

**Burnaby Association for Community Inclusion  
Outcomes Measurement Report – 2011**



**Burnaby Association  
for Community Inclusion**

**Approved  
April 3, 2012**

*Each year, we learn so much through the Outcomes Measurement Report. It's a part of the road we walk (and often run, or even sprint) to be better at what we do – provide services and supports to individuals with disabilities, their families, and all children.*

*One thing that tends to happen during a self-evaluation process, like outcomes measurement, is that the focus is more on the negative or on what's not working. However, as you'll see from this report, there are many successes and achievements to celebrate and acknowledge. We want to recognize all of the hard work and effort of our employees in providing the services to children, youth, adults, and families in ways that make them happy, but are also effective and efficient.*

*Continual quality improvement (the goal of always trying to get better) is about making good decisions and doing our best to improve the supports and services at BACI. But trying to be the best does not always mean being perfect. There are only a few 100% results in the satisfaction, efficiency, and effectiveness ratings. At the same time, there are many very high achievements (over 85%) in many different areas, which is good news indeed.*

*Ultimately, our goal would be to achieve 100% in all areas of satisfaction, effectiveness, and efficiency, but we know that is not always possible. What BACI wants to do is get better, grow, evolve, and learn as an organization – based on the expectations and goals of the people we support. Part of growth and learning is sometimes making mistakes and/or dealing with changes that are in our control (e.g. new policies) or out of our control (e.g. funding) – in the best possible way. The Outcomes Measurement Report is a valuable document to use for reflecting on, learning about, and celebrating the accomplishments and challenges at BACI on a year-to-year basis. And it greatly informs our future planning processes.*

***“It is good to have an end to journey toward; but it is the journey that matters, in the end.”***  
***Ursula K. LeGuin***

This report is available at [www.gobaci.com](http://www.gobaci.com)

*Thank you...*

*The Burnaby Association for Community Inclusion wants to acknowledge and thank the individuals, families, and community professionals who gave their input and ideas.*

*BACI is an organization driven by the individuals and families we serve.*

*Their feedback and contributions are what keep BACI moving forward.*

*The organization also wants to thank all of the employees who helped to create this report. Each year, we learn more efficient ways to write the report. However, it is and will always be a great deal of work. The long hours and extra efforts employees contributed to make this report a success are greatly appreciated!*

Merci

THANK  
YOU

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## **Introduction**

The Burnaby Association for Community Inclusion (BACI) has dedicated over fifty years to supporting people with developmental disabilities and all children to become fully participating members of the Burnaby community. BACI advocates that all individuals are accepted and valued members of the community who, in their own way, contribute to society.

As an Association that supports over 1,000 children and adults – most of whom are citizens of Burnaby – BACI must demonstrate how it is accountable and responsible on an organizational level. An **Outcomes Measurement Report** is one way in which BACI can convey its achievements and outline areas for further growth. As well, this Report fulfills part of BACI's commitment to be an organization continually evaluating itself and trying to improve its services and supports.

Through this Outcomes Report, the Association can demonstrate how it gathers information and feedback from its stakeholders. The methods of collecting the feedback/information reported this year include Quality of Life survey results, satisfaction surveys, health and safety and human resource data analysis, and complaints and concerns.

One thing to note is that formal feedback tools like satisfaction surveys cannot – and will not – replace the impact and importance of our daily conversations and the feedback we receive from families and other stakeholders on an ongoing basis. Relationships are a key foundation of the Association, and building trust with our stakeholders – through day to day conversations and interactions – will only make BACI stronger.

Each section of the report has a Data Analysis section – a description of the information from the surveys and focus groups, and any trends or key findings on which we think we should focus. The data analysis is the basis for recommendations made by the Management Team, which are then approved by BACI's Board of Directors.

The other important part of this report is the section on Human Resources and Health and Safety. This information is included in the report because both areas affect the quality of services provided by the Association. BACI's employees are essential to the quality of services we provide to the children, youth, adults, and families we support. Therefore, it's important to know the training, turn-over rates, accident rates and other related workforce indicators (information that tells us how our employees are doing) so that the Association can support the link between human resources (the department that takes care of employees) and the quality of services. This information is also used to set goals for the Business Improvement Plan.

The Business Improvement Plan is reviewed and updated every three months by the Management Team and Board of Directors. The 2011 Outcomes Measurement Report will update the goals achieved in the 2010 Business Improvement Plan and list the information about new recommendations for 2012.

The 2011 Outcomes Measurement Report and Business Improvement Plan are similar in format to the 2010 Report.

## **What is an Outcomes Measurement Report?**



One way BACI can demonstrate how it meets the expectations of the children and adults receiving services and be accountable to other stakeholders (like funders), is through an Outcomes Measurement Report. An “outcome” is an end result. BACI wants to know what goals the organization is meeting, and how it is accomplishing those goals. The Outcomes Report helps the Board of Directors see what’s working and what needs to change. For more detailed information, please see the Outcomes Management Policy (6.1) in the BACI Policy Manual at [www.gobaci.com](http://www.gobaci.com).

An Outcomes Measurement Report is also a requirement of an accredited organization. BACI has been accredited by the Commission on Accreditation of Rehabilitation Facilities (CARF) from 2011-2014.

The Report gives information comparing this year to last year in the following areas:

- Satisfaction – the stakeholders are happy with the services they are receiving.
- Effectiveness – the service is doing what it is supposed to do (e.g. support personal growth, help people get jobs, make friends, etc).
- Efficiency – using the resources (e.g. money, staff, equipment, etc) in the best possible way.
- Access – identifies the availability of a service based on enrollment and capacity (measured alongside the efficiency)

The Outcomes Measurement Report also gives information about BACI’s operations in: human resources, health and safety, critical incidents, complaints/concerns and the achievement of goals set in BACI’s 2010 Outcomes Measurement Report.

The information collected is both qualitative and quantitative. Qualitative information can be: written comments, opinions, and feedback that cannot be measured with a number or rating. Quantitative information is numbers or percentages (%). This information is directly taken from the surveys or reports.

BACI must report on at least one outcome in each program area, but often reports on more than one outcome in many areas.

## Data Analysis

The data (information) we collect is the main source of learning for BACI.

BACI collects data to measure satisfaction and effectiveness through written surveys. Other effectiveness data is collected through evaluation processes we have (i.e. service evaluations, program reviews, Individual Support Plan reviews, etc.). The Program Managers complete reviews in the areas of personal planning and health and safety. Their staff teams pull the information together and the Program Managers checks to make sure the information is **relevant** (important to the person), **accurate** (the right information for that person), **current** (up-to-date), and **complete** (all the information is there). Then the data can be **analyzed** (looked at) in a relevant and **credible** (honest or reasonable) way.



The data analysis is what we do with the information we receive. We try to figure out what the information means and what people are trying to tell us (for example: are they satisfied with a program, do they want changes, etc). Therefore, the data analysis is very important and we have to use good ways to review the surveys and other feedback tools.

Once the data is collected (for example, through a survey), it is put into BACI's Intranet system and calculated (added up) through the SharePoint computer software system. The quantitative information (i.e. comments from families) is calculated through this system and is reviewed by the Management Team. The team looks for trends and patterns of information from families. This process is not perfect, but we feel good about the way we look at the comments and feedback families verbally give us.

We know that we have biases when we collect data. This could lead us to read information differently, or make assumptions from the perspective of a BACI employee, Board member, etc. The reader must also understand that there may be information in this report which may be not correct due to human error.

The qualitative information was summarized – by putting the information into categories (this is called “clustering”) – to protect confidentiality and to put the same ideas together. We are looking for patterns or common ideas from many people. The information was clustered into categories by a BACI employee and not by someone outside of BACI. We only interpret the comments and feedback from families and individuals.

## **The Targets for Achievement**

The target is the goal that BACI wants to achieve in each area of satisfaction, effectiveness, efficiency, and access. For example, the ideal target would be 100%, where BACI achieves each outcome 100% of the time. We may not always be able to do that, but BACI still wants to achieve a very high percentage of satisfaction, effectiveness, and efficiency in its services.



In previous years, our minimum standard of achievement was 80%. In last year's report, we moved the achievement goal to at least 85%, or to either meet or exceed the percentages for satisfaction, effectiveness, and efficiency reached in previous years. This change also reflects our commitment to continuous quality improvement. The comparison in data is reflected in this report in all program areas.

## **What to Consider When Reading This Report?**

This report is not in plain language. It is our hope that people will get help from their families, friends, or staff to read the report. BACI is a big organization and there is a lot of interesting information to report on.

If you would like to meet in person to further discuss the report, please contact Richard Faucher or Lyn King at 604-299-7851, or e-mail [richard.faucher@gobaci.com](mailto:richard.faucher@gobaci.com) or [lyn.king@gobaci.com](mailto:lyn.king@gobaci.com).

Thank you!

**The Adults, Children and Families Supported at BACI – Demographics**

<b>Age</b>	<b>Number of Individuals Receiving Service</b>
0-5 yrs	285
6-18 yrs	122
19-40 yrs	190
41-64	184
65 yrs and older	17
Unknown (AHA & Ed Centre)	unknown
<b>TOTAL</b>	<b>800</b>

<b>Gender (Does Not Include Infant Development Program, AHA &amp; Education Centre)</b>	<b>Number of Individuals</b>
Female	282
Male	340

<b>Cultural Heritage (Does Not Include Infant Development Program, AHA &amp; Education Centre)</b>	<b>Number of Individuals</b>
First Nations	22
Chinese	88
Korean	5
Japanese	10
Vietnamese	6
African Canadian	17
Italian	18
Caucasian	353
South Asian	29
French	7
Portuguese	5
Filipino	14
Polish	0
Russian	2
Other	46

## **Reporting – Services**

### ***Adult & Youth Services***

*The following services are provided in Adult & Youth Services: Residential Services, Youth Services, Community Day Services, Employment Services, Life Sharing and Outreach Services.*



#### **Residential Services**

This service is provided to individuals who require 24 hour support in their home. BACI is committed to providing the means for making a genuine “home” to those who receive our residential services.

#### **Youth Services**

This service is offered to individuals under the age of 19 who are exploring individualized options – along with the support of their families or caregivers – in both their day and living situations.

#### **Community Day Services**

BACI offers a wide variety of Community Day Services – community integration activities and education, leisure/recreational activities and finding work. Good person-centered practices ensure that programs change to meet the interests and needs of the people attending them. This year, our continued focus on economic inclusion has meant that our Day Services has continued to evolve in order to provide greater opportunities for the people we serve to have real work for real pay.

#### **Employment Services**

BACI opened a new service to support individuals to find customized employment – BEST (BACI Employment Services and Training). Employment achievements are not captured in this report, but ‘Employment’ was added as a new Quality Assurance Indicator in 2010. Therefore, ‘Employment’ will be measured along with the other QA indicators via the satisfaction surveys.

#### **Life Sharing Network**

BACI contracts with families (including single persons or couples) who are interested in welcoming an individual into their home and assisting him or her to:

- develop and maintain a personal network of friends and family;
- find and participate in meaningful activities;
- obtain a genuine sense of belonging within the home and community in which he or she now lives.

Life Sharing is a three-way relationship between a contractor, the person with disabilities/their family and BACI. Each of the members has a role to play in the relationship, and each member comes to the relationship with a set of hopes, dreams, and expectations.

### **Outreach Services**

Individuals may receive long or short-term supports, with the goal being to develop the skills that will help them become more independent, lead more meaningful lives, and be able to more fully participate in their community. The hours of support per month vary based on the needs and goals of each individual, but typically would not exceed 12 hours per month. In addition to one-to-one supports, the Outreach department offers three classes: “Simple Steps to Good Hygiene“, “Simple Steps to Healthy Relationships” and "Simple Steps to Street Safety" along with three Community Kitchens.

In Adult & Youth Services, BACI measures satisfaction, effectiveness, and efficiency through the *Quality Assurance Indicators* (the areas we support people in to have good lives). These include:

**Relationships**  
**Communication**  
**Health & Safety**  
**The Association**  
**Community**  
**Personal Growth & Development**  
**Home Life**  
**Support Staff**  
**Employment**

## **Satisfaction Report – Adult & Youth Services**

In order to measure satisfaction with service, individuals we support and their family members/friends were asked to complete a Service Satisfaction Survey. The survey questions covered each of the Quality Assurance Indicators. As well, surveys were given out to community professionals that collaborate in the services provided by BACI.

This year, we developed a new Service Satisfaction Survey, changing the format from that of asking families/individuals we support to respond to a statement (i.e. My staff/caregiver at BACI treats me with dignity and respect) to responding to a question (i.e. Are you satisfied with the amount of respect BACI staff/caregivers give you?). Response options remained the same – “YES”, “NO” and “UNSURE”. **This change in format did not allow for a fair comparison of the 2010 survey results to this year’s.**

The survey was also changed to include all Adult Service departments on one survey. Families and individuals were asked to indicate which departments they received services from, and to fill out all relevant sections of the survey. As this format is new, there was a bit of a learning curve for those surveyed.

The number of questions asked increased from an average of 20 on the 2010 surveys to an average of 28 for 2011, with Residential Services having the largest number of questions at 45.

This re-working of the Service Satisfaction Surveys was the beginning of our aligning BACI’s Quality Assurance processes with the Quality of Life domains newly adopted by Community Living British Columbia (CLBC).

In the Fall of 2010 and Winter 2011, BACI partnered with CLBC as part of a demonstration project to assess the quality of life of persons with developmental disabilities receiving supports and services from 7 agencies in the Fraser Region of British Columbia.

The project used the **My Life: Personal Outcomes Index™** to gather information on quality of life. Quality of life is measured across eight domains:

- Emotional well-being – investigates areas such as respondents’ feelings of safety, self-concept and trust;
- Interpersonal relations – focuses on relationships, supports and interactions with others;
- Material well-being – focuses on topics such as financial status and personal possessions;
- Personal development – investigates areas such as opportunities for personal growth, skill development, access to information, and feelings of personal value and achievement;
- Physical well-being – concerned with physical health, access to health care, and areas related to a healthy lifestyle;
- Self-determination – includes concepts such as perceptions of autonomy and personal control, choices and ability to express oneself;
- Social inclusion – focuses on areas such as community integration and participation;

- Rights – investigates issues related to one’s personal right to make choices and decisions (taken from “My Life Index for BACI”)

BACI’s survey sample was 88 individuals (30% of adults served at BACI). 60% of those surveyed completed the process independently and the remaining 40% used a proxy (family member or friend who knew the person well).

Below you will see BACI’s data from the final report, ‘My Life Index for BACI’ (fig. 1), as well as a graph comparing our scores to the aggregate (whole) sample scores of all 7 agencies who took part in this project (fig. 2).

**Scores are on a scale of 0-10, where 0 represents low quality of life and 10 represents high quality of life.**

Fig. 1 Average BACI scores across My Life: Personal Outcomes Index™ quality of life domains

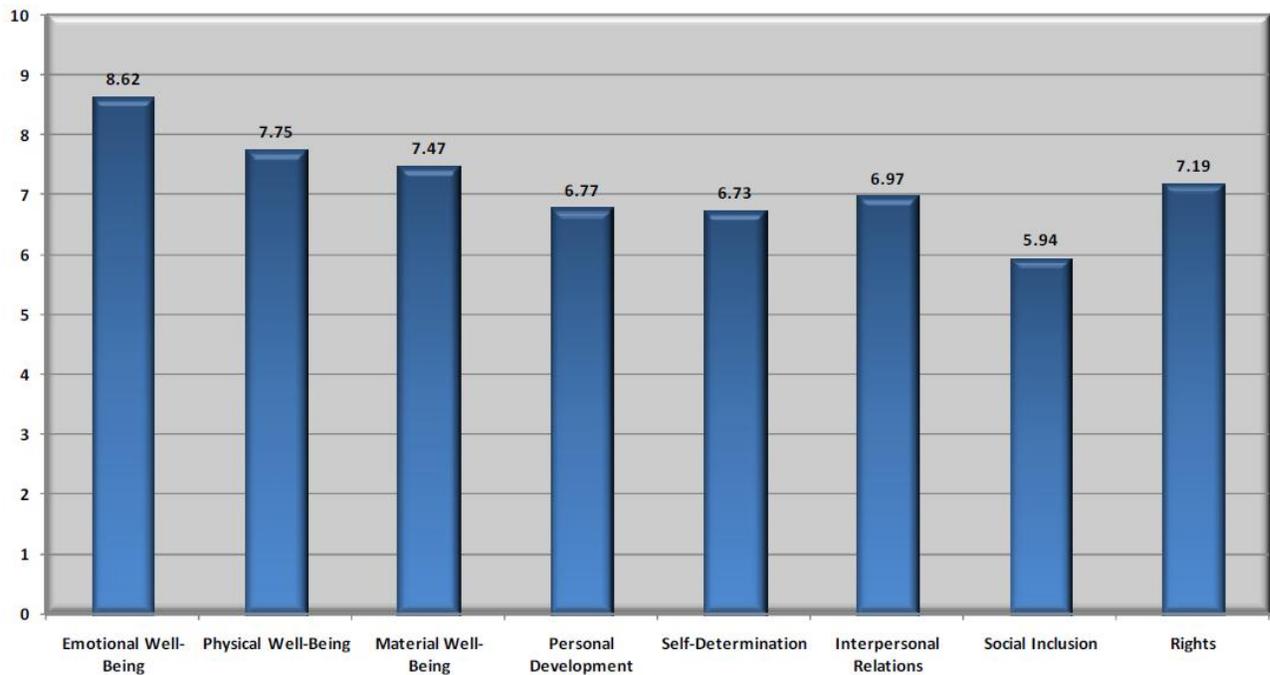
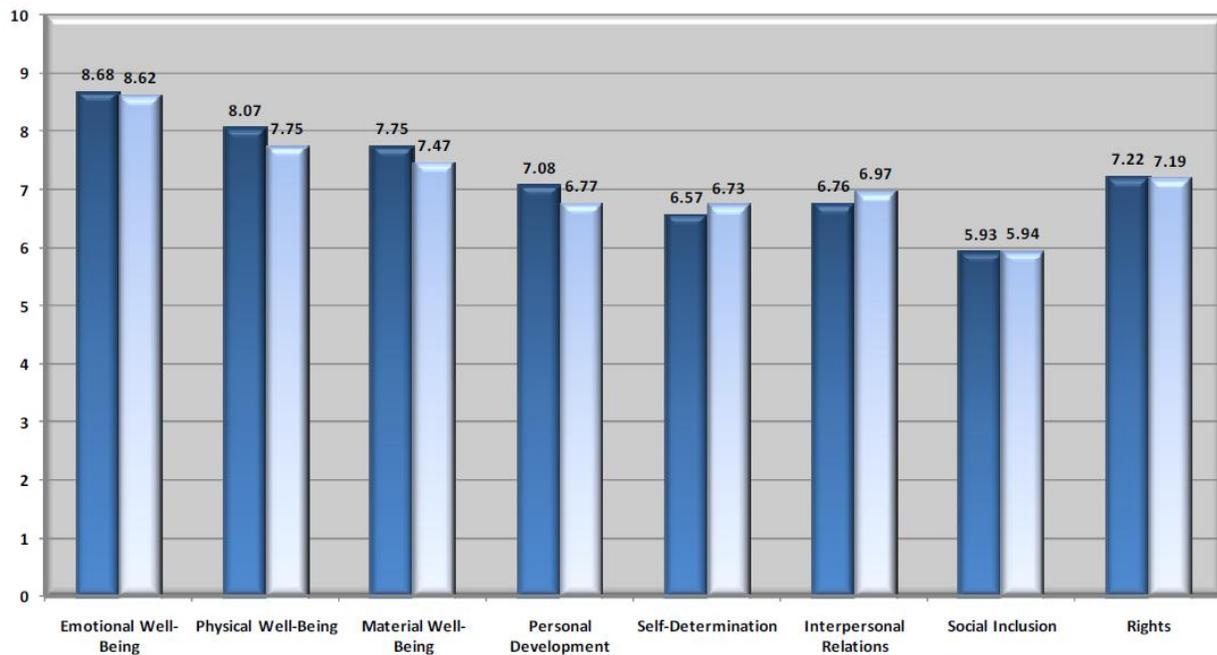


Figure 2. Comparison of BACI and aggregate sample average domain scores



The average scores for adults served by BACI are very close to the average scores of the aggregate sample. (fig. 2 shows BACI’s scores in the lighter coloured bars)

**Satisfaction with Service – Surveys Conducted with Individuals Receiving Service**

Satisfaction surveys were sent to the individuals receiving services in any of the following: Residential Services, Day Services, Employment, Life Sharing and Outreach Services.

*Please see “Satisfaction Survey: Individuals We Support”, in BACI’s Adult and Youth Services Procedures Manual.*

299 satisfaction surveys were mailed or given out and 83 were returned via a self-addressed stamped envelope for a 28% return rate, down from 30% in 2010. There was an increase in the number of individuals who completed surveys on their own. (13% in 2010)

	By myself	With family/friend	With staff	No Info
Assistance Completing Survey	17%	54%	11%	18%

Of those individuals who received assistance in completing the survey:

- 54% of the individuals received support from a family or friend to complete the survey.
- 11% of the individuals received support from a staff member to complete the survey.
- 18% no information.

**Results from Individuals’ Survey**

*Note: Not all departments ask all questions*

Satisfaction	Residential Services	Day Services	Employment Services	Outreach/Integrated Family Services	Life Sharing Services	Achievement 2011
Relationships - have friends	82%	79%	--	--	90%	84%
Relationships - make a plan re: friends	64%	71%	--	--	90%	75%
Communication - in own style (sign/symbol)	91%	71%	87%	93%	82%	85%
Communication - support to express to others	82%	68%	87%	--	85%	80%
Health and Safety - feel safe and secure	91%	85%	--	67%	87%	82%
Health and Safety- get help they need	91%	71%	--	--	77%	80%
Community - choose activities they participate in	73%	88%	--	--	85%	82%
Community – participate in these activities	73%	68%	--	--	74%	72%
Rights - know your rights	36%	38%	60%	47%	--	45%
Home life - furnish/decorate home	82%	--	--	--	79%	80%
Employment - support to find a paid job	--	--	67%	--	--	67%
Accessibility - get around	100%	76%	93%	73%	--	85%
Accessibility - make a plan re: access. In home/work/community	91%	68%	60%	60%	--	70%
Support staff - treated with respect by staff	91%	91%	100%	93%	87%	92%
Support staff - creative and flexible	91%	74%	80%	67%	77%	78%

**Interpretation of the Data**

Every year, we learn more about the individuals we serve via the Satisfaction Surveys. We realize the information we gather is most useful and relevant when we ask the right questions in an evolving way. For example, BACI’s participation in the Quality of Life Initiative shaped the new questions asked in this year’s survey and brought us new information we would have not asked about otherwise.

Furthermore, as the Association grows and changes or refines its priorities, it is important to ask questions that reflect what individuals think about those changes and new priorities.

Ideally, we would like all of the individuals completing this survey to either fill it out independently or with a family member or friend. Of course, we appreciate the staff's support and know they do their best to support individuals to complete the survey from the individual's perspective. However, with staff support, there remains a potential (even if unintended) bias with the survey outcomes. We must continue to emphasize how important it is for the individuals we serve to have family and friends in their lives. Completing a satisfaction survey is one small illustration of what role family members or friends can play.

This year, there was an increase in the number of individuals who completed the survey independently. We also saw an increase in the number of friends and family members who assisted individuals to complete their surveys.

We are pleased to report that the individuals continue to have a high satisfaction level in the areas of Relationships (**84%**), Home Life (**80%**), Communication (**85%**, **80%**), Health & Safety (**82%**, **80%**), Community (**82%**), Staff Support (**92%**), and Accessibility (**85%**).

For many years, Health & Safety has received a great deal of focus on a program as well as agency-wide level. Individuals and their families feel confident BACI will address their needs in this area (as reported across all programs). Likewise, BACI has dedicated a great deal of training and work towards understanding the communication styles and preferences of the individuals and, in turn, ensuring we communicate with them in their preferred ways. The individuals are satisfied that their support staff will communicate with them on a personal level as well as ensure the other people in their lives (new and current) understand them.

Home Life is another area the individuals are satisfied with. Having a house and a place to live is not the same as having a home. This has been a key message for the Association for many years. We want the individuals to not only be happy in their homes, but to be owners and decision-makers too. Like anything, this is a work in progress and although the individuals indicated a high level of satisfaction in this area, we must maintain this commitment and focus.

Through the survey, the individuals indicated a high level of satisfaction in many different areas of accessibility – from knowing someone is there to help them, to physically accessing their surroundings, to feeling that their right to be included is respected by the people in their lives. BACI's Accessibility Report is available at [www.gobaci.com](http://www.gobaci.com).

There is an important area that the individuals continue to have a lower satisfaction with – Rights (know and use your rights, **45%**).

Supporting the individuals to know their rights and, secondly, feel their rights are respected and acknowledged, continues to be a challenge. Since we started asking the individuals about their rights via the Satisfaction Survey, BACI has yet to achieve its minimum target (**80%**).

A new Rights video project is underway for 2012. BACI Self Advocates will be filmed stating key rights and responsibilities in a video to be shared via group training and on BACI's website. Print versions of each person with a stated right captioned on posters or flyers will be made available in BACI's print offerings. Rights will also be reviewed and shared at annual planning meetings. This is such an important indicator of the service quality and an individual's overall quality of life that it will be addressed as a recommendation in the Business Improvement Plan.

Another area the individuals indicated they are not satisfied with is Community – “I participate in activities of my choice in my community”(72%). They did indicate they are able to choose activities, but are not satisfied with the level of actual participation.



Although these areas seemingly apply more to Day Services than Residential, there is a shared responsibility.

Individuals are communicating that they want to participate in fully inclusive activities and programs in the community – during the day or evening when the activity is happening and at the best time for the individual. Effective and meaningful personal planning is one way to ensure this. Exploring the community to help the individual find the activities or opportunities they want and, in turn, access those activities, is one of the most important jobs a support person has.

Based on the feedback we received, this goal must continue to be a key focus not only for the individuals' support teams, but for the Association as a whole. Again, this is a 'work in progress' and based on the satisfaction ratings, an important one for the upcoming years.

The issue of supporting the individuals to find 'real work for real pay' continues to come up in many different ways (i.e. Satisfaction Surveys, personal planning, day-to-day feedback, strategic planning, 'Hopes & Dreams' sessions, etc.). The individuals are telling us they want to work and get paid accordingly. The Association, Board, and employees should be acknowledged for their commitment towards supporting employment for people with disabilities thus far (e.g. Employment Statement, Transformation in Day Services, new Quality Assurance Indicator, offering a new employment service – BEST, etc.).

Like all other Quality Assurance Indicators, employment and supporting someone to find a job comes through effective planning and asking the right questions.

Now that BEST (BACI Employment Services and Training) is fully staffed and operating, the satisfaction survey results show an increase in satisfaction around support to find paid work (up from 54% in 2010 to 67% in 2011). Personal expectations about employment have to be explored for each individual. They may not have any at the time, but the questions still need to be asked and the answers honored.

Congratulations to the entire Adult Services team this year! Many great accomplishments took place! The employees worked hard to support the individuals to meet their personal needs and objectives – to have a good life. Of course, there are goals to work on and

improvements to be made, but like any evaluation, it’s imperative that we celebrate what’s working and plan for the “what’s not?”

**Satisfaction with Service – Surveys Conducted with Family Members**

Satisfaction Surveys were mailed or given out to family members of individuals receiving services in the following programs: Residential Services, Day Services, Life Sharing, and Outreach Services.

**239** surveys were distributed and **61** were returned via a self-addressed stamped envelope for a **25%** return rate.

*Please see “Satisfaction Survey Adult & Youth Services (Family Member)”, in the Adult & Youth Services Procedures Manual, available on BACI’s Intranet.*

*Please note: Not all departments ask the same questions on their surveys.*

Satisfaction	Residential Services	Day Services	Employment Services	Outreach/Integrated Family Services	Life Sharing Services	Achievement 2011
Relationships - have friends	88%	71%	---	---	80	80%
Relationships - make a plan re: friends	88%	71%	---	---	80	80%
Communication - in own style (sign/symbol)	88%	74%	88%	100%	87%	87%
Communication - support to express to others	83%	74%	88%	100%	87%	86%
Health and Safety - feel safe and secure	96%	90%	---	---	87%	91%
Health and Safety - get help they need	92%	97%	---	100%	73%	90%
Community - choose activities they participate in	83%	81%	---	---	---	82%
Community - participate in these activities	88%	77%	---	---	73%	80%
Personal growth - learn new skills	54%	58%	73%	100%	73%	72%
Home life - furnish/decorate home	71%	--	--	--	80%	75%
Accessibility - get around	88%	84%	100%	100%	--	93%
Accessibility - make a plan re: access. In home/work/community	83%	74%	88%	100%	--	86%
Support staff- treated with respect by staff	92%	87%	100%	100%	80%	92%

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Support staff - creative and flexible	88%	74%	75%	67%	73%	75%
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**Interpretation of the Data – Family Members**

*Please note: As a result of the survey format change we are unable to compare last year’s data directly to 2011 survey data.*

The survey return rate for families is somewhat lower than last year (**25%** in 2011, down from 33% in 2010). We appreciate families taking the time to complete the survey. Family involvement is one of the driving forces within the Association, so their feedback is vital at all times.

This year, we developed a new Service Satisfaction Survey, changing the format from that of asking families and individuals we support to respond to a statement (i.e. My staff or caregiver at BACI treats me with dignity and respect) to responding to a question (i.e. Are you satisfied with the amount of respect BACI staff or caregivers give you?). Response options remained the same – “YES”, “NO” and “UNSURE”.

The survey was also changed to include all Adult Service departments on one survey. Families and individuals were asked to indicate which departments they received services from and to fill out all relevant sections of the survey. As this format is new, there was a bit of a learning curve for those surveyed.

The number of questions asked increased on the new survey from an average of 20 on the 2010 surveys to an average of 28 for 2011, with Residential services having the largest number of questions at 45.

Overall, the families communicated a high level of satisfaction in the same areas as the individuals – Relationships (**80%**), Communication (**87%**), Health & Safety (**91%**), Home Life (**75%**), Accessibility (**89%**), and Support Staff (**84%**.) These are very positive results and confirm many of the focus areas discussed in the Individuals’ Section of this Report.

The 2011 survey asked about Family’s satisfaction with BACI’s ability to make plans that support their family members in each specific Quality Assurance area, rather than just a rating for one overall person-centred plan. Results show us that there appears to be room for improvement in the areas of “Supports to Make Plans” around Personal Growth and Development and Rights and Self-determination. Approval ratings around “Support to Make Plans” in all areas was **73%**.

Families expressed a high degree of satisfaction (**87%**) with their family member’s ability to get supports they need when they need it. This shows a marked improvement over 2010.

**However, the families’ overall satisfaction rating remains the same as last year (79%).**

This year saw a decrease in the number of ‘Unsure’ responses. We will have to wait for another survey year for comparison, to see if the survey format has had a positive effect on families’ ability to answer each question.

Although still lower than the 2009 approval rating, family’s satisfaction with their loved ones accessing the community remains the same as 2010, at **82%**.

The numbers are not exact, but the message is – people are not accessing inclusive and meaningful activities to our individuals’ and families’ satisfaction. As discussed in the Individuals’ section of this Report, this is an area to address in both Day and Residential Services through effective personal planning.

Like the individuals’ survey, the families’ feedback regarding Accessibility should be included in BACI’s Accessibility Report.

### **Satisfaction with Service – Surveys Conducted with Professionals**

Satisfaction surveys were sent to professionals, who collaborate with BACI departments in service delivery, including: Residential Services, Day Services, Life Sharing, Outreach Services and Children’s Services. External professionals include: Community Care Licensing, Community Living BC (CLBC), mental health, behavioural support, health professionals, and other service providers.

Of 39 surveys mailed, 6 were returned for a 15% response rate.

Surveys were also sent to professionals with the Infant Development Program (IDP), and the results are discussed later in this report.

*Please see “Service Satisfaction Survey – Professional Supports/Consultants”, in the Adult & Youth Services Procedures Manual, available on BACI’s website at [www.gobaci.com](http://www.gobaci.com)*

#### **Results from Professionals Survey**

<b>Satisfaction</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Disagree</b>	<b>unsure</b>	<b>2010 Approval Rate</b>	<b>2011 Approval rate</b>
Made Welcome by Staff	3	3	0	0	86%	100%
Relationship Support	2	4	0	0	100%	100%
Individuals supported to communicate in ways they prefer	2	4	0	0	86%	100%
Staff communicates with individual's chosen style	2	4	0	0	100%	100%
Commitment to Health & Safety	1	5	0	0	100%	100%
Support with chosen activities	1	5	0	0	100%	100%
Opportunities for individuals to develop skills	2	3	0	1	100%	83%
Home Support	2	3	0	1	100%	83%
Professionalism	4	2	0	0	71%	100%
Advocate for individuals & their families	4	2	0	0	100%	100%
Individuals & families can express their opinion & ask for support from professional consultants	2	4	0	0	100%	100%
External people aware of BACI's Mission, Vision, Values	1	1	1	3	71%	33%
Community awareness of BACI & its services	0	1	1	4	71%	17%
Staff helps individuals communicate their needs of support	2	3	0	1	100%	83%
Promotes & values partnership with other organizations	3	2	0	1	100%	83%

Responds to needs of individuals with disabilities & their families	3	3	0	0	100%	100%
Staff open to learning new techniques/support	3	3	0	0	100%	100%
Responsive to critical feedback	3	3	0	1	86%	83%
Aware of opportunities to help BACI improve its services	1	2	1	1	71%	50%
BACI works with other organizations to benefit the individuals served	3	3	0	1	100%	83%
Would recommend BACI services to others	3	3	0	0	100%	100%
<b>Overall Approval Rating</b>					<b>2010 92%</b>	<b>2011 86%</b>

### Interpretation of the Data

Achieving a high response return rate with professional surveys (at least 30%) continues to be a challenge. Although the response rate was low again this year, we appreciate those who completed the survey and their feedback.

Valuable feedback includes the professionals' beliefs that BACI is not well known in the general community and other professional circles. They also indicate they are not aware of ways they can assist BACI in its goal to improve services.

Perhaps we should build on the success we had when we invited external professionals to assist in our 2011-2016 Strategic Planning process.

Our professional partners echo the feedback of families and individuals around staff abilities and skills in supporting individuals to use their preferred communication method(s) and to be understood by those around them. They recognize staff openness to learn new techniques to enable the people they support to grow and develop.



### **Effectiveness Report - Adult & Youth Services**

This year, the effective measures are: the Individual Support Plan review, the Personal Goal Measurement Charts, and results from the Satisfaction Surveys (as related to our contract outcomes with Community Living BC).

All areas of effectiveness are based on BACI's Quality Assurance Initiative – Relationships, Community, Communication, Health & Safety, Personal Growth & Development, Home Life, Staff Support, Employment, and The Association.

As in past years, the goal charts in this report show goals “in progress”, along with goals “achieved” and goals “not achieved”. This gives an accurate picture of the accomplishments made towards achieving goals. This also helps to identify where additional effort is needed to help achieve goals. It should be noted that a goal “in progress” is still considered an achievement.

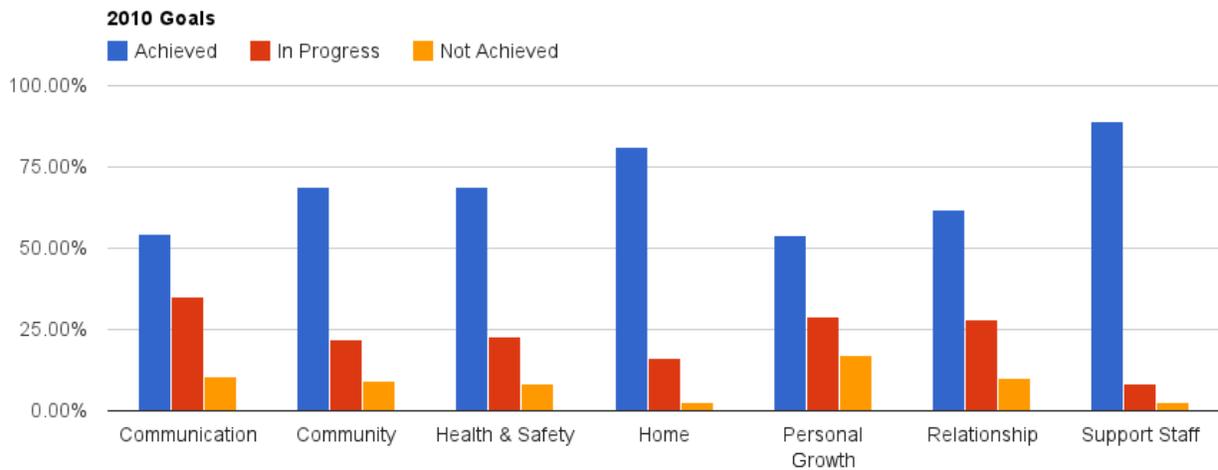
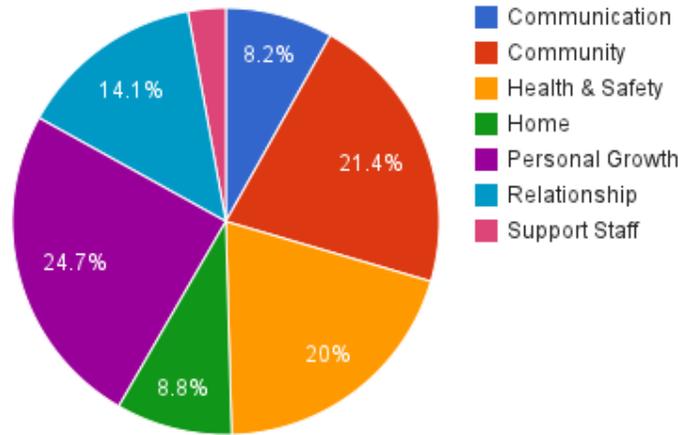
Another change included in this year's report is that we are including progress made on goals for the current year (i.e. 2011) and *also* reporting on the accomplishment of the previous year's goals (i.e. 2010). This is important, because planning meetings take place throughout the year and we want to see how well we do at accomplishing each year's goals during the same timeframe.

One final change to the effectiveness reporting is how the Service Evaluations were conducted. In previous years, Service Evaluations were held in all programs and reviewed for service quality on both a personal and program level. This year, NO Service Evaluations statistics are included in this Report.

Extensive preparation for BACI's third CARF accreditation survey resulted in reviews of all personal plans and files. BACI also took part in the CLBC Quality of Life project.

Burnaby Association for Community Inclusion – Outcomes Measurement Report  
2011

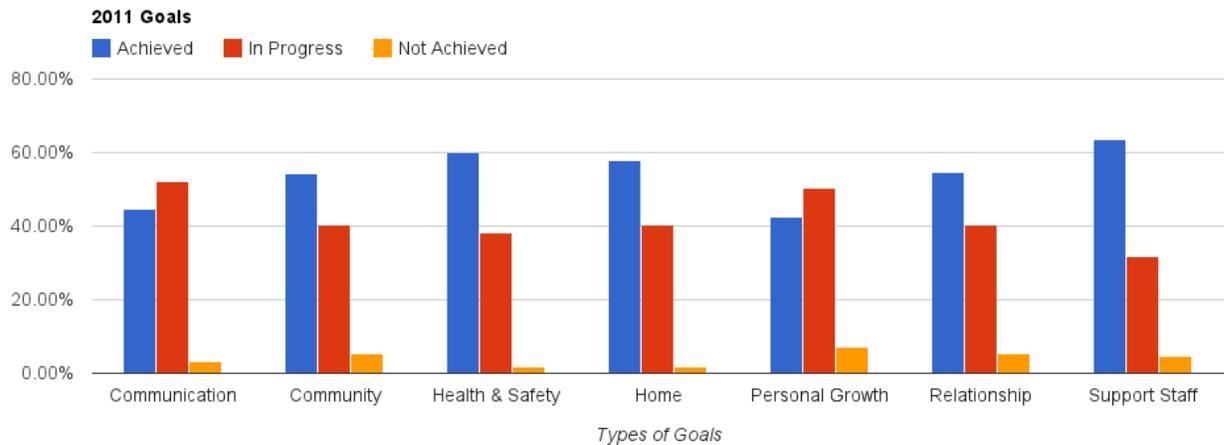
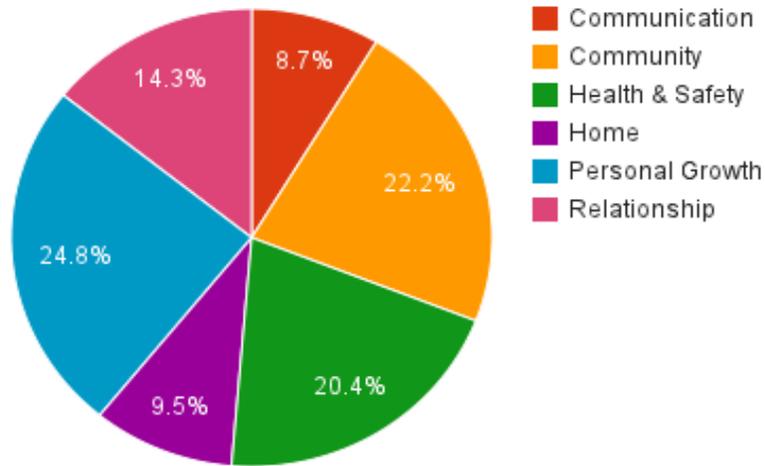
2010 Goals by Type



Measurement	Achievement 2010, end of year	Achievement 2010, one year later
Guidelines for Planning (Goal Achievement)	Relationships – 50% Community – 53% Communication – 29% Health and Safety 45% Personal Growth & Development – 49% Home Life – 52% Support Staff & BACI – 74%	Relationships – 62% Community – 69% Communication – 54% Health and Safety – 69% Personal Growth & Development – 54% Home Life – 81% Support Staff & BACI – 89%

Burnaby Association for Community Inclusion – Outcomes Measurement Report  
2011

**2011 Goals by Type**



	<b>Achievement 2010</b>	<b>Achievement 2011- as of Dec. 31/2011</b>
Guidelines for Planning (Goal Achievement)	Relationships – 62% Community – 69% Communication – 54% Health and Safety – 69 % Personal Growth & Development – 54% Home Life – 81% Support Staff & BACI – 89%	Relationships – <b>55 %</b> Community – <b>54%</b> Communication – <b>45 %</b> Health and Safety – <b>60%</b> Personal Growth & Development – <b>42 %</b> Home Life – <b>58%</b> Support Staff & BACI – <b>63%</b>

Burnaby Association for Community Inclusion – Outcomes Measurement Report  
2011

Annual Individual Support Plan Review – conducted by Program Manager - Adult & Youth Services.	53 out of 55 plans reviewed and in place (Adult & Youth Services – Residential) <b>96%</b>	54 out of 54 plans reviewed & in place (Adult & Youth Services – Residential) <b>100%</b>  76 out of 94 plans reviewed (Adult and Youth services- Day Services) <b>81%</b>
Guidelines for Planning	<b>73%</b> of the planning meetings were complete (Adult & Youth Services – Residential ) <b>41%</b> of the planning meetings were complete – (Day Services)  <b>98%</b> of the planning meetings were complete – Life Sharing Network	<b>65%</b> of the planning meetings were complete (Adult & Youth Services – Residential ) <b>60%</b> of the planning meetings were complete – (Day Services) <b>98%</b> Outreach Service individuals have current goals **Planning meetings are not led by Life Sharing Network staff.
Guidelines for Service Evaluation	Service Evaluations are complete; Residential & Day Services based on a hybrid model approach.  <b>95 (100%)</b> monitoring tools administered in Life Sharing Network	<b>Formal service evaluations were not conducted by the Quality Assurance department in 2011.</b>  <b>All Adult Service managers/supervisors conducted service reviews of all programs and individual files in preparation for the 2011 CARF survey.</b>
Guidelines for Service Evaluation, Residential Only - <b>Current</b>	NEW: Rating is only a “complete” or “not complete”; based on the hybrid model approach to the Service Evaluation.  Complete	
Guidelines for Service Evaluation, Residential Only - <b>Relevant</b>	Complete	
Guidelines for Service Evaluation, Residential Only - <b>Accurate</b>	Complete	
Guidelines for Service Evaluation, Residential Only - <b>Complete</b>	Complete	

Burnaby Association for Community Inclusion – Outcomes Measurement Report  
2011

<b>Desired Outcomes - CLBC</b>	<b>Measurement</b>	<b>Residential Services</b>	<b>Day Services</b>	<b>Life Sharing Services</b>	<b>Outreach/ Integrated Family Services</b>	<b>Achievement 2010</b>	<b>Achievement 2011- *New survey format</b>
Individuals are safe, secure and receive good health care	Question #27-33,OR Ques.19 Family/Friend Satisfaction Survey	89%	87%	80%	100%	95%	<b>89%</b>
	Question #27-33, OR Ques.# 19 Individual Satisfaction Survey, Ques. #8 IFS survey	85%	76%	88%	84%	96%	<b>79%</b>
Individuals and their families experience full citizenship through inclusion in their community	Question # 9-11 Family/Friend Satisfaction Survey	83%	78%	76%	100%	87%	<b>84%</b>
	Question #9-11 Individual Satisfaction Survey	69%	72%	80%	73%	73%	<b>74%</b>
Individuals and families take a lead role in the planning of supports and services that meet the unique needs of each individual	Question #3 Family/Friend Satisfaction Survey	79%	77%	67%	85%	81%	<b>77%</b>
	Question # 3 Individual Satisfaction Survey Ques. #2, 11 IFS survey	73%	74%	87%	83%	86%	<b>80%</b>
Individuals and families make key decisions about the services and support they receive	Question # 3, 39,44 Family/Friend Satisfaction Survey	63%	61%	67%	67%	81%	<b>66%</b>
	Question # 3,39,44 Individual Satisfaction Survey Ques # 8 IFS survey	55%	62%	47%	87%	88%	<b>63%</b>
Individuals and families have easy access to appropriate and timely supports and services that meet their needs	Question # 3,45 Family/Friend Satisfaction Survey	79%	77%	67%	100%	67%	<b>81%</b>
	Question # 3,45 Individual Satisfaction Survey Ques. # 2,11 IFS survey	73%	74%	77%	89%	98%	<b>78%</b>
Individuals' and families' needs are responded to and met through flexible, innovative and creative supports and services	Question # 2 Family/Friend Satisfaction Survey	88%	80%	72%	75%	88%	<b>79%</b>
	Question # 2 Individual Satisfaction Survey	84%	81%	82%	73%	88%	<b>80%</b>

### **Interpretation of the Data**

The previous table reflects our achievements in meeting the outcomes with Community Living BC. As mentioned earlier in this Report, the 2011 Service Satisfaction Survey was re-formatted. As a result, comparison to 2010 data is not relevant.

A key indicator of effectiveness is how we have supported individuals to achieve their goals. As in previous years, we are reporting differently on the progress made towards goals. At first glance, the goal chart for 2011 looks like we are not very effective at meeting people's goals, because the majority of goals are still "in progress". This is because planning meetings take place throughout the year. A better way to compare goal accomplishment is to monitor it regularly and look back at the *previous year's goals* in order to measure success.

For 2010, many goals were in progress at the end of 2010, however by December 2011, the majority of goals were achieved and few goals were "not achieved". We can see that we need to put more energy into supporting people to achieve their goals around Communication and possibly Personal Growth and Development.

Goal achievement continues to be reviewed on a quarterly basis through the Quality Assurance Committee. We will continue to improve how we measure goal accomplishment and further refine how we measure an individual's achievement towards goals.

From the 2010 goal chart, we see that in 2 out of 7 categories, we achieved between **80-86%**. In 3 categories that achieved less -- Communication, Health and Safety, Relationships, and Community -- goals have been carried forward to the next year or are considered "ongoing". It is refreshing to see that for Personal Growth and Development, the achievement rate is higher this year, as this has been identified in previous years as an area for improvement.

Another key measure of effectiveness is the Quality Service Review. Formal Service Evaluations were not conducted by the Quality Assurance department in 2011.

All Adult Service managers/supervisors conducted service reviews of all programs and individual files in preparation for the 2011 CARF survey.

## **Life Sharing Network**

### **Effectiveness Report – Life Sharing**

This year, the Life Sharing Network (LSN) used BACI's LSN Monitoring Tool to evaluate the quality of services provided to individuals and to support them to lead happy, healthy and safe lives. The services are measured according to BACI's Quality Assurance Indicators and Community Living British Columbia's (CLBC's) requirements.

Starting in 2012, the LSN will also adopt the CLBC Monitoring Tool, which will be completed every second year, and the CLBC Health and Safety Checklist, which will be completed annually.

*Please see “Life Sharing Monitoring Tool” in the Life Sharing Network Policy Manual, available on BACI's website at [www.gobaci.com](http://www.gobaci.com).*

### **Interpretation of the Data**

The assigned LSN manager met with each Life Sharing Network support provider to complete the LSN Monitoring Tool. Each indicator in the tool includes Service Expectations and whether improvement is required. Where the Support Provider replies “yes”, there must be evidence reported or attached. Where they reply “no” they are required to provide an explanation or plan to meet this standard. If indicators are left blank, an explanation must be provided.

There are certain criteria that must be met by all Support Providers (e.g. they must know who has legal authority to make health-related decisions for the individual, to complete Semi-Annual reports, to promptly report any CIR's, etc.) and therefore, should not have a “no” marked beside the indicator of service review. In instances where a “no” is marked, the managers of Community Development must meet with the Support Provider to ensure they understand what the question is asking and requiring of them. Despite the clarification, if the answer still remains “no”, the managers will develop a plan with them to address the matter as soon as possible.

**98%** of the Life Sharing Network is represented in these findings. This is a much higher response than last year. For new contracts, we are able to complete the health and safety sections of the monitoring tool (e.g. transition planning, first aid, medication administration, safety equipment, etc.). The managers of Community Development identified trends and actions for follow-up, both on a service level as well as with individual Support Providers.

### **Key Findings or Trends**

This year, there was a renewed focus on everyone in Life Sharing having a planning meeting. **98%** of all individuals being supported through the LSN department had planning meetings in 2011. Under Health and Safety, there were a few trends. There are several individuals living in Life Sharing who have significant health care issues. **18%** of the individuals in Life Sharing would benefit from having a health care plan and currently there are **50%** of those in place. A private nursing company has been contracted to complete plans. There was a need for a “transfer of task” for a couple of the LSN providers, and these were completed. An in-service was held and the documentations regarding these are in place.

We support individuals who require safety plans. These plans are required for individuals who demonstrate risky behavior. This behavior requires a protocol or plan for the support providers to follow when the individuals in their care are putting themselves at risk. Of the **6%** of individuals in Life Sharing that have been identified by the Support Provider and the manager as needing a safety plan, **50%** are currently in place and the remainder are in progress.

### **Follow-up and Proposed Action**

To address the need for health care plans, BACI has contracted a private nursing company to develop health care plans for all who require them.

Timelines were set for Life Sharing Support Providers to complete support plans for individuals who are semi-independent and could potentially take part in risky activities.

Qualified professionals will develop Safety Plans along with the individuals and their support networks for those who demonstrate risky behavior. LSN managers will continue to review trends on a semi-annual basis.

**Efficiency & Access Report – Adult & Youth Services**

<b># of individuals served (occupancy)</b>	<b>2010 Achievements (Based on Funding Agreement)</b>	<b>2011 Achievements (Based on Funding agreement)</b>
Residential Services	56 individuals served out of 56 contracted spots  <b>100%</b>	54 individuals served out of 54 contracted spots  <b>100%</b>
Day Programs <small>(Please note: in 2011 BACI separated Day Services and Employment. We also added a number of people who were unfunded in 2010 as now funded, because we have been serving them for a long period of time)</small>	240 individuals served out of 230 contracted spots  <b>104%</b>	136 (plus 50 in AHA) individuals served out of 130 contracted spots  <b>104%</b>
Employment and Social Enterprises	No data available	78 individuals served out of 77 contracted spots <b>101%</b>
Outreach Services/Integrated Family Support	85 individuals served out of 76 contracted spots  <b>112%</b>	94 served out of 82 contracted spots  <b>115%</b>
Children's Respite	26 individuals served out of 25 contracted spots  <b>104%</b>	25 children served out of 24 spots  <b>104%</b>
Life Sharing Network	88 individuals served out of 88 contracted spots.  <b>100%</b>	100 individuals served out of 100 contracted spots  <b>100%</b>

## ***Children's Services***

*BACI operates 8 inclusive child care programs – Fairhaven Infant/Toddler, Fairhaven Three-Five Program, Variety Infant/Toddler Program, Variety Three-Five Program, Twelfth Avenue Out of School Care, Brentwood Park Plus Out of School Care, South Slope Out of School Care, and Suncrest School Age Care program. The Quality Assurance Indicators for Children's Services are:*

***Health & Safety***  
***Positive Social Atmosphere***  
***Child Development***  
***Diversity & Inclusion***  
***Families as Partners***  
***The Childcare Team***



### **Satisfaction Report – Children's Services**

Surveys were handed out to all parents receiving child care services through BACI – Brentwood Park Plus, Fair Haven (Infant/Toddler & 3 to 5), Twelfth Ave, South Slope, and Variety Hotelier House (Infant/Toddler & 3 to 5). For the first time, surveys were also handed out to families at Suncrest. Surveys were available at the centres and also circulated via an on-line survey.

BACI also circulates Exit Surveys to families when they leave the centres. This year, we had 4 surveys returned. This is a small number of surveys. For that reason, this survey information is not included in this report.

***Please see Children's Services Parent Satisfaction Survey, found in the Children's Services Procedures Manual.***

The 2011 survey return rate was **46%**. This is a significant increase from 32% in 2010.

**My child (children) currently attends (please check)**

Answer Options	Response Percent	Response Count
Variety - Under 3	7.9%	6
Variety - Over 3	13.2%	10
Fair Haven - Under 3	11.8%	9
Fair Haven - Over 3	17.1%	13
Brentwood Park Plus	10.5%	8
Twelfth Avenue	6.6%	5
South Slope	11.8%	9
Suncrest	21.1%	16

76 in total

**Satisfaction Report – Children’s Services 2011**

**Quality Assurance Indicator – Families as Partners**

**1. I have regular communication with the staff about my child.**

Answer Options	Response Percent	Response Count
Strongly Agree	47.3%	35
Agree	48.6%	36
Disagree	2.7%	2
Strongly Disagree	0.0%	0
Not Sure	1.4%	1
<i>answered question</i>		<b>74</b>
<i>skipped question</i>		<b>2</b>

**2. The staff is approachable and listens to me about concerns or questions I may have about my child and/or the Centre.**

Answer Options	Response Percent	Response Count
Strongly Agree	60.8%	45
Agree	39.2%	29
Disagree	0.0%	0
Strongly Disagree	0.0%	0
Not Sure	0.0%	0
<i>answered question</i>		<b>74</b>
<i>skipped question</i>		<b>2</b>

<b>3. Staff provides me with information or resources about my child's development and needs.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	27%	20
Agree	59.5%	44
Disagree	6.8%	5
Strongly Disagree	1.4%	1
Not Sure	0.0%	4
<i>answered question</i>		<b>74</b>
<i>skipped question</i>		<b>2</b>

<b>4. Staff consults with my family regularly about my child's participation and progress.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	34.2%	25
Agree	46.6%	34
Disagree	11.0%	8
Strongly Disagree	1.4%	1
Not Sure	6.8%	5
<i>answered question</i>		<b>73</b>
<i>skipped question</i>		<b>3</b>

<b>5. The staff develops and maintains positive interactions with my family.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	56.2%	41
Agree	42.50%	31
Disagree	1.40%	1
Strongly Disagree	0.00%	0
Not Sure	0.00%	0
<i>answered question</i>		<b>74</b>
<i>skipped question</i>		<b>2</b>

<b>6. The Burnaby Association for Community Inclusion recognizes and respects my family as a partner in the provision of childcare.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	38.70%	28
Agree	51.40%	38
Disagree	1.40%	1
Strongly Disagree	0.00%	0
Not Sure	9.50%	7
<i>answered question</i>		<b>73</b>
<i>skipped question</i>		<b>3</b>

7. I can make choices about the activities my child participates in.		
Answer Options	Response Percent	Response Count
Strongly Agree	20.50%	15
Agree	42.50%	31
Disagree	11.00%	8
Strongly Disagree	0.00%	0
Not Sure	26.00%	19
<i>answered question</i>		<b>73</b>
<i>skipped question</i>		<b>3</b>

**Quality Assurance Indicator – Positive Social Atmosphere**

8. The staff treats my child with dignity and respect.		
Answer Options	Response Percent	Response Count
Strongly Agree	57.90%	44
Agree	42/10%	32
Disagree	0.00%	0
Strongly Disagree	0.00%	0
Not Sure	0.00%	0
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

9. I am satisfied with the staff's qualifications and skills.		
Answer Options	Response Percent	Response Count
Strongly Agree	53.30%	40
Agree	37.30%	28
Disagree	4.00%	3
Strongly Disagree	0.00%	0
Not Sure	5.30%	4
<i>answered question</i>		<b>75</b>
<i>skipped question</i>		<b>1</b>

10. The staff demonstrates a friendly approach with children.		
Answer Options	Response Percent	Response Count
Strongly Agree	61.80%	47
Agree	38.20%	29
Disagree	0.00%	0
Strongly Disagree	0.00%	0
Not Sure	0.00%	0
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

11. The staff demonstrates an accepting, non-judgmental approach with children.		
Answer Options	Response Percent	Response Count
Strongly Agree	59.20%	45
Agree	40.80%	31
Disagree	0.00%	0
Strongly Disagree	0.00%	0
Not Sure	0.00%	0
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

12. My child learns in a nurturing and supportive environment		
Answer Options	Response Percent	Response Count
Strongly Agree	51.30%	39
Agree	46.10%	35
Disagree	0.00%	0
Strongly Disagree	0.00%	0
Not Sure	2.60%	2
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

### Quality Assurance Indicator – Child Development

13. The staff design and implement programs that promote and enhance		
Answer Options		
a) my child's social development		
Strongly Agree	39.5% (30)	
Agree	52.6% (40)	
Disagree	1.3% (1)	
Strongly Disagree	0% (0)	
Not Sure	6.6% (5)	
b) my child's emotional development		
Strongly Agree	34.2% (26)	
Agree	55.3% (42)	
Disagree	0% (0)	
Strongly Disagree	0% (0)	
Not Sure	10.5% (8)	
c) my child's intellectual development		
Strongly Agree	34.2% (26)	
Agree	47.4% (36)	
Disagree	3.9% (3)	
Strongly Disagree	0% (0)	
Not Sure	14.5% (11)	

d) my child's skill development		
Strongly Agree	38.2%	(29)
Agree	46.1%	(35)
Disagree	3.9%	(3)
Strongly Disagree	0%	(0)
Not Sure	11.8%	(9)
<i>answered question: 76</i>		

14. I am satisfied with the activities my child participates in at his/her Child Care Center.		
Answer Options	Response Percent	Response Count
Strongly Agree	40.80%	31
Agree	53.90%	41
Disagree	2.60%	2
Strongly Disagree	0.00%	0
Not Sure	2.60%	2
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

#### Quality Assurance Indicator – Diversity & Inclusion

15. The staff conducts themselves in ways that promote the inclusion of all children within the center at all times.		
Answer Options	Response Percent	Response Count
Strongly Agree	60.80%	45
Agree	31.10%	23
Disagree	4.10%	3
Strongly Disagree	0.0%	0
Not Sure	4.10%	3
<i>answered question</i>		<b>74</b>
<i>skipped question</i>		<b>2</b>

16. The Burnaby Association for Community Inclusion provides child care in ways that value my child's individuality.		
Answer Options	Response Percent	Response Count
Strongly Agree	45.90%	34
Agree	41.90%	31
Disagree	1.40%	1
Strongly Disagree	0.0%	0
Not Sure	10.80%	8
<i>answered question</i>		<b>74</b>
<i>skipped question</i>		<b>2</b>

17. The staff incorporates activities and adapt/choose curriculum that promote the exploration and celebration of multiculturalism and diversity.		
Answer Options	Response Percent	Response Count
Strongly Agree	42.10%	32
Agree	46.10%	35
agree	1.30%	1
Strongly Disagree	0.00%	0
Not Sure	10.50%	8
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

18. I have opportunities to meet other parents.		
Answer Options	Response Percent	Response Count
Strongly Agree	18.70%	14
Agree	54.70%	41
Disagree	12.00%	9
Strongly Disagree	2.70%	2
Not Sure	12.00%	9
<i>answered question</i>		<b>75</b>
<i>skipped question</i>		<b>1</b>

### Quality Assurance – Health & Safety

19. My child's medical needs are supported and cared for by the staff and Center.		
Answer Options	Response Percent	Response Count
Strongly Agree	33.30%	24
Agree	54.20%	39
Disagree	0.00%	0
Strongly Disagree	0.00%	0
Not Sure	12.50%	9
<i>answered question</i>		<b>72</b>
<i>skipped question</i>		<b>4</b>

20. The Center is clean.		
Answer Options	Response Percent	Response Count
Strongly Agree	38.20%	29
Agree	57.90%	44
Disagree	2.60%	2
Strongly Disagree	0.00%	0
Not Sure	1.30%	1
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

<b>21. The Center is maintained in a safe manner.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	46/70%	35
Agree	52.00%	39
Disagree	0.00%	0
Strongly Disagree	0.00%	0
Not Sure	1.30%	1
<i>answered question</i>		<b>75</b>
<i>skipped question</i>		<b>1</b>

<b>22. The toys, games and equipment are safe.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	46.60%	34
Agree	50.70%	37
Disagree	1.40%	1
Strongly Disagree	0.00%	0
Not Sure	1.40%	1
<i>answered question</i>		<b>73</b>
<i>skipped question</i>		<b>3</b>

<b>23. The toys, games and equipment are clean.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	36.80%	28
Agree	47.40%	36
Disagree	3.90%	3
Strongly Disagree	0.00%	0
Not Sure	11.80%	9
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

<b>24. Overall, I am satisfied with the service my child receives at the Child Care Center he/she attends.</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Strongly Agree	53.90%	41
Agree	44.70%	34
Disagree	1.30%	1
Strongly Disagree	0.00%	0
Not Sure	0.00%	0
<i>answered question</i>		<b>76</b>
<i>skipped question</i>		<b>0</b>

<b>Achievement 2010 - Satisfaction</b>	<b>Measurement</b>	<b>Achievement 2011 Satisfaction</b>
92% Satisfaction	Question # 24	99% Satisfaction

### **Interpretation of the Data**

The survey return rate increased to **46%** this year from 32% in 2010. Once again, parents could complete the survey either via an on-line link or through a paper version. If parents completed the survey, they could enter their name for a gift card draw. This year, a majority of families responded via on-line link.

Year after year, Children’s Services faces challenges like a higher turn-over rate and lower wages and benefits for staff (as compared to the rest of the agency), as well as recruitment and funding issues. However, despite those challenges, the child care employees continue to provide high quality services.

The parents, via the survey, report a very high satisfaction level with the employees. The families believe the child care employees are caring and friendly – an integral part of what makes our centres successful. Families also reflect satisfaction with the centres themselves. The families report that they feel that BACI provides a safe and warm atmosphere for their children to build on their development – through a safe, caring and clean environment, and good quality equipment.

It’s a testimony to the employees’ commitment and passion for child care. With on-going challenges, it’s easy for morale and job performance to suffer. However, the employees and their supervisors continue to find ways to creatively provide services to meet the children’s needs.

The child care staff team at each centre continues to tailor their curriculum and activity planning for the specific needs and interests of the children in attendance. Families report, via their survey responses, that BACI continues to be an inclusive environment where diversity is celebrated through a variety of activities. Play is centred around a multitude of learning styles.

Multiculturalism is embraced and incorporated into each child care centre’s activity planning.

Families’ feedback is also monitored and welcomed throughout the year. At each supervisors’ meeting, parent ‘complaints and concerns’ are reviewed to ensure follow up and to see if there are any patterns to address.

2011 saw many opportunities for families and centre staff to interact, with annual parent appreciation nights and teas, family winter holiday events at each centre, and Brentwood Park Plus’ family evening talent night.

**Effectiveness Report – Children’s Services**

<b>Achievement 2010</b>	<b>Measurement - Question</b>	<b>Achievement 2011</b>
<p><b>Child Development</b></p> <p>Social Development <b>89%</b> Emotional Development <b>85%</b> Intellectual Development <b>85%</b> Skill Development <b>82%</b></p>	<p>Question #13 (a-d)</p>	<p><b>Child Development</b></p> <p>Social Development <b>92%</b> Emotional Development <b>89%</b> Intellectual Development <b>82%</b> Skill Development <b>84%</b></p>
<p><b>Diversity &amp; Inclusion</b></p> <p><b>94%</b></p>	<p>Question #15</p> <p>The staff conducts themselves in ways that promote the inclusion of all children within the center at all times.</p>	<p><b>Diversity and Inclusion</b></p> <p><b>92%</b></p>
<p><b>Health &amp; Safety</b></p> <p><b>95%</b></p>	<p>Question #19-23 (average)</p> <p>The centers provide services and activities in a safe manner.</p>	<p><b>Health &amp; Safety</b></p> <p><b>93%</b></p>
<p><b>94%</b> of the goals in the children’s support plans (receiving support from Supported Child Development) were met or are in progress.</p> <p>Note: 3 of the support plans were under review and not included in the overall totals reported.</p>	<p>Annual Individual Support Plan Review</p>	<p><b>89%</b> of the goals in the children’s support plans were met or are in progress.</p>

## **Interpretation of the Data**

Overall, families communicated their high satisfaction with the effectiveness of the child care programs. This was measured in the areas of social, emotional, intellectual, and skill development (benchmarks for Early Childhood Education).

When measuring any new indicators, **85%** is the identified goal. In the area of development, this goal was achieved with the exception of ‘intellectual development’, which scored **82%** this year.

Families were satisfied with their child’s development. Because this is a new measurement, over the past year we have made efforts to build on the achievements. Centres have made an effort to help families recognize what child development indicators to look for with their child and how they link to their service/learning at the child care centre. Each supervisor has posted information about each area of development (e.g. on the parent board, in monthly newsletters). In addition, Supervisors have made a commitment to speak with families about their child’s progress so families are more knowledgeable about these areas. We will continue our efforts and commitment in the coming years so families will ideally have more information about their child’s development (and the indicators of social, emotional, intellectual, and skill development) and therefore, be more knowledgeable about commenting/rating the centre’s effectiveness.

Diversity and Inclusion as well as Health & Safety are also important measures of effectiveness. Families’ satisfaction in these areas is consistent with last year’s results – very high. The staff work hard to follow licensing guidelines, internal policies and procedures, and the overall vision of BACI to ensure safe, inclusive, and quality child care. The large majority of families agree and commend the child care employees for the work they do.

One of the key goals of our child care centers is to provide inclusive, quality services to all children, including children with special needs. Every child with special needs has a support plan with specific goals related to their social, emotional, physical, and intellectual development. Each goal is reviewed with the families and support team to determine if the goal has been achieved

Another key measure and indicator of effectiveness in Children’s Services is the ‘Program Service Evaluation.’ Twice a year, the supervisors review their program, based on a number of specific indicators, and document at least three pieces of evidence to demonstrate that the indicator is met. The areas evaluated range from Health & Safety, to Program Planning, to Diversity. In 2011, the service evaluations were completed in all centers and the achievement rating was over **90%**. All standards were met in the service evaluation throughout the year.

Another measure of effectiveness in Children’s Services is making sure all families know their rights and the program’s procedures. Each family receives a Family Handbook when their child starts at the centre. This year, there were three revisions and re-circulations of the Family Handbook. Each family received a copy (with a signing sheet indicating they received it) of the revised documents.

A special acknowledgement should be given to the supervisors’ team for their hard work and leadership in the all areas of Quality Assurance and overall child care centre operations. They

are a strong team and very committed to the vision and values of not only Early Childhood and School-Age Education, but the vision and values of BACI as well. They work with their individual teams and families to ensure their centre is operating well and providing the best service possible.

**Efficiency & Access Report – Children’s Services**

The efficiency measurement is the occupancy of individual childcare spots at each centre (average throughout the year). This information is gathered from satisfaction surveys. 2011 Surveys were mostly done on-line this year. The on-line survey did not have an option for families to indicate whether their child attended the under three or over three program at Fair Haven and Variety.

<b>Child Care Centre</b>	<b>Achievement 2010</b>	<b>Achievement 2011</b>
Fair Haven – Under Three	100%	<b>97%</b> for both Over 3/under 3
Fair Haven – Over Three	100%	
Variety - Under Three	100%	<b>93%</b> for both Over 3/under 3
Variety - Over Three	96%	
Twelfth Avenue	10/25 Part Time 12/25 Full Time	<b>67%</b> overall
South Slope	100%	<b>95%</b>
Brentwood	80%	<b>100%</b>
Suncrest	95%	<b>93%</b>

*It should be noted that 100% is always the target in child care because the maximum amount of fees are needed to operate the centres in the best way.*



## *Infant Development Program*

Our Infant Development Program (IDP) serves children from birth to three years old who are born with, or are at risk of having, a delay in their development. The families served live in Burnaby. IDP is a program funded by the provincial government. The service is voluntary so it is the family’s decision whether they use the program. IDP is also free of charge. Referrals to the program come from doctors, public health nurses, community professionals, or directly from the family. For more information about the program, please go to [www.idpofbc.ca](http://www.idpofbc.ca).



### **Satisfaction Report – Infant Development Program**

Satisfaction surveys were conducted with parents of infants/children currently receiving services through the Burnaby Infant Development Program and those families who finished with the IDP during the year.

The surveys were also circulated to community professionals who work closely with the program.

### **Satisfaction – Parents of Infants/Children Receiving Service**

For the purpose of this report, satisfaction surveys were sent out to parents currently receiving service in the Burnaby IDP program:

178 were mailed out and 38 were returned via a self-addressed stamped envelope – a **21%** return rate. (2011)

*Please see “Parent Survey - Parents Receiving Service”, in the IDP Services Procedures Manual, available on the BACI website at [www.gobaci.com](http://www.gobaci.com).*

The questions asked address areas related to the satisfaction and effectiveness of the service.

Question	No	Some	Great Deal	No info	
1. The Infant Development Consultant (IDP) supported my family in developing and maintaining a positive relationship with my child.	<b>2011 Percentages</b>	<b>0%</b>	<b>10%</b>	<b>89%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>26%</b>	<b>74%</b>	<b>0%</b>

Question	Remained the same	Grew some from the information I received	Grew a great deal above what I already knew	No info
2. My knowledge of my child’s development as a result of participating in the IDP	<b>2011 Percentages</b> <b>0%</b>	<b>55%</b>	<b>45%</b>	<b>0%</b>

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	<b>2010 Percentages</b>	<b>0%</b>	<b>42%</b>	<b>58%</b>	<b>0%</b>	
Question		Remained the same	Grew some from the information I received	Grew a great deal above what I already knew	No info	
3. My awareness of other services in my community for my child and family as a result of participating in the IDP	<b>2011 Percentages</b>	<b>5%</b>	<b>55%</b>	<b>40%</b>	<b>0%</b>	
	<b>2010 Percentages</b>	<b>3%</b>	<b>71%</b>	<b>26%</b>	<b>0%</b>	
Question		Did not improve	Improved some	Improved a great deal	No info	
4. My ability to help my child learn	<b>2011 Percentages</b>	<b>0%</b>	<b>47%</b>	<b>53%</b>	<b>0%</b>	
	<b>2010 Percentages</b>	<b>0%</b>	<b>39%</b>	<b>58%</b>	<b>3%</b>	
Question		Poor	Fair	Good	Excellent	No info
5. The quality of Services provided by the IDP to my family was	<b>2011 Percentages</b>	<b>0%</b>	<b>3%</b>	<b>37%</b>	<b>60%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0</b>	<b>0</b>	<b>10%</b>	<b>21%</b>	<b>0</b>
Question		Poor	Fair	Good	Excellent	No info
6. The skills of the IDP consultant were	<b>2011 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>42%</b>	<b>58%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>35%</b>	<b>65%</b>	<b>0%</b>
Question		No	Some	Great Deal	No info	
7. The Consultant was sensitive to the needs and wishes of my family	<b>2011 Percentages</b>	<b>0%</b>	<b>5%</b>	<b>95%</b>	<b>0%</b>	
	<b>2010 Percentages</b>	<b>0%</b>	<b>3%</b>	<b>97%</b>	<b>0%</b>	

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8. To what extent did you feel you had control over the help you received from staff and/or the Program?			
Scale	Sum	2011 Percentages	2010 Percentages
No control (1)	0	0%	0%
(2)	0	0%	0%
(3)	0	0%	0%
(4)	0	0%	0%
(5)	1	3%	0%
(6)	2	5%	0%
(7)	3	8%	16%
(8)	8	21%	32%
(9)	10	26%	10%
A great deal of control (10)	14	37%	39%
No info	0	0%	3%

Average (2011): 8.74

Question	No	Some	A great deal	No info	
9. My privacy was respected by the agency/program	<b>2011 Percentages</b>	0%	5%	95%	0%
	<b>2010 Percentages</b>	0%	0%	100%	0%

## Professional Survey

The Professional Satisfaction Survey was also circulated to the professionals that work with the Infant Development Program.

50 surveys were sent out and 7 were returned via self-addressed stamped envelope – return rate of **14%**. (2011)

Question		Yes	No			
1. Are you aware of the services of the Infant Development Program?	<b>2011 Percentages</b>	<b>100%</b>	<b>0%</b>			
	<b>2010 Percentages</b>	<b>100%</b>	<b>0%</b>			
Question		Yes	No			
2. Do you have families who receive(d) services from the IDP?	<b>2011 Percentages</b>	<b>100%</b>	<b>0%</b>			
	<b>2010 Percentages</b>	<b>88%</b>	<b>13%</b>			
Question		Yes	No	No response	Average # of referrals	
3. Have you made referrals to the IDP in the past 2 years?	<b>2011 Percentages</b>	<b>57%</b>	<b>0%</b>	<b>43%</b>	<b>Unable to calculate</b>	
	<b>2010 Percentages</b>	<b>80%</b>	<b>20%</b>	<b>0%</b>		
Question		Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	N/A
4. Does the Programme respond promptly to your referrals?	<b>2011 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>28%</b>	<b>72%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>40%</b>	<b>20%</b>	<b>40%</b>
Question		Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	N/A
5. Do you get sufficient information on the progress of the child?	<b>2011 percentages</b>	<b>0%</b>	<b>14%</b>	<b>43%</b>	<b>43%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>33%</b>	<b>40%</b>	<b>27%</b>
Question		Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	N/A
6. Does the Programme provide competent services to families?	<b>2011 percentages</b>	<b>0%</b>	<b>0%</b>	<b>43%</b>	<b>57%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>27%</b>	<b>53%</b>	<b>20%</b>

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Question		Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	N/A
7. Does the Programme bring about positive developmental changes in the children that it serves?	<b>2011 percentages</b>	<b>0%</b>	<b>0%</b>	<b>28%</b>	<b>72%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>53%</b>	<b>33%</b>	<b>13%</b>
8. Does the Program contribute in a positive way to parents' awareness of:						
Question		Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	No info
a. the importance of their relationship with their child?	<b>2011 percentages</b>	<b>0%</b>	<b>0%</b>	<b>43%</b>	<b>57%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>33%</b>	<b>60%</b>	<b>7%</b>
b. stages of their child's development?	<b>2011 percentages</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>86%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>33%</b>	<b>60%</b>	<b>7%</b>
c. community resources available?	<b>2011 percentages</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>86%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>7%</b>	<b>33%</b>	<b>53%</b>	<b>7%</b>
d. their role as advocates or their child?	<b>2011 percentages</b>	<b>0%</b>	<b>0%</b>	<b>43%</b>	<b>57%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>33%</b>	<b>53%</b>	<b>13%</b>
10. Does the Program contribute in a positive way to the community's awareness of the needs of infants and children with developmental concerns?						
10. Does the Program contribute in a positive way to the community's awareness of the needs of infants and children with developmental concerns?	<b>2011 percentages</b>	<b>0%</b>	<b>0%</b>	<b>28%</b>	<b>71%</b>	<b>0%</b>
	<b>2010 Percentages</b>	<b>0%</b>	<b>0%</b>	<b>27%</b>	<b>67%</b>	<b>7%</b>

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<b>Outcome</b>	<b>Measurement</b>	<b>2010 Achievement</b>	<b>2011 Achievement</b>
To maximize the satisfaction with service with the Infant Development Consultant	Question #6 Parent Survey	92% Satisfaction	<b>100% Satisfaction</b>
To maximize the satisfaction with service in the Infant Development Program	Question #7 Parent Survey	97% Satisfaction	<b>95% Satisfaction</b>
The Program provides competent services to families	Question #6 Professional Survey	80% Satisfaction (20% answered n/a)	<b>100% satisfaction</b>

### **Interpretation of the Data – Infant Development Program (IDP)**

This year, the return rate of parent satisfaction surveys was **21%**. The return rate remains the same as 2010, but still significantly lower than 2009 (37%). This should be a point of discussion with the IDP consultants. As they are the ones most directly connected with the families, their feedback will be helpful to ensure the return rate is higher next year. There could be many reasons for the low return rate. Families may be overwhelmed with the information they receive, or families are very satisfied with the program and therefore don't feel it necessary to complete the survey. Regardless of the reason, this should be addressed so that a return rate of at least 30% is met.

Once again, the IDP consistently received a very high rating of satisfaction from families and professionals. Families and professionals continue to be highly satisfied with the quality and work of the consultants, and families are gaining some knowledge about their child's development. Ultimately, the goals of the program are to recognize families as the experts in their child's life while at the same time, giving families more resources and knowledge to build on the expertise they already have.

The consultants and program must be acknowledged and recognized again this year for the high quality of services and supports they provide. The IDP is a leader in early childhood development and family-centered practice.

The demand for the program continues to be very high. The number of referrals is consistent with last year. The consultants continue to support families through group settings like the regular group drop-ins. However, they've expanded the group support to include the 'Nobody's Perfect Parenting Program.' They also are connecting with the Saturday morning family drop-in offered through the Building Connections Program .

**Effectiveness Report – Infant Development Program**

<b>Measurement</b>	<b>Achievement 2010</b>	<b>Achievement 2011</b>
Question #2 Parent Survey	The families' knowledge of their child's development was increased.  <b>100%</b>	The families' knowledge of their child's development was increased.  <b>100%</b>
Question #4 Parent Survey	Parents will attain and make progress towards achieving shared goals related to their relationships with their children – increased learning.  <b>97%</b> Parents ability to help child learn	Parents will attain and make progress towards achieving shared goals related to their relationships with their children – increased learning.  <b>100%</b> Parents ability to help child learn
Questions #7 Professional Survey	The Program brings about positive developmental changes in the children that it serves.  <b>86% (14% responded n/a)</b>	The Program brings about positive developmental changes in the children that it serves.  <b>100%</b>

**Interpretation of the Data**

There are no recommendations in this area, other than for the program to maintain its positive partnerships with the professionals they work with.

**Efficiency & Access Report – Infant Development Program**



# of children service per consultant	Target – Provincial Standards	Achievements 2010	Achievements 2011
1 child = 1 caseload	20-25 children per full-time (or equivalent) IDP consultant	<p>5.9 FTE Infant Development Consultants</p> <p>22.8 children were served per IDP Consultant</p> <p>Average # of referrals per month is 12.25.</p> <p>An additional 29 children/parents were supported by each IDP Consultant through group setting support.</p>	<p>5.8 FTE Infant Development Consultants</p> <p><b>25-32 children were served per IDP Consultant</b></p> <p><b>Average # of referrals per month is 13</b></p>

## Reporting – Operations

The Burnaby Association for Community Inclusion is an organization that must maintain due diligence as an employer and community agency. Therefore, it is important to evaluate and report on the areas of the agency, outside of direct service, that may directly or indirectly impact the overall service quality and capacity of the organization. This includes Human Resources, Health & Safety, and Complaints/Concerns.

### Human Resources

Employees are one of the Association’s greatest resources, so it is very important to the overall quality and level of service that there is a consistent, well-trained and positive workforce.

Our turnover rate increased this year, but is consistent with the social services sector average. We did experience a slight rise in the turnover of childcare workers. We recognize that Early Childhood Educators are underpaid and often undervalued as a group. However, despite this, they remain committed and passionate in their work with children and families.

As with last year, BACI’s ever-growing workforce continued to reflect our commitment to the economic inclusion of people with disabilities through employing people with disabilities and providing paid work opportunities for the individuals we serve. And as our agency grows, we continue to increase our cultural diversity; there are 90 languages spoken by BACI employees.

**The following data provides the Association with specific information about Human Resources.**

<b>Human Resource Information (Union Employees) - Efficiency</b>	<b>2010 Results</b>	<b>2011 Results</b>
% of Staff Turnover – Regular Employees	13% 18.5% Children’s 12% Adult Services	<b>19.7% Children’s</b> <b>14.4% Adult Services</b>
% of Staff Turnover – Casual Employees	88% ** please note the casual list was reviewed and anyone who had not worked in the previous 6 months was removed	<b>24.62%</b>
% of Life Sharing Turnover	11.5%	<b>9%</b>

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% of Performance Appraisals Completed	43%	<b>28%</b> (100% managers received appraisals in 2011)
% of New Employees Who Attended Cornerstones (new hires)	65% total employees attended Cornerstones	<b>61% new hires attended Cornerstones</b>

<b>Human Resource Information – Effectiveness</b>	<b>2010 Results</b>	<b>2011 Results</b>
Staff qualification/credentials	<p>19/20 regular employees in Children’s Services (Infant/Toddler and 3-5 Programs) have an Early Childhood Education (ECE) Diploma (where required by Community Care Licensing).</p> <p>13/15 school aged regular employees have an ECE Diploma or related education certificate, diploma, or degree).</p> <p>7/8 Infant Development Employees have a degree.</p>	<p><b>16/22</b> regular employees in Children’s Services (Infant/Toddler and 3-5 Programs) have an Early Childhood Education (ECE) Diploma (where required by Community Care Licensing).</p> <p><b>11/15</b> school aged regular employees have an ECE Diploma or related education certificate, diploma, or degree).</p> <p><b>7/8</b> Infant Development Employees have a degree.</p>
% of New Employees Who Received Performance Expectations	62/62 100%	<b>65/65</b> <b>100%</b>
# of Languages Spoken by Employees	92	<b>90</b>
Gender %	Female 56% Male 44%	<b>Female 57%</b> <b>Male 43%</b>

<b>Human Resource Information – Satisfaction</b>	<b>2010 Results</b>	<b>2011 Results</b>
Workplace Wellness	38%	<b>30%</b> for all employees  <b>38%</b> for all regular employees
Exit Interviews	n/a	<b>8</b>

**Interpretation of the Data – Human Resources**

This past year, with the introduction of the Quality Assurance Committee, we tracked and monitored human resource trends quarterly, paying close attention to recruitment, hiring, training and professional development, orientations, exit surveys and performance appraisals. We noted several improvements in this area.

An internal training calendar is created annually and posted on BACI’s Intranet. Employee attendance continues to improve, despite the challenges of training taking place at off-site locations, due to the shortage of available space at Still Creek. BACI’s Employee Referral Program continues to successfully recruit new employees. BACI continues to struggle with completion of employee performance appraisals, with a reduction noted this year. We introduced an Employee Self-Appraisal form this year, giving all staff an opportunity to share the opportunities they have had to support individuals they work with to meet specific personal expectations and goals. These have been a great assistance for supervisors and managers when completing annual performance appraisals as they allow staff to better engage in the feedback process.

BACI’s annual Employee Workplace Wellness Survey was completed, with solid responses from 114 employees. The results will be reviewed by BACI’s Wellness Committee and recommendations will be included in the 2012 Business Improvement Plan.

*Please see the annual “Employee Workplace Wellness Survey”, available on BACI’s website at [www.gobaci.com](http://www.gobaci.com)*

BACI’s Human Resource and Personal Planning processes are key areas of accountability, because they directly connect the quality of an individual’s service to the employees supporting them. As previously stated, BACI’s employees are one of the most important resources for providing high quality service and support to the individuals, children, and families we serve. Therefore, it is important to maintain high levels of monitoring and accountability in this area (e.g. via performance appraisals).

**Human Resources for Social Enterprises**

With BACI now supporting three social enterprises – the BACI Work Crew, BC Woodworks, and Action Packaging – and their employees, it is important to capture and analyze their related Human Resources information/outcomes.

	<b>2010</b>	<b>2011</b>
<b>Human Resource Information - Efficiency NON-UNION</b>		
% of Performance Appraisals Completed	Not available	<b>84%</b>
<b>Human Resource Information - Effectiveness NON-UNION</b>		
Gender %	Not available	<b>Female 42%</b> <b>Male 58%</b>

The development of a ‘Social Enterprise Employee Plan’ policy and practice guidelines is part of the Business Improvement Plan for 2012.

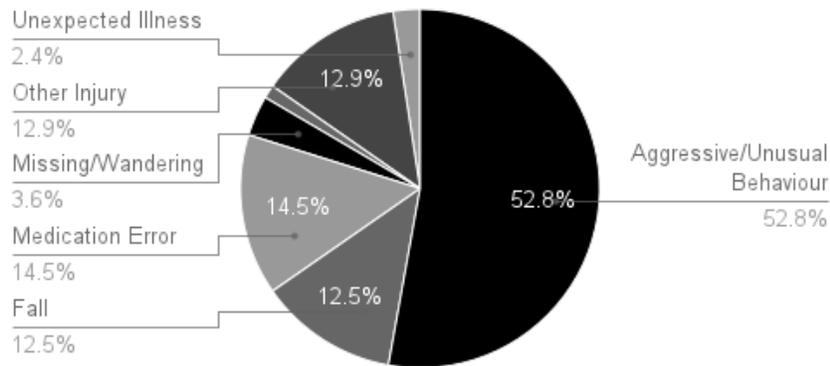
The 2012 Outcomes Report will include more extensive Human Resource data around the employees of BACI’s social enterprises.

**Health & Safety – Critical Incident Reports**

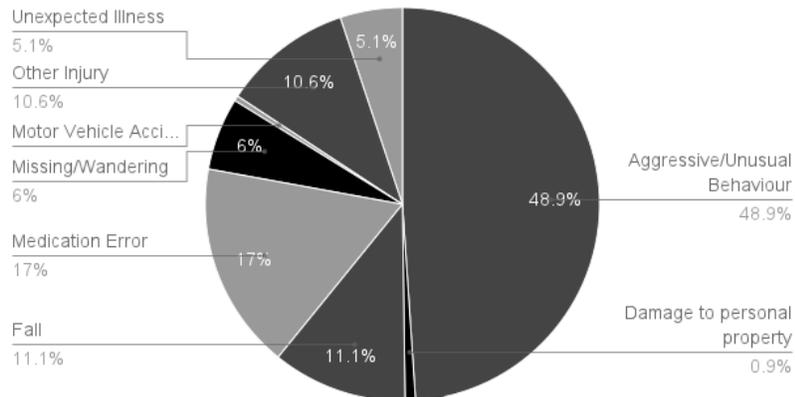
Critical Incident Reports (CIRs) are an important source of information and subsequent planning regarding health and safety – both for individuals receiving service and employees. As an organization, we can review the most common CIRs and, in turn, implement training in those areas to address the concerns.

The following charts illustrate the types of incidents and the follow-up completed for Adult & Youth Services for 2010 and 2011.

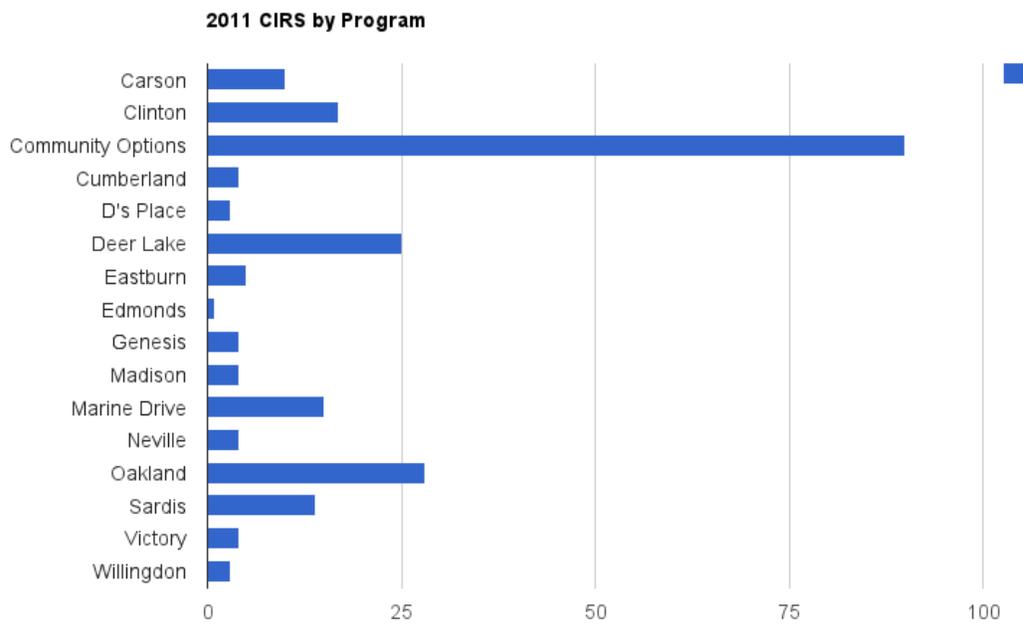
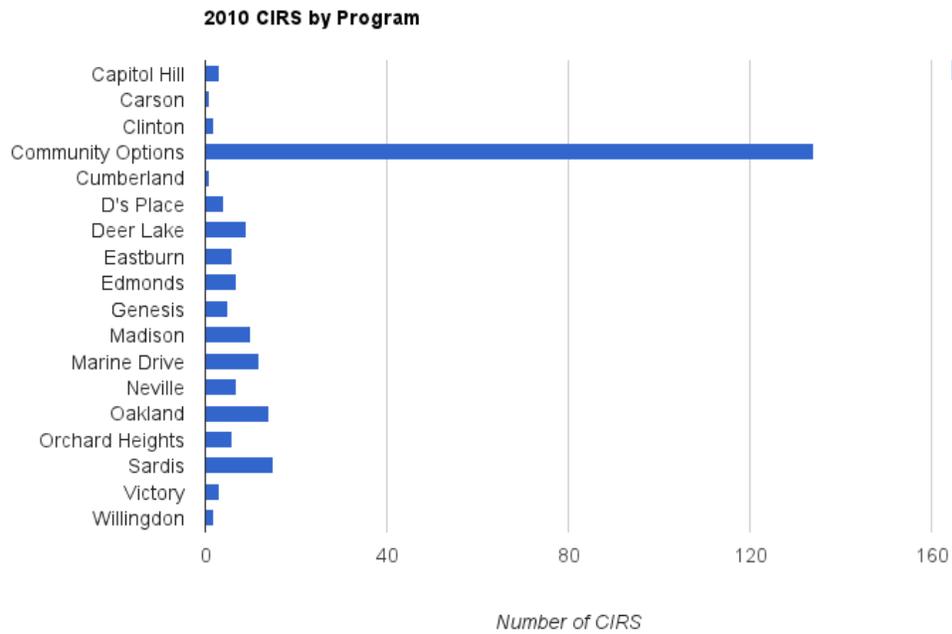
**2010 CIRs by Type**



**2011 CIRs by Type**



Burnaby Association for Community Inclusion – Outcomes Measurement Report  
2011



### **Interpretation of the Data – Critical Incident Reports**

Incident reports are also documented and tracked for follow-up in Children's Services (as per Community Care Licensing requirements). The incident reports from Children's Services are not included in the above graphs and are tracked separately instead. These incidents are reviewed and documented at management meetings as well as the Supervisors' meeting. In 2011, there were 2 incidents, consistent with the small number in previous years. **100 %** of incidents were followed-up and reported accordingly. All CIRs are also tracked quarterly via the Quality Assurance Committee.

In Adult Services (as reflected in the above charts), the number and type of incident reports were consistent with the previous year. There was an increase in the number of unexpected illnesses. The individuals BACI serves are aging and with this comes increased hospital visits and stays. However, BACI must be aware that as the population we serve ages, there may be more age-related illnesses and therefore an increase in this area in the future.

As with previous years, the majority of CIRS are in the category of 'aggressive/unusual behaviour.' We are pleased to report that the number of incidents is slightly less this past year compared to the number in 2010. It continues to be our goal to decrease the number of CIRs in this area every year.

BACI serves many individuals who require significant behavioural support. We once again commend their support staff for the consistent and intensive care they provide. We know individuals use challenging behaviour to communicate and get their needs met. Therefore, we must continue to provide the training and develop the strategies necessary to support the individuals to find other ways communicate.

In 2011, BACI continued working closely with CBI Consulting to ensure effective personal profiles and positive behavioural support strategies are in place for the individuals we serve. Training in Positive Behavior Strategies is available for any interested staff and many staff have begun taking the training. We hope to see positive results – perhaps a continued decrease in incidents!

The following chart lists other indicators of effectiveness in health and safety:

<b>Health Safety- Efficiency</b>	<b>2010 Results</b>	<b>2011 Results</b>
# of Critical Incident Reports completed	236	<b>237</b>
# of Accident/Incident Reports completed (for employees)	41/44 93%	<b>46/46 100%</b>
# of WCB incidents involving time-loss	20 incidents	<b>17 incidents</b>
% of Health/Safety orientations completed with staff – Cornerstones		<b>40/65 61% new hires</b>
# of Health/Safety Committee meeting per year	10/12 83%	<b>10/12 83%</b>
<b>Health &amp; Safety– Effectiveness</b>	<b>2010 Results</b>	<b>2011 Results</b>
% of follow-up completed regarding Critical Incidents	100%	<b>100%</b>
# of follow-up accident investigation completed	41/44 93%	<b>46/46 100%</b>

### **Interpretation of the Data – Occupational Health & Safety**

The number of employee-reported accidents/incidents is slightly higher than last year, but again, in most instances, the employee did not miss any work. Once again, nearly half of the incidents were preventable, meaning that the incident occurred because proper safety protocols were not followed.

This year, the Occupational Health & Safety Committee has seen a slight increase in the number of incidents in challenging programs, with 16 incidents occurring as a result of aggression (**35%**).

## **Complaints & Concerns**

Following the recommendation of the 2008 Outcomes Measurement Report, this year's report of complaints/concerns is again broken down into whom brought forward the complaint/concern (the stakeholder), the type of complaint/concern, and the department impacted.

There were a total of 17 complaints/concerns reviewed by the Management Team (down from 41 last year). 100% of the complaints were followed up by a member of the Management Team.

The complaints were brought forward by the following stakeholders:

*Individual receiving services - 3*

*Community Member - 6*

*Family Member - 7*

*Employee – 1*

The following is a breakdown of the number, type, and area of BACI in which the complaint/concern was brought forward:

Department	Regarding Staff – Interpersonal Relations	Regarding Individual	Regarding Rights	Regarding Health & Safety	Regarding Service Quality - Internal	Regarding Service Quality - External	Regarding Property and/or Equipment
Administration					1		1
Adult Services - Residential							4
Adult Services - Day					7		
Children's Services							
Life Sharing		1		1		1	
Outreach						1	
Respite							
<b>Total:</b>		<b>1</b>		<b>1</b>	<b>8</b>	<b>2</b>	<b>5</b>

## **Interpretation of the Data – Complaints & Concerns**

The number of complaints is much lower than last year (17 complaints compared to 41 in 2010).

As with last year, the majority of the complaints came under Service Delivery. Although they are not included in this Report, the managers review the specifics and details of each complaint to address them in the best possible way. Because there are only a few complaints each month, they are able to be immediately addressed. Each complaint is taken very

seriously. This is especially important if they relate to services for an individual or a family member.

This year, **29%** of complaints/concerns involved property or equipment, up from 5 % last year. As there were only a total of 17 complaints this year, this number seems high but only reflects 5 complaints.

There has been a notable reduction in the number of complaints/concerns in the area of Service Quality (down **50%** from last year).

The complaint process requires follow-up on the issues brought forward. There was **100%** follow-up this year. Another important part of the process is that the person bringing the complaint forward does not face any retaliation for bringing it forward.

One note about the complaints and concerns addressed in this report – the ones discussed are the ones brought forward to BACI staff and leadership. It does not include any complaints/concerns brought directly to the BACI Board of Directors.

## **Achievement - Recommendations from the 2011 Outcomes Measurement Report**

The recommendations from the Outcomes Measurement Report are the basis for BACI's Business Improvement Plan (BIP). The Management Team reviews the Business Improvement Plan approximately every three months to see if the recommendations are being met and what planning is required.

As in previous years, the BIP is broken down into the five themes of the 2011-2016 Strategic Plan:

- 1) Social & Economic Inclusion; 2) Person/Family-Centred Planning; 3) Prosperity;
- 4) Community Partnerships; 5) Healthy, Appreciated & Well Connected Workforce.

## **Recommendations from the 2011 Outcome Report**

### **Social and Economic Inclusion:**

- Individuals and families continue to have a lower satisfaction level with Rights (know and use your rights). A Rights project will be completed in 2012, creating videos and posters sharing rights and responsibilities spoken by BACI Self Advocates.
- Individuals and families are not satisfied with the actual level of participation in preferred activities in the community. This was further echoed in the data received from the Quality of Life project BACI took part in with CLBC. Moving towards a real place in community will take the concerted efforts of the whole BACI team – to not only have the opportunity to make choices, but to enter into the community to exercise these choices.

### **Person/Family Centred Planning, Thinking and Doing:**

- Individuals and families in Adult Services sent a clear message that they are not happy with the depth of plans that exist around specific Quality Assurance areas. They are happy with their involvement in annual person-centred planning, but believe adequate plans have not yet been developed around growth and development (learning new skills, etc), financial security (money management) and how a person spends their day/evening.

### **Community Partnerships:**

- This year's Professional's surveys indicate that the majority of our community partners are not aware of ways they can assist BACI in its goals to improve services. Finding ways to invite and engage this resource will help us build a stronger community presence.

## **Conclusion**

The recommendations throughout this report will be reviewed by the Senior Management Team and developed into specific actionable initiatives that will form the basis of BACI's 2012 Business Improvement Plan (BIP). Any goals not achieved in the 2011 BIP will be added to the 2012 BIP.

Two other key reporting mechanisms – the 2012 Risk Management Plan and the 2011 Service Review Report – and their corresponding recommendations will also be included in the 2012 BIP.

