

Performance Reporting

July 1, 2017 – June 30, 2018



Table of Contents

ABOUT PERFORMANCE IMPROVEMENT 3

CASELOAD PER PROGRAM 4

DEMOGRAPHICS 5

SERVICE STREAM HIGHLIGHTS 6

INPUT 7

 STAKEHOLDER INPUT & PERSONS SERVED INPUT 7

 BOARD MEMBER AND MANAGEMENT INPUT 7

 COMMUNITY STAKEHOLDER INPUT 7

ABOUT PROGRAM PERFORMANCE OUTCOMES 8

CARF ACCREDITED PROGRAMS 9

 COMMUNITY LIVING SERVICES 9

 Community and Employment Services – Adult Services 9

 Homeshare – Adult Services 10

 Life Skills and Community Access – Adult Services 11

 Newport House – Adult Services 12

 Early Intervention Occupational Therapy – Child Services 13

 Early Intervention Physical Therapy – Child Services 14

 FASD and CDBC – Child Services 15

 Infant Development Program – Child Services 16

 School Age Occupational Therapy – Child Services 16

 School Aged Physical Therapy – Child Services 18

 Special Needs Resource Program – Child Services 19

 Supported Child Development – Child Services 20

EARLY CHILD DEVELOPMENT SERVICES 21

 Child Care Resource and Referral 21

 Early Years Program 22

OUTREACH SERVICES 23

 Family Development – Development & Preservation 23

 Family Development – Support & Supervised Access 24

 Homeless Outreach & Prevention 25

 Sexual Abuse Intervention Program 26

 Squamish Youth Resource Centre 27

Sea to Sky Community Services

Youth Transitioning to Adulthood.....	28
NON-CARF ACCREDITED PROGRAMS	29
COMMUNITY LIVING SERVICES	29
Better at Home- Adult Services.....	29
EARLY CHILD DEVELOPMENT SERVICES	30
Healthy Pregnancy Outreach Program.....	30
Mother Goose.....	31
Out of School Care	32
Preschool Age Programs.....	33
StrongStart	35
Whistler Parent-Tot Program.....	36
OUTREACH SERVICES	37
Pemberton Food Bank.....	37
Stopping the Violence Women’s Counselling	38
Strengthening Families Program	39

ABOUT PERFORMANCE IMPROVEMENT

Each year we evaluate the performance of our programs to identify our strengths, as well as the areas we need to improve upon. We examine our work according to four areas identified by our accrediting body: effectiveness, efficiency of services, service access, and satisfaction and other feedback from the people we service and our stakeholders.

Each of our programs sets outcome targets that reflect these four categories and are appropriate to the unique nature of each service offered.

Results in the four categories are reviewed annually and action plans are developed in response. In some cases, where results are not providing the information needed or best practices or other environmental changes suggest a new direction, new outcomes and targets are set. This annual process contributes to the continuous quality improvements of the work our staff are carrying out, in our quest to offer the people we support the best service possible. Our ultimate goal is to enhance the quality of life in our communities.

In addition to the four categories of performance improvement, Sea to Sky Community Services (SSCS) also analyses the demographics of the people we serve, including the categories of gender, age, primary language, cultural background, service area, and community. We do this to have a better overall view of the people we serve as well as the areas where we may need to focus on service development.

The planned implementation of Sharevision (SV), the agency's information management database, was impeded this past year by the absence of the Quality Assurance Manager who had been pivotal in moving this project along. In effort to address this gap, a new part-time position titled Database Support Specialist was created and filled in February 2017. There continues to be significant training involved in learning the system and to support its ongoing development.

The agency continues to rely on means other than Sharevision to track program information including demographic information. Lack of effective tracking tools/processes makes it difficult to get an accurate accounting of the number of persons served, characteristics of the people we serve and our levels or program performance.

The following results reflect the period of July 1, 2017 – June 30, 2018, as reported through Sharevision (SV), databases provided by United Way, BC Housing and Excel spreadsheets.

CASELOAD PER PROGRAM

Program	Number of Individuals
Behavioural Support	2
Better at Home	59
Brackendale Out of School Care	23
Brackendale Preschool	32
Child Care Resource and Referral	56 (Members - Child Care Providers)
Child Development Screening Group	149
Community and Employment Services	26
Dandelions and Dragonflies Preschool Age Program	76
Early Intervention OT	62
Early Intervention PT	64
Employment	NA (no data available)
Fetal Alcohol Spectrum Disorder & CDBC	25
Family Preservation	26 (Multi-member families)
Family Support	28 (Multi-member families)
Garibaldi Highlands Out of School Care	63
Healthy Pregnancy Outreach	207
Homeless Outreach	233
Homeshare	7
Housing - Riverstones (84 apartments)	141
Housing - Castle Rock (40 townhomes)	142
Housing - Centrepoint (32 apartments)	36
Infant Development	106
Life Skills and Community Access	38
Mamquam Out of School Care	35
Mamquam Preschool	27
Mother Goose	82
Newport House	4
Pemberton Foodbank	649
Pemberton Out of School Care	43
Settlement Services	203
Sexual Abuse Intervention	29
School Age OT	101
School Age PT	68
School break program	140
Special Needs Children's Resource	10
Squamish Elementary Out of School Care	61
Squamish Youth Resource Centre	240
Stopping the Violence - Women's Counselling	150
Stopping the Violence - Women's Outreach	16
Strengthening Families	26
StrongStart (all locations)	338
Supervised Access	10
Supported Child Development	78
Valleycliffe Out of School Care	34
Victim Service	18
Whistler Parent-Tot	150
Youth Transitioning to Adulthood	30

Total Persons Served:	4100 +*
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*The total of persons served was tallied through automated reports from Sharevision (SV) and through data tracked in programs via spreadsheets or intake forms.

There were 31 out of 44 programs (70%) that had automated reports available from SV.

In reviewing these reports for this performance report, employees have done a great job keeping information in the system current compared to previous years. It still remains a challenge for some programs to pull reports as they do not use a system and have to manually pull the report themselves.

No data for persons served was readily accessible for the following program at the time of the writing of this report: Employment.

The number indicated above for persons served at Whistler Parent-tot is an approximate based total number of visits divided by number of sessions.

Exact numbers of persons served by the Pemberton Food Bank was difficult to discern based on current information tracking practices.

DEMOGRAPHICS

The results in this section are reflective of information available on the total individuals served in programs. It is noted that all programs do not necessarily collect information for all demographic categories indicated.

The Pemberton Food Bank accounts for 16% of agency total caseload numbers, consistent with the 18% from 2016-2017.

Gender	2016-2017	2017-2018
Not Specified	2%	21%
Female	61%	46%
Male	37%	33%
Transgender	NA	0%

Age Range	2016-2017	2017-2018
Not Specified	7%	15%
0 - 5	21%	22%
6 - 12	22%	18%
13 - 18	3.5%	9%
19 - 24	4%	3%
25 - 30	12%	5%
31 - 54	25%	20%
55 - 64	2%	4%
65+	3.5%	3%
Adult (age unknown)	NA	NA

ETHNICITY

Collection in this area is limited to identifying aboriginal participants as several program funders require acknowledgement of aboriginal populations.

Aboriginal Background	2016-2017	2017-2018
Yes	8%	15%
No	40%	27%
Not Known	52%	58%

Community	2016-2017	2017-2018
Mount Currie	3%	12%
Not Specified	1%	4%
Other	2 %	3%
Pemberton	8%	8%
Squamish	73%	62%
Whistler	12%	9%
Britannia Beach	NA	1%
D'arcy	NA	1%

Primary Language	2016-2017	2017-2018
Not Specified	51%	76%
English	39%	16%
French		1%
Japanese		1%
Tagalog		1%
Filipino		1%
Other	10%	3%

Analysis: An accurate comparative analysis of demographic information on an agency level is somewhat challenging given that only 75% of the programs track this information through a data base. That said, there appears to be some consistency in statistics over the past two years across the programs where demographic data is available as indicated in above categories.

Action: Priorities for Sharevision implementation will be determined and efforts will continue in identifying where inconsistencies in data collection exist and to ensure appropriate SV site development and staff training and support.

SERVICE STREAM HIGHLIGHTS

The move into Centrepont greatly impacted a number of the programs in Squamish providing the community with better integrated services, longer service hours and increased licensed childcare spaces.

The Spark program saw an increase of 52% in program attendance this year, reaching 287 families.

In July 2017 the agency received targeted funds to expand the Better at Home program into the Southern Stl'atl'imx communities from United Way. The services provided have not only benefited some of the most isolated seniors in our province, but has also provided employment opportunities to community members.

Increases in funding meant we could increase our counselling and outreach hours in Squamish and Pemberton and see more clients through our Stop the Violence program. A new part-time outreach counsellor complements our Community-Based Victims' Services program.

INPUT

STAKEHOLDER INPUT & PERSONS SERVED INPUT

Persons served continue to be surveyed for satisfaction and other input as determined through the performance management process.

Surveys were distributed in hard copy and electronic versions via Survey Monkey. Satisfaction results are reported in each program's performance outcome table.

Input on surveys pertaining to accessibility issues is forwarded the agency's Accessibility Committee for follow-up.

Action: There are no recommendations for improvements identified for the upcoming year.

BOARD MEMBER AND MANAGEMENT INPUT

In 2018, both Senior Management and the Board of Directors reviewed the 2015-2020 Strategic Plans to update the work plan items they are assigned to. As a result, the overall plan continues to move forward in a productive and accountable manner.

The organization contracted Karen Elliot as a strategic facilitator to guide conversations and development exercises as required.

COMMUNITY STAKEHOLDER INPUT

12 responses were collected from Community Stakeholders in spring 2018. This is significantly decreased from the number (30) received in 2017.

Here's some of what we have learned from the feedback received:

- The majority of community stakeholders have heard about Sea to Sky Community Services by either word of mouth or working relationships/partnerships.
- 67% of respondents live in Squamish; 17% in Whistler; 17% in Mount Currie
- 67% of respondents reported no problems working with SSCS. 33% (four) reported having had problems -- service availability and presence in Whistler, staff attitudes and childcare space availability were identified as challenges.

- 12 respondents offered comments on SSCS's strengths with three themes emerging: we have positive, caring and supportive staff, we serve community and we offer a wide range of services.
- 10 respondents offered a variety of comments on areas that SSCS needs to work on to provide better supports and services. A couple of respondents suggested an increased presence in Whistler is needed. Other comments included, working on staff retention, building community awareness and improvements to Youth services.
- 10 respondents offered different ideas of what they felt were unmet in the community ranging from increased services in Whistler and Pemberton and services for youth and seniors.
- 92% of respondents reported their experience with SSCS as being positive, an increase from 84% reported 2016-2017.

ABOUT PROGRAM PERFORMANCE OUTCOMES

The next section of the report summarizes performance results for Sea to Sky Community Services Society's programs. This includes results of outcome measures for satisfaction, effectiveness, efficiency, and service access. This data has historically been collected from a variety of sources including written surveys, attendance records, program statistical records and individual service plans.

The majority of our programs have transitioned or begun to transition to the use of Sharevision to record performance and other program related data. Where noted, performance results may not reflect data captured from the entire reporting period.

Additionally, effectiveness, efficiency and service access outcomes for numerous programs continue to be developed as our transition to an objective, results-based reporting process occurs. Satisfaction surveys will always be our most valuable mechanism to elicit satisfaction feedback, but will no longer be relied upon to speak to all types of outcomes.

The implementation of Sharevision and subsequent overhaul of program outcomes continues to be a huge and significant undertaking. As results are compiled and analyzed we see the value of our efforts, as well as the areas in which we need to continue to develop as we evolve in this process, and as an agency.

CARF ACCREDITED PROGRAMS

COMMUNITY LIVING SERVICES

Community and Employment Services – Adult Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Individuals will determine their interests and know the kind of job they want to find by completing the job search/development process within a 90 day period.	50%	No Data	No job search profile was taken during this reporting year as there were no new individuals to the caseload. Action: Employment Worker will update Sharevision to reflect the CLBC Periodic Template.
Effectiveness	Individuals will have a community based job that matches their skills, abilities and interests. Definition – Community based: Independent or Supported Employment at a community based place of business.	80%	36%	8 of 22 Individuals have a Community based job – start dates as recorded by Employment Worker on Sharevision. Note: This percentage does not accurately reflect the program as many individuals already had lasting community based employment. Action: Employment Worker will update Sharevision to reflect the CLBC Periodic Template.
Efficiency	Effective matches have been made / found and individuals have lasting community-based employment. People maintain employment for 6 months or more. Employee is sustainable in the role. Service provider acts only on a check-in basis	100%	82%	18 of 22 individuals have maintained employment for 1 year or more. Action: Dir/Mgr to share results with program staff.
Service Access	Individuals that experience minimal wait times and are able to access employment support when they need it.	30 days or less from referral to intake.	No Data	No individuals were added to the program in this reporting year. Action: Employment Worker will update Sharevision to reflect the CLBC Periodic Template.
Service Access	Individuals that report positive experiences getting to work independently, asking for help at work, and meeting with employment worker.	80%	No Data	No survey question. Action: Question to be added to survey for next reporting year.
Satisfaction	Individuals indicate overall satisfaction with the employment services they have received and report: happiness with job, happiness with progress toward goals, having learned employment skills, having a friend at work.	80%	96%	11 individuals surveyed report high levels of satisfaction with the employment services they receive. Action: Dir/Mgr to share results with program staff.

Homeshare – Adult Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Individuals have the opportunity for personal growth and skill development leading to greater independence – Monitoring on a Quality of Life Report – semi-annual basis.	75%	75%	3 out of 4 Homeshare files contain completed Quality of Life Reports for Individuals served. Lower than target numbers could be due to staff change. Action: Staff will remind Contractors to submit Quality of Life Reports for Individuals served on a semi-annual basis.
Efficiency	Monitoring on an Annual basis of the HomeShare contractor's home.	100%	100%	All 4 Homeshare files contain completed Annual monitoring forms. Action: Dir/Mgr to share results with program staff.
Service Access	a) Home studies are completed within a 60 day period. b) Was there an appropriate home ready at the time of intake or did the individual have to wait while a Home Study was done?	a) 100% b) 60 days	No Data	There were no new homes or individuals added in this reporting year.
Satisfaction	Homeshare providers and consumers report: a) satisfaction with support received through the Homeshare program b) happy with Homeshare arrangement c) no concerns with Homeshare arrangement	a) 80% b) 80% c) 80%	a) 67% b) 100% c) 67%	3 Survey completed a) 67% 2 reported Very Satisfied, 1 reported Mostly Satisfied b) 100% reported Yes, they are happy c) 67% 1 reported No concerns, 2 reported Yes they have concerns. Action: Encourage more survey responses from contractors.
Satisfaction	Individuals report: a) satisfaction with support received through the Homeshare program b) happy with Homeshare arrangement c) no concerns with Homeshare arrangement	a) 80% b) 80% c) 80%	a) 100% b) 100% c) 100%	2 surveys completed a) 100% 2 reported Very Satisfied b) 100% reported Yes, they are happy c) 100% 2 reported No concerns.

Life Skills and Community Access – Adult Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Individuals experience increased independence - individuals achieve goals related to independence	75%	40%	Total of 77 independence goals were set during the reporting period, 31(40%) achieved by 28 individuals, 46 goals continue to be worked on. Action: Staff training needed to create goals that are SMART.
Effectiveness	Individuals experience enhanced relationships - people achieve goals related to fulfilling relationships	75%	80%	Total of 9 relationship goals were set during the reporting period, 5 achieved. Action: Staff training needed to create relationship goals for all individuals served.
Efficiency	Program will support people to have goals that are specific, measurable, achievable, realistic and time limited - goals achieved compared to goals set	50%	41%	Total of 93 goals were set in all goal categories during the reporting period, 38 (41%) achieved. Action: On-going staff training needed to create goals that are SMART.
Service Access	Individuals report being able to access their worker/program and some community resources independently	80%	89%	18 Surveys completed 89% reported Yes, 11% reported Somewhat. Action: CL Coordinator will continue to communicate with families & caregivers to keep the focus back to Community around Independence in transportation.
Satisfaction	People report a high level of satisfaction with their program.	80%	83%	18 surveys completed 83% reported Yes, 11% reported somewhat and 6% reported No.

Newport House – Adult Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Residents' health and wellbeing needs are experiencing progress	75%	0%	2 Health and well-being goals were set in this reporting year but none were achieved. Health and well-being goals are continual for all of the residents. Results are not recorded correctly. Action: Staff training with regards to Sharevision entry will ensure recording of goal attainment and progress. As well, on-going staff training is needed to create goals that are SMART.
Effectiveness	Residents enjoy an active community life	90%	98%	94 Social Role outings were scheduled, 92 took place.
Effectiveness	Residents are regularly engaged with friends	75%	64%	With a target of 104 outings a year on average with 4 residents, 67 social outings were planned and took place.
Efficiency	Program will support people to have goals that are specific, measurable, achievable, and realistic and time limited - goals achieved compared to goals set.	50%	0%	Goals are continual for all of the residents. Results are not being recorded correctly on Sharevision to reflect goals that have been achieved. Action: Staff training with regards to Sharevision entry will ensure recording of goal attainment and progress. As well, on-going staff training is needed to create goals that are SMART.
Service Access	Residents and their families are able to access the residential supervisor as needed to discuss their needs and/or changes in service.	48 family contacts/year	2	2 survey responses were collected in which 0 reported problems accessing service Action: Encourage more survey responses from families
Satisfaction	Residents are happy with their life at Newport House	75%	75%	All residents participated in the survey, with 100% reporting satisfaction in the progress made towards their goals and the personal relationships they have made.
Satisfaction	Families and other stakeholders indicate a) satisfaction with the services residents receive b) staff support c) no concerns	a) 75% b) 75% c) 75%	a) 80% b) 80% c) 100%	5 surveys completed. a) 4 reported Very Satisfied, 1 reported Mostly Satisfied. b) 4 reported Very Satisfied, 1 reported Mostly Satisfied. c) All reported No concerns.

Early Intervention Occupational Therapy – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Children progress and achieve goals	80% of goals achieved	100% of goals were reported achieved	A total of 14 goals were achieved during this reporting period of 14 active individuals. Low goal numbers may be a result of vacancy in the therapy assistant position. Action: Program manager to discuss with program staff strategies to increase goal entry into Sharevision
Effectiveness	Families report having received sufficient resources to help in their understanding and promotion of child's development	80%	67%	9 surveys completed. Families report moderate level of satisfaction with resources received. Action: Program manager to discuss results with program staff and explore ways to increase survey completion.
Efficiency	Service Hours will meet contract expectations	EIOT 450 hours per year of direct service hours	287.65 hours	Hours are significantly lower than contract expectations. This is a result of a 3 month vacancy in the therapy assistant position. Furthermore, direct service hours cannot include preferred forms of communication such as email. Action: Program manager will continue to advocate for revision of direct service hour definition and reduction in contract expectations to reflect the size of our geographic area and nature of the service provided.
Service Access	Families report visits at times that meet their needs	80%	78%	9 survey completed Families report satisfactory levels of satisfaction with visit times. Action: Program manager to discuss results with program staff and explore ways to increase survey completion.
Service Access	Decrease wait time from initial referral to intervention - new children start intervention within 3 months of initial referral	80%	71%	28 children started service during this reporting period in which 20 were seen within 90 days. Average wait time was 74.4 days.
Satisfaction	Families report feeling involved in decisions and plans for support	80%	78%	9 surveys completed Families report satisfactory levels of satisfaction with involvement in decision making. Action: Program manager to discuss results with program staff and explore ways to increase survey completion.
Satisfaction	Families report overall satisfaction with a)services received b)support from staff	a) 80% b) 80%	a)78% b)78%	9 surveys completed Families report satisfactory levels of satisfaction with service received and support from staff. Action: Program Manager to discuss survey results with program staff and explore ways to increase survey completion.

Early Intervention Physical Therapy – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Children progress and achieve goals	80% of goals achieved	87% of goals were reported achieved	A total of 15 goals were set in his reporting period of which 13 were reported as achieved out of 28 active individuals. Low goal numbers may be a result of vacancy in the therapy assistant position. Action: Program manager to discuss with program staff strategies to increase goal entry into Sharevision
Effectiveness	Families report having received sufficient resources to help in their understanding and promotion of child's development	80%	93%	39 surveys completed Families report high level of satisfaction with resources received.
Efficiency	Service Hours will meet contract expectations	EIPT 563 hours per year of direct service hours	109.75 hours	Hours are significantly lower than contract expectations. This is a result of a 3 month vacancy in the therapy assistant position. Furthermore, direct service hours cannot include preferred forms of communication such as email. Action: Program manager will continue to advocate for revision of direct service hour definition and reduction in contract expectations to reflect the size of our geographic area and nature of the service provided.
Service Access	Families report visits at times that meet their needs	80%	87%	39 surveys completed Families report high levels of satisfaction with visit times.
Service Access	Decrease wait time from initial referral to intervention - new children start intervention within 3 months of initial referral	80%	88%	25 children who started service during this reporting period, 22 were seen within 90 days. Average wait time was 26.7 days.
Satisfaction	Families report feeling involved in decisions and plans for support	80%	87%	39 surveys completed Families report high levels of satisfaction with involvement in decision making and plans for support.
Satisfaction	Families report overall satisfaction with a)services received b)support from staff	a) 80% b) 80%	a) 89% b) 95%	39 surveys completed Families report high levels of satisfaction with service received and support from staff. Action: Program Manager to discuss survey results with program staff.

FASD and CDBC – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Children achieve their goals as outlined in their service plan.	80%	43%	17 goals set with 3 achieved in this reporting year from 7 individuals. Action: Staff training is needed to ensure staff is setting achievable short term goals with families.
Effectiveness	Increased community awareness about FASD - program hosted events	100 attendees	61 community members attended events hosted by FASD	Total number of attendees is lower than target but is a significant growth from 15 attendees reported from 2016- 2017. FASD hosted 6 workshops and attended 2 events to offer materials and information. Action: Director and staff to review opportunities to build community awareness.
Efficiency	Families have followed through on action plans that support their child's needs	80% of plans followed through	No Data	No Data was entered into the columns FASD Follow up, Actual Follow up or Outcome. Action: Staff training needed to ensure staff are reporting on this outcome
Efficiency	Service hours will meet contract expectations	450 hours	230.4 hours	Hours are significantly lower than contract expectations. This is largely due to families not following through with appointments. Direct hour targets are also difficult to achieve due to the large geographic area and inability to count email and text communication. Action: Program manager will continue to advocate for revision of direct service hour definition and reduction in contract expectations to reflect the size of our geographic area and nature of the service provided.
Service Access	Families report that service is at time that meets their needs	80%	100%	6 surveys completed Families reported high levels of satisfaction of visit times.
Service Access	Wait times for families to access services are minimized	90 days or less between referral and start date	18.7 days	Of 3 children who started services during this reporting year, 3 were seen within 90 days. Average wait time was 18.7 days.
Satisfaction	Families report overall satisfaction with a) services received b) staff support	a) 80% b) 80%	a) 50% b) 83%	6 surveys completed Families report low levels of satisfaction with service received and high levels of satisfaction with support from staff. Action: Program Manager to discuss survey results with program staff.

Infant Development Program – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Families gain knowledge and skills in child development - completed checklists show an increase in knowledge or skills related to their child's development	80%	86%	21 surveys completed Families report high levels of knowledge and skill in regards to the child's development.
Effectiveness	Children will meet their developmental milestones or adaptations thereof – achieve the goals set out in their care plans.	80%	74%	A total of 69 participants in this reporting period, of which 51 goals were achieved. Action: Director and staff to review target to determine if it is too high.
Efficiency	Direct service hours will meet contract expectations	1575/year direct service hours	585.25 hours	Total hours delivered are significantly less than contract expectations. This is largely due to a prolonged staff medical leave.
Service Access	Families on active caseload will have an opportunity to participate in formal goal setting within 3 months of starting service	90 days or less	17.4 days	97% of all new intakes had service plan completed which was accomplished within 17.4 days of intake.
Satisfaction	Families report overall satisfaction with a) services received b) staff support	a) 80% b) 80%	a) 86% b) 86%	21 surveys completed Families report high levels of satisfaction with service received and support from staff. Action: Program Manager to discuss survey results with program staff.

School Age Occupational Therapy – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	School Personnel report having received sufficient resources to help in their understanding and promotion of Child development	80%	50%	8 surveys completed School personnel report low levels of satisfaction with sufficient resources to help in understanding and promote the child's development. Possible explanation is very limited services. Action: Program Manager to continue to advocate for increased funding to allow for more service.
Efficiency	Direct service hours will meet contract expectations	338/year of direct service hours	149.5 hours	Hours are significantly lower than contract expectations. This is partially a result of a 3 month vacancy in the therapy assistant position. Action: Program manager will continue to advocate for revision of direct service hour definition and reduction in contract expectations to reflect the size of our geographic area and nature of the service provided.
Service Access	School Personnel report that service is accessible	80%	63%	8 surveys completed School personnel report moderate levels of satisfaction with service received and support from staff. This is largely due to the limited amount of service available. Action: Program Manager to continue to advocate for increased funding to allow for more service.
Service Access	Decrease wait time from initial referral to first visit – children receive consult within three months of referral	80% of children receive consult in 90 days or less	19%	36 children referred with 7 starting service during and seen within 90 days in this reporting year. Average wait time was 357.9 days. Action: Program Manager to continue to advocate for increased funding to allow for more service.
Satisfaction	School Personnel report overall satisfaction with Therapy a) services b) staff support	a) 80% b) 80%	a) 63% b) 75%	8 surveys completed School personnel report moderate levels of satisfaction with service received and support from staff. Possible explanation is school staff dissatisfied with limited service Action: Advocate for increased services.

School Aged Physical Therapy – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	School Personnel report having received sufficient resources to help in their understanding and promotion of Child development	80%	56%	9 surveys completed School personnel report low levels of satisfaction with sufficient resources to help in understanding and promote the child's development Action: Program Manager to continue to advocate for increased funding to allow for more service.
	Direct service hours will meet contract expectations	225 hours	106.25 hours	Total hours delivered are significantly less than contract expectations. This is partially a result of a 3 month vacancy in the therapy assistant position. Action: Program manager will continue to advocate for revision of direct service hour definition and reduction in contract expectations to reflect the size of our geographic area and nature of the service provided.
Service Access	School Personnel report that service is accessible	80%	22%	9 surveys completed School personnel report extremely low levels of satisfaction with the accessibility of the service Action: Program Manager to continue to advocate for increased funding to allow for more service.
Service Access	Decrease wait time from initial referral to first visit – children receive consult within three months of referral	80% of children receive consult in 90 days or less	29% of children received consult within 90 days	14 children were referred with 4 starting service and receive consult within 90 days in this reporting year. Average wait time was 205.2 days. Action: Program Manager to continue to advocate for increased funding to allow for more service.
Satisfaction	School Personnel report overall satisfaction with Therapy a) services b) staff support	a) 80% b) 80%	a) 67% b) 67%	9 surveys completed School personnel report moderate levels of satisfaction with the service and support of the program. Action: Program Manager to continue to advocate for increased funding to allow for more service.

Special Needs Resource Program – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	SNRP participants are more independent – participants have completed goals related to age appropriate interactions, health & wellness, behaviour/safety, Independence/Self Reliance and community awareness skills.	50%	100%	13 goals were set and achieved in this reporting year.
Effectiveness	SNRP participants are able to engage in their community successfully - participants have completed goals related to age appropriate interactions or activities.	50%	71%	8 goals were focused on appropriate interactions or activities among 7 individuals served in this program with 5 goals achieved in this reporting year.
Efficiency	SNRP participants and families direct service by choosing the goals most important to them - participants have completed their annual ISP.	100%	14% of participants had current ISP	1 of the 7 participants had current ISPs for the reporting period which doesn't allow for their input into choosing goals that are important for them. Action: Program Manager to follow up with staff to ensure ISP's are kept up to date.
Service Access	SNRP participants and families indicate satisfaction with the a) times of service b) flexibility of staff to meet child's needs c) Diverse approach to support and services.	a) 50% b) 50% c) 50%	a) 50% b) 67% c) 33%	3 surveys completed Participants and families report on target levels of satisfaction with times of service, high levels of satisfaction with flexibility of staff to meet child's needs and low levels of satisfaction with diverse approach to support services in this reporting year. Action: Program Manager to discuss lack of survey results with program staff and ensure responses are gathered for next reporting year.
Satisfaction	Participants and families report overall satisfaction with: a) services b) staff support	a) 50% b) 50%	a) 33% b) 67%	3 surveys completed Participants and families report low levels of satisfaction with services and high levels of satisfaction with staff support in this reporting year. Action: Program Manager to discuss lack of survey results with program staff and ensure responses are gathered for next reporting year.

Supported Child Development – Child Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Increase in child care provider's capacity to include children requiring extra support in activities with their peers	80% of children's time engaged with peers	No Data	No surveys were completed by child care providers. Action: Program manager and staff to explore ways to increase child care provider's completion of survey.
Effectiveness	Increase in skill and ability of children – goals identified in Family Service Plan are achieved	80%	14%	A total of 58 goals were set during this reporting period, of which 8 were reported as achieved. Action: Staff training needed to ensure staff are setting achievable short term goals.
Efficiency	Direct Service Hours will meet contract expectations	1413 hours	1268.9 hours	Total hours are less than contract expectations. This is partially due to staff error in reporting which was correct mid-year.
Service Access	Decreased wait time from initial referral to first visit from SCDP to family and/or child care.	90 days or less	11.5 days	30 children started service during this reporting period of which all 30 were seen within 90 days. Average wait time was 11.5 days.
Service Access	Families report having increased understanding of services they are accessing.	80%	93%	14 surveys completed Families reported a high level of increased understanding of services offered.
Satisfaction	Families report overall satisfaction with a) services b) staff support	a) 80% b) 80%	a) 71% b) 79%	14 surveys completed Families reported moderate levels of satisfaction with services and support from staff.
Satisfaction	% of service providers that report overall satisfaction with Supported Child Development services.	80%	No Data	No Service Providers completed the survey. Action: Program manager and staff to explore ways to increase child care provider's completion of survey.

EARLY CHILD DEVELOPMENT SERVICES
Child Care Resource and Referral

	Outcome	Target	Results	Analysis/Action
Effectiveness	Recruitment of Registered LNR child care providers	a)5 b)10	a)4 b)3	Numbers are down from last year. Action: It has been increasingly hard to recruit registered LNR care providers because of lack of rentals or affordable housing. Many of our LNR's are leaving the community for less expensive communities to live in. We will continue to do what we can to recruit care providers.
	a) Number of LNR's that became registered	c)5	c)1	
	b) Number of LNR's listed on the registry			
	c) Number of LNR's that became licensed			
Efficiency	Program will maximize staff and financial resources by ensuring maximum attendance at training and education sessions	75%	80%	Participant numbers are down 5% from last year.
Service Access	Number of referrals provided to families	250	340	This number is up 71% from last year.
Satisfaction	Parents and child care providers report satisfaction with: a) Services provided b) Staff support	a) 80% b) 80%	a)80% b)80%	10 surveys completed Parents and child care providers report a high level of satisfaction for services provided and staff support in this reporting year.

Early Years Program

	Outcome	Target	Results	Analysis/Action
Effectiveness	Parents & Caregivers will report the program had a positive impact on their : a)knowledge of community b)parenting/caregiving skills c)peer relationships	75%	a)91% b)93% c)79%	562 surveys completed a)Yes 91% Somewhat 9% b)Yes 93% Somewhat 7% c)Yes 79% Somewhat 19% No 2%
Efficiency	Program will optimize staff resources to ensure a high level of enrollment and program attendance.	75-80%	66%	Result was pulled from the SPARK attendance for this reporting year. The percentage does not correctly reflect the mass number of families reached with this one program. With 1302 registrations and 864 attending within 3 sessions taking place in November 2017, February 2018 and May 2018.
Service Access	Participants report problems accessing or using services	10%	4%	564 surveys completed Yes (22) 3.90% No (542) 96.10% Participants reported a the problems accessing or using services are: - Had trouble getting to the program location (5) - Had trouble moving around (1) - The space was uncomfortable (2) - Our communications with you (6) - The technology we use (5)
Satisfaction	Parents report satisfaction with information and support offered in programs within the Early Years Centre program.	80%	90%	574 surveys completed Very Satisfied (516) 89.90% Mostly Satisfied (55) 9.58% Somewhat Satisfied (2) .35% Mostly Unsatisfied (1) .17%

OUTREACH SERVICES

Family Development – Development & Preservation

	Outcome	Target	Results	Analysis/Action
Effectiveness	Families have increased their capacity to care for their children.	75%	83%	Of 6 individuals, 5 increased their capacity to care for their children. Note: Measuring parenting capacity on its own is NOT an accurate picture of the work that was done with these families. 3 of 6 of these parents no longer have custody of their children. Although they demonstrated improvements in their parenting capacity, their deficits in all other areas of their lives (i.e. drug use) far outweighed their ability to continue to parent their children.
	Referrals to external resources are given to families to enhance their support.	10	10	8 unique referrals were given with a total of 4 individuals referred resulting in a total of 10 referrals.
Service Access	Families report they have no problems accessing or using the service	80%	100%	3 surveys completed All 3 participants reported No, they didn't have any problems accessing or using the service. Action: Revise survey question to more specifically measure availability of service out of regular work hours.
	Families report overall satisfaction with the program	75%	100%	3 Surveys were completed 67% reported Very Satisfied 33% reported Mostly Satisfied Action: Very low response rate to the surveys. Director & Manager will need to work with the staff to ensure that all families will complete the survey.
Satisfaction				

Family Development – Support & Supervised Access

	Outcome	Target	Results	Analysis/Action
Effectiveness	Families have increased their capacity to care for their children.	50%	40%	Of 5 individuals, 2 increased their capacity to care for their children.
Efficiency	Referrals to external resources are given to families to enhance their support.	5 external resources	7	4 unique referrals were given with a total of 4 individuals referred resulting in a total of 7 referrals.
Service Access	When a service is requested for outside office hours, the program is able to accommodate	80%	No Data	No surveys completed Action: Director & Manager will need to work with staff to ensure that all families complete a survey.
Satisfaction	Families report overall satisfaction with the program	75%	No Data	No surveys completed Action: Director & Manager will need to work with staff to ensure that all families complete a survey.

Homeless Outreach & Prevention

	Outcome	Target	Results	Analysis/Action
Effectiveness	Homeless and at risk clients maintain housing for 6 months or more	60% - 74%	No Data	No Data – BC Housing changed databases and did not allow access to pull reports and does not have all the information moved to the new database. Action: Ensure all the correct information is in the new database to pull this report for next reporting year.
Efficiency	Clients access rental supplements	100% HOP\$28800 HPP \$54000 HSWCHPP \$54000	No Data	No Data – BC Housing changed databases and did not allow access to pull reports and does not have all the information moved to the new database. Action: Ensure all the correct information is in the new database to pull this report for next reporting year.
Efficiency	Clients fast tracked to income assistance	97	No Data	No Data – BC Housing changed databases and did not allow access to pull reports and does not have all the information moved to the new database. Action: Ensure all the correct information is in the new database to pull this report for next reporting year.
Service Access	Clients have timely access to services	5-7 days for intake to occur	No Data	No Data – BC Housing changed databases and did not allow access to pull reports and does not have all the information moved to the new database. Action: Ensure all the correct information is in the new database to pull this report for next reporting year.
Satisfaction	Program participants report: a) having received helpful support b) needs were addressed respectfully	90%	100%	8 surveys were completed a)Yes (8) b)Yes (7 – 1 skipped this question)

Sexual Abuse Intervention Program

	Outcome	Target	Results	Analysis/Action
Effectiveness	Trauma symptoms are reduced among program participants, decrease in symptoms on trauma assessment.	65%	67%	12 out of 18 participants indicated decreased trauma symptoms on their trauma assessments. 3 participants had mixed results with some assessments showing decrease in trauma symptoms and other assessments stayed the same or increased. Measurements are subject to variability.
Efficiency	Program will reach out to the community to increase community member awareness and skills in supporting young people to be safe	4 events per year	No Data	No events took place during this reporting year. Action: Prepare adult and children presentations for next school year.
Service Access	When a service is requested for outside office hours, the program is able to accommodate	80%	100%	2 surveys completed Both participants reported Yes, when a service was requested for outside office hours, the program was able to accommodate. Action: Director & Manager will need to work with staff to ensure that all participants complete a survey.
Satisfaction	Both participants and their families report satisfaction with: a) services received b) staff support c) level of involvement in decision making d) information received	90%	a) 100% b) 100% c) 100% d) 100%	8 surveys completed a)Very Satisfied (6) 75% Mostly Satisfied (2) 25% b)Very Satisfied (5) 62.5% Mostly Satisfied (3) 37.5% c)Very Satisfied (5) 62.5% Mostly Satisfied (2) 25% Somewhat Satisfied (1) 12.5% d) Very Satisfied (4) 50% Mostly Satisfied (3) 37.5% Somewhat Satisfied (1) 12.5%

Squamish Youth Resource Centre

	Outcome	Target	Results	Analysis/Action
Effectiveness	Youth will know their rights, and how to seek help - youth report examples of having exercised rights	80%	60%	15 surveys completed 60% reported Yes, 33% reported Somewhat - they learned their rights and how to ask for help. 7% reported No - they haven't asked or already knew Action: Staff will work with local groups who specialize in social rights and social justice to create more specific and appropriate opportunities for learning.
Effectiveness	Youth are engaged contributors: a) % of youth attending centre contribute to program planning; b) % of youth prepping for and/or finding volunteer and/or employment positions with YRC staff support c) % of youth prepping for and/or finding volunteer and/or employment positions with YRC staff support	a) 40% b) 40% c) 40%	a)80% b)11% c) 27%	15 surveys completed a)Yes (12) 80% Somewhat (3) 20% b) 27 youth received 'Leisure Bucks' out of 240. d)Yes (4) 26.67% Somewhat (6) 40.00% No (5) 3.33%
Efficiency	a) community based events built into regular program activities; b) # of external presenters offering activities at the centre	a) 4 events per year b) 1 presenter per month	a) 6 individual community based events b) 2	a) 6 events added this year. Clothing Swap in November, Christmas Dinner, Pitch in Week, Brennan Park Open Gym/Skate, Youth Week Skate park and Youth Retreat b) 2 presenters for the year. Grand from Aikido spoke to raise awareness of his program and Brandon from VCH spoke about tobacco reduction and vaping.
Service Access	Centre is accessible to all youth in Squamish: a)operational hours b)location c)level of safety	a)30% b)30% c)30%	a)50% b)94% c)88%	16 surveys completed a)Yes (8) 50% Somewhat (8) 50% b)Yes (15) 93.75% Somewhat (1) 6.25% c)Yes (14) 87.50% Somewhat (2) 12.50%
Satisfaction	Youth indicate that they feel satisfied with the services offered through the YRC, including a) activities, b) resources, c) staff support	a) 80% b) 80% c) 80%	a) 67% b) 94% c) 81%	15 Surveys completed a)Very Satisfied (10) 66.67% Mostly Satisfied (4) 26.67% Somewhat Satisfied (1) 6.67% b)Yes (15) 93.75% Somewhat (1) 6.25% c)Very Satisfied (13) 81.25% Mostly Satisfied (3) 18.75%

Youth Transitioning to Adulthood

	Outcome	Target	Results	Analysis/Action
Effectiveness	Youth have increased independent living skills – achieve at least one goal related to independence.	75%	77%	40 goals were set in this reporting year with 10 reported as achieved and 5 were discontinued by the individual or staff.
Efficiency	Referrals to external resources are given to youth to enhance their support.	Baseline to be determined	No Data	No data Action: Review Outcome
Service Access	When a service is requested for outside office hours, the program is able to accommodate.	80%	100%	10 surveys completed Yes (0) 0.00% No (10) 100%
Satisfaction	Youth report overall satisfaction with the program a)services received b)support from staff	80%	a)60% b)80%	10 surveys completed a)Very Satisfied (6) 60% Mostly Satisfied (3) 30% Somewhat satisfied (1) 10% b)Very Satisfied (8) 80% Mostly Satisfied (2) 20%

NON-CARF ACCREDITED PROGRAMS

COMMUNITY LIVING SERVICES

Better at Home– Adult Services

	Outcome	Target	Results	Analysis/Action
Effectiveness	Length of time from intake to receiving service Service use: a) Housekeeping b) Grocery Shopping c) Friendly visiting d) Transportation	a) 6 weeks maximum b) 2 weeks maximum c) 8 weeks maximum d) 8 weeks maximum	a) 2.6 weeks b) No Data c) 9 weeks d) 2.13 weeks	a) 14 clients were brought into the program for Light Housekeeping. b) 4 clients were brought into the program for Grocery Shopping in this reporting year; however they only signed up for this service in case of an emergency and would contact us when it was needed. c) 2 clients were brought in for Friendly Visits in this reporting year. One client wanted to wait until the new year to decide if they really wanted Friendly Visiting which resulted in a wait time of 14 weeks. d) 15 clients were brought in for Transportation in this reporting year.
	Service use: a) Housekeeping b) Grocery Shopping c) Friendly visiting d) Transportation	a) 8 services per year per client b) 36 services per year per client c) 12 services per year per client d) 2 services per year per client	a) 10 b) 17.5 c) 3 d) 2.13	a) 442 Housekeeping appointments serving 44 Seniors b) 35 Grocery Shopping appointments serving 2 Seniors c) 12 Friendly Visits serving 4 Seniors d) 34 Transportations serving 16 Seniors ACTION: BAH staff will continue to promote services within the communities.
Service Access	Clients are able to access our program services a) When clients contact program through phone, in- person or e-mail, they receive a welcoming & supportive attitude. b) Clients are receiving the amount of services that are appropriate for their needs.	a) 75% b) 75%	a) 100% b) 100%	14 Surveys completed a) 100% reported staff were respectful and courteous b) 100% reported Yes
Satisfaction	Participants report satisfaction with: a) services b) staff support	a) 80% b) 80%	a) 79% b) 79%	14 Surveys completed a) 79% reported Very Satisfied, 14% reported Mostly Satisfied and 7% reported Somewhat Satisfied b) 79% reported Very Satisfied, 14% reported Mostly Satisfied and 7% reported Not Satisfied at all. Action: Staff will encourage more survey participation from clients. Staff will send out the survey at a time that does not conflict with other information mail outs.

EARLY CHILD DEVELOPMENT SERVICES
Healthy Pregnancy Outreach Program

	Outcome	Target	Results	Analysis/Action
Effectiveness	Participants report an increase in skills and knowledge of healthy nutrition and positive healthy behaviours.	75%	48%	40 surveys completed Participants report a low level of satisfaction with skills and knowledge of healthy nutrition and positive healthy behaviours. Action: Director/Manager to discuss with appropriate staff.
Effectiveness	Participants report an improvement in parenting capacities	75%	65%	40 surveys completed Participants report a moderate level of satisfaction of improved parenting capacities.
Effectiveness	% of babies that follow a healthy growth curve	75%	68%	This has not been as easy to capture as we thought. We will continue to get the information for one more year and see if we can get the results we need. Action: Try for one more year to get the weights and if we have the same or lower results we will change the effectiveness measure.
Efficiency	Program will optimize staff resources by ensuring that attendance in all programs is maximum # of participants are served	34 participants	107	Contractual obligations dictate that 34 mothers participate in the program annually. This year we exceeded that expectation by more than 3 times Action: We are committed to serve who we can at the current funding level until 2020 and the contract is up. Hopefully at that time we will see an increase in the budget,
Service Access	# of families who identify barriers to accessing the program	10%	10%	40 surveys completed 36 families identified no barriers where 4 families identified barriers in accessing the program.
Satisfaction	Participants report satisfaction with: a) information and activities offered b) staff support	a) 80% b) 80%	a) 79% b) 80%	40 surveys completed Participants report a high level of satisfaction with information and activities offered as well as staff support in this reporting year. Action: Director/Manager to discuss with appropriate staff

Mother Goose

	Outcome	Target	Results	Analysis/Action
Effectiveness	Parents/caregivers report an increased understanding of emotional connection with their baby through song conveyed to them during the 10 week session	85%	71%	7 surveys completed
Efficiency	Program will optimize staff resources by ensuring that enrollment in program is maximized	80%	94%	3 Sessions of Mother Goose were offered this year in Squamish.
Efficiency	Families will receive greatest benefit by attending maximum number of sessions	75%	79%	Participants attended an average of 79% of sessions. This number is up 24% from last year. The best attended sessions were in the summer.
Service Access	Parents report that time and location is convenient	75%	57%	7 surveys completed Parents report a low-moderate level of satisfaction with the convenience of time and location of the program.
Satisfaction	Participants report satisfaction with: a) information and activities offered b) staff support	a) 80% b) 80%	a) 86% b) 86%	7 surveys completed Participants report a high level of satisfaction with information and activities as well as staff support in this reporting year. Action: Director/Manager to discuss results with appropriate staff

Out of School Care

	Outcome	Target	Results	Analysis/Action
Effectiveness	Parents notice positive changes in their child's development	75% of families who complete survey	73%	33 surveys completed Parents report a satisfactory level of positive changes in child's development.
Effectiveness	Children will report satisfaction with the services received: a)% of children who report having made friends during OSC; b)% of children who report having tried something new at OSC.	a)75% b)75%	a)94% b)76%	33 surveys completed Most programs saw increases in these areas. Action Provide professional development opportunities for staff with a focus on school age social development and program experiences/activities, provide opportunities for collaboration between OSC program staff
Efficiency	Program will optimize staff resources by ensuring that enrollment in all out of school care program is maximized	80% of spaces filled in each out of school program	64%	Enrollment fluctuates per month, per location. Consistently full enrolment at Squamish OSC all year. Garibaldi Highlands OSC decreased space from 20 to 12 due to location in the school. Enrollment for Valleycliffe increased and maintained. Action- Manager/Director will explore the lower than target numbers at Brackendale OSC to determine what can be done to rectify. Possible remote location.
Service Access	Children will have access to afterschool childcare in a reasonable timeframe	30 days	211.2 days	Wait times are calculated based on the time from referral date to start date. Children in Mamquam and Garibaldi Highlands continue to have long wait times for service. This year Squamish and Pemberton families experienced significantly longer wait times than last year. This is due to increased enrollment in those programs
Service Access	Families will report that the after school program hours and locations are convenient	75%	88%	33 surveys completed Families report high levels of satisfaction with program hours and locations.
Satisfaction	Families will be satisfied with: a) service their family receives through this program b) staff support	a) 75% b) 75%	a)73% b)73%	33 surveys completed Families report a satisfactory level with the service their families receive and staff support. Action: Director/Manager to discuss results with appropriate staff

Preschool Age Programs

	Outcome	Target	Results	Analysis/Action
Effectiveness	SSCS preschool programs promote increased child development across all domains: Increase in scores across all domains based on Highscope COR reports for all children participating in our High Scope programs	.50%	<p>Brackendale PS - Gains in all areas (except language, literacy & communication) ranging from -.06-1.04%</p> <p>Dragonflies - Gains in all areas ranging from .58-1.06%</p> <p>Dandelions - Decreases in most areas ranging from -.49-.36%</p> <p>Mamquam PS - Gains in all areas ranging .29-1.27%</p>	<p>Scores increased across most domains for participants in most locations. Dandelions had untrained staff and higher than usual staff turnover this year, this likely have led to lower scores & inconsistent recording. Garibaldi Highlands preschool closed so it is not reflected in this report</p> <p>Action: QAM and program leaders will analyze lower numbers and determine training and support needs. HighScope training needed for all new staff.</p>
Effectiveness	Families notice and report positive changes in their child's development	75%	100%	28 surveys completed All families report they have noticed a positive change in their child's development.
Efficiency	Program will optimize staff resources by ensuring that enrollment in all preschool programs is maximized	90% of spaces filled in each preschool program	88%	Enrollment fluctuates per month, per location. Brackendale preschool enrollment is up from last year, although Mondays continue to be low numbers, while Dragonflies, Dandelions and Mamquam have maintained high enrollment rates. Garibaldi Highlands Preschool closed due to location.
Service Access	Eligible children are able to access our programs in a reasonable time frame	30 days	192.4 days	Wait times are calculated based on the time from referral date to start date. All preschools experienced longer wait times due to the high influx of young families in the community and high demand of child care.
Service Access	Families will report that the after school program hours and locations are convenient	75%	57%	28 surveys completed Families report a moderate level of satisfaction with program hours and locations. Challenges includes – need for longer hours-long wait times for desired program location

Sea to Sky Community Services

Satisfaction	Families will be satisfied with:	a)75%	a)93%	28 surveys completed.
	a) service their family receives through this program b) staff support	b) 75%	b)96%	a) Very Satisfied (26) 92.86% Mostly Satisfied (2) 7.14% b) Very Satisfied (27) 96.43% Mostly Unsatisfied (1) 3.57% Action: Director/Manager to discuss with appropriate staff

StrongStart

	Outcome	Target	Results	Analysis/Action
Effectiveness	<p>a)Parents report that their children demonstrate increases in any of the following areas: self-esteem, play skills, new friends, positive peer relationships</p> <p>b)Parents/caregivers will report increases in: their knowledge of relevant community programs, parenting skills, positive peer relationships</p>	<p>a)75%</p> <p>b)75%</p>	<p>a)71%</p> <p>b)57%</p>	<p>17 surveys completed</p> <p>Parents reported a satisfactory level of children demonstrating increased self-esteem, play skills, new friends and positive peer relationships. Parents/caregivers report a moderate level of satisfaction with their knowledge of relevant community programs, parenting skills and positive peer relationships.</p>
Effectiveness	# of referrals made to other programs	20	60	Action: we will continue to track this for the 2018/2019 year.
Efficiency	Program will optimize staff resources by ensuring that attendance in all programs is maximized	75%	63-100%	<p>Attendance fluctuates monthly</p> <p>Action: As we are a drop-in program we will always see a fluctuation in attendance, The program is set up to let parent's drop-in when it works for them.</p>
Service Access	# of new families joining the program annually	151	296	Between all three locations, there were a total of 296 intakes in this reporting year. That is an 80% increase over last year.
Service Access	# of families who identify barriers to accessing the program	10%	6%	<p>16 surveys completed</p> <p>15 Families identified no barriers in accessing the program</p> <p>Action: Director/manager to discuss results with appropriate staff</p>
Satisfaction	<p>Parents and caregivers are satisfied with:</p> <p>a) Information and activities offered at StrongStart.</p> <p>b) Support offered to them by program staff.</p>	<p>a) 75%</p> <p>b) 75%</p>	<p>a) 56%</p> <p>b) 67%</p>	<p>18 surveys completed</p> <p>Parents and caregivers report a moderate level of satisfaction with information and activities offered as well as support offered by program staff.</p> <p>Action: Director/Manager to discuss results with appropriate staff</p>

Whistler Parent-Tot Program

	Outcome	Target	Results	Analysis/Action
Effectiveness	a)Parents report that their children demonstrate increases in any of the following areas: self-esteem, play skills, new friends, positive peer relationships	a)85% b)85%	a) 75% b) 50%	8 surveys completed Whistler is a community where people come and go and live in the community for just parts of the year. We meet the families where they are at and their knowledge of parenting and supports needed will always be different.
	b)Parents/caregivers will report increases in: their knowledge of relevant community programs, parenting skills, positive new friends			
Efficiency	Program will optimize staff resources by ensuring that attendance in all programs is maximized	153 adults/month 178 children/month	104 adults 112 children	Attendance fluctuates monthly. In total for the reporting year a total of 1042 adults and 1124 children attended Whistler Parent-Tot. This number is reported by the total number of attendees per session and not a total number of individuals. Action: director/manager to evaluate lower attended months to determine patterns Action: Our attendance fluctuates because of the needs of the parents and timing of Ski School that is offered for young children. We have changed the days we operate to two day a week in the fall and late spring and offer more days in the winter.
Service Access	# of new families joining the program annually	On average 12.1 new families joined the program each month	7.9 families	A total of 79 new families joined the program in this reporting year. Action: 7% increase this year. Again this is because of the community and the tourists who access the program.
Service Access	# of families who identify barriers to accessing the program	10%	0%	8 surveys completed No families identified barriers in accessing the program.
Satisfaction	Parents and caregivers are satisfied with: a) Information and activities offered at parent tot. b) Support offered to them by program staff.	a) 75% b) 75%	a) 38% b) 63%	8 surveys completed Parents and caregivers report a low level of satisfaction with information and activities offered but report a moderate-satisfactory level of support offered by program staff. Action: Parents are telling us that they are not always coming to the program for parenting information or resources they are coming to interact with other parent's and let their children play with other children in a bigger space than where they live. Director/Manager to discuss results with appropriate staff

OUTREACH SERVICES

Pemberton Food Bank

	Outcome	Target	Results	Analysis/Action
Effectiveness	All participants coming to the foodbank will receive adequate food.	100%	100%	Participants are satisfied with the food they receive.
Efficiency	The foodbank will maintain a stable volunteer base to support the Coordinator.	100%	No Data	Volunteers have been difficult to recruit and maintain in this reporting year. Action: We will recruit new volunteers.
Service Access	Participants report time and location of foodbank is suitable	80%	94%	47 surveys completed 44 participants reported Yes, the time and location was suitable, 3 reported No.
Satisfaction	Participants report courteous and respectful treatment by staff	80%	98%	45 surveys completed 44 participants reported Yes, staff were courteous and respectful and 1 reported No.

Stopping the Violence Women's Counselling

	Outcome	Target	Results	Analysis/Action
Effectiveness	Counselling sessions focus on personal goals identified by each participant	80%	92%	38 surveys completed, 13 skipped this question. Yes (23) 92% Somewhat (1) 4.00% No (1) 4.00%
Efficiency	Provide groups for women	2 groups	3 events	3 events took place during this reporting year. 1 in Squamish and 2 in Pemberton regarding empowerment, psycho education, making connections and healthy relationships
Service Access	Clients are seen within one month of submitting a request for service.	50%	62%	89 individuals started services in this reporting year, with 56 starting within one month and 33 starting after one month.
Service Access	Increase the number of referral sources	11 referral sources	7	38 surveys completed Brochure (2) 5.26% Friend (5) 13.16% Professional (23) 60.53% Web Search (3) 7.89% Word of Mouth (3) 7.89% Other (6) 15.79% (Other included: women's centre, Calling in)
Satisfaction	Participants report satisfaction with: a) services b) staff support	a) 80% b) 80%	a)86% b)89%	38 surveys completed a)Very Satisfied (31) 86.11% Mostly Satisfied (4) 11.11% Somewhat Satisfied (1) 2.78% b)Very Satisfied (33) 89.19% Mostly Satisfied (3) 8.11% Mostly Unsatisfied (1) 2.70%

Strengthening Families Program

	Outcome	Target	Results	Analysis/Action
Effectiveness	Parents participating in the Strengthening Families program will be enjoying healthier, better functioning families – increase in parenting skills as captured through pre/post self-assessment scores.	70%	No Data	Action: Manager to talk to staff about recording information properly
Efficiency	Each Strengthening Families course offered has maximum a) attendance b) completion rates	a) 100% b) 90%	No Data	Action: Manager to talk to staff about recording information properly
Service Access	The Strengthening Families Program is accessible to all communities in the Sea to Sky Corridor – participants represent 3 major communities in the area.	Baseline to be determined	1 community recorded	Out of 26 participants, 22 are from Squamish and 4 are not specified Action: Revise outcome to meet current program capabilities.
Satisfaction	Participants report satisfaction with: a) content of the group (topics/resources) b) delivery of group (time/location, staff support, opportunities to participate)	a) 75% b) 75%	a)91% b)100%	11 surveys completed. a)Very Satisfied (10) 90.91% Mostly Satisfied (1) 9.09% b)Very Satisfied (11) 100%