and proposed action

- The effort that was made this year to recruit sufficient casual staff stretched our resources thin and is not sustainable in the long run. New onboarding and exit surveys will be developed and implemented in the coming year to probe into what engages people to stay with **posAbilities** and reasons why they leave. This information will be used to develop a more effective retention strategy for casual staff.
- We will relax the driver’s license requirement for our casual staff and will be able to work with up to 25% of our casual pool not having a driver’s license. This will enable us in particular to recruit more of our practicum students many of whom upon finishing their training are qualified in every other way but don’t (yet) have a driver’s license.

Monitoring

- Report quarterly on staff utilization and every pay period on the use of overtime.
- Monthly monitor the number of new casual hires and the size of the casual pool.
- Team Managers to evaluate all data quarterly.

5.2 Work Days Lost

OBJECTIVE: To Reduce Occupational Incidents and Associated Cost

TIME OF MEASUREMENT: December 2013

OBTAINED BY: Human Resources

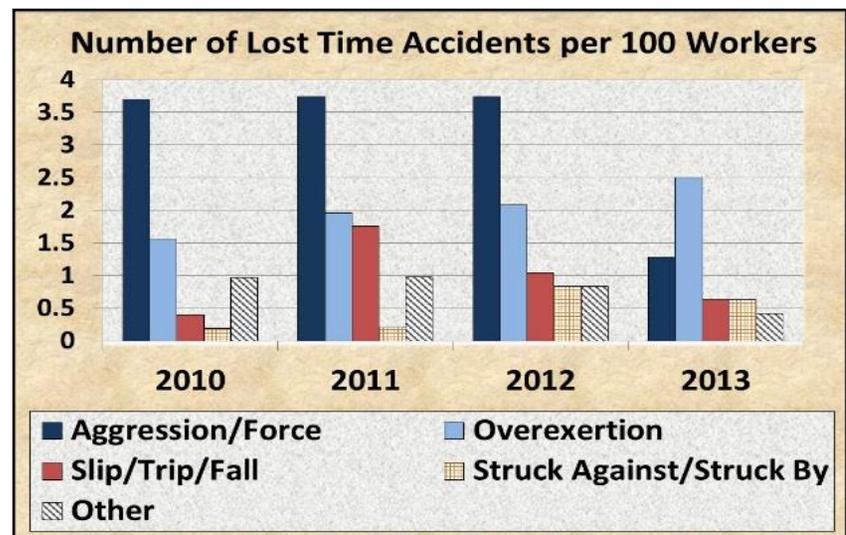
Measure	Applied To	Data Source	Target 2013	Outcome 2013	Target 2014
Number of lost time accidents resulting from "Aggression/force" per 100 employees	All staff in 2013	DMI	3.0	1.3	1.3
Number of lost time accidents resulting from "Overexertion" per 100 employees	All staff in 2013	DMI	1.5	2.5	1.5
Number of lost time accidents resulting from "Slip/Trip/Fall" per 100 employees	All staff in 2013	DMI	1.0	0.6	0.5
Number of lost time accidents resulting from "Struck By/Struck Against" per 100 employees	All staff in 2013	DMI	0.5	0.6	0.5
Number of lost time accidents resulting from "Other" per 100 employees	All staff in 2013	DMI	0.5	0.4	0.5

Limitations

- Lost Time Accident results are reported by the Disability Management Institute (DMI) for the calendar year, not the fiscal year.

Key Findings / Trends

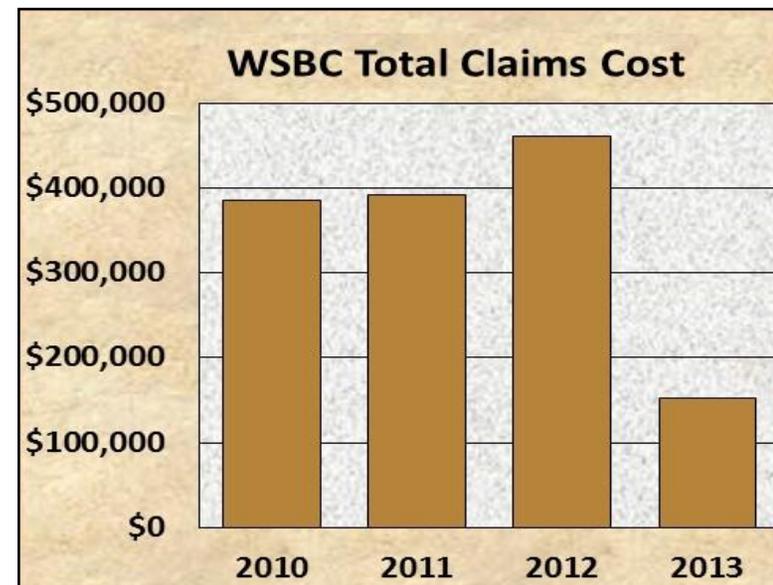
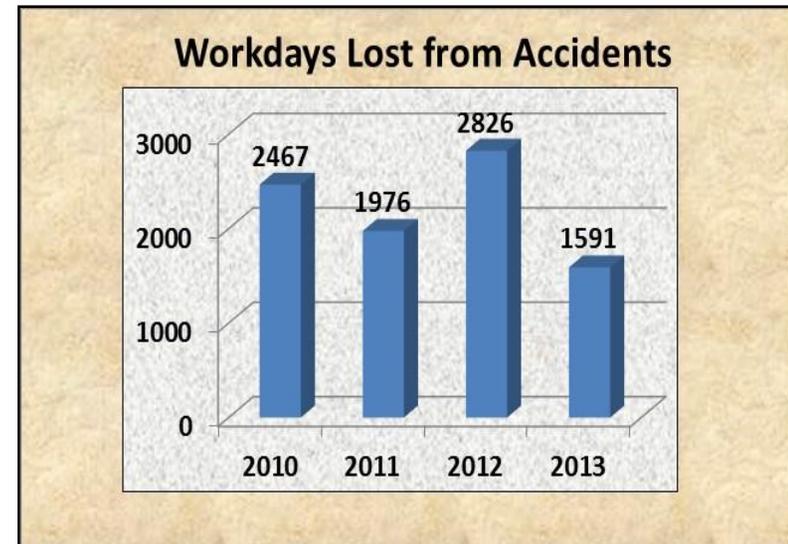
- The total number of lost time accidents per 100 workers went down from 8.5 in 2012 to 5.6 in 2013, a decrease of 35%.
- The overall decrease is as a result of a significant drop in the Aggression/Force category; the number of lost time accidents per 100 workers fell by 66% in 2013 compared to the year before.
- Incidents as a result of Slip/Trip/Fall (0.6), Struck Against/Struck By (0.6) and Other (0.4) also fell compared to the year before. Overexertion went up from 2.1 to 2.5 incidents per 100 workers.



- For the first time Aggression/Force was not the main contributor, but Overexertion: it was the cause of over 40% of all lost time accidents.
- In previous years the reported number of workdays lost only included the lost days that occurred in the same year as the accident. However some claims continue to accrue days lost in the year(s) following. In this year's report those days have been included in the statistics to get a more comprehensive picture of the effect of lost time accidents. The number of workdays lost decreased by 44% from 2,826 in 2012 to 1,591 in 2013.
- New in this year's report is an overview of our total WorkSafeBC claims cost that is used by WSBC for the calculation of premiums paid by *posAbilities*. We have seen a steady climb in these costs until last year. To date the costs associated to claims that originated in 2013 amount to about \$150,000, compared to \$460,000 in 2012, a decrease of 67%.

Interpretation of Results

- Much work has been done over the last number of years in the area of health and safety for staff working with individuals with high behaviour. Annually repeated Mandt training, having a dedicated Behavioural Consultant for our high behaviour programs, the revision and consistent application of policies and procedures and follow up to prevent incidents from re-occurring are all having a positive impact on our health and safety record.
- We continue to make progress in mitigating the risk of incidents resulting in serious injury in the Aggression/Force category. Of all reported incidents in this category, in 2011 33% resulted in time off work, in 2012 it was reduced to 17% and 2013 saw a further decrease to 8%.
- Contrary to what we have been seeing over many years, in 2013 the majority of lost time accidents due to Overexertion did not occur in programs traditionally known for high health needs. As some of our persons serve age, their needs for physical support increase and we saw some injuries to staff in programs where support systems needed to be adjusted in order to accommodate these changing needs.
- The high claims cost in 2012 was in large part due to three serious injuries all related to the same situation; these three claims account for 60% of the total claims cost for that year. These claims are still open and continue to accrue costs. This has resulted in an increased WSBC premium rate for 2013 and 2014. The premiums are calculated using three years of claims cost history; for 2014 they are based on the claims costs of the years 2010 to 2012.



Follow Up and Proposed Action

- Measures have been taken to address the increased lost time accidents in the Overexertion category, in programs where they traditionally did not happen. Indications are that these measures are effective: in the first 5 months of 2014 lost time accidents were 50% lower than the same period last year.
- A new policy and procedure has been introduced and training has been rolled out in response to new regulations on preventing and addressing bullying and harassment in the workplace.
- *posAbilities* was successful in achieving a WorkSafeBC Certificate of Recognition for exemplary health and safety practices, policies and procedures. This has further enhanced awareness of and focus on safe work practices, and gives us a 10% discount on our WSBC premiums.

Monitoring

- Continuing review of WSBC Injury Reports and Accident Investigations by Managers, HR, and the OSH Committee to ensure ongoing mitigation and prevention of risks.
- Quarterly review of lost time incident trends and results as well as claims costs by Directors, Managers and OSH Committee.

6. Conclusion

The Outcome Management Report provides an overview of the types of services we offer, the results obtained during 2013-14 and the steps that we take to ensure that these services are beneficial and rewarding to the people we serve.

In line to our commitment to continuous quality improvement, the results and recommendations throughout this report will be reviewed by the leadership team and the Board of Directors.

The information presented in this report will help us:

- focus our efforts to achieve best outcomes for the persons served
- provide ongoing information about the Agency's performance
- continually enhance service delivery and the organization
- provide proof of continuous service improvement

