



VICTORIA COOL AID SOCIETY

STRATEGIC PLAN

2006 / 2007

Balanced Scorecard Results:

Annual Reporting
Summary

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June 2007

Victoria Cool Aid Society Balance Scorecard Reporting Summary – 2006/2007

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Victoria Cool Aid Society Balanced Scorecard Summary Presentation

We are excited to be able to provide our members, and the community with our first 'Balanced Scorecard' report card. The balanced scorecard is the method we have chosen to organize and report on our Strategic Planning and Performance Measurement processes. The Balanced Scorecard uses four perspectives to establish measurable data and analyze achievement as it relates to each perspective and the overall mission and mandate of the organization. This summary will reference some of our objectives and our progress towards meeting them while illustrating some of our more noteworthy accomplishments.

Cool Aid's overall funding from government increased by almost 14% in 2006/07 over 2005/06 and our services increased proportionately – an excellent indication of our ability to optimize our resources to improve the quality of life for both our clients and the larger community. The temporary shelter offered at St. John the Divine last fall in partnership with BC Housing, the Church, Victoria Police and City and the North Park neighbourhood is an excellent illustration of how an objective like this is realized. Certainly this shelter improved the quality of life for the 40 individuals who had a safe place to sleep each night as well as the businesses whose doorways were no longer serving as these folks' source of refuge. You will find more detail on this initiative in the shelter Report.

F1 : Optimize Resources To Improve the Victoria Quality Of Life For At-Risk Citizens and the Community

BC

We are able to meet the needs of 35 additional clients within our target population as a result of our success in re-profiling Mike Gidora Place from a building with a customer focus on low end of market tenants to that of a subsidized building that works with tenants needing additional supports. Our positive working relationships with BC Housing and the Vancouver Island Health Authority as well as our ability to provide a quality housing program to at-risk individuals were key factors in accomplishing this change.

F2: Actively Seek Additional Funding To Deliver New Or Expanded Services Or Programs

C5: "Be a Good Neighbour"

When you are an organization at the front lines of service delivery to a very complex, disadvantaged and growing population it can sometimes seem very difficult to achieve this objective. As challenging as it sometimes is to be a good neighbor we do proactively strive to be just that. We participated in a number of neighborhood consultations this past year and developed our first 'Good Neighbour Agreement' for the St. John the Divine Shelter, a template that will stand us in good stead for future endeavors.

We raised significant awareness of the need for the ACCESS Community Health Centre through the Vancity Million Dollar Award campaign. Together with our partner AIDS Vancouver Island

we were able to articulate a vision of a unique model for integrated systems of care to meet the complex needs of the populations our organizations serve. Though not ultimately victorious in securing the prize, we were very successful in elevating the profile of the ACCESS Health Centre as a vital component in addressing gaps and improving services for Victoria's most marginalized populations. AVI and Cool Aid have continued to promote the ACCESS Health Centre as a strategy that falls in line with Provincial Cross Ministry Initiatives, particularly that of the Premier's Task Force on Homelessness, Mental Illness, and Addictions. Living with HIV/AIDS, addictions and mental and other illnesses presents significant issues that threaten a person's ability to secure and maintain stable housing. The services provided at the ACCESS Health Centre will be an essential piece in the continuum of services necessary for people to achieve that stability. Our efforts are now focused on securing the necessary government support to ensure that the doors to the ACCESS Health Centre will open.

P04: Proactively Engage Our Customers To Communicate Who We Are & Our Capabilities

Certainly the Homeless Needs Survey was a significant accomplishment, not just for Cool Aid but for the entire community. The Homeless Needs Survey was a collaborative research project led by the Victoria Cool Aid Society which answered the question for the Capital Region: "What housing and supports do people require when they are not housed or are in unstable housing?"

P03: We Learn From Our Clients In Order To Advocate Solutions Within Our Community

We are extremely grateful to the 815 individuals who answered the questionnaires, sharing their personal information and really giving us a sense of what being homeless or unstably housed is like and more importantly what would help to change that reality for them. We were able to learn a great deal and we will now be able to advocate for solutions that we know our clients want:

- Create a range of affordable housing options.
- Provide intensive community support for housing.
- Provide a range of harm reduction and treatment services.
- Provide income supports for people who are homeless or unstably housed.
- Provide short-term solutions during the transition to affordable housing.
- Engage the broader community in solutions.

PD3: Align Staff and Organizational Values By Fostering A Culture That Embraces Innovation, Team Work, Leadership, & Knowledge Sharing

The fourth perspective in the balanced scorecard deals with people development and certainly the success of Victoria Cool Aid Society is dependent on our fully engaged and committed staff. Our leadership team, composed of Program and Administrative Managers, Assistant Managers and Coordinators continued to embrace and model the values that we are seeking to nurture in all of our staff; and our dedicated front line and support staff continue to amaze us with their ability to rise to the ever increasing challenges that we seem to face on a daily basis. We offer our sincere thanks to each and every one of them.

Victoria Cool Aid Society Strategy Map – 2006/2007

Victoria Cool Aid Society Strategy Map

We provide holistic shelter, housing, and community health services to marginalized adults and work to eliminate homelessness and improve the quality of life in our community.



Green = Performance is at or above target





Yellow = Caution, Not all measures "At or above target"

Red = Performance measure(s) are not being met

Blue = Not yet reporting, reporting will begin in the 2007/2008 reporting period

Victoria Cool Aid Society Performance Measure Summary – 2006/2007

Financial and Customer Objective Performance Measure Summary

Perspective	Objectives	Measures	Status 
Financial	F1: Optimize Resources to Improve the Quality of Life in Greater Victoria for At-Risk Citizens and the Community	# of services provided	 At or Above Plan
	F2: Actively Seek Additional Funding To Deliver New or Expanded Services Or Programs	Variance between additional funding received versus identified need	 Not Yet Reporting
	F3: Diversify Funding Mix	\$ of funds from New Sources Above \$1,000.00	 At or Above Plan
		# New Sources Of Funding Above \$1,000.00	 Below Plan
	F4: Maintain Breakeven Budget (& Adequate Reserves)	% of variance from budget	 At or Above Plan
	F5: Maximize Utilization Across VCAS	Overall Utilization % targets met	 Caution
F6: Minimize Controllable Expenditures	# of agency-wide expenditures centralized	 Not Yet Reporting	
	% of cascade scorecards that meet controllable expenditure targets	 Not Yet Reporting	
Customer	"C1: Provide Support, Guidance and Leadership in Your Fields of Expertise"	# of requests for VCAS participation from the community	 At or Above Plan
		% Increase Of Hits On The VCAS Website	 Not Yet Reporting
	"C2: Provide Us With Opportunities To Help"	# of volunteer opportunities provided	 At or Above Plan
	"C3: Anticipate My Needs and Be There When I Need You"	Customers ranking our services	 Not Yet Reporting
	"C4: Make Me Feel Safe and Respond To Me With Dignity and Respect"	Client Satisfaction With Safety and Relationships With Agency Staff	 Not Yet Reporting
"C5: Be a Good Neighbour"	Our Responsiveness to Neighbourhood Concerns	 At or Above Plan	

Process and People Development Performance Measure Summaries, See page 7...

Process and People Development Performance Measure Summary

Perspective	Objectives	Measures	Status 
Process	P1: Develop New & Creative Approaches for Growing Our Resources and Expanding Our Services	% of Cascade Scorecards That Meet Or Exceed The Benchmark	 At or Above Plan
	P2: Provide Consistency In Service Interaction	# of service consistency complaints/suggestions collected by the forms DIVIDED BY # that were followed up on by staff	 Caution
	P3: We Learn From Our Clients In Order To Advocate Solutions Within Our Community	% of key Homeless Needs Survey findings actively working on to influence government and social service provider decision makers	 At or Above Plan
		% of program area cascades that have met their targets for "advocating for client outcomes"	 Caution
	P4: Proactively Engage Our Customers To Communicate Who We Are & Our Capabilities	% of stakeholders being actively targeted in VCAS communication efforts	 At or Above Plan
	P5: Actively Manage the Capital Asset Plan	% of Capital Asset funding needs that are being met by VCAS	 Not Yet Reporting
	P6: Develop & Integrate Systems and Processes To Leverage Cost Savings and Drive Efficiency	% of central services CS-P06 measures that are achieved	 Not Yet Reporting
	P7: Continuously Improve Our Ability To Manage Risk	# of Risk Management Plan actions undertaken	 At or Above Plan
	P8: Minimize the Risk of Negative Workplace Environmental Factors	% of employees who believe reasonable steps have been taken to prevent or reduce risk of violence	 At or Above Plan
		Adherence to Environmental Risk Assessment	 Not Yet Reporting
P9: Ensure Best Practice With Regards To Confidentiality and Ethical Behaviours	% of staff sign off on confidentiality and ethical behaviour agreements	 Not Yet Reporting	
People Development	PD1: Hire, Retain, & Train to Align Resources and Competencies	% of performance reviews to target	 Below Plan
		Staff Retention % (Casual Staff)	 At or Above Plan
		Staff Retention % (Permanent Staff)	 At or Above Plan
	PD2: Nurture A Culture That Supports & Advocates For the Importance of Work Life Balance	% of employees that are aware of information provided about workplace stress management, injury prevention, work/family balance, exercise, sleep, and...	 Not Yet Reporting
	PD3: Align Staff and Organizational Values by Fostering a Culture That Embraces Innovation, Team Work, Leadership, & Knowledge Sharing	% of cascades that meet their targets	 At or Above Plan
		% of staff that are satisfied with their inclusion in innovation, teamwork, leadership and knowledge sharing	 Not Yet Reporting
	PD4: Provide IT Solutions To Empower Effective Decision Making & Information Sharing	# of Intranet Updates Each Quarter	 At or Above Plan
% of staff utilizing web solutions		 Below Plan	

Victoria Cool Aid Society Balanced Scorecard Detailed Performance Measure Results

F1: Optimize Resources to Improve the Quality of Life in Greater Victoria for At-Risk Citizens and the Community

Performance Measure: # of people served in the last year

	Housing 06/07	Shelters 06/07	Health 06/07	Overall Annual Performance
Actual Performance	201 Units	38,570 Total Beds	65,317 Encounters	Benchmark data exceeded 05/06 data
Benchmark Performance 05/06	165 Units	33,400 Total Beds	64,766 Encounters	

Target Achievement Status: On Target

Measure Details: This measure allows for a macro view of the number of services provided in comparison to the previous year. The figures are taken from program records that are collected as part of program reporting requirements. It should be noted that though the total number of units provided in 2005/06 was 208, the number of supported units was 165. In 2006/07 the total number of units at March 31 was 257, but total supported units within the year numbered 201.

The Value Of This Measure: How well did Victoria Cool Aid do in fiscal 2006/07 in optimizing the resources available to the Society in improving the quality of life for our clients and for the community as a whole? The number of services provided, including supportive housing units, health dental and REES interactions, and shelter beds provided to the homeless is an indication of the **increased** amount of need and the Society's responsiveness to Victoria's at-risk citizens.

Successes Realized With This Function In The Reporting Period: From a quantitative perspective we provided an additional **13%** in services in 2006/07 compared to 2005/06.

In many ways F1 can be seen as an overarching roll-up of all of our objectives – if we are successful in meeting this objective it is because we have been successful in meeting many of our other objectives. From a qualitative perspective our impact on our clients and the community can be demonstrated through a number of initiatives (many of which will also be touched on later in this report):

- The temporary shelter offered at St. John the Divine last fall in partnership with BC Housing, the Church, Victoria Police and City and the North Park neighbourhood certainly improved the quality of life for the 40 individuals who had a safe place to sleep each night as well as the businesses whose doorways were no longer serving as these folks' source of refuge.
- We raised significant awareness of the need for the ACCESS Community Health Centre through the Vancity Million Dollar Award campaign. Together with our partner AIDS Vancouver Island we were able to articulate a vision of a unique model for integrated systems of care to meet the complex needs of the populations our organizations serve. Though not ultimately victorious in securing the prize, we were very successful in

elevating the profile of the ACCESS Health Centre as a vital component in addressing gaps and improving services for Victoria's most marginalized populations

- We are able to meet the needs of 35 additional clients within our target population as a result of our success in re-profiling Mike Gidora Place from a building with a customer focus on low end of market tenants to that of a subsidized building that works with tenants needing additional supports.
- Certainly the Homeless Needs Survey was a significant accomplishment, not just for Cool Aid but for the entire community.

The Homeless Needs Survey was a collaborative research project led by the Victoria Cool Aid Society. The question that the survey answered for the Capital Region was: "What housing and supports do people require when they are not housed or are in unstable housing?"

To answer this question an enumeration and a questionnaire survey was conducted from February 5 to 9, 2007, with over 60 social service providers and 220 volunteers participating throughout the Capital Region, from Sooke to Sidney and Salt Spring Island. Over 815 questionnaires were anonymously completed by citizens who were homeless or unstably housed and who felt able to share their personal information. More than anything, the Homeless Needs Survey shows that we need to provide more affordable housing options. The survey also points to the need for more health and housing supports, and the need to improve income supports for people who are homeless.

Six basic recommendations emerged:

1. Create a range of affordable housing options.
2. Provide intensive community support for housing.
3. Provide a range of harm reduction and treatment services.
4. Provide income supports for people who are homeless or unstably housed.
5. Provide short-term solutions during the transition to affordable housing.
6. Engage the broader community in solutions.

VCAS can now advocate for these solutions on behalf of our clients and the community in general.

Potential Areas Of Future Performance Improvement: In 2007/08 we will report on the increase of total number of people served. This will indicate our ability to optimize our resources. Starting in the 2007/08 reporting period, with the direction of the Board of Directors Planning Committee this measure will be accompanied by a report that will place these service figures in the context of the need that exists in the community for our services.

F2: Variance between Additional Funding Received versus Identified Funding Goal

Performance Measure: % Variance between additional funding received versus identified need

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	N/A	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: This measure indicates how close we are to meeting our identified funding goals for projects. Current examples include REES Community Option Outreach Linkages, the Next Steps Shelter, and the 12/7 Health Centre. This measure will be expressed as a percentage of the funding requirements that have been met.

The Value Of This Measure: This measure provides an indication of the extent to which VCAS is able to fund projects that have been put forth by program management.

Successes Realized With This Function In The Reporting Period: To be reported on in 2007/2008.

Potential Areas Of Future Performance Improvement: During the 2006/07 we did not have the processes in place to measure the actual number of successful proposals met versus emerging proposals targeted. Mike Gidora Place is an example of a successful non-targeted increase with rent now subsidized from BC Housing and VIHA supporting services. For the 2007/08 reporting period we will set targets quarterly as new proposals are developed.

F3: Diversify Funding Mix

Performance Measure #1: \$ from new sources of funding above \$1000.00

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	\$6,200.00	\$23,846.14	\$149,774.10	\$45,768.84	Target exceeded for the year
Benchmark Performance	\$50,000	\$50,000	\$50,000	\$50,000	

Target Achievement Status: Target Exceeded

Measure Details: This measure is designed to indicate the amount of funds that were raised in the assigned reporting period. We exceeded our \$200,000.00 goal for 2006/2007 by \$25,589.07. The actual amount of funding that was received by the organization in Q3 (\$149,774.10) exceeded the benchmark (\$50,000) that was approved by the MTC. Monies were primarily received for the Homeless Needs Survey from Service Canada.

The Value Of This Measure: The combination of the two F3 measures will indicate if the agency is actively seeking out new sources of funding and whether the agency is actually bringing in more funding as a result.

Successes Realized With This Function In The Reporting Period: This measure shows VCAS ability to increase funding. Over time this measure will indicate trends and cycles in new monies.

Potential Areas Of Future Performance Improvement Measure #1: Area for improvement may include capturing in-kind donations more thoroughly.

F3: Diversify Funding Mix – update measure details as status changed

Performance Measure: # of new sources of funding above \$1000.00

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	3	5	7	4	Targets for 2006/2007 not met
Benchmark Performance	10	10	10	10	

Target Achievement Status: **Target Not Met**

Measure Details: This measure is designed to indicate the new funders that VCAS received funding from in the indicated reporting period. Our target of ten new sources of new monies above \$1000.00 has not been met.

The Value Of This Measure: The combination of the two F3 measures will indicate if the agency is actively seeking out new sources of funding and whether the agency is actually bringing in more funding as a result.

Successes Realized With This Function In The Reporting Period: This measure shows the diversity of what we are doing, and who we are attracting. Over time this measure will show how we are building support in the community and how new donors can be ambassadors for the organization.

Potential Areas Of Future Performance Improvement Measure #2: We reported only on new sources of funds when they were a \$1000 or above. Given our infancy in donor development we may have set the cut-off too high. We need to look at the value of reporting on lower dollar donations.

F4: Maintain Breakeven Budget (& Adequate Reserves)

Performance Measure: % variance from the budget

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	3.0%	.5%	2%	Above Target
Benchmark Performance	1%	1%	1%	1%	

Target Achievement Status: Above Target

Measure Details: This is a measure of the variance between actual and predicted year-end agency budget targets. Our year end surplus of \$218,237 on a \$10 million operating budget represents about 2% of total revenue. Though higher than predicted it is certainly within acceptable limits and compares favourably to the results reported last year.

The Value Of This Measure: As a not-for-profit organization, our funders require that we be fiscally responsible. We manage our budgets to ensure that we are not spending more than we receive. This measure demonstrates our ability to have an accurate budget that we can maintain throughout the year.

Successes Realized With This Function In The Reporting Period: Actual Surplus \$218,238.00, projected Surplus: \$4,420.00. For all the reporting periods of this measure in 2006/2007, the organization met or exceeded its benchmarks.

Potential Areas Of Future Performance Improvement: VCAS intends to continue to meet the benchmarks.

F5: Maximize Utilization Across VCAS

Performance Measure: Utilization % targets met

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	50%	2 out of 4 cascades reporting
Benchmark Performance	100%	100%	100%	100%	

Target Achievement Status: Caution, 2 out of 4 cascades reporting

Measure Details: This measure reports on the percentage of cascade scorecards that have met their utilization targets. Utilization is defined as our ability to provide for as many clients as we can without compromising service quality. The utilization target for each cascade represents 50% of the overall agency benchmark of 100%.

The Housing Program reports on the average tenancy rate for each building, the Shelters Program reports on an occupancy rate, the Health Program reports on the number of outreach interactions provided, and Central Services is to finalize the utilization measure for this objective as soon as possible.

The Value Of This Measure: With demand exceeding capacity this measure demonstrates how responsive each of the cascades are when gaps in service provision occurs. Qualitatively, behind each of the utilization rates are the efforts to fill those vacant beds, apartments, or appointments and how quickly and efficiently we do this.

Successes Realized With This Function In The Reporting Period: 2 out of the 4 cascades have reported this period.

The Housing Program reported an average occupancy percentage of 97% of all facilities. Streetlink Emergency Shelter reported bed occupancy rates of 91% and Sandy Merriman Women's Emergency Shelter reported bed occupancy rates of 87%.

Potential Areas Of Future Performance Improvement: Caution indicates that we have partially met our 100% target with 2 out of the 4 cascades reporting. Cascade targets are to be refined and explained within the context of VCAS utilization definition in the 1st quarter of 2007/08. For example, is there an industry standard concerning turnovers that would establish what an occupancy benchmark should be? How are the Shelter benchmarks determined?

F6: Minimize Controllable Expenditures

Performance Measure #1: % of cascade scorecards that meet their controllable expenditure targets

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	N/A	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: This measure examines the percentage reduction that each program area has recorded in the expenditure identified as one that should be reduced. This measure will be reported as a percentage of the cascade scorecards that met their targets.

The Shelters Program’s goal is to reduce their maintenance expenses by 10% in 2007/08. The Housing Program will aim to reduce their expenses due to tenant damage by 10% in 2007/08. Central Services will aim to reduce their printer supplies by 10% in 2007/08. The Health Program will set their 2007/08 controllable expenditure measure within the first quarter.

The Value Of This Measure: This measure provides an indication of the extent to which VCAS is able to not only identify expenditures that can be reduced, but also provides a reporting mechanism to demonstrate the agency’s ability to follow through on its controllable expenditure goals.

Successes Realized With This Function In The Reporting Period: To be reported on in 2007/08.

Potential Areas Of Future Performance Improvement: Recommendations to be made in the 2007/08 reporting period.

F6: Minimize Controllable Expenditures

Performance Measure #2: # of agency-wide expenditures centralized

	2006/2007	2007/2008	Overall Annual Performance
Actual Performance	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: This measure reports the number of agency-wide expenditures that could be purchased centrally in order to save money. This figure will be reported each year.

The Value Of This Measure: This measure provides an opportunity to report on the successes that the agency has in determining agency-wide expenses that are purchased in a decentralized manner that could be reduced if purchased centrally.

Successes Realized With This Function In The Reporting Period: To be reported on in 2007/2008.

Potential Areas Of Future Performance Improvement: Both measures #1 and #2 will report on efforts to reduce controllable expenditure made in the 2007/08 reporting period.

C1: "Provide Support, Guidance and Leadership in Your Fields of Expertise"

Performance Measure #1: # of requests for VCAS participation from the community

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	6	6	23	VCAS is on target
Benchmark Performance	N/A	6	6	6	

Target Achievement Status: On Target

Measure Details: This measure involves reporting the number of times that VCAS staff have been asked to participate in the community about issues related to our organization. These requests are discussed at Management Team Committee meetings and are recorded in the meeting minutes.

The Value Of This Measure: This measure indicates areas that we are most often called upon to provide counsel. This measure assumes that our leadership and input into issues related to our clients influences constructive change.

Successes Realized With This Function In The Reporting Period: Some noteworthy examples for Q4.

- In February MTC members met with a leadership group from the Canada School of Public Service employees (the only corporate institution specifically mandated by Parliament to support the training, development and learning needs of all Public Service employees) to discuss our perspective on engagement and leadership with respect to issues like homelessness in Victoria.
- The Manager of Housing attended a federally sponsored conference in Winnipeg to discuss best practices for providing housing for people with mental health issues and other challenges. The conference was well attended with good discussions around similarities, commonalities, and different housing models. There was good debate on the topic of "Issues from smaller towns are a microcosm of ones in larger cities". It was a good opportunity to communicate at the Federal Level, and was a confirmation of the effectiveness of the Cool Aid model.
- The Manager of Health, as a representative of the DSP, was invited to make a presentation to a Victoria Media Conference regarding HIV/Hep C funding cuts to Victoria.
- The ED and Managers of Housing and Shelter are providing on-going advice at the regional and federal level on the Crime Prevention Roundtable and Crime Watch Safe Buildings.
- The Capital Regional District Parks Supervisors division sought the Manager of Shelter's advice on 'Camping and Increased Homeless' in regional camps sites. The Manager assisted with the development of policies, advising staff on how to's for interacting and staying safe, and identification of training needs.

Potential Areas Of Future Performance Improvement Measure #1: Continue to report activities and results during 2007/2008.

C1: “Provide Support, Guidance and Leadership in Your Fields of Expertise”

Performance Measure #2: % increase in the number of hits on the VCAS website

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	Baseline Established	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	+2%	+2%	+2%	+2%	

Target Achievement Status: [To Be Measured for 07/08 Reporting Period](#)

Measure Details: This measure reports on the percentage increase or decrease of hits on the VCAS website. This information will be obtained from the website’s server and compared quarter by quarter.

The Value Of This Measure: The internet is a valuable communication tool and is the primary resource that many people turn to when learning about a subject and about what organizations do. Based on this fact, we are using the website as a communication tool to share information about the organization and about the issues that face our clients. Tracking the number of hits on the website is a reflection of the value that the website has in acting as a communication tool.

Successes Realized With This Function In The Reporting Period: In Q4 of 2006/2007 we purchased the software that will enable us to establish a baseline of activity to begin reporting on this measure. Over the three month period from January to March we saw possible trends emerge. Overall we logged 8,497 to the main VCAS page. The second highest visited area, the program sections recorded 3371 hits, followed by the employment page at 2085 hits.

Potential Areas Of Future Performance Improvement Measure #2: We are in the initial stages of implementation and recording of the website data and fully anticipate refining the information sources starting in Q1 of 2007/08.

C2 “Provide Us With Opportunities To Help”

Performance Measure: # of volunteer opportunities provided

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	5	1	44	222	2/3rds of reporting periods met target
Benchmark Performance	N/A	15	15	15	

Target Achievement Status: On Target

Measure Details: This measure records the number of volunteers placed within VCAS each quarter.

The Value Of This Measure: Having community members volunteer with the organization provides them with the opportunity to help VCAS work towards achieving our mission while educating people about the issues that our clients face. This measure gauges our ability to include community members in the organization on a voluntary basis.

Successes Realized With This Function In The Reporting Period: The benchmark is very low in relation to the achieved performance as the Homeless Needs Survey provided VCAS with an opportunity to place a greater number of volunteers. The Homeless Needs Survey was an excellent way to provide community members with the chance to help the organization on a voluntary basis. The number of volunteers placed well exceeded the benchmark set for the agency. Based on the feedback from the volunteer surveys conducted after the Homeless Needs Survey research project was completed, there was a very high level of satisfaction with their involvement and a large percentage of people reported that they learned a great deal about homelessness issues in taking part in the project.

Potential Areas Of Future Performance Improvement: The process of collecting volunteer placement information is being streamlined for future reporting periods as the number of volunteers in the program areas are not always recorded in a centralized way. Based on current demands, it can be difficult to track and incorporate volunteers into our services delivery processes. This issue is being explored and volunteer opportunities created whenever possible.

C3: “Anticipate My Needs and Be There When I Need You”

Performance Measure: Customer ranking of our services

	2006/2007	2007/2008	Overall Annual Performance
Actual Performance	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: All VCAS programs will, in administering their annual client satisfaction surveys, ask two standardized questions. The data will be collected by identifying: 1) Do Cool Aid Society staff listen and respond to your needs? 2) Do our (housing/health/shelter) services meet your needs?

The Value Of This Measure: This measure will provide a method for clients to have direct feedback on what programming and services VCAS provides. This measure speaks to our desire to be responsive leaders and advocates in the eyes of our clients by anticipating trends, service gaps and changing needs from the customer’s perspective. We will ensure that the services that are available meet our client’s needs.

Successes Realized With This Function In The Reporting Period: With the current standardized measurement process in place we now have centralized and common questions. Having common questions across program areas will provide the agency with a shared set of information to evaluate overall customer service. Results to be reported in 2007/08.

Potential Areas Of Future Performance Improvement: Recommendations to be made in the 2007/08 reporting period.

C4: “Make Me Feel Safe and Respond To Me With Dignity and Respect”

Performance Measure: Client Satisfaction With Safety and Relationships With Agency Staff

	2006/2007	2007/2008	Overall Annual Performance
Actual Performance	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	90%	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: All VCAS programs will in administering their annual client satisfaction surveys ask four standardized questions. The data will be collected by asking the following questions on the client surveys: “The Staff”: 1) Are friendly and helpful to you 2) Are respectful 3) Are able to respond to emergencies AND “The Facility” 4) Your feelings of safety here

The Value Of This Measure: This measure will provide a method for clients to have direct feedback on the how VCAS provides services. This speaks to our desire to build trusting long-lasting relationships and partnerships with our clients. We will ensure that in the provision of our services we align with VCAS vision, mission, mandate and guiding principles.

Successes Realized With This Function In The Reporting Period: With the current standardized measurement process in place we now have centralized and common questions. Having common questions across program areas will provide the agency with a shared set of information to evaluate overall customer service. To be reported in 2007/08.

Potential Areas Of Future Performance Improvement: Recommendations to be made in the 2007/08 reporting period.

C5: “Be a Good Neighbour”

Performance Measure: Our Responsiveness to Neighbourhood Concerns

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	100%	VCAS is on target
Benchmark Performance	N/A	N/A	N/A	80%	

Target Achievement Status: On Target

Measure Details: This measure looks at neighbourhood concerns by a group or coalition. Our responsiveness to neighbourhood concerns: # community complaints divided by # successfully resolved – **this calculation only includes complaints that score a 1 on the “community solution scale”.**

The Value Of This Measure: This measure indicates how well we are able to respond to neighbourhood concerns. The qualitative discussion surrounding this measure is written from the log notes and provides context by discussing the issues that the agency is dealing with.

Successes Realized With This Function In The Reporting Period: From a qualitative perspective our responsive to neighbourhood concerns can be demonstrated through a number of efforts:

- The Community Health Centre uses regular staff meetings to discuss changes to the neighbourhood and raise awareness. This past quarter saw an increase in drug debris, open drug use, and a need for greater clean-up around the buildings’ exterior. As part of the remedy to address these concerns the Community Health Centre manager initiated, along with the other program managers from Housing and Shelter, daily power washing of sidewalks.
- The Shelter program has experienced a significant increase of individuals ‘sitting’ outside the downtown Streetlink Emergency Shelter. In an effort to mitigate neighbourhood concerns of safety and congestion the program put up signage indicating loitering not permitted and why. The program worked with police to agree on a response plan at Streetlink for evenings and mornings as this is a time of heavy traffic. Part of the treatment plan was to change the bed registration times from evening to early morning eliminating any operational reason for potential clients to loiter outside during evening. The change to bed registration helped address client concerns for evening safety, allowed for earlier bed registration for clients who work, and provided consistency with the Salvation Army’s bed registration procedures.
- In March the Shelter program manager attended two emergency meetings with police, local retail store owners, neighbours, and business representatives to discuss concerns and renew commitment to work together on community issues. A plan was formed to address specific concerns together and be consistent across the neighborhood with response to issues.
- The Supportive Housing program did not have any neighbourhood concerns this past quarter.

Potential Areas Of Future Performance Improvement: For future reporting periods recommend that we refine our data collection tool in order to more readily report on those issues/complaints that are from a particular group or coalition and our responsiveness.

P1: Develop New & Creative Approaches for Growing Our Resources and Expanding Our Services

Performance Measure: % of Cascade Scorecards That Meet Or Exceed The Benchmark

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	80%	90%	VCAS is on target
Benchmark Performance	N/A	N/A	80%	80%	

Target Achievement Status: On Target

Measure Details: Each of the program areas has their own way of introducing innovation and improvements into how they deliver services and therefore the outcomes are different for each of the program areas. It is necessary to have each program area set their own measurement for this objective and VCAS will report on the percentage of cascade scorecards that have met their targets.

The Community Health Program will measure the % of required funding for the ACCESS Health Centre that is in place as well as the % of the REES relocation plan completed to meet increased client demand.

The Housing Program will draw upon partnerships to develop innovative housing solutions by measuring the # of joint housing proposals/projects/initiatives that are being developed and operated in partnership.

The Shelter Program will count the number of bed nights each quarter, and compare to the same quarter in the previous year determining the extent to which the program develops capacity to provide shelter to Victoria’s at-risk population.

The Central Services will ensure that they have the capacity to meet existing needs and new demands by measuring the # of new positions unfilled.

The Value Of This Measure: This measure is reporting on a wide variety of practices that are being introduced to grow our resources and expand our services.

Successes Realized With This Function In The Reporting Period: For the 2006/07 reporting period a number of the cascades have a measure that is reported.

- REES has potentially secured a new location that will address their capacity.
- Housing is working in partnership with another local social services agency to develop 34 new construction housing units.
- The Shelter program provided an additional 2,007 beds compared to 2005/06.

Potential Areas Of Future Performance Improvement: Continue to report in the 2007/08 reporting period.

P2: Provide Consistency In Service Interaction

Performance Measure: # of service consistency complaints/suggestions collected by the forms DIVIDED BY # that were followed up on by staff

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	20%	VCAS is on target
Benchmark Performance	N/A	N/A	N/A	80%	

Target Achievement Status: **Caution, track consistency in service interactions**

Measure Details: This measure reports on our responsiveness to client complaints and suggestions concerning service consistency. Part of VCAS service excellence is stability and consistency with regard to client/staff interactions. In particular, we will monitor consistency in values such as dignity, respect and that our harm reduction philosophies are be delivered throughout all of our programs.

We will track the # of service consistency complaints/suggestions collected DIVIDED BY # that were followed up on by staff.

The Value Of This Measure: This measure uses information that is directly collected from clients who use our services and will provide an indication of the extent to which we have society-wide consistent uniform processes in place. Regardless where clients go within the organization they will receive the same treatment.

Successes Realized With This Function In The Reporting Period: During this period we had a number of suggestions and client complaints that were quickly addressed and rectified. However, none of the complaints were specifically related to service consistency.

Potential Areas Of Future Performance Improvement: Caution as we proceed. We will have to narrow what we track from the client suggestions and complaints forms. Our focus is to be client feedback on service consistency. Recommend that the MTC add specific on-going feedback methods regarding service consistency. These may include a question on the annual client satisfaction surveys such as, "do you use more than one of our services" if yes tie in with a consistency question. We will also look at continual feedback methods such as client comment cards (similar to those used by hotels and restaurants).

P3: We Learn From Our Clients In Order To Advocate Solutions Within Our Community

Performance Measure #1: % of program cascades that have met their targets for “advocating for client outcomes”

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	25%	1 out of 4 cascades reporting
Benchmark Performance	N/A	N/A	N/A	75%	

Target Achievement Status Measure #1: Caution, 1 out of 4 cascades advocated client outcomes

Performance Measure #1: % of program cascades that have met their targets for “advocating for client outcomes”

Measure Details: This measure will report on the percentage of cascade scorecards that have met their ‘advocating for client outcomes’ targets. The advocacy target for each cascade represents 25% of the overall agency benchmark of 75%.

The Shelters will count the # of client focus group discussions that are held at each facility; Housing will report on the number of direct consultations with clients initiated; Community Health will report on the % of external organizations or coalitions or agencies that has CHC staff representation on that also has client representation. Central Services will set a measure for this objective in 2007/08.

The Value Of This Measure: This measure acts as a mechanism for reporting on the successes realized by making opportunities to learn from our clients. This measure will highlight what formal methods of client advocacy the programs are conducting.

Successes Realized With This Function In The Reporting Period: 1 out of the 4 cascades advocated for client outcomes.

- In the 4th quarter the Community Health program was able to respond to a request from the Opposition Caucus to provide input, comments, questions and recommendations on issues regarding Mental Health. Some of the issues highlighted included the need for treatment options for women, the need for increased detox beds, and the need for additional community health care, case management, and outreach workers.

Potential Areas Of Future Performance Improvement Measure #1: Caution. Recommend that we revisit our measures and targets. There is a tendency to report day-to-day activities, for example the # of client meetings, and overlook the strategic client outcomes that align with this measure.

P3: We Learn From Our Clients In Order To Advocate Solutions Within Our Community

Performance Measure #2: % of key Homeless Needs Survey findings actively working on to influence government and social service provider decision makers

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	100%	Tentatively on target, to be reported in 07/08
Benchmark Performance	N/A	N/A	N/A	80%	

Target Achievement Status Measure #2: On Target

Performance Measure #2: % of key Homeless Needs Survey findings actively working on to influence government and social service provider decision makers.

Measure Details: This measure reports on VCAS efforts to advocate for client outcomes utilizing the key research findings from the Homeless Needs Survey. The purpose of the survey was to gain a deeper understanding of what people who are homeless or unstably housed feel they need in order to find and maintain housing. The Homeless Needs Survey was not just a count, as we know the numbers cannot be accurately determined, but was to gain a better understanding of the needs of people who are homeless or unstably housed, from people with this experience.

The question that the survey answered for the Capital Region was: “What housing and supports do people require when they are not housed or are in unstable housing?”

The Value Of This Measure: As a client-centred social service provider VCAS vision is to eliminate homelessness and improve the quality of life of our clients. This measure speaks directly to the needs of our clients from their point of view. We will advocate for what is relevant and important to our clients.

Successes Realized With This Function In The Reporting Period: The survey provided a wealth of detailed information about what is needed by people in our community who are inadequately housed and also dispelled some common myths about those who are homeless. Based on the survey of 815 homeless and unstably housed individuals in the Capital Region, the research report makes six basic recommendations:

1. Create a range of affordable housing options in the Capital Region.
2. Provide intensive community support for housing.
3. Provide a range of harm reduction and treatment services.
4. Provide income supports for people who are homeless or unstably housed.
5. Provide short-term solutions during the transition to affordable housing.

Potential Areas Of Future Performance Improvement Measure #2: With the baseline data gathered in the 4th quarter we have learned from our clients what they need. In the 2007/08 reporting period we will report on our advocacy efforts.

P4: Proactively Engage Our Customers to Communicate Who We Are & Our Capabilities

Update measure detail as status changed

Performance Measure: % of stakeholders being actively targeted in VCAS communication efforts

	Q4 06/07	Q4 07/08	Overall Annual Performance
Actual Performance	80	N/A	VCAS is on target
Benchmark Performance	80	N/A	

Target Achievement Status: **On Target**

Measure Details: This measure reports on the 'who' and the 'how' of VCAS efforts to share our vision mission, and mandate. Recognizing that there are many in our community who may not be aware of our services or the issues of homelessness, poverty and the circumstances of being marginalized, we will promote and educate through various public media. Target groups may represent groups that we have not traditionally connected with in the past.

This measure will look at the # of identified groups or constituents that should be targeted for promotional and educational communication efforts DIVDED BY # of identified groups or constituents that VCAS has actively targeted with communication efforts.

The Value Of This Measure: VCAS believes in building and sustaining partnerships and relies heavily on its relationships with others. This measure will illustrate noteworthy and new communication activities occurring within the last fiscal year.

Successes Realized With This Function In The Reporting Period: This past year VCAS was successful in elevating the profile of the organization.

- In particular is the ACCESS Health Centre project. This is an innovative partnership that will address gaps and improve services, improve the health of the Capital Region's most vulnerable and the quality of life for everyone downtown, and save taxpayer dollars. ACCESS is a powerful synergy of agency and government primary health care and social support providers. Our focus is to engage public sector support, key leadership donors, and downtown businesses and community partners. To this end we engaged KCI to do a feasibility study, and they interviewed many key stakeholders in the Victoria area. We engaged in a campaign to win Vancity's 1M dollar award; staff representatives met with many stakeholders to promote the project. Among these are David Black; Minister Coleman; Carole James; Gary Lunn; Keith Martin; Denise Savoie; Mayor Lowe; Ministers task force on Homelessness, Mental Health and Addictions; other NDP members; provincial labour unions; Vancity members and staffing groups; and Vancouver Gay/Transgender groups/organizations.
- The Casual Labour Pool renewed its membership with the Chamber of Commerce. This allows the program to connect with a broad base of businesses that may be otherwise apprehensive or not aware of the CCLP services.

Potential Areas Of Future Performance Improvement: Recommend that the MTC spend time identifying what it is we want to promote for 2007/08, with the possibility of developing other targeted presentations for Housing or Shelters.

P5: Actively Manage Capital Asset Plan

Performance Measure: % of Capital Asset funding needs that are being met by VCAS

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	N/A	Plan structure in place – to be used in 2007/2008
Benchmark Performance	N/A	N/A	N/A	N/A	

Target Achievement Status: Will Report for 2007/08 Reporting Period

Measure Details: This measure reports on our ability to identify our capital asset needs, set targets, and report on our effectiveness to meet those targets.

The Value Of This Measure: The Capital Asset Management Plan is a comprehensive facility plan that identifies what assets we have, what assets we will need, the timeframe of when we will need them, the replacement reserve plan for capital assets, and the identification of projected costs over the next twenty years.

Successes Realized With This Function In The Reporting Period: The framework for the Capital Asset Management Plan was completed in the spring of 2006. In 2007 we updated our extensive inventory information.

Potential Areas Of Future Performance Improvement: The framework for the Capital Asset Management Plan is in place. For the 2007/08 reporting period we will finalize the plan, and set targets based on gap and priorities. For example our targets for 2007/08 could be 20%.

P6: Develop & Integrate Systems and Processes to Leverage Cost Savings and Drive Efficiency

Performance Measure: % of central services CS-P06 measures that are achieved (# of processes/benchmarks towards objectives that are designed to drive efficiency of VCAS operations that have been achieved)

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	N/A	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: Operational excellence is an internal area that Central Services has the ability to affect positively or negatively. Measuring the % of Central Services systems and processes implemented that are designed to drive efficiency will effectively demonstrate this.

The Value Of This Measure: A primary function of Central Services is to provide support for the program areas to improve operational efficiencies, and this measure will report on the processes that Central Services staff intend to implement each year.

Successes Realized With This Function In The Reporting Period: This measure will be reported on in the 2007/08 reporting period. Central Service Cascade CS-PO6 goal is to create and update systems as necessary to improve processes and service delivery set by IT, Finance, HR, Fundraising and Communication, with targets reported up aggregately.

Potential Areas Of Future Performance Improvement: Recommendations will be made for the 2007/08 reporting period.

P7: Continuously Improve Our Ability to Manage Risk

Performance Measure: # of Risk Management Plan actions undertaken

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	19	Overall performance target for the year met
Benchmark Performance	3	3	3	3	

Target Achievement Status: On Target

Measure Details: This measure reports on the number of Risk Management Plan action items that have been followed up on each quarter. For the 2006/2007 year, the action items were not recorded by quarter, so the total number for the year is being reported in Q4. In the future, quarterly figures will be tracked.

The Value Of This Measure: The Risk Management Plan is in place to help the organization manage risk factors. This plan includes a log of actions that should be taken in order to mitigate risk. Targets in the number of preventative actions taken are set in order to effectively monitor the extent to which VCAS is implementing the Risk Management Plan.

Successes Realized With This Function In The Reporting Period: VCAS completed 19 risk action plan task items over the 2006/07 year, exceeding the benchmark of 12. Noteworthy examples include the risk action of inadequate communication resulting in poor communication across the organization at ALL levels. This was mitigated through the development of the Board and Staff Intranets. Another action item indicated that inadequate replacement reserves for Mike Gidora building results in potential financial loss to organization. The mitigation step was to pursue BC Housing to have all the units subsidized. This was achieved. Outdated policies and new policies were identified. Policies that have been implemented include Conflict Management, Communicable Disease, Violence Prevention Program, and Financial – i.e. Cheque Signing & Investment. A complete on-line Policy and Procedure Manual was created and is kept updated as policies are either revised or developed. The Manual is available on the Staff Intranet. Ongoing work is continuing to update Finance Policy and HR Policies.

Potential Areas Of Future Performance Improvement: Consideration will be given at the beginning of the 2007/08 year to which risk factors, as outlined in the Risk Management Plan, should be mitigated. Having a yearly plan in place will transform this measure from simply a reporting of the number of factors mitigated, and will provide a plan to mitigate the most pressing risk factors facing the organization. A procedure is in place to address and mitigate emerging risks using the Risk Analysis Worksheet Measurement Tool. We are awaiting a Board policy to align with VCAS Operational Risk policy. This will assist us in determining benchmarks for reporting.

P8: Minimize the Risk of Negative Workplace Environmental Factors

Performance Measure #1: % of employees who believe reasonable steps have been taken to prevent or reduce risk of violence

	06/07	07/08	Overall Annual Performance
Actual Performance	Benchmarks Established	Set Action Items	Benchmarks established
Benchmark Performance	Survey Implemented	Set Action Items	

Target Achievement Status: Benchmarks Established for 2007/08

Performance Measure #1: % of employees who believe reasonable steps have been taken to prevent or reduce risk of violence

Measure Details: The data for this measure was collected in the “Violence Prevention and Negative Workplace Factors” survey conducted in the spring of 2007. The specific question asked “Do you believe that reasonable steps have been taken to prevent or reduce the risk of violence in you work area?”

The Value Of This Measure: This measure will provide an opportunity for VCAS staff to have a direct impact on the strategic direction of the organization. Having an opportunity to incorporate direct feedback from staff in the design of their jobs and workplaces ensures that the experience of VCAS staff is an integral part of managing the workplace.

Successes Realized With This Function In The Reporting Period: We had 77 respondents to the Violence Prevention and Negative Workplace Factors survey; this is a 79% return of our 97 permanent employees, a pretty good response rate for surveys of this type. From the responses compiled we are able to set benchmarks concerning staff belief on mitigating workplace factors.

Potential Areas Of Future Performance Improvement: During the 1st quarter of 2007/08 we will be seeking additional staff feedback and presenting initial survey results. In the Fall of 2007/08 the Workplace Environmental Risk Assessment will be completed. By the 4th quarter we will have obtained comprehensive information about what employees identify as areas that would improve the working conditions in their programs.

P8: Minimize the Risk of Negative Workplace Environmental Factors

Performance Measure #2: Adherence to Environmental Risk Assessment

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	N/A	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: This measure reports on the percentage of recommendations, in conjunction with measure #1, made in the most recent Environmental Risk Assessment that have been implemented.

The Value Of This Measure: The Workplace Environmental Risk Assessment involves an inspection of each workplace for possible safety issues that may be present. Recommendations are made to mitigate the risks that are present at each VCAS workplace and to the Management Team Committee. This measure will indicate if the safety recommendations that have been made have been followed up on by the organization.

Successes Realized With This Function In The Reporting Period: A Workplace Environmental Risk Assessment will be conducted during the 2007/08 year and the recommendations from this assessment will make up the baseline for the 2007/08 measure.

Potential Areas Of Future Performance Improvement: The 07/2008 Environmental Risk Assessment will provide the basis for future recommendations.

P9: Set the Standard for Best Practice With Regards to Confidentiality and Ethical behaviours

Update measure details as status changed

Performance Measure: % of staff sign off on confidentiality and ethical behaviour agreements

	06/07	07/08	Overall Annual Performance
Actual Performance	N/A	To Be Determined	To be reported in 07/08
Benchmark Performance	N/A	To Be Determined	

Target Achievement Status: **To Be Measured for 07/08 Reporting Period**

Measure Details: This measure reports on the % of staff that have signed an annual confidentiality agreement to ensure that they understand the organization’s expectations regarding the handling of confidential client information. The form has yet to be developed, and as a result no staff have signed the form.

The Value Of This Measure: This measure will demonstrate the organization is ensuring that all staff are familiar with how to handle any sensitive information that they encounter in completing their job duties.

Successes Realized With This Function In The Reporting Period: We will implement an ongoing process to ensure that staff are familiar with the organization’s standards in regards to the handling of client information. Having a consistent process in place will ensure that all staff are reminded of the organization’s confidentiality policies at least once a year.

Potential Areas Of Future Performance Improvement: The confidentiality form will be designed in 2007/08 and all staff will be asked to review and sign the form.

PD1: Hire, Retain, & Train to Align Resources and Competencies

Performance Measure #1: % of performance reviews to target

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	17%	6%	5%	2%	Only 25% of targets for 06/07 were reached
Benchmark Performance	15%	18%	18%	20%	

Target Achievement Status: Target Not Met

Measure Details: This measure indicates the percentage of staff that had performance reviews completed during the quarter. Our goal is that every employee receive an evaluation once a year, the long term target for this measure is a figure of 25% each quarter. The benchmarks for 2006/2007 were set to gradually increase to this figure. The benchmarks for 2007/2008 will work toward having 25% of staff each quarter having a performance review.

The Value Of This Measure: This measure provides an indication of the extent to which we are able to deliver on our goal of having staff have a performance evaluation each year. Performance evaluations provide the organization with the information we need to ensure that staff have the skills to be able to be effective in their role with the organization. Conducting regular performance evaluations provides us with the information to ensure that as an organization we have the right people with the right skills in the right jobs.

Successes Realized With This Function In The Reporting Period: In the first quarter of 2006/2007 the organization met its goal for percentage of staff who received a performance evaluation.

Potential Areas Of Future Performance Improvement: The figures reported for Q2, Q3 and Q4 of 2006/2007 indicate that the organization is below its benchmarks in the percentage of staff that received a performance evaluation. Processes will be put in place to make regular performance evaluations a part of the normal operating processes of all components of the organization.

PD1: Hire, Retain, & Train to Align Resources and Competencies

Performance Measure #2: Staff Retention % (Casual Staff)

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	5.5%	Q4 target met
Benchmark Performance	N/A	N/A	N/A	10%	

Target Achievement Status: On Target

Measure Details: This measure indicates the percentage of casual staff that left the organization voluntarily in the quarter. Staff that left the organization involuntarily are not included in this calculation. Casual staff and permanent staff turnover rates are presented in two different performance measures because they are two very different groups of staff with very different turnover rates. Because the two groups are so different reporting on the figures separately allows the organization to understand and respond to the different needs of each group and track the separate turnover rates over time.

The Value Of This Measure: Knowing the turnover of casual staff will allow the organization to plan for recruitment and attempt to evaluate the retention strategies that are in place for our casual employees. Casual employees have a higher turnover rate than permanent employees, and VCAS can work towards decreasing this gap by adjusting practices aimed at retaining casual workers. A decrease in the turnover rate of casual staff would decrease costs associated with recruiting and training new staff members and may improve the quality of the services that are delivered to our clients.

Successes Realized With This Function In The Reporting Period: The reported turnover rate for Q4 of 2006/2006 was a little more than half of the benchmark that the organization aimed for.

Potential Areas Of Future Performance Improvement: Although the organization easily met the Q4 2006/2007 target for this measure, VCAS will continue to work towards understanding the reasons why casual staff leave the organization, and when possible work towards mitigating these issues. Exit interviews are a valuable source of information for initiatives that are aimed at decreasing casual employee turnover. In Q4 VCAS implemented an Exit Survey policy and questionnaire designed to capture information that will assist us with identifying recruitment and retention strategies.

PD1: Hire, Retain, & Train to Align Resources and Competencies

Performance Measure #3: Staff Retention % (Permanent Staff)

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	2%	3%	1%	Targets met or exceeded in every quarter reported
Benchmark Performance	N/A	3%	3%	3%	

Target Achievement Status: On Target

Measure Details: This measure indicates the percentage of permanent staff that left the organization voluntarily in the quarter. Staff that left the organization involuntarily are not included in this calculation. Casual staff and permanent staff turnover rates are presented in two different performance measures because they are two very different groups of staff with very different turnover rates. Because the two groups are so different reporting on the figures separately allows the organization to understand and respond to the different needs of each group and track the separate turnover rates over time.

The Value Of This Measure: Knowing the turnover of permanent staff will allow the organization to plan for recruitment and attempt to evaluate the retention strategies that are in place for their permanent employees. A decrease in the turnover rate of permanent staff would decrease costs associated with recruiting and training new staff members and may improve the quality of the services that are delivered to our clients.

Successes Realized With This Function In The Reporting Period: The reported turnover rate for permanent staff for 2006/2007 was below the established benchmarks in each of the periods the figure was reported.

Potential Areas Of Future Performance Improvement: Although the organization easily met the 2006/2007 targets for this measure, VCAS will work towards understanding the reasons why permanent staff leave the organization, and when possible work towards mitigating these issues. Exit interviews are a valuable source of information for initiatives that are aimed at decreasing casual employee turnover. In Q4 VCAS implemented an Exit Survey policy and questionnaire designed to capture information that will assist us with identifying recruitment and retention strategies.

PD2: Nurture A Culture That Supports & Advocates For the Importance of Work Life Balance

Performance Measure: % of employees that are aware of information provided about workplace stress management, injury prevention, work/family balance, exercise, sleep, and conflict resolution skills.

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	N/A	Data not collected during 06/07 reporting period – to be reported in 07/08
Benchmark Performance	N/A	N/A	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: In the 2007/2008 reporting period questions will be asked on a staff survey about employee awareness of information provided about workplace stress management, injury prevention, work/family balance, exercise, sleep, and conflict resolution skills.

The Value Of This Measure: Recognizing that a healthy workplace results in improved outcomes and performance for both employees and Cool Aid as a whole, VCAS is dedicated to assisting employees in maintaining a safe workplace, managing stress, preventing injuries, balancing work and family, promoting workplace wellness exercise, increasing sleep quality and providing conflict resolution information. This measure will solicit feedback from staff to determine their knowledge of what VCAS does to assist with these areas.

Successes Realized With This Function In The Reporting Period: A survey was not administered in 2006/2007, so it is hard to determine what employees feel about this subject until some baseline data is gathered. An indication of the number of employees who are familiar with the resources that VCAS offers its employees is provided by the Violence Prevention and Negative Workplace Factors survey administered in the spring of 2007, which revealed that a large portion of employees accessing the VCAS Employee Assistance Program found the services very helpful.

Potential Areas Of Future Performance Improvement: The staff survey conducted in the 2007/2008 reporting period will provide information upon which recommendations can be made.

PD3: Align Staff and Organizational Values by Fostering a Culture That Embraces Innovation, Team Work, Leadership, & Knowledge Sharing

Performance Measure #1: % of cascades that meet their targets

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	75%	Q4 target exceeded
Benchmark Performance	N/A	N/A	N/A	50% attendance	

Target Achievement Status: Target Exceeded

Measure Details: Each of the program areas has a unique way of aligning staff values with organizational values. To take this into consideration, this measure reports on the percentage of cascades that have met their targets on aligning staff values and organizational values.

The Housing and Shelter program have set benchmarks on the percentage of staff attending staff meetings. The Health Program has set a benchmark on the percentage of staff who actively participate in a staff function or organizational event. Central Services will report on the number of times staff participates in Health, Housing, and Shelter program meetings and team development activities.

The Value Of This Measure: As a decentralized organization it falls to each program area to ensure its staff are familiar with the values, goals, and operational needs of the whole organization.

Successes Realized With This Function In The Reporting Period:

- Community Health exceeded the benchmark for staff who actively participated in functions or events in the previous quarter. The Health Centre hosted a popular March fundraiser in support of the ACCESS Health Centre. Staff, Board, and friends of the Health Centre attended. VCAS Staff Development Committee has two representatives from Health including the Coordinator of REES and a Medical Office Assistant. In order to link resources from REES and Health, the Coordinator REES also attends Health Services staff meetings.
- Housing met the benchmark of 50% of employees attending staff meetings.
- Shelters exceeded the benchmark of 50% staff meeting attendance. Overall 107 shelter employees participated in staff meetings during January to March. Streetlink Emergency Shelter had six meetings with 72 staff attending. The meetings included four general staff meetings, one meeting specifically for Team Leaders, and one informal pizza staff check-in. During the same period Sandy Merriman Women’s Emergency Shelter hosted five meetings; 35 staff attended. These consisted of three general staff meetings with additional meetings specifically for casual and overnight staff.

Potential Areas Of Future Performance Improvement Measure #1: Continue reporting for the 2007/2008 reporting period.

PD3: Align Staff and Organizational Values by Fostering a Culture That Embraces Innovation, Team Work, Leadership, & Knowledge Sharing

Performance Measure #2: % of staff that are satisfied with their inclusion in innovation, teamwork, leadership and knowledge sharing

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	N/A	N/A	N/A	Q4 target met
Benchmark Performance	N/A	N/A	N/A	N/A	

Target Achievement Status: To Be Measured for 07/08 Reporting Period

Measure Details: In the 2007/2008 reporting period questions will be asked on a staff survey about staff satisfaction with their inclusion in innovation, teamwork, leadership and knowledge sharing.

The Value Of This Measure: Recognizing that we are diverse and decentralized we will facilitate information sharing and team development at all levels of the organization with the belief that meaningful participation is the first step to fostering an organizational culture of shared leadership, learning, and accountability. The results from a question on the staff survey will provide an indication to the organization of how successful it is in aligning staff and organizational values.

Successes Realized With This Function In The Reporting Period: Not yet reporting.

Potential Areas Of Future Performance Improvement Measure #2: The staff survey conducted in the 2007/2008 reporting period will provide information for recommendations to be made.

Both measures look at staff engagement activities from two different perspectives: one staff driven the other program and organizationally driven. As we progress we will have access to helpful data that will inform future staff initiatives.

PD4: Provide IT Solutions To Empower Effective Decision Making & Information Sharing

Performance Measure #1: % of staff utilizing web solutions

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	33%	67%	58.7	Both targets for 2006/2007 not met
Benchmark Performance	75%	75%	75%	75%	

Target Achievement Status: **Target Not Met**

Measure Details: This performance measure records the percentage of staff who responds to a test email. This is designed to provide an indication of the percentage of staff that is checking their email accounts when they are at work.

The Value Of This Measure: VCAS is a decentralized organization with many types of work schedules, including overnight shifts. Email communication is one of the primary modes of sharing organizational information. Given the number of employees we have it should be an effective tool that reaches many people, quickly.

This measure will provide an indication of the percentage of employees that are checking their email.

Successes Realized With This Function In The Reporting Period: In the three tests that were conducted in the 2006/2007 reporting period, none of the results reached the predetermined benchmark. However, the rate of response to the test more than doubled between Q2 and Q3 and declined slightly in Q4 of 2007.

Potential Areas Of Future Performance Improvement: Possible initiatives may include attending staff meetings to promote email, and to offer training sessions for staff who may be unfamiliar with Outlook. Recommendations will be made in the 2007/2008 reporting period.

PD4: Provide IT Solutions To Empower Effective Decision Making & Information Sharing

Performance Measure #2: # of Intranet Updates Each Quarter

	Q1 06/07	Q2 06/07	Q3 06/07	Q4 06/07	Overall Annual Performance
Actual Performance	N/A	4	12	12	All 06/07 Targets Met
Benchmark Performance	N/A	4	10	12	

Target Achievement Status: On Target

Measure Details: This measure records the number of times the VCAS intranet site is updated each quarter.

The Value Of This Measure: The VCAS intranet site is one of the ways that our decentralized organization is able to communicate with all staff in a consistent manner about policies, committee minutes, events and ongoing issues that are affecting the organization. For this tool to be a useful one for staff, we will promote to encourage its use on an ongoing basis. Setting targets for the number of updates ensures that as an organization we become accustomed to making sure that regular stories that unfold in the organization are communicated to staff and that staff make an effort to make regular visits for information.

Successes Realized With This Function In The Reporting Period: VCAS met the targets for Q2, Q3 and Q4 for the number of intranet updates. The benchmark number of updates increased for each of the quarters, as the intranet site is a new communication tool for the organization and it was necessary build up our capacity to keep the site up to date. Even with the increasing benchmark numbers, VCAS was able to meet or exceed the goal in each of the quarters the figure was reported.

Potential Areas Of Future Performance Improvement: The intranet as an internal communication tool is still in its infancy. VCAS will continue to be able to increase the number of times the site is updated with materials. Consideration will also be given to not only the number of updates, but also the type and nature of updates that are made. Regular updates to policies, minutes, and newsworthy happenings keep staff connected and are in some cases a by-product of current work. There is a possibility to include both current organizational as well as community news. With a decentralized organization it is easy for staff in one area not to know what is going on in the other areas. The intranet site can be used as a tool to inform staff about news in other program areas and about external issues that affect the organization.

In the near future we will be able to track and report on the number of visits to the staff site.