



**5th annual  
Outcomes  
Management  
Report**

2 0 1 3 - 2 0 1 4



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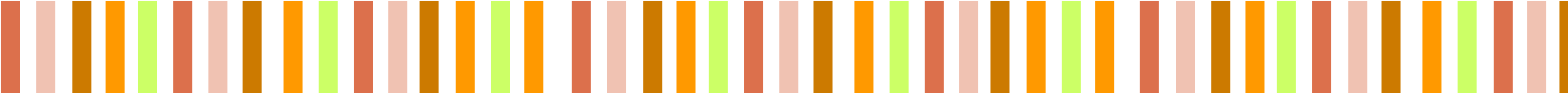
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## Message from Mainstream's Board President

Mainstream, an organization with a purpose and a dream. Striving to provide the best possible services to the people we support so they can be the best they can be.

As the new President of the Board of Directors, since October of 2013, I am proud to follow in the footsteps of our previous President, Michael Robertson. I am committed to guiding our Board to ensure we continue to make and support decisions which will serve the best interests of our program participants and employees as well as the two corporations known as Mainstream.

I have been on the Board since November of 2008. During this time I have gained a solid understanding and appreciation for the unique culture of Mainstream and its commitment to improving the lives of adults with a developmental disability. It has been an honour working with the other members of the Board; a group of caring professionals who volunteer their time because Mainstream has a special meaning to them.

I bring over 27 years of business and customer service experience to the position of Board President. I believe this experience will help me to guide the Board to ensure we meet all our governance and legislated responsibilities while ensuring a solid future for the organization.

Over the past year the Board has overseen a number of improvements and updates to some of our facilities, approved the current year's budgets and met the governance standards for accreditation and the MCSS Compliance Review. At the same time, I believe we have kept up to date with all the changes and events that have occurred across the organization and in the Developmental Services sector.

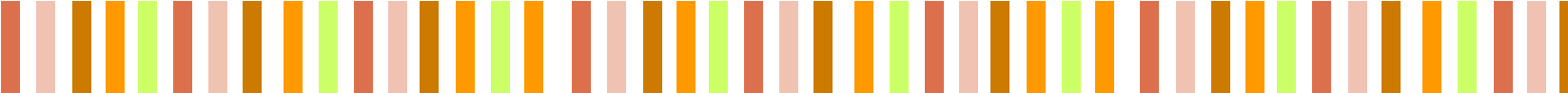
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On behalf of the Board I would like to thank all our employees and offer congratulations for the part they have played in what has been another successful year. Your dedication to the people we support, even during times of personal crisis, is truly inspiring.

Going forward, the Board is committed to their governance role and will make every effort to ensure Mainstream can continue to improve the services we offer so that people supported can be the best they can be. Our dream is their dream.

*Rob Stinson*



## Mainstream's Board of Directors

### Mainstream Board of Directors 2013 - 2014

#### **Adam Bosak**

Adam is an Investment Advisor & Financial Planner with RBC Wealth Management RBC Dominion Securities Inc. He has made a significant contribution to Mainstream as a member of the Golf Committee for the past four years. He became a member of the Board in March 2012.

#### **Dennis Cheredar**

Dennis is a Certified Management Accountant and a Certified Financial Planner. He has worked with several non profit and for profit businesses over the course of his 23 year career. He has also taught Accounting and Financial Planning at Niagara College and Mohawk College.

#### **Kim Demoel**

Kim has been on the Board for the past 5 years and has volunteered on Mainstream's Golf Committee for the past seven years. She brings a wealth of banking experience to the Board having worked in the industry for over twenty-five years.

#### **Gary Enskat**

Gary became a Board member in November 2009 and has brought his expertise and experience as a lawyer with Martin Sheppard Fraser LLP to the board. Gary has previous board experience with a number of non profit organizations in the area.

#### **Jeff Kelly**

Jeff has been the Treasurer of the Board for the past 11 years and a director since 1996. He is an accountant and the Financial Controller for Vesuvius Canada Refractories Inc. in Welland.

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## Mainstream's Board of Directors

### **Michael Robertson**

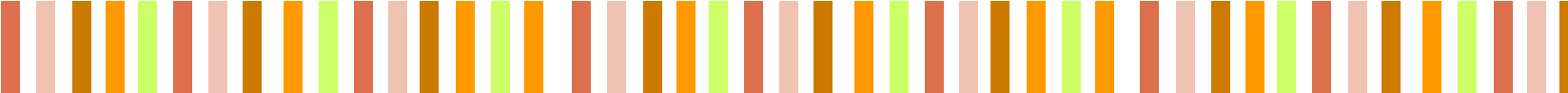
Michael has been a Board member since 2007 and this past year has held the position of Vice President. He is currently an instructor in the Faculty of Business at Brock University with a concentration in Corporate Entrepreneurship and New Venture Creation and Financing.

### **Janet Rylett**

Janet has been a Board member since November 2005. She has worked in the field of developmental disabilities since 1977 and currently holds a position as a Special Needs Facilitator with the Niagara Catholic District School Board. Janet served as Board Secretary this past year.

### **Rob Stinson**

Rob currently works as a service advisor for Thorold Lumber and Rental. Prior to this position Rob owned and operated a water treatment business for over fifteen years. Rob has been a Board member since November 2008. This past year he held the position of President of the Board.



## Message from Mainstream's Executive Director

As Executive Director of Mainstream: An Unsheltered Workshop and St. Catharines Mainstream Non Profit Housing Project it is my pleasure to introduce Mainstream's Annual Outcomes Management Report.

This is our 5<sup>th</sup> Outcomes Management Report and it is produced to coincide with our organization's 28<sup>th</sup> Annual General Meeting. We have continued to produce this report for the past 5 years in order to:

- inform the people we support, their families, our funders and community partners of the many activities, events and initiatives that have taken place over the past year,
- clearly show all our stakeholders the work we have done to meet our mission, 'to improve quality of life for people with a developmental disability by providing a supportive environment that strives to empower individuals with the necessary skills and confidence for lifelong learning and growth', and
- use the survey results and program statistics to assist us in planning for the future.

While the Outcomes Management Report documents the many accomplishments that have occurred over the past year it also provides insight into what we need to accomplish in the future.

This past year went by faster than ever and 'change' was once again the word of the day. I am extremely proud of what we were able to accomplish over the past year and believe we have many reasons to celebrate. We have earned our second 4-year accreditation status from FOCUS Accreditation Services, completed a successful Ministry of Community and Social Services compliance review of our day program services, met the majority of our satisfaction targets for participants and stakeholders, initiated a Quality Improvement Committee, produced a Rights Video, and made considerable progress in our quest to become a Person Centred



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Thinking organization. These accomplishments involved everyone in our agency, from the people we support, to our employees to the Board of Directors. It really has been a team effort! I would especially like to credit and thank all our employees for the critical role they have played in the success. In spite of ever-increasing expectations, changes and challenges, they have remained committed to doing their best to ensure the people they support have the opportunity to live the life they want.

I believe the new initiatives we have introduced have helped to establish Mainstream as a leader in our sector and positioned the organization to meet the future demand for services. However we continue to face significant challenges as a result of a 5-year funding freeze. While the Ministry's commitment of \$810 million and their goal to eliminate the wait lists over the next 4 years has brought optimism for people requiring services and their families it does not address the pressures that our organization is under. Meeting all our legislative responsibilities while continually improving services and adding innovative programs without an increase in resources is becoming more and more challenging. I expect the coming year will continue to bring new pressures and changes to our organization and the sector. More than ever we will need to increase our efforts to find innovative solutions to reduce costs and increase revenue in order to meet these pressures. I am confident that with the support and guidance of the Board of Directors and our dedicated employees we are up to the challenge.

*Kevin Berswick*



## Our Mission Statement

To improve quality of life for people with a developmental disability by providing a supportive environment that strives to empower individuals with the necessary skills and confidence for lifelong learning and growth.

# Outcomes Management Report

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## Our Philosophy

The goal of Mainstream is: “That all people are able to develop their full potential as individuals with respect and dignity, enjoy integration in the community and have the opportunity to prepare for their future.”

This goal challenges a community to have all people experience equality, individuality and social role valorization. The dignity and self-respect that people enjoy in their own communities are a result of a supportive environment that fosters personal growth, self-reliance and acceptance.

In working towards this goal, Mainstream will provide the necessary resources and supports to ensure that individuals who have a developmental disability:

- Have the opportunity to lead full and productive lives and have the ability to recognize and reach their potential in the competitive workforce
- Are made aware of services and programs available to them in the community
- Have access to affordable housing which enables them to experience independence with the benefit of support services
- Be valued contributors in the community with due recognition of their accomplishments

Recognizing that our daily experiences go hand-in-hand with our quality of life, our aim is to provide the necessary tools that will enable each individual to:

- Exercise self-direction and ownership of choices
- Develop social skills and realize their full potential
- Deal with real life situations effectively
- Enjoy friendships and other supportive relationships
- Exercise their rights responsibly

In conclusion, Mainstream is all about people supporting people. It upholds the ideals of mutual respect, the value of individuality and an open mindedness towards the ever changing needs of people.

## What is an Outcomes Management Report?



An Outcomes Management Report is like a report card.

It tells you **what we are doing well**.

It also tells you **what we want to work on** this year so that we can get even better.



Every year, we will make a report like this one. The report will show what changed in the last year and what we still want to do.



Some of the information in this report may be hard to understand. If you have any questions, please contact Céline Parent, Quality Improvement Coordinator.

- **call her** at 905-682-3924 x 26
- **email her** at [cparent@mainstreamservices.com](mailto:cparent@mainstreamservices.com)
- **or talk to her** at the Options Niagara building at 91 Pelham Road

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## Mainstream's 2012-2015 Strategic Plan



## Strategic Plan 2012-2015

Our 2012-2015 Strategic Plan has three strategic goals:

- Continuous Quality Improvement
- Person-Centred Thinking
- Community Partnerships

We have been working on many different activities that fall under each of these goals. The following strategic activities were completed in the past year:

### Continuous Quality Improvement - accomplishments

- Mainstream received **4-year Accreditation** status in December 2013 from FOCUS Accreditation Services
- Accreditation Committee was renamed the Continuous Quality Improvement Committee. It continues to meet every 3 weeks.
- All employees attended the **2014 training weeks** held in late January and early February
- Rights Council was renamed The Right TRAQ (Teaching, Rights, Advocacy and Quality Improvement)
- The Right TRAQ Committee **produced a slide show to teach rights** to people supported and employees
- All employees have access to and now use AIMS as a tool for tracking, planning and improving supports
- Mainstream: An Unsheltered Workshop underwent a **MCSS Compliance Review** in May 2013. It was found to be in full compliance
- The Board approved **succession plans for key management positions**
- Mainstream **website was updated** with a new look

## Strategic Plan 2012-2015

### Person-Centred Thinking (PCT) - accomplishments

- All employees have received PCT training
- 3 employees became certified PCT Trainers
- A part-time PCT Training Co-ordinator position was created in April 2013 to provide further teaching and coaching of PCT concepts and tools
- Mainstream, with Helen Sanderson and Associates (HSA) Canada organized and provided Certified PCT Training to 10 people from 8 organizations in Niagara
- All employees have completed a one-page profile to share with co-workers and people supported
- Mainstream's Person Centred Thinking Committee was formed
- Picture a day project is used to demonstrate the value of PCT
- 8 employees attended the Learning Community Gathering hosted by HSA Canada
- A Progress for Providers assessment has been completed. It shows us where we are as a PCT organization and the progress we need make.



## Strategic Plan 2012-2015

### Community Partnerships - accomplishments

- Produced an employment video to introduce Mainstream to potential employers
- Received MCSS funding to expand the Graffiti Removal program in March 2013
- The Anti Bullying Production performed at 80 schools across Niagara and was attended by over 10,000 students and teachers
- Options Niagara held an Information and Resource Fair (called Pathways to Success) in October. Pathways brought together 40 vendors offering specialized services/supports for people with disabilities. It was attended by over 200 people
- Brought Person Centred Thinking to 12 United Way sponsored agencies
- The Board of Directors approved a proposal from Brock University's Business Consulting Group to complete a Brand Audit. The project is expected to be completed by October 2014
- Graffiti Removal team removed graffiti for Cogeco, City of St. Catharines, Niagara Region and St. Catharines Downtown Association locations



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## Continuous Quality Improvement

Accreditation  
Employee engagement & development  
Program Reviews & Design  
Core Competencies  
Risk Management

## Person Centred Thinking

Person Directed Planning  
Individualized Funding

## Building Relationships Together

## Community Partnerships

Branding  
Website design  
Social networking  
Advocacy  
Corporate Schools, Universities and Colleges  
Volunteers  
Families  
Paid Employment  
Fundraising



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## Person-Centred Thinking



## Person-Centred Thinking

Mainstream strongly believes in offering services and supports in ways that **meet the individual wishes and needs** of each person. One of Mainstream's strategic goals is **to become a truly person-centred organization**. In order to do that, we have committed a lot of time and resources to ensure that employees receive training to develop strong skills in person-centred thinking. Since 2011:

- **3 employees** have been trained by Helen Sanderson Associates (HSA) Canada to **become certified Person-Centred Thinking trainers**
- All employees have completed a **2-day Person-Centred Thinking course** and continue to receive ongoing coaching in team meetings and one to one
- Employees received **10 hours of Person-centred thinking training** during our 2014 employee training weeks
- **8 employees attended The Gathering**, a 2-day learning community for person-centred practices

As a way of sharing person-centred thinking stories across the organization, Mainstream employees receive a weekly **photo-a-day email**. This email shares photos and stories of people using services doing activities that are important and meaningful to them. We have included some of these photos and stories in this year's Outcomes Management Report . We hope you enjoy them as much as we did.

## Person-Centred Thinking



These ladies have been housemates for years and have developed a strong relationship of support to each other. Using their individual strengths they work together so that they can do all sorts of activities such as going to the mall, out for lunch or for coffee.



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## Mainstream's Programs



## Resource Centre

The Resource Centre:

- is based out of our main building at 263 Pelham Road in St. Catharines
- is open Monday to Friday
- provides support to adults with a developmental disability

The Resource Centre creates learning opportunities based on people's goals. They do this by:

- teaching classes that focus on specific skills
- helping people connect to their community
- supporting work and volunteer opportunities

There are different ways that people can attend the Resource Centre. They can attend by:

- taking one of the spots funded by the Ministry of Community and Social Services (MCSS)
- using their Passport funding to pay for a spot (\$25/day)
- paying a daily fee to attend (\$25/day)



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## Resource Centre

How many **men** and **women** came to the Resource Centre in 2013-2014?

- **33 men** come to the Resource Centre
- **36 women** come to the Resource Centre

How **did** people attend the Resource Centre?

- **34** people used MCSS funded spots
- **6** people used Passport Funding
- **4** people paid out of pocket
- **25** people are in our Residential programs and can attend the Resource Centre if they wish.

How **old** are the people who attend the Resource Centre?

- **29** people are between 18-34
- **37** people are between 35-64
- **3** people are older than 65

- Last year **4** people joined the Resource Centre and **4** people left.
- A total of **1020 hours of support** were used by people attending the Resource Centre

How many people were in **volunteer placements**?

- There were **15** different volunteer placement locations
- **19** people volunteered at one or more of these locations with support from Mainstream.

The locations are:

- Big Lots (7 volunteers)
- Avondale (2 volunteers)
- Manchester after school program (2 volunteers)
- Rykert after school program (1 volunteer)
- Swiss Chalet (1 volunteer)
- Goodwill (1 volunteer)
- Habitat for Humanity ReStore (2 volunteers)
- Niagara Centre for Independent Living (1 volunteer)
- Bibles for Missions (1 volunteer)
- Meals on Wheels (1 volunteer)
- Extencicare (3 volunteers)
- Mainstream (1 volunteer)
- Garden City Manor (1 volunteer)
- YWCA (1 volunteer)



## Supportive Independent Living (SIL)

SIL provides support to adults with a developmental disability to live in the community. Some live independently, some live with a housemate and some live with a partner.

SIL supports people by:

- providing assistance in areas such as finances, medical care and lifeskills
- teaching independent living skills
- helping people connect to their community

The Supportive Independent Living (SIL) office is located at our main building at 263 Pelham Road in St. Catharines. Some people in SIL come to the office for support and others receive support in their homes.

People in the Supportive Independent Living program can live in a variety of different locations. Some live:

- in Mainstream-owned housing
- in housing owned by a private landlord
- in their own home
- in a retirement home

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## Supportive Independent Living (SIL)

How old are the people in SIL?

- 9 people are between 18-34
- 25 people are between 35-64
- 5 people are older than 65

Last year 1 person came into SIL and 2 people left.

How many men and women are in SIL?

- there are 22 men in SIL
- there are 17 women in SIL

What kind of support do people in SIL get from the program?

- 17 people get support with their finances (banking, budgeting etc)
- 17 people get support with medications and medical appointments
- 22 people get support with lifeskills like learning how to cook or clean

There are many other areas that people in SIL get support with. It depends on what they need and want. For example:

- 9 people get support to make community connections
- 9 people get counselling (for relationships, mental health, employment)
- 4 people get relationship support (family relationships, friendships etc)
- 5 people are working on safety skills
- 6 people are working on employment
- 2 people are working on computer skills
- 1 person is getting legal support
- 1 person is getting support with pet care

How many people work or volunteer in SIL?

15 people in SIL work a total of 16 jobs. These jobs are at locations such as the St. Catharines General Hospital, Niagara This Week, The Raft, St. Catharines Standard, St. Catharines Curling Club, Dom's Restaurant, Johnny Rocco's and Mainstream.

10 people in SIL hold a total of 11 volunteer positions. They volunteer at Garden City Manor, Swiss Chalet, Bethlehem Place, St. Alfred's Church, Red Cross, Extendicare, St. Catharines Falcons, St. Catharines General Hospital and Mainstream.

## Person-Centred Thinking



These three friends meet once a week at the Kiwanis Centre.

They work on their reading and writing skills together. It is something that is important to all three of them.

## Person-Centred Thinking

Everyone has different ideas about what makes a great birthday. This gentleman spent his birthday doing what he loves. Using a palm sander and a drill he made his own wooden box.

This is a great example of taking the time to truly listen to what is important to a person and then providing support to help make it happen.





## Supported Living (SL)

Supported Living is a program that provides residential support to adults with a developmental disability in a group living situation.

Support is:

- available 24 hours per day
- based on individual need
- provided in a way that promotes personal choice, personal development and community involvement

Mainstream has 3 Supported Living homes in St. Catharines.

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## Supported Living (SL)

How many **men** and **women** are in the Supported Living Program

- there are **10 men** in SL
- there are **5 women** in SL

How **old** are the people in the Supported Living program?

- **2** people are between 18-34
- **10** people are between 35-64
- **3** people are older than 65

Last year **1** person came into the SL program. **No one** left the program.

How **many years** have people been in the Supported Living program?

- **5** people have been in SL for **1-5 years**
- **5** people have been in SL for **6-10 years**
- **1** people have been in SL for **11-15 years**
- **1** person has been in SL for **16-20 years**
- **3** people have been in SL for over **20 years**



## Options Niagara

Options Niagara:

- is located at 91 Pelham, down the street from our main building
- is Mainstream's only regional program. That means they provide support to people living anywhere in the Niagara Region - from Fort Erie all the way to the Hamilton border.
- provides support to adults with a developmental disability who are between the ages of 18 and 28

Options Niagara helps young adults make the transition from school to community life. They do this by:

- getting to know the person and helping them figure out what they want to do
- encouraging the person to use the supports they already have in their life and develop new ones
- supporting the person to connect to community services
- teaching specific skills one-to-one or in small groups



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## Options Niagara

How many **men** and **women** had support from Options Niagara in 2013-2014?

- **87 men** had support from Options
- **61 women** had support from Options

- Last year **48** people came into the Options Niagara program and **7** people left.

Where do people in Options Niagara live?

- **62** people live in **St. Catharines/Thorold**
- **30** people live in **Niagara Falls**
- **12** people live in **Grimsby/Beamsville**
- **17** people live in **Welland/Fonthill**
- **27** people live in **Port Colborne/Fort Erie**

How many people were in **volunteer placements**?

- **49** people in Options Niagara volunteered at **53** different placements in 2013-2014
- **6** people had **more than one volunteer position**
- **45** of those volunteer placements were held **without support**
- **8** of them were **with support**

How many people **worked**?

- **35** people in Options Niagara had a paid job
- **8** people had **more than one job**
- In total, people in Options Niagara held **42 paid jobs** in 2013-2014
- **32** of these jobs were done **independently**
- **10** of them were done **with support**

## Options Niagara - Transitional Aged Youth (TAY)

In July 2010, a part-time position was added to the Options Niagara program: **Transitional Aged Youth (TAY) Placement Facilitator**. The TAY Placement Facilitator works with youth (16 - 18 years old) involved with Family and Children's Services (FACS) who:

- have a developmental disability and
- have crown ward status

The TAY placement facilitator works with each youth, their support network and community organizations to ensure that they have the support they need to successfully transition from the child welfare system to adult developmental services.



During the 2013-2014 fiscal year a total of **23** people were supported by the TAY Placement Facilitator.

- there were **14 referrals** to the TAY Placement Facilitator
- **14** young adults turned 18 and were supported to transition out of the child welfare system.

# Outcomes Management Report

2013 - 2014

## Graffiti Removal Program

Mainstream's Graffiti Removal Program is **now in its 6th year**. It all started in 2007 when Mainstream received a United Way Innovation Grant of \$10,400 and has continued to grow and expand every year.

In 2013-2014, the Graffiti Removal Team was made up of **21 part-time trainees**. The team was lead by a full-time Job Readiness Coach and supervised by Mainstream's Communication and Community Development Coordinator. The trainees earn minimum wage for all hours worked . In 2013-2014, a total of **\$6,735 was paid out to members of the Graffiti Removal Team**.

Between April and November, members of the Graffiti Removal Team went out five days per week (weather permitting) to remove graffiti from locations that were called in to the Graffiti Hotline.



Between April 1, 2013 and March 31, 2014, the Graffiti Removal Team **cleaned a total of 407 sites** in St. Catharines.

They cleaned:

- 190 Cogeco Cable boxes
- 128 city parks
- 66 Niagara Region street furnishings
- 9 Downtown Association sites
- 14 sites owned by private citizens or businesses

During the 2013-2014 fiscal year, Mainstream received \$20,900 for the work they completed.

## Bullying Hurts Production

When Mainstream asked local elementary schools what theme our next puppet production should focus on, the response was unanimous:

### Bullying!

A director and a playwright were hired and a new script was developed. In November 2012, Mainstream's Bullying Hurts production premiered at Hernder Estates Winery to great acclaim.

The Bullying Hurts production received funding from numerous sources and, over the course of two years, was performed at every elementary school in the Niagara Region. Performances in schools began in January 2013 and continued until May 2013. They resumed in October 2013 and continued until the end of the 2014 school year.

Some facts about the Bullying Hurts Production for the 2013-2014 school year:

- Number of puppeteers: 13
- Number of performances: 80 (48 for schools in the District School Board of Niagara (DSBN) and 32 for schools within the Niagara Catholic District School Board (NCDSB))
- Number of Niagara elementary school students who saw the performance during the 2013-2014 school year: 10,050



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## Bullying Hurts Production - Feedback

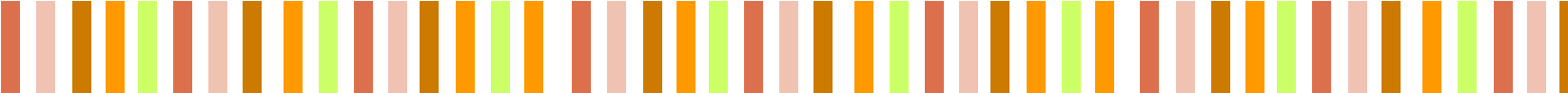
Here is a sample of some of the feedback we received about the production:

- “Your group visited our school with the Bullying Presentation and I just wanted to thank you again for a wonderful performance! As I looked around the audience, I continued to marvel at how such a wide range of ages were continually engrossed, entertained and educated by your important message and performance! I have been teaching for 25 years and can honestly say that I have never seen all these age groups so focused on the same thing for more than 10 minutes! Each component of your presentation was marvelous - the puppets, the speakers, the performers, the message, the photos - it all worked wonderfully and it is evident that much thought went into who your audience is! Congratulations!” Karen W (Teacher)
- “I thought the presentation was all very well done. The presenters were excellent. The mix of the puppets and comments from the presenters telling their stories, gave the presentation a personal touch. There was so much positive feedback from the staff as well as the students. I would definitely recommend this presentation to others. It was very powerful!!! Thanks again.” Karen B (Child and Youth Worker)

Thank you to the following sponsors for making it happen.

- Adam Bosak - RBC Dominion Securities
- Burtnik Printing
- Commisso’s Fresh Foods
- Corcoran & Partners - Assante Wealth Management
- District School Board of Niagara (DSBN)
- Education Foundation of Niagara
- Meridian Credit Union
- Niagara Catholic District School Board (NCDSB)
- Rotary Club of Grimsby
- Rotary Club of St. Catharines
- Rotary Club of Welland

Note: The Ministry of Community and Social Services (MCSS) did not provide funding for the Bullying Production



## Passport

Passport is a program funded by the Ministry of Community and Social Services (MCSS). Passport was created to help adults participate in their community and also to help caregivers take a break from their caregiving responsibilities.

People who receive Passport funding can use it to pay for many different things:

- **Education** (community classes or recreational programs)
- **Employment** (job preparation or work activities)
- **Volunteering** (support to volunteer such as transportation or having someone there to help)
- **Daily life** (activities that help develop social skills or independent living skills)
- **Person-Directed Planning** (developing a personal plan identifying the supports needed to achieve goals)
- **Caregiver respite** (hiring someone to help with personal care - either at home or at a different location)

With Passport funding, individuals and families can:

- receive money directly so they can purchase their own services and supports,
- get services and supports through community-based agencies (such as Mainstream), or
- get services and supports through a combination of both.

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## Passport

During the 2013-2014 fiscal year, **12** people used Passport funding to purchase services and supports from Mainstream.

### Attending the Resource Centre

- **6** people used their Passport funding to attend the Resource Centre
- Those 6 people purchased **1878 hours** of service from the Resource Centre (**313 days** of service)

### Community-based activities

- **6** people used their Passport funding to pay for community-based activities
- Those 6 people purchased **507 hours** of community-based activities



A total of **2385 hours** were purchased from Mainstream with Passport funding in 2013-2014.

## Person-Centred Thinking



For one gentleman, using a stamp is easier than holding a pen and writing his signature. This stamp gives him more authority over his decisions by allowing him to sign forms and documents for himself.



# Outcomes Management Report

2 0 1 3 - 2 0 1 4

## Person-Centred Thinking

This young man learned how to use the self checkout. He said he prefers doing it this way rather than going to a cashier.





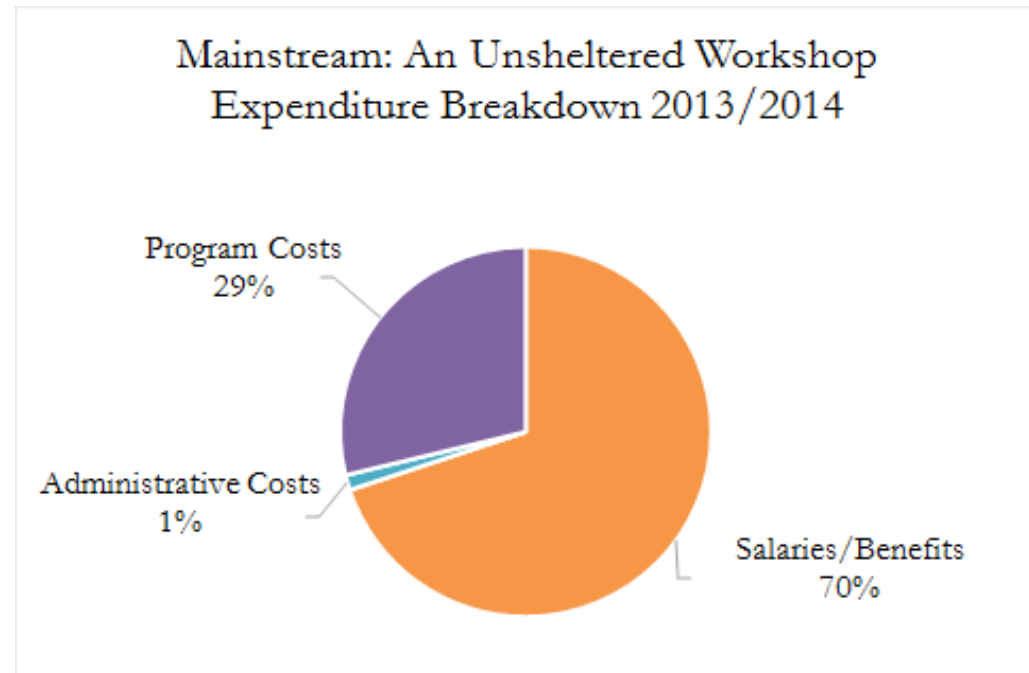
# Outcomes Management Report

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## Financial Summary

## Financial Summary - Mainstream: An Unsheltered Workshop

<b>Mainstream: An Unsheltered Workshop</b>	
<b>Statement of Revenue and Expenditures</b>	
<b>Year Ended March 31,2014</b>	
<b>Revenue</b>	
Ministry of Community and Social Services	\$881,036.00
United Way	\$48,594.00
Donations	\$19,552.00
Other	\$354,033.00
<b>Total Revenue</b>	<b>\$1,303,215.00</b>
<b>Expenditures</b>	
Salaries/Benefits	\$905,635.24
Administrative Costs	\$17,146.00
Program Costs	\$372,826.00
<b>Total Expenditures</b>	<b>\$1,295,607.24</b>
<b>Excess Revenue over Expenditure</b>	<b>\$7,607.76</b>
** Administrative costs do not include salaries/benefits these are included in the Salaries/Benefits line	

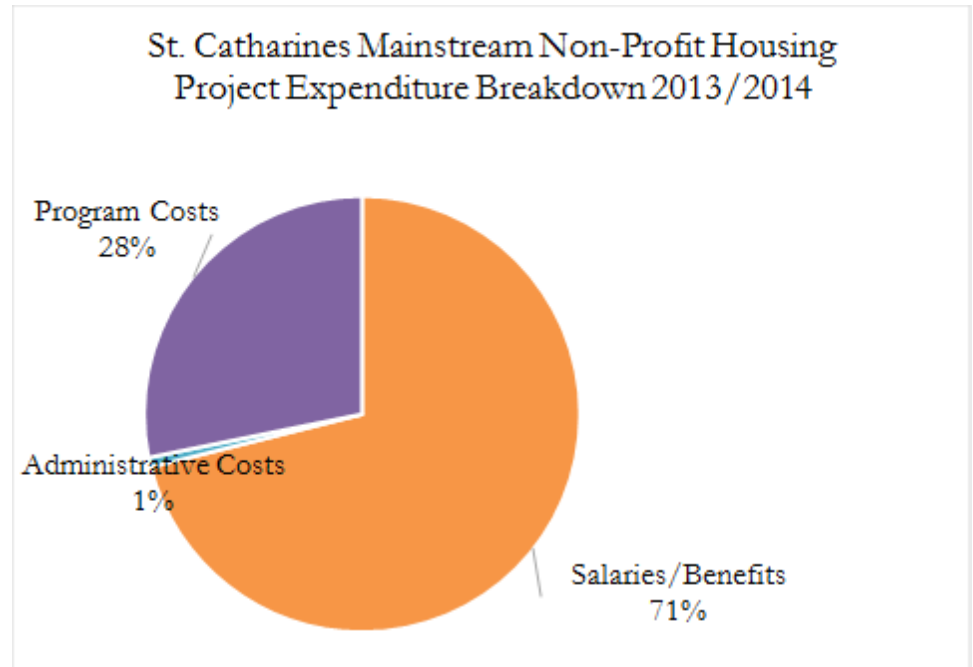


# Outcomes Management Report

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## Financial Summary - St. Catharines Mainstream Non-Profit Housing Project

<b>St. Catharines Mainstream Non-Profit Housing Project</b>	
<b>Statement of Revenue and Expenditures</b>	
<b>Year Ended March 31,2014</b>	
<b>Revenue</b>	
Ministry of Community and Social Services	\$1,794,595.00
Donations	\$1,320.00
Other	\$335,453.00
<b>Total Revenue</b>	<b>\$2,131,368.00</b>
<b>Expenditures</b>	
Salaries/Benefits	\$1,511,747.00
Administrative Costs	\$15,281.34
Program Costs	\$599,500.00
<b>Total Expenditures</b>	<b>\$2,126,528.34</b>
<b>Excess Revenue over Expenditure</b>	<b>\$4,839.66</b>
** Administrative costs do not include salaries/benefits these are included in the Salaries/Benefits line	



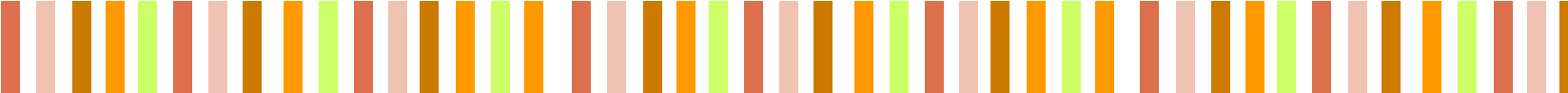
For full financial details, please see our Audited Financial statements.



# Outcomes Management Report

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## Rights



## The Right TRAQ (Teaching, Rights, Advocacy and Quality Improvement)

Mainstream's Rights Council began in September 2009. Their original role was to act as a resource for people at Mainstream who felt that their rights had been restricted. Since then, the role of the Council has expanded and they have become an even more important resource, both at Mainstream and in the community. In 2013-2014, the following things were done:

- The Rights Council **presented at the Ontario Association for Developmental Disabilities (OADD) conference**. They talked about Mainstream's rights journey over the past 27 years.
- The Rights Council **met with CARE**, the rights group from Bethesda. It was an opportunity to share what each group does at their organization and share some of the resources that they use.
- The Rights Council decided to **change their name to The Right TRAQ**. TRAQ stands for Teaching, Rights, Advocacy and Quality Improvement.
- The Right TRAQ members **created a slideshow** (complete with music and voiceovers) to help **teach people at Mainstream about their rights**. They used Mainstream's Rights Statement (see next page) as a guide. They took photos to represent each of these rights. They recorded their voices reading each statement and also wrote a short explanation of each right to help explain it. The slideshow was created to be used as a teaching tool both at Mainstream and at community presentations.
- The Right TRAQ debuted the Rights Statement Slideshow at the 2014 Employee Training Weeks

### Members of the Right TRAQ in 2013-2014

Craig C	Varsha B	Al N	Pete L	
Ellie B	Elizabeth D	Tracie D	April K	Céline P



## Mainstream Rights Statement

At Mainstream, you have:

The right to learn about your rights.

The right to plan for your future, with support if you want it.

The right to work or volunteer, with support if you need it.

The right to get paid fairly for the work that you do.

The right to spend money on things that you want.

The right to choices and education and support regarding those choices.

The right to make your own decisions.

The right to change your mind.

The right to have your decisions supported by Mainstream.

The right to choose your own friends, boyfriend or girlfriend, husband or wife.

The right to choose who you spend time with (ex. friends, family, boyfriend or girlfriend).

The right to express your feelings, respectfully.

The right to say what is on your mind, respectfully.

The right to disagree with others, respectfully, including staff.

The right to be treated like an adult.

The right to be treated with respect.

The right to privacy.

The right to have your personal information kept confidential. You will be asked for permission before personal information is shared.

The right to learn what abuse is and what you can do about it.

The right not to be abused by anyone.

The right to call the police if you are threatened or abused.

The right to decide what your day will look like.

The right to attend scheduled activities.

The right to medical care and treatment, with support if needed.

The right to education about your medical care and treatment.

The right to question or refuse medical care and treatment.



# Outcomes Management Report

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## Participant and Stakeholder Surveys



## Participant and Stakeholder Surveys

In the first three Outcomes Management Reports we compiled Stakeholder and Participant survey results from all programs and reported on them organization-wide. For the second year in a row, we will be reporting on the results both by program as well as overall. We felt that presenting the information this way would give a clearer picture of the feedback we received.

In the following pages, you will first find **survey results by program** as well as selected comments from those surveys.

Following program results you will find the survey results combined for the organization as a whole.

### Participant Surveys

**Target:** to receive a score of 80% satisfaction for each item. Survey questions were answered with always / sometimes / never or yes / no depending on the question. The target was to receive 80% always or 80% yes on each question. Items that fell below that target are **highlighted in blue**.

### Stakeholder Surveys

**Target:** to receive a score of 4/5 for each item. The scale given was from 1 = strongly disagree to 5 = strongly agree.

# Outcomes Management Report

2 0 1 3 - 2 0 1 4

## Survey Results - by Program

## Participant Survey Results - Resource Centre

**Response Rate:** A total of 25 surveys were completed. That is down from 35 the year before.

Question	Percent who responded Always or Yes	Results from 2012-2013 surveys
Mainstream staff listen to me (A/S/N)	95.83%	82.86%
Mainstream staff answer my questions (A/S/N)	87.50%	88.57%
Mainstream staff accept me for who I am (A/S/N)	95.83%	97.14%
Mainstream staff respect my privacy (A/S/N)	95.83%	94.29%
I know my rights (Y/N)	100.00%	94.12%
I am learning to use my rights (Y/N)	95.65%	97.06%
Mainstream staff respect my rights (A/S/N)	91.67%	100.00%
I am learning about my responsibilities (Y/N)	100.00%	97.14%
I know what to do if I have a complaint about Mainstream (Y/N)	86.36%	64.71%
I make my own decisions (A/S/N)	70.83%	91.43%
I can do the things I want to do (A/S/N)	66.67%	91.43%
I have a say in the support I receive (A/S/N)	69.57%	93.94%
I have goals for the future (Y/N)	100.00%	94.12%
I can go where I want to go in my community (A/S/N)	60.87%	85.29%
I can join in the activities that I like (A/S/N)	78.26%	93.94%
I feel like I am part of my community (A/S/N)	78.26%	97.06%
I have a say in the services I get (A/S/N)	86.96%	93.75%
I am happy with the services I get (A/S/N)	87.50%	96.97%
Mainstream's main building is easy to get around in (Y/N/na)	95.83%	100.00%

## Participant Survey Results - Resource Centre

### Selected Comments from Participant Surveys

- “(My son) loves going to Mainstream. He feels accepted.”
- “Staff are very nice and funny when I’m participating in Mainstream classes.”
- “I want to be included in my community more. “
- “It is a good place to learn skills and to spend time with others who do not think I am different.”
- “Thank you for accepting me. “
- “I like it and know Mainstream is here for me.”
- “I really enjoy things like the annual picnic.”
- “Transportation is always an issue.”
- “I would like a button on the outside of the elevator to open the doors automatically.”
- “I would like to be more independent.”
- “Some confusion about where to go in the building and the location of classrooms.”
- “Staff is nice to me and I like to be here.”
- “I like to be with friends at Mainstream.”

## Stakeholder Survey Results - Resource Centre

**Response Rate:** A total of 14 surveys were returned (compared to 11 in 2012-2013)

Questions	Average Response	2012-2013 results
I am treated with courtesy and respect by Mainstream employees	4.43	4.55
My concerns are dealt with in a timely manner	4.43	4.45
My concerns are satisfactorily addressed	4.29	4.45
Mainstream employees are open to suggestions and feedback	4.50	4.27
Mainstream employees provide me with the information I need	4.50	4.45
Mainstream employees are knowledgeable	4.36	4.45
Mainstream employees are accessible	4.50	4.45
Mainstream employees respond promptly to telephone and email inquiries	4.36	4.18
Mainstream's website is clear and provides up-to-date information	4.25	4.63
People using services are valued	4.57	4.55
People using services are respected	4.57	4.45
People using services are treated with dignity	4.57	4.36
People using services have opportunities to learn valuable skills	4.29	4.45
People using services are supported to participate in their community	4.54	4.70
People using services are taught skills to strengthen their present relationships	4.46	4.45
People using services are helped to develop meaningful new relationships	4.25	4.18
Mainstream employees promote health and safety for people using services	4.36	4.27
Mainstream employees effectively advocate for people using services	4.23	4.80
People using services are supported to make their own decisions	4.50	4.36
Mainstream employees respect the rights of people using services	4.46	4.36
Mainstream provides supports that are individualized	4.31	4.45



# Outcomes Management Report

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## Stakeholder Survey Results - Resource Centre

Mainstream's services are flexible	4.31	4.60
Mainstream's services are responsive	4.31	4.70
Mainstream employees deliver high quality services	4.43	4.45
The roles and responsibilities of Mainstream employees are easily understood. It is easy to see who does what	3.93	4.09
Mainstream employees work hard to find solutions to problems	4.36	4.45
Mainstream has demonstrated a willingness to adapt and change over time to effectively meet new challenges	4.14	4.60
Program locations are accessible	4.38	4.89
Program locations are attractive and well-maintained	4.42	4.70

### Selected Comments from Stakeholder Surveys

- “I have always had my concerns addressed professionally and satisfactorily.”
- “The employees are all very concerned and polite to the people they are responsible for.”
- “Very happy with all persons that provide my son with his program.”
- “Continue to encourage individuals who may need ‘gentle guidance/direction’ to try new activities.”
- “I am very pleased for the help Mainstream has given my brother.”
- “Sometimes it’s hard to figure out who does what, sometimes it’s difficult/time consuming to get through to the person who might help.”
- “At times we find the communication (notes sent home etc) a little lacking in information (where, when, how much etc).”

## Participant Survey Results - Residential Programs

**Response Rate:** A total of 28 surveys were completed. That is down from 37 last year.

Questions	Percent who responded yes or always	Results from 2012-2013 surveys
Mainstream staff listen to me (A/S/N)	78.57%	72.22%
Mainstream staff answer my questions (A/S/N)	68.97%	77.78%
Mainstream staff accept me for who I am (A/S/N)	92.86%	91.67%
Mainstream staff respect my privacy (A/S/N)	92.86%	91.89%
I know my rights (Y/N)	96.30%	97.30%
I am learning to use my rights (Y/N)	100.00%	100.00%
Mainstream staff respect my rights (A/S/N)	96.43%	91.43%
I am learning about my responsibilities (Y/N)	100.00%	97.22%
I know what to do if I have a complaint about Mainstream (Y/N)	96.15%	97.30%
I make my own decisions (A/S/N)	77.78%	71.43%
I can do the things I want to do (A/S/N)	78.57%	69.44%
I have a say in the support I receive (A/S/N)	75.00%	80.00%
I have goals for the future (Y/N)	88.89%	100.00%
I can go where I want to go in my community (A/S/N)	82.14%	83.33%
I can join in activities that I like (A/S/N)	82.14%	82.86%
I feel like I am part of my community (A/S/N)	88.46%	77.78%
I have a say in the services I get (A/S/N)	74.07%	72.22%
I am happy with the services I get (A/S/N)	88.89%	77.14%
Mainstream's main building is easy for me to get around in (Y/N/n/a)	96.30%	91.43%
My home is accessible to me (A/S/N)	100.00%	100.00%
Are you happy with your living arrangements? (A/S/N)	82.14%	70.59%
Do you feel safe where you live? (A/S/N)	92.86%	82.86%

## Participant Survey Results - Residential Programs

### Selected Comments from Participant Surveys

- “I just wish there was an elevator for people who can’t walk up stairs.”
- “I like the building because it is secured and you know that you can keep to yourself.”
- “The staff are nice and give me compliments that I am proud of.”
- “I like everything here.”
- “I can do anything I want to do.”
- “I don’t like it when people tell me what to do.”
- “I like living where I am living at Mainstream.”
- “I am happy that Mainstream got me to volunteer at Bethlehem Place because they are so nice.”
- “I have no problems with the staff at all.”
- “I can cook anything I want.”

## Stakeholder Survey Results - Residential Programs

**Response Rate:** A total of 16 surveys were returned which is the same number we received in 2012-2013.

Question	Average Response	2012-2013 results
I am treated with courtesy and respect by Mainstream employees	4.81	4.94
My concerns are dealt with in a timely manner	4.73	4.69
My concerns are satisfactorily addressed	4.63	4.75
Mainstream employees are open to suggestions and feedback	4.87	4.86
Mainstream employees provide me with the information I need	4.73	4.87
Mainstream employees are knowledgeable	4.75	4.75
Mainstream employees are accessible	4.67	4.80
Mainstream employees respond promptly to telephone and email inquiries	4.73	4.63
Mainstream's website is clear and provides up-to-date information	4.50	4.70
People using services are valued	4.93	5.00
People using services are respected	5.00	5.00
People using services are treated with dignity	4.94	5.00
People using services have opportunities to learn valuable skills	4.73	5.00
People using services are supported to participate in the community	4.87	4.83
People using services are taught skills to strengthen their present relationships	4.80	4.83
People using services are helped to develop meaningful new relationships	4.73	4.64
Mainstream employees promote health and safety for people using services	4.79	5.00
Mainstream employees effectively advocate for people using services	4.73	4.92
People using services are supported to make their own decisions	4.69	4.92
Mainstream employees respect the rights of people using services	4.88	4.92
Mainstream provides supports that are individualized	4.80	5.00

# Outcomes Management Report

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## Stakeholder Survey Results - Residential Programs

Mainstream's services are flexible	4.87	4.92
Mainstream's services are responsive	4.87	4.92
Mainstream employees deliver high quality services	4.80	4.91
The roles and responsibilities of Mainstream employees are easily understood. It is easy to see who does what	4.60	4.82
Mainstream employees work hard to find solutions to problems	4.81	4.92
Mainstream has demonstrated a willingness to adapt and change over time to effectively meet new challenges	4.79	4.82
Program locations are accessible	4.71	4.82
Program locations are attractive and well-maintained	4.57	4.83

### Selected Comments from Stakeholder Surveys

- “I have always found it easy to communicate with / and work with (the staff). I also find her an extremely hard-working person!”
- “The Mainstream employee has developed a very supportive relationship with him and he has developed a mutual bond with the employee.”
- “As always, I send my sincere thanks to all the employees at Mainstream for the high level of support they provide.”
- “I am very happy with Mainstream and the way (my daughter) is treated and she is very content being with Mainstream.”
- “(My brother’s) living environment and support is second to none. He feels everyone there is family.”
- “We are very thankful as a family to have (my brother) where he is.”
- “Overall Mainstream and its team have been a terrific support to both (my son) and myself through so many difficulties and challenges. Together we have turned all these moments into opportunities for growth for him.”
- “Thank you from (my son) and I for everything you do. You are all truly special people.”

## Participant Survey Results - Options Niagara

**Response Rate:** A total of 27 surveys were returned. That is up from 18 last year.

Question	Percent who responded yes or always	Results from 2012-2013 surveys
Options Niagara staff listen to me	92.59%	88.99%
Options Niagara staff answers my questions	85.19%	94.44%
Options Niagara staff accept me for who I am	92.59%	100.00%
Options Niagara staff respect my privacy	100.00%	100.00%
I know my rights	92.00%	100.00%
I am learning to use my rights	96.30%	100.00%
Options Niagara staff respect my rights	96.30%	100.00%
I am learning about my responsibilities	100.00%	100.00%
I know what to do if I have a complaint about Mainstream	85.19%	94.12%
I make my own decisions	55.56%	64.71%
I can do the things I want to do	33.33%	66.67%
I have a say in the support I receive	68.00%	72.22%
I have goals for the future	96.30%	94.12%
I can go where I want to go in my community	53.85%	76.47%
I can join in activities that I like	61.54%	83.33%
I feel like I am part of my community	53.85%	52.94%
I have a say in the services I get	80.77%	88.89%
I am happy with the services I get	80.00%	88.89%
Mainstream main building is easy for me to get around in	61.54%	85.71%

## Participant Survey Results - Options Niagara

### Selected Comments from Participant Surveys

- “They are very flexible and accommodating.”
- “I want to learn more about my rights.”
- “They have helped me get a volunteer job at the new Goodwill store.”
- “(My staff) is professional yet very friendly and respectful at all times.”
- “They’ve been very helpful in helping me find a volunteer position. I like (my staff) very much. I like when she helps me build my lifeskills like grocery shopping and learning how to clean my house.”
- “I like the Mainstream Building Blocks and all the events you put on.”
- “I like that she comes to my house and makes sure I’m ok.”
- “What I like about Options Niagara is it is a wonderful service.”
- “Options Niagara keeps me informed with functions and activities that come up and what is available for me.”
- “(My staff) is very pleasant, always explains things to me and she is very helpful.”
- “They are always friendly towards me. No one is ever rude or mean.”
- “We are very helpful with all that is being done. (The staff) is very accessible and extremely helpful.”
- “They are helping me to reach my goals and help me with whatever I need.”
- “I like (my staff). She listens to me. She is very nice.”

## Stakeholder Survey Results - Options Niagara

**Response Rate:** A total of 21 surveys were returned (compared to 15 in 2012-2013)

Question	Average Response	2012-2013 results
I am treated with courtesy and respect by Mainstream employees	4.38	4.73
My concerns are dealt with in a timely manner	4.89	4.47
My concerns are satisfactorily addressed	4.55	4.53
Mainstream employees are open to suggestions and feedback	4.67	4.47
Mainstream employees provide me with the information I need	4.29	4.67
Mainstream employees are knowledgeable	4.53	4.67
Mainstream employees are accessible	4.53	4.67
Mainstream employees respond promptly to telephone and email inquiries	4.94	4.67
Mainstream's website is clear and provides up-to-date information	4.58	4.67
People using services are valued	4.52	4.73
People using services are respected	4.62	4.73
People using services are treated with dignity	4.43	4.67
People using services have opportunities to learn valuable skills	4.57	4.73
People using services are supported to participate in the community	4.42	4.64
People using services are taught skills to strengthen their present relationships	4.78	4.60
People using services are helped to develop meaningful new relationships	4.41	4.69
Mainstream employees promote health and safety for people using services	4.55	4.60
Mainstream employees effectively advocate for people using services	4.40	4.73
People using services are supported to make their own decisions	4.62	5.00
Mainstream employees respect the rights of people using services	4.62	4.73
Mainstream provides supports that are individualized	4.50	4.67



# Outcomes Management Report

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## Stakeholder Survey Results - Options Niagara

Mainstream's services are flexible	4.37	4.67
Mainstream's services are responsive	4.37	4.73
Mainstream employees deliver high quality services	4.17	4.53
The roles and responsibilities of Mainstream employees are easily understood. It is easy to see who does what	4.56	4.57
Mainstream employees work hard to find solutions to problems	4.58	4.47
Mainstream has demonstrated a willingness to adapt and change over time to effectively meet new challenges	4.18	4.47
Program locations are accessible	4.63	4.38
Program locations are attractive and well-maintained	4.29	4.38

### Selected Comments from Stakeholder Surveys

- “We have always been impressed with the services / support offered to (our daughter) from Options. Thank you.”
- “Very happy with the services provided and we are kept informed with all the upcoming events and programs that are available to us.”
- “I do like the program that my daughter is in.”
- “Options Niagara has given (our son) opportunities to develop more independence.”
- “I am very happy with Options Niagara and the assistance my daughter has been receiving from (the staff).”
- “Due to rural location it is not easy to participate in community.”
- “Very understanding and helpful. Open to ideas.”
- “Options Niagara is a wonderful service. Lag time between contact/visits is a little frustrating at times (but worth the wait!).”
- “This is a great service and helped (our daughter) so much to work towards her goals. We are very happy with her progress. Also she feels so comfortable with (her staff) which also makes a big difference. Thank you!”
- “(The staff) has been available to assist when needed and listens to my concerns.”
- “Mainstream has been a valuable resource to us since high school has ended.”

## Participant Survey Results - Graffiti Removal Team

**Response Rate:** A total of 8 surveys were complete. That is down from 15 in 2012-2013

Questions	Percent who responded yes	Results from 2012-2013 surveys
Mainstream staff listen to me (A/S/N)	100.00%	92.86%
Mainstream staff answer my questions (A/S/N)	100.00%	80.00%
Mainstream staff accept me for who I am (A/S/N)	100.00%	100.00%
Mainstream staff respect my privacy (A/S/N)	100.00%	86.67%
I know my rights (Y/N)	100.00%	100.00%
Mainstream staff respect my rights (A/S/N)	100.00%	80.00%
I have goals for the future (Y/N)	87.50%	92.86%
I know what to do if I have a complaint about Mainstream (Y/N)	100.00%	86.67%
I like the people I work with (A/S/N)	100.00%	93.33%
I trust the people I work with (A/S/N)	100.00%	100.00%
The people I work with respect me (A/S/N)	100.00%	93.33%
I know how to do my job (A/S/N)	87.50%	92.86%
I am paid fairly for the work that I do (A/S/N)	100.00%	85.71%
I feel safe at work (A/S/N)	100.00%	100.00%
The job I do makes a difference (A/S/N)	100.00%	100.00%
I like my job (A/S/N)	100.00%	100.00%
Mainstream's building is easy to get around in. (Y/N/n/a)	100.00%	100.00%

## Participant Survey Results - Graffiti Removal Team

### Selected Comments from Participant Surveys

- “I like making a difference in the community, making it clean.”
- “I want more hours, more people.”
- “I like cleaning the city, helping community, having a job.”
- “I like the people I work with.”
- “I like exploring the city.”
- “I don’t like working in the heat because we have to wear pants.”
- “Mainstream helps me a lot when I need help with something.”
- “I like working with (the staff) because we work as a team.”
- “It’s fun and I like to improve the look of the community. And I like to get paid.”
- “I love working for Mainstream.”
- “I like helping out and cleaning graffiti off.”

## Person-Centred Thinking



After working on his speech and his order for several months, this gentleman placed his own order at Tim Hortons...and got exactly what he wanted!

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## Person-Centred Thinking

After trying out several leisure pools in Niagara, this active lady chose this pool as her favourite. It is not the closest to her home but it is warm, accessible and quiet - three things that are very important to her.





# Outcomes Management Report

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## Survey Results - Agency

## Participant Surveys - Agency Results

**Response Rate:** A total of 88 Participant Surveys were completed.

Questions	2013-2014 results	2012-2013 results
Mainstream staff listen to me	89.66%	82.56%
Mainstream staff answer my questions	81.82%	86.36%
Mainstream staff accept me for who I am	94.25%	95.51%
Mainstream staff respect my privacy	97.65%	95.51%
I know my rights	96.39%	96.59%
I am learning to use my rights	97.44%	98.86%
Mainstream staff respect my rights	95.40%	96.55%
I am learning about my responsibilities	100.00%	97.75%
I know what to do if I have a complaint about Mainstream	90.36%	84.09%
I make my own decisions	68.83%	78.16%
I can do the things I want to do	59.49%	78.41%
I have a say in the support I receive	71.05%	81.58%
I have goals for the future	93.90%	96.47%
I can go where I want to go in the community	67.11%	82.76%
I can join in activities that I like	76.00%	88.24%
I feel like I am part of my community	73.33%	81.40%
I have a say in the services I get	80.26%	84.71%
I am happy with the services I get	85.53%	87.21%
Mainstream's main building is easy to get around in.	92.86%	95.12%



## Participant Surveys - Agency Results

### Outcomes

- 13/19 items received 80% satisfaction or higher. The remaining 6 fell below 80%.
- 14/19 items dropped from the 2012-2013 survey results
- 5 items dropped by more than 10%

### Limitations

- We recognize that many of the questions in our participant survey can be misleading. For example, many people in Options Niagara answer the question “I can do the things I want to do” with a low score but their comments indicate that they are talking about when they are at home, not when they are part of Options Niagara.

### Key Findings / Trends

- The following items fell below 80% in the Residential, Options Niagara and Resource Centre surveys: “I make my own decisions”, “I can do the things I want to do”, “I have a say in the support I receive”
- In the **Resource Centre**, the other items to fall below 80% were “I can go where I want to go in my community”, “I can join in the activities that I like”, and “I feel like I am part of my community”.
- In the **Residential Program**, “Mainstream staff listen to me”, “Mainstream staff answer my questions” and “I have a say in the services I get” also fell below 80%.
- In **Options Niagara**, “I can go where I want to go in my community”, “I can join in activities that I like”, “I feel like I am part of my community”, and “Mainstream’s main building is easy for me to get around in” all fell below 80%. In fact, they all fell below 70%



## Participant Surveys - Agency Results

### Follow Up and Action Plan

#### Rights

- Follow up: In the fall of 2013, Mainstream's Rights Council (the Right TRAQ) developed a Right Statement slideshow. The goal of this slideshow was to create a visual way to help teach people using services what their rights are at Mainstream. It was also designed to serve as a reminder to employees. During the 2014 employee training weeks members of the Right TRAQ came to present the slideshow to Mainstream employees.
- Action Plan: The survey results seem to indicate that we need to continue to look for opportunities to teach people using services about their rights and how to advocate for themselves. The Right TRAQ has come up with several ideas for how to keep the rights discussion going. They will begin creating monthly rights questions to ask people using services and they will review the answers to help identify trends. They will also begin writing short right articles that can be published in Mainstream's employee newsletter as well as the Resource Centre newsletter.

#### Surveys

- Follow up: The satisfaction surveys that we have used for the past few years have provided some valuable information but have also posed many challenges. After 5 years of use, Mainstream has decided to update the surveys in an attempt to make them easier to complete. We are also hoping that the information we obtain will be directly related to the services we provide so that we can address concerns. The new surveys are already in use and will be included in the 2014-2015 Outcomes Management Report.

#### Complaints

- Follow up: in 2012-2013 report we said that we wanted to address the fact that many people did not know what to do if they have a complaint about Mainstream. We are happy to report that our efforts seem to be working and this year's results went up by 16%. Several people have made use of our complaint process and have indicated that they were pleased with the results.

# Outcomes Management Report

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## Stakeholder Surveys - Agency Results

**Response rate:** a total of 51 surveys were completed. That is up from 42 in 2012-2013.

Questions	2013-2014 results	2012-2013 results
I am treated with courtesy and respect by Mainstream employees	4.53	4.76
My concerns are dealt with in a timely manner	4.61	4.55
My concerns are satisfactorily addressed	4.50	4.60
Mainstream employees are open to suggestions and feedback	4.68	4.55
Mainstream employees provide me with the information I need	4.48	4.68
Mainstream employees are knowledgeable	4.55	4.64
Mainstream employees are accessible	4.56	4.66
Mainstream employees respond promptly to telephone and email inquiries	4.60	4.52
Mainstream's website is clear and provides up-to-date information	4.46	4.67
People using services are valued	4.66	4.76
People using services are respected	4.72	4.74
People using services are treated with dignity	4.63	4.69
People using services have opportunities to learn valuable skills	4.54	4.73
People using services are supported to participate in the community	4.60	4.72
People using services are taught skills to strengthen their present relationships	4.60	4.63
People using services are helped to develop meaningful new relationships	4.47	4.39
Mainstream employees promote health and safety for people using services	4.58	4.63
Mainstream employees effectively advocate for people using services	4.46	4.82
People using services are supported to make their own decisions	4.61	4.65
Mainstream employees respect the rights of people using services	4.66	4.68
Mainstream provides supports that are individualized	4.54	4.72
Mainstream's services are flexible	4.51	4.73
Mainstream's services are responsive	4.51	4.78
Mainstream employees deliver high quality services	4.45	4.62



## Stakeholder Surveys - Agency Results

The roles and responsibilities of Mainstream employees are easily understood. It is easy to see who does what	4.38	4.50
Mainstream employees work hard to find solutions to problems	4.59	4.62
Mainstream has demonstrated a willingness to adapt and change over time to effectively meet new challenges	4.36	4.61
Program locations are accessible	4.58	4.67
Program locations are attractive and well-maintained	4.43	4.63

### Outcomes

- All items met our target of 4/5.

### Limitations

- Many stakeholders have written survey comments stating that they do not have enough knowledge of Mainstream services to accurately answer many of the questions.
- By asking stakeholders to answer specific questions, we may be guiding their responses in way that would not happen if they were simply asked for feedback.

### Key Findings / Trends

- All program results but one met our target of 4/5.
- The only item that did not meet our target was in the **Resource Centre** survey. The statement “the roles and responsibilities of Mainstream employees are easily understood. It is easy to see who does what” received a score of 3.85/5. We had identified that as a concern in 2012-2013 when it received a score of 4.09/5.

# Outcomes Management Report

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## Stakeholder Surveys - Agency Results

### Follow Up and Action Plan

#### Survey Distribution

Follow up: the number of completed surveys we received in 2013-2014 increased by 9 from the year before to a total of 51. We are pleased with that increase which brings us close to our record year which had a return of 55 surveys.

Action Plan: as with the Participant surveys, we learned that many stakeholders found some of the questions on the Stakeholder survey difficult to answer. We also found that our questions inadvertently guided their responses because they were so specific. We have developed a new survey that is already in use. It asks for feedback in a way that, we hope, will be easier to provide. We will report on the results of this new survey in the 2014-2015 Outcomes Management Report.

#### Roles and Responsibilities of Mainstream employees are clear

Every year since we began doing Stakeholder surveys we have received a low score for the question that asks if roles and responsibilities of employees are easily understood. This is not at all surprising. In relatively small organizations such as Mainstream, employees are often asked to take on multiple roles. For example, our Financial Manager is also responsible for our Health and Safety program and our Quality Improvement Coordinator is also our Transitional Aged Youth Placement Facilitator. That being said, we do recognize that it is not always easy for someone outside of our organization to know who to speak with if they have a question or a concern.

Follow up: last year, we said that we wanted to look into an orientation for new people who begin using our services. The idea was that the person, and their family when appropriate, would have the opportunity to meet with a variety of employees at Mainstream and learn what their roles and responsibilities are. We continue to feel that this is a good idea but have not yet implemented it.

Action Plan: finalize an orientation plan for new people and their families when they begin using services. Begin implementing this plan.



# Outcomes Management Report

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## Employee Engagement



## Mainstream - Employee Engagement

For several years we asked employees to complete annual satisfaction surveys and we printed the results in the Outcomes Management Report. In 2012-2013, we decided to do things a little differently and we focused our efforts on measuring **employee engagement** rather than simply measuring employee satisfaction.

Employee engagement is **a measurement of employee satisfaction and employee contribution combined**. When employees are engaged, they show this by their actions and their level of effort in work activities. This, in turn, reflects their emotional commitment to Mainstream and to our mission and philosophies. Employees who show high level of engagement are interested in more than putting in their hours and getting paid every two weeks. Engaged employees help drive the success of the organization and are willing to put in extra effort for high performance.

We felt it was important to try to determine the level of employee engagement at Mainstream. In 2013, two students from Brock University's Human Resource Management Association (HRMA) were asked to conduct an employee engagement survey during our employee training weeks. They developed a survey that measured 13 main areas of engagement. The survey used a five-point scale (never, rarely, sometimes, usually and always). 'Usually' was considered an optimal response.

We reported on the results of the survey in last year's Outcomes Management Report.



# Outcomes Management Report

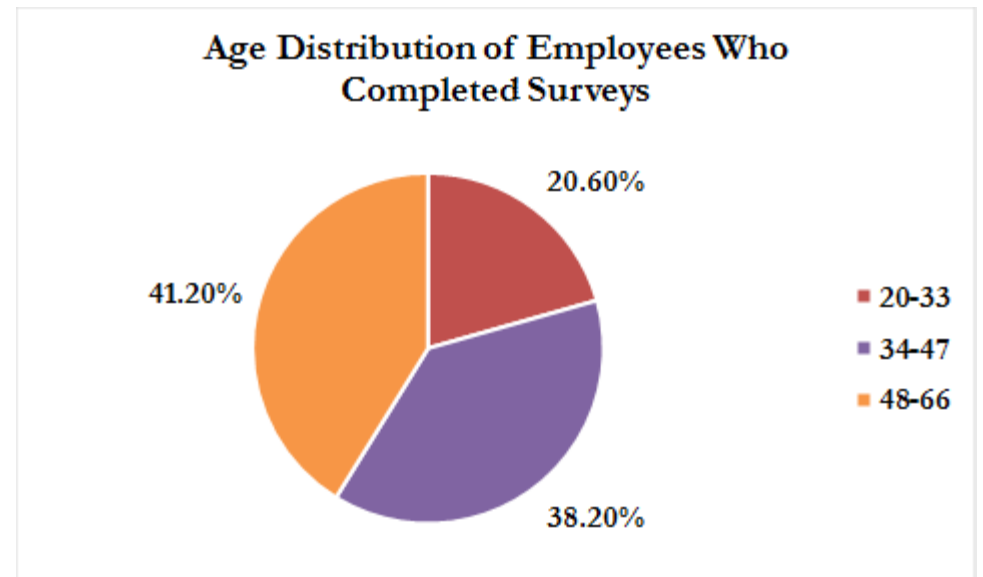
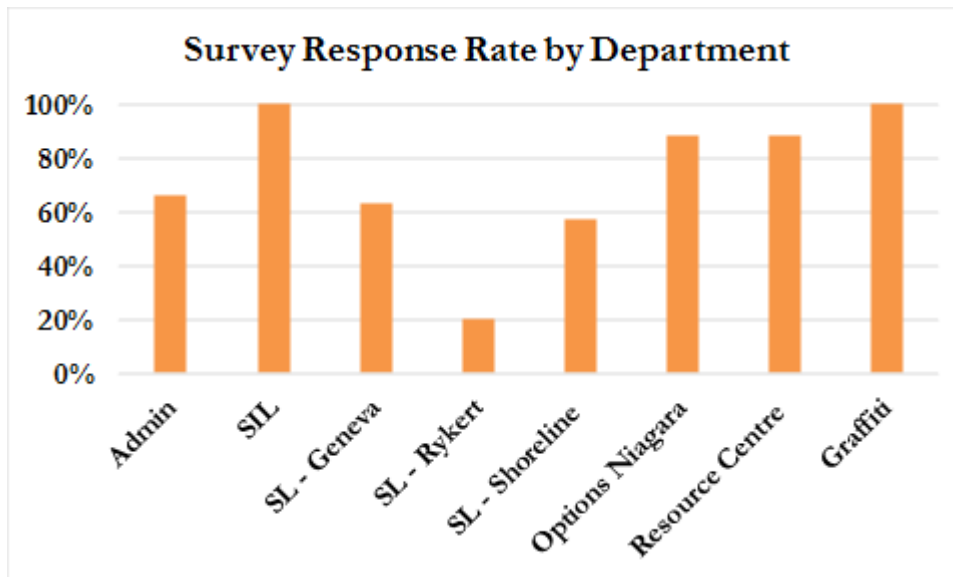
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## Mainstream - Employee Engagement

In 2013-2014 we wanted to continue to measure employee engagement. We no longer had access to the Brock University students so we conducted an internal survey using many of the same questions they asked the year before. The survey was sent to all Mainstream employees electronically.

The responses were compiled and a summary of those responses can be found in the following pages. We were unable to compare these results to the year before due to the way that the 2012-2013 results were compiled.

A total of **34 surveys were completed** out of a possible 55.





## Employee Engagement Survey - Results

- The employee engagement survey was **divided into 14 sections**.
- Each section had **between 2 and 5 questions**.
- Each question asked employees to respond by selecting one of the following: **never, rarely, sometimes, usually or always**.

The results of the survey are summarized in a table for easy reading. In the table you will see:

- the **section title**
- the **questions** that were asked in that section
- the **average score for each question**
- the **average score for each section**

The scores were calculated by assigning a number to the answers employees chose and taking the average score.

Never = 1          Rarely = 2          Sometimes = 3          Usually = 4          Always = 5

- Our goal was to obtain a score of 4 or higher for each question.
- Questions and sections that received a score **lower than 4** were **highlighted in blue**.
- We did not include employee comments in this report as they were mostly situation-specific. Comments will be shared with employees at a later date.

# Outcomes Management Report

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## Employee Engagement Survey - Results

Questions		Average Score	Average Score for each Section
<b>Nature of Work and Job Satisfaction</b>			4.02
1	On a regular work day, I am able to complete my tasks within my allotted time	3.68	
2	I get to use my knowledge and skills in my everyday tasks	4.12	
3	I feel my work is rewarding and I am proud to work at Mainstream	4.36	
4	I feel Mainstream provides me with the resources (i.e. equipment, information, information systems) I need to do my job well	3.91	
<b>Leadership: Team Leaders</b>			4.21
5	Team Leaders are approachable and are prompt in responding and resolving issues affecting day to day program operation	4.00	
6	I respect my Team Leader as a competent professional	4.48	
7	Team Leaders demonstrate strong leadership skills	4.16	
<b>Leadership: Direct Supervisors</b>			4.5
8	Direct Supervisors employ an open door policy, respond to questions and resolve problems in a timely manner	4.39	
9	I respect my Direct Supervisor as a competent professional	4.80	
10	Direct Supervisors demonstrate strong leadership skills	4.32	
<b>Leadership: Senior Management</b>			4.38
11	Managers employ an open door policy, respond to questions and resolve problems in a timely manner	4.29	
12	I respect my Manager as a competent professional	4.47	
13	Managers demonstrate strong leadership skills	4.36	

## Employee Engagement Survey - Results

<b>Relations with Colleagues</b>			<b>4.18</b>
14	I am comfortable seeking help or support from my colleagues	4.26	
15	I am treated respectfully by my co-workers	4.41	
16	There is a strong spirit of teamwork and cooperation among employees	3.85	
<b>Safety at Work</b>			<b>4.53</b>
17	Mainstream has provided me with the necessary controls and measures to protect my safety	4.36	
18	I maintain the standard of care Mainstream expects me to deliver even when a person supported becomes abusive or threatening	4.71	
<b>Pay and Benefits</b>			<b>2.76</b>
19	I am satisfied with my current pay and benefits	2.76	
20	What should Mainstream's number one priority be in increasing compensation satisfaction? (Options given were: Increase base pay, increase benefits, increase time off or other)	Increase base pay received a response rate of 66.7%	
<b>Training and Development</b>			<b>4.09</b>
21	I feel prepared enough to overcome unexpected situations/problems in my everyday job.	4.18	
22	I have adequate opportunities for professional growth at Mainstream	3.97	
23	At Mainstream I receive adequate recognition for my efforts	4.12	
<b>Communications</b>			<b>3.99</b>
24	I am kept well informed by Mainstream about matters that affect me	3.82	
25	I am satisfied with the current methods of communication (i.e. newsletter, memos, emails, face to face conversations, meetings etc.)	4.15	

# Outcomes Management Report

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## Employee Engagement Survey - Results

<b>Mission / Purpose</b>			4.56
26	I have a good understanding of Mainstream's mission and strategic goals	4.56	
27	My job is important in accomplishing the mission of the organization	4.56	3.99
<b>Quality and Focus on People Supported</b>			
28	People are held accountable for the quality of work they produce	3.59	
29	Mainstream understands the needs of people supported and maintains high standards of quality care	4.38	
<b>Work/Life Balance, Stress and Work Pace</b>			4.27
30	The environment at Mainstream supports a balance between work and personal life	4.50	
31	The pace of work at Mainstream enables me to do a good job	4.09	
32	Mainstream has reasonable expectations of its employees	4.21	4.31
<b>Fairness</b>			
33	All policies are administered consistently and fairly across Mainstream	4.18	
34	I can report unethical activities without fear of reprisal	4.44	
<b>Personal Expressions and Diversity</b>			4.46
35	I am comfortable sharing my opinions and ideas at work	4.44	
36	Mainstream works to attract, develop, and retain people with diverse backgrounds	4.03	
37	I take pride talking to others (i.e. friends, relatives, acquaintances) about the work I do	4.65	
38	I would recommend employment at Mainstream to a friend	4.74	
39	Overall, how satisfied are you with Mainstream as an employer?	4.47	



## Employee Engagement Survey

### Outcomes

8/40 questions received an **average response below 4.0**. They were:

- On a regular work day, I am able to complete my tasks within my allotted time
- I feel Mainstream provides me with the resouces (i.e. equipment, information, information systems) I need to do my job well
- There is a strong spirit of teamwork and cooperation among employees
- I am satisfied with my current pay and benefits
- I have adequate opportunities for professional growth at Mainstream
- I am kept well informed by Mainstream about matters that affect me
- People are held accountable for the quality of work they produce
- Mainstream understands the needs of people supported and maintains high standards of quality care

### Limitations

- This was the first time we have done an electronic survey for employees. We received far fewer responses than we did in the past when we used written surveys.
- The lower response rate may have affected the results, particularly when one considers that we are measuring employee engagement. The employees who are less engaged may well be the ones who did not complete the survey.

# Outcomes Management Report

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## Employee Engagement

### Key Findings / Trends

- **2 sections** received an average response of 3.99. These were Communications, and Quality and Focus on People Supported.
- **1 section** received an average response of 2.76. This was the Pay and Benefits section.

### Continued Efforts

- **Pay and Benefits** - there has been a funding freeze in our sector for the past five years. This has limited our ability to address staff wages in any significant manner. We continue to work to maintain open communication with all employees about our financial situation and continue to look for ways to provide other forms of compensation.
- **Communications** - every year Mainstream has looked for ways to improve how information is communicated across the organization. Significant changes have been made in the past few years. Agency newsletter, memos and annual presentations from members of the Admin team at training weeks have all helped. In the last year, all employees have been given individual email addresses to ensure that important emails are not lost. Important changes are presented at team meetings and, when possible, the Executive Director attends the meeting. Despite these improvements, it is clear that we must continue work on communication as it continues to be an area of concern.
- **Quality and Focus on People Supported** - the comments for this section indicate that the low score is due to specific situations rather than systemic problems. These concerns will be addressed on an individual basis.





# Outcomes Management Report

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## Mainstream - Business Function Measures



## Serious Occurrences

All providers of services that are funded, licensed or operated by the Ministry of Community and Social Services (MCSS) are responsible for delivering services that promote the health, safety and welfare of program participants. Mainstream is accountable to the Ministry to demonstrate that our services are consistent with relevant legislation, regulations and/or Ministry policy.

Serious Occurrence (SO) reporting is one of the many tools providing MCSS and Mainstream with an effective means of monitoring the appropriateness and quality of service delivery. Monitoring includes an ongoing review of our practices, procedures and training needs.

Serious occurrences are defined in **eight categories**. They are:

- 1) Any **death of person** while participating in service
- 2) Any **serious injury** to person while participating in service
- 3) Any **alleged abuse or mistreatment** of a person receiving service
- 4) A **missing person**
- 5) A **disaster on the premises** where service is provided
- 6) Any **complaint about the operational, physical or safety standards of the service** that is considered serious by the service provider
- 7) Any **complaint** made by or about a person in service or any other serious occurrence **involving a program participant** that is considered by the service provider to be of a serious nature. (Note: this section is also used to capture SO's that don't fall under another other category.
- 8) Any **physical restraint** of a person in service

# Outcomes Management Report

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## Serious Occurrences

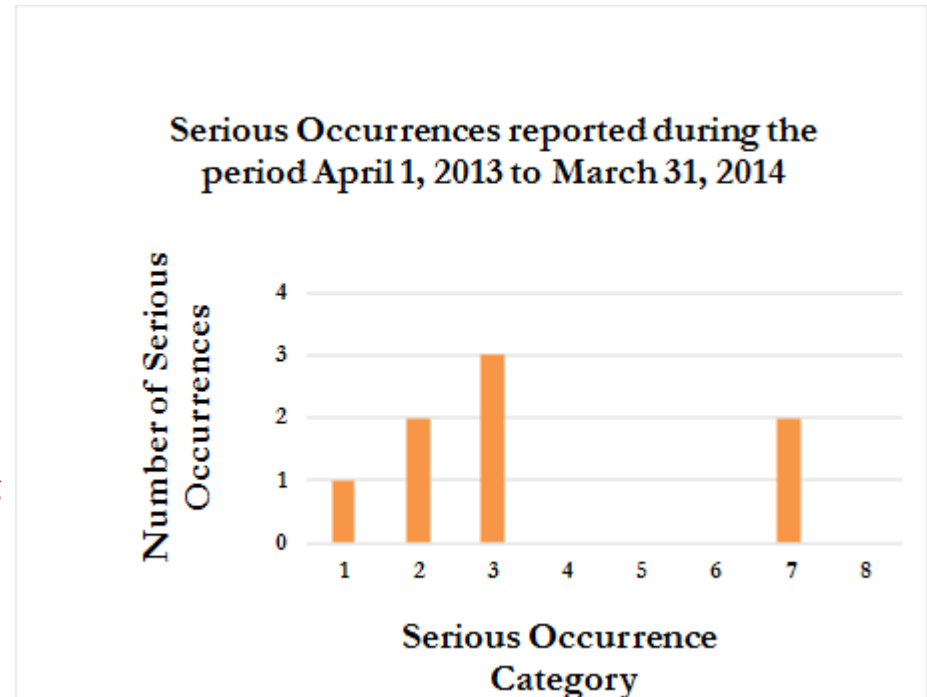
A total of 8 Serious Occurrences were reported to the Ministry of Community and Social Services (MCSS) during the period of April 1, 2013 and March 31, 2014.

**Category 1 - Death of a person in service** - One person passed away in our SIL program of natural causes.

**Category 2 - Serious Injury while participating in service** - One serious injury occurred in SL. The other occurred in SIL. Both incidents were deemed unavoidable and not the result of inadequate support or supervision.

**Category 3 - Alleged abuse or mistreatment of a person receiving service** - Two of the allegations of abuse were against employees. In both cases there was a police investigation. One was found to be a false accusation. The other was found to be a misinterpretation of a situation. The third accusation was against a person outside of Mainstream. Everything was put in place to help ensure the safety of the person involved.

**Category 7 - Complaint or Other** - Neither of the Serious Occurrences in Category 7 were complaints. One situation was a medical emergency and the other involved the police.





## Employee Health and Wellness

### Sick Time and Wellness Days

One of Mainstream's goals for the past few years has been to **reduce the amount of sick time** that employees use. When employees use sick time, especially in the Supported Living program, it often means that relief staff are needed. This means increased costs. Even more importantly, increased sick time means that the support that people using services receive is not consistent.

We are not advocating that employees come to work sick but we did want to explore other options to encourage health and wellness.

On April 1 2012, we introduced the following change to our employee sick leave policy.:

- Annual sick time for all full-time employees was **reduced from 10 days to 5 days**. Sick days can still be accumulated up to 12 weeks but accumulated time can only be used for extended sick leave.

We also made changes to our Employee Health and Wellness program:

- All employees now receive **three floating Health and Wellness days**. These Health and Wellness days are earned at a rate of one day for each four-month period. Employees are encouraged to book these days in advance to participate in an activity, gain knowledge or access services to improve their health and well-being.

# Outcomes Management Report

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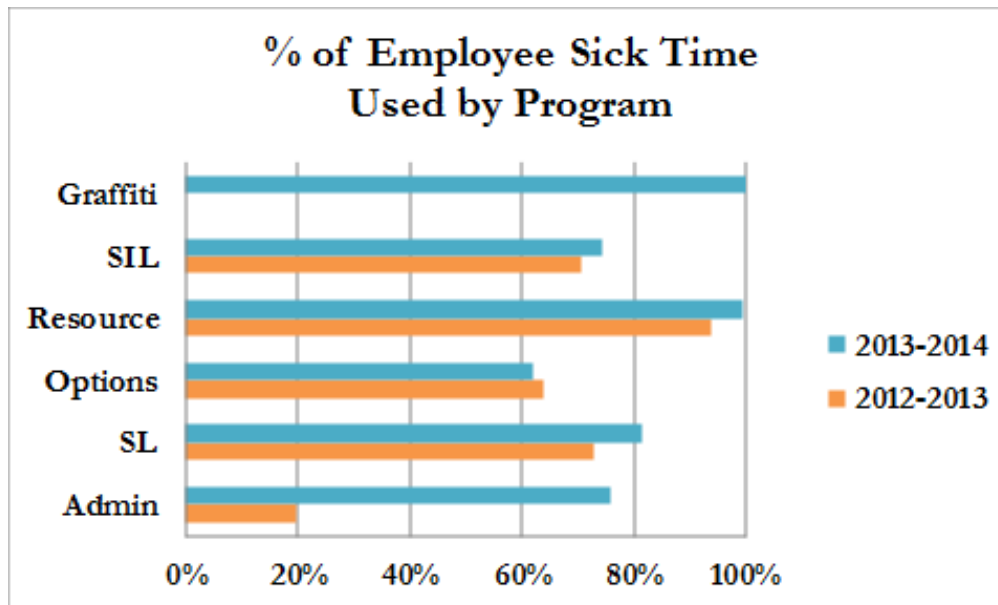
## Employee Health and Wellness

### Sick Time - Let's look at the numbers

- 55 = the number of full time and part time employees at Mainstream
- 1640.75 = the total hours of sick time that could have been used in 2013-2014
- 1292.50 = the total hours of sick time that were used in 2013-2014
- 78.77% = the percent of sick time used in 2013-2014 (compared to 64.99% in 2012-2013)

### Sick Time by program

- The graph below shows the percentage of total sick time used. It is divided by program. The blue shows 2012-2013 and the orange shows 2013-2014.
- Admin used 75.77% of their sick time in 2013-2014. One employee went on extended leave and used all of their allocated sick time as well as time they had accumulated from previous years. This contributed to the increase in that program.

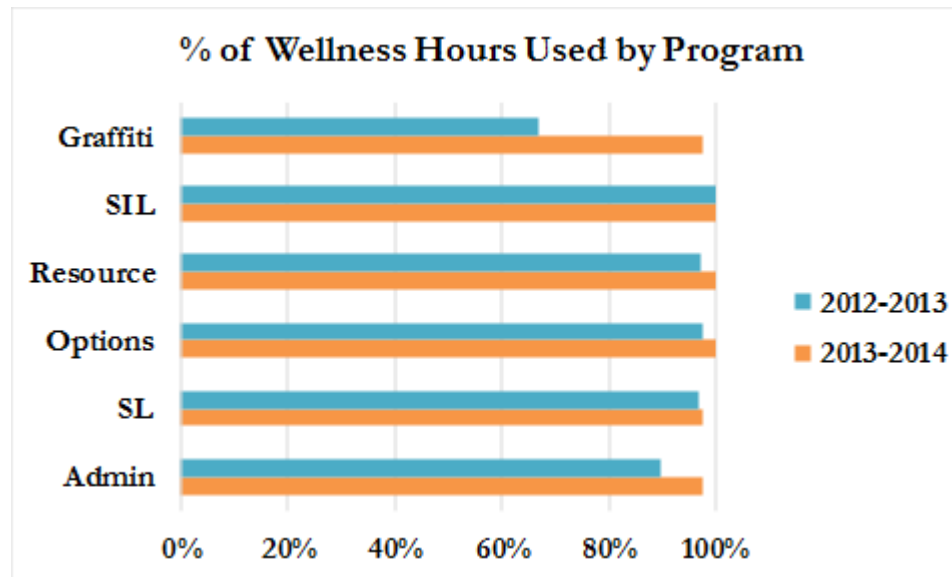


- Graffiti had not used any sick time in 2012-2013 and used 100% in 2013-2014.
- Supported Living (SL) used 518 hours (or 81.28%) of their sick time. Again, one employee went on extended sick leave and used all of their sick time as well as accumulated time. This contributed to the increase in that program.

## Employee Health and Wellness

### Wellness Hours - Let's look at the numbers

- 55 = the number of full time and part time employees at Mainstream
- 1020.45 = the total number of wellness hours allocated in 2013-2014
- 1010.95 = the total number of wellness hours used in 2013-2014
- 99.06% = the percent of wellness hours used in 2013-2014 (compared to 95.49% in 2012-2013)



### Comments

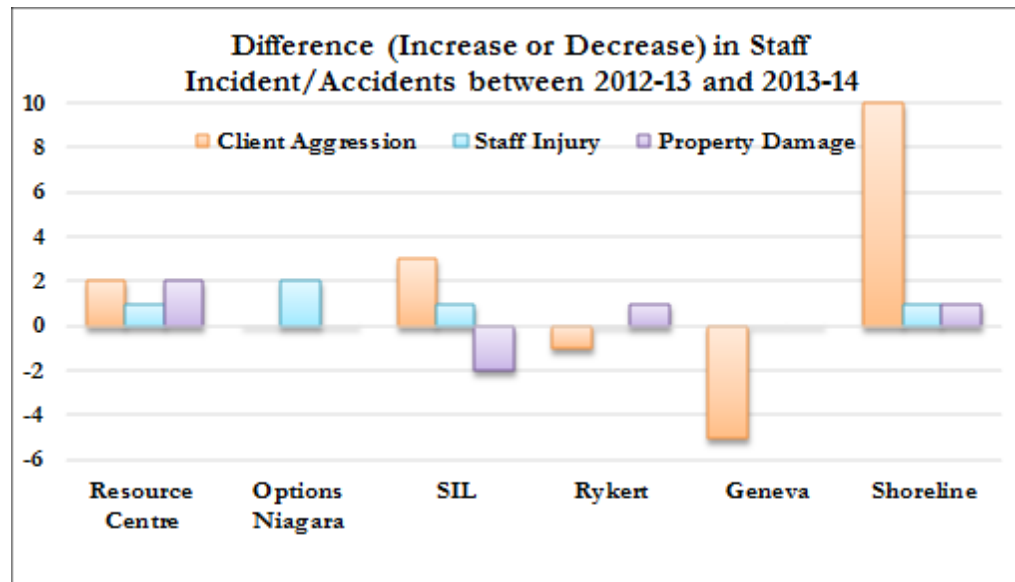
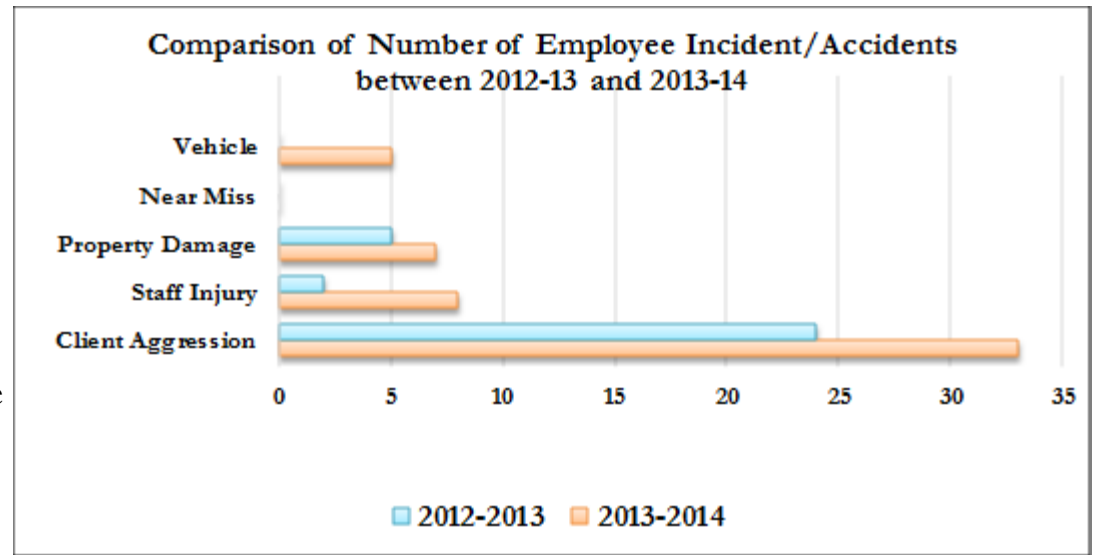
- We are pleased that our Employee Wellness Program is working. Almost all programs used 100% of their Wellness hours.
- There were just under 10 unused Wellness hours in 2013-2014.

# Outcomes Management Report

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## Employee Incident/Accidents

- Every year we track the number of employee incident/accidents that happen at Mainstream. We then look at them to see if we can identify patterns or trends.
- On the right is a graph comparing the number of incident/accidents from 2012-2013 with 2013-2014.
- Client aggression went up by 9, staff injury went up by 6 and property damage went up by 2. No patterns were identified.
- Mainstream has standardized the employee debriefing process after an incident/accident, particularly in instances in client aggression.



We also wanted to show **the change** (increase or decrease) in incident/accidents **by program location**.

- The graph on the left shows the increase or decrease in the three most common types of incident/accidents. There are: Property Damage, Staff Injury and Client Aggression.
- There was a decrease in client aggression at two Supported Living homes and a significant increase at another.
- Resource Centre had an increase in all three types of incidents.

## Employee Turnover

Employee turnover means 'how long employees stay at Mainstream'. Low turnover is often seen as a good thing. Low turnover usually means that employees feel happy, healthy and safe in their jobs and that employers are satisfied with their performance. Low turnover means that less money is spent on hiring and training new employees. Most importantly, low turnover means that there are higher numbers of employees working at Mainstream who have the knowledge and experience to provide high quality service.

Every year we track employee turnover to see how many employees leave Mainstream.

- In 2012-2013, 7 employees left Mainstream (3 returned to school, 2 resigned and 2 went on maternity leave).
- In 2013-2014, 10 employees left Mainstream. 1 retired, 3 returned to school, 2 resigned and 4 went on maternity leave.
- There were 55 employees at Mainstream in 2013-2014. Ten left. That means that the turnover rate in 2013-2014 was 18.18%



\*\* It is important to note that employees on maternity leave typically return to work at the end of their leave. Employees who return to school are typically students who are doing a short-term placement and are not expecting to stay on.



## Employee Transfers

### Internal Employee Transfers

**Internal transfer** = when an employee leaves their current position to take a different one. They are still working for Mainstream but may have:

- **changed programs** (for example: they went from working at the Resource Centre to working in Supported Living)
- **changed program locations** (for example: they moved from working in one 24-hour home to working in another)
- **taken on more responsibilities** such as an increased caseload **or more hours** (for example: they went from working overnights to working the day shift in an 24-hour home or they went from relief to a contract position)

**Benefits** of internal transfers:

- it provides career growth opportunity for employees and can help keep them engaged
- it allows Mainstream to fill vacant positions without the cost of hiring and training external employees
- employees who move from one program to another help share ideas and spread knowledge across the organization

**Challenges** of internal transfers:

- too many changes within a program can affect how services are delivered
- frequent changes in direct support staff can impact people using services

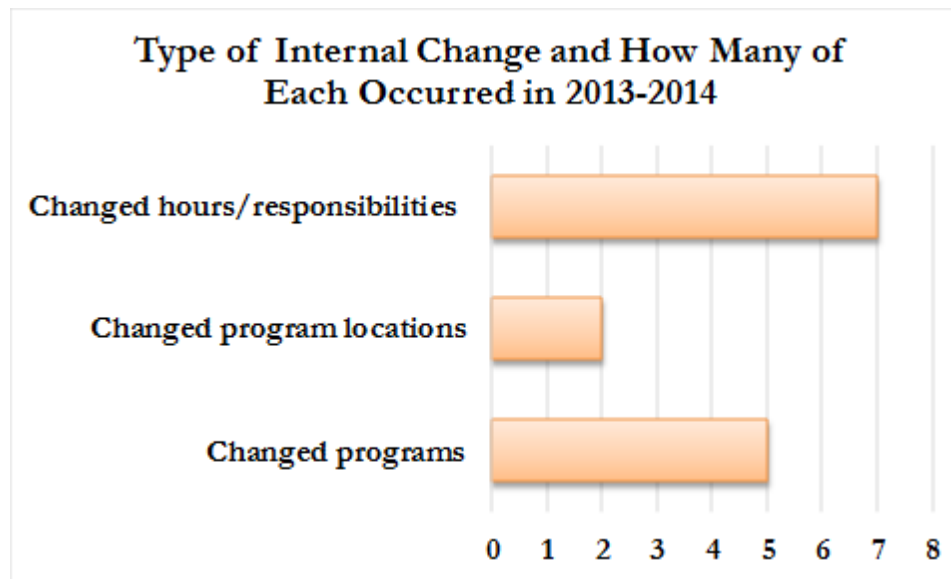
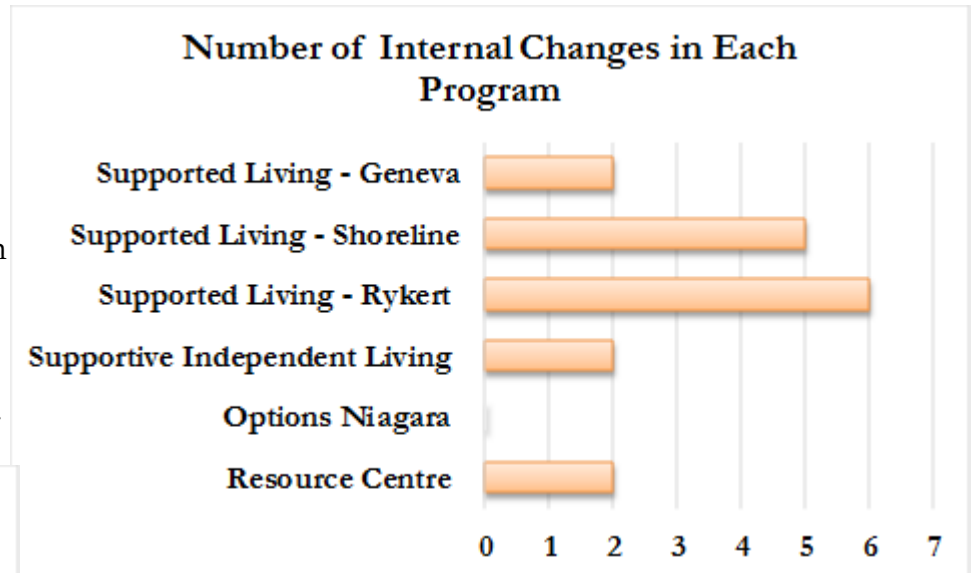
## Employee Transfers

### Internal Employee Transfers

In 2013-2014, 14 employees changed positions at least once. In total, there were 17 internal transfers.

#### Internal transfers - let's look at the numbers

- Many of the changes were due to the fact that four employees went on maternity leave. Each of those positions were filled with internal candidates which meant that those positions then had to be filled. Most of these changes are temporary.
- We also created a part-time Person-Centred Planner position which was filled internally. This meant more internal shuffling.



- 2013-2014 was a year of high internal change at Mainstream. The changes have helped invigorate programs as employees with different experience and knowledge joined new teams.
- The changes also brought with them some challenges as employees needed time to adjust to new positions and new responsibilities.
- With every internal transfer, Mainstream made every attempt to ensure that the change would be beneficial to the people in the program as well as the employee.

# Outcomes Management Report

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## Continuous Quality Improvement and Organizational Learning



## Continuous Quality Improvement and Organizational Learning

All Mainstream employees are required to attend certain mandatory trainings. These include training provided during Mainstream's annual training weeks (see next page for more information) as well as other required training such as AIMS training, Abuse training, Rights training, medication administration and van training.

Our goal is that, in addition to mandatory trainings, employees have the chance to attend at least one non-mandatory training every year. This might be a conference, a workshop, an in-house training, video or webinar.

### Let's look at what happened in 2013-2014:

- 29 employees attended at least one non-mandatory training. That is up from 20 in 2012-2013.
- 23 different non-mandatory training opportunities were accessed. That is down from 27 in 2012-2013
- Some employees attended more than one of these trainings. In total 29 Mainstream employees attended a total of 55 training opportunities

### Here are some examples of trainings that employees accessed:

- Mental Health and Youth (workshop)
- Dual Diagnosis (workshop)
- Holistic Wellness in Developmental Disabilities
- Intensive Case Management (video)
- Journée sur les Services en Français (workshop)
- Fetal Alcohol Syndrome (workshop)
- HIV/AIDS (workshop)
- Building Inclusive Communities
- Bereavement (one-day workshop)
- Employment Law for HR
- Social Work and People with Developmental Disabilities (webinar)
- Making Sense of Healthy Eating (video conference)
- Clear Writing (online course)
- Tourette's (video)
- Trauma in the Workplace (video)
- Regulated Health Care Act (webinar)
- Safety Care

# Outcomes Management Report

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## Employee Training Weeks

For the past four years, Mainstream has organized **training weeks for all employees**. Two identical weeks are planned and half of the employees attend one week and half attend the other. This allows employees the opportunity to spend time with people from across the organization that they don't often have the chance to interact with. It also allows Mainstream to keep all of its programs running.

In 2013-2014, **50 employees** attended all or part of the 4-day training weeks. The following sessions were offered:

- Non-Violent Crisis Intervention (NVCI) recertification (mandatory)
- CPR and Public Access Defibrillator recertification (mandatory)
- Dealing with Loss
- Having Difficult Conversations
- What Does Good Support Look Like? (a presentation by a person supported by Options Niagara)
- Rights Statement Video (a presentation by two members of Mainstream's Right TRAQ team)
- Goals - how to write goals that are specific and measurable
- Admin - a 1/2 day presentation by members of the Admin team (Finance Manager and Executive Director)
- Employee Assistance Program (EAP) - a representative from our EAP provider came to explain the services offered
- Person-Centred Planning - 10 hours were dedicated to person-centred planning

The training weeks are planned and organized by Mainstream's Quality Improvement Committee. Most of the sessions were run by Mainstream employees.



## Clear Writing

One of the sessions offered during the 2013 Employee Training Weeks was a workshop on **Clear Writing**. The goal of this workshop was to introduce the concept of clear writing to employees. As a follow-up to that training, two employees completed a Clear Writing course. Using the knowledge gained in the course, these employees have been asked to take on a role in helping Mainstream develop a more consistent way of presenting written information (reports, memos, newsletters, emails etc).

Since then 2 employees have completed the Clear Writing course:

- a **Clear Writing training has been developed** for all Mainstream employees.
- written documents can now be sent for suggestions as to how to make them more accessible. In 2013-2014, 11 documents were sent for review. These include: Resource Centre event flyers, a media release, a letter for families, two Mainstream forms and the Transition Planning Checklist.

Mainstream's **Clear Writing goals** for 2014-2015 include:

- **Present the Clear Writing training** to all employees at Mainstream
- **Develop clear writing guidelines** for Mainstream. These guidelines would include things like: what default font and font size to use in emails and written materials. This will ensure consistency as well as increased readability of Mainstream materials.
- **Develop easy-to-follow instructions** for employees to change their default email and Word settings to the chosen font and size.
- **Create a consistent email signature** for all Mainstream employees
- Include Clear Writing tips and updates in the Mainstream employee newsletter

# Outcomes Management Report

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## Mainstream Committees

At Mainstream we recognize the value that comes from working in teams. All employees have the opportunity to work with members of their own program teams but there is also a great benefit to working with employees from different programs across the organization. It aids the sharing of ideas and resources, improves communication across programs and enriches our overall agency knowledge.

There are many committees at Mainstream that are made up of members from across the organization. They include:

- **Joint Occupational Health and Safety Committee** - responsible for ensuring that Mainstream meets all of the Health and Safety requirements in each program location
- **Team Mainstream Committee** - responsible for finding opportunities for Mainstream to give back to the community.
- **Employee Rewards and Recognition Committee** - responsible for planning the annual Employee Rewards and Recognition dinner as well as acting on feedback to find meaningful ways to recognize and reward Mainstream employees
- **Quality Improvement Committee** - responsible for planning the annual Employee Training Weeks, for ensuring Mainstream meets all FOCUS accreditation standards and for helping facilitate program and agency-wide change based on feedback re what is working and not working.
- **Person-Centred Thinking Committee** - responsible for setting the direction that Mainstream is taking in order to meet their goal of becoming a more person-centred thinking organization.
- **Specific event committees** - committees such as our Trivia Night committee or our Golf Tournament committee are responsible for planning specific events at Mainstream.

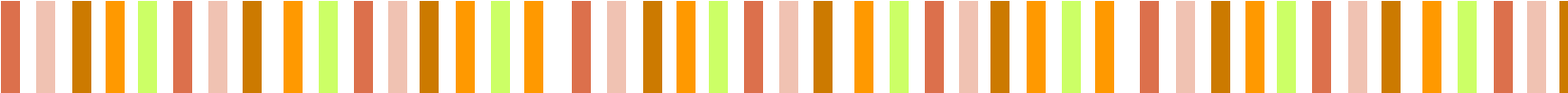




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## Accessibility



## Accessibility for Ontarian with Disabilities Act (AODA)

On June 13, 2005, the Government of Ontario passed the Accessibility for Ontarians with Disabilities Act (AODA).

The purpose of the Act was to benefit all Ontarians by:

- (a) developing, implementing and enforcing accessibility standards in order to achieve accessibility for Ontarians with disabilities with respect to goods, services, facilities, accommodation, employment, buildings, structures and premises on or before January 1, 2025; and
- (b) providing for the involvement of persons with disabilities, of the Government of Ontario and of representatives of industries and of various sectors of the economy in the development of the accessibility standards..

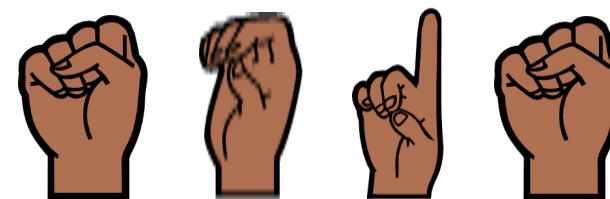


The Act:

- makes Ontario the first jurisdiction in Canada to develop, implement and enforce mandatory accessibility standards, and
- applies to both the private and public sectors.

Through the Act and Accessibility Standards, the goal is to make Ontario accessible by 2025.

For more information about the Accessibility for Ontarians with Disabilities Act and its accessibility standards, visit [www.accessON.ca](http://www.accessON.ca)



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## Accessibility for Ontarians with Disabilities Act (AODA)

There are five sets of Accessibility Standards that are part of the Accessibility for Ontarians with Disabilities Act. They are:

1. Customer Service Standards
2. Employment Standards
3. Transportation Standards
4. Information and Communication Standards
5. Built Environment Standards

As standards are released, we will be responsible for ensuring that we are in compliance. To date, we have been responsible for:

- Ensuring all Mainstream employees receive Customer Service Training
- Posting our complaint process on our website
- Developing customer service and accessibility policies
- Providing any of our written documentation in more accessible formats if requested (larger fonts, different colours etc)
- Updating our website with features that allow a user to change the text size as well as the language.
- Including a statement on all Mainstream job postings informing applicants that we will make every effort to accommodate any accessibility needs, both during the interview and on the job.

**Accessibility Update** - We are in compliance with the Accessibility for Ontarians with Disabilities Act at this time.



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La loi sur les services en français

The French Language Services Act



## French Language Services Act (FLSA) / la loi sur les services en français (LSF)

The French Language Services Act (FLSA) was passed in 1986. The FLSA guarantees an individual's **right to receive services in French from Government of Ontario ministries and agencies.**

The purpose of the Act is to:

- A) consolidate all of the existing French Language policies in Ontario
- B) recognize the right of Francophones to receive government services in French in designated areas in the province. There are 25 areas in Ontario that are designated French Language.

Mainstream's Options Niagara program **provides services in two of these designated areas** and **must comply with the FLSA.** The designated areas in Niagara are Welland and Port Colborne.

In July 2011, the Ontario government passed **Ontario Regulation 284/11, Provision of French Language Services on behalf of Government Agencies.** This regulation helps explain the obligations that agencies like Mainstream have.

In order to comply with the act, Mainstream must do several things including:

- **Provide an active offer of services in French.** That means that French services must be obvious, easily available and accessible, and publicized.
- Develop a protocol with all relevant French language services in Niagara. That means that, together with the other agencies in Niagara that fall under the FLSA, we must **come up with a plan for how to provide services in French in Niagara.**
- Ensure signage and communication clearly states that services are provided in French

# Outcomes Management Report

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## French Language Services Act (FLSA) / la loi sur les services en français (LSF)

### Active Offer

Providing an active offer of services in French means making it clear to people that services are available in French. How do we do this?

- The phones at our main building are answered with “Welcome to Mainstream. Bonjour” to let callers know that services in French are available. Any French-speaking callers would be transferred to a French-speaking employee for support.

### Protocol

Not every agency in Niagara’s designated areas is able to offer all of its services in French. Nor do they have to. The important thing is that all of the different developmental services provided in Niagara can be provided in French by at least one organization. Examples of these services include: residential services, day services, behaviour support services, transitional support for young adults coming out of school, employment support services. Here is what has been done so far in Niagara.

- A Collaborative Service Delivery Agreement has been developed between agencies providing developmental services in the Niagara Region and the Centre de Santé Communautaire Hamilton/Niagara.
- This agreement outlines how agencies will work together to deliver French-language services in Niagara.
- Mainstream was involved in the development of this agreement and has signed the final copy.

### Signage and Communication

- We have a sign posted in our reception area stating that “We offer services in English and in French / Nous offrons services en français et en anglais)
- Our automatic voicemail system at our main building and at Options Niagara includes a message in French letting French-speaking callers know how to contact a French-speaking employee.
- A designated French-speaking employee ensures that there is a bilingual message on their voicemail.





# Outcomes Management Report

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## Risk Management Plan



## Risk Management Plan

The Ministry of Community and Social Services (MCSS) has been working to strengthen and clarify the operating expectations of transfer payment agencies such as Mainstream. To this end MCSS has introduced an annual Risk Management Assessment that all organizations are required to complete and submit. This is another tool that helps Mainstream to establish and work towards higher standards of organizational performance.

The Risk Management Assessment was completed by the Executive Director and approved by the Board of Directors. It was submitted to the Ministry in March 2014. The results of the assessment place Mainstream into the **low risk category** for the 3rd consecutive year.. A complete copy of the Risk Assessment results can be found on our website.

The risk is measured in the following dimensions:

1. **Governance / Organizational Risk** - the risk that the agency's structure, Board functioning, accountabilities or responsibilities are not designed, communicated or implemented to meet the organization's objectives.
2. **Service Delivery / Operational Risk** - the risk that funded services will not get completed or delivered in a timely manner, as expected.
3. **Stakeholder Satisfaction / Public Perception Risk** - the risk of failure to meet expectations of the public, other clients, ministries or other stakeholders.
4. **Financial Risk** - the risk of financial losses, overspending or the inability to meet budgets and plans.
5. **Legal and Compliance Risk** - the risk that the agency will not be compliant with applicable MCSS legislation, regulations and policy direction.
6. **Technology and Operational Risk** - the risk that IT infrastructure does not align with business requirements and does not support availability, access, integrity, relevance and security of data. Includes business continuity risk.
7. **Information Risk** - the risk that information produced or used is incomplete, out of date, inaccurate, irrelevant or inappropriately disclosed.
8. **People / HR Risk** - the risk that capable and motivated staff will not be available to get the job done. This could be caused by resignations, turnover, inability to hire, lack of skills, strikes, injury etc.

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## Employee Rewards and Recognition

## Employee Rewards and Recognition

On May 30, 2014 Mainstream held our annual Employee Rewards and Recognition evening at Cat's Caboose. At that time, **service awards** were presented to employees who have worked at Mainstream for 5, 10, 15 and 20 years.

This year the following employees were recognized.

Sara Wardell	5 years
Edvina Kadric	5 years
Christine Bowers	10 years
Amanda Lutczyn	10 years
Selena Boulianne	15 years
Elizabeth Wedderspoon	15 years
Monica Laumann	20 years
Tracie Davis	20 years
Dan Kozar	20 years
Heather Tkach	20 years



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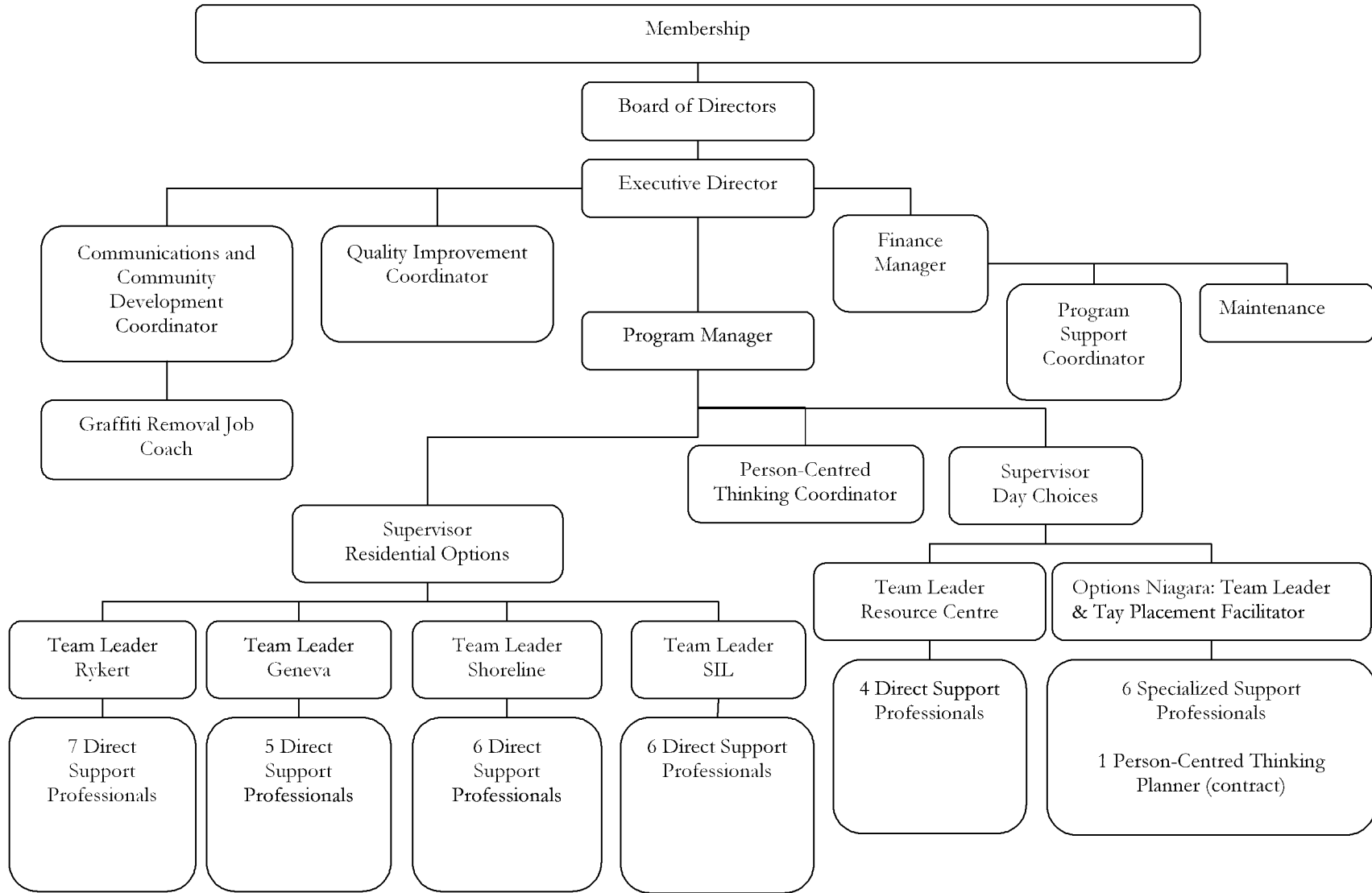
## Thank you to all of our donors

Mainstream is fortunate to have many individuals and businesses offer their support to our fundraising efforts. This year we received a total of **\$36,184 in financial contributions and sponsorships**. This support goes towards enhancing the programs and equipment available to the individuals we serve.

Mainstream would like to take the opportunity to recognize the following supporters:

Hugh Church	Russell Investments	Fidelity Investment
Mr. and Mrs. P Conley	Michael Robertson	Partridge Iggluden
Alan Cimprich	Scottlea Church	Picton Mahoney Assets
Mary Lariviere	Dog Pound	Durward Jones Barwell
The Royal Trust Company	D Sardella	Silvana Del Monico
Donna Turner	Shirley Huffman	Michael Kane
Copping International	Patrick Hughes	Northend Gardens
Niagara Protective Coating	Fred Chapis	Gail's Gourmet Jams
Cosmo Menechella	Michel Cote	Cat's Caboose
Thomas Batkovsky	Laurette Bisson	Myers Fruit Farm
Ruth Barclay	Doris Townsend	Niagara Supplies
Tina Franklin	Barbara Abremek	A 1 Flooring
Mr. and Mrs. R Mawhood	Interatlas Logistics	Future Environmental
Mr. and Mrs. D Melville	First Assets	BMO Asset Management
Alberta Purdie	Manfred Rudolph	Cooper Wealth Management
Mrs. S Nadkarni-Bhide	Meridian Credit Union	Harber Manufacturing
Mr. and Mrs. Dennis Cheredar	Darte Funeral Home	Remax Niagara Realty
Lorraine Smith	Vesuvius	Hainer's Discount
L Copping	Stevenson & Hunt	

# Mainstream - At a Glance



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Please visit our website: [www.mainstreamservices.com](http://www.mainstreamservices.com) and like our Facebook page

If you have any questions or feedback about this Outcomes Management Report, please contact Céline Parent at 905-682-3924 x 26 or [cparent@mainstreamservices.com](mailto:cparent@mainstreamservices.com)