

2016  
2017



# Outcomes Management Report



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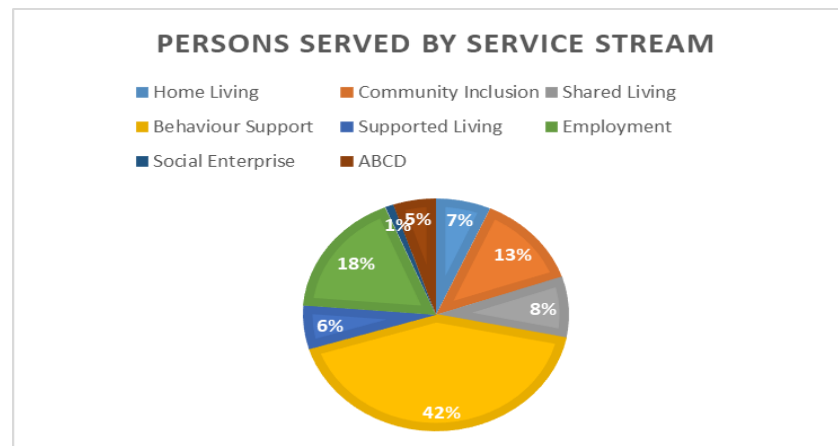
## 1. INTRODUCTION

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

- Vancouver, North Shore, Sunshine Coast, Richmond
- Surrey, Delta
- Vancouver Island
- Burnaby, New Westminster, 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.

Between April 1, 2016 and March 31, 2017, posAbilities provided services to **1204** unique person served, with **1425** persons enrolled in the following service streams (note some person served are enrolled in multiple programs):

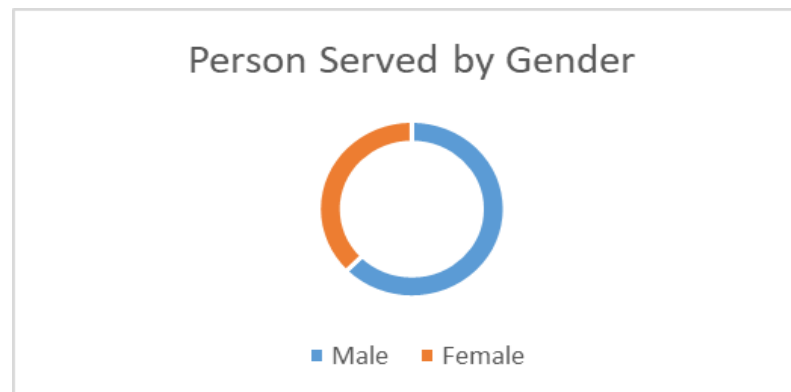


- \* Home Supports: 301 persons in total (21.1%)
  - Shared Living Services: 120 persons (8.4% of our services)
  - Community Housing: 96 persons (6.7% of our services)
  - Supported Living: 86 persons (6% of our services)
- \* Community Integration: 187 persons (13.1% of our services)
- \* Don't Sweat It Services (DSIS) - Social Enterprise: employed 15 Crew Members (1.1% of our services)
- \* Community Employment Services: 249 persons (17.5% of our services)
- \* Behavior Consultation: 599 persons (42% of our services)
- \* Asset Based Community Development (ABCD): 74 persons (5.2% of our services)

Below are some of the characteristic of persons served by posAbilities during 2016-2017:

Age	%
Under 6	<b>2.2%</b>
6 - 18	<b>32.6%</b>
19 - 20	<b>5.6%</b>
21 - 30	<b>21.8%</b>
31 - 40	<b>12.3%</b>
41 - 50	<b>9.7%</b>
51 - 60	<b>9.0%</b>
61 - 70	<b>3.9%</b>
71 - 80	<b>1.4%</b>
81 – 90	<b>0.3%</b>
Over 90	<b>0%</b>
Unknown	<b>1.2%</b>

Gender		
	%	Total
Male	63%	753
Female	37%	451
		1204

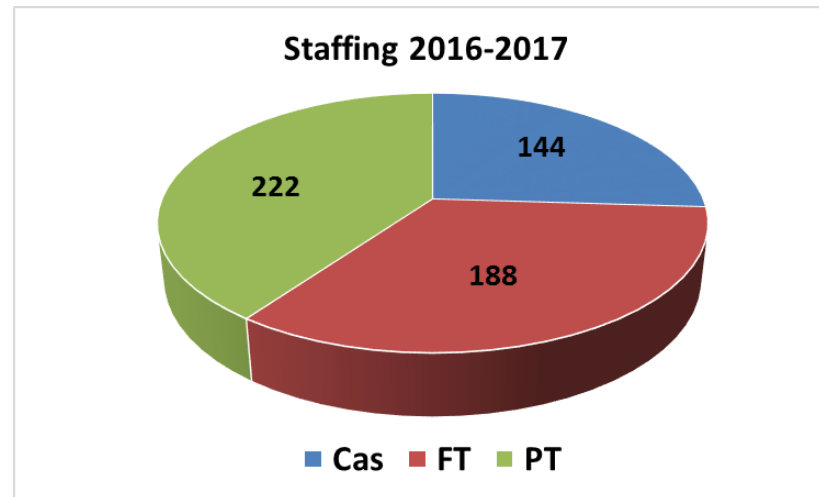


# By Diagnosis

Autism	424
Intellectual Disability	237
Global Developmental Delay	143
ADHD	138
Anxiety Disorder	100
Down Syndrome	89
Intellectual Disability- Mild	75
Seizure Disorder	71
Intellectual Disability - Moderate	50
Cerebral Palsy	53
OCD - Obsessive Compulsive Disorder	45
Epilepsy	41
Developmental Delay - Mild	72
Depression	33
Fetal Alcohol Syndrome	29
Intellectual Disability - Severe	24
Bi-Polar	23
Asperger Syndrome	22
Diabetes	27
Schizophrenia	21
Fetal Alcohol Spectrum Disorder (FASD)	21
Developmental Delay - Moderate	36
Post-Traumatic Stress Disorder	20
Total	1794

\* Includes persons served with multiple diagnoses

In regard to our team members, as of March 31, 2017, we had a total of **554** team members delivering our services.



#### Where the Money Came From in FYE 2017

Community Living BC	86.2%	24,979,439
Tenant rent	4.7%	1,372,959
Ministry of Children & Family Development	4.7%	1,354,708
BCHMC Rental Subsidy and other payments	1.7%	488,484
Private contracts	1.2%	342,740
Clothing collection	0.5%	144,856
Grants	0.4%	102,514
Other	0.7%	209,075
<b>Total Revenue</b>		<b>\$28,994,775</b>

## 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, 2016 to March 31, 2017. 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 6 different surveys to persons receiving services, family members, posAbilities' employees, Shared Living contractors, as well as community employers served by posAbilities' Employment Services.

For this report, we collected information in 6 service streams:

- Shared Living Services
- Community Housing Services
- Community Integration 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 Access – 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 organization 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 organization level in the next section. Then, in section 4, the outcome data and results for each specific service area are reviewed. Lastly, in section 5, key business functions are analyzed at the organization level.

### 3. SATISFACTION SURVEYS

#### 3.1 Survey Results: Persons Receiving Services

For the Survey period of April 1, 2016 to March 31, 2017, posAbilities engaged uSPEQ to survey consumers in the following service stream: Asset Based Community Development, Behaviour Support Services, Community Housing, Community Integration, Community Employment Services and Shared Living.

The uSPEQ Consumer Experience Survey helps providers improve services through feedback. Anonymous and confidential, the survey captures multiple snapshots of the persons serve's experience with posAbilities, measuring satisfaction in:

- Service responsiveness
- Respect
- Informed choice
- Participation
- Overall value

uSPEQ provides Consumer Experience Benchmarking data which provides comparators for on satisfaction with other community services organizations so we can measure how we compare to peer organizations. uSPEQ Benchmark Data for Community Services was used for comparison. 67.7% of the survey respondents in the uSPEQ Benchmark Survey were from the Community Services Sector. 1908 community services programs contributed to the uSPEQ Benchmark Survey. Note: Benchmark data is only available for Tier 1 (required) questions. posAbilities opted include selected Tier 2 (optional) question. No benchmark data is available for those questions. In 2018, these responses will be compared to the 2017 responses.

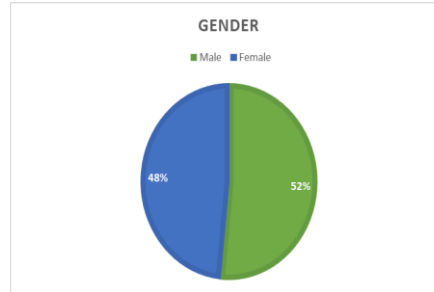
848 surveys were distributed to persons receiving services. Surveys were distributed by mail and in person. **285** persons completed the survey for a 33.6% response rate. The uSPEQ Benchmark response rate for surveys conducted between 2013 and 2015 was 73.7%.

Of the 283 respondents who answered the survey item "Who Answered this Survey", some were able to complete the survey on their own and some need assistance:

Who Answered	posAbilities	Benchmark	Difference
Myself (no one helped)	11.3%	73.4%	-62.1%
Myself (someone helped me read and/or write answers on the form)	57.6%	21.0%	+36.6%
Someone else on behalf person served	31.15	5.5%	-26.0%



51.6% of the survey respondents were male and 48.4% of the survey respondents were female.



279 of 285 persons who completed the survey answered the survey question on Health Status.

Health Status	Percentage	Benchmark	Difference
Excellent	12.5%	7.5%	+5%
Very good	20.1%	18.9%	+1.2%
Good	49.5%	38.1%	+11.4%
Fair	16.1%	27.8%	-11.7%
Poor	1.8%	7.4%	-5.6%

The five survey items with positive responses were:

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
3.1 Respect of culture	98.5%	97.0%	+1.5%
3.2 Respected as a person	97.9%	95.9%	+2.0%
1.1 Service times are OK for me	97.8%	94.0%	+3.8%
3.3 Staff respected privacy	97.2%	95.5%	+1.7%
3.4 Staff communicated in a way I understood	96.4%	96.7%	-.03%

The five survey items with the lowest positive response rating were:

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
4.1 Able to work as much as I want	37.1%	No benchmark	
4.9 Worthwhile use of skills and abilities	40.6%	No benchmark	
4.8 Feel able to find work	46.6%	No benchmark	
2.12 Materials given in my language	54.5%	No benchmark	
4.3 Know where to get help in the community	59.7%	88.2%	-28.5%

### Service Responsiveness

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
1.1 Service times OK for me	97.8%	94.1%	+3.7%
1.2 Got what I needed, when I needed it	93.5%	91.1%	+2.3%
1.3 Enough staff to meet needs	90.9%	90.4%	+0.5%
1.4 Needed service times OK	90.4%	86.9%	+3.5%
1.5 Got help when I needed it	92.7%	No benchmark	
1.6 Easy to get to location	92.2%	No benchmark	

### Informed Choice

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
2.1 Staff made accommodations	93.1%	93.1%	0.0%
2.2 Staff paid attention to what I said	94.2%	93.4%	+0.8%
2.3 Opportunity to make important choices	94.3%	94.4%	-.01%
2.4 Options explained in language I understood	92.5%	96.7%	-4.2%
2.5 I agree with the goals in my plan	91.1%	95.1%	-4.0%
2.6 Staff paid attention to what I wanted	95.6%	95.3%	+0.3
2.7 Staff understood needs	93.2%	No benchmark	
2.8 Involved in deciding goals	85.0%	No benchmark	
2.9 I established goals	83.8%	No benchmark	
2.10 I participated in life decisions	89.0%	No benchmark	

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
2.11 Given enough information to make decisions	90.0%	No benchmark	
2.12 Materials given in my language	54.5%	No benchmark	
2.13 Kept informed of upcoming events	88.2%	No benchmark	
2.14 Staff explained what to do next	90.9%	No benchmark	

## Respect

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
3.1 Respect of culture	98.5%	97.0%	+1.5%
3.2 Respected as a person	97.9%	95.9%	+2.0%
3.3 Staff respected privacy	97.2%	95.5%	+1.7%
3.4 Staff communicated in a way I understood	96.4%	No benchmark	

## Participation

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
4.1 Able to deal with everyday activities	80.3%	87.7%	-7.4%
4.2 Able to make important choices	90.5%	94.5%	-4.0%
4.3 Know where to get help in the community	59.7%	88.2%	-28.5%
4.4 Able to do needed things without barriers	77.1%	86.0%	-5.9%
4.5 Participate in the activities I want	89.6%	78.2%	+11.4%
4.6 Have friends I like to be with	83.0%	No benchmark	
4.7 Do better in social situations	85.3%	No benchmark	
4.8 Feel able to find work	46.6%	No benchmark	
4.9 Worthwhile use of skills and abilities	40.6%	No benchmark	
4.10 Able to work as much as I wanted	37.1%	No benchmark	

## Overall Value

Survey Item	posAbilities Response (agree + strongly agree)	Benchmark Response	Difference
5.1 Would recommend to a friend	92.9%	95.4%	-2.5%
5.2 Services met my expectations	92.3%	92.4%	0.1%
5.3 Felt safe here	96.0%	95.5%	0.5%
5.4 Services enabled me to do better things	90.8%	92.9%	-2.1%
5.5 Met my needs	95.7%	94.1%	+1.6%
5.6 Feel safe/secure where I live	95.6%	No benchmark	
5.7 Do not feel ignored/unattended	91.6%	No benchmark	
5.8 With other choices, would still come here	93.4%	No benchmark	
5.9 Satisfied with food	91.3%	No benchmark	

### Key Findings:

- Response rate was significantly lower (40.1%) than benchmark response rate (33.6% vs. 73.7%).
- Of the 43 survey questions, posAbilities Agree+ Strong Agree score was equal or great for 32 of the questions.
- posAbilities person served self-identified as being healthier than the benchmark respondents.
- The survey item with the lowest Agree + Strongly Agree score was 4.3 “Know where to get help in the community” with a score of 59.7% compared to the benchmark score of 88.2%.
- The only other Tier 1 survey items where the Agree + Strongly Agree score was less than 90% was “4.1 Able to deal with everyday activities” and “4.4 “Able to do needed things without barriers”.
- Overall, posAbilities is exceeding the benchmark standards for 74.4% of the Tier 1 Questions.
- The score for “2.12 Materials given to me in my language” score was 54.5%. No benchmark data is available for this question.

### Action Plan:

- To increase response rate of surveys which were sent by mail, we will increase the survey response time to 4 weeks to see this yields a higher response rate.
- Work with the service delivery teams to increase person served awareness of where to find support in the community.
- Analyze the data for which programs/services showed low scores for survey item “2.12 Materials given to me in my language” to determine the feasibility of materials in other languages.
- To set internal benchmark performance scores to measure progress from year to year to use as comparators in addition to uSPEQ Benchmark data.

- The question “posAbilities supports person receiving services to make their own decisions”, received a lower satisfaction rating of 62%
- The question “posAbilities effectively advocates for supported individuals and their families”, also received a lower satisfaction rating of 65%.
- 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 90% of respondents, which is a decrease from the previous year’s score of 98%. While this is a decrease from the previous year, it still indicates high satisfaction in this category.
- The lowest percentage indicating satisfaction in the category of “Professionalism” was identified in the statement “5. posAbilities consistently communicates with me” (65% of respondents), which is a significant decrease from the previous year’s score of 81%.
- In the category of “Support to Person Receiving Services”, the highest percentage where respondents expressed satisfaction was identified in the statements “. Person receiving services is valued for who he/she is” (88% of respondents) which is a decrease from the previous year’s score of 96%. Again, Person receiving services feels safe in the community” (83% of respondents), decreased from the previous year’s score of 95.6%.
- Compared to last year's results, the questions with the most significant decrease in the percentage of responses indicating satisfaction are: “4. posAbilities provides me with the information I need ", which decreased from 91% in 2014 to 85% in 2015 and again to 80% in 2016, and “6. posAbilities staff are professional ", which decreased from 94% in 2014 to 90% in 2015, and again to 82% in 2016.

### **Action Plan**

- uSPEQ will be introducing Family Member Consumer Experience Surveys in 2018 and posAbilities will migrate to a uSPEQ Survey instrument which will also provide benchmark data for comparison.
- To set internal benchmark performance scores to measure progress from year to year to use as comparators in addition to uSPEQ Benchmark data.
- posAbilities will be reviewing the responses in the “professionalism category” to determine how communication with family members can be enhanced.
- posAbilities has developed an Orientation Presentation for person served, and will work to ensure family members are aware of the presentation as it informs persons served on their rights.

### 3.2 Survey Results: posAbilities' Employees

#### Satisfaction Survey 2016-2017: Employee Climate

**RESPONDENTS:** 298 (53.5% of surveys distributed)

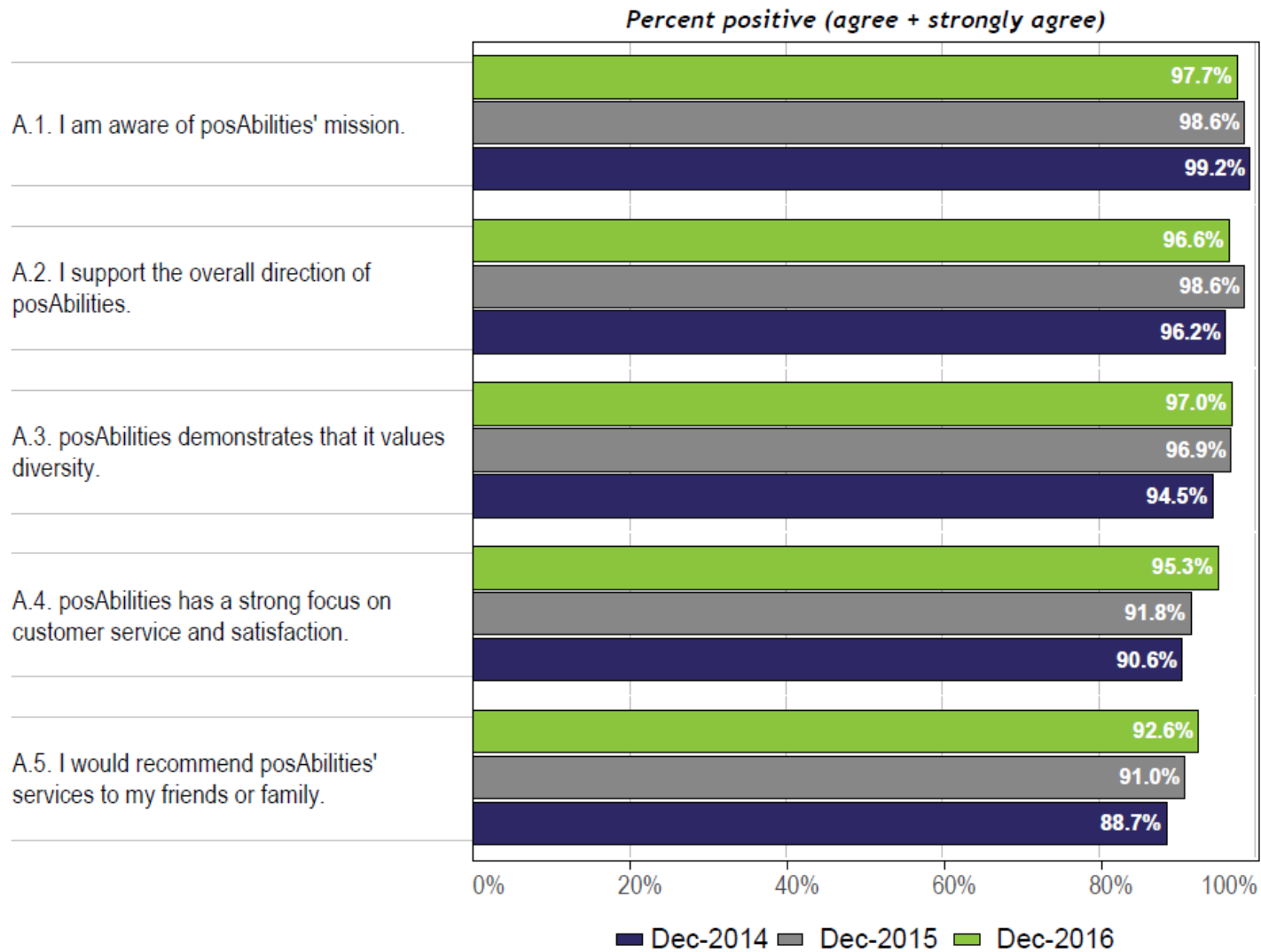
**SURVEY METHOD:** Employee Climate Survey distributed and analyzed by uSPEQ Research and Reporting

**OBJECTIVE:** To increase satisfaction in each category each year

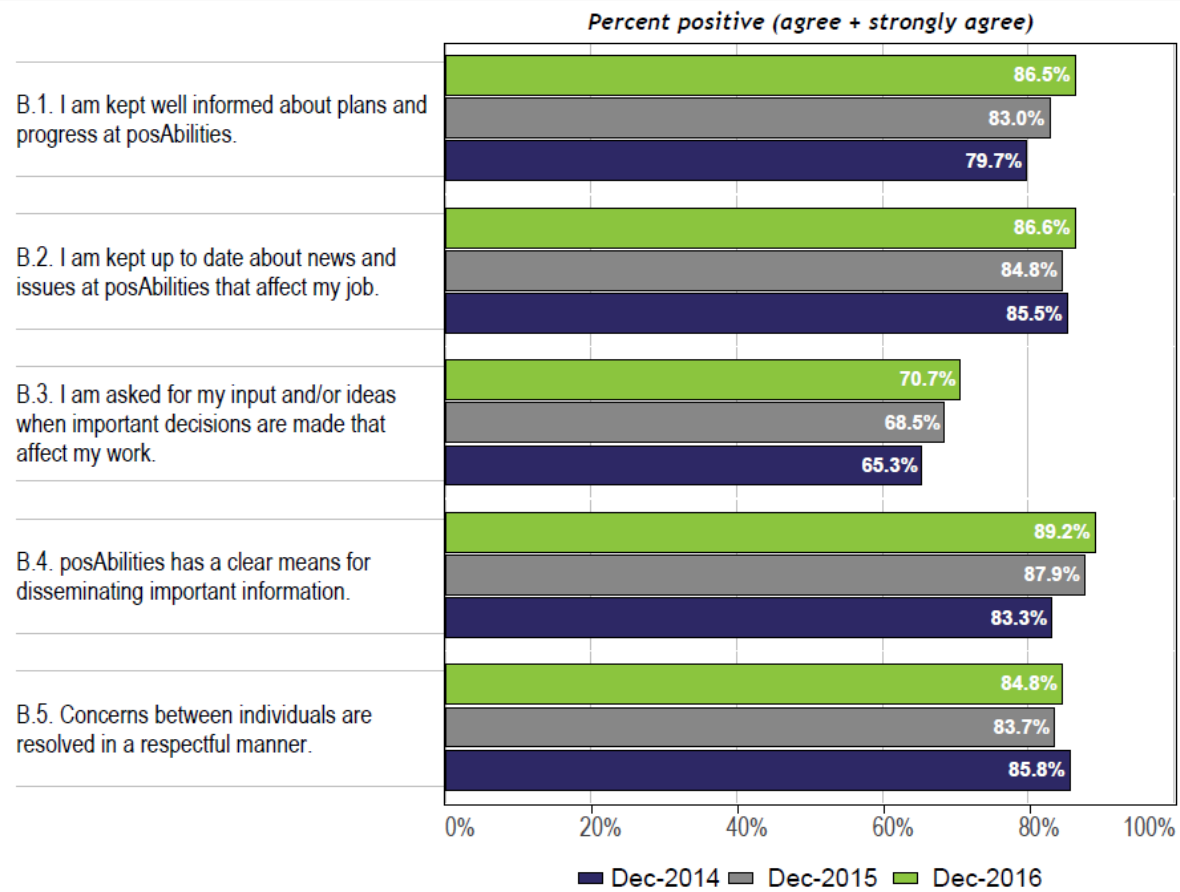
#### RESPONSE DISTRIBUTION

Regular Direct Support Staff:	50.2%		
Casual Direct Support Staff:	17.3%		
Senior Support Worker/Assistant Supervisor:	11.0%		
Team Leader/Coordinator/Clinical Supervisor:	5.7	Full time:	54.4%
Manager/Director:	5.3%	Part time:	30.0%
Behaviour Consultant:	6.0%	Relief/Casual:	15.7%
Admin/HR/Advocacy Staff:	4.6%		

	Strongly disagree	Disagree	Agree	Strongly agree
<b>A. ORGANIZATIONAL CLIMATE</b>				
A.1. I am aware of posAbilities' mission.	1.3%	1.0%	44.0%	53.7%
A.2. I support the overall direction of posAbilities.	1.7%	1.7%	45.0%	51.70%
A.3. posAbilities demonstrates that it values diversity.	1.0%	2.0%	44.4%	52.5%
A.4. posAbilities has a strong focus on customer service and satisfaction.	1.7%	3.0%	56.6%	38.7%
A.5. I would recommend posAbilities's services to my friends or family.	2.0%	5.4%	49.2%	43.4%

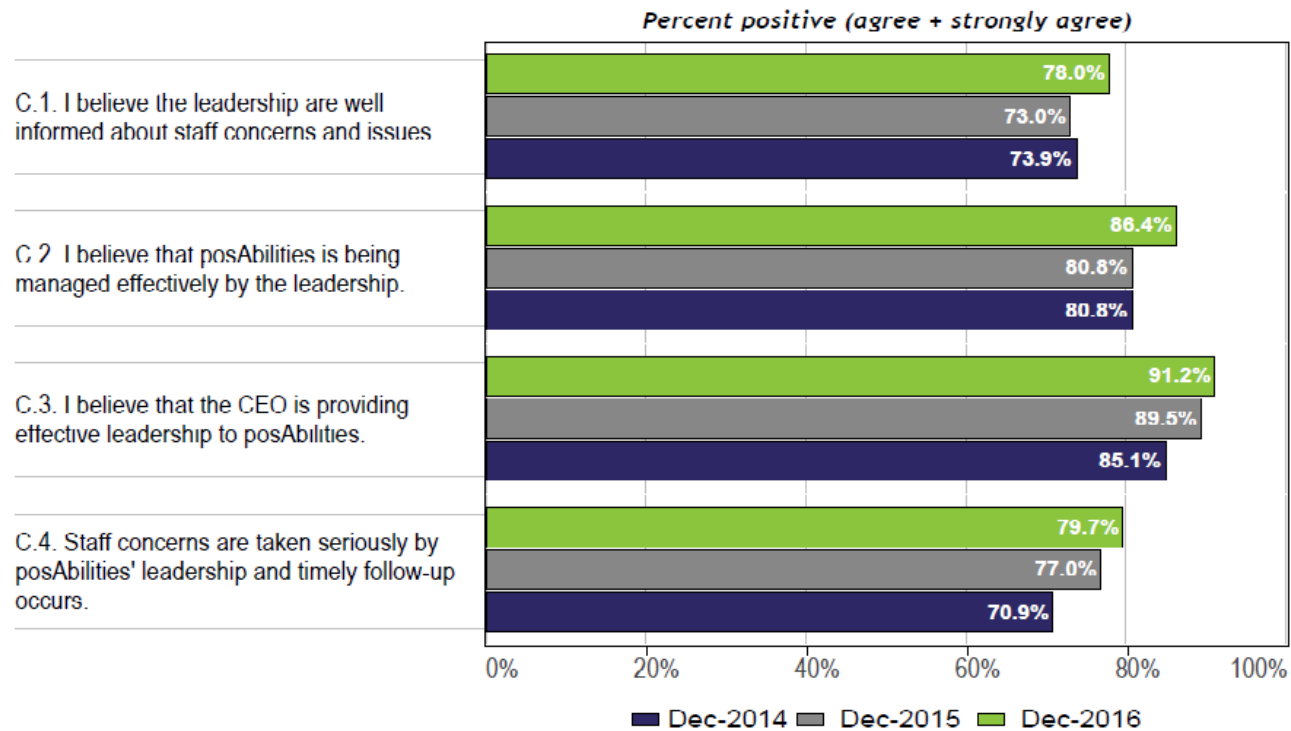


	Strongly disagree	Disagree	Agree	Strongly agree
<b>B.COMMUNICATION</b>				
B.1. I am kept well informed about plans and progress at posAbilities.	1.0%	12.5%	60.6%	25.9%
B.2. I am kept up to date about news and issues at posAbilities that affect my job.	1.7%	11.7%	56.7%	29.9%
B.3. I am asked for my input and/or ideas when important decisions are made that affect my work.	4.4%	24.9%	48.5%	22.2%
B.4. posAbilities has a clear means for disseminating important information.	1.3%	9.4%	62.6%	26.6%
B.5. Concerns between individuals are resolved in a respectful manner.	2.4%	12.8%	61.5%	23.3%

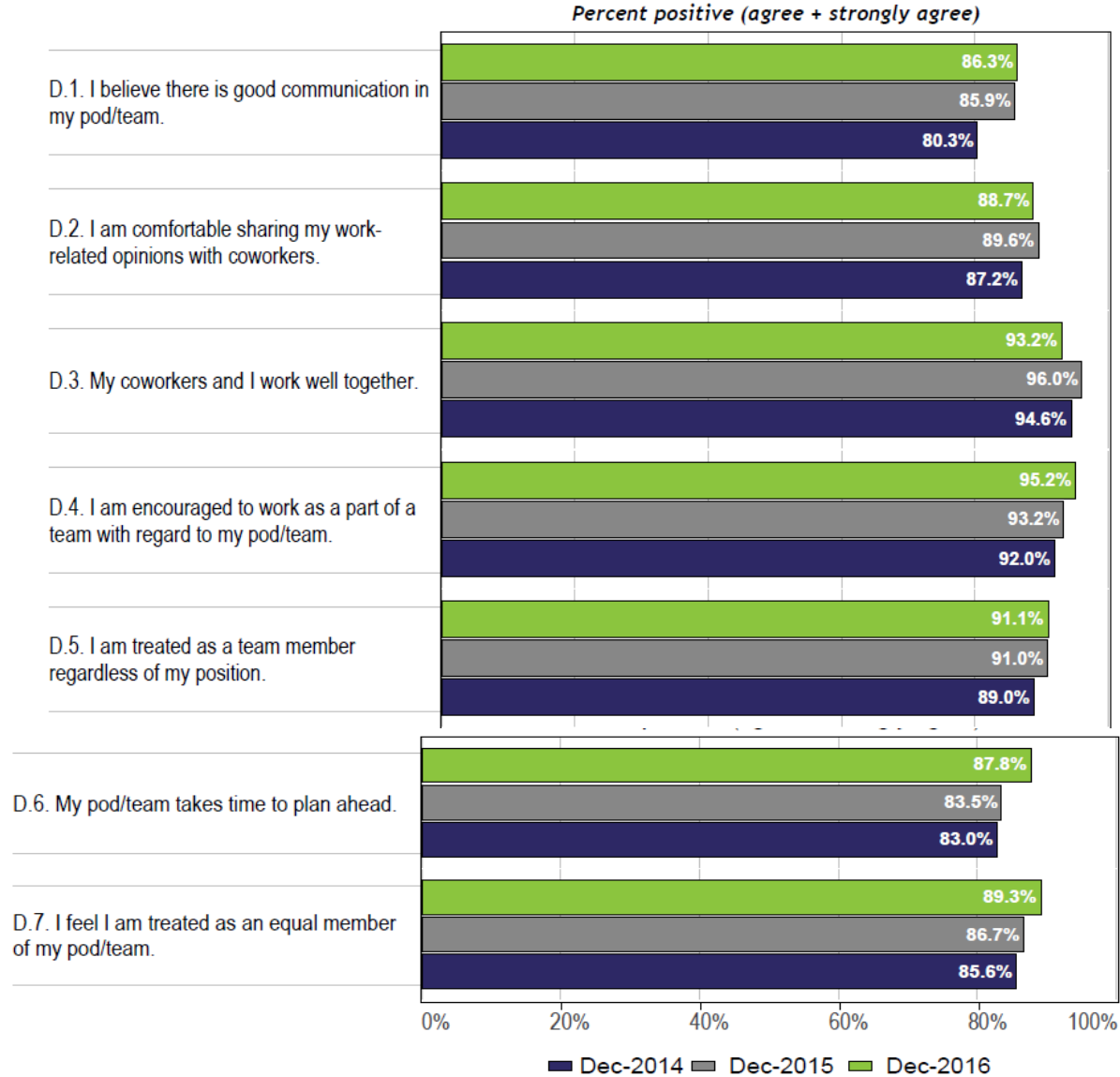




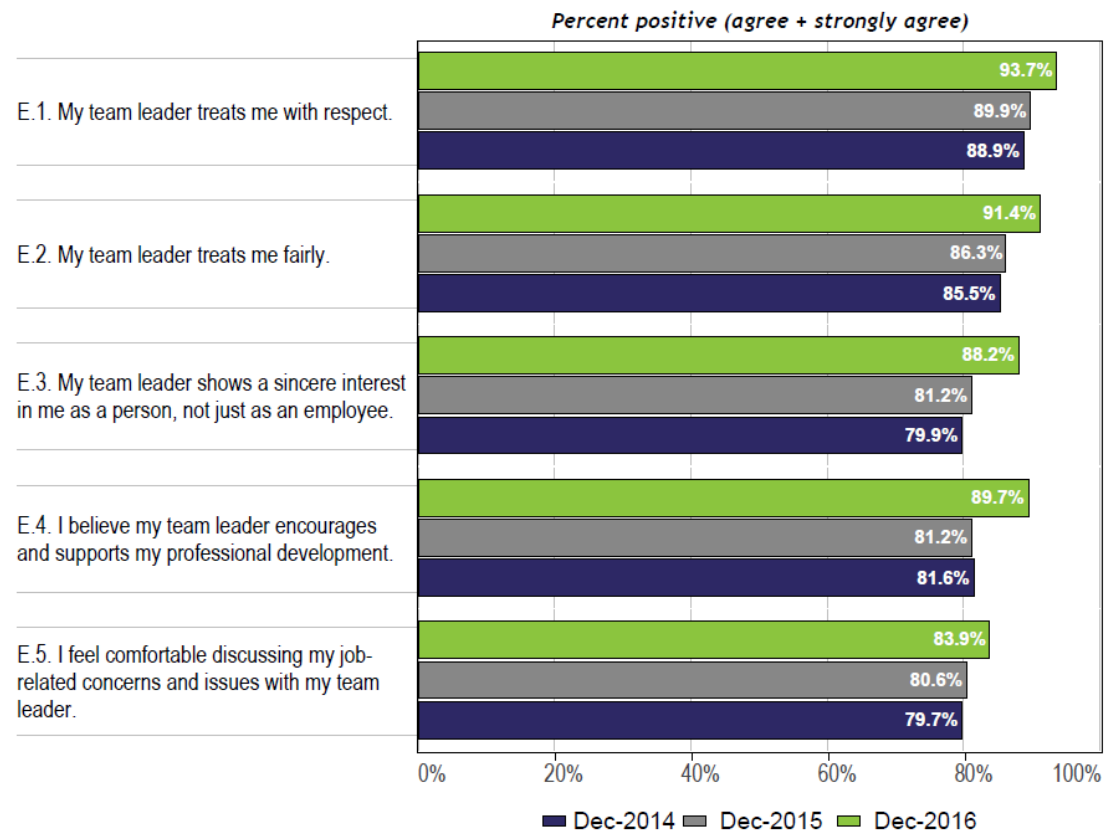
	Strongly disagree	Disagree	Agree	Strongly agree
<b>C. LEADERSHIP</b>				
C.1. I believe the leadership (team managers and directors) are well informed about staff concerns and issues.	3.7%	18.3%	59.3%	18.6%
C.2. I believe that posAbilities is being managed effectively by leadership (team managers and directors).	1.7%	11.9%	62.2%	24.1%
C.3. I believe that the CEO is providing effective leadership (team managers and directors) to posAbilities.	1.0%	7.8%	59.7%	31.5%
C.4. Staff concerns are taken seriously by posAbilities' leadership and timely follow-up occurs.	1.7%	18.6%	53.9%	25.8%



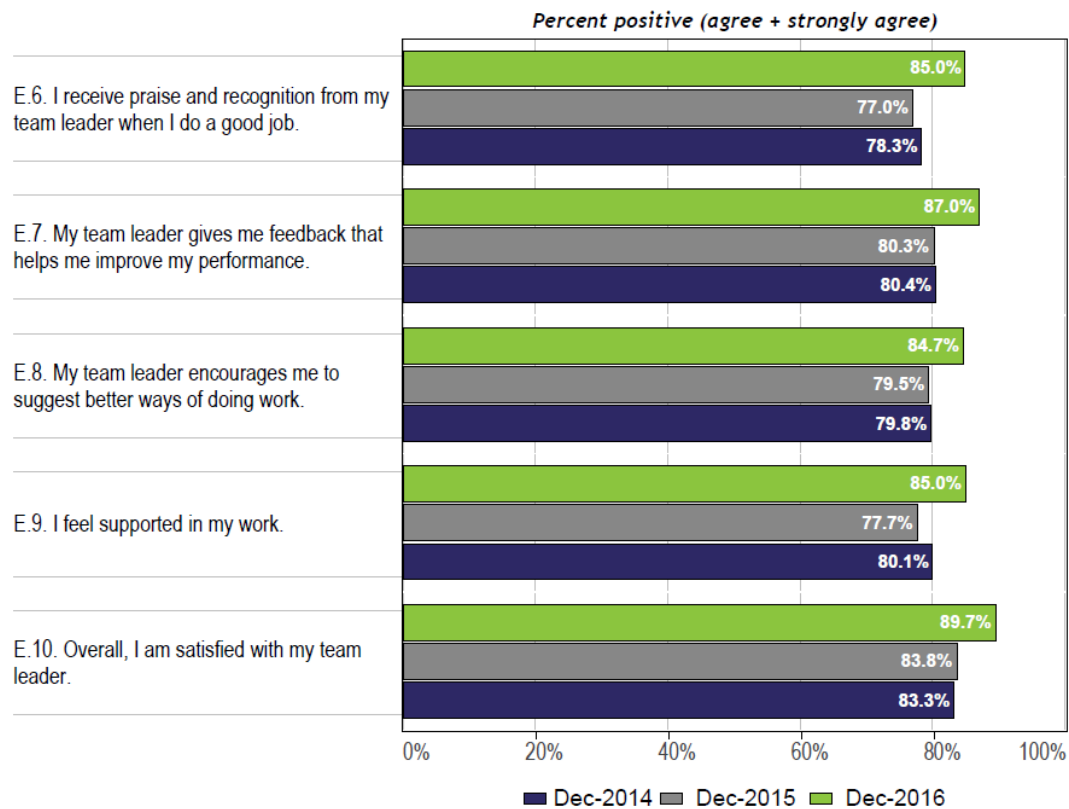
	Strongly disagree	Disagree	Agree	Strongly agree
<b>D. TEAMWORK</b>				
D.1. I believe that there is good communication in my pod/team.	2.4%	11.3%	57.7%	28.7%
D.2. I am comfortable sharing my work-related opinions with coworkers	1.7%	9.6%	51.7%	37.0%
D.3. My coworkers and I work well together.	1.0%	5.8%	50.0%	43.2%
D.4. I am encouraged to work as a part of a team with regard to my pod/team.	0.7%	4.1%	52.1%	43.1%
D.5. I am treated as a team member regardless of my position.	1.0%	7.9%	50.7%	40.4%
D.6. My pod/team takes time to plan ahead.	1.0%	11.1%	57.6%	30.2%
D.7. I feel I am treated as an equal member of my pod/team.	2.4%	8.3%	53.1%	36.2%



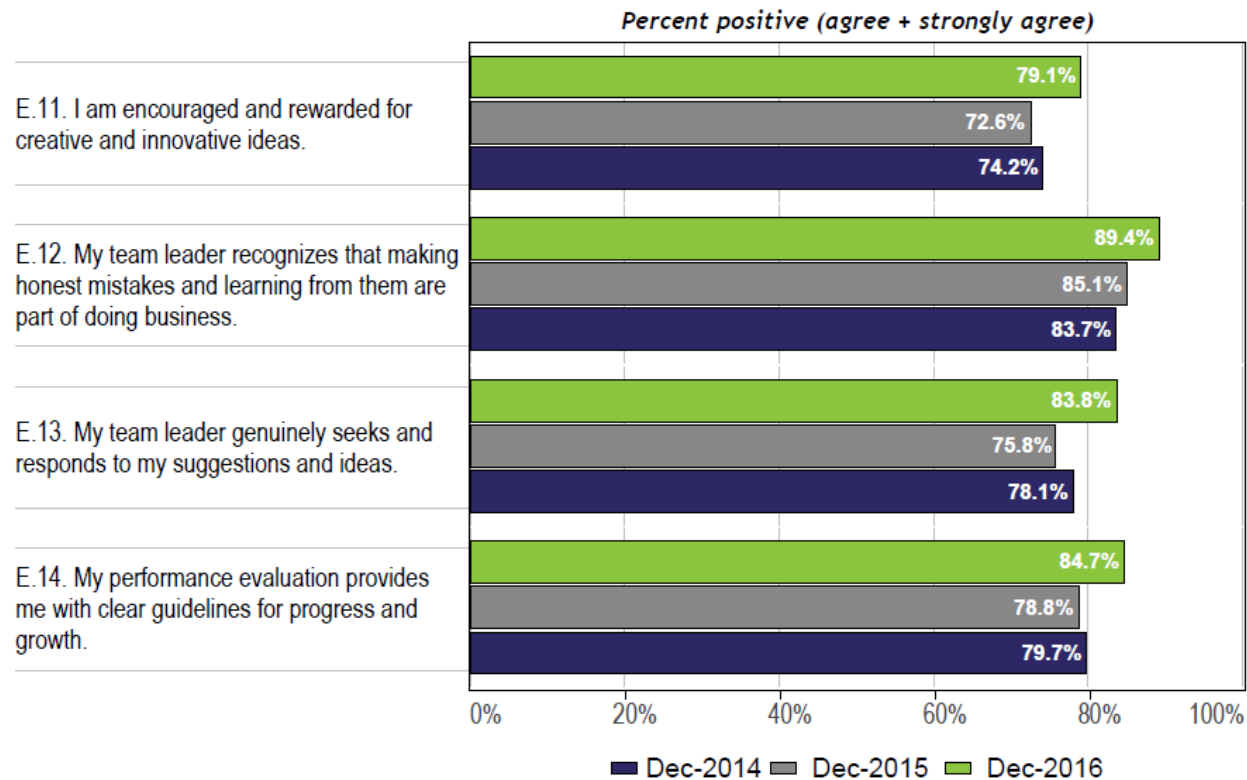
	Strongly disagree	Disagree	Agree	Strongly agree
<b>E. MANAGER SUPPORT</b>				
E.1. My team leader treats me with respect	1.2%	5.1%	52.2%	41.6%
E.2. My team leader treats me fairly.	1.2%	7.5%	50.2%	41.2%
E.3. My team leader shows a sincere interest in me as a person, not just as an employee.	2.4%	9.4%	50.6%	37.6%
E.4. I believe my team leader encourages and supports my professional development.	2.0%	8.3%	52.8%	36.9%
E.5. I feel comfortable discussing my job related concerns and issues with my team leader	3.1%	13.0%	48.6%	35.8%



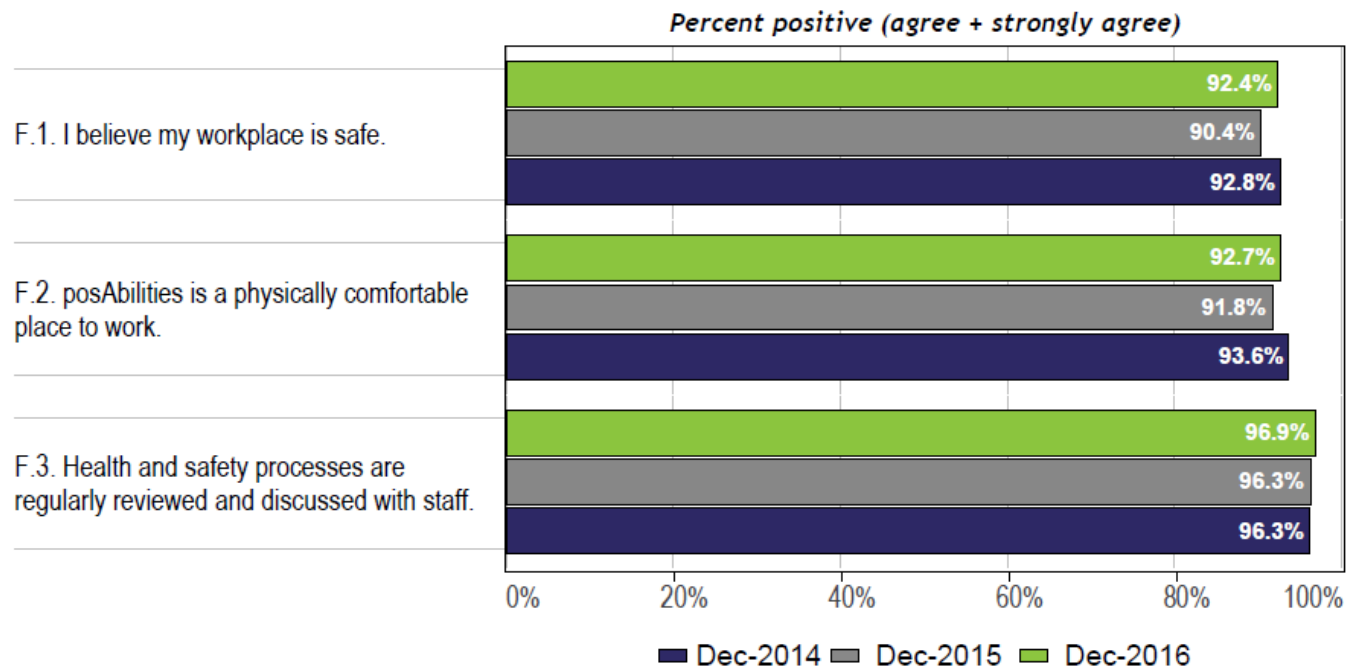
	Strongly disagree	Disagree	Agree	Strongly agree
<b>E. MANAGER SUPPORT</b>				
E.6. I receive praise and recognition from my team leader when I do a good job.	3.2%	11.9%	51.8%	33.2%
E.7. My team leader gives me feedback that helps me improve my performance.	2.4%	10.6%	55.5%	31.5%
E.8. My team leader encourages me to suggest better ways of doing work.	3.1%	12.2%	54.5%	30.2%
E.9. I feel supported in my work.	2.8%	12.2%	51.6%	33.5%
E.10. Overall, I am satisfied with my team leader.	4.0%	6.3%	51.4%	38.3%



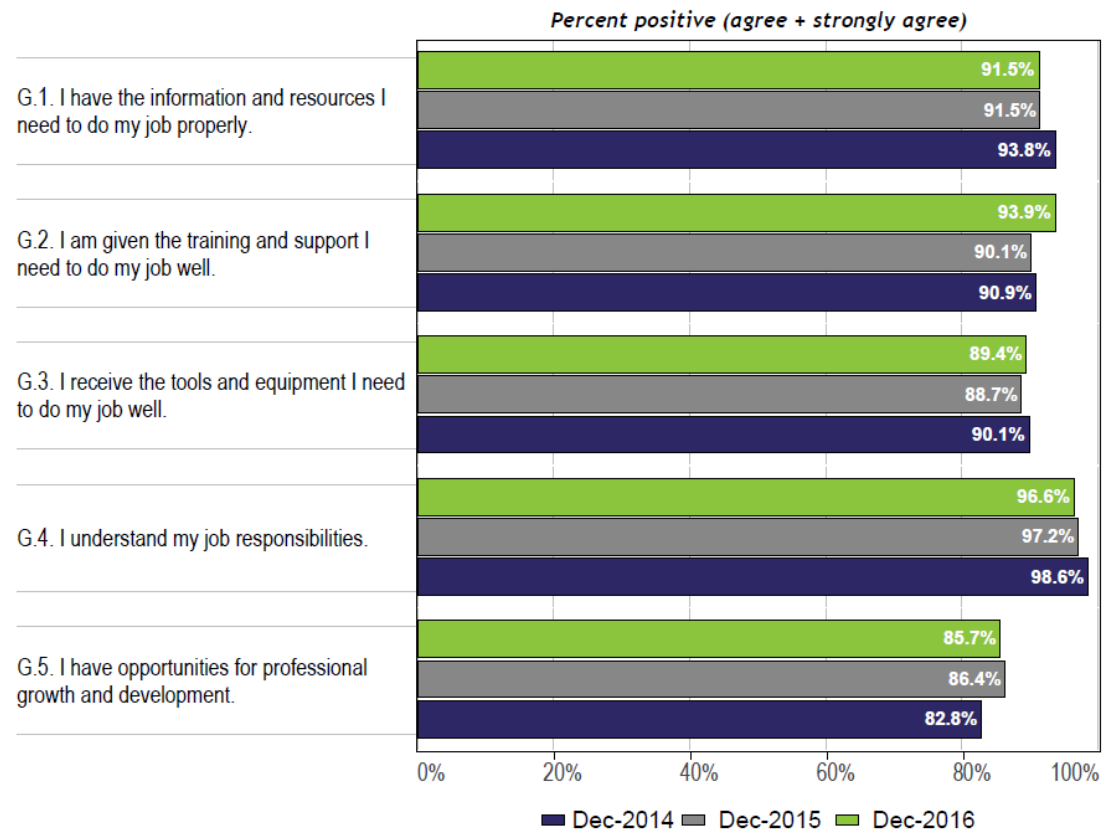
	Strongly disagree	Disagree	Agree	Strongly agree
<b>E. MANAGER SUPPORT</b>				
E.11. I am encouraged and rewarded for creative and innovative ideas	3.6%	17.4%	50.6%	28.5%
E.12. My team leader recognizes that making honest mistakes and learning from them are part of doing business.	2.4%	8.3%	58.3%	31.1%
E.13. My team leader genuinely seeks and responds to my suggestions and ideas	4.0%	12.3%	52.6%	31.2%
E.14. My performance evaluation provides me with clear guidelines for progress and growth	3.6%	11.6%	56.6%	28.1%



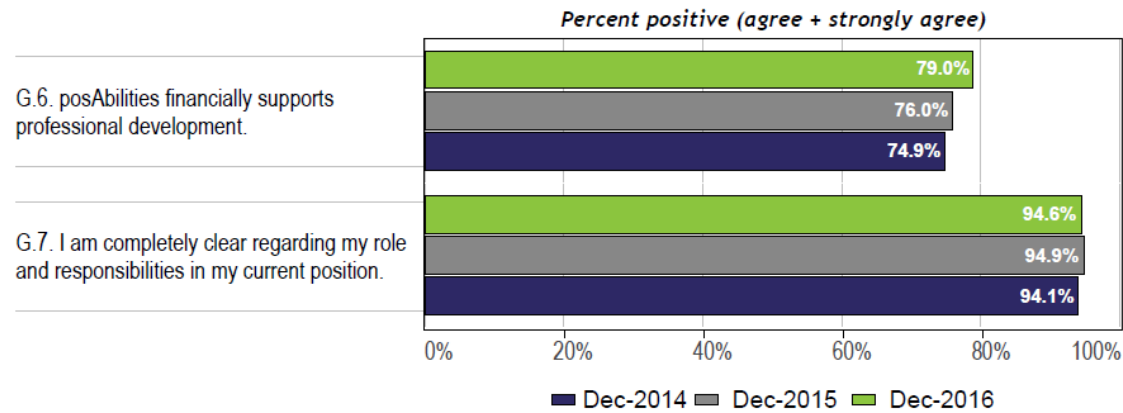
	Strongly disagree	Disagree	Agree	Strongly agree
<b>F. WORK ENVIRONMENT</b>				
F.1. I believe my workplace is safe.	2.1%	5.5%	56.9%	35.5%
F.2. posAbilities is a physically comfortable place to work.	1.4%	5.9%	56.4%	36.3%
F.3. Health and safety processes are regularly reviewed and discussed with staff.	1.0%	2.1%	52.6%	44.3%



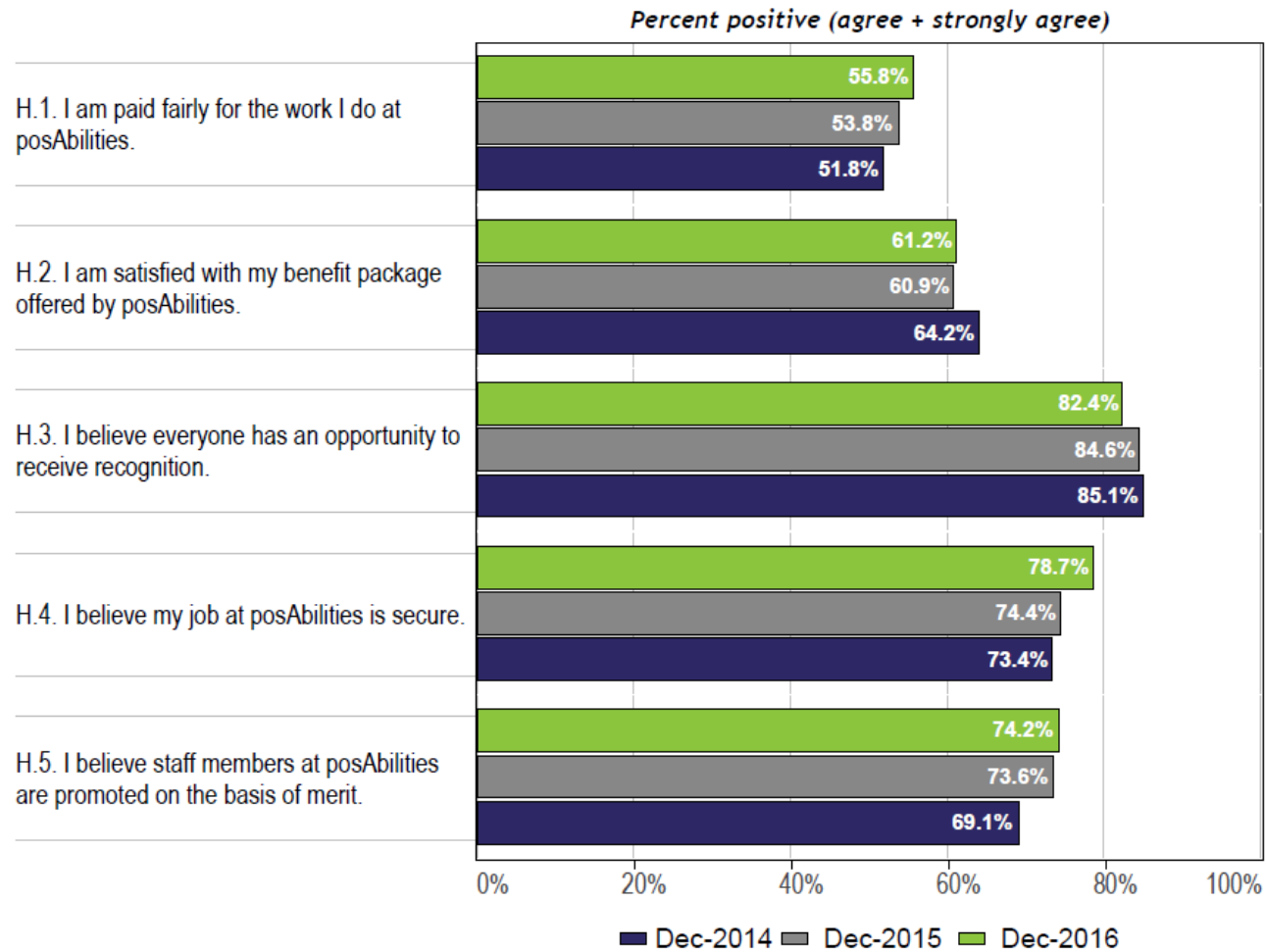
	Strongly disagree	Disagree	Agree	Strongly agree
<b>G. STAFF DEVELOPMENT</b>				
G.1. I have the information and resources I need to do my job properly.	1.7%	6.8%	60.4%	31.1%
G.2. I am given the training and support I need to do my job well.	1.4%	4.8%	61.90%	32.0%
G.3. I receive the tools and equipment I need to do my job well.	1.7%	8.9%	57.7%	31.7%
G.4. I understand my job responsibilities.	0.3%	3.1%	52.6%	44.0%
G.5. I have opportunities for professional growth and development.	2.0%	12.2%	52.7%	33.0%
G.6. posAbilities financially supports professional development.	3.4%	17.6%	53.4%	25.5%
G.7. I am completely clear regarding my role and responsibilities in my current position.	0.7%	4.8%	55.8%	38.89%

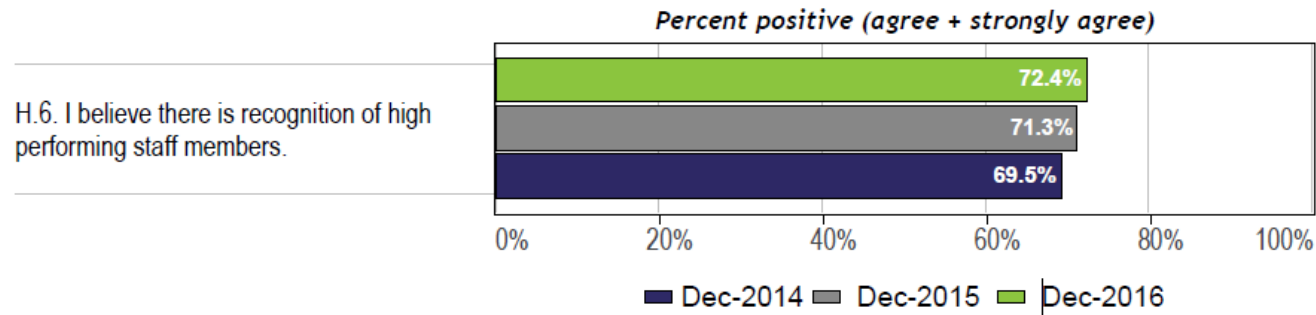




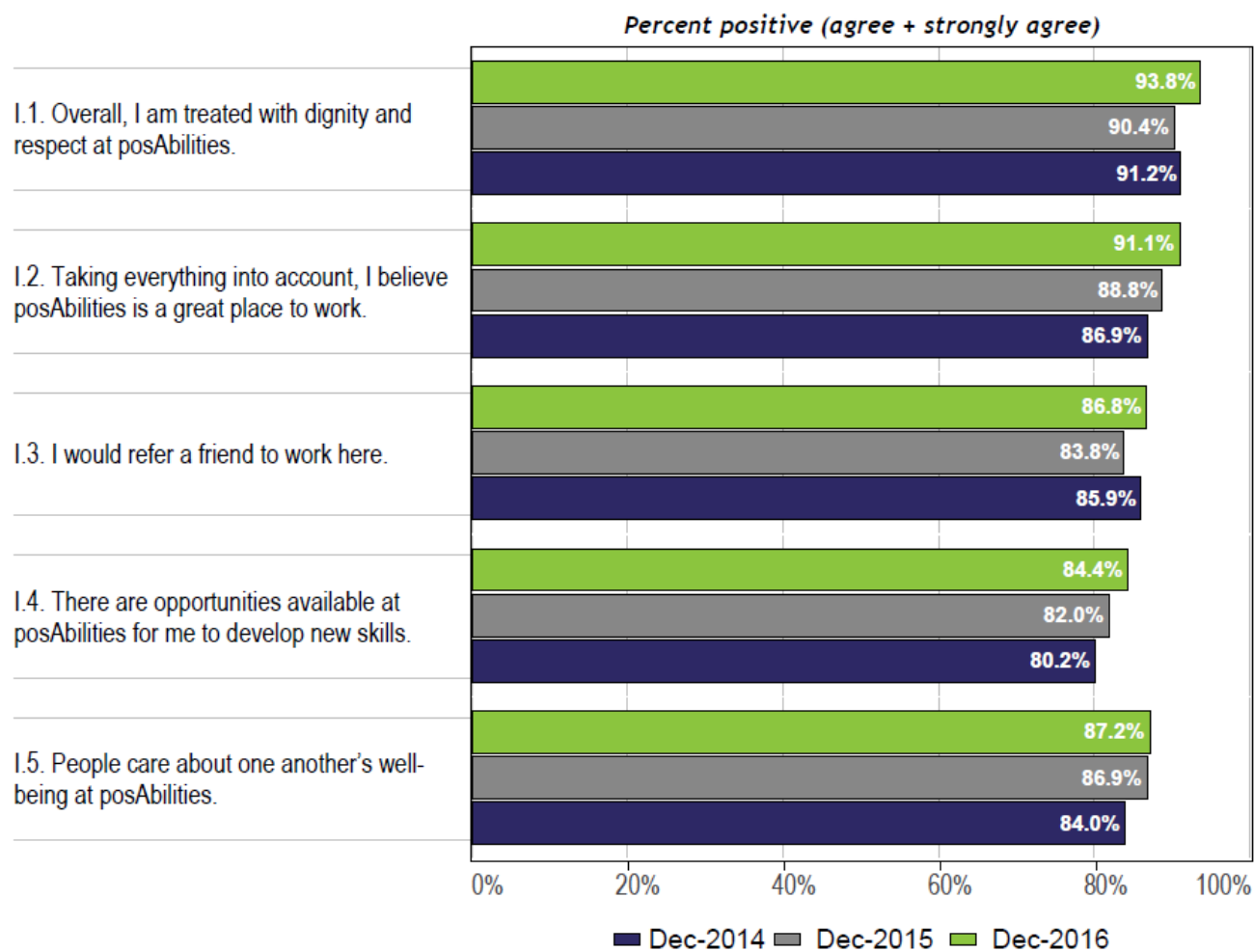


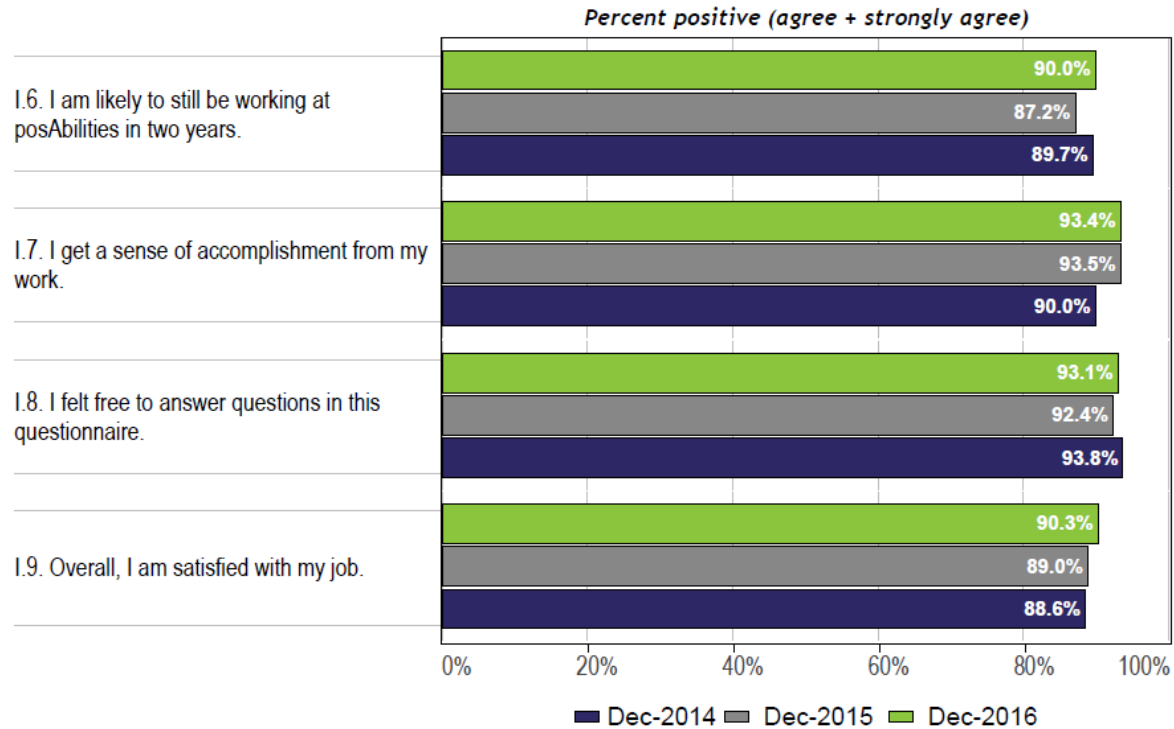
	Strongly disagree	Disagree	Agree	Strongly agree
<b>H. COMPENSATION AND RECOGNITION</b>				
H.1 I am paid fairly for the work I do at posAbilities.	14.3%	29.9%	44.2%	11.6%
H.2. I am satisfied with my benefit package offered by posAbilities.	12.4%	26.5%	48.1%	13.1%
H.3. I believe everyone has an opportunity to receive recognition.	4.1%	13.4%	58.3%	24.1%
H.4. I believe my job at posAbilities is secure.	4.5%	16.8%	59.8%	18.9%
H.5. I believe staff members at posAbilities are promoted on the basis of merit.	8.3%	18.1%	62.8%	10.9%
H.6. I believe there is recognition of high performing staff members.	5.9%	21.7%	54.8%	17.6%





	Strongly disagree	Disagree	Agree	Strongly agree
<b>I. OVERALL JOB SATISFACTION</b>				
I.1. Overall, I am treated with dignity and respect at posAbilities.	1.0%	5.2%	61.5%	32.3%
I.2. Taking everything into account, I believe posAbilities is a great place to work.	0.0%	8.9%	57.0%	34.0%
I.3. I would refer a friend to work here.	2.1%	11.1%	52.1%	34.7%
I.4. There are opportunities available at posAbilities for me to develop new skills.	2.1%	13.5%	58.5%	26.0%
I.5. People care about another's well-being at posAbilities.	0.7%	12.1%	61.0%	26.2%
I.6. I am likely to still be working at posAbilities in two years.	2.7%	7.2%	55.0%	35.1%
I.7. I get a sense of accomplishment from work.	1.4%	5.2%	54.3%	39.1%
I.8. I felt free to answer questions in this questionnaire.	1.7%	5.2%	50.0%	43.0%
I.9. Overall, I am satisfied with my job.	0.7%	9.0%	59.9%	30.4%

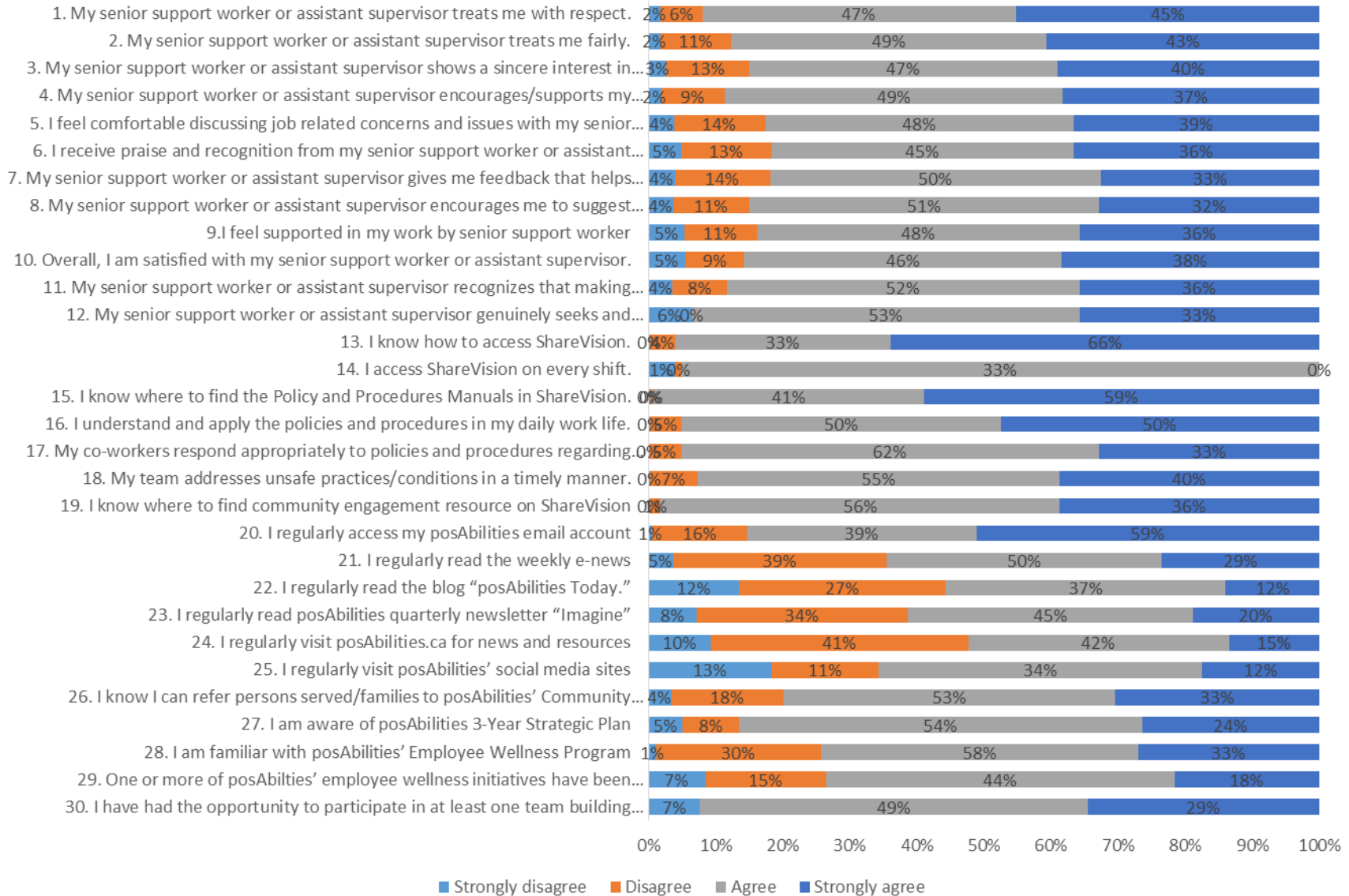




	Strongly disagree	Disagree	Agree	Strongly agree
<b>CUSTOM ITEMS 2016</b>				
1. My senior support worker or assistant supervisor treats me with respect.	1.8%	6.6%	46.5%	45.1%
2. My senior support worker or assistant supervisor treats me fairly.	1.8%	6.2%	49.3%	42.7%
3. My senior support worker or assistant supervisor shows a sincere interest in me as a person, not just as an employee.	2.7%	11.1%	46.7%	39.6%
4. My senior support worker or assistant supervisor encourages/supports my professional development.	1.8%	12.5%	48.7%	37.1%
5. I feel comfortable discussing job related concerns and issues with my senior support worker or assistant supervisor.	4.0%	9.3%	48.2%	38.5%
6. I receive praise and recognition from my senior support worker or assistant supervisor when I do a good job.	4.9%	14.2%	44.7%	36.3%
7. My senior support worker or assistant supervisor gives me feedback that helps me improve my performance.	4.0%	13.3%	49.8%	32.9%
8. My senior support worker or assistant supervisor encourages me to suggest better ways of doing work.	3.6%	14.3%	50.7%	32.1%

	Strongly disagree	Disagree	Agree	Strongly agree
<b>CUSTOM ITEMS 2016</b>				
9. I feel supported in my work by senior support worker	5.3%	11.1%	48.0%	35.6%
10. Overall, I am satisfied with my senior support worker or assistant supervisor.	5.4%	10.8%	46.2%	37.7%
11. My senior support worker or assistant supervisor recognizes that making honest mistakes and learning from them are part of doing business.	3.6%	8.6%	52.3%	35.6%
12. My senior support worker or assistant supervisor genuinely seeks and responds to my suggestions and ideas.	5.9%	8.1%	53.2%	32.9%
13. I know how to access ShareVision.	0.3%	0.0%	33.3%	66.3%
14. I access ShareVision on every shift.	1.4%	3.8%	33.2%	61/6%
15. I know where to find the Policy and Procedures Manuals in ShareVision.	0.3%	0.3%	40.5%	58.8%
16. I understand and apply the policies and procedures in my daily work life.	0.3%	0.3%	49.8%	49.5%
17. My co-workers respond appropriately to policies and procedures regarding our safety program	0.0%	4.8%	62.3%	32.9%
18. My team addresses unsafe practices/conditions in a timely manner.	0.3%	4.9%	55.2%	39.6%
19. I know where to find community engagement resource on ShareVision	0.3%	7.2%	56.0%	36.4%
20. I regularly access my posAbilities email account	0.7%	1.4%	39.2%	58.8%
21. I regularly read the weekly e-news	4.5%	16.3%	50.3%	28.8%
22. I regularly read the blog "posAbilities Today."	11.9%	38.9%	36.8%	12.3%
23. I regularly read posAbilities quarterly newsletter "Imagine"	7.6%	27.1%	45.1%	20.1%
24. I regularly visit posAbilities.ca for news and resources	10.0%	33.6%	41.9%	14.5%
25. I regularly visit posAbilities' social media sites	12.8%	41.3%	33.7%	12.2%
26. I know I can refer persons served/families to posAbilities' Community Engagement Department	3.6%	11.1%	52.9%	32.5%
27. I am aware of posAbilities 3-Year Strategic Plan	4.6%	17.9%	53.9%	23.6%
28. I am familiar with posAbilities' Employee Wellness Program	1.4%	7.5%	57.9%	33.2%
29. One or more of posAbilities' employee wellness initiatives have been beneficial to me	7.2%	30.2%	44.2%	18.3%
30. I have had the opportunity to participate in at least one team building experience this year.	6.5%	15.2%	48.9%	29.3%

## uSPEQ - Custom questions



## Key Findings

- During the 2016 survey period (November 2016-December 2016), **53.5%** of our total workforce, or **298** full time, part-time and casual employees participated in the survey. The 2016 Survey response rate was 9.3% lower than the 2015 Survey response rate.
- Overall, job satisfaction rose by 1.3% from 2015 to 2016 to 90.1%
- The average satisfaction rating has increased in all sections except in three sections in 2016 in comparison to the previous year.
- The category of “E. Manager Support” decreased from 85.6% in 2014 to 80.7% in 2015; however, in 2016 it increased to 86.8%.
- The category of “F. Work Environment” decreased from 94.2% in 2014 to 92.9% in 2016; however, it increased in 2016 to 94.0%.
- The category of “G. Staff Development” decreased from 89.3% in 2014 to 88.5% in 2015; however, it increased to 90.5% in 2016.
- The section with the highest percentage of responses indicating satisfaction is **Organizational Climate** (95.8%) while, as it was the case during the last five years, Compensation and Recognition (71.8%) is the section with the lowest percentage of satisfaction.
- The Five Survey Items with highest percentages indicating satisfaction, with respondents reporting to either “strongly agree” or “agree”, were identified in the following statements: “A.1. I am aware of posAbilities’ mission” (97.7%), “A.2. I support the overall direction of posAbilities” (96.6%), “G.4. I understand my job responsibilities” (96.62%), “A.3. posAbilities demonstrates that it values diversity” (97.9%) and “F.3. Health and safety processes are regularly reviewed and discussed with staff” (96.9%). The same 5 Survey Items had the highest percentages indicating satisfaction in the 2015 Survey period.
- 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” (55.8%), “H.2. I am satisfied with my benefit package offered by posAbilities” (61.2%), “B.3. I am asked for my input and/or ideas when important decisions are made that affect my work” (70.7%), “H.6. I believe there is recognition of high performing staff members” (72.4%), and “H.5 Staff are promoted on merit” (74.2%).
- The survey items for which satisfaction ratings most significantly increased in 2015 compared to the previous year are: “A.1. I am aware of posAbilities’ mission” (from 48.9% in 2014 to 97.7% in 2016), “C.4. Staff concerns are taken seriously by posAbilities’ leadership (team managers and directors) and timely follow-up occurs” (from 70.9% in 2014 to 77.0% in 2015), and “D.1. I believe that there is good communication in my pod/team” (from 80.3% in 2014 to 85.9% in 2015).
- The survey items for which satisfaction ratings most significantly decreased in 2015 compared to the previous year are: “E.11. I am encouraged and rewarded for creative and innovative ideas.” (from 88.2% in 2014 to 72.6% in 2015), “E.13. My team leader genuinely seeks and responds to my suggestions and ideas” (from 88.9% in 2014 to 75.8% in 2015), “E.9. I feel supported in my work.” (from 84.4% in 2014 to 77.7% in 2015), and “E.14. My performance evaluation provides me with clear guidelines for progress and growth” (from 85.5% in 2014 to 78.9% in 2015).



## Leadership Response and Follow-up

posAbilities' Leadership Team prepares a comprehensive Quality Improvement Plan to address any survey area which falls below 80% satisfaction.

### Section A: Organizational Culture and Outlook

No section scored below 80% in this area, **and 92.6-97.7%** of team members continuing to report that they are aligned with posAbilities' mission, direction, values and attention to customer service and satisfaction.

### Section B: Communication

The focus area that requires attention was identified as:

*B.3 I am asked for input and/or ideas when important decisions are made that affect my work.*

In response, the leadership team conceived of a variety of ways to solicit input and act on this request.

#### Follow up and proposed action:

- Host annual, seasonal planning sessions for programs with the entire team.
- Each team will review and where appropriate, restructure staff meetings in order to capture more discussion about persons served and their goals.
- Each pod will invite front line team members, to choose a rotating representative to attend a pod meeting.
- Team members will be offered the option to use phone or internet conferencing tools (e.g., *Go To Meeting* or *Skype*), to participate in meetings or to attend in person if possible.
- Comment boxes will be installed in all programs.
- Survey tools (like Survey Monkey) will be used to offer options and collect feedback throughout the year.
- ShareVision will be used to as a forum to post innovative ideas that can be viewed by all team members to encourage contribution and sharing across programs.

### Section C: Leadership

The areas of concern employees expressed with respect to leadership in the Association include:

*C.1 I believe leadership are well informed about staff concerns and issues; and*

*C.4 Staff concerns are taken seriously by posAbilities leadership and timely follow-up occurs.*

**Follow up and proposed action:**

- Team Leaders and Team Managers will discuss how they can be more available to their team members and to implement actions accordingly.
- Each program will develop a program specific team charter for communication and collaboration.

**Section D: Teamwork**

No responses in this area fell below the 80% threshold.

**Section E: Manager Support**

In 2016, the number of indicators below 80% has decreased, and only one of the 14 indicators in this area fall below the 80% threshold:

*E.11 I am encouraged and rewarded for creative and innovative ideas*

**Follow up and proposed action:**

- Develop a profile page for each team member highlighting their interests, special abilities, leadership skills, etc.

**Section F: Work Environment**

No responses in this area fell below the 80% threshold; however, in 2016-2017 posAbilities continued to invest in upgrading computer technology at program sites.

**Section G: Staff Development**

In the Staff Development Section, only one response fell below the 80% satisfaction threshold.

*G.6 posAbilities financially supports professional development.*

## Follow up and proposed action:

posAbilities has a number of professional development activities available to team members:

- **Internal** – Association-wide, workshops and “on request”:
  - ShareVision/Comvida, both basic and advanced training
  - Writing Neighbourhood Small Grants proposals
  - Coaching, delegation and motivation
  - LBSS Consultant providing Positive Behaviour Support training for all in 2017-18.
  - Person-Centered Training (PCT) offered to all team members
  - All team members to be trained in PCT by 2018.
  - Medication Administration Training, twice a year for those whose learning style requires in class training.
  - Program specific training as determined/coordinated by TMs/TLs: ASL, Deaf Culture, Autism, Dementia/Aging, Lifts and Transfers, Therapeutic Recreation etc.
  - Computer training on request. See Relias for more info (e.g., Microsoft Office Suite.)
- **External – New Perspectives/Networking**
  - SLN, LBSS Mental Health First Aid (to be planned)
  - BCGEU training on bullying and conflict resolution
  - Program specific training as determined/coordinated by TMs/TLs: ASL, Deaf Culture, Autism, Dementia/Aging, Lifts and Transfers, Therapeutic Recreation etc.
  - Extend invitation to local sector conferences for team members (e.g. Inclusion BC.)

## Section H: Compensation and Recognition

The majority of responses to the indicators in this section fall below 80%:

*H.1 I am paid fairly for the work that I do at posAbilities*

*H2. I am satisfied with my benefit package offered by posAbilities*

*H.4 I believe my job at posAbilities is secure.*

*H.5 I believe staff members at posAbilities are promoted on the basis of merit.*

*H6. I believe there is recognition of high performing staff members.*

Compensation, benefits and issues related to job security are negotiated within the *Collective Agreement (CA)* bargaining process and constrained by the negotiating mandate (money pool) set by the provincial government. posAbilities cannot increase wages, amend benefits, or make workforce adjustments unilaterally. However, the Association is committed to exploring ways to address concerns in this area to the best of its ability.

**Follow up and proposed action:**

*H.1 I am paid fairly for the work that I do at posAbilities*

- The BC Government Employee Union – Community Social Services Component Representative at Orientation Express training will include education about the *Collective Agreement* bargaining process. The intent of sharing this information is to equip team members with knowledge about the roles and responsibilities of their employer and their union.

*H.2 I am satisfied with the benefit package offered by posAbilities.*

- In 2016, approximately 61.2% of regular employees were satisfied with their benefits. This has not changed much compared to previous years.
- As a negotiated component of the Collective Agreement, our sector's benefit package is standardized for all employers that the Collective Agreement covers.
- On June 1, 2017, posAbilities launched the iGrow personal development spending incentive to encourage employee well-being by providing a financial incentive for personal development activities like learning a new skill or gaining knowledge or understanding of a subject of interest to the employee. All posAbilities employees, full-time, part-time, and casual, can qualify to receive the iGrow reimbursement.

*H.4 I believe my job at posAbilities is secure.*

- posAbilities is providing program-specific training opportunities to team members who have expressed an interest in leadership.
- posAbilities continues to host "Lunch and Learn" on mentorship and career development opportunities within the organization.

*H.5 I believe staff members at posAbilities are promoted on the basis of merit.*

- Formalize, post and distribute information about the Successorship process at posAbilities to all team members

*H.6 I believe there is recognition of high performing staff members.*

- posAbilities plans to re-establish the Cultural Diversity Committee with a focus on education as a way to foster more connections and collaboration.

## **Section I: Overall Job Satisfaction**

In sum, scores in this section ranged from 84.4% to 93.8% demonstrating the high levels of job satisfaction continues.

## 4. PROGRAMS AND SERVICES: OUTCOMES DATA AND RESULTS

### 4.1 Home Supports

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:***

This arrangement 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 offers a Community Living alternative in its inclusiveness, normal, daily living routines, providing family, friends, job training, recreational opportunity and privacy and comfort of a family home.

In response to the need for residential options for individuals with developmental disabilities, posAbilities developed Shared Living Services to:

- 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 shared living host family.
- Environments where our consumers thrive in an atmosphere that is encouraging and consistent.
- Provide, through our Shared Living providers, a means to a lifestyle which supplies stimulation, activity and identification and assistance in achievement of personal goals for our clients.

***Stakeholder Survey Results:***

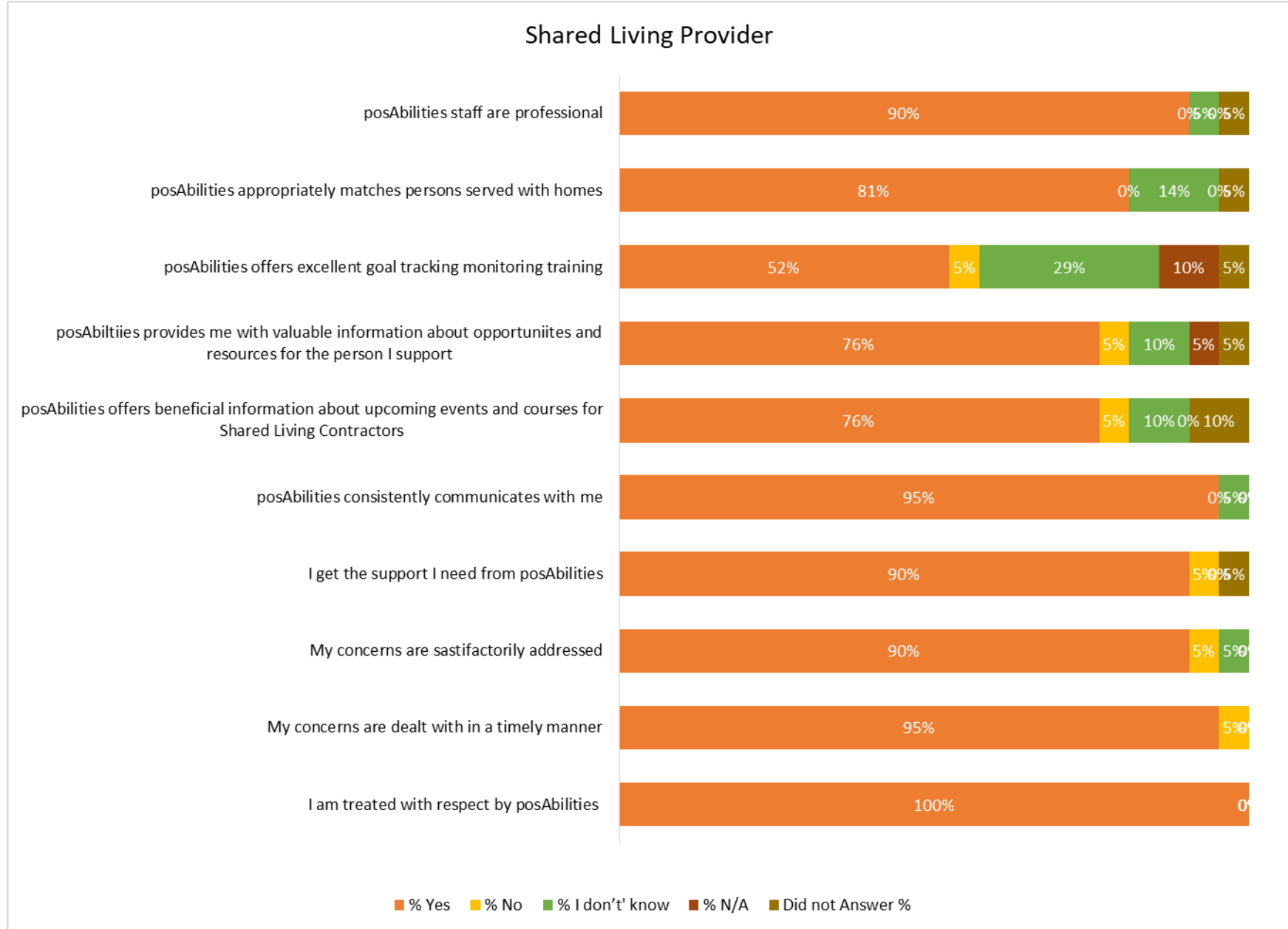
**Survey 2016-17: Shared Living Providers**

**RESPONDENTS:** 21 of 90 = 23%

**SURVEY METHOD:** Satisfaction Surveys were mailed to Shared Living Providers

**OBJECTIVE:**

To increase positive responses in each domain each year.



## Key Findings

- 100% of Shared Living Providers who responded to the survey indicated “Yes” to “I am treated with respect by posAbilities. This is the same results as in previous survey period.
- There was slight decrease (from 100% to 95%) of respondents who indicated “Yes” to “My concerns are dealt with in a timely manner.”
- There was a slight decrease from (100% to 90%) in respondents who indicated “Yes” to “My concerns are satisfactorily addressed”.
- There was a slight increase (from 93% to 95%) in respondents who indicated “Yes” to “posAbilities consistently communicates with me”.
- There was a significant decrease (from 92% to 75%) in respondents who indicated “Yes” to “posAbilities provides me with valuable information about opportunities and resources for the person I support”.
- There was a significant decrease (from 92% to 76%) in respondents who indicated “Yes” to “posAbilities provides beneficial information about upcoming events and courses”.

## Action Plan

- posAbilities is in the planning stage of enhancing the ShareVision to include access for Shared Living Providers. This is expected to positive impact Shared Living and improve communication and information sharing between Shared Living Providers and posAbilities.

## Outcomes Data and Results:

The following outcome results were obtained from posAbilities’ records and databases as well as from surveys completed by family members of person receiving Shared Living Services (23 respondents).

Key Monitoring Items					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Encourage friendships, recreational opportunities, and privacy and comfort of a family home	Number of persons receiving Shared Living Services <sup>1</sup>	90	96	122	✓
Minimize the number of incidents involving verbal and physical aggression	# of aggressive incidents involving verbal and physical aggression to # of persons served	0.6	0.05	0.06	✓
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	✓
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served	0.02	0.02	0	✓

<sup>1</sup> The total number of persons receiving services is not entirely up to the organization 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 Findings

- The file review revealed that we have met our expected targets regarding the minimization of incidents involving verbal and physical aggression, the reduction of medical/ treatment errors, as well as the minimization of validated complaints

Efficiency					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served) <sup>2</sup>	\$35,900	\$36,611	\$35,955	✗

- We have met not our target in relation to maintaining Shared Living program cost per person as there was a slight increase of \$711 per person served.

Service Access					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Maintain the length of time from intake to active planning	% of referred persons who were engaged in active planning within 40 working days of intake	80%	100%	80%	✓

- We have met our target in relation to service access.

Effectiveness					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Effectiveness measures	# and % of families who report that the person served has improved their skills and abilities as a result of the services received	65%	12 52%	11 85%	✓
Promote overall physical well-being	# and % of families who report that posAbilities promotes overall physical well-being for persons receiving services	65%	15 65%	11 79%	✓

*Note: Responses of "I don't know", "N/A" and "Did Not Answer" were removed to increase statistical accuracy.*

- 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 program effectiveness.

<sup>2</sup> The total cost per person served is not entirely up to the organization 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.

Input					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Treat persons served and families with respect	# and % of families who report that they are treated with respect by home share providers	90%	21 91%	13 100%	✓
Value and acknowledge each person's individuality	# and % of families who report that home share providers value the person served for who he/she is	90%	17 94%	13 93%	✓
Educate on rights of persons served	# and % of families who report that home share providers educate their family member on their rights	90%	11 92%	12 86%	✓
Develop natural relationships and social circles	# and % of families who report that the person served is supported to develop meaningful relationships	65%	14 88%	12 86%	✓
Facilitate access to community-based resources to enhance quality of life and social interaction (such as community kitchens, community coffee groups, support groups, supported vacations, volunteering, social and community events, etc.)	# and % of families who report that their family member is supported to participate in community-based activities of personal interest	65%	14 88%	12 86%	✓
Promote self-determination and abilities to make their own decisions	# and % of families who report that their family member is supported to make choices and decisions about things that matter to him/her	90%	12 80%	13 93%	✗
Promote community safety and trust	# and % of families who report that the person served feels safe in the community	75%	17 100%	14 100%	✓
Improve quality of life of persons served	# and % of families who report that the quality of life of the person receiving services has improved since receiving services	90%	18 %	12 83%	✓
Strengthen relationships with families	# and % of families who report an increase in understanding posAbilities' work to enhance the quality of life of their family member	90%	18 88%	9 75%	✗
Maximize overall satisfaction with service	# and % of families who report being pleased with the service	95%	17 89%	12 86%	✗

- Based on the responses of family members of persons receiving Shared Living Services, we did not meet our expected outcomes that relate to the overall improvement of quality of life of person served.
- The feedback provided by family members of persons receiving Shared Living Services would indicate the education on making choices and decision for persons served could be improved, as well as the strengthening of posAbilities' relationship with families of persons served.

**Follow up and proposed action**

- We will make more efforts to communicate the work posAbilities does to enhance the quality of life of their family member.
- We will increase our efforts to ensure more satisfaction surveys are completed by family members of persons receiving Shared Living Services.

## 4.1.2 Supported Living

### ***Program Overview:***

The purpose of the Supported Living program 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 provides 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. 154 family members of persons receiving Supported Living Services were mailed to Satisfaction Surveys. 24 family members (15%) responded; however, many survey respondents did not answer some of the survey questions rendering the survey responses statistically invalid. For this reason, the results for the Key Monitoring Items of Effectiveness and Input have been removed for Supported Living in this Outcomes Management Report.

These outcome results apply to persons receiving Supported Living Services.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2016	Outcome 2015	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 <sup>3</sup>	85	90	96	✓
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	✓

<sup>3</sup> The total number of persons receiving services is not entirely up to the organization 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 results indicate that all the targets set for Supported Living services' key monitoring items have been met.

Efficiency					
Objective	Measure	Target	Outcome 2016	Outcome 2015	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)	\$38.06 per hour	\$39.56 per hour	\$38.25	✗

- The file review revealed that we have not met our efficiency target for Supported Living services related to maintaining program cost per hour of service. Increase is due to increases negotiated in the Collective Bargaining Agreement.

Service Access					
Objective	Measure	Target	Outcome 2016	Outcome 2015	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%	78%	60%	✗

- The file review showed that we have not met our service access target for Supported Living services. It is worth noting that 2 persons who did not receive service within 20 working days, 1 lived out of town and so there was a delay in them getting to the lower mainland and 1 persons served delayed the start date by choice.

#### Follow up and proposed action

- We will increase our efforts to ensure more satisfaction surveys are completed by family members of persons receiving Supported Living to allow for reporting of statistically valid results for the Key Monitoring Items of Effectiveness and Input.

### 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. 254 family members were mailed Satisfaction Surveys to complete and only 9 families (4%) responded, rendering the survey responses statistically invalid. For this reason, the results for the Key Monitoring Items of Effectiveness and Input have been removed for Community Housing in this Outcomes Management Report.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Provision of staffed residential homes	Number of persons served in CH programs <sup>4</sup>	92	95	91	✓
Move persons served to more or less independent living arrangements according to changes in their needs <sup>5</sup>	# of persons receiving services that move to a more independent living arrangement	NA	2 2%	1	NA
	# of persons receiving services that move to a less independent living arrangement	NA	0 0%	0	NA
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	4	✓
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served	0.09	0.02	0.1	✓

- the file review revealed that we did meet our target related to minimizing the number of validated complaints that are processed through the formal complaint resolution process.
- The file review showed that we have met our target of minimizing medical/treatment errors.

<sup>4</sup> The total number of persons receiving services is not entirely up to the organization 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.

<sup>5</sup> Persons served are moved to a more or less independent living arrangements according to their needs and desires. We are interested in tracking these re-arrangements and making sure that placements respond to persons' needs and desires. However, this indicator is not specifically intended to meet a target. The rearrangement frequency is dependent on the changing needs of persons served.

Efficiency					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served)	\$132,872 per person	\$122,356.40	\$125,568	✓

- The file review revealed that the efficiency target of maintaining program cost for Community Housing services has been met in 2016-17; although program cost has increased in comparison to previous year.

Service Access					
Objective	Measure	Target	Outcome 2016	Outcome 2015	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%	100% (2person)	0	NA

#### Follow up and proposed action

- We will continue implementing Person Centre Thinking and we will ensure all Safety Plans and Behaviour Support Plans are reviewed and updated with Behaviour Consultants.
- We will explore options for providing more focused and flexible person-centered options and for finding CH service delivery systems that provide more opportunities for choice.
- We will utilize the summer students during the months of May, June and July of 2018 to administer the family satisfaction surveys directly with families to ensure that statistically valid results for the Key Monitoring items of Effectiveness and Input are obtained for the 2017-2018 Outcomes Management Report.
-

## 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 and from surveys completed by family members of person participating in Community Integration Services (10 respondents). The response rate for person served was 73% and 7% for family members. These outcome results apply to persons participating in Community Integration services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Provision of a wide range of social, recreational and learning opportunities	Number of persons participating in Community Integration programs <sup>6</sup>	118	132	199	✓
Minimize the number of incidents involving verbal and physical aggression	# of aggressive incidents involving verbal and physical aggression to # of persons served	0.6	0.89	0.6	✗
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	1	✓
Minimize the number of medical/treatment errors	# of medical/treatment errors to # of persons served	0.09	0.02	0.1	✓

<sup>6</sup> The total number of persons receiving services is not entirely up to the organization 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 revealed that the outcome regarding the number of aggressive incidents involving verbal and physical aggression has not decreased in comparison to last year and we have not met our expected target.

Efficiency					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served)	\$25,909 per person	\$37,395	\$33,131	✓

- The file review revealed that the efficiency target of maintaining program cost for Community Integration program has been met in 2016-2017.

Service Access					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Maintain the length of time from referral to service provision	% of persons who started receiving services within 15 working days of initial referral	80%	18% 7 of 11	0% 0 of 9	✗

- We did not meet our expected service access target related to the length of time from referral to service provision.

Effectiveness					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Improve skills and abilities of persons served as a result of the services received in the program	# and % of families who report that the person served has improved their skills and abilities as a result of the services received	80%	9 90%	24 86%	✓
Promote overall physical well-being	# and % of families who report that posAbilities promotes overall physical well-being for persons receiving services	85%	7 100%	27 96%	✓

- Based on the responses of persons receiving CI services and their families, as well as the file review, we have met all our expected effectiveness targets.

Input					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Treat persons served and families with respect	# and % of families who report that they are treated with respect by posAbilities' staff	95%	8 88%	26 96%	✗
Value and acknowledge each person's individuality	# and % of families who report that staff at posAbilities value the person served for who he/she is	95%	10 100%	27 96%	✓
Educate on rights of persons served	# and % of families who report that staff at posAbilities educate their family member on their rights	90%	8 88%	23 85%	✗
Develop natural relationships and social circles	# and % of families who report that the person served is helped to develop meaningful relationships	75%	7 87.5%	25 96%	✓
Facilitate access to community-based resources to enhance quality of life and social interaction (such as community kitchens, community coffee groups, support groups, volunteering, social and community events, etc.)	# and % of families who report that their family member is supported to participate in community-based activities of personal interest	90%	8 89%	25 89%	✗
Promote self-determination and abilities to make their own decisions	# and % of families who report that their family member is supported to make choices and decisions about things that matter to him/her	95%	4 80%	20 80%	✗
Promote community safety and trust	# and % of families who report that the person served feels safe in the community	85%	7 100%	27 96%	✓
Improve quality of life of persons served	# and % of families who report that the quality of life of the person receiving services has improved since receiving services	90%	7 100%	23 92%	✓
Strengthen relationships with families	# and % of families who report an increase in understanding posAbilities' work to enhance the quality of life of their family member	90%	7 87.5%	21 88%	✗
Maximize overall satisfaction with service	# and % of families who report being pleased with the service	95%	8 88%	26 93%	✗

*Note: Responses of "I don't know", "N/A" and "Did Not Answer" were removed to increase statistical accuracy.*

- The feedback provided by family members of persons receiving CI services, however, show that there are some areas for improvement. Their responses indicate that we have not met our expected targets related to educating persons served on their rights, facilitating access to community-based resources and activities of personal interest, promoting self-determination and choice, as well as increasing the understanding of *posAbilities*' work to enhance the quality of life of their family member. Lastly, we have not met our expected target regarding the overall satisfaction of family members of persons served with the service. However; due to the lower number of survey responses from family members, one or two family members indicating "no" to a survey question, moves the result to below the target and not meeting the target number may not be an accurate representation of overall family satisfaction with the service.

#### **Follow up and proposed action**

- We will continue implementing Person Centre Thinking and we will ensure all Safety Plans and Behaviour Support Plans are reviewed and updated with Behaviour Consultants.
- 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 15 working days of initial referral.
- We will develop systems to increase the survey response rate from families of person served.

## 4.3 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

### Survey 2016-16: Employment Services Family Members

**RESPONDENTS:**

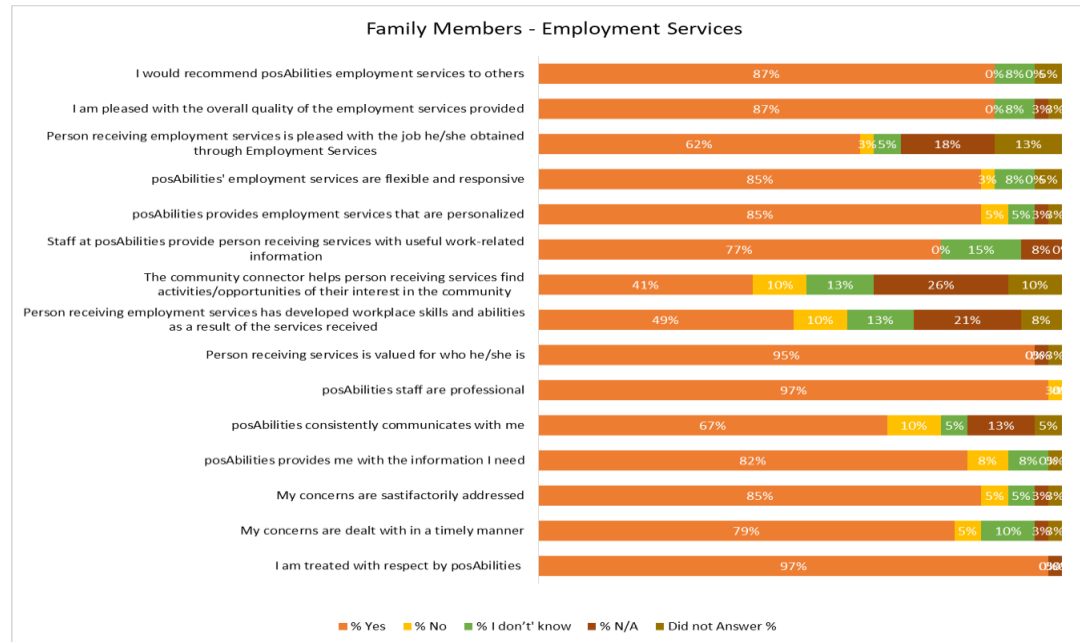
39 (17% of total of persons receiving ES)

**SURVEY METHOD:**

Satisfaction Surveys are distributed by mail.

**OBJECTIVE:**

To increase positive responses in each domain each year.



### Survey 2016-17: – Community Employers

**RESPONDENTS:** 12 of 176 (7% response rate)  
**SURVEY METHOD:** Employer Surveys are distributed by mail.  
**OBJECTIVE:** To increase positive responses in each domain each year.

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#### RESPONSE DISTRIBUTION

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##### 1. Business Sector

Retail: 4  
Administration: 3  
Other: 5

#### *How Employers Rate their PES Employees*

PES employee is <b>Respectful</b>	100%
PES employee is <b>Professional</b>	92%
PES employee is <b>Helpful</b>	100%
PES employee is <b>Trustworthy</b>	92%
Would recommend PES to another employer	83%

#### *Outcomes Data and Results:*

The following outcome results were obtained from posAbilities' records and databases as well as from surveys completed by family members of person receiving Employments Services (39 respondents). These outcome results apply to persons receiving Employment Services and their families.

Key Monitoring Items					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Provide assistance to prepare for, secure; and maintain competitive employment	Number of persons receiving employment services <sup>7</sup>	24	249	325	✓
Increase contacts with potential employers in the community	# of contacts established with new potential employers during the reporting period	50	768	710	✓
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	0	0	0	✓

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

Efficiency					
Objective	Measure	Target	Outcome 2016	Outcome 2015	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	\$49.83 per hour	\$48.51 per hour	✓
Minimize the time between intake and first job	Average length of time between intake and first job	8 months	7 months	5 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	3 months	3 months	✓

<sup>7</sup> The total number of persons receiving services is not entirely up to the organization 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 we have met efficiency targets related to minimizing the time between intake and first job staff and maintaining the length of time between intake to completion of discovery plan.
- According to our files, this year's program cost per hour is \$2.03 higher than our target; however, we believe that we have met our goal of maintaining program costs after taking into account that our target was set 5 years ago and it does not take into consideration the increase in cost of living and wages increases negotiated in the CBA.

Service Access					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Maintain the length of time from referral to intake	% of persons who received intake within 10 working days of referral	80%	100%	100%	✓

- The file review indicated that we have met our expected service access target.

Effectiveness					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Improve workplace skills of persons served as a result of the services received	# and % of families who report that person receiving services has developed workplace skills as a result of the services received	95%	19 82%	8 73%	✗

Input					
Objective	Measure	Target	Outcome 2014	Outcome 2015	Target Achieved
Provide useful work-related information	# and % of families who report that staff at posAbilities provided person receiving services with useful work-related information	95%	30 100%	11 100%	✓
Treat persons served and families with respect	# and % of families who report that they are treated with respect by posAbilities' staff	90%	38 97%	10 100%	✓
Satisfaction with the job placement	# and % of families who report that person receiving services is pleased with the job he/she obtained through ES	75%	24 96%	8 89%	✓
Maximize overall satisfaction with service	# and % of families who report being pleased with ES	95%	34 100%	10 91%	✓

*Note: Responses of “I don’t know”, “N/A” and “Did Not Answer” were removed to increase statistical accuracy.*

- Based on the responses of the family members of persons receiving ES services, we have met all our expected targets for the Input indicators.

**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
- We will increase our efforts to ensure more satisfaction surveys are completed by ES family members.



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

### Program Overview:

DSIS offers environmentally responsible commercial and residential recycling and maintenance services to customers in Greater Vancouver, while offering flexible, supported employment to persons with developmental disabilities.

### Outcomes Data and Results:

The following outcome results were obtained from posAbilities'

Key Monitoring Items					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Provide employment to persons with developmental disabilities	Number of persons employed <sup>8</sup>	15	15	13	✓
Minimize the number of workplace accidents incurred by crew members	# of workplace accidents incurred by crew members	0	0	0	✓
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	0	0	1	✓
Minimize the number of validated complaints from customers	Number of validated complaints from customers	1	0	0	✓

Service Access					
Objective	Measure	Target	Outcome 2016	Outcome 2015	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%	✓

<sup>8</sup> 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.

## 4.5 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. During FYE2017, Laurel Behaviour Support Services expanded the range of services to include adult behaviour support. Of the 599 persons who received services during FYE 2017, 184 were adults and 415 were children and youth under 19. No performance measurement targets were set for adult behaviour support service for FYE2017. We will begin reporting outcomes for adult behaviour support in FYE2018.

### **Outcomes Data and Results:**

The following outcome results were obtained from posAbilities' and LBSS' records and database. Due to the low number of survey responses from persons served/families receiving this service, we will not be reporting on the Effectiveness and Input categories which rely on survey data

Key Monitoring Items					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Provision of behaviour support services	Number of persons served through EIBI Services <sup>9</sup>	30	7	27	✗
	Number of persons served through Private Behavioural Support Services	30	12	33	✗
	Number of persons served through Over 6 Services	15	573	273	✓
	Number of group training offered to children/parents	25	32	22	✓
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	0	0	0	✓

<sup>9</sup> The total number of persons receiving services is not entirely up to the organization 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 EIBI Services and Private Consultation Services.

Efficiency					
Objective	Measure	Target	Outcome 2016	Outcome 2015	Target Achieved
Maintain program cost per person served	Cost per person served (program cost divided by the # of persons served-LBSS1)	\$3,712	\$3,533	\$3,291	✓

- The file review revealed that we have met our efficiency target related to maintaining program cost per person served.

Service Accessibility					
Objective	Measure	Target	Outcome 2014	Outcome 2015	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	95%	95%	99%	✓

#### Follow up and proposed action

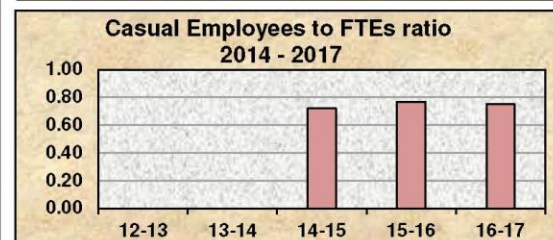
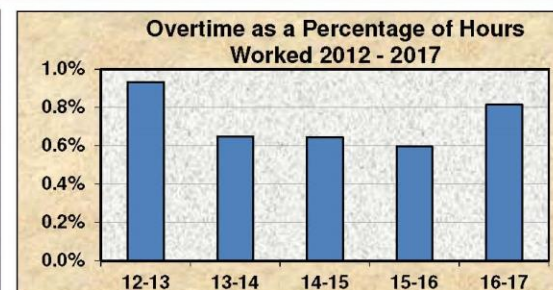
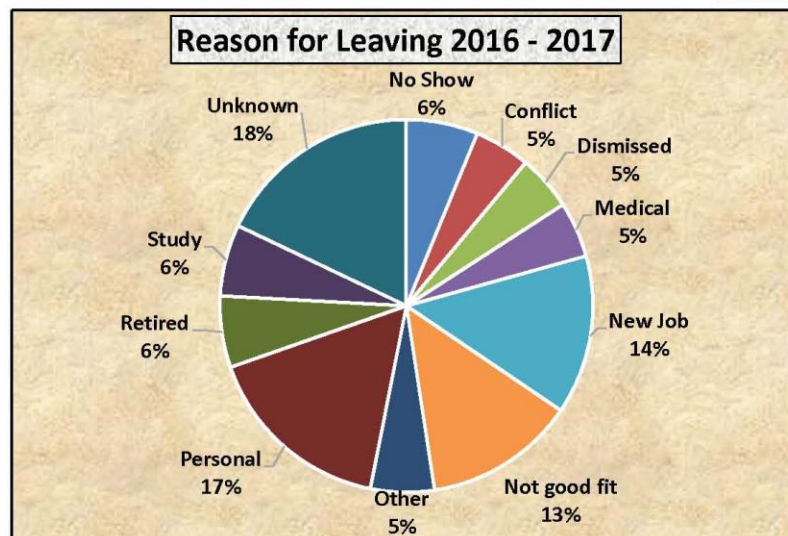
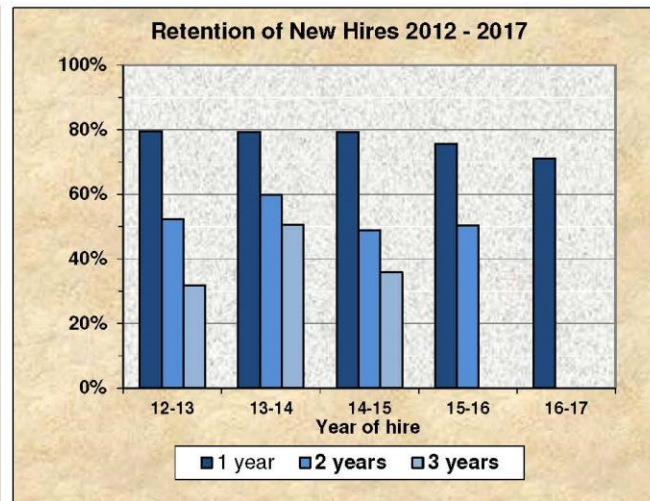
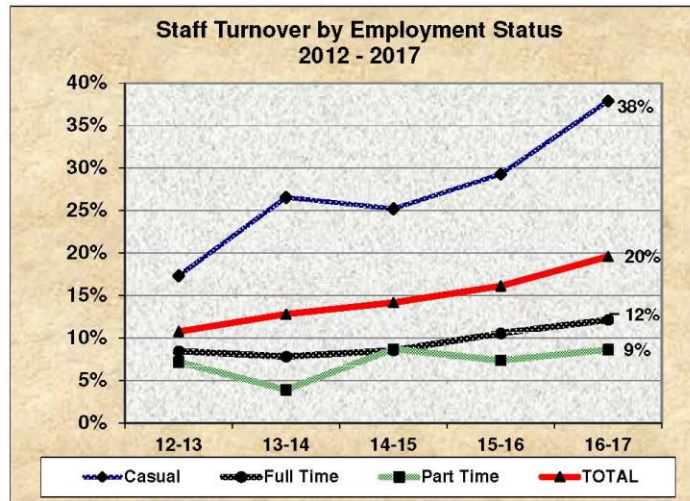
- We will increase our efforts to ensure more satisfaction surveys are completed by parents receiving behaviour services.
- Commencing FYE2018, we will begin tracking outcomes for adult behaviour support services.

## 5. KEY BUSINESS FUNCTIONS

### 5.1 Staff Utilization

**OBJECTIVE:** To increase the efficient utilization of our staff  
**TIME OF MEASUREMENT:** April 2017  
**OBTAINED BY:** Human Resources

Measure	Applied To	Data Source	Target 2016-17	Outcome 2016-17	Target 2017-18
% of staff exits	All staff in reporting period	HRIS	12%	20%	15%
% of new hires retained after two years	All staff in reporting period	HRIS	60%	50%	60%
Casual Employees to Full Time Equivalents (FTE) ratio	All casual staff in reporting period	HRIS	(No target set)	0.75	0.75
Overtime as a % of total hours worked	All staff in reporting period	Staff Scheduling System	0.5%	0.8%	0.6%



## **Key Findings/Trends**

- The overall turnover rate was 20%, up from 16% in the previous year. Casual staff turnover rose to 38%, 9 percentage points higher than the previous year. The turnover of fulltime staff increased from 11% to 12%, while part time staff exits increased to 9% from 7% the previous year.
- The most common reasons for people to leave our organization are personal reasons, a new job, and not a good fit. Combined these make up 44% of the reasons why people left us this last fiscal year. For another 18% the reason for leaving is unknown.
- Retention of new hires: of staff hired up to one year ago, 71% is still with us. This is down from 76% for new hires in the previous year. For staff hired 2 years ago retention is at 50%, up 1 percentage point from the previous year.
- This year for the first time we are reporting on the ratio of casual employees to Full Time Equivalent (FTEs). This shows the size of our pool of casual workers relative to the size of our regular workforce. This is an indicator of our ability to have casual workers backfill shifts when regular employees are away. The ratio this year was 0.75, down from 0.77 the previous year.
- The total number of employees decreased from 569 to 554 and we hired a record 121 new employees.
- Overtime hours were up at 0.8% of total hour worked, compared to 0.6% last year.

## **Interpretation of results**

- The overall turnover rate of 20% is higher than what we see in the Community Living Services sector as a whole (CSSEA Survey 2016: 16%). This due to the turnover rate for casual employees being significantly higher than in the sector as a whole. For regular staff our turnover is in line with the average in the sector. The number one reason for leaving was personal: 17%. Obtaining a new job was second at 14% and employees stating their job with posAbilities was not a good fit came in third with 13%.
- The significant increase in turnover of casual employees was compensated for by a record number of new hires, keeping the casuals to FTEs ratio almost the same as the previous year.
- Overtime is trending up. This is predominantly caused by a staffing shortage with our Programs in the Maple Ridge area where it is very challenging to recruit new casual employees.

## **Follow up and proposed action**

- The year over year increase in casual employee turnover is concerning. Initiatives such as improved onboarding and regular meetings to connect with our casual employees have not led to a reversal of this trend. We will look at making changes to the selection process to be more successful in recruiting candidates who are the right fit for our organization. We will also in more detail examine reasons why people are leaving and what we can do to encourage them to stay.

### Monitoring

- Report quarterly on staff utilization and 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 2016

**OBTAINED BY:** Human Resources

Measure	Applied To	Data Source	Target 2016	Outcome 2016	Target 2017
Number of lost time accidents resulting from "Aggression/force" per 100 employees	All staff in 2016	DMI	1.3	1.3	1.0
Number of lost time accidents resulting from "Overexertion" per 100 employees	All staff in 2016	DMI	1.3	1.2	1.0
Number of lost time accidents resulting from "Slip/Trip/Fall" per 100 employees	All staff in 2016	DMI	0.5	1.4	1.0
Number of lost time accidents resulting from "Struck By/Struck Against" per 100 employees	All staff in 2016	DMI	0.8	0.4	0.4
Number of lost time accidents resulting from "Other" per 100 employees	All staff in 2016	DMI	0.5	0.6	0.4

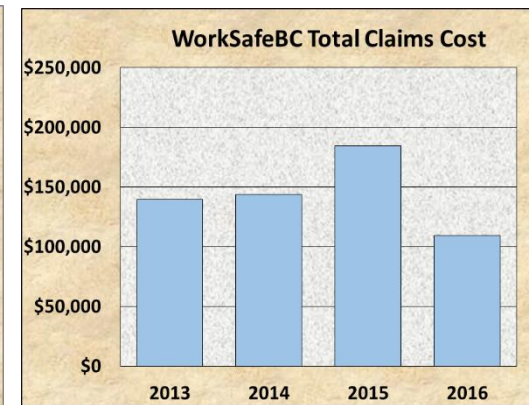
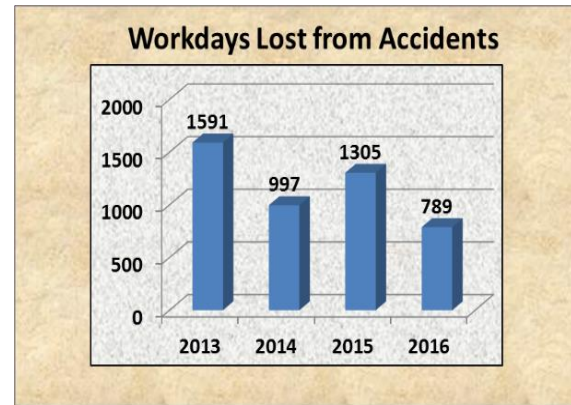
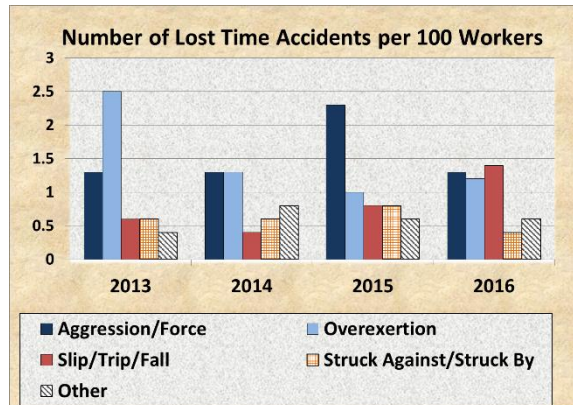
### Limitations

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



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## Key Findings / Trend



- The total number of lost time accidents (LTA) per 100 workers was 4.9, compared to 5.5 the previous year.
- There were fewer lost time accidents in the Aggression/Force category from 2.3 last year to 1.3 this year per 100 workers. Struck Against/Struck By also decreased from 0.8 to 0.4. Slip/Trips/Falls increased from 0.8 to 1.4. The other categories did not vary much compared to last year.
- The number of workdays lost decreased from 1305 in 2015 to 789 on the measure date of December 31, 2016.
- Total claims cost were down on the measure date of December 31, 2016 by about \$75,000, compared to 2015.

## Interpretation of Results

- Claims costs in 2016 on the measure date of December 31, 2016 were just over \$100,000. However this amount is expected to rise significantly due to 3 ongoing claims. The employees' return to work is delayed by psychological trauma they suffered following their injury.
- The reduction in accidents in the Aggression/Force category is the result of ongoing preventative action. Registered Behaviour Therapists were deployed for the first time this year. This has enabled a quicker response to prevent escalating person served behaviours.
- We had the second external audit of our occupational health and safety program this year and passed with a score of 93%. The involvement of all employees in maintaining our WorkSafeBC Certificate of Recognition has further contributed to promoting our health and safety culture.
- We launched a new campaign incorporating learning through gamification called Safety First. The team challenge format has proven to be an effective tool to reinforce the importance of following safe work procedures.



- We launched a new campaign that focusses on creating a supportive work environment for mental health called Not Myself Today.

#### **Follow Up and Proposed Action**

- A new communication tool called “Safety Snippet” will be launched. This will be used to highlight current health and safety events or to bring preventative action to the attention of all employees in order to avoid injuries.
- We will add a focus on resiliency to our selection process for external candidates. This character trait is needed in order to withstand psychological trauma when exposed to incidences of aggressive behaviour.
- posAbilities will continue to participate in WorkSafeBC’s Certificate of Recognition (COR) program to uphold a high standard in maintaining its occupational health and safety program.

#### **Monitoring**

- Continuing review of WSBC Injury Reports and Accident Investigations by Managers, HR, and the JOSH 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 2016-17 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 organization's performance
- continually enhance service delivery and the organization
- provide proof of continuous service improvement