



**Richmond Society for Community Living  
2004**

# **Outcome Management Report**

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## Introduction

The Outcome Management System is designed to provide essential information to the Richmond Society for Community Living's management and Board of Directors in order to monitor and make improvements to service delivery.

It is expected that the outcome results will assist the Richmond Society for Community Living to be more responsive to the needs of the children, youth and adults with a disability and their families who are served by the Society.

The Outcome Management System was developed using a self-assessment process which identified areas of strength, weakness, opportunities and possible threats to the services provided by the Society. This is the second Outcome Management Report in a series of annual Outcome Management Reports.

The Outcome Management System addresses six program areas: Residential Services, Day Programs (including after-school care), Respite, Infant Development Program, Preschool/Daycare (3-5 years) and Family Resource Coordination. Each program area has identified measures for effectiveness, efficiency, accessibility and satisfaction. In addition, this year a seventh area has been added that addresses and explores Stakeholder Satisfaction. Stakeholders are defined as the organizations and professionals that interface with RSCL programs and staff on a regular basis.

The Board of Directors will review the outcome results and approve the recommendations that arise from the analysis and results. The outcome results will also be reported in the Executive Director's Annual Report to the membership and be included in the agency's newsletter. Finally, the recommendations from the Outcome Management process will be included with the recommendations from the following reports to form the Business Improvement Plan for the year:

- Compliance Report
- Staff Reports - Human Resources, Complaints, Critical Incidents, Health & Safety
- Risk Management Report
- Accessibility Plan
- Technology Plan
- Strategic Plan

## Method

Three different methods were employed to gather information regarding services provided by the Richmond Society for Community Living.

### Survey

Surveys were developed to solicit the opinions and perspectives of parents, relatives and/or long-term caregivers that were involved in the life of a child, youth or adult with a developmental disability receiving service. In order to solicit the input from as many people as possible, all surveys were translated into three languages (English, Punjabi and Chinese). To review the surveys, please see the Appendix.

A separate survey was also developed to solicit specific input regarding Stakeholder Satisfaction from professional and organizations that interface with RSCL programs and staff on a regular basis.

The Richmond Society for Community Living sent out a total of 411 surveys - 155 completed surveys were returned (response rate of 38%). This return rate was lower than last year's response. Although RSCL mailed 95 additional surveys this year, the total number of returned surveys increased by only 19. Last year the percentage of return was 43% compared to a 38% return rate for 2004.

As reported last year, although the return rate is lower than expected, this appears to be consistent with non-profit research.

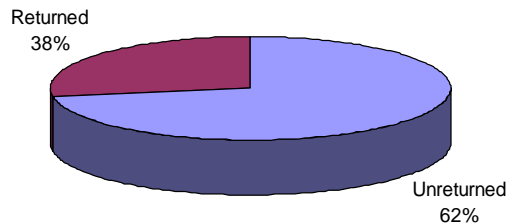
*Hagar (2002) suggests that researchers who study non-profit organizations draw on a wide range of empirical research methods, with the survey research method commonly employed. He further acknowledges that a substantial portion of mail survey recipients fail to respond to the invitation to participate and considerable debate continues to exist regarding what constitutes acceptable return rates.<sup>1</sup>*

Therefore, given the return rate, the survey results must be viewed as possible trends, but not conclusive results.

The response rate for the overall agency and for each program is displayed below.

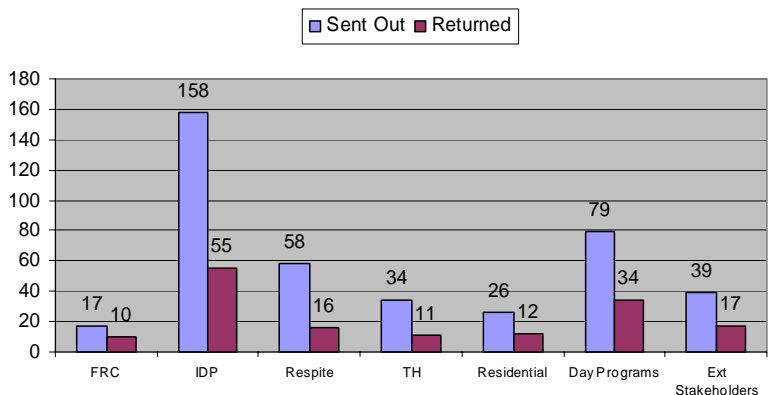
Graph 1

### Survey Response Rate Society Wide



Graph 2

### Survey Response Rate by Program



Respite:	28% returned
Residential:	46% returned
Day Program:	43% returned
Treehouse:	32% returned
IDP:	35% returned
FRC:	59% returned
External Stakeholders:	44% returned

<sup>1</sup> Hagar, Mark A., Wilson, S., Pollak, Thomas, H., and Rooney, Patrick M. (2002) Response Rates for mail surveys of Nonprofit Organizations: A Review and Empirical Test. Under Review at *Nonprofit and Voluntary Sector Quarterly*. Accepted for Presentation at the 2002 annual meeting of the *Academy of Management*

## Interviews

Families/Caregivers that may have difficulty responding to a written survey were interviewed. Also, all self-advocates that were able to indicate their preference, verbally or by using any other communication system (e.g. pictorial symbols) were interviewed. The interviewer was not employed by the Society but was contracted by the agency to perform this specific task.

## File Review

Existing documentation within the organization was used in some situations as the sole measure and in other cases as an additional measure in conjunction with a survey question.

## Parameters and Omissions

Although the process was designed to solicit input from a broad range of people in order to capture the opinions of a representative group, it is important to mention that some people may not be well represented in the final report. Specifically, individuals who are not able to speak or communicate in ways that can be clearly understood by others, do not have a strong voice in the final report. In order to help mitigate this difficulty, the opinions of their families and caregivers have been solicited.

A second group of people that are not well represented in the final report are those individuals that do not have family involvement - especially if the individual is also unable to communicate in ways that can be clearly understood.

Lastly, although the process adopted methods and practices consistent with empirical research methods, the process and report do not conform to the stringent guidelines of empirical research practices. The final conclusions contained in the report are based largely on information and opinions gathered from the surveys, interviews and a review of specific documentation. That said, given that three stakeholder groups were consulted by way of survey or interview and three methods were used to obtain information, the writer is confident that the results and conclusions do represent many commonly held beliefs and opinions of self-advocates, families and other stakeholders regarding services provided by the Richmond Society for Community Living.

## Demographic Summary

The City of Richmond's present estimated population is 177,381 (this estimate is based on the number of dwelling units and is a measure used by the City in years when a census is not taken). Richmond has undergone enormous change over the last several decades, with significant growth in the early 1990's. Today, Richmond is a dynamic, multi-ethnic community. Much of the recent population growth has been made up of Asian immigrants. People of Chinese or South Asian ancestry now represent nearly sixty percent of Richmond residents (City of Richmond website).

According to the City of Richmond, the top three ethnic (single) origins in Richmond are Chinese, East Indian and Caucasian. In addition the City of Richmond "Hot Facts" on ethnicity indicate that in 2001 Chinese (59,920) and East Indian (9250) are the most frequently reported ethnic (single) origins in Richmond. Although the Children's Respite and Infant Development Program demographic information reflect a high ratio of Chinese and Indo-Canadian (East

Indian) people served, other programs do not reflect the ethnic breakdown of the community. Although there may be many reasons for this, including immigration, age, etc., it does highlight the need for the organization to reach out to these ethnic communities.

Our current and last year's Accessibility Plan has addressed the need to reach out to the different ethnic groups in our community. During the last year, the agency has translated our brochures and some of our orientation materials into Chinese and Punjabi. In the fall of 2004 we contracted with an individual from the Chinese community to conduct focus groups and interviews with people from the Chinese communities. The purpose of these interviews and focus groups was to introduce RSCL services and solicit input on how the agency can facilitate better access to our services in the future. The results of this work will be reflected in the Accessibility Plan for 2005 and 2006.

In addition to the large number of individuals reporting to be of East Indian and of Chinese ethnic origin, many people also report to be of Filipino origin. This is also reflected in languages spoken in the community. In Richmond, 44% of the residents indicated English as their mother tongue, 35% indicated Chinese, 3% indicated Punjabi and 3% indicated Tagalog. According to the City of Richmond "Hot Facts" on Languages, Tagalog (Philippines) is more often reported as a person's mother tongue than Punjabi (India). This is an increase of 48.77% from the last census. This appears to be a trend that is worth watching in order to ensure RSCL is reaching out to all ethnic communities in Richmond.



# Infant Development Program

## Program Overview

Infant Development (ages birth to three years)

Child development support for families with infants and toddlers who have extra support needs, a delay in their development, or who may be at risk of a delay.

## Demographics

As of December 2004 the Infant Development Program was supporting on 186 families. In September 2004 the program served a total of 207 families.

Chart 1

Gender	Ethnicity	Diagnosis
102 male 84 female	54 Caucasian 44 Chinese 25 South Asian 23 Bi-Racial 20 First Nations 9 Philipino 3 Arabic 5 Russian 2 Japanese 1 Spanish	78 Prematurity 25 Global Delay 19 NAS/FAS 7 Speech Delay 8 Motor Delay 10 At Risk 17 Autistic 1 Developmentally disabled 7 Down Syndrome 3 Cerebral palsy 12 Other

## Outcomes Data Results

Total surveys sent out: 158, Surveys returned: 55, response rate: 35%  
1 family interviewed

Chart 2

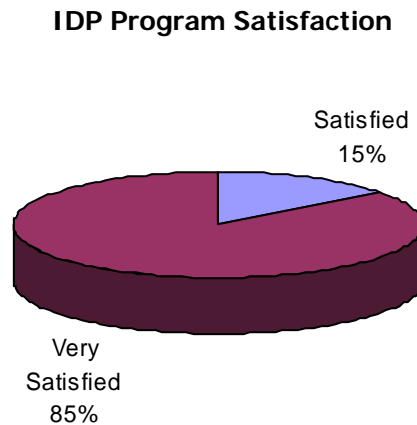
#	Outcome	Indicators	Target	Data Source	Results	Target Achieved
IDP1	Families will be satisfied with the service	IDP1a. percent of families that report satisfaction	80%	Survey	Satisfied: 15% Very Satisfied: 85%	Yes
IDP2	Families will have increased knowledge of how to support their child	IDP2a. percent of families who report increased knowledge of their child's disability	80%	Survey	Neutral: 4% Agree: 25% Strongly Agree: 71%	Yes
IDP3	Children will have opportunities for growth and development	IDP3a. percent of families who report their child has experienced growth and development	80%	Survey	Neutral: 2% Agree: 29% Strongly Agree: 69%	Yes
		IDP3b. percent of families who have been offered resources to foster child's growth and development (play group, lending library, resource materials, referral)	80%	Survey	Neutral: 5% Agree: 23% Strongly Agree: 72%	Yes
IDP4	Infant Development Program will achieve full capacity	IDP4a. Numbers served in the reporting period	Contract requirement	File review	100 contracted 207 families served	Yes
IDP5	Families will receive services in their language of choice	IDP5a. percent of families who report that they received services in their language of choice	80%	Survey	Yes: 100%	Yes

## Analysis

The Infant Development Program successfully achieved all of the targets originally set for the outcomes.

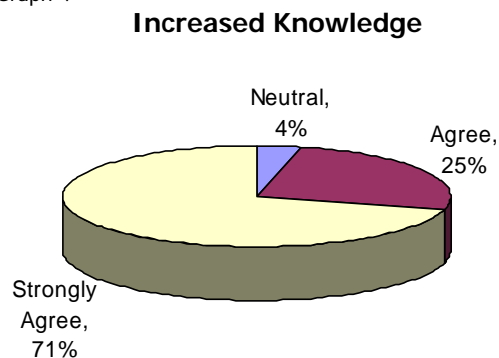
**Satisfaction** – The overall level of satisfaction with the Infant Development Program by consumers appears to be very good. This response is consistent with last year's results. Of the 55 respondents to the survey, 100% indicated that they were satisfied (15%) or very satisfied (85%) with the service.

Graph 3

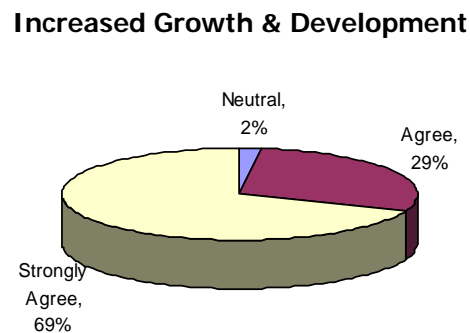


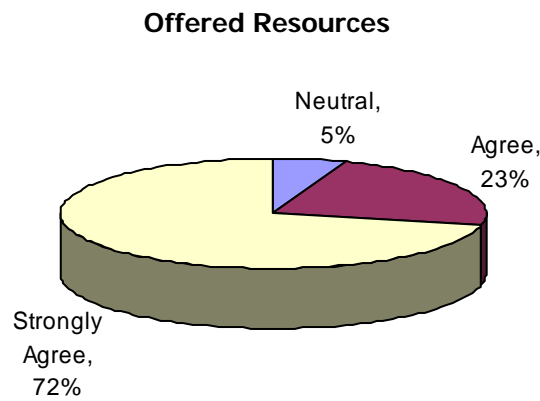
**Effectiveness** – Two outcomes were identified to address the effectiveness of the Infant Development Program. Firstly, families were asked if they believed that their knowledge of how to support their child had increased. Of the 55 respondents, 96% indicated that they either agreed (25%) or strongly agreed (71%) that their knowledge had increased. Secondly, two indicators were developed to measure whether families believed that their child had been provided with opportunities for growth and development. Of the 55 respondents, 98% agreed (29%) or strongly agreed (69%) that their child had experienced growth and development. Families were also asked if they were offered resources to foster growth and development. Of the 55 respondents, 95% agreed (23%) or strongly agreed (72%) that they had been offered resources. With respect to the outcomes utilized, it appears that IDP continues to be viewed by families as highly effective.

Graph 4



Graph 5





**Efficiency** – A file review was completed to determine if the Infant Development Program was serving the required number of families identified in the contract with the Ministry for Children and Family Development. The results indicate that the program far exceeds the expectations in the contract with MCFD. The current contract is for 100 families, however during the month of September 2004 the program was serving 207 families. Given the high level of satisfaction reported by consumers, it does not appear that this increased capacity has negatively impacted the quality of the program. That said, two sources of additional funding have helped to augment staff levels which has enabled the program to serve more families in need of this service in this reporting year. In 2004 the Regional Health Authority provided IDP with \$15,000 and in early 2005 RSCL contributed an additional \$15,000 of fund raised dollars to help bolster the staffing levels of this program. However, although these additional funds have no doubt enabled the program to serve more families, it appears that the IPD program continues to be very effective in balancing the increasing demand for the service with limited resources.

**Accessibility** - Given that Richmond is a multicultural community, it was determined that, if families were able to receive service in their first language, it would increase the accessibility and effectiveness of the program. Therefore, families were asked if they received service in the language of choice. Of the 55 respondents, 100% indicated that they had received service in the language of choice. Currently the IDP staff team is able to provide service in the following languages:

- English
- Cantonese
- Mandarin
- Punjabi
- Japanese
- German

### Recommendations:

1. Explore alternative funding options for the Infant Development Program.



# Preschool/Daycare

## Program Overview

Treehouse early Learning Centre (ages 3 – 5 years)

This is an integrated childcare centre that offers a diverse curriculum for children of varying abilities focusing on the whole child and learning through play.

## Demographics

Treehouse is licensed for 25 fulltime children. 49 children (13 children with special needs) were served at Treehouse during 2004. The total number children served accounts for those children in part and full time placements as well as placements that turned over during the year. The following chart outlines the demographics for the Treehouse program:

Chart 3

Gender	Ethnicity	Diagnosis
25 male 24 female	20 Caucasian 10 Chinese 1 Chinese/Caucasian 3 Indo Canadian 15 Other	1 Down Syndrome 1 Cerebral palsy 2 Global Delay 2 Premature 7 Other

## Outcomes Data Results

Total surveys sent out: 35, Surveys returned: 11 response rate: 32%

Chart 4

#	Outcome	Indicators	Target	Data Source	Results	Target Achieved
TH1	Families will be satisfied with the service	TH1a. percent of families that report satisfaction	80%	Survey	Satisfied: 18% Very satisfied: 82%	Yes
TH2	Children will have opportunities for growth and development	TH2a. percent of families who report their child has experienced growth and development	80%	Survey	Moderate Extent: 9% Great Extent: 36% Very Great Extent: 55%	Yes
TH3	Treehouse will maintain full capacity	TH3a. percent of enrollment for the year (Jan - Dec)	95%	File review	77% preschool 94% daycare	No
TH4	Children (who require extra supports) will receive personalized supports as identified in their CFSP	TH4a. percent of goals identified in the CFSP have documented evidence that the goal was attempted	90%	File review	100%	Yes

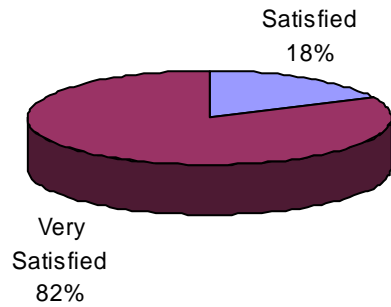
## Analysis

The Preschool/Daycare Program successfully achieved three (3) of the four (4) targets originally set for the outcomes results.

**Satisfaction** – The overall level of satisfaction with the preschool/daycare program by consumers appears to be very good. Of the 11 respondents to the survey, 100% indicated that they were either satisfied (18%) or very satisfied (82%) with the service. This positive response is consistent with last year’s results.

Graph 7

### Treehouse Program Satisfaction



Several families provided additional comments regarding their satisfaction with the program. The following is a small sample of these comments:

*"Our child adores all the Treehouse staff and we really appreciate the loving environment he is in"*

*"Treehouse is a great model for childcare in Canada.  
I hope there are more facilities like Treehouse in 5 years"*

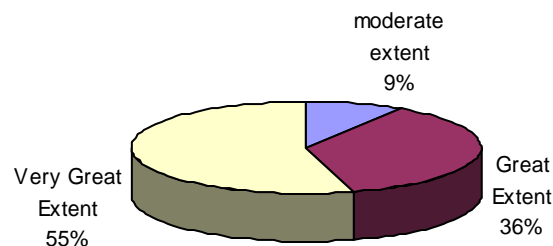
*"Wonderful facility, very professional staff"*

**Effectiveness** – One outcome was identified to address the effectiveness of the Treehouse early Learning Centre. Families were asked if they believed that their child had been provided with opportunities for growth and development. Of the 11 respondents, 100% indicated that they believe that their child had to a moderate extent (9%), a great extent (36%), or very great extent (55%) been provided with opportunities for growth and development.

With respect to the outcomes utilized, it appears that Treehouse early Learning Centre continues to be viewed by families as highly effective.

Graph 8

### Child is Provided Opportunities for Growth & Development



**Efficiency** – Treehouse early Learning Centre is a program that operates on a fee for service basis. In order to maintain current and optimal staffing levels, it is important that the program maintains close to full enrollment. Therefore, the target set for the efficiency outcome was 95% of full enrollment. The program did not achieve this target (77% preschool, 94% daycare). This is the second year that Treehouse early Learning Centre has not met this target. After further investigation, it appears that the primary reason the program has not met this

target is a lack of appropriate or sufficient referrals of children that require additional support. Given that RSCL has a contract for 7 children that require additional support and, that the waitlist and referral process for these spaces is managed by the Ministry for Children and Family Development, a vacancy can be held open for an indefinite amount of time until an appropriate candidate for the space is identified. Unfortunately, although RSCL continues to receive the additional funding from the Ministry during this waiting period, the base space fee is not replaced. This situation is problematic for both RSCL and the number of families that are currently waiting for supported spaces.

***Accessibility*** – Treehouse early Learning Centre provides support to typically developing children and children with special needs. In order for the children with special needs to fully access, participate and benefit from the program, their support must be personalized. Therefore, the outcome/indicator reflects the importance of responding to unique requirements of those children in order to facilitate their inclusion in the program. A file review was conducted to determine if the centre staff attempted to achieve the personalized supports and goals that were identified with the child's parent through the Child Family Service Planning process. The results indicate that 100% of the identified goals for each child were attempted with staff support. This result exceeds the target that was set for this indicator.

### **Recommendations:**

1. Meet with the Supported Child Development Coordinator and a MCFD representative to explore options to ensure Treehouse early Learning Centre's MCFD supported spaces are filled or RSCL is able to fill the spaces with children that do not require additional support.



# Day Programs

## Program Overview

**Youth Connections (ages 5 – 19 years)** - A program that provides after-school and summer activities for children and youth with special needs. Participants are provided assistance and support to participate in community-based recreation opportunities with other children/youth.

**Avenues Day Program and Richmond Community Options** - Day Programs that provide opportunities for adults to learn new skills, gain work and volunteer experience, develop friendships and participate in community activities.

**Transitions (ages 19 – 25 years)** - A Day Program for young adults that provides life-skills training, pre-employment, social development, recreation and leisure support.

**2<sup>nd</sup> Avenue** - An adult day program for three women operating out of one of the agency's residential services. This program offers opportunities for life-skills and social development, recreation and leisure.

## Demographics

Avenues supports 28 participants with the following demographics:

Chart 5

Gender	Ethnicity	Diagnosis
10 male	21 Caucasian	13 Developmentally disabled
18 female	3 Chinese	3 Autistic
	2 First Nations	4 Down syndrome
	1 Caucasian/Japanese	3 Cerebral palsy
	1 Japanese	1 Mental Health
		1 ADHD
		3 Other

RCO supports 16 participants with the following demographics:

Chart 6

Gender	Ethnicity	Diagnosis
11 male	14 Caucasian	4 Developmentally disabled
5 female	1 Caucasian/Japanese	5 Autistic
	1 East Indian	4 Cerebral palsy
		3 Down syndrome

Transitions supports 11 participants with the following demographics:

Chart 7

Gender	Ethnicity	Diagnosis
7 male	4 Caucasian	3 Developmentally Disabled
4 female	4 Chinese	2 Autistic
	1 East Indian	2 Cerebral Palsey
	2 Japanese	1 Down's Syndrome
	1 Fijian Canadian	3 Other

Youth Connections supports 31 participants with the following demographics:

Chart 8

Gender	Ethnicity	Diagnosis
22 Males 9 Females	11 Caucasian 7 Chinese 1 East Indian 5 Indo Canadian 6 Other	6 Down's Syndrome 2 Spinal Bifida/ Hydrocephalis 2 Developmental Delay 7 Autistic 3 Cerebral Palsey 11 Other

## Outcomes Data Results

total surveys sent out: 79, surveys returned: 34, response rate: 43%  
24 individuals interviewed

Chart 9

#	Outcome	Indicators	Target	Data Source	Results	Target Achieved
DS1	Families/member of support network will be satisfied with the service	DS1a. percent of families that report satisfaction	80%	Survey	Dissatisfied: 3% Satisfied: 35% Very Satisfied: 62%	Yes
DS2	Individuals will be satisfied with the service	DS2a. percent of individuals that report satisfaction	80%	Survey	Very Unhappy: 4% Happy: 52% Very Happy: 44%	Yes
DS3	Individuals' choices will be honored	DS3a. percent of Personal Planning goals that have documented evidence that the goal was attempted.	90%	File review	86%	No
		DS3b. percent of individuals that report that their choices are honored	90%	Survey	No: 9% Yes: 91%	Yes
		DS3c. percent of families that report that their family members' choices are honored	90%	Survey	Moderate Extent: 15% Great Extent: 53% Very Great Extent: 32%	Yes
*DS4	Individuals will access and be involved in the community	DS4a. percent of individuals that report that they access their community	80%	Survey	Never: 4% Not Very Often: 9% Sometimes: 52% Often: 9% Very Often: 26%	Yes
		DS4b. percent of families that indicate that the program participant accesses their community	80%	Survey	Small Extent: 3% Moderate Extent: 12% Great Extent: 38% Very Great Extent: 47%	Yes
		DS4c. % of days the participants are accessing the community in a given month.	80%	File review	% of days = 100% % of participants going out in a given day = 95%	Yes
DS7	Day program space is used to its maximum potential	total number of hours in a week where the space is utilized	YC, transitions: 45 hours Avenues/RCO: 37.5 hours	File review	YC/Transitions = 47.5 Avenues = 37.5 RCO = 50.5	Yes
DS8	Programs will increase their service capacity to people who are not currently receiving full service or to people outside the funded contracts	number of hours of additional support to people who are not currently receiving full service or to people outside the funded contract	100 hours for the 12 month period	Interview/File review	Youth Connections: 57.5 Transitions: 35 RCO: 0 Avenues: 450 TOTAL: 542.5	Yes

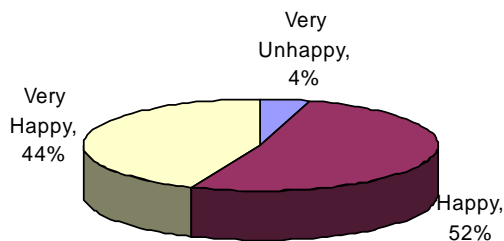
## Analysis

The four Day Programs achieved nine (9) of the ten (10) targets originally set for the outcomes results.

**Satisfaction** – The overall level of satisfaction with the Day Programs by individuals appears to be good. Of the 24 respondents to the interview, 96% indicated that they were happy (52%) or very happy (44%) with the service. In addition, of the 34 families/caregivers that responded to the survey, 97% of people indicated that they were satisfied (35%) or very satisfied (62%) with the service.

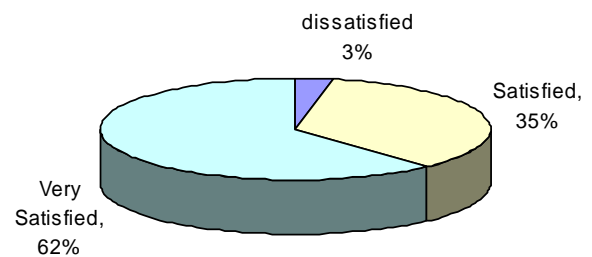
Graph 9

**Program Satisfaction (individuals)**



Graph 10

**Program Satisfaction (families/caregivers)**



Some families provided additional comments regarding their satisfaction with the program. The following is a small sample of these comments:

*"She goes to the day program and she enjoys it very much. She paints and gets to go places and do many things that she would not be doing at home. They are doing a great job with her" (RCO - Family)*

*"Seeing my son laugh, smiling and talking about his day, is everything to me. RSCL staff provide a safe and healthy environment. Thank you" (Youth Connections - Family)*

*"We are very pleased with the access granted to our family members" (Avenues - Family)*

*"I am so pleased with the way .....s program has evolved - he seems so happy!" (Transitions - Family)*

*"I like the program. I like to meet new people and be social" (Avenues – Participant)*

*"RCO is a pretty good program" (RCO – Participant)*

Although the response regarding the overall satisfaction with the service exceeded the target, some families and individuals did offer input and feedback on how to improve the programs. The specific issues were as follows:

*"I would like to see more physical activity introduced" (RCO)*

*"There has been some "talk" of Transitions and Avenues doing some things together. I suppose the logistics of this is not that easy. Still, perhaps this idea can be pursued." (Transitions)*

*"I would like to see the 2-tier level resumed, ie. Avenues and supported employment. It is very unfortunate and unfair that one group of participants get much less than they should be getting and limit them of learning opportunity and better achievements" (Avenues)*

Unlike last year, consistent themes regarding improvements did not emerge from the survey results. That said, we do believe, based on anecdotal evidence, that participants and families would like some of our day programs to continue to develop a greater focus on work opportunities (volunteer and/or paid). Given that this was a strong theme last year, Avenues day program has responded to this request by pursuing a number of initiatives. These initiatives include the following:

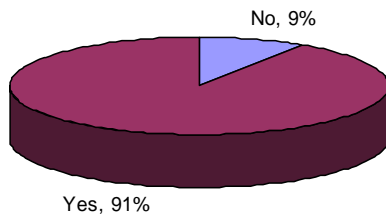
- Handy Crew – Several participants have been involved in learning maintenance and minor construction skills during the last year. Currently RSCL is exploring the possibility of turning this initiative into a business that would employ participants to do small maintenance and construction as well as maintain the administrative side of the business.
- Enclave – RSCL is in the process of talking with a small specialty chocolate business that is looking to hire some people to wrap chocolates. RSCL is exploring the possibility of working with this business to provide employment for a small group of participants.

**Effectiveness** – It was determined that *choice* and *access to the community* were two of the key outcomes the day programs were attempting to achieve. Therefore, both of these outcomes were measured. In order to determine if the program participant's choices were honored, families were surveyed, individuals were interviewed and files were reviewed to determine if the goals set with the individual during the personal planning process were honored. The file review indicated that 86% of the goals made were attempted with the individual. This result is less than the original target of 90%. This is an important aspect of the service delivered to individuals. Although 86% closely approximates the original target, it is important, unless there are extenuating circumstances that RSCL staff consistently respond to the requests made by individuals and families during their Personal Planning processes.

Although the target regarding goals set and attempted with individuals was not achieved, the response from families and individuals still indicated that overall they are pleased with the degree to which program participants' choices are honored. Of the families/caregivers who responded to the survey, 100% indicated that the individual's choices were honored to a moderate extent (15%), great extent (53%) or very great extent (32%). Of the 24 individuals interviewed, 9% indicated that their choices were not honored and 91% indicated that their choices were honored.

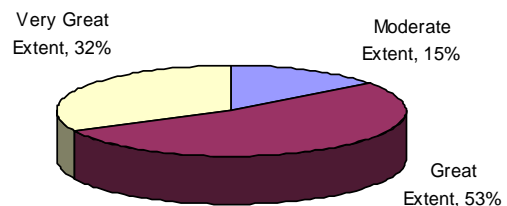
Graph 11

**Choices are Honored (individuals)**



Graph 12

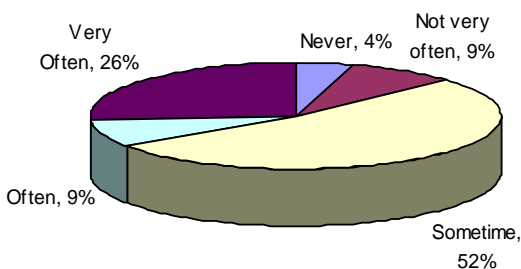
**Choices are Honored (families/caregivers)**



Access to the community was also measured by surveying families/caregivers and interviewing program participants. Of the 24 individuals that were interviewed, 52% indicated that they had access to the community sometimes, 9% often and 26% very often. Of the 34 families/caregivers who responded to the survey, 97% indicated that individuals had access to the community to a moderate extent (12%), great extent (38%) or very great extent (47%). These results are more positive than last year. However, as was the case with last year's results, the survey responses do not seem to reflect the actual frequency that individuals are supported to access the community. Therefore, an additional indicator was added to the Outcome Management System for 2004 to track the number of participants attending the day programs and the actual number of participants that accesses the community per/day in two specific months. The results indicate that for July and October 2004, an average of 95% of the participants attending the day programs accessed the community each day.

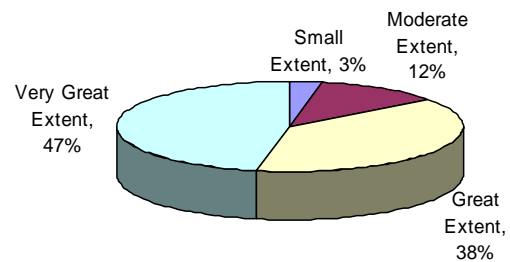
Graph 13

**Access to the Community  
(Individuals responses)**



Graph 14

**Access to the Community  
(families/caregivers responses)**



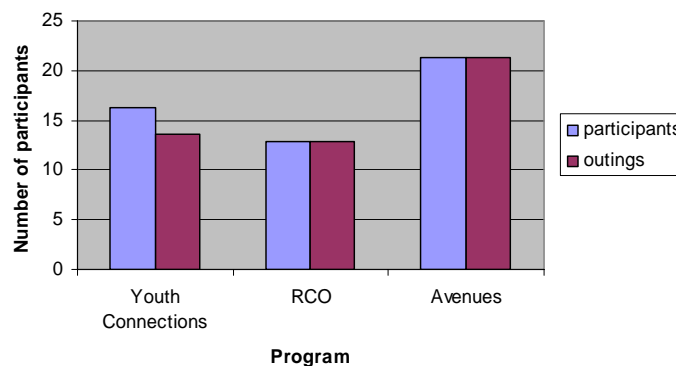
Graph 15

**File Review Data Results (accessing the community):**

average # participants attending program per day

VS

average # of participants going out on outings per day



**Efficiency** – All of the day programs operate during regular business hours. Therefore, the space is typically used Monday to Friday during the day. In order to become as efficient as possible with our space utilization, programs have been encouraged to expand their hours of service or allow other services/agencies to use the space. RCO and Transitions/Youth Connections have both been able to increase the utilization of their space.

**Accessibility** - In order to determine if the agency was endeavoring to be as efficient with its funds, an outcome was developed to gauge the increased capacity created within the day programs provided by RSCL. This outcome reflects the recent emphasis of our funders. The agency has attempted over the last number of years to meet the growing demand for our services without additional costs to our funders. The results indicate that RSCL provided a total of 542.5 hours of additional support to individuals attending day programs that did not have funding. It appears that RSCL has been very successful in accommodating individuals without additional funds. This commitment has allowed families and individuals to receive service that would not have otherwise received support. This flexibility was noted by a family in their survey:

“Whether it’s requesting some additional days, times or supporting family emergencies, surprise family events, the staff at RSCL have been always supporting and accommodating.” (Youth Connections)

### **Recommendations:**

1. Determine and implement the structure for developing Training Plans and compensating participants in the Handy Crew (Accessibility Plan).
2. Explore and, if appropriate, submit a grant application to Vancity (Enterprising Non-Profits) to assist the Handy Crew with the development of a business plan and start-up costs. (Strategic Plan).
3. Investigate and, if appropriate, apply to attend the training for Enterprising Non-profits provided by Vancity. (Strategic Plan).
4. Explore ways to support some participants attending Transitions day program to participate in activities with individuals attending Avenues day program.
5. Establish regular monitoring dates throughout the year to ensure Personal Plans are completed and that goals have been attempted with the individuals.



# Residential

## Program Overview

**Residential Programs** - Shared living for adults with 24-hour community support staff in three different homes at Second Avenue, Steveston Highway (5635) and Muscroft House. Individuals receive residential support, home skills and personal development.

**Supported Living** - Individualized living options with trained and screened “roommates”, families or partners.

## Demographics

The Supported Living Program supports 15 Participants with the following demographics:

Chart 10

Gender	Ethnicity	Diagnosis
8 male	14 Caucasian	9 Developmental disabled
7 female	1 Indo-Canadian	2 Down syndrome
		4 Other

The 3 Residential Homes support 11 Participants with the following demographics:

Chart 11

Gender	Ethnicity	Diagnosis
4 male	10 Caucasian	1 Developmental disabled
7 female	1 Native American	3 Autistic
		3 Down syndrome
		3 Mental Health
		1 Other

## Outcomes Data Results

Total surveys sent out: 26, surveys returned: 12, response rate: 46%,  
5 individuals interviewed

Chart 12

#	Outcome	Indicators	Target	Data Source	Results	Target Achieved																
RS1	Families will be satisfied with the residential service	RS1a. percent of families that report satisfaction	80%	Survey	Satisfied: 38% Very Satisfied: 62%	Yes																
RS2	Individuals will be satisfied with the residential service	RS2a. percent of individuals that report satisfaction	80%	Survey	Happy: 100% 1 person did not answer	Yes																
RS3	Individuals will have opportunities to make choices	a. percent of Personal Planning goals that have documented evidence that the goal was attempted	90%	File review	90%	Yes																
		b. percent of individuals that report that their choices are honored	90%	Survey	Yes: 75% (3 people) No: 25% (1 person) 1 person did not answer	No																
		c. percent of families that report that the choices of their family members are honored	90%	Survey	Moderate Extent: 8% Great Extent: 54% Very Great Extent: 38%	Yes																
RS4	Individuals will have opportunities for personal growth and development	RS4a. percent of individuals that have active goals that relate to skill/knowledge acquisition, educational/vocational pursuit	90%	File review	100%	Yes																
		RS4b. percent of families that report that their family member has opportunities for personal growth and development	80%	Survey	Small Extent: 8% Moderate Extent: 15% Great Extent: 31% Very Great Extent: 46%	Yes																
RS5	The residential staff team will be stable	RS5a. Total number of staff that left the program compared to the maximum number of staff budgeted	25% turnover	File review	<table border="1"> <thead> <tr> <th>Year</th> <th>Avg # Staff Left</th> <th>Avg # Staff Budgeted</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>2002</td> <td>6</td> <td>21</td> <td>29%</td> </tr> <tr> <td>2003</td> <td>3</td> <td>21</td> <td>14%</td> </tr> <tr> <td>2004</td> <td>6</td> <td>21</td> <td>29%</td> </tr> </tbody> </table>	Year	Avg # Staff Left	Avg # Staff Budgeted	%	2002	6	21	29%	2003	3	21	14%	2004	6	21	29%	No
Year	Avg # Staff Left	Avg # Staff Budgeted	%																			
2002	6	21	29%																			
2003	3	21	14%																			
2004	6	21	29%																			
RS6	Individuals will receive personalized supports	RS6a. percent of families that report that the service the individual receives is personalized	90%	Survey	Moderate Extent: 15% Great Extent: 46% Very Great Extent: 39%	Yes																

## Analysis

The Residential Program successfully achieved eight (8) of the nine (9) targets originally set for the outcomes results.

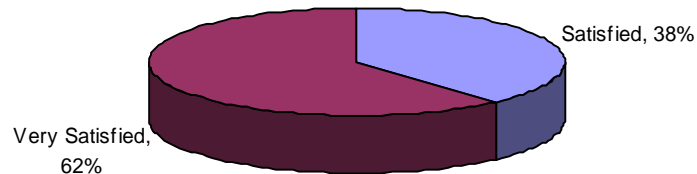
**Satisfaction** – The overall level of satisfaction with residential services by consumers appears to be good. Of the 5 individuals interviewed, 4 indicated that they were happy with the service and 1 did not answer. Families were also surveyed regarding their level of satisfaction. Of the 12 respondents to the survey, 100% indicated that they were satisfied (38%) or very satisfied (62%) with the service. Some of the comments provided by families are as follows:

*"Not having to worry about his welfare after we're gone – priceless" (5635 – Family)*

*".....'s needs are well looked after by all the staff. .... is most often offered her choice re: food or activity. ....'s annual "plan" highlights areas of personal hygiene and activities to enhance her personal growth such as socialization, involvement in art and music" (5635 – Family)*

Graph 16

### Satisfaction (families/caregivers)



**Effectiveness** – It was determined that *choice* and *personal growth and development* were two of the key outcomes the residential services were attempting to achieve. Therefore, both of these outcomes were measured.

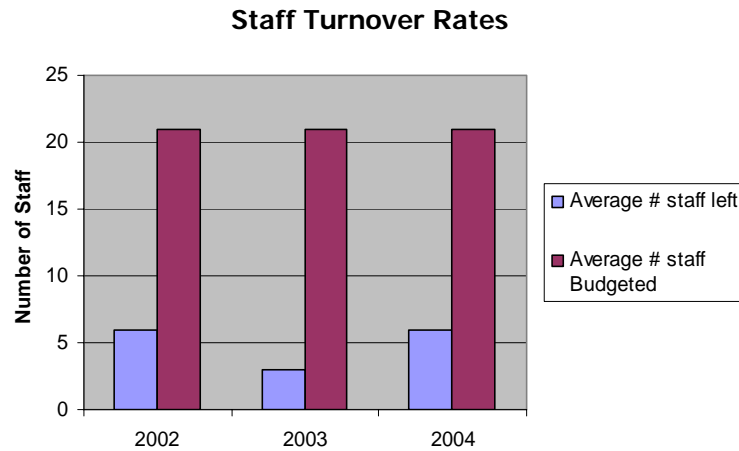
In order to determine if the program participants' choices were honored, families were surveyed, individuals were interviewed and files were reviewed to determine if the goals set with the individual during the personal planning process were honored. The file review indicated that 90% of the goals were attempted with the individual. Moreover, of the families/caregivers who responded to the survey, 100% indicated that the individual's choices were honored to a moderate extent (8%), great extent (54%) or very great extent (38%). These responses are consistent with the responses provided by the individuals that were interviewed. Of the 5 individuals interviewed, 1 individual indicated that his/her choices were not honored and 3 indicated that their choices were honored. 1 person chose not to answer. It is important to note that the one person that indicated that his/her choices were not honored will be moving from his/her current residential placement to one where he/she will be happier.

In addition to choice, it was determined that personal growth and development was an important outcome for residential services. The ability to develop competence and skills in a home environment is viewed as a priority for residential services. In order to determine if individuals have opportunities for growth and development, families were surveyed and files were reviewed to determine if the goals related to growth and development were set and attempted with each individual. The file review indicated that 100% of the individuals in residential services have goals that are related to growth and development and that they were attempted with each individual. Moreover, of the families/caregivers who responded to the survey, 92% indicated that the individual had to a moderate extent (15%), great extent (31%) or very great extent (46%) opportunities for growth and development in their homes.

**Efficiency** – Low staff turnover provides a consistent and stable environment for the people being served as well as reduces costs by eliminating expenditures that are related to staff recruitment and orientation. Therefore, the efficiency outcome set for residential service was to achieve a target of 25% staff/caregiver turnover in the residential program. Staff turnover was reviewed for the last three years. The review indicated that the agency did not meet the target (25% staff turnover) for 2004. After further investigation, the reasons for this turnover were

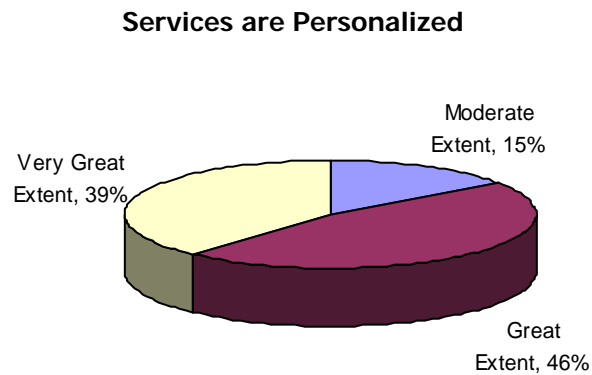
understandable and are difficult to avoid in the future. The main reason for the turnover was that three of the staff that left residential services transferred to Day Program positions. This is a common difficulty with residential service because the hours of work in the Day Programs are typically more attractive to staff.

Graph 17



**Accessibility** - The accessibility outcome reflects the understanding that if residential services are personalized, the program will appeal to and be accessible to a greater number of individuals. In order to determine whether services were personalized, families were surveyed. Of the families who responded to the survey, 100% indicated that the services were personalized to a moderate extent (15%), great extent (46%) or very great extent (38%).

Graph 18



## Recommendations:

No recommendations at this time.

## Program Overview

### Family Respite

Qualified and screened caregivers give parents of children and adults with developmental disabilities a break by offering care in their own homes in the community.

## Demographics

The Respite Program supports 55 Participants, of which 14 are adults and 41 are children with the following demographics:

Chart 13

Gender		Ethnicity		Diagnosis	
Adult	Children	Adult	Children	Adult	Children
6 males 8 females	26 males 15 females	9 Caucasian 5 Asian	17 Caucasian 13 Asian 10 Indo Canadian 1 African	7 Developmental disabled 3 Down Syndrome 2 Autistic 2 Other	20 Autistic 6 Down Syndrome 8 Developmental disabled 1 ADHD 6 Other

## Outcomes Data Results

Total surveys sent out: 58, surveys returned: 16, response rate: 28%  
2 individuals interviewed

Chart 14

#	Outcome	Indicators	Target	Data Source	Results	Target Achieved
Res1a	Families will be satisfied with the respite service	Res1a. percent of families that report satisfaction	80%	Survey	Dissatisfied: 6% Neutral: 6% Satisfied: 44% Very Satisfied: 44%	Yes
Res2a	Individuals will be satisfied with the respite service	Res2a. percent of adult individuals that report satisfaction	80%	Survey	Very Happy: 100%	Yes
Res3a	Family will choose their own caregivers	Res3a. percent of families who report that they have chosen their caregivers	80%	Survey	Small Extent: 7% Moderate Extent: 13% Great Extent: 47% Very Great Extent: 33%	Yes
Res4	Caregivers will be available to families	Res4a. percent of families who report that their caregivers are available when needed	70%	Survey	No Extent: 7% Moderate Extent: 20% Great Extent: 53% Very Great Extent: 20%	yes
Res5	Newly served families will receive respite in a timely manner	Res5a. time between referral and matched with a caregiver	60 days	File review	38.83 days	yes
Res6	Families will receive an adequate amount of respite	Res6a. percent of families who report that they have received a satisfactory amount of respite to meet their need	80%	Survey	Moderate Extent: 27% Great Extent: 53% Very Great Extent: 20%	yes

## Analysis

The Respite Program successfully achieved all of the targets originally set for the outcomes.

**Satisfaction** – The overall level of satisfaction with the respite program by adults receiving service appears to be good. Of the 2 individuals interviewed, 100% indicated that they were very happy with the service. Families were also surveyed regarding their level of satisfaction. Of the 16 respondents to the survey, 88% indicated that they were satisfied (44%) or very satisfied (44%) with the service. Some of the comments received by individuals and families regarding their level of satisfaction were as follows:

*"We are very happy with ..... and the respite she provides. She is a warm and caring individual who genuinely cares about ....." (Respite – Family)*

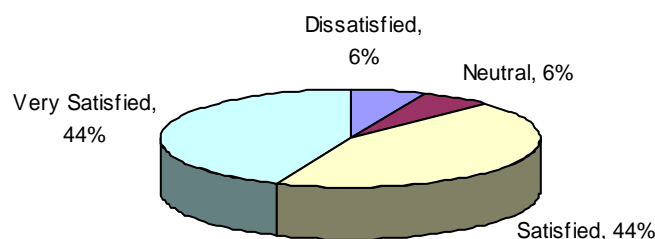
*"I chose someone I personally know and trust. She is highly trained, caring and patient and cheerful" (Respite – Family)*

*"I love it! It's fun here!" (Respite – Individual)*

*"Unable to provide a caregiver, wait list too long (Res1a). Not able to respond to these questions (caregiver) as I am still waiting for RSCL to provide my son a caregiver. It been taking too long" (Respite – Family)*

Graph 19

**Respite Program Satisfaction**

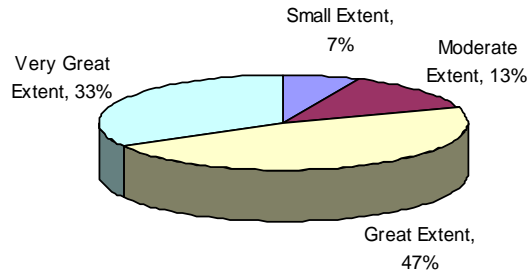


**Effectiveness** – It was determined that the ability to *choose* a caregiver and the *availability* of the caregiver were two of the key outcomes the respite program was attempting to achieve. Therefore, both of these outcomes were measured.

The main purpose of the respite program is to provide families/parents with a break from caring for their child with a disability. In order for parents to truly be able to take a break from caring for their son/daughter, they must be comfortable and confident with the skills of the caregiver. Therefore, the effectiveness outcome reflects the understanding that families must be included in the selection of a caregiver in order to feel comfortable leaving their child with an alternate caregiver. Families were surveyed and asked to report if they were able to choose their own caregiver. Of the 16 respondents, 93% indicated that they were able to choose their caregivers to a moderate extent (13%), great extent (47%) or a very great extent (33%).

Graph 20

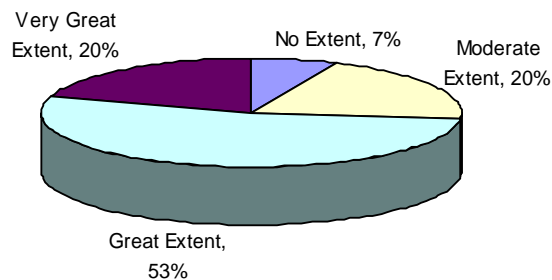
### Participated in Choosing Caregiver



In addition, in order to provide families/parents with a break, families must have caregivers available at a time that is appropriate and useful to the family. Families were surveyed and asked if their caregiver(s) were available when needed. Of the families that responded to the survey, 93% indicated that their caregiver(s) were available when needed to a moderate extent (20%), great extent (53%) or very great extent (20%).

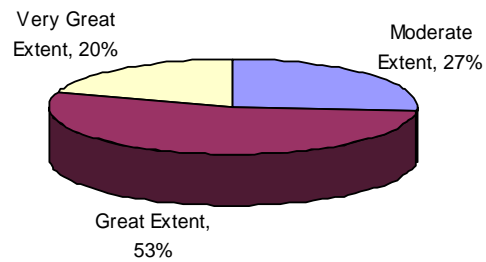
Graph 21

### Caregivers Were Available When Needed



**Efficiency** – The efficiency outcome reflects the need for families to receive service in a timely manner. Because caregivers are recruited based on the needs of the family, the sooner the agency can recruit an appropriate caregiver after a referral is received, the sooner the family receives the needed service. A file review was conducted to determine the average number of days it took the program to recruit a caregiver for a waiting family. Although the result of 38.83 days met our original target, a recommendation has been included in the report to attempt to shorten the timeline between referral and caregiver selection.

**Accessibility** – It is widely understood that receiving adequate respite services can often prevent families from accessing more extensive and expensive services for their son or daughter. Developing an understanding of whether families have adequate access to respite services will help the Society and funders to determine whether current service levels need to be altered. Families were therefore asked if they had received an adequate amount of respite to meet their needs. Of the 16 respondents, 100% indicated that to a moderate extent (27%), great extent (53%) or very great extent (20%), they had received a satisfactory amount of respite.

**Received Satisfactory Amount of Respite**

**Summary Analysis** - Although we were able to meet the target regarding the time involved in finding caregivers, this result is based on an average. Consequently, some families still experience a lengthy delay in finding an appropriate caregiver. Moreover, based on anecdotal evidence it appears that some of the families that indicated that they had a moderate or small opportunity to choose their caregiver is based on the fact that they did not have a wide range of caregivers from which to choose. The availability of caregivers also seems to have negatively impacted the results regarding caregiver availability. Given that this issue was also identified last year, the program did investigate recruitment times and efforts of other similar programs. Although many other similar programs are also experiencing difficulties recruiting appropriate caregivers in a timely manner, it appears that focused attention on recruitment of caregivers is required.

**Recommendations:**

1. Explore alternative methods for recruiting appropriate caregiver in a more timely manner.
2. Consider a random sample interview to capture the opinions of a greater number of families.



## Outcomes Data Results

Total Surveys sent out: 17, surveys returned: 10, response rate: 59%

Chart 15

#	Outcome	Indicators	Target	Data Source	Results	Target Achieved
FR1	Families will be satisfied with the information and/or support they receive from the family resource coordinator.	FR1a. % of families that report satisfaction	80%	Random Survey	Very Dissatisfied: 10% Satisfied: 40% Very Satisfied: 50%	Yes
FR2	Families will receive information resources and/or support as requested.	FR2a. % of 'requests for information/support' that receive follow up.	90%	File Review Random Survey	97% Requests followed up Survey: yes: 100%	Yes
FR3	Families will receive information in a variety of ways other than one-to-one support	FR3a. # of families that receive information through the Family Resources Coordinator in ways other than one-to-one support	100 families	File Review	800 Family News Distributed 125 attendees to workshops	Yes
FR4	Families will receive support and information during a time and in a setting that meets their needs	FR4a. % of families that indicate that they received support and information during a time and in a setting that met their needs	80%	Random survey	Yes: 100%	Yes

## Analysis

**Satisfaction-** This is the first year that RSCL has produced and measured outcomes for this program. The overall level of satisfaction with the Family Resource Coordination program appears to be good. Of the 11 respondents to the survey, 90% indicated that they were satisfied (40%) or very satisfied (50%) with the service. Of the 11 respondents, one person indicated that he/she was very dissatisfied.

**Effectiveness-** The primary goal of the Family Resource Coordination Program is to respond to the needs as identified by the family. Consequently, it is imperative that the Family Resource Coordinator responds to the original request made by the family. The results of both the file review (97%) and the survey (100%) indicate that the Family Resource Coordinator has been very successful in responding to the original requests made by families.

**Efficiency-** Given that one-to-one support provided to families by a Family Resource Coordinator can be very costly and not always the most efficient way of providing support and information to all families, RSCL was interested in measuring how many families were provided information through sources other than one-to-one support. The results indicate that the "Family New" newsletter and family focused workshops were able to reach a significant number of families.

**Accessibility-** Families are not always comfortable receiving support in an office setting or able to receive service during traditional business hours. If services are only available in an office setting and/or during business hours, some families may not be

able to or choose not to take advantage of the service provided. Therefore, in order to ensure maximum accessibility to the service, it is important that the Family Resource Coordinator provide support and information during a time and in a setting that meets the needs of the family. The results indicate that 100% of the respondents indicated that service was provided during a time and in a setting that met their needs.

**Recommendations:**

1. Participate in the development, coordination and delivery of the 2006 Family Focus Conference.



Chart 16

#	Outcome	Indicators	Target	Data Source	Results	Target Achieved
ES1a-o	Maximize satisfaction of key external stakeholders	% of key external stakeholders who indicate overall satisfaction with the services and supports provided by RSCL	80%	Survey	90%	yes

### Analysis

The primary connection with RSCL for the majority of the survey respondents was through making referrals to RSCL programs or services (7 of 17 responses). Almost all of the respondents indicated satisfaction with advocacy, staff responsiveness and respect for rights of people served by RSCL. 4 survey respondents indicated they were 'somewhat satisfied' with communication and accessibility to RSCL services. 14 respondents indicated they felt satisfied with referrals, communication and professionalism of the staff. 13 respondents indicated that the individual or family referred benefited as a result of their involvement with RSCL. When asked about adult services and programs, most respondents (14) indicated 'not applicable'.

Of the 39 surveys distributed, 15 of 19 returns were from Infant Development external stakeholders and 2 of the surveys were from other external stakeholders. Overall satisfaction of 90% for external stakeholders is based on the responses to question 2a-g of the survey. The responses ranged from a low of 71% satisfied to a high of 100% satisfied for three of the seven questions

Examination of the comments included with some of the satisfaction surveys provides additional insight into the survey responses. For example, communication was noted as 'somewhat satisfied' for 4 surveys. Communication was also included in the comments with specific reference to inconsistent availability of information about RSCL events and program changes. In addition to the analysis of the results here, it is useful to refer to the IDP section of this report for further details regarding recommendations for improvements.

### Recommendations:

1. Expand external stakeholder group to include broad representation of external individuals and groups involved with RSCL programs for children, youth, adults and family members.
2. Develop alternate methods to collecting satisfaction feedback from external stakeholders, such as focus group meetings, interviews and telephone surveys to increase return rates.
3. Include external stakeholders in communication activities of RSCL as appropriate to the communication topic.

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