

ILCWR Balanced Score Card
 Report to the Board
 Period April 1, 2010 – March 31, 2011

Q4

High Quality Health Services

- The outcomes achieved through the provision of services and the ability to engage and develop staff including staff training and evaluation, health and safety issues, program evaluation, and risk management.

	Strategic Direction / Indicator	Target	Actual	Progress			
1	Health & Safety – WSIB Claims	Benchmark 2011 ¹	26 Claims 4 Lost time 1 Denied 2 Pending 19 No lost time				
2	Health & Safety – Incident Reports	Benchmark 2011	143 Reports 99 Accidents 44 Incidents				
3	New Staff Orientation	100% within 3 months	37 of 43 = 86%				
4	Ongoing Training Program	Benchmark 2010	106 attendees @ refresher 508 attendees @ prof dev training				
5	Performance Appraisal System	- 100% Assisted Living+ Admin 2010 - 100% Probation 2010 - 100% Outreach 2011	No report				
6	Evaluation Plan – Programs	OR – 2011 AL – 2011 CSS – 2011					
7	Risk Management Plan - Agency	Develop Plan 2011	Sept 2011 Initiative				

¹ "Benchmark 2011" indicates that we are in the process of collecting a couple of years worth of data before we decide what an appropriate *target* or *benchmark* should be. Once we are able to set a target based on our experience, we will be able to report whether or not we are on track.

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8	Staff and Volunteer Recognition	- All Volunteers 2 X Annual - All staff anniversaries and birthdays	- Vol Rec in May and December - Staff anniversary celebrations - Staff/ Cons Birthdays				
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Commentary

We had no new lost time injuries during Q4. This is as a result of the heightened focus we have placed on Health and Safety through participating in the Work Well Audit process. With our new policies in place we have been able to find modified work opportunities for any work related injuries. The reduction in lost time injuries will, in time, have a positive impact on the amount we pay to WSIB.

Performance reviews are underway. While I still have no official report, I can say that over the past year we have made significant progress in implementing our probationary evaluations and moderate progress in other areas. The focus on probationary evaluations has helped us as we move forward building a strong team.

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Financial and Fiscal Health

- The financial data of the organization and how it relates to service provision as well as fund raising capabilities.

	Strategic Direction / Indicator	Target	Actual	Progress			
9	Balanced Budget	Balanced Budget	Submitted Balanced Budget to WWLHIN				
10	Cost Per Consumer – Outreach	\$18,657	\$14,803				
11	Hours Per Consumer – Outreach	749	573				
12	Cost Per Hour – Outreach	\$24.91	\$25.82				
13	Cost Per Consumer – Assisted Living	\$57,247	\$60,348				
14	Scheduled Hours Per Consumer – AL	2,196	2,159				
15	Cost Per Day AL	\$165.10	\$163.34				
16	Adequate Fundraising Plan	Refresh Plan 2010	Draft				
17	Appropriate Donor Recognition	Refresh Plan 2010	Draft				

Commentary

We continue to perform within acceptable ranges in all of our WWLHIN funded programs. We struggled to meet our targets in Outreach this year due to the large increase in Aging at Home funding at the beginning of the year and the high rate of turnover.

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Integrated System Perspective

- The impact of ILCWR and the Attendant Services Network on the outcomes identified in the WWLHIN's Integrated Health Services Plan

	Strategic Direction / Indicator	Target	Actual	Progress			
18	Information calls from the community	Benchmark 2011	284				
19	Integration and collaboration opportunities (with ASN)	Report	- ILC / GIL Outreach Collaboration - ILC/PH/GIL AL Proposal - Wait list working group				
20	Impact awareness measures (newsletters, shows, meetings...)	Benchmark 2011	- 3 Forum (1500) - 3 Cons. Express (750) - 6 Staff Updates - ACCESS 2010 – 400+ attended - Website hits 34331 - KOB 71/2763 - Beyond Barriers 45 / 1282				

Commentary

Over 2010-11 we invested significant energy in building relationships that will ultimately help us as we navigate an increasing uncertain and complex health care and funding environment. Along with the Attendant Service Network, we met with our funders, the CCAC, the politicians, and other attendant service providers across the province. Additionally, we have explored integration and collaboration activities. I feel that we are well positioned as we move forward into 2011-12.

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Organizational Capacity

- The capacity of the organization to provide services to consumers while making the best use of resources including indicators on the number of people served and service levels, as well as program development and the effectiveness of the organization structure, roles, and processes.

	Strategic Direction / Indicator	Target	Actual	Progress			
21	Portion of budget spent on admin	13.45% +/- 25%	14.69%				
22	Hours of Care – Outreach	123,589 +/- 3%	116,953				
23	Number of Consumers – Outreach	165 +/- 25%	204				
24	Hours of Care – Assisted Living	79,066 +/- 3%	75,573				
25	Number of Consumers – AL	36 +/- 25%	35				
26	Number of Contacts – Advocacy	Benchmark 2011	132				
27	Number of Contacts – Peer	Benchmark 2011	76				
28	Competence in recruitment	75% complete probation	65 new staff – 15 quit and 4 terminated during probation 71%				
29	Health and Safety Program	75% score on Workwell	91.38%				
30	Communication Plan	Create plan 2010	Complete				
31	Archive of Historical Information	Refresh plan 2011	Sep 2011 Initiative				
32	Increase membership base	Set target 2011	No report				
33	Respond to service gaps	Yearly environmental scan & plan	- 2010 GIL Collaboration - Access 2010				
34	Capacity to consult and train – external	\$7000 income in 2010/11	\$10,091				
35	Capacity to manage volunteers	Create plan 2011	April 2011 Initiative				

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36	Enhance organizational structure	Develop measure 2011	May 2011 Initiative				
37	Link board, staff and volunteer job descriptions to vision and mission	100% job descriptions updated 2011	June 2011 Initiative				
38	Improve teamwork in organization	Develop measure 2011	Sept 2011 Initiative				
39	Improve admin process and technical capabilities	Develop measure 2011	Sept 2011 Initiative				

Commentary

The next 2 years will be challenging for ILCWR as we implement cost saving measures to deal with the impact of static funding and rising costs. We will be meeting with the LHIN at regular intervals throughout the next year to discuss our progress towards our cost reduction goals.

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Consumer Perspective

- The consumers' impression of, and their satisfaction with the quality of service provided.

	Strategic Direction / Indicator	Target	Actual	Progress			
40	Number of Consumer Complaints	Benchmark 2011	Develop system				
41	Support consumers to direct service	Benchmark incident reports re self direction 2011	Develop system				
42	Foster healthy relationships between staff and consumers	Benchmark satisfaction measure 2011	Plan survey 2011				
43	Ensure consistency in service delivery	Benchmark satisfaction measure 2011	Plan survey 2011				
44	Nurture organizational culture consistent with core values and philosophy	Benchmark satisfaction measure 2011	Plan survey 2011				

Commentary

We look forward to the opportunity to seek feedback from our consumers and staff through a variety of program evaluations and surveys during 2011.