

Outcomes/Quality Improvement Report

September 2008

In the CLS Annual Report to the membership in June, I noted that the quality improvement results from every area of the organization were clearly indicating that the management re-structuring we embarked on at the beginning of this year, the transitioning of Coordinators to new leadership roles, and significant technological developments, were leading to improved services. The organizational change we have been undergoing throughout the last ten months has resulted in an increased ability to critically evaluate our current systems, and plan strategically for improvements. The following report details the progress towards our efficiency, effectiveness and accessibility goals through specific quality improvement initiatives. It also outlines goals in these areas for the coming year. Finally, the report includes the results of satisfaction surveys and other mechanisms used to gather feedback from our stakeholders.

Quality Improvements Resulting in Increased Efficiency

Re-negotiating with Telus for our agency-wide phone services, resulted in a savings of approximately \$1000 per month for no change in service (and included the addition of a service package of call display, call waiting and 4 cent/min. long distance charges for all locations). This was implemented August 18, 2008.

All contractors have been verified for WCB and Better Business Bureau (to reduce financial risk and vulnerability). Contacts for priority maintenance and repairs were consolidated onto one single contractors list, and distributed to every Coordinator. **Coordinators now call contractors directly to arrange for repairs under \$500, resulting in an increase in response time to less than two hours, from as much as 24 hours previously. This represents an improvement of 92%.**

Sick leave management has led to a result below our benchmark of 2% of payroll. **At the end of the fiscal year 2008, sick leave was comparable with the previous year, at 1.8% of payroll.** This indicates that we continue to be able to provide this potentially expensive benefit through successful management of attendance. We continue to pay sick leave credits at 100% of earnings, which compares favourably with unionized agencies that pay at 80%. This keeps us competitive with other agencies and supports our recruitment efforts.

All Incident Reports are first reviewed by the two Directors of Community Inclusion before being entered into the system for data collection and analysis. (Formerly, reports went to one of four Regional Coordinators for review.) They are then reviewed by the Executive Director and other members of the Management Team. Additionally, Internal Incident Reports are now being submitted to the administrative office for review. These changes initially resulted in a delay in the entry of the data, and subsequent distribution of this information to the management team for analysis. **A new review process has been put in place which prioritizes as urgent, those reports which require immediate follow-up from the Directors of Community Inclusion, and enables the data entry to take place the same day as the report is submitted.**

Efficiency Goals

- The fleet management system which has now been put in place, with reports generated for each vehicle, is anticipated to decrease maintenance costs by identifying potential repairs (i.e. 70% brakes), and planning for replacement, rather than waiting for further damage and increased costs, and identifying resources for potential re-allocation (i.e. wheelchair vans). (Some higher costs are anticipated initially as outstanding issues are addressed.) These expenses will be tracked to determine % savings. **Target – 25% reduction.**
- Savings from consolidating services such as pest control and appliance sales, and contractors, will be tracked to demonstrate cost-savings. **Target – 10% reduction.**
- Contract to use Confertel for conference calling is estimated to reduce costs of administrative employee mileage and travel time. This will be tracked through usage reports and calendars. **Target – 10% reduction in administrative mileage costs and travel time.**
- The CLS Board has approved the purchase of a new Human Resources/Payroll/Scheduling system, Comvida, which has been reviewed by our technology software consultants. This is scheduled to be implemented over the next year, and expected to be fully functional by August 2009. We anticipate that the implementation of this system will result in significant efficiency and effectiveness improvements. Currently, paystubs are mailed out to each employee every pay period. **Comvida will allow a secure electronic site for employees to view their paystubs, resulting in a savings of approximately \$5,000 per year in postage.**
- The electronic distribution of paystubs will result in a reduction of approximately 15,000 sheets of paper per year. Electronic timesheet submission will reduce paper costs by a further 15,000 sheets per year. **Target – these measures represent an estimated savings of \$3,000 per year in paper and printing costs.**
- The Comvida Scheduler will result in an enormous reduction in payroll hours now spent manually preparing timesheets and entering information. **Target – reduction of 40 hours per pay period (2 weeks).**
- Although the data from Incident Reports is now entered more efficiently, there is a delay in the review by the Management Team of non-priority Incident Reports. **Target – all priority and non-priority reports will be reviewed by the appropriate Director of Community Inclusion, the Executive Director, and Employee Services within seven days.**

Quality Improvements Resulting in Increased Effectiveness

The emergency call procedure was changed from pager to live connection to the on-call Director. The answering service operator remains on the line until the caller is connected successfully to the Director on call. **Connection failures due to operator error (wrong phone number sent to pager) or pager breakdown have been reduced to 0%.**

100% of all homes have now been installed with new hardware and software, and the day centres will be upgraded by the end of October. Connectivity with the new server is complete, and all residential Coordinators have Internet and email communication capacity. A weekly email which both informs and prioritizes information for Coordinators, has replaced the numerous paper memos and voicemail messages. **On average, 35.5% of Coordinators now receive the email information the same day it is sent, and 90.5% receive it within five days.** Previously, mail was picked up anywhere from 7-14 days.

Better oversight and controls to ensure that accountabilities are submitted on time has resulted in reduction of the follow-up required with Coordinators. Before June of this year, an average of 5 Coordinators would require follow-up each month. **That number has been reduced to 1, representing an 80% improvement.**

A review of all homes to identify maintenance issues (now, in 1-5 years, and long-term) is currently underway. **The priority locations where there are overdue maintenance issues have had reviews completed (21 of 64, or 33%).** Attending to these homes systematically and in priority sequence will reduce the ongoing costs of neglected maintenance and improvement.

As part of our technology improvements, training was conducted with Coordinators who needed assistance with Microsoft Word 2007. **In a post-course survey, 75% of participants reported a positive impact of the training on their job performance.**

In June of 2008, the Internal Critical Incident report form was revised, and copies of the completed forms are now being sent to the administrative office for review. Previously these reports, which document such things as falls not resulting in injury, and medication errors not requiring medical attention, were kept on file only in the homes and day centres. Coordinators were initially also encouraged to use the form for any event they considered unusual. This has resulted in a significant increase in the number of reports submitted to the office (146%). We anticipate that this number will decrease somewhat over the next few months as we help Coordinators determine what events actually necessitate recording as "incidents". However, having access to the Internal Report information increases the amount of source data which can be analyzed by management for trends, and the usefulness of the analysis.

As part of CLS's commitment to Quality Improvement, the Board Chair, Vice Chair, and the Executive Director are all participating in Volunteer Vancouver's "Board Chair Academy" training programme for non-profit organizations. The training addresses governance policies and practices, including Board structure, performance and succession planning. The CLS

Board members are in the process of completing a Board assessment. The assessment will be repeated annually, and the information that has been gathered will form the baseline for improvements.

Effectiveness Goals

- A review of individuals with Representation Agreements indicated that only 28 of 143 individuals who are supported residentially (19.6%), have agreements in place. Greg Schiller has been contracted to assist families who want Representation Agreements in place for their family member. We will track how many families take advantage of the training, but also record the reasons that families chose not to. **Target - 50 families (55%) to write Representation Agreements. Cost - \$15,000.**
- Approximately 20% of Individual Service and Quality of Lifestyle Plans (ISQLPs) were reviewed and assessed. Many of these plans still lacked concrete, specific goals, and measurable strategies. As a result of this analysis, advanced training was developed and delivered to all Coordinators. This training was followed up by the creation of a Training manual, which will be used by a team of planning consultants, consisting of Coordinators, family members and self-advocates. As one-on-training continues throughout the year, we will conduct an annual review of 10% of ISQLPs to assess improvement. **Target – 85% of personal plans to contain concrete, specific goals and measurable strategies.**
- In September, 2008, I conducted a review of all Incident Reports submitted during the period from April to June. A total of 36 Internal Incident Reports, and 12 Reportable Incident Reports were reviewed. Reports were assessed on the quality of writing, errors and omissions, and adequate follow-up. There were a total of 6 reports containing writer errors (17% for both Reportable and Internal Incident Reports). Incomplete follow-up was noted on 17% of Reportable Incident Reports and 28% of Internal Reports. The greater incidence of absent follow-up for Internal Reports is explained to some degree by the fact that the form has been recently revised to include follow-up. The review of Incident Reports will be completed on an annual basis from a three-month sampling of reports and necessary training will be implemented to improve writing quality and follow-up where deficits are noted. **Target – 2% Incidence of Incident Report Error or Omission; 50% improvement in the incidence of follow-up documentation.**
- Increased data from Incident Reports will also lead to an increase in our ability to respond to problems such as reoccurring medication errors not requiring medical attention (non reportable incidents). **Target – 80% reduction in medication errors.**
- ComVida Scheduling software will allow Coordinators to approve schedules online, and check for errors before submission. The system will catch overlaps automatically, rather than relying on manual checks. As well as reducing labour hours (as noted in efficiency goals above), and improving our use of casual and

part-time employees, the ComVida scheduler should result in fewer timesheet errors resulting from incorrect employee numbers or wrong location codes.

Target – 75% reduction in timesheet errors.

- Outstanding maintenance issues have been divided into four categories for prioritization. The Director of Residential Initiatives, Barb Robinson, will be tracking the maintenance work as it is completed. She will also be monitoring all major projects for quality assurance, and completing a follow-up review on work orders. **Target – 100% of Priority 1 and 2 work (including identified Health and Safety concerns) completed by March 2009.**

Satisfaction Surveys and Other Feedback from Stakeholders

The CLS Executive Director, Ross Chilton, conducted Family Consultations (semi-structured interview and satisfaction survey), with a cross-section of families and networks. These were generally very positive and generated useful feedback. The full survey results have been included in this report. Ross will repeat the consultation each year with different family/network participants.

All Coordinators completed a technology survey, which asked them to state their current competency and any training needs. This resulted in the development of training sessions for Coordinators, tailored to specific declared needs and scheduled for optimal convenience. The full survey results have been included in this report.

In July of this year, a written request was sent to all the members of the CLS community asking for feedback about our complaints process. This yielded only a handful of responses, but those who did respond participated in a formal interview process, and this generated some very useful and concrete suggestions. These include developing a policy which articulates the expected response time for requests, and the feedback that the word “complaint” can actually discourage people from using the process. We have responded to this feedback by changing the name of the Complaint Form to “Feedback”, with further prompts to use the form for expressing concerns, requests, suggestions for improvement, appreciations, etc. The new form is available on the CLS website, as well as in all home and day centre locations and the administrative office.

A Vocational Services Survey is currently being prepared and will go out to all individuals receiving vocational services and their families/networks, by the end of October, 2008. This survey will be asking for feedback about individual and family satisfaction with existing services. It will also be used to collect input about re-designing existing services to better meet the requirements of supported individuals and their families, and the development of potential new services.

The Board has asked CLS to conduct an Employment Engagement Survey. Employee Services is currently reviewing various proposals. The final results of this survey are scheduled to be released in July of 2009.

Accessibility Initiatives

As an organization, we are committed to supporting the individuals we serve in place as they age. Ross Chilton and Barb Robinson, the Director of Residential Initiatives, are in discussion with BC Housing regarding a feasibility study for the development of an existing CLS property to optimally meet the unique and specific needs of supported individuals throughout the aging process.

Ross Chilton is presently in discussion with the Red Door Housing Society regarding a joint housing initiative with CLS. He is also a member of the Community Living BC Housing Working Group, which meets to discuss housing issues and initiatives for people with disabilities.

The system in place to track Referrals and Contacts for Service gives CLS management specific data as to what potential new consumers are requesting for service. The information we receive from referrals and contacts gives us the concrete data that enables us to approach funders with proposals for specific types of services that address the needs of new individuals.

In May of this year, as part of the process of assessing what kinds of supports CLS might offer in the future, the Board reviewed discussion papers on Shared Living and Semi-Independent Living services. These documents will be used to inform the next Strategic Planning session in February 2009.

Accessibility Goals

- In October of this year, a Committee will be formed, comprised of the Director of Residential Initiatives, a Board member, family member and a CLS Coordinator, to conduct an overview of all homes and day centres. The committee will assess how each home or day centre is meeting the needs of the aging individuals who live or work there. Additionally, the Director of Residential Initiatives will create an inventory of aging-related resources for the organization. For those who require additional supports, modifications may be made to their existing homes if that is possible. In some cases, new homes may need to be found for individuals with changing needs. **Target – 95% of individuals are served in homes and day centres that meet their aging needs.**

Survey Results and Stakeholder Feedback

CLS Family Questionnaire Outcome

Question		Ratings					
		5	4	3	2	1	N/A
	The CLS newsletter, the Communicator, helps to keep me in touch with what is new at the CLS and in Community Living.	5	3	3	1	0	3
Comments	<ul style="list-style-type: none"> ▪ I don't really read it. ▪ Gives a broader picture – good to know staff are keeping up on things. ▪ I need to get more to know. ▪ Interesting about what is going on/employees/government stuff ▪ More about supported people doing things in the community 						
	If I had a question or concern I would feel comfortable bringing it to the attention of the Coordinator.	8	3	1	0	1	2
Comments	<ul style="list-style-type: none"> ▪ Never raised any concerns to date. ▪ When we call with a question or concern they deal with them. Appreciate the family meetings in our home. ▪ Coordinator is excellent and committed – she cares, very motivated – ideal person. 						
	If my question or concern could not be addressed by the Coordinator I would feel comfortable bringing it to the attention of the Director or Executive Director.	10	2	2	0	0	1
Comments	<ul style="list-style-type: none"> ▪ I would raise the problem if I thought our family member was not being treated well. 						
	I feel I am kept well informed about my family member that is supported by the CLS.	6	2	3	2	0	1
Comments	<ul style="list-style-type: none"> ▪ Communication book works well. ▪ Coordinator is excellent about keeping us aware how the week has gone. ▪ Both through CLS (community inclusion) and Larche (residential). ▪ Not always consistent – at times very well informed others not. Would always like a timely update on all health issues. I would like more calls spontaneously about good things. ▪ Not over-informed – Just right – not too much detail – get the good news too. 						

I would like to have more opportunities to meet in person with the Executive Director.	1	5	5	0	0	1
Comments <ul style="list-style-type: none"> ▪ If I needed to I would pick up the phone. ▪ As long as things are going well I don't feel the need – would like to meet me at some point. ▪ Don't need to – if something came up I would call. ▪ Not unless there is a problem. ▪ I don't feel the need but I would if I needed to. ▪ We don't live locally (N/A) – would call if required. 						
Question	Ratings					
	5	4	3	2	1	N/A
If the CLS hosted an annual family forum, where I could meet other families and connect with the CLS board and management team around important issues, I would like to attend.	9	3	1			2
Comments <ul style="list-style-type: none"> ▪ As long as the topics are new – not rehashing old issues. ▪ Important. ▪ Maybe on transitioning to the next generation. ▪ Needs to be balanced in terms of frequency. Vary the structure to keep it interesting. Structured so that people feel free to come or not come. RSVP. Keep it open to newcomers. Regulars should make a point of welcoming the newcomers. ▪ Would like to meet other families – connection. ▪ In evening. ▪ Dependent on ability to travel. 						

Additional Comments

- We appreciate the continuity and consistency, very caring/considerate. It is our daughter's home! Manager works at the house – I like that.
- Would like our son to have more people, younger people with him, otherwise it gets too routine, going to the mall instead of more activity, education. We are a bit concerned the employee may be doing their own things when with individual.
- I feel I am lost, when there was a crisis call – we dropped the ball – I am concerned that the Director was uncomfortable calling me back. What is in place if I fell ill? Doesn't feel like safety net is in place. Would still like us to address these concerns.
- I love the low turnover in the home. Transitioning to the next generations (sister) is important.
- CLS is an excellent day program – she has learned some great skills. If feel very welcomed at CLS – dropping in – welcoming environment. It is not a sheltered workshop.
- Our son seems very happy.
- I am very grateful for the CLS team.

Total Invited to Consultation	22
Total Participated	12
Total Anonymous Replies	3
Satisfied and felt no need to participate.....	2
Unable to contact	5

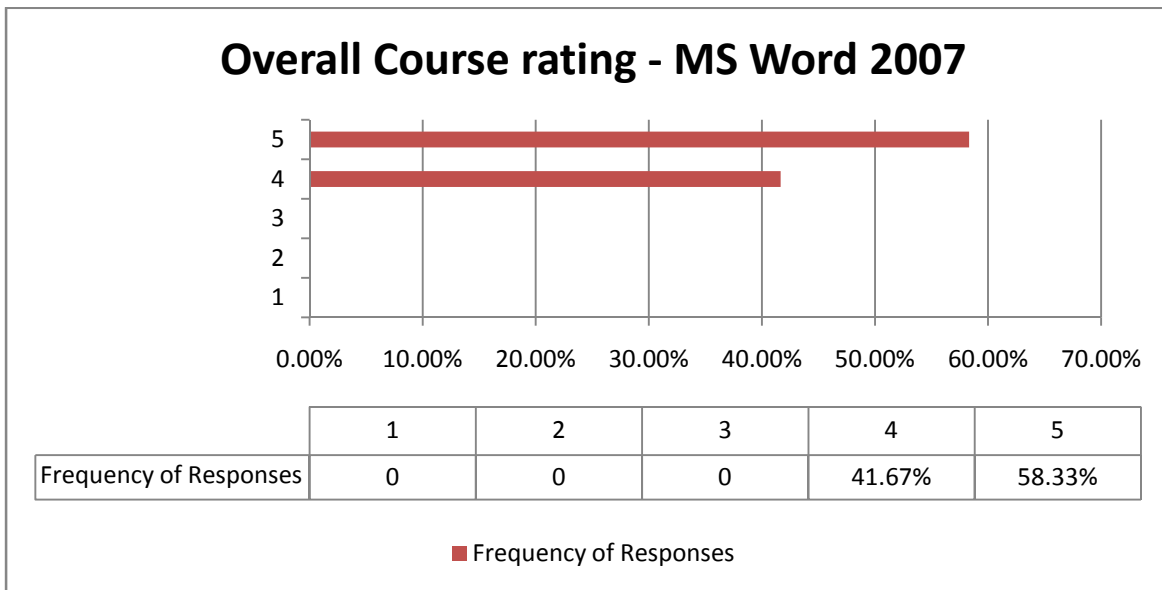
Microsoft Word 2007 Training Tutorial Feedback Results

All Coordinators completed a technology survey, which asked them to state their current competency and any training needs. This resulted in training sessions for Coordinators tailored to specific declared needs and scheduled for optimal convenience.

Number of participants – 13

Number of completed surveys – 12

1. What was your overall rating for this Training session?



The average rating for course 4.58 out of 5.

58.33% of respondents rated a 5 for this question

41.67% of respondents rated a 4 for this question

2. How will this training help you perform your duties as a Coordinator?

There was no rating scale used. Below are some of the written responses.

- *"This will provide some more confidence in exploring what I can do with word more directly".*
- *"very much – It definitely helped to fill some gaps in general knowledge I had".*
- *"gives me confidence in using the computer at the house".*
- *"will help with time management and efficiency in administrative duties".*
- *"will make us more proficient in the work we do".*
- *"Better familiarity with Word 07 will make documentation easier and less frustrating".*
- *"It makes my tasks very easy. I will be quicker at my job".*
- *"It will enable me to make better use of my admin time when working on the computer".*
- *"It will take less time to do paperwork and therefore will leave more time for support".*