

**Burnaby Association for Community Inclusion
Outcomes Measurement Report – 2014**



**Burnaby Association
for Community Inclusion**

**Approved
April 2015**

Welcome to the 2014 BACI Outcomes Measurement Report

Every year, we learn so much about the Association from the Outcomes Report. It tells the story of the organization one year at a time. The Outcomes Measurement Report is a valuable document for reflection, learning, celebrating accomplishments and identifying challenges within BACI. Furthermore, it greatly informs future planning for the organization.

BACI is always trying to improve what we do and how well we do it. This is called ‘continual quality improvement.’ The Outcomes Report is one way to monitor our quality improvement. Trying to be better does not mean we’re perfect, but it does mean a promise to try to get there. Ultimately, our goal is to achieve 100% in the areas of stakeholder satisfaction, service effectiveness, service efficiency, and service accessibility...but we know this 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 individuals and families we support.

Note: 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.

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“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

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!

Special thanks go to all the program managers and supervisors who took the time to reflect on 2014 and share the learning that has taken place.

Merci

THANK
YOU

Vielen
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Gracias

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Thank you!

Teşekkürler

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Introduction

The Outcomes Report is one way BACI can demonstrate how it gathers information and feedback from its stakeholders (individuals receiving service, families and loved ones, employees, professionals and community partners). The report also fulfills one part of BACI's commitment to be an organization continually evaluating itself and trying to improve its services and supports.

The methods of collecting the feedback (data) this year are satisfaction surveys, face-to-face personal interviews, group feedback sessions held with stakeholders, critical incident reports, health and safety reports, and human resource trends/reports. Each of those information sources provides data on at least one outcome in the following areas:

- **Stakeholder satisfaction** - the stakeholders are happy with the services they are receiving.
- **Service effectiveness** - the service is having its intended impact (e.g. supports personal growth, helps people get jobs and make friends, enhances social and emotional development, builds families' skills and abilities, etc.)
- **Service efficiency** - using the resources (e.g. money, staff, equipment, etc.) in the best possible way.
- **Accessibility** – measuring the availability of a service based on enrollment and capacity.

One thing to note is 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.

As you will see, attempts were made this year to have fresh and novel conversations with supported individuals, families and caregivers, in our efforts to find out if we are getting closer to our intended impacts.

Each section of the report has a **Data Analysis** section – a description of what the information from the surveys and focus groups report says, and any trends, themes or key findings we need to talk about. 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 be clear and rigorous in our review of the surveys and other feedback tools.

The information collected is both qualitative and quantitative. Qualitative information includes: 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.

This year, the staff and leaders in all direct services departments were asked to consider looking at data and feedback from the lens of **Reflection**.

BACI has been doing a lot of reflecting over the past few years. We have reflected on our ‘best practice’ efforts, our ‘status quo’ and decided that we can do better. We have rejected the old adage, ‘If it ain’t broke, don’t fix it.’ BACI wasn’t broken, but we knew we could be better and do better for the people we serve, their families, our staff and our community.

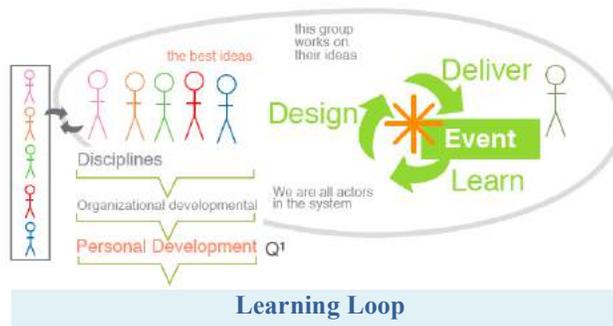
Our restlessness to be better has sparked a dynamic energy for change. The change we seek is a new fuel that will propel our commitments to the people we serve and result in powerful collective impact and personally improved life quality.

A huge component of our new fuel is ‘learning.’ BACI has become increasingly committed to being a ‘learning organization,’ and by that we mean that we want to learn from our past efforts, understand the impact we are really having on those we serve and our community, and we want to be confident enough to take the risks necessary to innovate new and better ways to advance the inclusion and belonging of the people we serve.

After reflecting on what we have tried – and learned – we ask ourselves: What are we going to do differently in our (re)design? How will we build a mechanism to know if doing something differently has the intended impact?

Two key elements of our learning over the past 2 years have been learning to embed a ‘Learning Loop’ approach to our work, as well as our current Leadership Training on Developmental Evaluation – ‘Getting Closer to What Matters’ – with Steve Patty. The leadership team is learning to “design simple, elegant, and meaningful evaluation methods that help us to focus on impact and not just output.”

The curious learner within us sees the connection and potential between each of our learning experiences. Each invites us to gain clarity on the change BACI hopes to make in the lives of the people we serve, their families and community. Each strengthens our ability to make that change.



Each deepens our capacity to evaluate the impact of our efforts and sharpens our skills so our efforts hit target. Each helps us soften our pride so we can truly learn from our failure. Each stokes our courage so we can ask about and measure what really matters to people, not just what’s easy to count for us. And each learning experience inspires us to keep raising and reaching our own bar.

As part of BACI's commitment to continuous quality improvement, the target for achievement (in the areas of satisfaction, effectiveness, efficiency, and accessibility) is 85%. But we continue to focus on – and celebrate – growth and improvement, rather than on numbers. As we begin to use different tools to gather input, we will not always be able to measure our success with numbers. A number or percentage does not always fully tell the story of success and achievement.

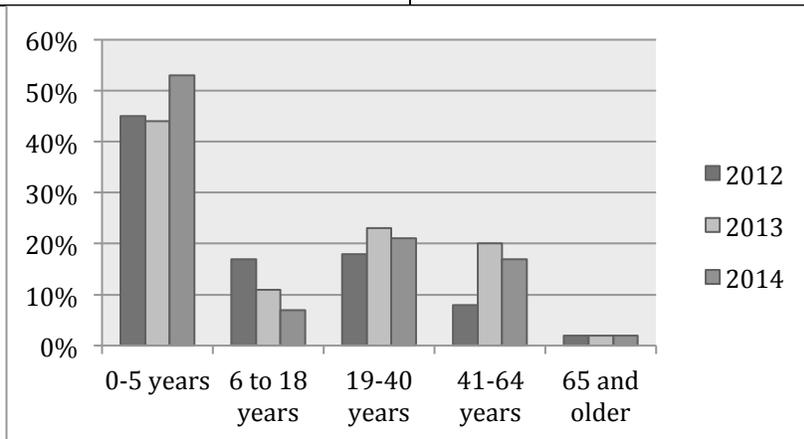
One thing that is important to note is that, inevitably, we (who create and author this report) have biases when we collect data and try to find out what it means. This could lead us to read information differently, or make assumptions that are different from what the survey respondent intended to convey.

Another thing to note is the possibility of human error impacting the report findings (i.e. data inputted incorrectly, etc). We do, however, make sincere efforts to be as accurate as possible when dealing with the data, and mindfully set aside known biases to draft a report that is based on the feedback and information trusted to us by our stakeholders.

Happy reading!

The Adults, Children and Families Supported at BACI Demographics

Age	Number of Individuals Receiving Service
0-5 yrs	515
6-18 yrs	65
19-40 yrs	201
41-64 yrs	168
65 -79 yrs	20
80+	2
TOTAL	971



Gender	Number of Individuals
Female	420
Male	551

Cultural Heritage <small>(info not captured by Infant development program, Children's respite, and some adult services)</small>	Number of Individuals Served
First Nations	42
Chinese	101
Korean	7
Japanese	7
Vietnamese	3
African Canadian	11
Italian	22
Caucasian	356
South Asian	18
French	6
Portuguese	20
Filipino	1
Polish	2
Russian	0
Other	61

Reporting — Services

Adult & Youth Services

The following services are provided in Adult & Youth Services: Social & Economic Inclusion, Outreach Services, Residential Services, Youth Services, and Life Sharing.

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

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

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.

<http://gobaci.com/what-we-offer/adult-services/intentional-housing-options/>

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.

<http://gobaci.com/what-we-offer/youth-services/>

Social Inclusion (Community Day Programs)

BACI offers a wide variety of Community Day Programs – community integration activities and education, leisure/recreational activities and finding work.

<http://gobaci.com/what-we-offer/adult-services/social-inclusion>

Economic Inclusion (Employment)

BACI offers employment supports and options to individuals who want to work – real work for real pay.

<http://gobaci.com/what-we-offer/adult-services/economic-inclusion/>

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 a variety of classes

covering topics such as Health, Relationships, Rights and Community and Street Safety along with three Community Kitchens.

<http://gobaci.com/what-we-offer/adult-services/social-inclusion/outreach/>

Life Sharing Network

The Life Sharing Network offers an alternative to staffed residential homes by providing an individual with living and/or respite supports within the home of non-natural family. 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.

<http://gobaci.com/what-we-offer/adult-services/life-sharing-network/>

2014 Survey Report – Adult & Youth Services

In order to measure satisfaction with service, individuals we support and their family members/friends are asked annually to give feedback through a service satisfaction survey or interviews. The questions asked cover each of the Quality Assurance Indicators.

In 2012, we received some consistent feedback from individuals – and families – that the surveys for individuals and families were long, difficult and repetitive.

Suggestions for improvement included modifying the survey to be shorter, using plain language, adding room for comments to be added after each question if preferred. In 2013, the survey was shortened, using plain language. We were still not successful in reaching a larger number of people, although the comment section was received well. In 2014, in line with our leadership work with Steve Patty and Jeff Barnum, we decided to try something different. The feedback we received will serve as our Effectiveness data for 2014.

The Life Sharing Managers created a set of questions, which were used to capture the **Life Sharing Individuals'** feedback. A sampling of folks living in BACI Life Sharing settings were invited to share, on a deeper level, the impact of their involvement with Life Sharing. Interpretation of this survey data and the teams' reflection on this experience will be shared after this section.

The Adult Service Managers for Housing and Social Inclusion worked with the Quality Assurance department to create a set of similar questions to be asked in a small group-based feedback sessions. A sample of people were invited to chat – from Social Inclusion Day Programs and the Outreach Services Department.

Each department was able to sample more than 30% of their folks, more than we have been able to achieve through traditional satisfaction survey formats in the past. (30% Life Sharing, 37% Day Services, 38% Outreach)

The success of these gatherings has encouraged us to create similar annual opportunities to talk in a deeper way with individuals living in BACI's residences, and with families, caregivers and members of networks to measure our intended impact.

Surveys were not sent out to community professionals involved with Adult Services again this year. Over the past 5 years, survey returns from this group have been very low.



Conversations Conducted with Individuals Receiving Service – Satisfaction and Effectiveness

Day Services

Approximately 45/123 individuals from Day Services took part in the small group chats **(36%)**. Some individuals who attended were supported by staff, while many others were able to contribute independently. It was noted that this format seemed to work better for some individuals, with there not being such a spotlight focus, allowing them to join in with others or lead the conversation.

The feedback session was designed as a way to gather firsthand information from people served regarding four service delivery areas: home life, relationships, community and personal growth and development.

Facilitators asked people questions and led conversations in an effort to understand if and how BACI has made an impact on the identified areas. People were asked if they are satisfied with their home lives, the people in their lives, opportunities for growth provided, and experiences in the community.

What we have tried and learned:

In 2014, the theme of personal growth and employment was evident in planning; this was reaffirmed in the small group feedback session as something people desire.

As a result of person-centered facilitation and ongoing planning throughout the past year, we uncovered that people aspire to tackle ‘big-picture’ things such as travelling, pursuing post secondary education, building new relationships and strengthening existing ones, and moving out or having increased ownership of their existing home.

Findings and Themes:

1.) Personal growth and development

People expressed their desire for ongoing learning. Many people reported that they have learned new skills as a result of volunteering or working; others spoke about classes and community groups they are part of. A number of people talked about the support they have received to learn basic life skills, including independence in personal care routines and cooking.

A common theme among people was the need for paid employment – people want to work more and earn money to pay for vacations or education. There were a few people who wanted additional supports to try new community classes, or further their formal education.

2.) Community/ Accessibility

When asked about opportunities to be part of the community, people listed off a number of places they go and activities they regularly do. Activities included arts, holiday celebrations, cooking, volunteering, recreational, leisure, exercise etc. Places people visit include, church, restaurants, travelling etc.

A few people talked about how flexibility is important, and they shared how they appreciate that they are supported from their home – sometimes during evenings and weekends – rather than the typical 9-3 at Still Creek.

There were a number of people who talked about needing support to plan a trip to visit their family, or take holidays outside the lower mainland.

3.) Relationships

There were four main types of relationships people talked about: people in the community, staff at BACI, family and friends.

People reported that they have good relationships with people in the community they see at church, or places they regularly visit. Many people identified their relationships as being with their peers and staff at BACI. Family relationships are important to people – it was identified that families provide stability, consistency, love, and support.

People felt very good about their networks and friends – a number of people said their peers in their program are the same people they went to high school with. Friends are an important part of celebrations, and people enjoy learning from and sharing their gifts with their friends.

4.) Home life

Feedback around home life was generally positive. People reported that they have choice about where they want to live and whom they live with. People like where they live, and have choices about the things they do at home. Many people talked about how they chose their animals, and were proud to talk about how they took care of their pets and did chores at home.

There were a few people who said they would like more privacy and choice about who comes to visit their home.

What we are doing differently:

Through these conversations, we have learned that setting goals with people is more meaningful when we deviate from traditional activity-centered, and ‘SMART’ goals, and listen on a deeper level.

It is essential that we encourage growth, provide opportunities, discover what’s important to people, and find meaningful ways for them to grow and contribute. We know that to support people to achieve more, we need to further commit ourselves to being flexible, person-centred and open-minded.

How will we build in a mechanism of evaluation and reflection to measure impact?

As we move into 2015, we will continue to commit to a person-centred approach and focus on recognizing and acting on opportunities that exist or arise for people. We will focus on what's important to people, empower people, and increase opportunities for them to direct their services. We will continue to learn together, support people to grow, try new things and evaluate and adapt our services.

We are beginning to work on redeveloping a relevant Service Evaluation structure for the Social Inclusion Department. This will provide us with a mechanism that enables us to know if the change taking place is having the intended impact.

Outreach Services

The Outreach Department works with approximately 70 individuals, ranging in age from 19-80+ years of age. This support is provided 1:1, from 1-5 hours per week. Individuals work on goals supporting independence in their homes and community, finding volunteer work and employment, exploring leisure, staying healthy/coping with aging, and maintaining and developing friendships. The majority of individuals are living independently and the support they receive from BACI enables them to work on day-to-day goals and stay healthy and safe with limited paid supports.

What we tried:

Every year BACI conducts a Service Satisfaction survey with adults receiving services. This year, we decided to take a different approach and invited Outreach participants to have lunch with the Outreach staff team and BACI Managers while we asked them a few questions. We were pleasantly surprised when 22 of the 56 people with ongoing supports attended (39%).

They shared their feedback around the impact of services on their lives, successes and challenges in relationships, stories of their community presence and access, and stories of personal growth and learning. This feedback was captured in groups, with facilitators starting a conversation through asking 8-10 questions. Everyone was invited to contribute and we captured the responses. The feedback was positive, with many constructive observations made about how things could be even better.

Some of the themes noted are as follows:

- People appreciated having a trusting relationship with their worker, which allowed them to accomplish goals that were critical to their lives;
- People were very happy to have help with navigating the systems that are out there – i.e. housing, financial, employment, medical;
- People are constantly learning new things and seeking out more opportunities to learn; many people were working, volunteering, attending college, holding leadership roles in their community. They dream of learning to drive, trying new sports, starting a band, travelling, learning to dance or how to use a cell phone.

They spoke of challenges in their lives they will need help with:

- Challenges faced when your parent, partner or caregiver is aging (navigating services, an uncertain future);
- Changing health issues, mobility issues;
- Understanding the role of STADD (Services to Adults with Developmental Disabilities, MHSDI) in peoples' lives;
- Increased need for help to advocate for more services (increase in Outreach hours, medical supports, homemakers);
- Support to make friends and have interesting things to do, opportunities to travel and to continue to learn.

We were able to capture accessibility information while we chatted:

- Transit is a challenge with long wait times for HandyDart and buses, and construction impacting routes;
- Homes need modifications, as people are getting older (using walkers makes it harder to get around);
- Many community classes and programs are too expensive;
- Personal resources are tight, leading to services being cut off for not paying bills;
- There is little or no access to counseling services;
- There is a need for more affordable housing (long wait lists);
- Some community spaces are not welcoming (people are mean);
- It's scary to go out at night or in the rain or bad weather, especially by yourself;
- It's hard to go out with a walker or wheelchair, especially at night.

What will we do differently?

Outreach is a department where the work is always goal driven – whether it is the people referred for short-term supports (3-6 months) or the seniors receiving ongoing hours.

In the past, planning has taken place annually or at the time a person is referred to Outreach. Over the next 9 months, we would like to try setting goals every three months, with monthly goal check-ins with all participants. We will review the person's progress and make sure we are still on track. This will allow the person and their worker to work on 1-3 things at a time, making small adjustments as needed. We will use the goal progress feature on Sharevision to track this work.

How will we build in a mechanism (for reflection, evaluation, feedback) to know if the changes are having an impact?

As a team, the Outreach staff will work with the Quality Assurance Department to develop some deeper questions to ask of participants, their networks and themselves, to find out how this change is better meeting the needs and goals of the people involved.

It is expected that setting goals in smaller, more achievable chunks will allow us to achieve the things people want as well as be more responsive to changing needs.

These questions will become part of the Outreach Quality Assurance cycle, with reflection and evaluation taking place whenever planning is happening. This will help set the person and their team (outreach worker, caregiver, parent, or partner) on the next path.

Housing and Community Development

In early 2014, the Housing and Community Development Leadership Team set out to re-purpose our collective goals. We aspired to evaluate and re-shape our services in order to define and increase their value, identity, and quality.

The team believed that to make an impact on the direct services provided to people, it was essential to spend time continuing to instill the core values of BACI into their everyday work and build off the pillars that families, community, and organization had established.

The team demonstrated their intention to continue aligning their work in a way that modernizes current practices, progresses person-centered thinking, and animates the events around them.



Perhaps the most significant learning this year was the realization that this shift in belief had to begin with the supervisory team. It had to start with our ability to demonstrate those values in direct supports to not only the people we serve, but to our fellow staff.

What We Tried and Learned:

Personal Growth and Development

As a supervisory team, we first evaluated what motivated us at work every day. We realized that while we all come from different experiences and perspectives in the human services field, we hold the same belief in our work.

Beyond the supervisor and coordinator group, the reflective practice of evaluating our impact on the field of disability services has trickled into each direct support team. We are witnessing a shift in professional culture where we are listening to – and supporting – each other to achieve an overarching goal: to support people to have “a good life,” however that is individually defined.

Community and Accessibility

In the past year, we challenged direct support teams to think beyond the romanticized notion of “community” and get to the roots of what genuinely makes people happy in the neighbourhoods and social environments in which they want to belong.

On various teams, a starting point was to identify people’s strengths as a contributing attribute to the community. As a result, four men who live together in a South Burnaby home offered – for the first time ever – to do lawn maintenance for an elderly neighbour. An exchange of names followed, along with an invitation for some home-baked goods and the

start of new friendships.

Several of BACI's residential homes have also opened their doors to community garden initiatives, volunteering, and house concerts. Our staff teams are working hard to help change the perception of what "group homes" look like in a neighbourhood. Rather than allowing a community to interpret the members of our organization as people who need help, teams are working hard to show what each individual person is capable of being in their own community.

Relationships

Relationships are different for everyone. In the last year, we started evaluating the success of relationships in a person's life not by the number of people involved, but rather by the quality of the relationship. Staff teams are shifting their energy to build off of components that currently exist in peoples' lives and community.

Over the last year, individuals have developed a variety of new relationships. One gentleman now sees the same barber every month, which has evolved into a personal ritual that he looks forward to doing on his own. Some have made local restaurants and watering holes a part of their weekly ritual, allowing for other customers to get to know them as everyday members of their community.

On a more intimate scale, families of people living with BACI services are getting a greater opportunity to share their experiences with loved ones. One team is hosting regular "family dinners" that are helping to increase communication among family members and providing opportunities to problem-solve new life challenges. Family members are becoming more of a support network for each other.

Home Life

BACI recognizes the importance of providing people the opportunity to live independent lives. It has been our team mandate to reduce our "footprint" in peoples' homes, to help personalize peoples' living environment, and to create opportunities for independence at home. We also continue to make an effort to update and furnish the homes in ways that appeal to the particular residents.

One person recently started to feel so comfortable in his home that he no longer wanted to make regular visits to his mom's home. In fact, he now wants to have his own house key and more control over his environment.

What We Learned

Through conversations, we learned a great deal about each other and ourselves, We are seeing – and working with – each others' strengths and talents. Through organizational initiatives such as the Coaches Group, the Storytelling initiative, and Person-Centred Thinking courses, we are gradually building our capacity to provide peer-to-peer mentoring for our employees and teams.

We learned that the work we do is most effective when we ourselves believe in that work. We want to continually work with people and their families to achieve their goal of finding greater opportunities in areas such as personal development, relationships, home life, and community.

What We Will Do Differently

Moving forward in 2015, we will continue to learn to support each other to challenge ourselves, and to infuse our learning throughout direct services and the organization as a whole.

Accountability to results will be a primary targeted outcome for 2015, as we hope to draw upon our renewed energy and translate it into measurable results in peoples' lives.

Mechanisms For Reflection And Evaluation

Reflection and evaluation will be integrated into our ongoing conversations. We will hold our teams and ourselves accountable to the concepts of inclusion, community, citizenship, belonging, and accessibility, and ensure that those concepts are collectively understood.

We will continue to be aware of our own actions – from how we model person-centered thinking in our own lives to how we support other staff to further embrace the values of understanding, shared learning, respect, and collaboration.

We will continue to re-define ourselves as leaders of residential programs and as agents of change in the human services field.

Life Sharing

In 2014, the Life Sharing Network (LSN) continued to grow and by the end of the year, they were supporting 133 individuals. The role of the LSN Manager is to carefully screen potential contractors, to introduce the individuals and their families to these contractors and ensure that a good match is made. Once the arrangement is in place, they continue their involvement, providing clarity of roles, reviewing personal expectations, assisting with personal planning and goal setting, monitoring the placement and assisting in accessing needed resources. The managers meet regularly with all parties in the home and in the community providing ongoing support to the individuals, their families and the contractors.



What did we do?

100 % of the annual Monitoring Tools were completed. We are finding that there is very little follow-up needed with these, as people have come to expect what is required. The few items that required follow-up were technical, easy to address items such as replacing a fire extinguisher, replenishing their first aid kits, etc.

80 % of the individuals in Life Sharing had planning meetings and follow-up meetings to review progress on the goals.

We created a work plan for the year around the premise that if the Managers had a more developmental relationship with the contractors, then in turn, the supports provided by the

contractors to the folks would improve.

The first thing we did was an in-depth survey, or guided conversation, with the contractors and a qualitative analysis of the results.

What did we learn?

From these results we found that:

Contractors were concerned about those they support who are aging and the related care needs.

To address this, we hosted a workshop on aging. At this workshop, we asked STADD (Services to Adults with Developmental Disabilities) to attend and do a short presentation. We also invited Patricia Hanbury to speak on aging and dementia. We provided several resources for folks to take home.

We surveyed those who attended the workshop and discovered most found the information was relevant and helpful.

There is a need for advocacy with the ministry for those who are aging.

Annually, as folks receive small increases from the Federal Government on their Old Age Security, CLBC increases the user fee. The folks' needs increase, but the support levels do not. There is a definite need for CLBC and Health to work more closely together to jointly care for these folks as they age and their needs change.

There is work being done around creating a guide book or binder where important information and resources related to aging and planning can be kept. Once this is ready, we will share it with individuals, caregivers and families.

Contractors recognized a challenge around finding a balance between meeting the needs of the person they are supporting and carving out some time for themselves.

They admitted that they often feel guilty when they take time to themselves.

One of the Managers will take the lead and will create a wellness plan for contractors, forwarding helpful information and wellness tips. We will continue to work closely with Steve Patty to learn to create a balance with our contractors of being 'command-and-control' oriented, or 'person-and-process' oriented when needed – finding the balance and becoming developmental leaders. This will involve working closely with them, continuing to build trust, getting to know what they need from us and pushing them when necessary.

We will continue to measure the effectiveness of this by doing regular in-depth guided conversations with both them and those they support.

What will we do differently?

We found that many interesting and exciting things are happening in Life Sharing, but we are often so busy with the business of the day that we don't stop to share. Sometimes we don't share because we don't recognize it as special, just "what we do."

One of the LSN Managers attended the storytelling workshop series and will take the lead in

collecting and sharing out these stories so that we can celebrate the cool things that are happening all the time.

We will conduct **person-centered practice pods** in the community. These pods will be held in specific communities and the contractors and the folks can come together at one of their homes to learn together. These workshops will be designed around specific exercises that will increase everyone's understanding of their strengths and support needs, hopefully generating more exploration and interesting activities, while at the same time building connections in neighborhoods.

We are in the process of creating a formal orientation process for contractors.

Some of the contractors said they didn't feel well enough informed about all that was involved and about the person they were supporting when they began Life Sharing. **The orientation** will serve as a guide to the Managers so they can ensure the new contractor has a good understanding of their responsibilities and obligations, that they have important information about the person they are going to support, and that all personal expectations are discussed and documented.

This year we changed how we did the satisfaction surveys with individuals.

The Managers met with a sampling of individuals on their caseloads and completed qualitative evaluations, asking in-depth survey questions. These surveys were completed one to one with the LSN manager, and required quite a bit of time. As detailed below, three key themes appeared to emerge from the surveys.

Key Themes Emerging From The 2014 LSN Survey:

It appears that with greater support and guidance from their Life Sharing roommates, people's confidence in their skills and abilities improve significantly. This trusting, supportive relationship builds self-confidence and in many cases has led to people wanting to become more independent.

Three major themes emerged from our satisfaction survey:

1. The trusting relationship built between the contractor and the supported person and their reliance on the contractor to feel safe and cared for, to learn and grow. Some of examples of comments made were: "I have a really nice home." "I love my caregiver!" "My caregiver is supportive." "I am given guidance on how to stay safe." "I am given assistance with meal preparation. I am given assistance with saving my money." "I am assisted to connect with important people in my life" "I am assisted with transportation."
2. The importance of feeling safe and being supported to stay healthy. Some examples of this were comments like: "I feel safer when I have my caregiver present at my medical appointments." "I feel safe in my home. I feel safe in my neighborhood."
3. The desire for greater independence. Some examples of comments made by the people were: "I like having my own living space." "I want to travel more." "I want to have a job." "I enjoy having my family, friends, boyfriend and or girlfriend over to my home."

Gaps:

When we did the survey with the folks, we broke it into four sections – home life, relationships, community, and personal growth and development.

There were few gaps found in the areas of home life or relationships. People seemed to be very happy where they lived and whom they lived with. They stated that they were happy with their relationships and the support they received around making and maintaining relationships.

Where we found gaps were in the areas of community involvement and personal growth and development.

People reported that they felt a lack of motivation or commitment in joining community activities. Some folks reported to us that they found people in the community unapproachable and found communication to be a barrier. Some said that they often felt unwelcome in places like coffee shops, or found it hard to interact with people because everyone makes themselves so busy. There is also a lack of eye contact, as people will use their phones or laptops as a barrier, creating boundaries (a new type of accessibility barrier).

What will we do differently?

We will introduce those who are struggling with making connections in the community with the Community Connectors.

We will ask the connectors to put on a workshop for the contractors so they can increase their awareness and skill set in supporting those they live with.

We are currently doing person centered workshops in smaller pods and we will design the next round of conversations around creating and building relationships.

Another area where people reported gaps was under personal growth and development.

Some reported that they want to improve their skills so that they can gain employment. They need to work in order to make money and do the things they really want to be able to do such as travel, and have fun with their friends and family.

They expressed a desire to grow in self-awareness, self-knowledge and self-esteem.

They expressed wanting to learn how to be a better person or friend, to be more accommodating.

They want to learn to be better at discerning when trouble is ahead and to be able to recognize negative people and influences.

They want to be able to avoid or peacefully resolve conflicts.

We need to dig a little deeper around what people mean by wanting employment to earn money-do they really want to work or do they want the money?

If it is the work, the contractors will support them to meet with an employment agency, assist them with their resumes and prep them for the interview process.

We recognize that our work ahead is to continue to build developmental relationships with the contractors so that in turn they can do the same with those they support.

This is a three-way relationship; it is essential that trust and communication is strong between all three parties.

How will we build in a mechanism to know if what we are doing is having an impact?

Much of the recent work done with the Life Sharing contractors came from the feedback provided in the interviews the Life Sharing Managers held with caregivers. This feedback led to the Person Centred Pod workshops, the Aging workshop etc.

Continuing to use this form of interaction and information gathering as a tool to evaluate and reflect will help identify the next areas of focus.

CIR's: (not all Life Sharing incidents are represented in the global CIR data reported later in this report)

In 2014, there were 46 critical incidents reported in the Life Sharing Department. Themes were unusual aggressive behavior, missing and wandering, unexpected illness and other (financial issues, either giving money away or taking out credit cards and spending without the means to pay for these things).

BEST – Employment Services

What have we tried?

2014 started with BEST creating and introducing the new service delivery model, which primarily focused on providing effective, person centred and result oriented outcomes for our service users – the ‘potential job seekers’.

What have we learned?

In introducing the new model we also realized and learned that in order to tap maximum potential, to create economic and social opportunities for our service users and our business partners in the community and most importantly, to strike the right balance between quantity and quality, it was vital to continue to make changes and improvements to other elements that were impacted by the change in the service delivery model (outcomes recording, capacity, referrals, job stats etc.).



What would we do differently?

It became very clear that it was important to recognize and create an environment that nurtures the ‘Effectiveness of an Employment Specialist’. This further led to identify and concentrate on some key points:

- To identify early indicators of successes for the Employment Specialist and celebrate them.
- To facilitate creation of opportunities not just the connections.
- To recognize the importance of building and maintaining relationships with the job seeker and simultaneously with the employer.
- To remember and understand the principle of ‘working with the jobseeker and not for the jobseeker’.
- To pay attention to the factors of employment and not just employment.

How will we build a mechanism to know if we are having an impact?

With these Key points in mind, it inspired and encouraged us to enhance the new service delivery model by developing some tools and mechanisms such as:

- Creating a mentoring system, which allows regular check in sessions with ES (Employment specialist), which would help in supporting them to operate the new system with total understanding and confidence.
- Identifying early indicators of success and celebrate them.
- Establishing a new recruiting process.
- Establishing new hires on a different grid structure with higher requirements and expectations.
- Updated orientation and appraisal process.
- Updating guidelines for writing case notes, which would help to capture qualitative outcomes.
- Establishing protocol for review meetings with job seeker and their support system at identified times during the process.
- Updating satisfaction surveys (jobseeker, families and employers) to enhance gathering qualitative information.

Satisfaction with Service – Family Members

What have we tried?

Service satisfaction surveys have not been a popular or successful way to capture feedback for families and networks at BACI over the years. Surveys were too long, repetitive and impersonal. Possibly result the return rate was low (averaging 25% annually)

What have we learned?

Impersonal surveys do not support open communication and relationship building, key areas parents feel strongly about. Families appreciate the opportunity to talk about their family members lives and prefer to do this face to face. They want to hear about success in the lives of their family members and to learn about the growth that is taking place.

What will we do differently?

Moving forward in 2015, Services Satisfaction will be captured at annual planning meetings. Direct service managers will develop a set of questions that will be asked of family and friends in the planning meetings.

ShareVision will be used as the tool to capture the results of this conversation (the “data”) to be used in future Outcomes reporting. This will be built into the rhythm of person centred planning and documenting.

Effectiveness Report – Adult & Youth Services

This year, one of the effectiveness measures continues to be the Individual Support Plan reviews (see chart below) and feedback as provided in the 3 different qualitative interviews held with supported individuals. (1-1 interviews between Life Sharing Managers and those living in Life Sharing; small group conversations held with Social Inclusion Day Program participants; small group conversations held with Outreach Service individuals)

The questions that were asked in the interviews were built around BACI's Quality Assurance Indicators– Relationships, Community, Communication, Health & Safety, Personal Growth & Development, Home Life, Staff Support, Employment, and the Association.

As we continue on our journey in learning about the impact of our involvement with those we support, we are challenged to create a way to report on this more nuanced and powerful feedback. Due to the qualitative nature of these interviews it is not possible to assign a percentage to the results.

What did we try?

This past fall, we tried something different with four families at one of our Adult Service homes. The home hosted a family and staff BBQ. Staff, families and residents worked together to put on an amazing family gathering.

What did we learn?

The family members were interviewed after and asked questions about what they had experienced and how it had changed or informed their view of life for their children.

All families were quite impressed with their experiences- they enjoyed seeing their children in their own homes, in this new role of hosts. They were surprised at the men's comfort levels with entertaining and the quality of communication and engagement the men showed. It further cemented their comfort with BACI in providing support to their family members. They expressed a desire to do this more often and a renewed interest in taking on the role of advocate and supporter in the work we do. We just needed to ask.

What will we do differently?

The success of this type of engagement supports what families have told us for years- include us, keep in touch, make it easy/simple, listen to what we have to say.

As mentioned in the Housing portion of this report, engaging all partners is an important of planning for success. The Housing leadership team will work with Quality Assurance to develop some in depth questions to ask during our annual planning and review process with families and supported individuals. Our goal is to have a deeper and more meaningful conversation about how the work that is going on in peoples lives is having the intended impact.

How will we build a mechanism to measure the impact?

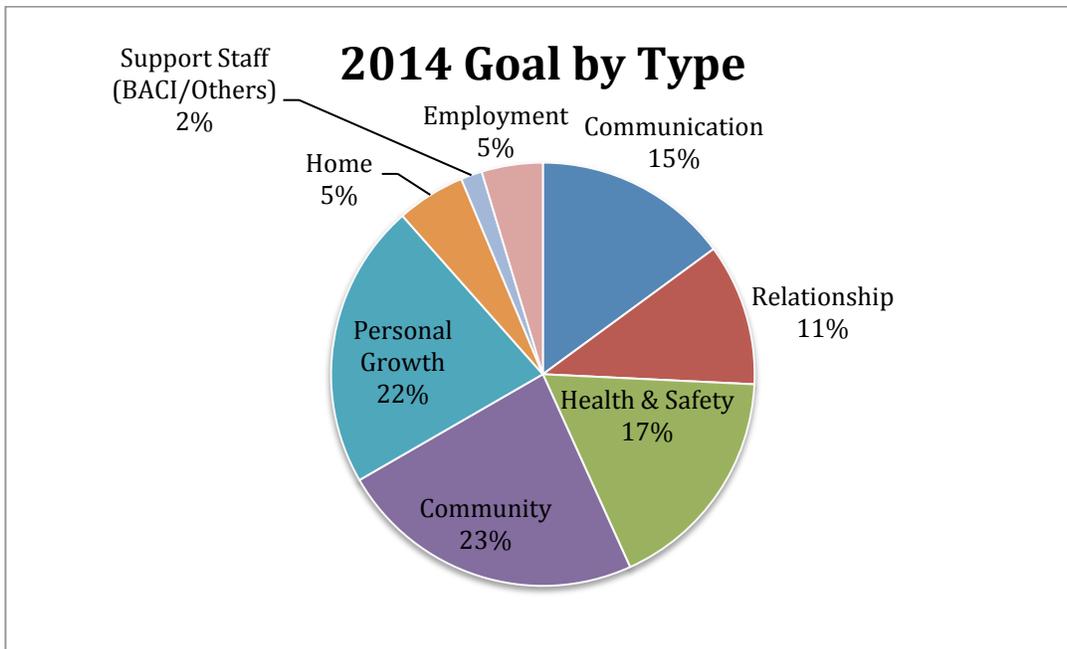
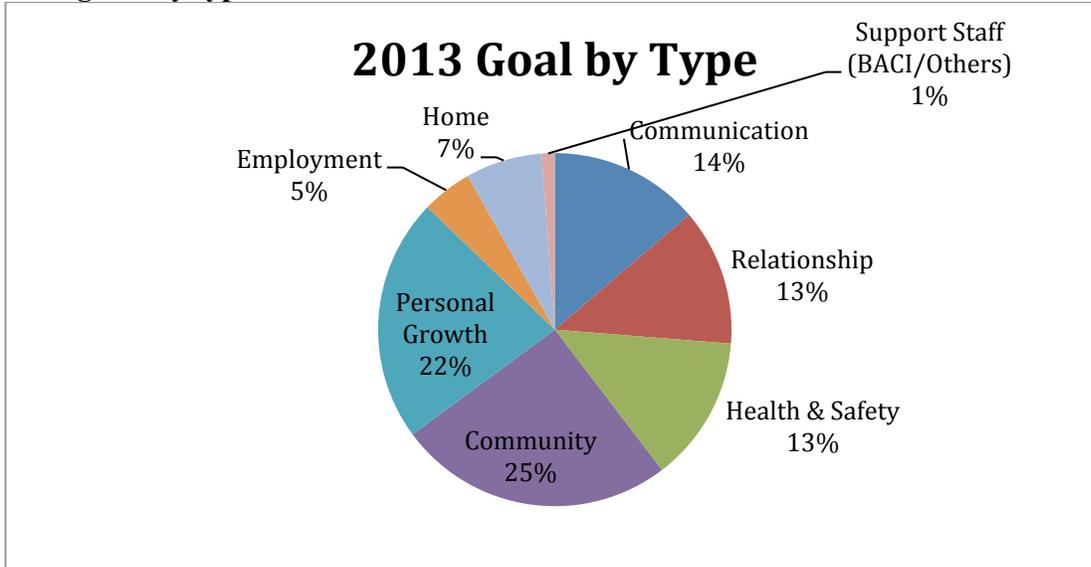
Quality Assurance Managers are working with direct service leaders to create a simple and useful method to make use of the information that will be gathered.

The analysis of this information will be shared in next year’s outcomes report and will assist us in creating future action plans.

Achievement of goals

The path we all take while working on our goals in life is filled with valuable learning, often as important as actually completing the goal. As such we do not include charting that reflects goal completion status. For your interest we have included charts showing the distribution and achievement of goals that are set, across the Quality Assurance indicators.

2013 goals by type as of December 31st 2014



	Achievements 2013 as of December 31, 2013		Achievements 2014 as of December 31, 2014
Guidelines for Planning (Goal Achievement)	Goal achievement as of Dec31/13 Relationships –27% Community – 28% Communication – 27% Health and Safety – 35% Personal Growth & Development –24 % Home Life – 64% Support Staff & BACI – 36% Employment- 28%	Goal achievement as of Dec31/14 (goals set in 2013 but completed 2014) Relationships –65 % Community – 72% Communication – 75% Health and Safety – 72% Personal Growth& Development - 78% Home Life – 71% Support Staff & BACI – 85% Employment-68%	Goal Achievement as of December 31/14 (goals set in 2014 and completed in 2014) Relationships –15 % Community – 30% Communication – 9% Health and Safety – 15% Personal Growth & Development - 19% Home Life – 8% Support Staff & BACI – 1% Employment-3%
Annual Individual Support Plan Review – conducted by Program Manager - Adult & Youth Services.	54 out of 54 plans reviewed and in place (Adult and Youth Services- Residential) 100% 91 of 125 plans reviewed (Adult and Youth Services- Day Services) 73%		54 out of 54 plans reviewed and in place (Adult and Youth Services- Residential) 100% 100 of 123 plans reviewed (Adult and Youth Services- Day Services) 80%
Guidelines for Planning	28% of the planning meetings were complete (Adult & Youth Services – Residential) 62% of the planning meetings were complete –(Day Services) 68% Outreach Service individuals have current goals 90% LSN individuals had planning meetings		68% of the planning meetings were complete (Adult & Youth Services – Residential) 71% of the planning meetings were complete – (Day Services) 69% Outreach Service individuals have current goals 80% LSN individuals had planning meetings 100% of monitoring tools were done

Efficiency & Access Report – Adult & Youth Services

# of individuals served (occupancy)	2013 Achievements (Based on Funding agreement)	2014 Achievements (based on funding agreement)
Residential Services	54 individuals served out of 54 52 contracted CLBC spots 1ABI funded 1 funded by family total: 54 spots, 54 served = 100%	54 individuals served out of 54 52 contracted CLBC spots 1ABI funded 1 funded by family total: 54 spots, 54 served = 100%
Day Programs	125 individuals served out of 125 contracted spots= 100%	123 individuals served out of 123 contracted spots= 100%
Outreach Services	64 people served out of 68 contracted spots= 100% (some people use more than one space) 17 closed files, 13 new referrals.	67 people served out of 71 contracted spots= 100% (some people use more than one space) 17 closed files, 17 new referrals
Children's Respite	29 children served out of 28 spots= 103%	29 children served out of 29 spots= 100%
Employment and Social Enterprises	43 individuals Number of People in: pre-employment 21 (16 weeks) discovery process 25 job development 33 job coaching 12 faded & monitoring 7 jobs achieved 6 Efficiency per FTE = 14.3	26 individuals New referrals- 9 Number of People in: discovery process 6 (active discoveries) job development 8 job coaching 2 faded & mitoring 17 new jobs achieved 6
Life Sharing Network	122 people served out of 122 contracted spots = 100%	133 people served out of 133 contracted spots = 100%

Children’s Services

BACI operates 2 inclusive Child Care centers – Fairhaven Infant/Toddler, Fairhaven Three-Five Program, Variety Infant/Toddler Program, Variety Three-Five Program – and 2 inclusive Out of School care centers – at Brentwood Park Plus and South Slope.

*In Children’s Services, BACI measures satisfaction, effectiveness, efficiency, and accessibility through the **Quality Assurance Indicators**:*

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



<http://gobaci.com/what-we-offer/children-services/>

Satisfaction Report – Children’s Services

Surveys were handed out to all parents receiving Child Care and Out of School care services through BACI – Brentwood Park Plus, Fair Haven (Infant/Toddler & 3 to 5), South Slope, and Variety Hotelier House (Infant/Toddler & 3 to 5). 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. Unfortunately, due to the low number of surveys returned, this information is not included in the report. **117** surveys were distributed via hard copy or online link and **50** were returned for a **43%** return rate.

Surveys by Program			
Services	Sent	Total returned (by program)	Percent returned (by program)
Variety	45	22	49%
South Slope	15	5	33%
Fair Haven	40	14	35%
Brentwood Park Plus	17	9	53%
	117	50	

Child Care Centre

1. My child (children) currently attends (please check)

Variety - Under 3	Variety - Over 3	Fair Haven - Under 3	Fair Haven - Over 3	Brentwood Park Plus			
32%	12%	16%	12%	18%			
Satisfaction	Strongly Agree	Agree	Disagree	Strongly Disagree	Not Sure	Approval Rating 2013	Approval Rating 2014
2. I have regular communication with the staff about my child.	43%	51%	4%	2%	0	91%	94%
3. The staff is approachable and listens to me about concerns or questions I may have about my child and/or the Centre.	63%	37%	0	0	0	94%	100%
4. Staff provides me with information or resources about my child's development and needs.	33%	52%	8%	0	6%	81%	85%
5. Staff consults with my family regularly about my child's participation and progress.	24%	59%	14%	0	2%	74%	83%
6. The staff develops and maintains positive interactions with my family.	55%	45%	0	0	0	91%	100%

7. The Burnaby Association for Community Inclusion recognizes and respects my family as a partner in the provision of childcare.	43%	49%	0	0	8%	87%	92%
8. I can make choices about the activities my child participates in.	26%	41%	12%	0	20%	64%	67%
9. The staff treats my child with dignity and respect.	61%	37%	0	0	2%	89%	98%
10. I am satisfied with the staff's qualifications and skills.	55%	43%	0	0	2%	91%	98%
11. The staff demonstrates a friendly approach with children.	67%	33%	0	0	0	96%	100%
12. The staff demonstrates an accepting, non-judgmental approach with children.	63%	35%	0	0	2%	89%	98%
13. My child learns in a nurturing and supportive environment	53%	45%	2%	0	0	94%	98%

14. The staff design and implement programs that promote and enhance a) my child's social development	43%	41%	0	0	6%	91%	84%
14. The staff design and implement programs that promote and enhance b) my child's emotional development	41%	51%	0	0	8%	83%	92%
14. The staff design and implement programs that promote and enhance c) my child's intellectual development	37%	51%	0	0	12%	81%	88%
14. The staff design and implement programs that promote and enhance d) my child's skill development	41%	51%	0	0	8%	85%	92%
15. I am satisfied with the activities my child participates in at his/her Child Care Center.	40%	52%	0	0	8%	87%	92%

16. The staff conducts themselves in ways that promote the inclusion of all children within the center at all times.	48%	46%	0	0	6%	89%	94%
17. The Burnaby Association for Community Inclusion provides child care in ways that value my child's individuality.	42%	44%	2%	0	12%	81%	86%
18. The staff incorporates activities and adapt/choose curriculum that promote the exploration and celebration of multiculturalism and diversity.	43%	37%	0	0	20%	79%	80%
19. I have opportunities to meet other parents.	23%	53%	17%	0	6%	77%	76%
20. My child's medical needs are supported and cared for by the staff and Center.	44%	48%	0	0	8%	87%	92%
21. The Center is clean.	53%	47%	0	0	0	91%	100%
22. The Center is maintained in a safe manner.	55%	45%	0	0	0	87%	100%

23. The toys, games and equipment are safe.	57%	43%	0	0	0	89%	100%
24. The toys, games and equipment are clean.	43%	55%	0	0	2%	85%	98%
25. Overall, I am satisfied with the service my child receives at the Child Care Center he/she attends.	55%	45%	0	0	0	91%	100%

Open Answer Questions

26. As a parent, how do you feel your child's participation in an inclusive child care centre supports and enhances their growth and development?
27. As the result of an evaluation process conducted in November 2013, each centre has tried to make improvements in the centre's environment, décor, program activities (e.g. adding more science and nature activities) and diversity/cultural celebration and recognition. Are you aware of these changes? If so, what IMPACT do you believe these changes have made related to your child's experience and participation in their child care centre?

Achievement 2013 – Satisfaction	Measurement	Achievement 2014 – Satisfaction
91% Satisfaction	Question #25	100% Satisfaction

Interpretation of the Data:

The survey return rate for Children’s Services remains consistent and strong. There is a steady return rate from which to gather information and draw conclusions/recommendations. Overall, the feedback from families in Children’s Services continues to be very positive. Families expressed a high level of satisfaction with the centres and child care employees (100%). Through the surveys, families indicated they feel the centres are safe, welcoming, inclusive, and provide high quality services.

Positive social atmosphere received the highest approval ratings – families are very satisfied with the way their children are treated – with dignity and respect, with a friendly approach, and in an accepting and non-judgmental manner.

Staff were seen as being approachable about concerns parents had about their children, and were found to be a valuable resource about their child's development. Families noted an improvement in their children's overall development with high points being gains in emotional, intellectual and skill development. The families greatly appreciate the support and quality of the staff and the impact they have with their children.

In response to the open ended questions, families noted that "*participation in an inclusive Child Care Centre*" has helped their development. The exposure to different cultures, backgrounds and persons with disabilities will assist their children in their futures. "People are just people, no matter our ability in life."

Some families felt that the impact of the changes in décor, program activities, diversity and cultural celebrations will "expand their children's knowledge of other cultures and promote sensitivity to individuality and differences."

Harms and Clifford Work in 2014

2014 was the first complete year that the centres were working under the recommendations made in the 2013 Harms and Clifford Review.

Note: The Harms & Clifford Review is an evaluation tool that provides both qualitative and quantitative data, to assess and compare the performance of a child care centre against sector-wide accepted best practices.

In line with our reflecting on the work we are doing to measure and evaluate its impact, the following are some observations for 2014.

What have we tried? What have we learned?

Many of the recommended changes from the review were **environmental**:

- Separate, themed play areas, (i.e. science and nature, relaxation) using different textures and materials to attract children;
- Created a cozy corner (an area that promotes self regulation, down-time, a space with a purpose) or a quiet reading space that helps children be self-directed;
- Created murals (livened up the area and was noticed by all right away);
- Created a book corner under a painted mural of a tree (promotes imagination);
- Refreshed, de-cluttered and organized spaces to promote safety;
- Created a wall that showed school-type work for all to see (sharing with parents the cognitive development of their children);
- Installed new flooring and carpet; used furniture to define space;
- Hung items from the ceiling to create interest;
- Put up plexiglass on the walls and displaying photos, art underneath.

Some of the changes included the **addition of pets and animals, plants, gardens**:

- Added frogs and fish to the centre (to teach nurturing, lifespan, responsibility);
- Grew beans, blueberries, pumpkins.

Enhanced the **inclusion of science in the activities** that take place:

- Science experiments (promoting planning, executing, reasoning);
- Child-led activities (teaching, fostering independence);
- Created dedicated science areas where kids can design posters around current themes.

Learned about **different countries and cultures**:

- Children brought in items from their culture to share; Played games related to the themes.
- Regular celebrations and learning about different cultures and celebrations (learning to write Chinese at Chinese New Year);
- Learned to count in all the languages represented in the centre. This work has led to the children (and families) feeling a comfort and pride in where they are from, promoting belonging and respect between all;
- Children were eager to assist each other – to help another child to wash their hands, to play together, or to wait for each other.

Learned about **nutrition** during daily snack preparation:

- Skill development, learned to serve each other, do baking related to themes and times of the year.

Learned/developed **fine and gross motor skills** through specific activities such as crafts, beading, opening containers, doing up zippers and laces, physical play.

What will we do differently?

To continue to make this all more accessible to families, we will:

- Create a parent board to post what's been done so they can stay abreast of things;
- Include the curriculum in the orientation we give to new families;
- Re-cap in a regular newsletter what has been covered, so families can continue to support development in the children's home lives;
- Post an explanation of each play centre, describing the goals it is trying to achieve to keep parents informed.

How will we build a mechanism to measure the impact?

We will:

- Include specific questions in the Annual Survey to test the impact;
- Send out a re-cap newsletter quarterly and before the surveys go out to help families remember what has gone on over the past year;
- Invite families to give feedback all year round (create a comment box/suggestion box or invite a parent to come and share a special skill, or share part of their culture such as preparing food or teaching a dance.)

Effectiveness Report – Children’s Services

Achievement 2013	Measurement - Question	Achievement 2014
Child Development Social Development 91% Emotional Development 83% Intellectual Development 81% Skill Development 85%	Question #14 (a-d)	Child Development Social Development 84% Emotional Development 92% Intellectual Development 88% Skill Development 92%
Diversity and Inclusion 89%	Question #16 The staff conducts themselves in ways that promote the inclusion of all children within the center at all times.	Diversity and Inclusion 94%
Health & Safety 88%	Question #20-24 (average) The centers provide services and activities in a safe manner.	Health & Safety 98%
100% of the goals in the children’s support plans were met or are in progress.	Annual Individual Support Plan Review	100% of the goals in the children’s support plans were met or are in progress.

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.

<http://gobaci.com/what-we-offer/infant-services/>



Satisfaction – Parents of Infants/Children Receiving Service

Satisfaction surveys were sent out to 172 families. In total, 54 surveys were returned. The return rate is **31%**.

2014 Satisfaction Survey

I am satisfied with:

Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	Overall approval rating
3. How IDP managed my referral into the program.	0%	0%	8.16%	16.33%	75.51%	92%

Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
4. The introductory information I received from IDP about the supports and services offered through the program.	0%	0%	8.16%	20.41%	71.43%	92%

Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
5. The initial intake meeting with IDP.	0%	0%	2%	12%	86%	98%

Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
6. The Bi-Annual Family Service Planning Process.	2.38%	0%	7.14%	33.33%	57.14%	90%

Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
7. Referral and connection to other resources.	0%	0%	8%	12%	80%	92%

Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
8. Physiotherapy Services.	2.38%	0%	9.52%	19.05%	69.05%	88%
Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
9. My consultant.	0%	0%	0%	6.12%	93.88%	100%
Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
10: Play Groups.	0%	0%	11.76%	17.65%	70.59%	88%
Question	1 – Strongly Disagree	2	3	4	5 – Strongly Agree	
11. IDP's Family Centered Approach.	2.13%	0%	4.26%	17.02%	76.60%	94%

Interpretation of the Data

What have we tried? What did we learn?

The Infant Development Program has had many exciting changes in 2014. In the summertime, a group of stakeholders and families gathered together with the intention of reviewing the Annual and the Exit Satisfaction Surveys. This report reflects the new Satisfaction Survey questions and results for 2014.

The response was positive (93% overall satisfaction). We feel we have a better measure now of satisfaction, and the survey no longer aims to ascertain a measure of effectiveness.

What did we do differently?

The summer group, with all of their creativity and wonderful input, did much more than re-create a satisfaction survey. They also had some great ideas that sparked the creation of some new resources, including a diaper bag tag, a “Journey through IDP” map, a new IDP website, and wooden blocks for babies; all with the new tagline “Guide, Learn, Grow,” a fresh colour scheme, and new Burnaby IDP logo.

The group of stakeholders and families have committed to continuing to join the IDP team to give input on further documents, beginning with revising the Family Service Plan (FSP) document.

This year, and in 2013, an effort has been made for the program to increase direct service hours, thus increasing caseload numbers. The Infant Development Consultants have done a wonderful job of increasing their face-to-face time with families, and now an average full-time Consultant caseload is approximately 35-45 children (an increase of at least 10 children per full-time Consultant).

The program welcomed two new Infant Development Consultants to the team this year. Both have initiated new groups unique to the Burnaby program that have been very popular among families: “Music and Movement” and “Story Art.” We have continued to run other groups more frequently, as families enjoy them so much. The program has committed to attending drop-in StrongStart programs run by the Burnaby School Board, to have a means of monitoring the development of those children who attend these excellent programs.

Again this year, the holiday and summer parties were enjoyed by a large number of families.

Professional Survey

The Professional Satisfaction Survey was circulated to the professionals that work with the Infant Development Program. 14 surveys were sent out and 1 was returned – return rate of 7%, compared to a return rate of 22% in 2013. A thorough analysis of the data is not feasible due to the small size of the sample.

Effectiveness Report – Infant Development Program

Another endeavor this year was to find a more meaningful way to measure the program’s effectiveness or impact on infants and their families. We no longer use the Satisfaction Survey to capture this information.

With some input from external consultant Dr. Steve Patty, we were able to look into what we really want families to gain from our program: greater confidence as a parent, greater understanding of their child’s development, and excitement and competence in planning the future with their family.

Through these goals, we have adapted a series of six interview questions that we will ask families every 6 months as we move forward into 2015. Upon leaving the program, a Manager of Human Resources and Quality Assurance will ask a sample of families these same questions.

This way, we are hoping to better gauge our impact on families (through demonstrated improvement in their child’s development). We also plan to compare family feedback to see what relevant themes emerge. We have a lot to learn from families.

The Infant Development Program will continue to make changes to both the interview questions and program operation, as reflected by family feedback.

Efficiency & Access Report – Infant Development Program

# of children service per consultant	Target – Provincial Standards	Achievements 2013	Achievements 2014
1 child = 1 caseload	20-25 children per full-time (or equivalent) IDP consultant	<p>5.8 FTE Infant Development Consultants</p> <p>31-36 children were served per IDP Consultant</p> <p>319 children received service</p> <p>Average # of referrals per month is 16-25</p>	<p>5.8 FTE Infant Development Consultants</p> <p>35-45 children were served per IDP Consultant</p> <p>331 children received service</p> <p>Average # of referrals per month is 20-26</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.

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

Human Resource Information (Union Employees) – Efficiency	2013 Results	2014 Results
% of Staff Turn-over – Regular Employees	3.13% Children's 13.43% Adults Services	8.5 % Children's 12.45 % Adults Services
% of Staff Turnover – Casual Employees	Casual – 12.72%	Casual - 33 % (adult)
Agency Turnover	12.64%	22%
% of Performance Appraisals Completed	23% regular staff (86% received performance appraisals)	30% regular staff (88% of Management Team received appraisals in 2014)
% of New Employees Who Attended Cornerstones (new hires)	48% of new hires attended Cornerstones	48 % of new hires attended Cornerstones

Human Resource Information – Effectiveness	2013 Results	2014 Results
Staff qualification/credentials	<p>21/24 regular employees in Children’s Services (Infant/Toddler and 3-5 Programs) have an Early Childhood Education Diploma (where required by Community Care Licensing).</p> <p>5/6 school-aged regular employees have an Early Childhood Education Diploma or related education certificate, diploma, or degree).</p> <p>7/8 Infant Development Employees have a degree</p>	<p>22/24 regular employees in Children’s Services (Infant/Toddler and 3-5 Programs) have an Early Childhood Education Diploma (where required by Community Care Licensing).</p> <p>5/6 school-aged regular employees have an Early Childhood Education Diploma or related education certificate, diploma, or degree).</p> <p>6/8 Infant Development Employees have a degree</p>
% of New Employees Who Received Performance Expectations	72/72 100%	66/66 100%
# of Languages Spoken by Employees	60	57
Gender %	Female 58% Male 42%	Female 57% Male 43%
Human Resource Information – Satisfaction	2013 Results	2014 Results
Workplace Wellness	Workplace wellness survey will be done every 2 nd year, due next in Fall 2014.	Held all-staff training day April 2014: Stories of Inspiration
Exit Interviews	8	8

Human resource information- Efficiency: NON-UNION	2013	2014
% of Performance Appraisals Completed	BC Woodworks - 70% Yard n Works - 75% Action Packaging - 75%	Yard n works - 0% Action Packaging - 0%
Human resource information- Effectiveness: NON-UNION	2013	2014
Gender %	BC Woodworks - 100% male Yard n Works - 100% male Action Packaging - 69% male; 31% female	Yard n Works - 100% male Action Packaging - 69% male; 31% female

Interpretation of the Data – Human Resources

What's working?

- Training – with the help of the Person-Centred mentors from SHSCL, BACI leaders took part in a one-day Person-Centred Coaches' training. This resulted in the development of the BACI PCT Coaches' group and a Coaches' website;
- Integrated the BACI Guidelines for Planning into "The Learning Community for Person-Centred Practices" training at BACI;
- Staff participated in all-day training, focusing on Stories of Inspiration in our work;
- Staff participated in Story School with Denise Withers;
- Facilitated Back care training for BACI staff;
- Facilitated Bullying and Harassment training with all staff at BACI;
- Learning loop work with Adult Services Direct Services Managers around re-design of Orientation procedure, Appraisal and Self Appraisal, Service Evaluations;
- Reduction in turnover in regular positions, with more people willing to take on permanent jobs in 2014;
- Again this year, training opportunities and support were given to aid supervisors in the completion of Performance Appraisals. This resulted in a moderate increase of appraisals completed. Work is being done to modify the document and trial it quickly. This trial is due to end in April 2015, and will be assessed. Changes will be made as needed.

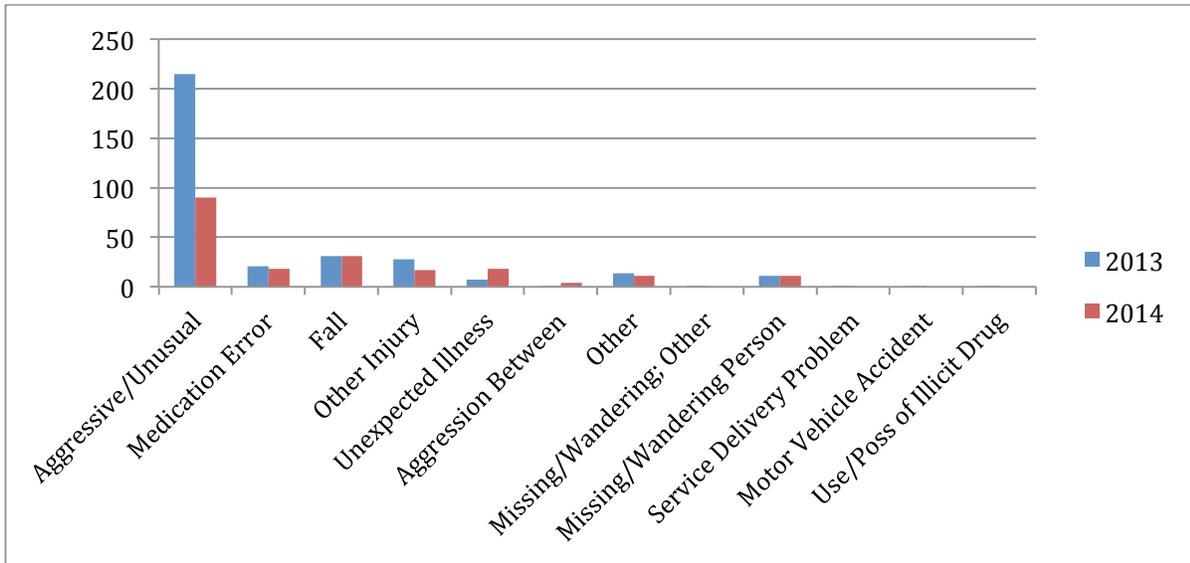
What's not working?

- Recruitment continues to be a serious challenge. Casual turnover is at a high of 33 %, although regular staff turnover is slightly lower for 2014;
- Cornerstones format – the 2-day introductory training has been difficult to back-fill. A new format is being created and will be rolled out in April 2015.

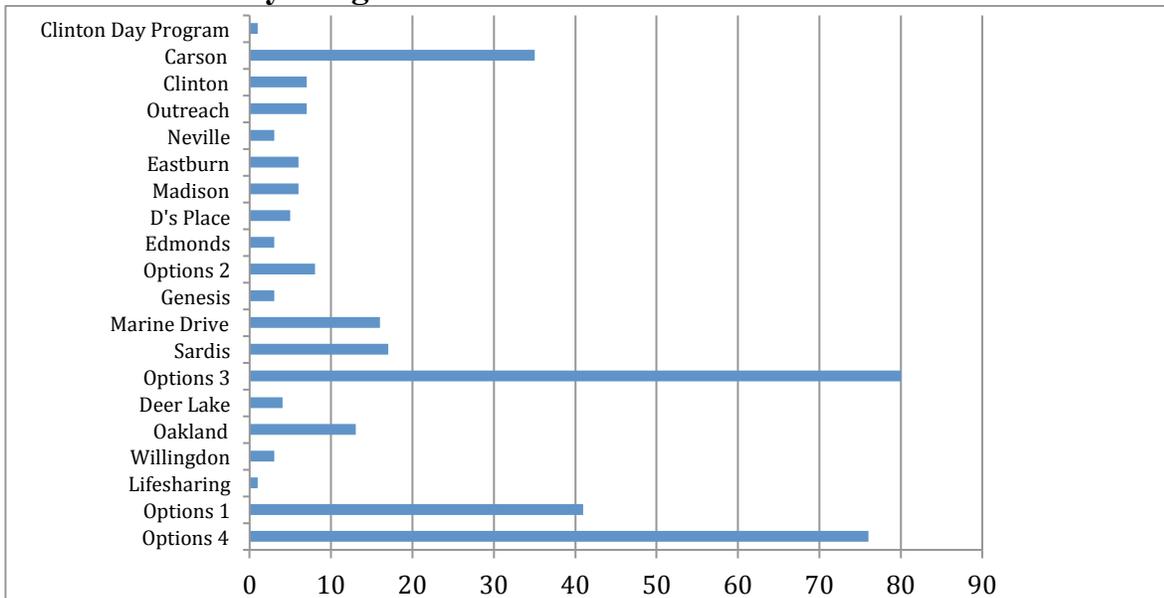
Health & Safety

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.

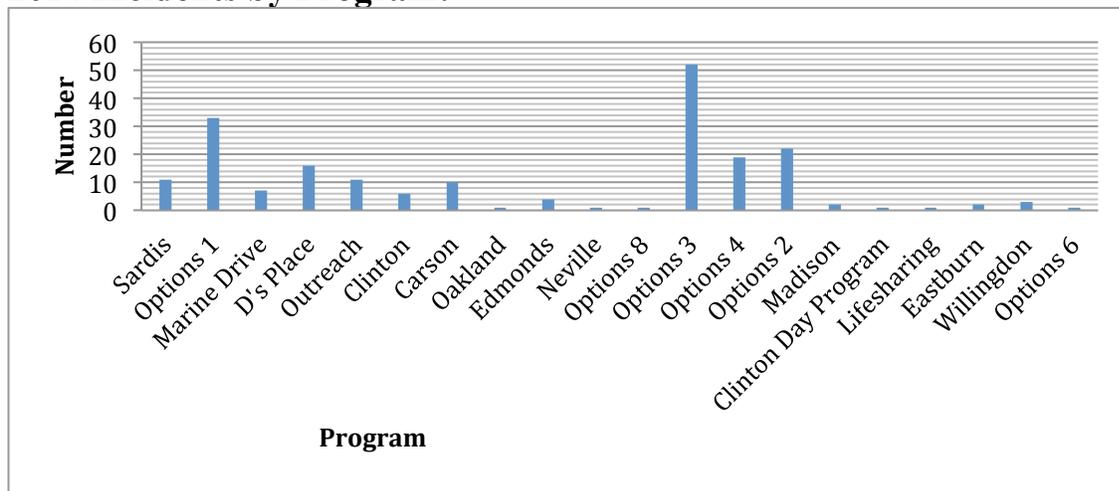
*Comparison of the types of incidents for Adult & Youth Services for 2013 and 2014.



2013 Incidents by Program:



2014 Incidents by Program:



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). These incidents are reviewed and documented at management meetings as well as the Supervisors’ meeting. The incident reports from Children’s Services are not included in the above graphs and are tracked separately.

In 2014, there were 7 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 has decreased. (336 in 2013, down to 203 in 2014)

All Emergency Management and Safety plans were reviewed (an annual practice) and we were able to remove a significant number of these plans from individuals’ supports. Solid person-centred supports, such as better matching of staff with supported individuals, comprehensive work to determine the Personal Expectations of supported individuals, and an increase in the number of Personal Planning meetings held this past year, are believed to be contributing factors.

This year, there has been an increase in the number of unexpected illnesses. This is attributed to the aging of our population and the advent of serious illnesses in their lives. The number of CIRs related to falls has remained the same.

As with previous years, the majority of CIRs are in the category of ‘aggressive/unusual behaviour.’ There has been a slight increase in incidents in 2014 in this category. 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 to 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 to communicate.

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

Health & Safety – Efficiency	2013 Results	2014 Results
# of Critical Incident Reports completed	323	204
# of Accident/Incident Reports completed (for employees)	52/52 100%	44/44 100%
# of WorkSafe BC incidents involving time loss	26	26
% of Health/Safety orientations completed with new staff – Cornerstones	48%	48%
# of Health/Safety Committee meetings per year	6/12 50%	10/12 Meetings are not held over summer months
Health & Safety – Effectiveness		
% of follow-ups completed regarding Critical Incidents	100%	100%
# of follow-up accident investigations completed	52/52 100%	44/44 100%

Interpretation of the Data – Occupational Health & Safety (OSH)

This year, the OSH Committee saw a significant decrease in the number of incidents in challenging programs, with 7 incidents occurring as a result of aggression (16 %). Only 3 incidents resulted in time lost from work. As in previous years, nearly half of the incidents were preventable, with the incident occurring because proper safety protocols were not followed.

Over-exertion incidents this past year all resulted in time lost. This was addressed by ensuring that staff who work with children, with people in wheelchairs, or with those who require physical support, attend back care training twice a year – in addition to all person-specific support training.

Accident investigations were completed for all WorksafeBC incidents. The investigations identified potential unsafe acts and any follow-up needed to minimize the potential for the incidents to occur again. The OSH committee members contacted staff as needed, to debrief on significant incidents that were flagged by managers.

Achievement – Recommendations from the 2014 Outcomes Measurement Report

The recommendations from the Outcomes Measurement Report form the basis for BACI's Business Improvement Plan (BIP). The Management Team reviews the Business Improvement Plan approximately every 3 months to see if the recommendations are being met, and what further planning is required.

As in previous years, the BIP is broken into the 5 themes of the 2011-2016 Strategic Plan: 1) Social & Economic Inclusion; 2) Person/Family-Centred Planning; 3) Prosperity; 4) Community Partnerships, and; 5) Healthy, Appreciated & Well Connected Workforce.



An Update on the Recommendations from the 2013 Outcomes Report

Person/Family Centred Planning, Thinking and Doing:

****Individuals and families encouraged staff and management to listen to what people want and need, to assist them to build new relationships.***

- Many individuals are involved with the Community Connectors. The Connectors work with the person to uncover their interests and talents, helping them to find engaging and welcoming places where they can share their gifts and talents and develop friendships;
- People supported in Social Inclusion (Day Programs, Outreach Services) have been able to explore their communities and try many new things – lessening their loneliness and creating new friendships and meaningful connections. This has taken place through churches, volunteer work with seniors, animal shelters, sport and leisure pursuits, music and theatre, dance etc.

****Individuals want to have the opportunities to decide what they want to do and how they want support provided.***

- The Person-Centred Thinking Team was able to hold 6 training sessions in 2014, with over 50 staff receiving training. 40 BACI staff and leaders took part in a Person-Centred Coaches' training in January 2014, supporting the infusion of person-centred coaching around the agency. This has led to the rise of the BACI Coaches' Group, made up of leaders and front-line staff who are committed to spreading person-centred practices through their teams and building capacity in this area.
- The strong commitment to person-centred skills by BACI staff this past year has resulted in more Annual Plans being consistently set with individuals and their families.
- Overall, 70% of individuals had a planning meeting in 2014, up from 55% in 2013.

****Check in often with families and supported folks about how services we provide are working or not working out.***

- The Raising IDP project was a huge success this past year. The summer group, with all their creativity and wonderful input, did much more than re-create a satisfaction survey. They also had some great ideas that sparked the creation of new resources,

including a diaper bag tag, a “Journey through IDP” map, a new IDP website, and wooden blocks for babies – all with the new tagline “Guide, Learn, Grow,” a fresh colour scheme, and new Burnaby IDP logo. The group of stakeholders and families have committed to continuing to join the IDP team to give input on further documents, and have already helped revise the Family Service Plan (FSP) document.

- In late 2014 and early 2015, work will take place with senior families to re-design the way services are delivered for individuals impacted by aging in our day services. This includes opportunities for deeper conversations about what matters for people served and their families. Stay tuned for the results!

****Check in after people leave services to see if they landed on their feet and found the next step in services they require.***

- Changes to the BACI Exit procedure include regular check-ins with people leaving services to see how they are managing (these vary depending on the service). We check to see if they have needed other services and if they have been able to find them. We advise on possible avenues for services and, if needed, direction on where people can go to re-apply for services. We plan to build a mechanism into ShareVision to assure this piece is not overlooked.

Social and Economic Inclusion:

****Individuals requested support to learn more about navigating the aging process, as well as support to find financial and natural resources to bridge the gaps in services they experience as their needs are changing.***

- Advocacy support has been offered through the Outreach department on developing Representation Agreements, on wills and estates, and on RDSP's. Plans are in place to host workshops on these topics, starting with one on RDSPs in Spring 2015.
- Alzheimer's training has taken place over the past year and will continue as needed.
- Collaborative work is taking place between BACI programs and STADD (Services to Adults with Developmental Disabilities) to ensure families and individuals are getting access to the aging supports they need. This is ongoing work.

*** Please see Appendix 1 for the full 2014 Business Improvement Plan.**

Recommendations for the 2014 Outcome Report

Person/Family Centred practices:

1. Feedback from people receiving services at BACI this year strongly identified the continued **desire for life-long learning opportunities**. Learning is an important and inspiring part of all people's lives – from the parents of children in the Infant Development Program and families with children in our Child Care and Out of School care centres; from individuals living in Life Sharing and in our residential housing; from folks attending Social Inclusion day programs and those living independently through Outreach.

A common denominator is the desire for more opportunities to explore special interests, share talents and gifts, and learn new skills. People know **WHAT** they want to do and often **WHERE** they want to do it – they just need a bit of help. As a number of folks in Outreach recently shared, **“We need a bit of help to start the conversation.”**

2. People are calling for support around **navigation of services to assist with health and medical issues, housing, financial concerns, and employment**.

We will continue to build a collaborative relationship with groups such as STADD to help maximize the availability of resources for families and individuals navigating the red tape of different services.

3. To solidify the role that we believe families have at BACI, we will establish a Parent's Action Committee (PAC) for IDP and Children's services. The increased engagement with families through the Raising IDP project has had a positive impact on satisfaction and involvement in IDP programs. It has created new relationships between families and management and staff, by leveling the playing field and valuing all input. The PAC could also address the request by Children's Services families to have the opportunity to meet more parents and learn from each other.

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 2014 Business Improvement Plan (BIP). Any goals not achieved in the 2013 BIP will be added to the 2014 BIP.

Other key reporting mechanisms – the 2014 Risk Management Plan, the BACI Quality Assurance Review, the progress from the 2013 BIP Plan – and their corresponding recommendations will also be included in the 2014 BIP.