

**Richmond
Society for
Community
Living**

OUTCOME MANAGEMENT REPORT 2010

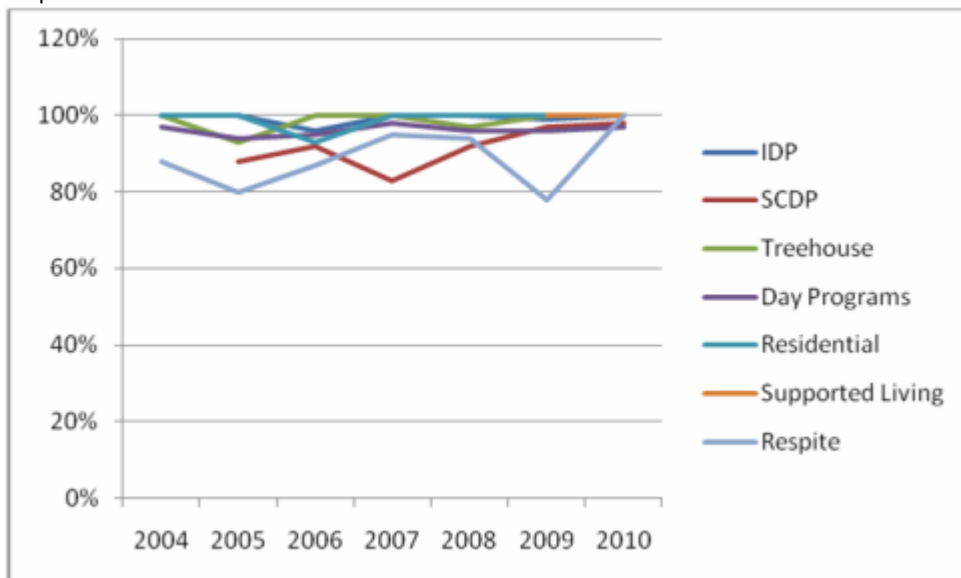
Information Management
Performance Improvement
Outcomes Management Results

Executive Summary

RSCL has produced an Outcomes Management Report each year since 2003. This is our 8th report which tracks the results of our programs and services. The information and analysis derived from the Outcome Management process is used to highlight areas of strengths and identify areas requiring improvement. The Annual Outcomes Management Report is part of Richmond Society for Community Living's continuous Quality Improvement Program. The 2010 report shows very positive results and high levels of satisfaction with our programs. The average level of satisfaction across the organization for 2010 was 99.28%.

Total Satisfaction 2006 – 2010 per Program

Graph 1



For this report, we gathered information in eight different programs:

- Infant Development Program for families with babies and toddlers (0-3 years)
- Supported Child Development for families with children and youth using Child Care (0-19 years)
- Preschool & Daycare (3 - 5 years)
- Day Programs for adults, children and young adults with extra support needs (19 and older)
- Employment Services and the Richmond HandyCrew Cooperative (19 and older)
- Residential Services for adults with developmental disabilities (19 and older)
- Supported Living for adults with developmental disabilities (19 and older)
- Respite for adults with developmental disabilities and children/youth with special needs (all ages)

For each of these program areas, we set goals and collected information about:

Satisfaction – what the people using our programs think about the services they receive and RSCL

Effectiveness – how well things work compared to the results we expect

Efficiency – how well we make use of the resources we have

Service Accessibility – how easy it is for people to get the services they need

RSCL gathered information by sending out surveys, interviewing people and reviewing files. The surveys were available in both English and Chinese. Self-Advocates that were able to indicate their preference or satisfaction were also interviewed. Our overall family satisfaction survey response rate in 2010 was 41% for the agency.

We also solicited input from external stakeholders about their satisfaction with RSCL programs and services. Stakeholders included agencies that provide funding to RSCL, other service providers, professionals, and organizations that refer individuals or families to RSCL. In 2010, we interviewed as well as emailed electronic surveys to External Stakeholders. Overall, the results of these surveys and interviews were very positive.

What We Have Learned Over The Past Eight Years

RSCL began formally collecting program outcome information eight years ago. Since that time, we have refined our surveys, and determined other ways to collect information and feedback about our programs and services (e.g. online surveys, surveys delivered during annual planning, individual interviews with a random sample etc.). During the 2009 and 2010 calendar years we reviewed and revised our Outcome Management System. Many of our goals (Outcomes and Indicators) have been refined and adjusted to further challenge and promote service excellence.

As a result of the information gathered and analyzed, we have:

1. Improved personal planning processes and followed through on established goals set by individuals and their families;
2. Established an Employment Service Department, including Supported/Customized Employment and the Richmond HandyCrew Cooperative;
3. Advocated for the expansion of early intervention supports for families, and explored alternative funding sources for children's services;
4. Modified programs to accommodate the unique and changing needs of the people we support, e.g. renovations, extra staffing, hours of service, etc.;
5. Created and sustained regular communication with families and stakeholders, e.g. RSCL Newsletter, Program Specific Newsletters, RSCL website, e-zines, Facebook, etc.;
6. Developed a better understanding of the demographics of the people who access our services. This has helped us reach out to different ethnic and cultural groups, e.g. translated material, changes in hiring practices, etc.

What We Are Working on This Year

At RSCL, we are very proud of our accomplishments this past year, and we believe we are making a positive difference in the lives of many people in the Richmond community. Based on the results of the 2010 Outcomes Management Report, we are working on the following improvements this year:

1. Explore strategies to increase the survey response rate of families receiving IDP services.
2. Continue to advocate for the expansion of early intervention supports for families.
3. Survey Child Care Providers to determine the type of Lending Library resources including toys, equipment, and information that would be most useful.
4. Raise funds to improve the IDP/SCDP Lending Library to include more specialized toys and adaptive equipment.
5. Re-evaluate the following question posed to families receiving the Supported Child Development Program
 - a. "Do you receive funding to hire support for your child?"
6. Collect and report data for twelve months of the calendar year for the following indicators for Day Services:
 - a. % of individuals that participate in volunteer work in the community during the calendar year.
 - b. # of different paid and volunteer work opportunities in which individuals are engaged in the calendar year.

7. Increase the opportunities available and the number of individuals engaged in volunteer work that attend a Day Services Program.
8. Revisit and/or revise the Day Services Efficiency Outcome and Indicator regarding "natural supports" and ensure it produces information that is easily tracked and provides useful information for analysis and service improvement.
9. Based on the results of 2010, set reasonable targets for the current Indicators that do not have a benchmark identified.
10. Conduct a random telephone interview with Employers and Customers of the HandyCrew Cooperative to solicit feedback on their degree of satisfaction.
11. Identify the criteria and a specific date for each person entering the Employment Services so accurate data can be gathered regarding the timeframe between active involvement in Employment Services and job placement.
12. Develop an orientation Handbook for individuals and families involved with Employment Service and/or the Richmond HandyCrew Cooperative.
13. Conduct at least one orientation session for families that have a son/daughter enrolled in Employment Services or participating in the Richmond HandyCrew Cooperative. Specifically review and discuss:
 - a. Program and service delivery
 - b. Service expectations
 - c. Role and responsibilities
 - d. Solicit feedback
14. Explore strategies and options to increase the survey response rate for people that have a family member receiving services from the Supported Living Program.
15. Follow up with each individual that indicated a "little bit" on the Supported Living Program satisfaction survey to determine the reason for the response and if or how service satisfaction can be improved.
16. Re-evaluate the following questions posed in the Supported Living Program survey to people that have a family member receiving service from this program:
 - a. To what extent does your family member participate in activities of the caregiver's family?
 - b. To what extent is your family member supported to be engaged in outside activities of personal interests?
17. Address the importance of Person-Centered Planning and follow through on goals set with and on behalf of individuals at the Supported Living orientation/review session.
18. Develop a system to monitor (throughout the year) the follow through on goals set with and on behalf of individuals served in the Supported Living Program.
19. Conduct a telephone interview and distribute a written survey to families in receipt of Respite Services in order to obtain more fulsome feedback on this program.
20. Advocate with the government funding agencies (e.g., CLBC, MCFD) to increase the "Fee for Service" for Respite Providers.
21. Explore options to recruit Respite Providers from different cultural communities.
22. Produce and distribute the RSCL Views Newsletter three times per year.
23. Ensure that External Stakeholders are sent the RSCL Views Newsletter and all other general information sent out to service recipients.
24. Input survey results into database throughout the year in order to determine trends and monitor timely follow up with survey respondents.

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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 staff at RSCL 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 Outcome Management Report addresses eight program areas:

- Infant Development Program for families with babies and toddlers (0-3 years)
- Supported Child Development for families with children and youth using Child Care (0-19 years)
- Preschool & Daycare (3 - 5 years)
- Day Programs for adults, children and young adults with extra support needs (19 and older)
- Employment Services and the Richmond HandyCrew Cooperative (19 and older)
- Residential Services for adults with developmental disabilities (19 and older)
- Supported Living for adults with developmental disabilities (19 and older)
- Respite for adults with developmental disabilities and children/youth with special needs (all ages)

Each program area has identified measures for effectiveness, efficiency, accessibility and satisfaction. Stakeholders are defined as the organizations and professionals that interface with RSCL programs and staff on a regular basis.

Each year, the Board of Directors reviews the outcome results and approves the recommendations that arise from the analysis and results. The outcome results are reported to the Society membership and, included in the agency's newsletter. Finally, the recommendations from the Outcome Management process will be compiled with the recommendations from several other reports completed by Society staff, to form the Business Improvement Plan for the year.

Method

Three different methods were employed to gather information regarding supports and 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 who were involved in the life of a child, youth or adult with a developmental disability who received service from the Society within the 2010 calendar year. In order to solicit the input from as many people as possible, surveys for the Infant Development Program and Respite Program were available in two languages (English and Chinese).

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

The Richmond Society for Community Living sent out a total of 733 surveys - 300 completed surveys were returned (response rate of 41%). Over the years, RSCL has adopted different techniques in an attempt to increase the response rate. The most effective technique implemented was to hand delivered satisfaction

surveys to families/caregivers during the planning process/meeting (except Respite and Infant Development). This appears to have had a very positive effect on the overall response rate and consequently RSCL will continue this process for most programs.

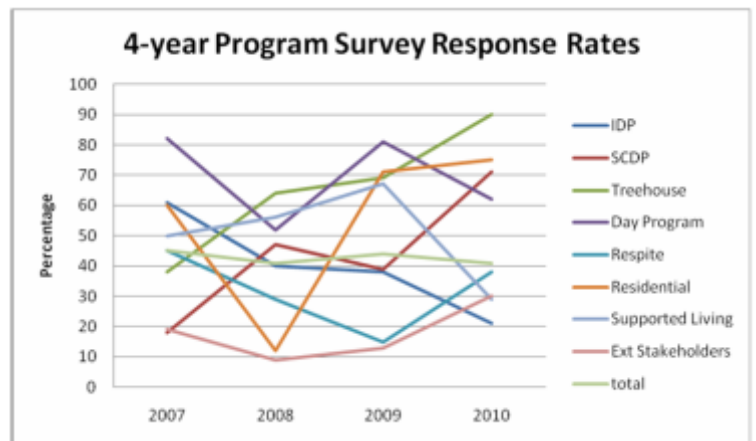
Although the return rates vary from year to year for each program, a positive trend has been noted for Treehouse early Learning Centre, Supported Child Development, and Adult Residential. Conversely, Infant Development Program, Respite and Supported Living have seen declines in their response rates. The decline in the response rates for these programs has prompted a recommendation. Finally, the response rate for External Stakeholders was higher than any previous year. This year we chose to, once again, augment our traditional process of sending out surveys to External Stakeholders with an interview process. This has resulted in a more fulsome report in this area.

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

Chart 1

Program	Surveys Given	Surveys Returned	Response Rate 2010
IDP	290	60	21%
SCDP - families	88	62	71%
SCDP – care providers	42	13	31%
Treehouse	59	53	90%
Avenues	28	14	50%
RCO	12	5	42%
Transitions	27	16	59%
Youth Connections	30	23	70%
Employment Services	33	10	30%
Day Program Total	110	68	62%
Respite	45	17	38%
Residential Homes	8	6	75%
Supported Living	18	5	29%
Ext stakeholders	53	16	30%
TOTAL	733	300	41%

Graph 2



For the last two years, RSCL staff have contacted any respondents that indicated “neutral”, “moderate” or below on their survey. The purpose of the contact is to determine the reason for the response and explore options to improve the respondent’s service experience, if possible. The timeline set for follow up was 30 days for “dissatisfied” responses and 60 days for “neutral” or “moderate extent” responses. Overall, agency staff met these targets for most respondents. During the follow up contacts, common trends did emerge regarding the reason for the rating. That said, themes did not emerge regarding reasons for service dissatisfaction. Consequently, a recommendation is not required. The common reasons for the responses were as follows:

1. The respondent misinterpreted the question.
2. The response did not relate to the service but related to the family’s perception of their adult/child’s growth/development.
3. The response related to factors that are out of the contract of RSCL. Specifically, the amount of service hours the families was receiving. Although in the short-term, RSCL may not be able to respond to these concerns; these issues have been noted and may result in further advocacy regarding certain service areas.
4. The respondent did not include their name and consequently follow up was not possible.
5. The respondent was concerned about some aspect of the service. Follow up was conducted and options were explored to improve service satisfaction. This response was a small percentage of the

respondents that were contracted and themes did not arise during these contacts that would prompt a recommendation for the agency or any specific program.

Interviews

All Self-Advocates that were able to indicate their preference, verbally or by using any other communication system (e.g. pictorial symbols) were interviewed.

A random sample of External Stakeholders were sent a letter and then followed up with a telephone interview. The remaining External Stakeholders were sent a survey in the mail.

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, 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 and, therefore can be used to inform the Society of practices that successfully respond to the needs of the people we support and highlight areas that require some improvement.

Demographic Summary

The last Census year was 2006. Consequently, the data available for the City of Richmond is either census data from 2006 or estimates from the City of Richmond for 2009. 2011 is a Census year; therefore more accurate data will be available for next year's report.

According to the City of Richmond's "Hot Facts" the latest population estimate is 193,255 (as of January 1, 2009). Richmond has undergone enormous change over the last several decades, and continues to experience significant growth. The City of Richmond's population grew an approximate 1.9% each year between 2006 and 2009.

As well as growing, consistent with many other Canadian cities, the population in Richmond is aging. Based on the 2009 Population Age Distribution Data, 18.2% of the population is aged 17 or under. 13% of the population is aged 65 or over.

Today, Richmond is a dynamic, multi-ethnic community. 57.4% of the Richmond population is immigrants. The 2006 Census reports the top specific areas of origin are (with percent of all immigrants):

- People's Republic of China (26.8%)
- Hong Kong, Special Administrative Region (23.0%)
- Other Eastern Asia (e.g. Japan, Korea) (10.0%)
- Philippines (9.3%)
- India (5.2%)
- United Kingdom (4.1%)

The mother-tongue languages most represented are: English 40.6%; Cantonese 16.4%, Mandarin 7.7% and Chinese not otherwise specified 13.4% (the Chinese languages together representing 37.6%); Punjabi (Punjabi) 3.9%; and Tagalog (Pilipino, Filipino) 3.5%. The next most common mother tongue languages are German, Spanish, Japanese and Russian.

Over the last six years, increasingly the participants in RSCL programs have begun to more accurately reflect the ethnic breakdown of the community.

Over the years, RSCL's Accessibility Plan has addressed the need to reach out to the different ethnic groups in our community. RSCL has translated brochures and orientation materials, translated materials are available on the RSCL website, focus groups have been conducted with people from the Chinese community, as well RSCL has employed staff of different ethnic communities.

Based on the changes observed over the last several years, continued effort to reach out to different ethnic communities should be a priority for RSCL.

INFANT DEVELOPMENT PROGRAM

"As a first time parent I truly appreciate IDP; the resources and information they provided me, and their willingness to assist our family to reassure our baby is developing normally." – IDP Parent

"My kids all do much better in life as a result of their involvement in the IDP program." – IDP Parent

"We are more confident in finding ways to teach our son how to talk." – IDP Parent

Program Overview

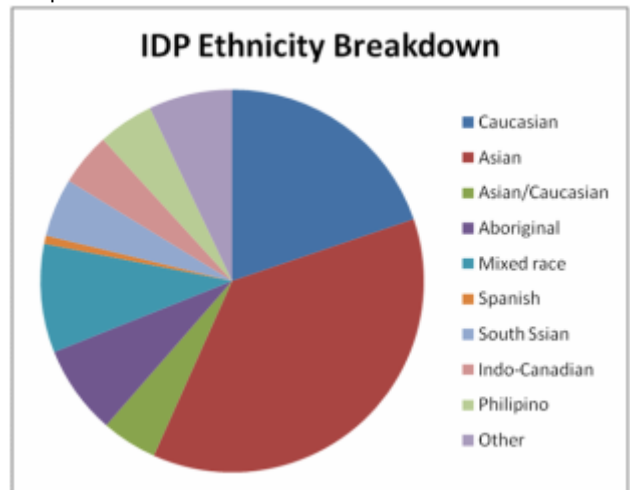
Infant Development (age's birth to three years) provides support for families with infants and toddlers who have extra support needs, a delay in their development, or who may be at risk of a delay.

Demographics

Chart 2

Males/Females	Diagnosis	Ethnicity
254 males	129 Prematurity	84 Caucasian
146 females	31 global delay	157 Asian
	19 autism	20 Asian/Caucasian
	6 hearing impairments	32 Aboriginal
	14 mental health	39 Mixed race
	75 mobility issues/physical disability	3 Spanish
	4 visual impairments	21 South Asian
	48 Pre-natal Substance Exposure	19 Indo-Canadian
	12 Down Syndrome	20 Philipino
	38 At Risk	30 Other
	88 Speech Delay	
	10 Feeding Challenges	
	5 Other Genetic Abnormalities	
	27 Medical Conditions	
	11 other	

Graph 3



Total Served in 2010	400
Total served in December 31, 2010	242
Number of Intakes	175
Number Discharged from RSCL	170
Average Consultant Caseload	57.14
Provincial Standard Caseload	25
Number of Family Satisfaction Surveys Delivered	290
Number of Surveys Returned	60
Survey Response Rate	21%

Outcomes Data Table

Chart 3 -

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Families will be satisfied with the service	% of families that report satisfaction	80%	Survey	✓
Effectiveness				
Families will have increased knowledge of their child's development as a result of participating in IDP.	% of families who report increased knowledge of their child's development	80%	Survey	✓
Families will have increased awareness of services and resources within the community.	% of families who report increased awareness of services and resources within the community.	80%	Survey	✓
Efficiency				
Infant Development Program will achieve full capacity	Numbers served in the reporting period	Contract requirement	File review	✓
Service Access				
Families will receive services in their spoken language	# of families that receive services in their spoken language	80%	File Review	✓

Survey Results

Chart 4

Please describe your satisfaction with the service your child receives.	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	88.1%	11.9%	0	0	0	1
If you are satisfied, or dissatisfied, please indicate the areas with which you are most satisfied or most dissatisfied.				Satisfied	Dissatisfied	3
	Consultant skill and knowledge			100%	0	
	Consultant sensitivity to families			100%	0	
	Privacy			100%	0	
	Communication between Consultant and parent/caregiver			100%	0	
My knowledge of my child's development has increased as a result of participating in the IDP.	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	# responders skipped question
	66.7%	30%	3.3%	0	0	0
I have an increased awareness of services and resources in my community for my child and family as a result of participating in IDP.	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	# responders skipped question
	70%	28.3%	1.7%	0	0	0

File Review

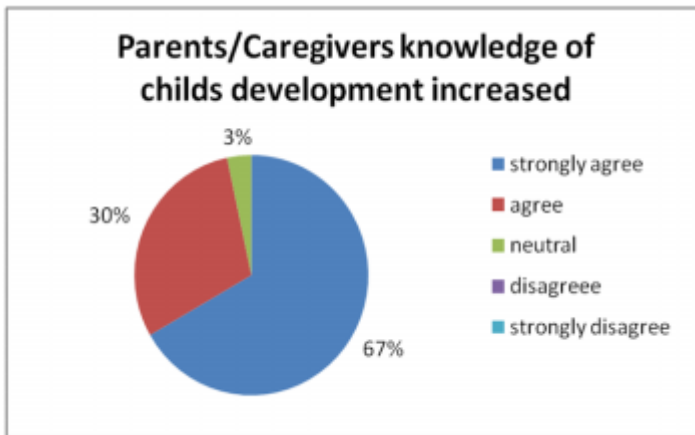
Chart 5

Provincial standard caseload:	25
Average Consultant caseload: 400 families / 7 Consultants	57.14
# Families that receive services in another language:	111

Satisfaction

It is very apparent that families are satisfied with the Infant Development Program. Of the 60 respondents, all were satisfied or very satisfied, 1 family did not respond to this question.

Graph 4



Effectiveness

To determine the effectiveness of the program, two indicators were used to measure. Families were asked if they had an increase in knowledge of their child's development as a result of the IDP program. 58 families agreed or strongly agreed that their knowledge had increased. 2 families indicated neutral.

Families were also asked if they had an increased awareness of services and resources in the community for their child. 59 families agreed or strongly agreed that they had an increased awareness of community services and resources.

Efficiency

The Infant Development Program exceeds the expectations of the contract with the Ministry for Children and Family Development. The provincial practice guidelines regarding Consultant/family ratio is 25 families per/fulltime Consultant. In 2010, IDP supported 400 families, with 7 IDP Consultants. The IDP Consultant caseloads for 2010 were 57 families per fulltime IDP Consultant.

Service Access

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. In previous years, families were asked if they received services in their preferred language. In 2010, we omitted this question from the survey as many respondents misinterpreted the purpose of the question. Instead, we conducted a file review. Of the 7 IDP Consultants, 5 Consultants are able to provide services in a language other than English (Mandarin, Cantonese, Korean, Punjabi). 111 families received services in a language other than English.

Analysis

The Infant Development Program successfully achieved all of its targets. Overall, the level of satisfaction with the Infant Development Program is very high. IDP continues to be able to respond to the unique multicultural needs of the community. IDP also continues to be perceived, by its service recipients, as effective.

Two areas of concern have been noted. The survey response rate for IDP has been declining over the last number of years. It is important to ensure that an adequate sample of families respond to the survey in order to determine reliable information. Consequently, a recommendation has been sited to address the declining response rate.

The current caseload for IDP Consultants continues to be an issue of concern that has not been resolved. RSCL has participated in and initiated a number of advocacy efforts over the last year aimed at encouraging the Provincial Government to make further investments in early intervention services. These efforts include:

1. In June, a small delegation of Richmond Service Providers traveled to Victoria to speak to the Deputy Minister, of the Ministry for Children and Family Development about Richmond services. The RSCL Executive Director participated in this meeting and spoke about the need to increase funding for early intervention services.
2. In August, the Deputy Minister, Regional Director for the Vancouver/Coastal region and the Richmond Community Services Manager visited four separate community agencies, including RSCL. At RSCL the delegation met with family members and staff to talk about the need for increase funding for early intervention services. RSCL staff prepared a "fact sheet" for this meeting which included information regarding service demands and Consultant caseloads.
3. In October, the same four organizations met with Rob Howard, MLA for City Centre and Linda Reid, MLA for Richmond East. The RSCL Executive Director and a Board member attended the meeting to speak about the need to increase funding to early intervention services.
4. In January 2011, the same four organizations met with John Yap, MLA for Steveston. This was another opportunity for RSCL to discuss our growing concern about the waitlists for early intervention services.

In spite of higher than recommended Consultant/family ratio, it appears that the IDP program continues to be very effective. That said, the large number of families supported by each Consultant is very challenging for the Consultants and consequently, RSCL will have to revise its approach to waitlist management over the next year, if new funding for the Infant Development Program is not forthcoming. Moreover, it is imperative that RSCL continues to advocate for increase funding for early intervention services.

Recommendations

- Explore strategies to increase the survey response rate of families receiving IDP services.
- Continue to advocate for the expansion of early intervention supports for families.

SUPPORTED CHILD DEVELOPMENT

"Our SCDP Consultant goes above and beyond the call of duty. She kept me going on days when I was really ready to throw in the towel." – SCDP Parent

"Our son would not have been able to attend preschool if it wasn't for SCD. Because of attending preschool, his transition to kindergarten was fantastic!" – SCDP Parent

"Our SCDP Consultant has been outstanding! My husband and I have been so impressed with her attention to detail and her strength to bring our family support group together to help our son achieve our goals for him, we feel truly blessed." – SCDP Parent

"The Supported Child Development Program Consultants do well, especially with their limited financial resources. Our Consultant has been exceptional in her support of our families, providing us with photos, equipment, and spur-of-the-moment support in difficult situations! Thank you! If we have concerns, we are comfortable with speaking to individual Consultants to discuss issues as they arise." – SCDP Child Care Centre Staff

Program Overview

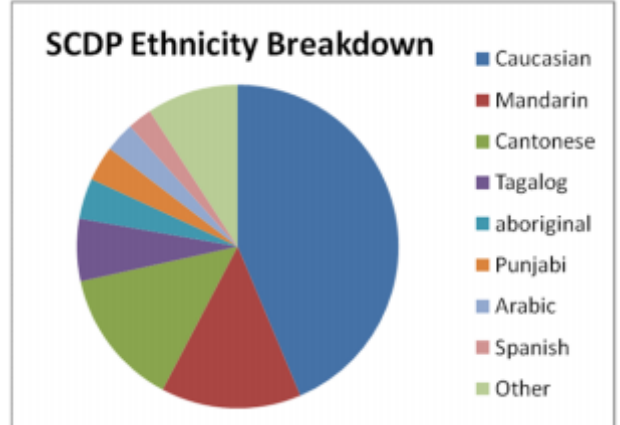
Supported Child Development is a community based, early intervention program that provides practical information and resources about community Child Care services, strategies for inclusion and specific disabilities to Child Care providers and families. SCDP Consultants assist families to access Child Care of their choice. The SCDP program is based on the philosophy of inclusion. The program supports approximately 369 children annually and approximately 65 Child Care centers in Richmond.

Demographics

chart 6

Males / Females	Age	Diagnosis	Ethnicity
281 males	81 0-3	101 Developmental Delay	161 Caucasian
88 females	116 4-5	85 Speech/Language	52 Mandarin
	133 6-12	77 Autism	51 Cantonese
	39 13-19	25 Challenging Behaviours	23 Tagalog
		17 ADHD	15 Aboriginal
		18 Social/Emotional	13 Punjabi
		16 Down Syndrome	11 Arabic
		10 Fetal Alcohol Syndrome	9 Spanish
		4 Cerebral Palsy	34 Other
		12 Other	

Graph 5



Total Served in 2010	369
Total served as at December 31, 2010	163
Number of Intakes	106
Number Discharged from RSCL	78
Number transferred to other RSCL Programs	2
Number on Waitlist for Consultant support	32
Number on Waitlist for Extra Staffing Support	50
Average Consultant Caseload	54
Provincial Standard Caseload	25
Number of Family Satisfaction Surveys Delivered	88
Number of Family Surveys Returned	69
Family Survey Response Rate	78%
Child Care Centre Surveys Distributed	42
Child Care Centre Surveys Returned	13
Child Care Centre Survey Response Rate	30%

Outcome Data Table

Chart 7

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Families will be satisfied with their level of involvement in planning for their child.	% of families who express satisfaction with their involvement in planning for their child.	80%	Survey	✓
	% of families who express satisfaction with the assistance they received to find their Child Care provider/ program.	80%	Survey	✓
Child Care providers will be satisfied with Consultant support.	% of Child Care providers who express satisfaction with the consultation services provided by SCD Consultant / enhancement worker.	80%	Survey	✓
	% of Child Care providers who express satisfaction with training opportunities provided by SCDP (e.g. on site training, workshops, coordination of professional training).	80%	Survey	✓
	% of Child Care providers who express satisfaction with the availability of physical resources provided by SCDP (e.g. lending library materials, equipment, learning materials).	80%	Survey	✓
Families will be satisfied with Child Care program / direct staff.	% of families who report satisfaction with the inclusion of their child in the Child Care program.	80%	Survey	✓
	% of families who report satisfaction with support provided to their child.	80%	Survey	✓
Effectiveness				
Child Care provider's capacity to include children requiring extra support will be increased.	% of Child Care providers who report that they have increased ability to serve children requiring extra support.	80%	Survey	✓
Skills and abilities of the child will be increased as a result their involvement with the SCDP program.	% of goals for which there has been progress toward achievement.	90%	File Review	✓
	% of families who report that their child has increased their skills and abilities as a result of their involvement with SCDP.	80%	Survey	✓
Efficiency				
Wait time between initial referral and first visit from SCD to family and/or Child Care program will be decreased.	Length of time between initial referral and first visit from SCD to family or Child Care program.	60 Days	MCFD Indicators	✗
Participation of children in typical Child Care activities and routines will be increased.	% of children demonstrating progress toward goals related to participation in typical Child Care activities and routines.	80%	File Review	✓
Service Access				
Family understanding of the service they are accessing will be increased.	% of families who report that they received information about the service in a format that was understandable to them.	80%	Survey or Interview	✓
Child Care providers access to requested / needed resources as appropriate to the child's needs will be increased.	% of Child Care providers who access resources including toys, equipment, information.	80%	File Review	✗
	% of Child Care providers who access extra staffing resources.	60%	File Review	✓

Survey Results - Families

Chart 8

Were you satisfied with your involvement in planning for your child?	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	82.4%	17.6%	0	0	0	1
Did you receive help from your SCDP Consultant to arrange your Child Care?	YES	89.5%	NO	10.5%	# responders skipped question	12
If yes, were you satisfied with the help you received to arrange your Child Care?	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	79%	17.7%	3.2%	0	0	7
To what extent is your child included in a Child Care program?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	42.6%	39.3%	16.4%	0	1.6%	8
Does your Child Care program receive extra staff support for your child?	YES	91.7%	NO	8.3%	# responders skipped question	9
If yes, are you satisfied with the extra support provided to your child?	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	65%	31.7%	3.3%	0	0	9
Do you receive funding to hire support for your child?	YES	44.8%	NO	55.2%	# responders skipped question	11
If yes, are you satisfied with the support provided to your child?	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	66.7%	33.35	0	0	0	39
My child's skills and abilities have increased as a result of their involvement with SCDP?	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	# responders skipped question
	48.3%	41.7	8.3	1.7	0	9
I received information about the SCDP service in a way that was understandable to me.	Strongly Agree 5	Agree 4	Neutral 3	Disagree 2	Strongly Disagree 1	# responders skipped question
	60.6%	39.4%	0	0	0	3

Survey Results – Child Care Centers

Chart 9

Are you satisfied with the consultation services provided by the Supported Child Development Program?	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	91.7%	8.3%	0	0	0	0
Are you satisfied with the training opportunities provided by the Supported Child Development Program?	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	83.3%	16.7%	0	0	0	0
Are you satisfied with the physical resources (i.e. Lending library, equipment, learning materials, etc...) provided by the Supported Child Development Program?	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	28.3%	41.7%	0	0	0	0
To what extent has your ability to serve children that require extra support increased as a result of your involvement with the Supported Child Development Program?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	75%	25%	0	0	0	0

File Review

A random sample was used to calculate the following numbers:

Chart 10

New referrals in 2010:	106
Average # days between referral and start of service:	77.77 days
Most # of days	298
Least # of days	1

Number of goals for all participants that expired in the 2010 year:	151
Number of above goals that have evidence of progress:	137
Percent:	91%
Number of goals relating to participation in typical Child Care activities for all participants that expired in 2010	136
Number of above goals that were attempted	113
Percent	83%

Total number of Child Care centers:	65
Number of Child Care centers who accessed the lending library in 2010:	22
Percent	34%
Number of Child Care providers who used extra staffing resources	45
Percent	69%

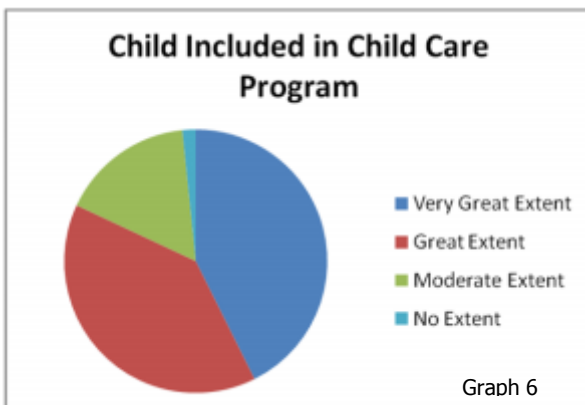
Satisfaction

Families were asked several questions regarding their satisfaction with the Supported Child Development Program. When asked if they were satisfied with their involvement in planning for their child, of the 68 respondents to this question, all were satisfied or very satisfied.

When asked if families were satisfied with the help they received to arrange their Child Care, of the 62 respondents to this question, 60 were satisfied or very satisfied. 2 families responded neutral.

When asked if families were satisfied with the extra staffing support for their child, of the 60 respondents to the question, 58 were satisfied or very satisfied, and 2 indicated neutral.

26 families responded YES they receive funding to hire support for their child. However, 30 families responded being satisfied or not with the support for their child. Of these 30 respondents, all were satisfied or very satisfied with the support provided to their child. Consequently, it appears that this question is somewhat misleading and may need to be revised.



Families were also asked to what extent they felt their child is included in their Child Care program. Of the 61 respondents to the question, 50 reported to a great or very great extent, 10 reported to a moderate extent, 1 family indicated to no extent.

In general, families appear to be satisfied with the level and type of support provided by the SCDP Consultants.

The Child Care providers were also surveyed. Of the 12 Child Care providers that responded to the survey, all were satisfied or very satisfied with the consultation services from SCDP. When asked if they were satisfied with the physical resources available (lending library,

equipment, learning materials etc..) of the 12 Child Care providers that responded to the question, all were satisfied or very satisfied.

When asked if satisfied with the training opportunities, of the 18 respondents 17 were satisfied or very satisfied with 1 reporting neutral.

Overall the Child Care Providers appear to be very satisfied with the level and type of support provided by the SCDP Consultants.

Effectiveness

To determine the effectiveness of the program, families were asked if their child's skills and abilities had increased as a result of their involvement with SCDP. Of the 60 families that responded, 54 agreed or strongly agreed with 5 families reporting neutral and 1 family who disagreed.

Child Care providers were asked if their ability to serve children who require extra support had increased as a result of their involvement with SCDP. All of the 12 respondents agreed or strongly agreed that their ability to serve the children had increased.

Efficiency

Efficiency was determined by calculating the number of days between initial referral and the first visit by a SCDP Consultant. The target for this indicator was 60 days, however of the 106 new referrals in 2010, it took an average of 77.77 days between referral and first visit. RSCL assumed responsibility for the SCDP in July 2005. At that time the program served 150 families. As of December 2010 the program was serving 262 families. During the entire 2010 year, the SCDP served a total of 369 families. In spite of the significant increase in the demand for service, the program has not received any increase in funding since 2005. Currently the Consultant caseloads are more than double (54 families per Consultant) the recommended Provincial practice standards (25 families per Consultant).

Service Access

Families were asked if they received information about the SCDP services in a way that was understandable to them. Of the 66 respondents, all indicated they agreed or strongly agreed.

In addition to surveying families, a file audit was conducted to determine the percentage of Child Care Providers that accessed resources including toys, equipment, and information from the SCDP Lending Library. It was determined that 34% (23% in 2009) of the Child Care Providers accessed resources. This was a lower than expected or desired response and has consequently, prompted a recommendation. 69% of Child Care centers used extra staffing resources.

Analysis

The Supported Child Development Program successfully achieved all but 2 of its targets. Overall, the level of satisfaction with the Supported Child Development Program by families and Child Care Providers is very high. SCDP also continues to be perceived, by its service recipients and stakeholders, as effective.

The survey response rate for SCDP has been increasing over the last number of years. This increase seems to be as a result of a concerted effort on behalf of the SCDP Consultants communicating to families about the importance of completing and submitting satisfactions survey. The efforts of the SCDP is acknowledged and appreciated.

Two areas have been noted and prompted a recommendation. The current caseload for SCDP Consultants continues to be an issue of concern that has not been resolved. RSCL has participated in and initiated a number of advocacy efforts over the last year aimed at encouraging the Provincial Government to make further investments in early intervention services. These efforts include:

1. In June, a small delegation of Richmond Service Providers traveled to Victoria to speak to the Deputy Minister, of the Ministry for Children and Family Development about Richmond services. The RSCL Executive Director participated in this meeting and spoke about the need to increase funding for early intervention services.
1. In August, the Deputy Minister, Regional Director for the Vancouver/Coastal region and the Richmond Community Services Manager visited four separate community agencies, including RSCL. At RSCL the delegation met with family members and staff to talk about the need for increase funding for early intervention services. RSCL staff prepared a "fact sheet" for this meeting which included information regarding service demands and Consultant caseloads.
2. In October, the same four organizations met with Rob Howard, MLA for City Centre and Linda Reid, MLA for Richmond East. The RSCL Executive Director and a Board member attended the meeting to speak about the need to increase funding to early intervention services.
3. In January 2011, the same four organizations met with John Yap, MLA for Steveston. This was another opportunity for RSCL to discuss our growing concern about the waitlists for early intervention services.

In spite of higher than recommended Consultant/family ratio, it appears that the SCD Program continues to be very effective for those families that receive the services. However, given the demand for SCDP service and the limited resources, many families have been place on the waitlist and do not receive services in a timely manner. Consequently, it is imperative that RSCL continues to advocate for increase funding for early intervention services.

Based on the results, the second area requiring some attention is the SCDP Lending Library. The use of Lending Library by Child Care Providers was not what we had anticipated or desire. Consequently, a recommendation has been sited.

Recommendations

1. Survey Child Care Providers to determine the type of Lending Library resources including toys, equipment, and information that would be most useful.
2. Raise funds to improve the IDP/SCDP Lending Library to include more specialized toys and adaptive equipment.
3. Advocate for the expansion of early intervention supports for families.
4. Re-evaluate the following question posed to families receiving the Supported Child Development Program
 - a. "Do you receive funding to hire support for your child?"

TREEHOUSE EARLY LEARNING CENTRE

"Thank you for making this scary world a magical place on earth" – Treehouse Parent

"I feel that our child has grown since I've signed him up for Treehouse. His speech and understanding of emotions and physical understanding is great! Thank you!" – Treehouse Parent

Program Overview

Treehouse early Learning Centre (ages 3 – 5 years) is an inclusive Child Care centre that offers a diverse curriculum for children of varying abilities focusing on the whole child and learning through play.

Demographics

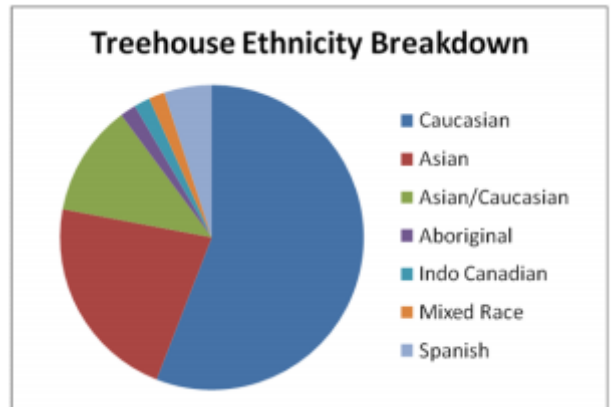
Treehouse is licensed for 25 full time children. 59 children were served at Treehouse during 2010 (12 with special needs). The total number of children served accounts for those children in part and full time placements as well as placements that turned over during the year. As at December 31, 2010, Treehouse served 35 children.

Chart 11

Males/Females	Age	Diagnosis	Ethnicity
38 males	33 0-3	3 Developmental Disability	33 Caucasian
21 females	26 4-5	6 Autism	13 Asian
		3 Other	7 Asian/Caucasian
			1 Aboriginal
			1 Indo Canadian
			1 Mixed Race
			3 Spanish

Total Served in 2010		59
Number of Intakes		27
Number on Waitlist		95
Number of Family Satisfaction Surveys Delivered		59
Number of Surveys Returned		53
Survey Response Rate		90%

Graph 7



Outcomes Data Table

Chart 12

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Families will be satisfied with the service	TH1a. % of families that report satisfaction	80%	Survey	✓
Effectiveness				
Children will have opportunities for growth and development	TH2a. % of families who report their child has experienced growth and development	80%	Survey	✓
Children who require extra support will receive personalized supports as identified in their CFSP.	% of goals identified in the CFSP that have documented evidence of efforts to support goal achievement.	80%	File Review	✓
Efficiency				
Treehouse will maintain full capacity	TH3a. % of enrollment for the year (Jan - Dec)	95%	File review	✓
Service Access				
Children who require extra support will be included in the Program	% of children that require extra support that are enrolled in the Program	16%	File review	✓

Survey Results

Chart 13

Please describe your satisfaction with the service your child receives.		Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
		86.8%	13.2%	0	0	0	0
If you are satisfied, or dissatisfied, please indicate the areas with which you are most satisfied or most dissatisfied.					Satisfied	Dissatisfied	0
					Staffing	100%	
					Activities	100%	
					Environments	100%	
					Safety	100%	
Please describe the extent that your child has opportunities for personal growth and development in the following areas:		Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	Social	71.7%	28.3%	0	0	0	0
	Cognitive	53.8%	44.2%	1.9%	0	0	0
	Emotional	66%	30.2%	3.8%	0	0	0
	Physical	58.5%	37.7%	3.8%	0	0	0

File Review

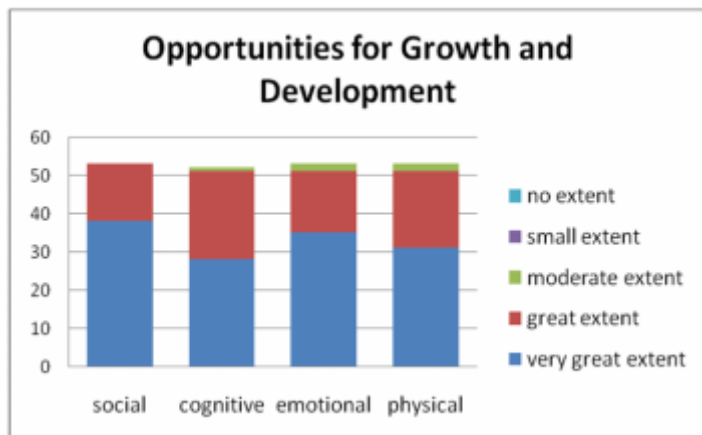
Chart 14

Number of goals for all children that expired in the 2010 year	28
Number of above goals that were attempted	28
Percent	100%

	Monthly Full Capacity	Monthly Average Enrollment	Percent
Daycare	16	15.75	98%
Preschool	9	8.37	93%

Satisfaction

The level of satisfaction continues to be very high with the Treehouse program. Of the 53 families that responded, all were satisfied or very satisfied with the services provided at Treehouse. This question was further broken down into satisfaction for specific areas. All families were satisfied with staffing, activities, environment, safety and communication at Treehouse.



Effectiveness

To determine the program’s effectiveness, families were asked to what extent their child has opportunities for growth and development in 4 categories. All families felt that their child had opportunities for growth and development socially to a great or very great extent. 52 families felt that their child had opportunities for growth and development cognitively to a great or very great extent. 1 family indicated to a moderate extent. All families felt that their child had opportunities for growth and development emotionally to a great or very great extent. 51 families felt that their child had opportunities for growth and development physically to a great or very great extent. 2 families indicated to a moderate extent.

their child had opportunities for growth and development physically to a great or very great extent. 2 families indicated to a moderate extent.

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. This year, Treehouse operated at near full capacity with 93% in the preschool and 98% in the daycare. This is consistent with last year’s result.

Service Access

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 Support 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.

Analysis

Treehouse early Learning Centre successfully achieved all of its targets. Families continue to be very satisfied with the service provided at Treehouse. Moreover, families perceive the program as being highly effective for their child.

Recommendations

No Recommendations

DAY SERVICES

"I am very happy with the improvement in the quality of program that [my daughter] receives - many opportunities to learn and many areas of development considered physical, social, emotional, and cognitive. [My daughter] has commented that she is happier in Transitions now than she used to be. Thank you for your work and efforts." – Transitions Parent

"YC and RSCL have come into my family for my daughter, after a lot of time and hard work by SCD. This group of people have gained my daughters trust and devotion, helped her learn skills and acceptance. They have also extended themselves to envelope my whole family with help, advice, so many offers and follow through when times were tough for us. I've seen everyone go out of their way many times. [My daughter] wouldn't miss a second of her favorite time of the week. This group can't be replaced and we are so thankful for the happiness and lessons they've taught my [daughter] and our family." – Youth Connections Parent

Program Overview

Youth Connections (ages 5 – 19 years) – Youth Connections 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 (RCO) – These two day programs 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) – Transitions is a day program for young adults that provides life-skills training, pre-employment, social development, recreation and leisure support.

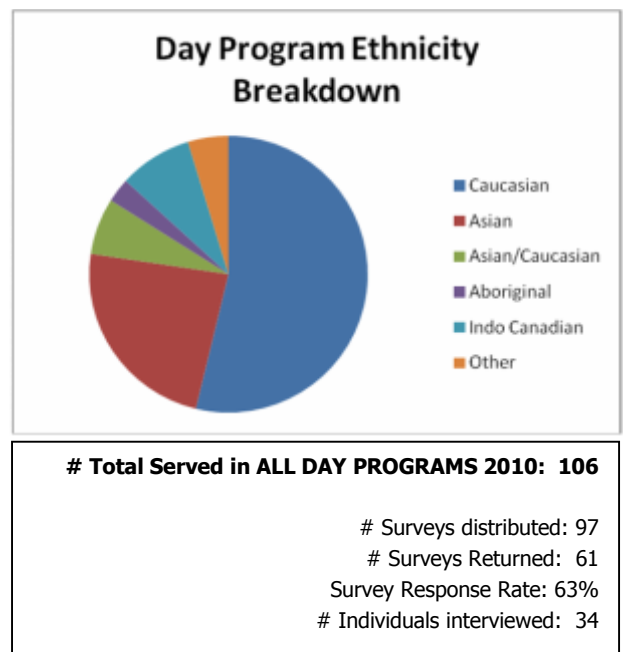
2nd Avenue – This adult day program provides support for three women and is operated out of one of the agency's residential services. This program offers opportunities for life-skills and social development, recreation and leisure.

Demographics

Chart 15

Males / Females	Age	Diagnosis	Ethnicity
52 males 54 females	5 6-12 25 13-19 35 20-29 25 30-49 16 50-64	49 Developmental Disability 22 Autism 11 Cerebral Palsy 6 Hearing Impairments 13 Mental Health Issues/Physical Disability 7 Visual Impairments 11 Down Syndrome 53 Other	57 Caucasian 25 Asian 7 Asian/Caucasian 3 Aboriginal 9 Indo Canadian 5 Other

Graph 9



Youth Connections

Chart 16

Males / Females	Age	Diagnosis	Ethnicity
15 males 14 females	5 6-12 22 13-19 2 20-29	17 Developmental Disability 13 Autism 5 Cerebral Palsy 2 Hearing Impairments 3 Mental Health 6 Mobility Issues/Physical Disability 5 Visual Impairments 9 Down Syndrome 5 Other	14 Caucasian 6 Asian 3 Asian/Caucasian 1 Aboriginal 4 Indo Canadian 1 Other

Total Served in 2010	29
Number of Intakes	6
Number Discharged from RSCL	0
Number transferred to other RSCL Programs	4
Number on Waitlist	41
Number of Family Satisfaction Surveys Delivered	30
Number of Surveys Returned	23
Survey Response Rate	70%
Number of Individuals Interviewed	0

Transitions

Chart 17

Males / Females	Age	Diagnosis	Ethnicity
21 males 11 females	2 13-19 28 20-29 2 30-49	12 Developmental Disability 1 Autism 2 Down Syndrome 23 Other	11 Caucasian 11 Asian 2 Asian/Caucasian 5 Indo Canadian 3 Other

Total Served in 2010	32
Number of Intakes	0
Number Discharged from RSCL	0
Number transferred to other RSCL Programs	4
Number of Family Satisfaction Surveys Delivered	27
Number of Surveys Returned	16
Survey Response Rate	59%
Number of Individuals Interviewed	12

Avenues

Chart 18

Males / Females	Age	Diagnosis	Ethnicity
8 males 20 females	4 20-29 18 30-49 6 50-64	10 Developmental Disability 5 Autism 6 Cerebral Palsy 2 Hearing Impairments 8 Mental Health 6 Mobility Issues/Physical Disability 2 Visual Impairments 20 Other	19 Caucasian 5 Asian 1 Asian/Caucasian 2 Aboriginal 1 Other

Total Served in 2010	28
Number of Intakes	1
Number Discharged from RSCL	0
Number of Family Satisfaction Surveys Delivered	28
Number of Surveys Returned	14
Survey Response Rate	50%
Number of Individuals Interviewed	21

Richmond Community Options

Chart 19

Males / Females	Age	Diagnosis	Ethnicity
8 males 9 females	1 13-19 1 20-29 5 30-49 10 50-64	10 Developmental Disability 3 Autism 2 Hearing Impairments 2 Mental Health 3 Mobility Issues/Physical Disability 5 Other	13 Caucasian 3 Asian 1 Asian/Caucasian

Total Served in 2010	17
Number of Intakes	4
Number Discharged from RSCL	1
Number of Family Satisfaction Surveys Delivered	12
Number of Surveys Returned	5
Survey Response Rate	42%
Number of Individuals Interviewed	1

Outcomes Data Table

Chart 20

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Families/member of support network will be satisfied with the service	% of families that report satisfaction with the service their family member receives	80%	Survey	✓
Individuals will be satisfied with the service	% of individuals that report that they are happy with their program	80%	Survey Interview	✓
Effectiveness				
Individuals choices will be honored	% of Personal Planning goals that have documented evidence that the goal was attempted.	90%	File review	✓
	% of families the extent to which you believe staff follow through, where possible, on the goals that were made by your family member	90%	Survey	✓
Individuals will have opportunities to contribute to the community	% of individuals that participate in activities that contributes to the community during one month of the calendar year.	65%	File Review/One Month Sample – with contributions to community clearly defined (e.g. volunteer work)	✗
	# of different paid and volunteer work opportunities in which individuals are engaged during one month.	10 different opportunities	File review – list of community contributing activities (e.g. volunteer)	✓
Efficiency				
Programs will increase the use of alternative supports	# hours of alternative supports used (e.g. volunteers, practicum students, natural supports, community partnerships etc...)	150 hours	File review - staff schedules, IPP's, activity schedules	✓
Service Access				
Programs will accommodate individuals/families unique needs	List of accommodations for each program	No Benchmark	File review	
	% of individuals that report that their needs are being met at the program	80%	Survey/Interview	✓
	% families that report that their family member's unique needs are accommodated.	80%	Survey	✓

Survey Results

Chart 21

Please describe your satisfaction with the service your family member receives.	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	62.9%	33.9%	3.2%	0	0	1
Please describe the extent to which you believe staff follow through, where possible, on the goals that were made by your family member.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	46.8%	37.1%	14.5%	1.6%	0	1
Please describe the extent to which your family member's unique needs are accommodated by RSCL.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	52.5%	27.9%	18%	1.6%	0	2

Participant Interview Results

Chart 22

How do you feel about your program	very unhappy	0	0.0%
	unhappy	0	0.0%
	happy	15	44.1%
	very happy	18	52.9%
	N/A	1	2.9%
	total	34	

Are your needs being met?	Yes	33	97.1%
	No	1	2.9%
	N/A	0	0.0%
	total	34	

File Review

Chart 23

Program	Number of goals that expired in 2010	Number of goals attempted	Percent
Youth Connections	167	165	99%
Transitions	67	43	64%
Avenues	90	90	100%
RCO	33	33	100%
Day Program Avg			91%

Program	# individuals engaged in volunteer or paid work	%	List of activities in community
Youth Connections (29 total participants)	6	21%	<ul style="list-style-type: none"> Tree Lighting Ceremony Helping at Thrift Store Cleaning Toys Sweeping and restocking at store Shredding
Transitions (32 total participants)	5	16%	<ul style="list-style-type: none"> Salvation Army
Avenues (28 total participants)	24	86%	<ul style="list-style-type: none"> Adopt a Trail BlockWatch NaturePark Meals on Wheels Salvation army Women's Centre Success
RCO (17 total participants)	5	29%	<ul style="list-style-type: none"> BlockWatch Adopt a Trail
Day Program Average		38%	

Program	Description of Natural Supports	Average # hours in month
Youth Connections	RSCL Employment Services	6 hrs/month for 4 months
Youth Connections	Practicum Student (Art)	10 hrs/month for 4 months
Transitions	Practicum Student	40 hours in 1 month
Avenues	Practicum Student	72 hours in 1 month
Day Program Total for a 12 month period		176 hours

List of Accommodations Made:

Youth Connections:

- Transported an individual to her bowling group
- Picked up from school
- Moved program to RCO during Olympics
- Open on Pro-D Days
- Accommodated early dismissal days
- Staff worked in evening to accommodate an individual working on a goal
- Staff attended IEP at schools or MCFD meetings
- Brought 8 participants to Olympics
- Staff supported participants at their homes due to medical reasons and could not attend YC
- Staff brought participants to visit fellow participant in hospital
- Staff brought personal technological devices (ipad) for participants to use
- Staff drove participants home when they miss handyart or handyart doesn't show up
- Staff picked up a participant when his/her parent was ill
- Staff brought in pets to help participants overcome fears as part of their goals
- Staff brought participants to their barn to see horses
- Staff scheduled late meetings to accommodate parents schedules

Avenues

- Built step stool to access a vehicle
- Participants attended the program at different time due to medical surgery
- Avenues staff transported a participant to a family friends home after program hours due to lack of home caregiver
- Provided un-funded additional hours to several participants

RCO

- Transported participants out of program activities
- Provided support on Saturdays
- Equipment (wheelchair) brought in for repairs
- Staff went to participants home when having challenging behaviours
- Staff drove participants to medical appointments

Transitions

- Extended hours for individuals for special circumstances

Satisfaction

Both families and individuals were asked if they were satisfied with the services they received. Of the 61 families that responded, 59 were satisfied or very satisfied, 2 families responded neutral. Of the 34 individuals interviewed, 33 indicated as being happy or very happy with their day program, 1 individual said sometimes happy sometimes unhappy.

Effectiveness

To determine effectiveness in the day programs, families were asked to what extent they felt the staff followed through on the goals that were made by their family member. Of the 61 respondents, 52 responded to a great or very great extent, 8 indicated to a moderate extent and 1 indicating to a small extent.

In addition, a file review was conducted that indicated that at least 91% of the goals were attempted with the individual.

Another measure of effectiveness of the Day Programs is the amount to which individuals have opportunities to contribute to the community. A file review was conducted to determine what percentage of the individuals we support in Day Services are engaged in volunteer and/or paid work. The results indicated that 38% of the participants are contributing to the community through volunteer and/or paid opportunities. These opportunities include volunteer or paid work at the Thrift store, SPCA, Blockwatch, Adopt-a-Park, Meals on Wheels, Salvation Army, the Richmond HandyCrew and more.

Efficiency

For the most part, services are offered through a limited number of paid staff. The use of non-paid volunteers, or alternative supports expands the possibilities for the individuals we support and, allows staff to focus their attention on initiatives that may not otherwise be possible. A file review was conducted to determine the amount of time that alternative supports were used. For the reporting year, 176 hours of alternative supports was used in the 4 day program areas. This consisted mostly of practicum student hours.

Service Access

To determine the level of service access, families were asked to what extent their family member's unique needs were accommodated by RSCL. Of the 60 respondents, 49 responded to a great or to a very great extent, 10 reported to a moderate extent and 1 reported to a small extent. 1 family did not answer.

Analysis

Day Services successfully achieved 7 of its 8 targets. The Day Services Outcomes were revised and the new Outcomes and Indicators were implemented in the 2009 reporting year. Some of the Indicators still need to be revised in order to obtain reliable and useful information.

Overall individuals and families indicated a high degree of service satisfaction. Although consistent themes regarding improvements did not emerge from the survey results, we believe, based on anecdotal evidence (written and verbal comments), participants and families continue to appreciate three significant changes during the last four years.

Firstly, RSCL has developed a greater focus on work opportunities for the people we support (volunteer and/or paid). Specifically, RSCL has pursued the following initiatives:

- Richmond HandyCrew Cooperative – In 2007, RSCL formed a Cooperative that will employ people with disabilities to complete yard maintenance, minor home repairs, painting and house cleaning jobs in the community;
- New Volunteer Opportunities – RCO and Transitions have been exploring new and different volunteer opportunities for participants attending these programs;
- Employment Services – In 2008 RSCL formed an Employment Services Department. During the next year a greater number of RSCL staff will be trained to assist individuals we support to find and maintain work in the community. The addition of an Employment Program will allow RSCL to offer adults receiving day services a full array of service options.

Secondly, during the last 6 years, RSCL has revised its annual personal planning processes and, provided extensive training for staff on developing person-centered goals with individuals. Annual planning with individuals and their families and, the increased follow through on identified goals, appears to have contributed to the improved satisfaction with day services over the last four years.

Thirdly, our Day Services have begun a transformation process that allows and promotes a greater variety of learning opportunities for participants. These Day Services have and will continue to become more focused in their daily planning and place a greater emphasis on learning, lifeskills and work.

In order to reflect the increased emphasis on Person-Centered Planning and goal driven service, measures were developed to monitor the follow through on goals set with individuals and their families. The results indicate a commitment to follow through on the goals set with individuals and their families. One of the four programs did not meet the target and on further investigation it appears that the program may have been overly ambitious when setting the number of goals with each person (e.g. 3 per person/ per year as opposed to 7). This program will consider the amount of goals that can be reasonably set with each person in the upcoming year.

In addition to an emphasis on planning, when RSCL reviewed and updated its Day Services Outcomes and Indicators it also wanted to reflect a greater emphasis on volunteer and paid work. Consequently, Outcomes and Indicators were developed to track and promote volunteer and paid work. The results indicate that Day Services are supporting many individuals to contribute to the community by engaging in volunteer work. The tracking of paid employment has been transferred to a new section on Employment Services. In order to reduce the data collection workload, RSCL decided to collect data regarding the number and percentage of individuals engaged in volunteer work for only one month as opposed to a full twelve months. Unfortunately, this decision tended to skew the results as some individuals and volunteer opportunities were not included and consequently lead to a lower than expected result for some programs. That said, there was variation between programs regarding the amount of engagement in volunteer work. On further investigation, the reason for this is twofold:

- The preference of the individual and/or their families which is honored and respected
- The emphasis placed on volunteer work by the program. In this case the program will be encouraged to place a greater emphasis on developing volunteer opportunities.

Two recommendations have been sited to address these issues.

The Day Services Efficiency Outcome and Indicator reflects RSCL's interest to support and use, to the greatest degree possible, natural supports. Although, the results for this indicator improved over the last year, it continues to be a measure that is not easily tracked, understood by staff, or produces useful information. Therefore, a recommendation has been sited.

The list of accommodations sited for the Day Service verifies that RSCL staff and programs continue to respond to the unique needs of the people we support. Although, staff resources are not always available to be as flexible as we would prefer, RSCL staff continue to go beyond the call of duty to support the individuals and families we service.

Recommendations

1. Collect and report data for twelve months of the calendar year for the following indicators:
 - a. % of individuals that participate in volunteer work in the community during the calendar year.
 - b. # of different paid and volunteer work opportunities in which individuals are engaged in the calendar year.
2. Increase the opportunities available and the number of individuals engaged in volunteer work that attend a Day Services Program.
3. Revisit and/or revise the Day Services Efficiency Outcome and Indicator regarding “natural supports” and ensure it produces information that is easily tracked and provides useful information for analysis and service improvement.

EMPLOYMENT SERVICES / HANDYCREW COOPERATIVE

"Good job in helping to get them adjusted to routines of job. They feel supported and confident going to work. They are increasing in ability just being in the work environment making them more capable in future jobs. Thank you"

– Employment Services Parent

"We are very happy with our son's involvement with the HandyCrew. His level of confidence improved and he got the opportunity to try out landscaping and yard work (one of his goals). He then moved into a part-time job at the Richmond Auto Mall that has been a very positive experience for him. This was directly the result of his work with HandyCrew."

– Richmond HandyCrew Cooperative Parent

Program Overview

Employment Services - Employment Services assists participants to obtain paid work with various businesses and employers in the community. Employment Services provide a range of services including but not limited to job development and on-site job coaching, etc.

Richmond HandyCrew Cooperative – The Richmond HandyCrew Cooperative (RHCC) is a business venture that was developed and, operates with the support and assistance of the Richmond Society for Community Living. RHCC serves the Richmond community by providing garden maintenance, catering and cleaning services, painting, moving services and more. The Cooperative provides individuals with a disability an opportunity to develop work skills and participate in paid work within the community.

Demographics – Employment Services

Chart 24

Males /Females	Age	Diagnosis	Ethnicity
5 males	3 13-19	8 Developmental Disability	13 Caucasian
12 females	4 20-29	3 Autism	2 Asian
	8 30-49	3 Mental Health	1 Indo Canadian
	2 50-64	1 Mobility Issues/Physical Disability	1 Other
		2 Other	

Total Served in 2010	17
Number of Intakes	9
Number Discharged from RSCL	0
Number of Family Satisfaction Surveys Delivered	33
Number of Surveys Returned	10
Survey Response Rate	30%

HandyCrew Cooperative

Chart 25

Males /Females	Age	Diagnosis	Ethnicity
8 males	7 20-29	11 Developmental Disability	17 Caucasian
15 females	11 30-49	1 Autism	3 Asian
	5 50-64	1 Cerebral Palsy	1 Indo Canadian
		3 Mental Health	1 Spanish
		7 Other	1 Other

Total Served in 2010	23
Number of Intakes	9
Number Discharged from RSCL	0

* Note: the Employment Services and HandyCrew families were given the same survey

Outcomes Data Table – Employment Services

Chart 25

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Individuals are satisfied with employment service	% of individuals who report they are happy with the service	80%	Survey Interview	✓
Families/Caregivers are satisfied with employment services	% of Family/Caregivers who report satisfaction with service	80%	Survey	✓
Employers are satisfied with employment services	% of employers who report satisfaction with service	80%	Interview	Deferred to 2011
Effectiveness				
The number of individuals who are employed will be increased.	# of individuals who secure employment	No current benchmark data	File Review	
	Average length of employment	No current benchmark data	File Review	
Efficiency				
The time between intake and first job will be decreased	Average length of time between intake and first job	No current benchmark data	File Review	
Service Access				
The number of individuals transitioning to Employment Services will be increased	Total number of new intakes in a year	No current benchmark data	File Review	

Outcomes Data Table – HandyCrew Cooperative

Chart 26

Outcome	Indicator	Target	Data Source	Achieved
Satisfaction				
Individuals are satisfied with RHCC	% of individuals who report happy with RHCC	80%	Survey Interview	✓
Families/Caregivers are satisfied with RHCC	% of Family/Caregivers who report satisfaction with RHCC	80%	Survey	✓
Customers are satisfied with RHCC	% of customers who report satisfaction with RHCC	80%	Random Sample Interview	Deferred to 2011
Effectiveness				
RHCC member/employees will learn new job skills	% of RHCC member employees with training plans who demonstrate progress towards achieving goals related to employment	90%	File Review	✓
Efficiency				
The number of employee members of RHCC will be increased	% increase in annual hours of service delivered to customers by RHCC	No current benchmark	File Review	
Service Access				
Individuals will have a greater awareness of their future job choices	% of individuals who report that they have learned about what jobs are available	80%	Survey Interview	✓
	% of families caregivers who report that their family members had a greater awareness of their future job choices	80%	Survey	✓

Survey Results - Families

Chart 28

Please describe your satisfaction with the service your family member receives from Employment Services or the HandyCrew Cooperative.	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	50%	20 %	20%	10%	0	0
Please describe the extent to which you feel your family member has a greater awareness of their future job choices.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	40%	20%	20%	10%	10%	0

Participant Interview Results

Chart 29

How do you feel about Employment Services/HandyCrew?	very unhappy		
	unhappy		
	happy	8	44.4%
	very happy	9	50.0%
	N/A	1	5.6%
		18	
How much do you believe you've learned about what jobs are available?	LOTS	14	77.8%
	LITTLE BIT	4	22.2%
	NONE	0	0.0%
		18	

File Review

Chart 30

# individuals in Employment Services Program	17
# individuals who have a paid job in calendar year	8
# individuals who maintained their employment status for 3 months or longer	6

# of new Intakes	9
Average length of time between intake and first job	328 days

TOTAL HOURS OF SERVICE DELIVERED by HandyCrew Cooperative	1440
---	------

# of RHCC Employees	20
# of RHCC Employees with Training Plans who demonstrate progress towards achieving goals related to employment	20
Percent	100%

Satisfaction

Both families of Employment Services and the Richmond HandyCrew Cooperative were asked if they were satisfied with the service their family member received. Of the 10 families that responded, 7 were satisfied or very satisfied. 2 responded neutral. 1 family reported dissatisfied.

Individuals were also asked how they felt about Employment Service or the Richmond HandyCrew Cooperative. 17 of the 18 participants interviewed indicated they were happy or very happy. 1 individual indicated sometimes happy, sometimes unhappy.

Effectiveness

To determine the effectiveness of the Employment Services program, a file review was conducted to determine the percent of individuals who secured employment. Of the 17 individuals in the program, 8 secured paid employment and 6 were successful in maintaining their employment for more than 3 months. One individual has been successfully employed at Safeway for over 2 years and another individual has been employed at Home Depot for more than 1 year.

The Richmond HandyCrew Cooperative is often used to provide an introduction to work and training on the job skills. Therefore, the effectiveness Outcome and Indicator for RHCC focused on the number of individuals that had developed new job skills. Of the 20 RHCC employees that had training plans in place, 20 demonstrated progress towards achieving goals related to employment.

Efficiency

The Richmond HandyCrew Cooperative offers services in a number of categories such as catering, cleaning, landscaping and more. This year the total number of hours of service delivered by the Richmond HandyCrew Cooperative was 1440, an average of 5.7 hours per business day.

The average number of days between intake and placement in a first job was 328.

Service Access

Families and individuals were both asked if they had a greater awareness of their future job choices as a result of being involved with the HandyCrew and Employment Services. 6 of the 10 family respondents indicated to a great or very great extent. 2 families reported to a moderate extent and 1 family indicated to no extent.

14 of the individuals interviewed indicated they learned "lots" about what jobs are available to them. 4 indicated "a little bit".

Analysis

This is the first year that RSCL has reported on Employment Service and the Richmond HandyCrew Cooperative in the Outcome Management Report. The Richmond HandyCrew Cooperative and Employment Services were both developed in response to feedback received from individuals and families regarding the need for greater employment opportunities for people with developmental disabilities in the Richmond community. The two programs have evolved over the last 2-3 years and, this year marks the first time that they have been included in our Outcomes framework. Consequently, it will take a few years to develop and refine the Outcomes and Indicators required to ensure that the information we are gathering will assist the agency to set reasonable targets and use the information to influence service quality.

Overall individuals indicated a high degree of service satisfaction with Employment Services and the Richmond HandyCrew Cooperative. Although many families also indicated satisfaction with the services, some families did not respond as favorably as expected. Unfortunately, these families did not provide further information or a contact name so follow up was not possible. That said, it has been noted by program staff that although employment provides a new opportunity for individuals, it also presents new challenges, requirements and expectations with which a family must contend. These expectation and requirements (e.g. vacation time,

hours of work, etc.) are often different than those present in other settings in which their son/daughter may have been involved (e.g. school, day program). Consequently, two recommendations have been sited to provide families with a better understanding of the program requirements and to improve their level of service satisfaction.

The Effectiveness measures for the Employment Services and RHCC produced positive results. The staff in these programs have exceeded the agencies expectation by assisting 8 people to obtain paid employment in this reporting year. Moreover, staff provided useful training to 20 people through the RHCC. Targets will be set this year to begin to track progress over the next few years.

The Efficiency Outcomes and Indicators produced results that are difficult to analyze without comparative data. That said, the data collected this year will provide a good base from which to identify targets for next year.

The average number of days between intake and placement in a first job was 328. Unfortunately, this measure is somewhat misleading as some individuals began working with the HandyCrew Cooperative and then decided to enter the Employment Services program. The actual intake date for Employment Services was therefore hard to determine. Consequently, a recommendation has been sited to determine when a person is actively involved with Employment Services.

The results of questions posed regarding Service Access were different for families than the individuals we support. Overall individuals seemed to believe that they had become more aware of job opportunities in the community. Although, some families indicated that they believed their son/daughter had gained a greater awareness of job opportunities, others did not concur. Again, because most families did not provide further information or a contact name, follow up was not possible. Further follow up and discussion with families is required to determine the reason for these results. Therefore, a recommendation has been sited.

Recommendations

1. Based on the results of 2010, set reasonable targets for the current Indicators that do not have a benchmark identified.
2. Conduct a random telephone interview with Employers and Customers of the HandyCrew Cooperative to solicit feedback on their degree of satisfaction.
3. Identify the criteria and a specific date for each person entering the Employment Services so accurate data can be gathered regarding the timeframe between active involvement in Employment Services and job placement.
4. Develop an orientation Handbook for individuals and families involved with Employment Service and/or the HandyCrew Cooperative.
5. Conduct at least one orientation session for families that have a son/daughter enrolled in Employment Services or participating in the Richmond HandyCrew Cooperative. Specifically review and discuss:
 - a. Program and service delivery
 - b. Service expectations
 - c. Role and responsibilities
 - d. Solicit feedback

RESIDENTIAL SERVICES

Program Overview

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. There are 11 individuals being supported through Staffed Residential Group Home Services.

Prior to 2009, Residential Services included Supported Living Services. For the 2009 year, it was determined that Residential Services and Supported Living Services should be separated in the Outcome Management System.

Note: Given the small number of individuals that are supported through this Residential Service, the small number of individuals that are able to respond to an interview in ways that we can understand and, the number of individuals that do not have family members involved in their lives, the percentage data can be somewhat misleading (one response can significantly skew the results).

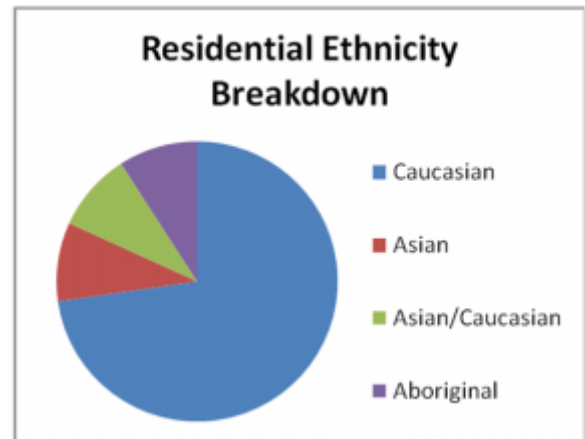
Demographics

Chart 31

Males /Females	Age	Diagnosis	Ethnicity
4 males	1 20-29	7 developmental disability	8 Caucasian
7 females	4 30-49	2 Autism	1 Asian
	6 50-64	1 Hearing Impairments	1 Asian/Caucasian
		3 Mental Health	1 Aboriginal
		1 Mobility Issues	
		3 Visual Impairments	
		2 Down Syndrome	

Total Served in 2010	11
Number of Intakes	1
Number of Family Satisfaction Surveys Delivered	8
Number of Surveys Returned	6
Survey Response Rate	75%
Number of Individuals Interviewed	3

Graph 10



Outcome Data Table

Chart 32 -

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Families will be satisfied with the residential service	% of families that report satisfaction	80%	Survey	✓
Individuals will be satisfied with the residential service	% of individuals that report satisfaction	80%		✓
Effectiveness				
Individuals will develop/expand their personal relationships	# of individuals that have personal relationships with people other than roommates and staff	70%	File Review	✓
	# individuals who spend time with family and friends other than roommates and staff	70%	File Review	✓
Individuals will have opportunities to make choices	% personal planning goals that have documented evidence that the goal was attempted	90%	File Review	✗
	% of families that report that the choices of their family members are honored	90%	Survey	✗
Efficiency				
The residential staff team will be stable	Total number of staff that left the program compared to the maximum number of staff budgeted	25% turnover	File review	✓
Service Access				
Individuals will receive personalized supports	% of families that report that the service the individual receives is personalized	90%	Survey	✓
	% of families that report that services have been modified to respond to the individuals changing needs, e.g. aging, deteriorating health	90%	Survey	✓
	List of Modifications or changes that have been made to accommodate changing needs of individuals	No Benchmark	File review	

Survey Results

Chart 33

Please describe your satisfaction with the service your family member receives.	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	50%	50 %	0	0	0	0
Please describe the extent to which you feel your family member's choices are honored.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	66.7%	16.7%	16.7%	0	0	0
Please describe the extent to which you think your family member's services are personalized.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	66.7%	33.3%	0	0	0	0
Please describe the extent to which you feel the residential services to your family member have been modified to meet his/her changing needs (ie. Aging, health etc...)	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	66.7%	33.3%	0	0	0	0

Participant Interview Results

Chart 34

How do you feel about your home?	very unhappy	0	
	unhappy	0	
	happy	1	33.3%
	very happy	2	66.7%
	N/A	0	
		3	

File Review

Chart 35

Home	# individuals supported	# individuals that have relationships outside of roommates and staff	Spent time with friends/family outside of roommates and staff
5635	4	4	4
2 nd Ave	2	2	2
Muscroft	4	4	4

Home	# Goals for all participants	# of goals that were attempted	Percent
5635	14	14	100%
2 nd Ave	14	9	64%
Muscroft	16	14	88%
TOTAL			84%

List of Modifications that have been made to accommodate changing needs of individuals:		
2 nd Ave	Muscroft	5635
<ul style="list-style-type: none"> Extra funding obtained from BC housing to modify a bathroom for greater accessibility 	<ul style="list-style-type: none"> Bedrooms switched to accommodate a hospital bed for easier care Staff trained for the extra care of an individual's growing medical concerns Special seat belt installed on toilet to ensure safety 	<ul style="list-style-type: none"> Extra Staffing to support individuals at special events

5-year Results for Percentage of goals that were attempted.

Chart 36

	2010	2009	2008	2007	2006	2005
Residential	84%	89%	84%	77%	83%	90.32%

Residential Staff Turnover Rates:

Chart 37 -

Year	Avg # Staff Left	Avg # Staff Budgeted	Turnover Rate
2005	2	22	9%
2006	3	21	14%
2007	7	21	30%
2008	6	21	29%
2009	4	20	20%
2010	3	21	14%

Satisfaction

Of the 6 families that responded to the survey, all were satisfied or very satisfied with the residential services their family member receives. Of the 3 individuals interviewed, all were happy or very happy.

Effectiveness

RSCL recognizes the importance of families and friends in the lives of the people we support. Staff in residential services make an extra effort to promote and maintain these unpaid relations. It was determined

that the effectiveness of the residential programs could be measured by the number of personal relationships that the individuals have with people other than staff or roommates. A file review was conducted to determine the number of individuals having contact with people other than staff and roommates as well as the number of visits/contacts with people that were not paid to support the person. 100% of all the individuals have relationships with people other than staff and roommates. Moreover, all of the individuals made physical contact with their friends/family at least four times during the course of the year.

Another measure used to determine the effectiveness of the program was to determine the number of personal planning goals that were attempted during the year. Of the three homes, 84% of the individuals had attempted one or more of their personal planning goals for the year. This result is less than the target of 90%. Upon further review, it appears that this result relates to the changing needs of an individual (e.g. health issues). Similar to 2009, 2010 was a difficult year for some of the people that reside in Residential Services. Many of the individuals supported in this program were hospitalized at least once throughout the year. The health issues of individuals did interfere with the ability of staff to assist each person to fulfill their goals. Consequently, a recommendation has not been sited at this time.

Families were also asked if they felt that the choices of their family member were honoured. 5 of the 6 families indicated to a great extent or to a very great extent that the choices of their family member are honoured. 1 family indicated to a moderate extent.

Efficiency

Low staff turnover provides a consistent and stable environment for the people being served as well as reduces costs by reducing expenditures that are related to staff recruitment and orientation. Therefore, the efficiency outcome set for Residential Services was to achieve a target of 25% staff/caregiver turnover in the Residential Program. In 2010, the staff turnover was 14%.

Historically, the challenge of recruiting suitable staff is not unique to the RSCL Residential Program. The aging workforce and buoyant economy in 2007 and 2008 presented real challenges for agencies across the Province. That said, the Residential Program presents unique challenges that are not present in other agency programs: The Residential Programs employ staff to work on weekends and evenings. These times make it particularly challenging to recruit caregivers during times of low unemployment.

Although recruitment delays continue to be a challenge, the recent downturn in the economy and corresponding increase in the unemployment rates in 2009 seems to have alleviated some of these recruitment pressures. The retention trend for staffed residential has steadily improved since 2007/08.

Service Access

The accessibility outcome reflects the belief 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. All 6 of the families that responded to the survey indicated that the services were personalized to a great or very great extent.

Families were also asked to identify to what extent services have been modified to respond to the individuals changing needs, e.g. aging, deteriorating health, etc. Again, all 6 families surveyed indicated that services have been modified to meet the growing needs of their family members to a great or very great extent.

A file review was also conducted to determine the types of modifications that were done in order to meet the changing needs of the individuals. These included physical modifications to the homes and, extra staffing to support special outings, holidays, hospitalizations and other medical needs.

Analysis

Residential Services achieved all but two of its targets. Overall families and individuals are satisfied with the services and support they receive. Given the aging population and the needs of the people supported in staffed Residential Services, RSCL appears to continue to respond and make the necessary accommodations to support this unique group of people. Although, improvement is required regarding the follow through on goals identified with and on behalf of the individuals, it is acknowledged that health issues have influence this result. Consequently, a recommendation has not been sited.

Two positive results are worth noting. The staff retention rate in staffed Residential Services has steadily improved since 2007/08. As low staff turnover provides a consistent and stable environment for the people being served as well as reduces costs by reducing expenditures that are related to staff recruitment and orientation this is a very positive trend.

Secondly, 100% of all the individuals have relationships with people other than staff and roommates. Moreover, all of the individuals made physical contact with their friends/family at least four times during the course of the year. The results of this Indicator are both surprising and rewarding. Many of the people that reside in RSCL staffed residential services, moved to the community from one of the major institutions, have more complex care requirements, do not communicate in ways that we can understand and/or are over 50 years. Consequently, one or more of these factors typically lead to less involvement of friends and family in the individual's life. It is a credit to the staff in these programs that the maintenance and development of relationships with friends and families has been a priority.

Recommendations

No Recommendations

SUPPORTED LIVING

Program Overview

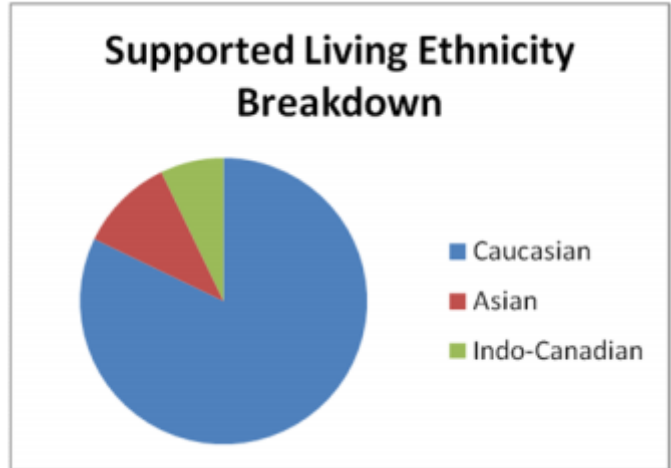
The Supported Living Program consists of individualized living options with trained and screened “roommates”, families or partners. RSCL employs 2 Supported Living Coordinators to assist families in finding the right match as well as to support the roommates and individuals to achieve their goals.

Demographics

Chart 38

Males /Females	Age	Diagnosis	Ethnicity
10 males	6 20-29	16 developmental disability	23 Caucasian
17 females	9 30-49	2 autism	3 Asian
	10 50-64	1 Cerebral Palsy	2 Indo-Canadian
	3 65-69	1 Hearing Impairments	
		8 Mental Health	
		2 Mobility Issues	
		2 Down Syndrome	

Graph 11



Total Served in 2010	27
Number of Intakes	1
Number Discharged from RSCL	1
Number transferred to other RSCL Programs	0
Number on Waitlist	1
Number of Family Satisfaction Surveys Delivered	18
Number of Surveys Returned	5
Survey Response Rate	28%

Outcomes Data Table

Chart 39

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Families report that their family members are satisfied	% of families who report that their family members are satisfied	80%	Survey	✓
Families will be satisfied with the supported living service	% of families that report satisfaction	80%	Survey	✓
Individuals will be satisfied with the supported living service	% of individuals that report that they are happy about their home	80%	Interview	✓
	% of individuals that report that they like their supported living caregiver			✓
	% of individuals that report that they like the other people that they live with			✓
Individuals are satisfied with their respite caregiver	% of individuals that report that they like the time they spend with their respite caregiver	80%	Interview	✓
Effectiveness				
Individuals Choices will be honored	% of Personal Planning goals that have documented evidence that the goal was attempted	90%	File review	X
	% of individuals that report that they make choices at their home	90%	Interview	✓
	% of families that report that the choices of their family members are honored	90%	Survey	✓
Individuals will have opportunities to pursue their personal interests.	% of families that indicate that their family member participates in activities of the caregivers family	90%	Survey	X
	% of families that indicate that their family member's physical environment reflects their personal interests	90%	Survey	X
	% of families that indicate that their family member is engaged in outside activities of personal interest	90%	Survey	X
	% of individuals that report that report they get to do the things they want to do	90%	Interview	✓
	% of Individuals that are supported to be engaged in outside activities	90%	File Review	✓
Efficiency				
Supported Living arrangements will be stable	Average tenure of placements	TBD	File review	
	# of placement changes in reporting year	TBD	File review	
Service Access				
Supported Living needs are modified to meet changing individual's changing needs where required.	% of home sharing arrangements that are modified to meet individuals changing needs when required.	No Benchmark	File Review	

Survey Results

Chart 40

Please indicate the extent to which you believe your family member is satisfied with their living arrangement.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	20%	80%	0	0	0	0
Please indicate the extent to which you are satisfied with the service your family member receives.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	20%	80%	0	0	0	0
If satisfied or dissatisfied, please indicate the areas with which you are most satisfied, or most dissatisfied.				Satisfied	Dissatisfied	
	Caregiver meets family member needs			100%	0	
	Caregivers communication with you			100%	0	
	Opportunities for contact with your family member			100%	0	
	Access to the Supported Living Coordinator			100%	0	
Please describe the extent to which your family member's choices are honored.	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	20%	80%	0	0	0	0
Please describe the extent to which you feel the physical environment where your family member resides reflects their personal interests?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	0	80%	20%	0	0	0
To what extent does your family member participate in activities of the caregiver's family?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	20%	20%	40%	20%	0	0
To what extent is your family member supported to be engaged in outside activities of personal interests?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	40%	20%	20%	20%	0	0

Participant Interview Results

Chart 41

How do you feel about your home?	very unhappy	0	0.0%
	unhappy		0.0%
	happy	8	53.3%
	very happy	4	26.7%
	N/A	3	20.0%
		15	100.0%
How do you like your caregiver?	LOTS	12	80.0%
	LITTLE BIT	3	20.0%
	NONE		0.0%
		15	100.0%
How do you like the other people you live with?	LOTS	9	60.0%
	LITTLE BIT	5	33.3%
	NONE		0.0%
	N/A	1	6.7%
		15	

How much do you like your time with your Respite Caregiver	LOTS	9	60.0%
	LITTLE BIT	1	6.7%
	NONE		0.0%
	N/A	5	33.3%
			15
Do you make choices at your home?	Yes	14	93.3%
	No		0.0%
	N/A	1	6.7%
		15	
Do you get to do the things that you want to do?	Yes	15	100.0%
	No		0.0%
		15	

File Review

Chart 42

Number of goals for all individuals	90
Number of above goals that were attempted	75
Percent	83.3%

Avg Length of time in placement	5.7 yrs
Longest placement	16 yrs
Number of placement changes in year	3

# individuals in program	27
# individuals participating in outside activities	26
Percent	96%

List of modifications or changes to support services made to accommodate changing needs of individuals:

- changed a bathtub to a wheelchair shower
- replaced bathroom sink to accommodate wheelchair height

5-year Results for Percentage of goals that were attempted.

Chart 43	2010	2009	2008	2007	2006	2005
Supported Living	83%	86%	75%	92%	89%	88.37%

Satisfaction

A new Satisfaction survey was developed with more specific questions regarding satisfaction. Families were asked to what extent they believed their family member was satisfied with their living arrangement. All 5 families that responded believed to a great or very great extent that their family member is satisfied. Families were also asked if they were satisfied. Again, all 5 families indicated to a great or very great extent. When asked which areas families were most satisfied or dissatisfied, families indicated 100% satisfaction in all of the following areas:

- Caregiver meets family members needs
- Caregiver communication with family
- Opportunities for contact with family member
- Access to Supported Living Coordinator

Individuals were asked how they felt about their home. Of the 15 individuals interviewed, 12 indicated they were happy or very happy. 2 said in between happy and unhappy, and one individual said "OK". They were also asked if they liked their caregiver and if they liked the other people that they live with. As indicated in the interview results, 12 of the 15 individuals like their caregiver "lots" and 3 said a "little bit". 9 individuals like the other people they live with and 5 said a "little bit".

Often, Supported Living individuals are also supported by a respite caregiver. Individuals were asked if they were satisfied with their respite caregiver. Of the 15 individuals interviewed, 9 responded "lots", 1 responded "little bit" and 5 individuals did not have a respite caregiver.

Effectiveness

Families were asked 4 questions relating to the effectiveness of the Supported Living Program.

1. Please describe the extent to which your family member's choices are honoured. All families surveyed felt that their family member's choices were honoured to a great or very great extent.
2. Please describe the extent to which you feel the physical environment where your family member resides reflects their personal interests? Of the 5 families surveyed, 4 indicated to a great extent, and 1 family indicated to a moderate extent.

3. To what extent does your family member participate in activities of the caregiver's family? 2 families indicated to a great or very great extent, 2 families indicated to a moderate extent and 1 family indicated to a small extent.
4. To what extent is your family member supported to be engaged in outside activities of personal interests? 3 families reported to a great or very great extent. 1 family to a moderate extent and 1 family to a small extent.

Individuals were asked if they made choices in their home. Of the 15 interviewed, 14 said yes, and one was undecided.

Individuals were also asked if they get to do the things that they want to do. All 15 interviewed said yes.

An important measure of effectiveness of the programs is the percentage of goals that were attempted. A file review was conducted to determine the number of goals set during the Personal Planning process that were attempted. In 2010, 83.3% (86% last year) of goals made by individuals in the Supported Living Program were attempted.

Efficiency

Stable Supported Living arrangements are an indication of an efficient program. Of the 27 Supported Living placements, the average number of years in an existing living arrangement is 5.7 years, with the longest period being 16 years. The number of placement changes this year were 3. There was no benchmark set for this outcome, yet these results indicate a highly efficient Supported Living Program.

Service Access

The needs of supported individuals are constantly changing. The outcome identified to determine accessibility for the Supported Living Program was to identify the number of modifications made to accommodate the changing needs of the individuals. In 2010, bathrooms at 2 locations were modified to accommodate wheelchair access.

Analysis

The Supported Living Program achieved 10 of the 14 targets. The response rate this year for Supported Living declined. It is important to ensure that an adequate sample of families respond to the survey in order to determine reliable information. Consequently, a recommendation has been sited to address the declining response rate.

Overall families indicated a high degree of satisfaction regarding the service their son and/or daughter received. Although 100% of the individuals indicated that they were "happy" with their Supported Living arrangement, when further questions regarding satisfaction were asked, the response was not consistent. Specifically, a number of the individuals indicated a "little bit" to further questions regarding satisfaction. Therefore, a recommendation to follow up with each person that indicated a "little bit" to any of the satisfaction questions is recommended.

New Effectiveness measures were utilized this year for the Supported Living Program. Families were asked 4 separate questions related to the effectiveness of the program. Two of the questions produced a favorable and expected response. Two of the questions did not produce the expected response.

An assumption was made that participation in activities of the caregiver's family would lead to a more effective program. Consequently, a question was posed to family members regarding the inclusion of their son/daughter in the caregiver's family's activities. The response from some families indicated that their son/daughter was included to a "small" or "moderate extent". On further exploration, it appears that this situation is not so much a comment on the caregiver but the individual's preference. Given that this question may be interpreted as meaning something other than it was intended, the question should be re-evaluated for 2011.

Furthermore, an assumption was also made that support to participate in outside activities related to the individual's interest would lead to a more effective program. Consequently, a question was posed to family members regarding the extent to which their son/daughter was supported to participate in outside activities. The response from two families indicated that their son/daughter was included to a "small" or "moderate extent". On further exploration, it appears that these responses were not a comment on the support provided by the caregiver but the individual's preference. Given that this question may be interpreted as meaning something other than it was intended, the question should be re-evaluated for 2011.

A new efficiency Outcome and Indicator was used this year. The results seem to indicate that the turnover of Supported Living placements is low. It is difficult to determine how this result compares to other similar programs as this type of data collection is not collated Provincially. Consequently, a benchmark will not be set until further years of data collection is obtained by RSCL or Provincial information is available.

This year, the Supported Living Program once again, did not achieve its target regarding follow through on goals set on behalf of the individuals supported by the program. Although the results were not far below the target, two recommendations have been sited to improve the results for next year.

Recommendations

1. Explore strategies and options to increase the response rate by family members.
2. Follow up with each individual that indicated a "little bit" on the satisfaction survey to determine the reason for the response and if or how service satisfaction can be improved.
3. Re-evaluate the following question posed to family members for 2011:
 - a. To what extent does your family member participate in activities of the caregiver's family?
 - b. To what extent is your family member supported to be engaged in outside activities of personal interests?
4. Address the importance of Person-Centered Planning and follow through on goals set with and on behalf of individuals at the Supported Living orientation/review session.
5. Develop a system to monitor the follow through on goals set with and on behalf of individuals throughout the year.

RESPITE

"My caregiver provides the much needed respite I need. When my child is with her, I know he is in good hands. And she is often able to take him to the movies and events I cannot get to, due to my other child or other family commitments- so thank you! He so enjoys his time with her and very much looks forward to his Saturdays." – Respite Parent

Program Overview

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

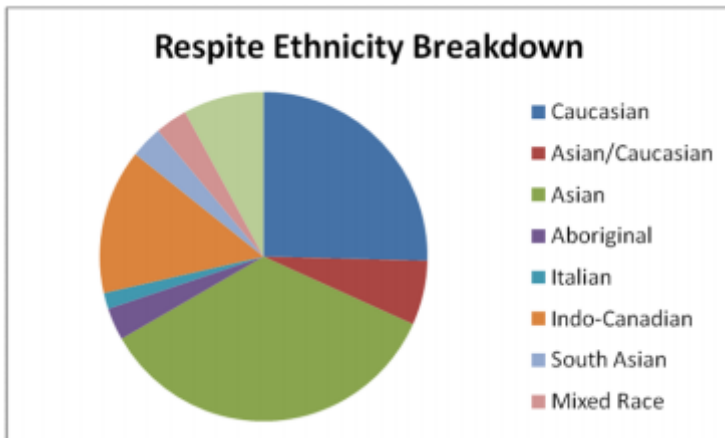
Demographics

Chart 44

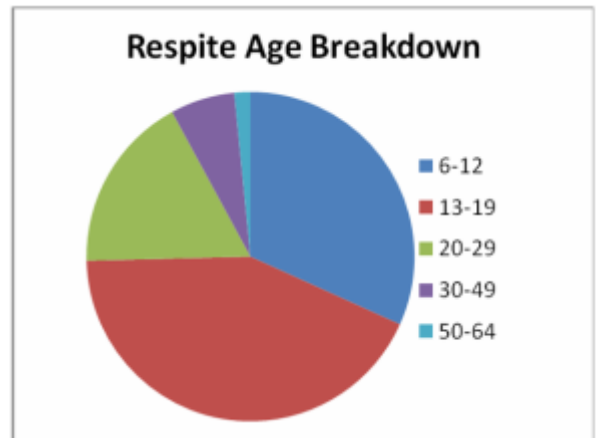
Males/Females	Age	Diagnosis	Ethnicity
35 males	20 6-12	35 developmental disability	16 Caucasian
28 females	27 13-19	31 autism	4 Asian/Caucasian
	11 20-29	3 Cerebral Palsy	22 Asian
	4 30-49	5 Hearing Impairments	2 Aboriginal
	1 50-64	13 Mental Health	1 Italian
		12 Mobility Issues	9 Indo-Canadian
		1 Visual Impairments	2 South Asian
		26 Other	2 Mixed Race
			5 Other

Total Served in 2010	63
Number of Intakes Adult	11
Number of Intakes Children	8
Number Discharged from RSCL Adult	2
Number Discharged from RSCL Children	10
Number transferred to other RSCL Programs	2
Number of Family Satisfaction Surveys Delivered	45
Number of Surveys Returned	17
Survey Response Rate	38%

Graph 12



Graph 13



Data Outcomes Table

Chart 45

Outcome	Indicators	Target	Data Source	Achieved
Satisfaction				
Families will be satisfied with the respite service	% of families that report satisfaction	80%	Survey	✓
Individuals will be satisfied with the respite service	% of adult individuals that report satisfaction (adult only)	80%	Survey	✓
Effectiveness				
Families will receive respite that meets their needs.	% of families who report that the respite they receive meets their needs.	70%	Survey	✗
Children/Family members will be safe in during their respite experience	% of families who report that their family member is safe while in respite.	80%	Survey	✓
Children/Family members receiving respite will be offered a range of activities suited to the family's expectations.	% of families who report that the range of activities offered in respite met their expectations.	80%	Survey	✗
Efficiency				
Families will receive respite in a timely manner	Average Days between referral and date of service	60 days	File review	✓
	Average Days between Request for Change and date of service	60 days	File review	✗
Service Access				
Families are included in the selection of their caregiver	% of families who report that they were involved in the selection of their caregiver	80%	Survey	✗
	# of families who referred caregiver # of families who were presented with RSCL recruited caregiver	No Benchmark	File review	

Survey Results

Chart 46

Do you currently have a caregiver?	YES	100%	NO	0	# responders skipped question	0
Please describe your satisfaction with your respite service.	Very Satisfied 5	Satisfied 4	Neutral 3	Dissatisfied 2	Very Dissatisfied 1	# responders skipped question
	62.5%	37.5%	0	0	0	0
If satisfied or dissatisfied, please indicate the areas with which you are most satisfied or most dissatisfied.				Satisfied	Dissatisfied	# responders skipped question
	Access to Coordinator when required			92.9%	7.1%	3
	Availability of Caregiver			86.7%	13.3%	2
	Caregiver Reliability			100%	0	0
To what extent is the respite you receive meeting your needs?	Activities your family member is involved in while at Respite			93.3%	6.7%	2
	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	29.4%	35.3%	35.3%	0	0	0
To what extent do you feel your family member is safe while in respite?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	82.4%	17.6%	0	0	0	0
To what extent is your family member offered a range of activities suited to your expectations?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	58.8%	17.6%	23.5%	0	0	0
To what extent were you involved with the selection of your caregiver?	Very Great Extent 5	Great Extent 4	Moderate Extent 3	Small Extent 2	No Extent 1	# responders skipped question
	64.7%	11.8%	11.8%	11.8%	0	0

Participant Interview Results

Chart 47

How much do you like your time at Respite?	LOTS	4	100%
	LITTLE BIT	0	0
	NONE	0	0
		4	

File Review

Chart 48

Number of families who referred their own caregiver:	5
Number of families who were presented with an RSCL recruited caregiver:	20

Number of Caregiver Applicants processed up to interview process in calendar year:	49
Number of Caregiver Recruitments Screened in Calendar Year:	22
Number of Caregiver Home Studies in Calendar Year:	5

Average Days between referral and date of service:	39.54 days
Average Days between Request for Change and date of service:	78.3 days

Satisfaction

Of the 17 families that responded to the survey, 16 were satisfied or very satisfied with their respite services that they received. 1 family did not answer. All 4 of the individuals interviewed said they liked their time at Respite "lots".

Satisfaction with the Respite program was broken down further into 4 categories:

- Access to Coordinator when required (13 satisfied, 1 dissatisfied, 3 did not respond)
- Availability of Caregiver (13 satisfied, 2 dissatisfied, 2 did not respond)
- Caregiver Reliability (17 satisfied)
- Activities your family member is involved in while at Respite (14 satisfied, 1 dissatisfied, 2 did not respond)

Effectiveness

Families were asked if the respite they receive met their needs. Of the 17 families that responded, 11 felt that the respite they received met their needs to a great or very great extent, and 6 families indicated to a moderate extent.

Families were also asked to what extent they felt their family member was safe while in respite. All of the 17 families that responded felt that their family member was safe to a great or very great extent.

Families were asked if they felt the range of activities offered in respite met their expectations. Of the 17 families who responded to the survey, 13 indicated to a great or very great extent. 4 families indicated to a moderate extent.

Efficiency

To determine if the Respite Program is efficient, the time between the referral of a family and being matched with a caregiver was calculated. In 2010, of the 19 new intakes in the year, it took an average of 39 days. We also tracked the time between a request for a Respite change from existing families and being matched with a new caregiver. Of the 13 requests in the year, it took an average of 78 days. 3 requests took quite a substantial amount of time (284, 177, 161) and the shortest number of days to match with a new caregiver was 11 days.

Service Access

Families were asked to what extent they were involved with the selection of their caregiver. Of the 17 families that responded, 13 indicated to a great or very great extent. 2 indicated to a moderate extent and 1 family indicated to a small extent.

Analysis

The Respite Program achieved only 4 of its 7 targets. Once again, the survey response rate for the Respite Program was low. Furthermore, of the families that provided less than favorable responses most chose not to provide their name, therefore follow up with these families was not possible. It is important to ensure that an adequate sample of families respond to the survey in order to determine reliable information. Therefore, a recommendation has been sited to address the declining response rate.

Overall the satisfaction reported by families and individuals was positive. Further exploration of satisfaction revealed that two families were concerned about caregiver availability. It appears that this response may also be related to other unfavorable responses including; the extent to which Respite is meeting the needs of the family, the time delay in recruiting caregivers and the selection of caregivers. It appears that families are satisfied once they receive the service. The problem seems to be in receiving an adequate amount of service in a timely manner. There are many reasons for the timely delivery of respite services. Primarily the limited selection and delay in timely delivery of Respite Services relates to:

- Some of the individuals have unique needs (e.g. challenging behaviours, complex health care needs) and require caregivers with specialized skills (e.g. sign language, proficient in a language other than English).
- Due to the funding allocation, the Respite Program is not able to compensate caregivers according to industry standards. Although RSCL was able to increase the compensation rate for these caregivers in 2009, it still falls below industry standards.
- Most families would prefer respite support on weekends and evenings. These times make it particularly challenging to recruit caregivers during times of low unemployment.

The continued concerns and challenges regarding the recruitment time and selection of Respite providers is an issue that is not easily solved. That said, two recommendations have been sited to attempt to improve the results of these outcomes in the next reporting year.

Recommendations

1. Conduct a telephone interview and distribute a written survey to families in receipt of Respite services in order to obtain more fulsome feedback on this program.
2. Advocate with the government funding agencies (e.g., CLBC, MCFD) to increase the "Fee for Service" for Respite Providers.
3. Explore options to recruit Respite providers from different cultural communities.

EXTERNAL STAKEHOLDERS

"RSCL is an exemplary community organization that leads with passion and conviction. It is a genuine asset to the community of Richmond". – External Stakeholder

17 External stakeholders interviewed
53 external stakeholder surveys emailed
16 surveys returned
Survey Response rate: 30%

Introduction

A variety of stakeholders were identified by the RSCL including community partners from health, licensing, Child Care and education. Representatives from funders (Ministry for Children and Families and Community Living BC) as well as representatives from other service providing organizations and the provincial advocacy organization (BCACL) were all invited to participate. The individuals were identified because they work in collaboration with RSCL through a variety of programs and activities ranging from early childhood programs, family support and adult services. Participants were also identified because they were involved in larger sector or community wide initiatives with RSCL.

Two approaches were used to solicit feedback from the External Stakeholders; a personal interview process conducted by Élan Consulting and an electronic survey distributed by RSCL. Élan Consulting summarized the data and information gathered through both processes and wrote the following analysis.

Personal Interviews

Seventeen (17) requests for a personal interview were extended and sixteen (16) individuals agreed to take part, establishing a ninety four percent (94%) response rate. The interviews were conducted over the phone and were prearranged for the convenience of the interviewees. One potential interviewee was off on extended sick leave and thus unable to participate, another was sick for the scheduled interview and did not return to work in time to participate, and one respondent contributed comments in writing. Prior to the scheduled interview time, participants were provided with the following questions:

1. What do you think is most effective about RSCL?
2. In what ways do you think RSCL responds to the diverse needs of the community?
3. What makes RSCL effective and responsive in listening to and meeting the needs of individuals and families?
4. How well does RSCL engage in community relationships and partnerships?
5. Can you comment on RSCL's commitment to person and family centered care?
6. With respect to serving adults and their families;
 - a) What if anything makes RSCL different from other service providing organizations?
 - b) Are there other things that you know of that RSCL should or could be doing to better meet the needs of the adults they serve?
7. Do you have any concerns about RSCL, their programs, or their role in the community?
8. Can you comment on RSCL's efforts to continuously improve their services and supports to the individuals and families that they serve?
9. What are the strengths (or weaknesses) of RSCL's governance and leadership?
10. Can you comment on how RSCL is perceived as an employer?
11. Is there anything you would like to tell the either the board or the senior management of RSCL?
12. Is there anything else you would like to share or comment on?

Online Survey

In addition to the interview process, an online survey was conducted in February to assess the level of satisfaction that a broader range and larger number of community partners and/or stakeholders experienced in their day to day interactions with the RSCL. Fifty three (53) surveys were sent out and sixteen (16) people responded, establishing a thirty percent (30%) response rate. The online questions were similar but not the same as the questions posed to those people who are asked for a personal interview. Respondents were asked to rate the statements; either strongly agree – strongly disagree or very satisfied to very unsatisfied. The survey responses are outlined in the below chart:

Chart 49

When thinking about the RSCL programs and services, please answer the following	Strongly agree	Agree	Neutral	disagree	Strongly disagree	Don't know or N/A
RSCL is an effective advocacy organization on behalf of children, youth, individuals and families	9	5	1	0	0	1
RSCL staff and leadership are responsive in meeting the needs of community members	9	4	1	0	0	2
RSCL is continually improving the services provided	7	3	0	0	0	4
RSCL is well known in the community as a high quality service provider and leader.	9	3	1	0	0	3
How satisfied were you with RSCL efforts in the following areas:	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know or N/A
Accessibility to RSCL services and to the information provided	6	4	2	0	0	4
RSCL communication about events and changes important to you	5	5	2	0	1	3
RSCL use of resources to meet the mission of the organization	6	3	1	1	0	5
When thinking about RSCL children and youth and family services and programs, please answer the following:	Strongly agree	Agree	Neutral	disagree	Strongly disagree	Don't know or N/A
RSCL referral process is easy to follow	4	3	0	0	0	2
Communication with the RSCL program and staff is respectful, courteous and timely.	8	0	1	0	0	0
RSCL program staff are professional, and demonstrate knowledge and expertise.	8	0	1	0	0	0
How satisfied are you with the following	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know or N/A
The level of health and safety in RSCL programs and services	3	2	0	0	0	4
The respect demonstrated by RSCL program staff for the rights of children, youth and families	7	2	0	0	0	0
Please comment on the following if you work directly with the individual or family that is supported by RSCL and our staff. How has the individual or family benefited as a result of service delivery collaboration?	More support	improved communication	better transition	enhanced quality of service	other benefits	Don't know or N/A
	7	5	6	4	1	0
When thinking about RSCL adult services and programs, please answer the following:	Strongly agree	Agree	Neutral	disagree	Strongly disagree	Don't know or N/A
RSCL referral process is easy to follow	0	0	0	0	0	2
Communication with the RSCL program and staff is respectful, courteous and timely.	2	0	0	0	0	0
RSCL program staff are professional, and demonstrate knowledge and expertise.	2	0	0	0	0	0
How satisfied are you with the following	Very satisfied	Satisfied	Neutral	Dissatisfied	Very dissatisfied	Don't know or N/A
The level of health and safety in RSCL programs and services	0	1	0	0	0	1
The respect demonstrated by RSCL program staff for the rights of children, youth and families	2	0	0	0	0	0
Are you aware of the Richmond HandyCrew Cooperative	Yes	No				
	1	1				
If yes, please answer the following:	Excellent Opportunity for adults to work	A good way to develop employment for individuals	It's OK as one of many options	I don't support this option	I Don't Know	
	1	1				

Common themes from the feedback

It is interesting to note that all of the people identified to take part in the interview process readily agreed to make themselves available. Each of interviewees expressed their willingness to contribute to RSCL's initiative in service quality and lauded them for their efforts. A ninety four percent (94%) response rate is remarkable for any initiative of this kind and exemplifies the support that RSCL receives for the good work they do in the community. Throughout the course of the interviews, respondents consistently acknowledged RSCL for their commitment to **service quality and innovation**, for their **leadership**, for their **impact on the community**, as well as for their **responsiveness**.

As noted above, the uptake on the e-survey was lower (30%) and was heavily weighted, as sixty-three percent (63%) of the respondents interacted with the organization through Child and Family Services, while only twelve percent (12%) of the respondents related to Adult Services. Many of the questions regarding Adult Services were skipped and as such the results may not be particularly meaningful to the organization. That said the results from the broader questions and questions specific to children's services and the associated comments shared through the online survey quite closely mirror the outcomes from the interview process. For the purposes of this report the results have been reported on in their amalgam except for those results that seemed prudent to highlight.

SERVICE QUALITY AND INNOVATION

Respondents reported that RSCL regularly demonstrated a commitment to providing high quality services that are individually tailored to meet the unique needs of individuals and/or the families. They are seen as being both flexible and innovative, always with a view towards new ways of providing better and more responsive services. The training initiatives that RSCL provides and hosts are both widely lauded and welcomed by their community partners and the funders. They are seen as making a huge contribution to the larger community of service and a demonstration of RSCL's commitment to inclusion and partnership.

The philosophy of Family-Centered Care and Person-Centered Planning were top of mind in many respondents' comments. RSCL appears to be "infused" with these philosophies from the executive director to the front line staff. It is evident in the daily practice, in their training, in their extensive outreach and responsiveness to diverse families and in their policies. In the words of one respondent "it is their focus - it is what they do" and they do it very well. RSCL was also complimented on their ability to finely balance being a "family friendly" organization, working closely with families and at the same time supporting adults towards their own self determination. One respondent felt that RSCL excelled at striking this balance with families and their adult children.

Another respondent wondered whether "family centered care" was too focused on the place families are supported rather than the attitude or approach to service, noting that it does not solely relate to serving families in their own home. A further comment about serving young families was encouraging the programs serving very young children to ensure full disclosure with families. This respondent felt that at times the program staff was perhaps unnecessarily over protective or paternalistic of very young families.

RSCL is seen as a learning organization - "they are into learning and go above and beyond". Several people commented that the leadership is well read and knowledgeable about the field and the work – keeping up with the newest research and ideas and this helped ground the organization in their efforts in best practice. One person recommended that RSCL provide more training for Consultants to adhere to evidence-based practice.

Also of note was the use of technology to enhance individual planning as evidence of a proactive and comprehensive approach to service quality. "They evaluate, they listen, they learn and they respond – they follow through".

IMPACT ON COMMUNITY

Throughout all of the interviews every respondent, bar none, acknowledged the kind of contribution to the community that RSCL makes. It is the leadership of the executive director at large community tables or provincial advocacy discussions or her generous support and mentorship of new and emerging community leaders. It is the continuous and thoughtful contributions from the senior management team to the many programs and community initiatives. It is their commitment to be a part of the community and helping to find solutions together. It ranges from hosting community picnics to deep discussions in the community about how to respond to a particular need or concern. When the community is working together RSCL can be counted on to help in any way they can. "They are everywhere offering to help".

It is clearly evident that RSCL makes a difference in the community and in the lives of the people they serve and those they advocate for. The online survey results showed that respondents believed that individuals got more support (85%), experienced a better transition (71%), and enjoyed improved communication (58%) as a result of RSCL's efforts in collaborating with community partners.

LEADERSHIP

Respondents had lots to say about RSCL's leadership – it is seen as proactive, respectful, integral, impressive, courageous – just to site a few of the comments. RSCL was complimented on the high standards that it sets for the organization and for the services that they provide to individuals and families which is always grounded in a "let's do better" attitude. This is seen as indicative of the ongoing commitment to service quality and innovation. RSCL has excellent follow through and their partners know they can be relied upon to do what they say they are going to do.

The leadership team is seen to be individuals with great passion for their work and for a belief in community inclusion – "they lead with vision". The leadership is also recognized for their knowledge base and deep understanding of the work, their experience and perspectives are much valued by their community partners.

The organization was commended for its willingness to speak out, to have the courageous or brave conversations and this is especially noted in their advocacy efforts. The contributions locally and provincially to supporting people with complex support needs (of special note was the pilot project on the Transfer of Function) and to children's mental health were noted by a number of respondents. Further noted were the ongoing contributions to best practice, often developed in partnership with other organizations, which include personal planning tools and policies, accreditation tools, employment policies, and information systems.

A number of people commented that there were leaders throughout the organization; it didn't just relate to someone's senior title, they saw employees that were empowered and committed. Another noted that leaders were emerging in all areas of the organization and that this was the mark of a truly excellent organization.

RESPONSIVENESS

The notion of being responsive was a consistent theme throughout the conversations with the respondents. As stated above, at the community level, the organization is well known for being actively engaged and involved with a huge number of partners. There are likely any numbers of organizations that sit at multiple tables in their communities. Where it seems that RSCL excels, is that they are seen as valuable partners and contributors – "they don't sit back". They are attentive, they listen and "they act". They are seen as being

open to feedback and have a willingness to change if this will better meet the needs of individuals or the community.

On a more personal level, with individuals and families, they are always trying to customize supports to be as flexible and responsive as possible for the people they serve. The fact that staff were willing to meet with families evening or weekends or in places that were comfortable to them was of note to a number of respondents.

RSCL is also widely recognized with their efforts in meeting the needs of a culturally diverse community. The public awareness materials, the activities and events, the attention to hiring staff representative of the community's cultures all demonstrate their commitment and competency in being responsive to a diverse community. A number of their professional partners shared how helpful this is, as it allows them to more effectively meet the needs of the people they serve, noting how generous RSCL is in their support to this end.

WHAT SETS RSCL APART

The respondents were asked specifically if they thought RSCL did anything that set them apart from other service providers. Clearly leadership was top of mind, and when probing further, the respectful nature of the leadership team, their vast community engagement, the fact that they are proactive – their ability to anticipate the emerging needs and their openness were all commented on. The commitment that RSCL gives to training both internally and externally was also noted. RSCL is seen as an organization that has a deep understanding of their work and the value of community and their community partners. They are a highly valued organization as are the people who lead it.

CONSIDERATIONS

Only a few of the respondents had any comments on what RSCL could or should be doing to better meet the needs of the people served. There were a couple of comments about the start up or development process for day supports to individuals. At times it took too long and it was suggested that the organization could seek more information and be better prepared, or more thorough, before beginning to serve someone. That said, one respondent acknowledged the joint responsibility in ensuring that this process was both smooth and timely. One on line survey respondent expressed a varied experience as a support professional to the day programs, citing one program to have excellent communication and follow while another was disappointing in the lack of follow through.

There were also a few comments about the youth supports, one wished for the programs to have a more integrated approach, another wished for more supports to be available for 12 – 15 years olds. The waitlists for Youth Connections was concerning for a few respondents. One wanted a more collaborative approach to the management of the waitlist with an eye towards having more input to who gets in and how.

Following on the theme of collaboration, one respondent noted that RSCL does do really good advocacy for individuals and their families but that at times it feels somewhat like they (the Ministry) are the enemy, noting that on occasion they had felt almost attacked, citing a "RSCL and the family against the funder" climate. They would welcome a more balanced approach.

There was acknowledgment from a number of people about the concerted effort the organization had made towards greater employment outcomes and they wanted to commend these efforts and to encourage RSCL to continue on the path of helping people find more jobs.

And finally, one respondent encouraged RSCL to look for partnerships with BC Housing, raising concerns about the lack of affordable housing in the community and some of the success that other communities have had in creative housing development for people with developmental disabilities.

RSCL AS AN EMPLOYER

Few people felt able to answer this question adequately. Those that did, responded that the staff teams were obviously happy and well supported and spoke about the organization as a quality employer. A few noted how many long term employees there were as an indicator of satisfaction with the organization as an employer. It was also noted that RSCL behaves like it values the staff – the training initiatives that RSCL has invested in both for their own staff and for the community is highly valued.

SPECIFIC COMMENTS

Respondents were asked if they would like to make any specific comments to the board or staff of RSCL. Few people could comment of the governance role in the organization as they had little or no knowledge of the Board of Directors or its role. That said, almost everyone wanted to share their thoughts about the staff and the leadership and they were consistent in the messages: We respect you and your work and we are “exceedingly grateful” for your contributions. “Your leadership and mentorship is more than we could hope for.” “The front line staff is doing an excellent job both with families and with the community.” “We can’t imagine what it would be like to work in Richmond without you!”

Resources were mentioned a number of times from partners worrying about the erosion of resources, acknowledging that RSCL works hard to buffer the people and programs from the effects of this, but none the less they were concerned for the future. There were a number of suggestions from the on line respondents with regards to prioritizing children/families who have higher or multiple needs and providing alternate or more centralized options for those families or children on long waitlists.

Several people mentioned the “leadership load” on a small group of people, noting that the senior leadership team is thin and “it is amazing what they accomplish – they work very, very hard”.

Communication was mentioned regularly, the general tenor being that staff communicated effectively, respectfully, and in a timely manner. There were a few comments from the on line survey that suggested that the professionals that are associated with RSCL, in particular with the Family and Children’s Services, would like to have more communication about what’s happening at RSCL.

FINAL COMMENTS

Throughout the interviews RSCL was acknowledged for the relationships that they nurture and support in the community. The organization is valued for the open, honest and respectful nature of their interactions whether this is with families, individuals, their community partners or funders. Clearly RSCL is seen as an organization that is committed to excellence and is a role model for other organizations in the community.

Recommendations

1. Produce and distribute the RSCL Views Newsletter three times per year.
2. Ensure that all stakeholders are sent the RSCL Views Newsletter and all other general information sent out to service recipients.

NOTES TO 2009 OUTCOMES MANAGEMENT REPORT:

1. Input survey results into database throughout the year in order to determine trends and monitor timely follow up with survey respondents.

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