



clements centre
for **FAMILIES**

Outcomes Management Report
April 1 2020 – March 31 2021

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Introduction

This Outcomes Management Report - Results Summary is based on data collected by Clements Centre Society and covers the period April 1, 2020 to March 31, 2021.

Programming changes and extenuating circumstances of note during the report period were as follows:

- ❖ COVID 19 had a significant impact on all aspects of service delivery and outcomes targets. While not originally a stated goal, all efforts quickly turned to protecting the overall wellness of all employees and persons served.

A copy of the Outcomes Report is provided in its entirety to members of the Board of Directors, the CEO, Program Directors and Managers and to key funding and community stakeholders. It is also posted on the agency web site and is made available to others upon request.

Findings from the Outcomes Management Report are distributed to employees and available to clients and other stakeholders.

Quality Improvement Plan – Summary of 2020-2021

Community Living/Adult Services

Community Inclusion

- By end of fiscal we had made significant progress towards completion of the South End building. We look forward to occupancy by summer.
- Community Inclusion programming began the fiscal with relatively smaller numbers but steadily increased hours and days of support offered as the year progressed. The agency COVID health and safety plan guided this gradual increase and protected both employees and participants of these group programs from the virus.

Staffed Residential

- The incredible teams at each of the three locations supported all resident's physical health and social/emotional wellness throughout the pandemic.
- The team at Marchmont also welcomed a new resident while balancing risks related to the pandemic.
- The team at Campbell supported a resident who opted to move home with family during the pandemic, but who continued to receive community inclusion supports.

Outreach

- To address the effect of continuous intake on outcome measures, program goals were adjusted this fiscal, and then impacted significantly by COVID.

Home Share

- In response to investigation by CLBC, the 2020-2021 fiscal goals include updated outcome targets and strategies to ensure sufficient oversight
- With many individuals staying home during the pandemic, home share providers experienced an increase in responsibilities and Clements home share coordinators were available for support throughout.

Sundrops Centre For Child Development

Early Intervention Therapy

- Development of, and move to, the new facility remains a priority.
- Manage the pivot to a continuum of services that includes virtual care.

Child Care Resource and Referral

- Manage the pivot to a continuum of services that includes virtual care.
- Develop and build relationships with families by attending programs at in Duncan.
- Maintain and further invest in community partnerships with Hiiye 'yu Lelum, Cowichan Early Years Table, Aboriginal Success by 6, Coast Salish Employment & Training Society (CSETS), Ya Ya Tul Early Learning Table, Island Health, Vancouver Island University, CCFLB Licensing, School District # 79, Global Vocational Services, Cowichan Green Society, and Cowichan Child Care Council.

Children and Family Support

- Manage the pivot to a continuum of services that includes 'destination' camps, virtual care, and delivery of activity kits.
- A long-term goal is to provide service to families living in the south Cowichan area, this would require contractual support from Ministry for Children and Family development.

Behavioural Support

- Direct contact with parents/families has indicated a general level of satisfaction with both the plans and the service however, we would prefer to have survey results to include. We will discuss with families the best way to collect that information in an objective manner. With continual intake, perhaps the annual survey does not work for families. Instead, we could leave the survey open year-round and offer families the link as they exit the service.

2020-2021 Outcomes

Community Inclusion Services

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Individuals will achieve or meet one community based goal.	% of people who achieve a goal	Everyone in the program	Annually	Individual service plans. Data tracking.	Manager	100%	80.2% *of those who attended during the pandemic
Efficiency	Maximize number of persons served	Number of globally funded positions filled	Everyone in the program	Annually	CLBC contracted capacity and periodic reports	Manager	100%	93% *while spaces were allocated, many remained home during the pandemic
Access	Meet the changing needs of the persons served. (related to aging, mental health etc.)	% of accessibility requests successfully accommodated	All individual requesting a health or mobility accommodation	Annually	Accessibility report	Manager	90%	See notes below.
Satisfaction	Individuals are satisfied with service	% of individuals who indicate overall satisfaction	All individuals completing the survey	Annually	Satisfaction Survey	Program Director	90%	100% of respondents indicated service was Acceptable or Excellent

Interpretation of Results

Effectiveness: In general, CI activities and attendance fell during the COVID Pandemic due to a combination of capacity limits (Health and Safety Requirements) and families deciding to keep persons served at home. Agency staff have delivered service on site, at alternate locations and in the community where possible.

Efficiency: Service levels were significantly impacted by the global pandemic, while referrals ensured each 'space' was reserved via CLBC

referral. Clements worked with CLBC to ensure clear communications throughout the year. Some reductions in attendance were due to individual choice to remain home. Other limits were the result of Clements' health and safety plan which addressed WorkSafeBC and provincial health guidelines.

Access: When surveyed, no respondents identified any barriers to accessibility. In practice, many opted to remain home during the pandemic. Clements offered several creative solutions for families wishing smaller group offerings, service delivery from different spaces/locations and even home based supports. There were periods of non-attendance for some, periods of attending 'differently' or from different locations for others.

Satisfaction: Residents, families/caregivers and stakeholders were very satisfied with our service delivery in spite of the limits resulting from COVID 19.

Action Plan

The focus for the next year is on the physical environment at the South End. This involves the construction of a new building and aligning our programs and activities to better serve our people.

For other CI programs the goal is to address capital requests to ensure health and safety as well as the best use of space for the growing number of referrals.

Our aim is to continue to support individuals with the achievement of their CI goals, while we recognize that many of our aging individuals are less inclined to set CI goals.

The effects of the COVID pandemic will certainly affect our efforts to offer group-based programming in the near future. Program Managers will work with the Program Director and Clements Health and Safety committee to find creative solutions and adjustments to program delivery that will see us through the pandemic and perhaps be incorporated into long term service delivery.

Staffed Residential

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Individuals will experience stability on their living arrangements	# of moves between or out of placements	Everyone experiencing a move.	Annually	Individual file review	Manager	0	Ryall – 0 Marchmont – 1 Campbell – 0 *one person lived with his parents for much of the pandemic. Clements continued to offer community inclusion supports.
Efficiency	Maintain required number of service hours provided to persons served.	Number of service hours per residence	All residents	Annually	CLBC Service Level Hour reports	Program Director	90%	102%
Access	Accessibility needs related to health and mobility will be accommodated.	% of accessibility requests successfully accommodated	All individuals requesting a health or mobility accommodation	Annually	Individual file review	Manager	90%	100%
Satisfaction	Individuals are satisfied with service	% of individuals who indicate overall satisfaction with service	All individuals completing the survey	Annually	Satisfaction Survey	Program Director	80%	100% of respondents indicated the service was Acceptable or Excellent

Interpretation of Results

Effectiveness: No changes in living arrangements at Campbell however one person opted to live with family during the pandemic and was offered community inclusion programming from his family home. Marchmont welcomed a new resident during the pandemic. Both transitions managed exceptionally well by the residential teams involved. No changes to living situations for the residents of Ryall Road who each have

compromised health. The team at Ryall maintained a health and safe work environment for the residents and all employees during the pandemic.

Efficiency: All three homes over delivered service hours this fiscal. Over delivery can result from resident vacations and hospitalizations and over the past year was related to supports during the pandemic. Individuals with community based daytime programming did not attend for parts of the year. We are working with CLBC to recover costs related to over delivery, and find balance between those and the under delivered community inclusion services. CLBC has been incredibly supportive during the pandemic with regular and ongoing communication at all levels.

Access: The pandemic certainly impacted accessibility for residents. Due to compromised health, many residents significantly limited their community access this fiscal. Residential teams worked hard to engage each person at home and maintain relationships through outdoor and virtual visits.

Action Plan

With the current and ongoing COVID 19 pandemic, the focus has been on ensuring the health and safety of those living and working in the residences. The program managers will work with the program director and the health and safety committee to strategize on best next steps moving forward and to ensure effective communication with individuals served and their families. All 3 residences have been 100% successful in preventing any infections and have implemented progressive, safe visitation policy to support residents and families.

Ryall-Our aim is to ensure to ensure long-term stability, in a safe and secure environment suitable to the needs of the current residents.

Campbell – Ensure health and safety of all involved as one resident returns from a long term visit with his parents.

Marchmont- Support the overall wellbeing of all residents.

Outreach Services

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Individuals will achieve one goal identified in their ISP	% of people who achieve one goal	Everyone in the program	Annually	Service Plan	Manager	90%	SILP/PSI 81% SEP 76%
Efficiency	Maintain minimum number of service level hours to deliver program	Number of service hours provided to each individual	Everyone in the program	Annually	Service level hour tracking	Manager	100%	Under-delivered. SEP 84% SILP 95% PSI 93%
Access	Individuals receive support to access services they need and for worksite accessibility	Percentage of accessibility requests accommodated	All individuals requesting support to access a community service	Annually	Satisfaction survey Client File	Program Director and Program Manager	80%	Achieved -There were no requests noted in the satisfaction survey.
Satisfaction	Individuals are satisfied with service	% of individuals who indicate always or most of the time in the satisfaction survey question	All individuals completing the survey	Annually	Satisfaction Survey	Program Director	90%	100% of respondents indicated SILP was Acceptable or Excellent. 86% for SEP.

Interpretation of Results

Effectiveness: The pandemic had a significant impact on services. Clements served 48 individuals in the Supported Employment Program. And during the fiscal: 11 new jobs, 17 job losses related to Covid, 10 of those returned to existing jobs by end of fiscal, 7 still seeking employment. 10 job losses **not** related to Covid. Those receiving Supported Independent Living services encountered significant barriers to housing and transportation and of course concern for their overall sense of wellbeing. Supports were offered in accordance to each individual's comfort level balanced with the agency Health and Safety plan and provincial health guidelines. This was a year like no other.

Efficiency: As in some previous years, Clements under delivered service hours this fiscal. Not common were the impacts of the global pandemic. Persons supported by SILP and PSI programs have widely changing needs for support. They often choose not to receive service for periods of time and then, during crisis, require support and often at increased levels. The pandemic only emphasized these situations and added a general concern for health and wellbeing not previously seen. Clements employees worked hard to find balance between offering appropriate supports and protecting the health of all involved.

Access: The pandemic only highlighted the various way individuals supported by the program experience barriers to their community. Many lost their positions due to the pandemic. Transportation and housing concerns, always barriers, became more significant during the pandemic. To protect the health and safety of all and in accordance with provincial health guidelines, Clements limited access to the site and instead met people in community or in small, designated meeting spaces on the first floor. This restricted access was seen as necessary, and all efforts were made to ensure appropriate supports were still available.

Action Plan –

In general-Work with community partners to share common concerns and ensure CLBC eligible individuals are able to access community based services when appropriate. Support those who have lose employment to find alternate or to manage finances in order to manage during their period of unemployment.

SILP/PSI- Support for housing has been included in our strategic plan and is a focus of much support for specific individuals. Program staff and management are working with community groups to ensure the voices of those we support are part of the ongoing conversation related to housing and transportation. We have also created a Complex Needs team to work in a collaborative manner with other agencies to service our complex needs persons served. Clements is also working with community partners and BC Housing on a supported housing project that will support several of the individuals receiving SILP/PSI services. The aim is for occupancy in early 2022.

SEP- While numbers for employment supports dropped significantly due to COVID, there was a rebound in activity as provincial health restrictions eased. The Program Coordinator was away for over a year. There was a dramatic increase in placements fairly quickly upon her return. We will continue to increase our placement rates and grow our referral numbers from CLBC as we balance individual goals with local employment realities during the pandemic.

Home Share

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Home share contractors will feel supported by CCS	% of home share contractors that feel support offered by CCS meets their needs.	Home share contractors who have provided services for three months or more	Annually	Survey	Program Director	85%	88% indicated Excellent or Acceptable 12% indicated services needed improvement. *this is a 3% improvement from last year.
Efficiency	Maintain appropriate caseloads	Average caseload/FTE	All home share coordinators	Annually	Caseload lists	Home share coordinators	No more than 25 clients per FTE	Met
Access	New referrals placed within 60 days	Percentage of individuals placed within 60 days of referral	All referrals	Annually	Files of persons served – intake forms	Home Share coordinators	75%	85% An increase from 60% last year.
Satisfaction	Individuals are satisfied with their living arrangement	% of individuals who indicate overall satisfaction	All individuals completing the survey	Annually	Satisfaction Survey	Program Director	85%	100% of respondents indicated Excellent or Acceptable

Interpretation of Results

Effectiveness: With the volume and nature of the Home Share operations (45+) Home Share placement through contracted services there are challenges within this operation. That said, the vast majority, 88%, experience a high rate of effectiveness. Clements added a new role to the Home Share program this fiscal in an effort to streamline processes and ensure adequate oversight of the rapidly growing program. A comprehensive Home Share manual and reporting processes were also created to ensure the recruitment, training and retention of high quality Home Share is maintained

Efficiency: Although the program was short one coordinator for 3 months and at another time for 2 months, this past year ended with stability in staffing. One coordinator came back to the program in May after a sick leave and another in August after being in a temporary position in the agency. The addition of an oversight position has improved services overall including supports to both providers and the two home share coordinators.

Access: The program was able to accommodate 4 out of 5 referrals received. This is in part due to improved communications between Clements and CLBC which has resulted in marked improvements to the referral process. One referral was returned because the placement was deemed inappropriate.

Satisfaction: Satisfaction rates were quite high for those who responded.

Action Plan:

- Review outcomes measures in response to CLBC feedback related to the program.
- In response to a recent Quality Assurance review and subsequent recommendations, the Home Share operation was recently reorganized to meet operational challenges. Clements created a management position to oversee Quality Assurance and investigations. Two Coordinator positions remain to focus on front line service delivery. The Home Share office was relocated to the SILP/SEP location to advantage of synergies in the operation and to work together to manager joint clients.
- The plan moving forward is to solidify these changes and ensure appropriate supports to home share providers who have experienced an increase in workload during the pandemic

Sundrops Centre for Child Development

Domain	Objective	Measures	Applied To	Time of Measure	Data Source	Obtained By	Goal	Outcome
Effectiveness	Families are better able to care for their child with a disability.	% that report they are better able to follow through with the recommended activities in the Family Service Plan % feel that staff explain their child's development in a way that they can understand	All clients	annually	Survey	Program Director	90%	79%
							90%	99%
Efficiency	All families will be contacted within two weeks of referral.	% of families contacted within two weeks by the intake coordinator.	All clients	annually	Nucleus Data Survey	Intake coordinator	90%	45%
Access	Families feel that the service is accessible.	% of families indicate that there are no accessibility issues % of families report that appointments are scheduled with consideration of their family's schedule	All clients	annually	Survey	Program Director	90%	88%
							90%	90%
Satisfaction	Families are satisfied with the current level of service	% of families who are satisfied with the current level of service % of families are satisfied overall with the services they receive	All clients	annually	Survey	Program Director	90%	72%
							90%	79%

Interpretation of results:

The data included in this report has been collected by Nucleus Labs data management reports, annual surveys, and discharge surveys. In addition, there were two mini telephone surveys and an additional interim survey specific to virtual services completed during the pandemic. The 4.5 % return rate for the annual survey was significantly lower than in other years possibly due to the pandemic as was the low return rate 2.88% for discharge surveys.

Effectiveness: The goal for effectiveness exceeds the target for staff explaining their child’s development in a way that they understand. The goal for families reporting that they can follow through with recommended activities falls short of previous years. This may reflect the level of stress and anxiety families were experiencing during the pandemic.

Action Plan: During the pandemic, Sundrops team members were trained in Parent Coaching techniques. Moving forward the team will weave into their practices parent coaching when it works best for families. This will ultimately support effectiveness measures, in that team members will find a balance between providing coaching and offering more direct supports when appropriate to the family need/goals.

Efficiency: Only 45 % of families that responded said that they were contacted within 2 weeks of referral. 34 % of families reported that they were contacted within 4 weeks. This is a direct result of the pandemic. The Intake Clerk was off on medical leave for a lengthy period. We are grateful for IDP consultants accepting Intake responsibilities ‘off the sides of their desks’ during the absence.

Action Plan: The job description for the Intake position will be thoroughly reviewed and updated to ensure the best supports for families.

Access: Families report that there are no accessibility issues to Sundrops services and that appointments are scheduled with consideration of their family needs. This is a pleasant surprise as Sundrops had moved to primarily virtual service during the pandemic. During telephone surveys most families reported that they were satisfied with virtual platforms. There were a few comments regarding the difficulty of technology issues and that it was sometimes a challenge to have meaningful conversations.

Action Plan: In accordance with provincial health guidelines, the Sundrops team will return to in person services as appropriate. It is our intention to maintain a hybrid of service delivery modalities. While the pivot to virtual during the pandemic was unplanned and sudden, there have been some benefits for families that we wish to maintain. In the coming year Sundrops team members will strike a balance of in person (centre, home or community based) and virtual care, based on the needs of the child and family.

Satisfaction: There is a drop in both measurements of satisfaction: satisfaction with the current level of service and overall satisfaction with the services received. Concerns were expressed about the lengthy waitlist for speech therapy and whether virtual

is effective in meeting their child's needs. It should be noted that the Program Director conducted multiple 'surveys' during the pandemic, both electronically and via telephone. It was critical for us to maintain contact with families while employees worked remotely, to determine the overall satisfaction and ensure efforts towards effectiveness, efficiency and access.

Action Plan: Moving forward the plan is to find a balance between in person and virtual services, to maintain and resume communication with families as pandemic restrictions ease and in these ways increase parent satisfaction with Sundrops services.

Even during the pandemic, most parents are appreciative and grateful of the services offered.

Parents comments:

'The most effective and efficient support and communication using Zoom was with physiotherapy'

'We are grateful for our time with Sundrops. Under the circumstances they did their best for us'

'Thank you for everything''