



DOGWOOD PLACE CHILD & YOUTH DEVELOPMENT CENTRE

"HELPING PEOPLE HELP THEMSELVES"

Performance Outcomes and Improvement Plan

Early Intervention Therapies

September 2023 – August 2024

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Overview

Annually, a Performance Measurement and Management Plan is established for each program, to create meaningful objectives and goals in the domains of:

- ✦ Results achieved for the persons served (effectiveness)
 - *Measuring change for results achieved for the persons served over time*
- ✦ Resources used to achieve results for the persons served (efficiency)
 - *Addresses the relationship between resources used and results achieved*
- ✦ Service Access
 - *Addresses the Society's capacity to provide services to those who desire or are in need of receiving services*
- ✦ Experience of Services and other feedback – persons served and stakeholders
 - *The perception of persons served/stakeholders experience with the program*

These objectives guide and aid the programs in obtaining outcomes in our endeavor for continuous improvement in service delivery for our clients. The data and outcomes are then analyzed for the year and reported in this Performance Outcomes and Improvement Plan, which is built from the Performance Measurement and Management Plan.

Copies of this report are provided internally, as well as on the Society's website.

Occupational Therapy Program

The Occupational Therapy Program helps children develop skills to participate independently in everyday activities. These activities may include: *self-care* tasks such as feeding, dressing, grooming, toileting, strategies to help children learn to stay calm and alert, *productivity* such as kindergarten readiness skills and *leisure* skills such as playing with friends and in the community. Services may be provided in the clinic, home, preschool, or other community settings.

These services include: assessment (how your child is doing), consultation (ideas for next steps), and therapy (working on new skills together).

Physiotherapy Program

The Physiotherapy Program provides service to children (birth to school entry) who have difficulty with movement skills, such as delayed motor milestones, balance, coordination, muscle strengthening, positioning, specialized equipment, function and play.

Services may be provided in the clinic, home, preschool, or other community settings.

These services include: assessment (how your child is doing), consultation (ideas for next steps), and therapy (working on new skills together).

Speech and Language Program

The Speech and Language Program provides services to children with communication and/or feeding needs, from birth to school entry. This program can support your child with talking, understanding language, playing, interacting with others, and eating.

These services include: assessment (how your child is doing), consultation (ideas for next steps), and therapy (working on new skills together).

2022 – 2023 Improvement Plan Results

At the end of the 2022-2023 Performance Outcomes and Improvement Plan, 7 action plans were created for the objectives that did not meet their goals. Below are the results, identifying whether the intended action plan accomplished that result or not.

Objective Domain	Program	Objective	Action Plan	Goal Achieved/Not
Resources used to achieve results for the persons served (Efficiency)	Occupational Therapy	OT will provide direct services to as many clients as realistically possible	Our therapy assistant returns in the Fall and the administrative support position has been filled. We anticipate we will be much closer to achieving this goal this therapy year.	Goal not achieved
	Physiotherapy	PT will provide direct services to as many clients as realistically possible.	PT will work towards this goal through running group therapy sessions, pre-populated forms, and utilizing administrative support. This goal will continue but will track total sessions booked.	Goal not achieved
	Speech and Language Program	Clients will be offered the option of attending a therapy group, when most suitable option for their needs and/or waiting for a therapy space.	With a 90% achievement of this goal, we will review this objective for the next Performance Measurement and Management Plan.	Goal was removed from the 2023-2024 Performance Measurement and Management Plan
Service Access	Occupational Therapy	As many OT clients as possible will get a therapy block this therapy year	As we were only 1 number away from achieving this outcome, we will be increasing this goal for the next Performance Measurement and Management Plan, as we aim to see more clients for therapy, resulting in the consultation services getting longer.	Goal achieved
	Physiotherapy	PT acute new referrals will be contacted within 8 weeks.	As we were only 1% away from achieving this goal, we will create a new service access goal for the next Performance Measurement and Management Plan.	Goal was removed from the 2023-2024 Performance Measurement and Management Plan
	Speech and Language Program	Clients currently waiting for direct therapy serviced will be offered a waitlist group.	This objective will be reviewed for the next Performance Measurement and	Goal was removed from the 2023-2024 Performance

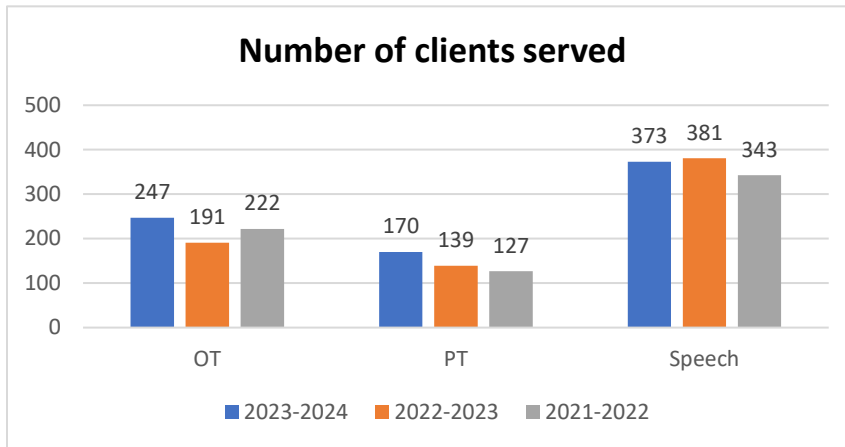
			Management Plan, as to how to best proceed.	Measurement and Management Plan
	Speech and Language Program	Clients referred will be offered an initial-consult within 3-months of referral.	This objective will be reviewed for the next Performance Measurement and Management Plan, as to how to best proceed.	Goal achieved

2022 - 2023 goals brought forward into the 2023 - 2024 plan

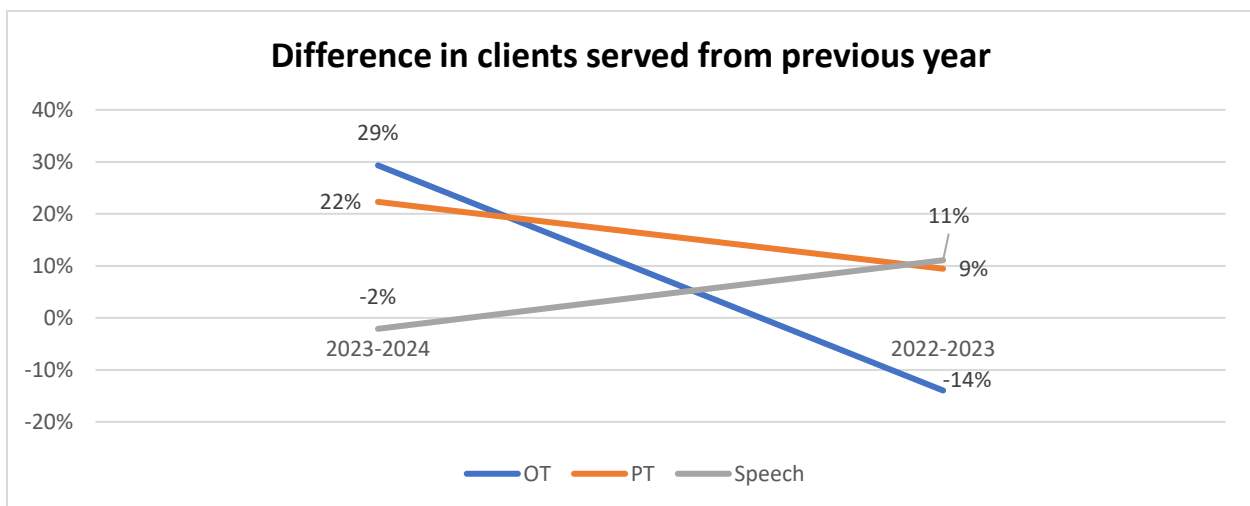


Characteristics of Persons Served

Specific characteristics of the individuals served in the Early Intervention Therapy program are not collected, other than their age. These programs serve children from birth to school-entry.



It's important to note that clients in Early Intervention Therapies may not only attend just one of the programs, but possibly all three. This is reflected in the numbers above, which could indicate one individual in multiple programs, therefore being counted multiple times.



Impact of extenuating or influencing factors:

The Early Intervention Therapy Program provides services not only in Campbell River, but also to Sayward, Gold River, Tahsis, Cortes and Quadra Island.

These outlying communities impact the services provided to our programs in a variety of ways, such as: the time required to travel to these communities ultimately impacting the time available for other caseload needs, the cost of travel which affects the budget for other program needs, and the consistency of service which can be affected by inclement weather.

The Occupational and Physiotherapy Program had the Therapy Assistant position vacant and were unable to fill the role. This ultimately had an impact on the amount of clients that were seen as the responsibilities of what this position fell onto the Occupational Therapists, resulting in less clients seen for therapy and consultation.

Results achieved for the persons served (Effectiveness)

Occupational Therapy Program:

Objective #1:

Objective: Clients receiving a block of therapy will have Canadian Occupational Performance Measure (COPM) score.

Indicator: % of COPM scores for every client receiving a therapy block

Goal: 80%

Outcome: 75%

Analysis: **GOAL NOT MET**

Clients that did not give a COPM score could not attend the full block of therapy for personal reasons (moved, changing jobs, etc.), resulting in this goal not being met by 5%. In previous Performance Measurement and Management Plans, this same objective had the goal of “clients who received a therapy block will have a COPM score of 2.0”. The previous two therapy years, the goal well exceed its target of 2.0 but there was a small sample size. For those therapy clients that did complete the COPM, scores continue to be over 2.0, which is considered to represent effective OT services for those receiving therapy.

For this current plan, the new goal is to have 80% of therapy clients complete the COPM in order to increase the sample size and have a more accurate reflection of the effectiveness of OT services. As this was a new objective set, the data is not yet available for analyzing for trends against previous years.

Objective #2:

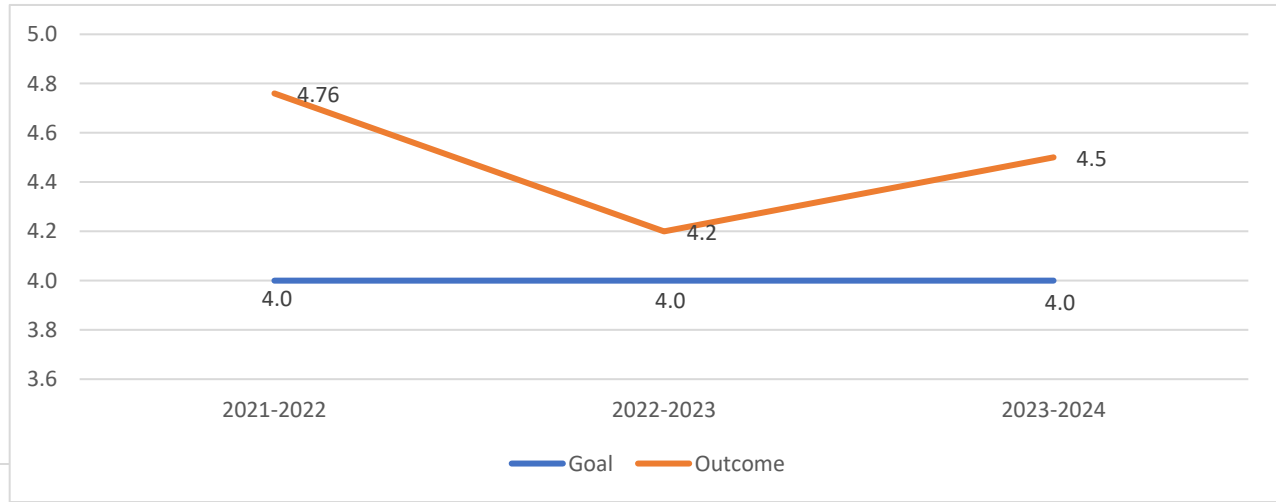
Objective: Client families will report OT services are effective.

Indicator: # of average scores given by client families

Goal: 4.0

Outcome: 4.5

Analysis: **GOAL MET**



The goal was met! The score of effectiveness was given by client family's Experience of Services Survey. Results on the survey showed there were some concerns about waitlists and how they had not received service yet, but those that had received services felt they were effective. There was one suggestion on how to improve service, which has since been implemented.

The graph shows that the 2021-2022 therapy year had strong results for families feeling services were effective, with a decline in the 2022-2023 therapy year, which was believed to have been caused by the waitlist. Since that year, we see the increase slowly go back up. As such, this goal will continue to be worked on achieving.

Physiotherapy Program:

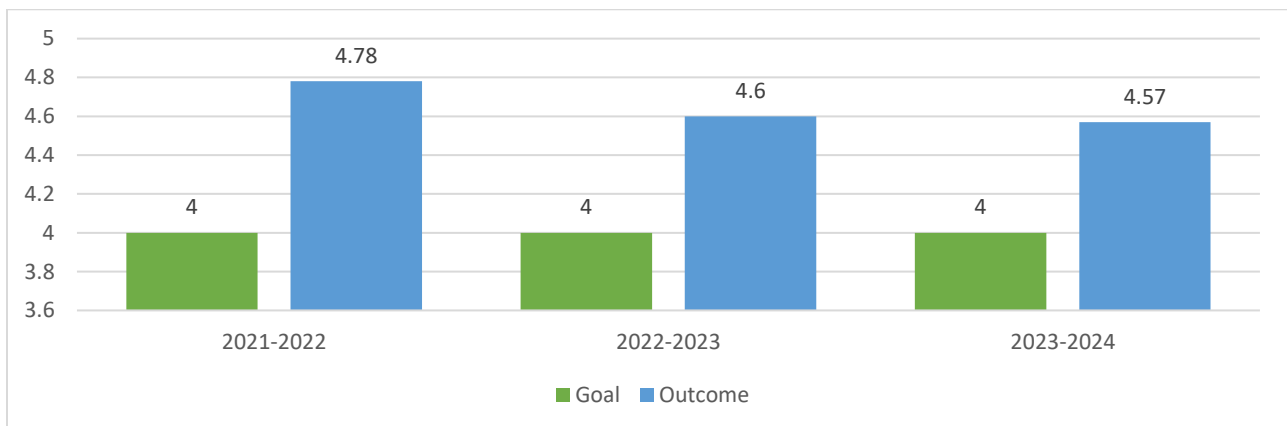
Objective: Client families will report PT services are effective.

Indicator: # of average scores given by client families

Goal: 4.0

Outcome: 4.57

Analysis: **GOAL MET**



This goal was met. The score of effectiveness was given by client's family Experience of Services Survey. The survey conveyed that families that received Physiotherapy found the services provided effective for their child. There has been a slight decrease over the last two years, and this could be a result of the waitlist for services.

Speech and Language Program:

Objective #1:

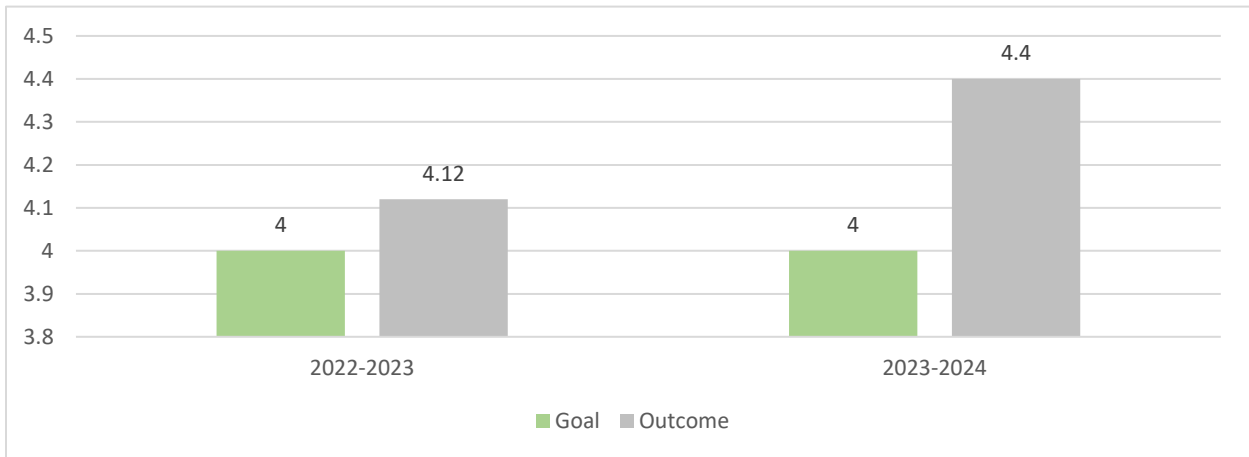
Objective: Speech-language services will be effective for clients.

Indicator: Average score given by client's families on Experience of Services Survey

Goal: 4.0

Outcome: 4.4

Analysis: **GOAL MET**



This goal was met. The results were measured from the client's family Experience of Services Survey. The survey results show an increase from the 2022-2023 therapy year, for families' stating they feel that the services provided were effective for the child.

Objective #2:

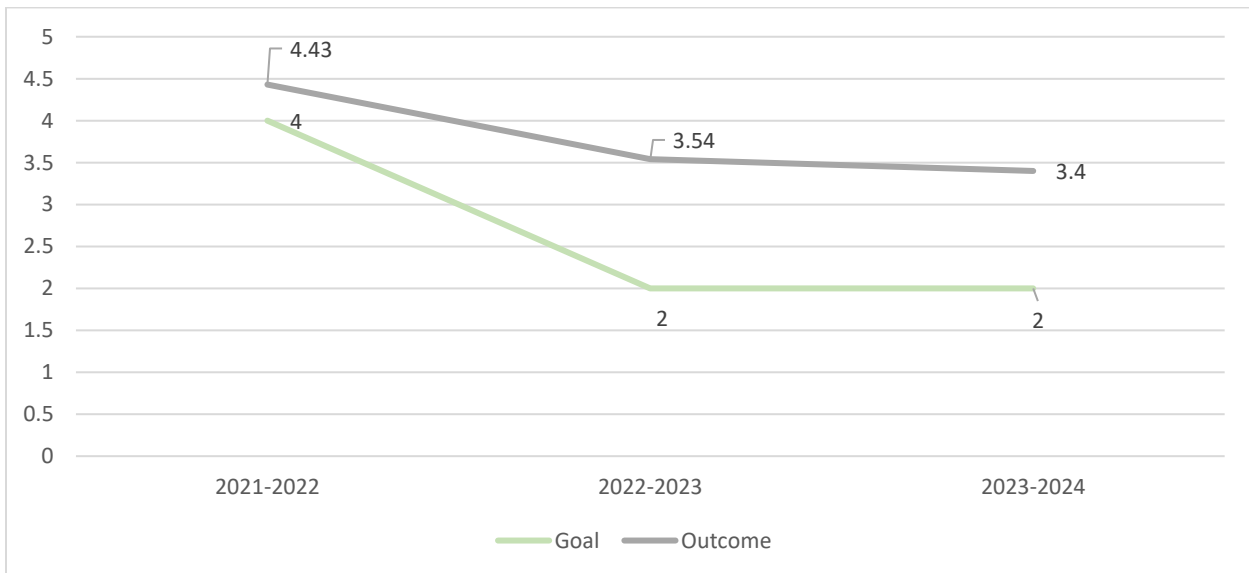
Objective: Speech-language therapy services will be effective for clients.

Indicator: # of pre- and post-measures of therapy objectives, based on parent's evaluation of child's skills being addressed in therapy

Goal: 2

Outcome: 3.4

Analysis: **GOAL MET**



The Performance Measurement and Management Plan was not to measure an average score given, but to measure whether there was a change in improvement of services from the previous therapy year. There was a slight decrease of 0.14 from the previous therapy year, however we still exceeded our goal. This will remain in the Performance Measurement and Management Plan, to measure parent's evaluation of effectiveness.

Resources used to achieve results for the persons served (Efficiency)

Occupational Therapy Program:

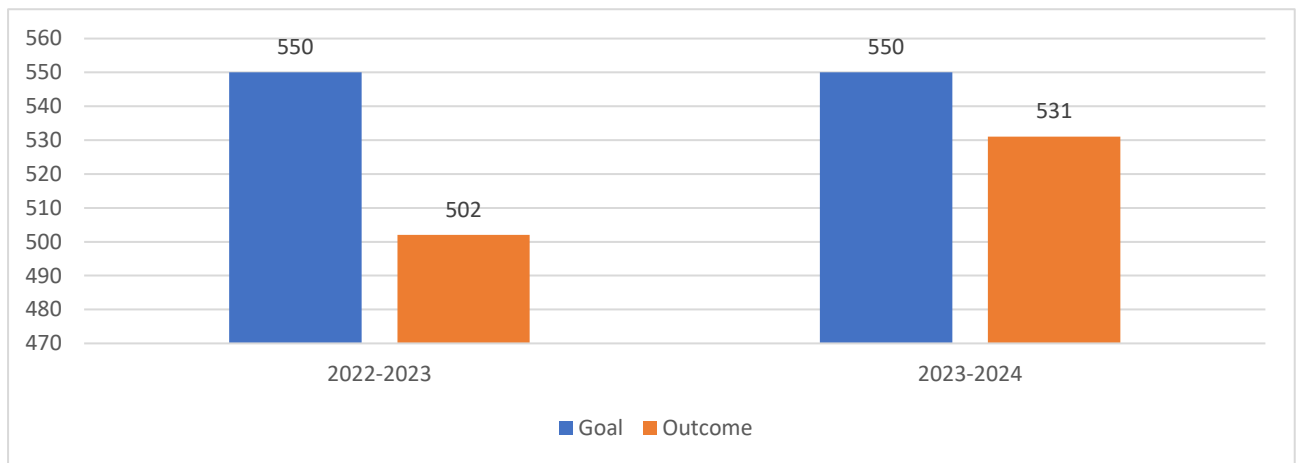
Objective: OT will provide direct services to as many clients as realistically possible.

Indicator: # of sessions booked for the year for all therapists

Goal: 550 sessions

Outcome: 531 sessions

Analysis: **GOAL NOT MET**



For the 2022-2023 therapy year, this objective goal was changed to target the number of sessions booked for all therapists, as opposed to the sessions booked per FTE, per month. This helps give a more realistic objective as a team-based approach.

For this therapy year, the number of total sessions increased by 29 from 2022-2023. Although the goal was not met, this was still quite an increase considering that the program's Therapy Assistant only worked from October to March. If we had the Therapy Assistant available to work for the entire year, more clients would have been able to receive service. Therapy blocks also take more time than consultations, and since more therapy blocks were offered, we may have had less total sessions.

Physiotherapy Program:

Objective #1:

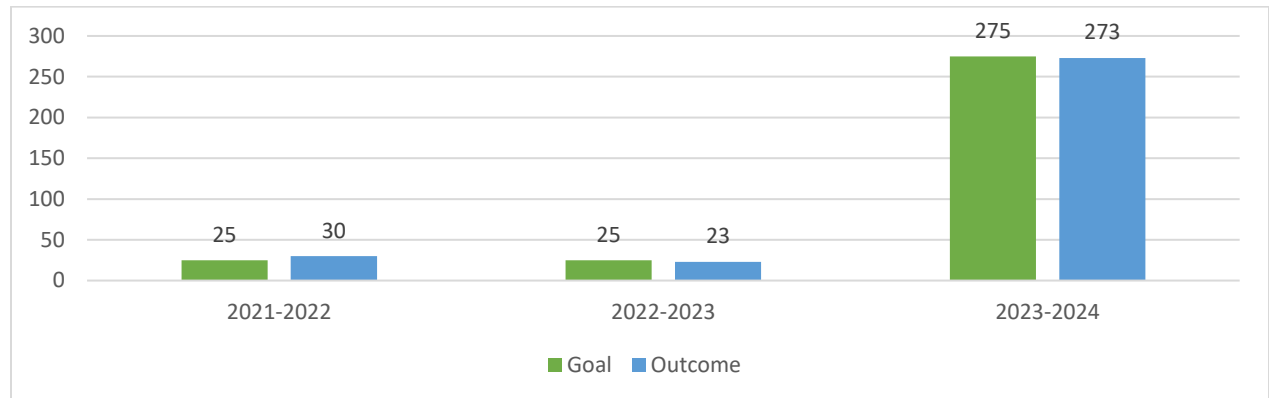
Objective: PT will provide direct services to as many clients as realistically possible.

Indicator: # of sessions booked for the year for all therapists

Goal: 275

Outcome: 273

Analysis: **GOAL NOT MET**



The goal was not met, although we were very close in attaining our goal. For the last two previous years, this goal was measured by the number of sessions booked, per therapist. For this current therapy year of 2023-2024, we measured this goal for all therapists together, rather than individually. These different measurements are displayed in the chart above, which is why this current year shows such a high number. Going forward, the sessions booked for all therapists will only be analyzed, rather than sessions booked per therapist.

Objective #2:

Objective: PT will provide more service to clients through groups.

Indicator: # of groups run for the year

Goal: 2

Outcome: 1

Analysis: **GOAL NOT MET**

This was a new objective for the Physiotherapy Program this year. Unfortunately, we did not reach our goal of running 2 groups, however this goal will remain going forward, as we expect an increase in staffing.

Speech and Language Program:

Objective: There will be an average of at least one group running per week.

Indicator: # of group hours over the year

Goal: 52

Outcome: 33.5

Analysis: **GOAL NOT MET**

This was a new objective in this year's plan so there is no comparative analysis yet. Some contributing factors due to not reaching our goal were less time available for the Speech and Language Pathologists than anticipated because of unplanned temporary leaves and staff vacancies. Access to therapy rooms was an issue in the Spring due to unexpected water damage. There will need to be a revisit for staff reporting on group stats to ensure consistency in reporting.

Service Access

Occupational Therapy Program:

Objective #1:

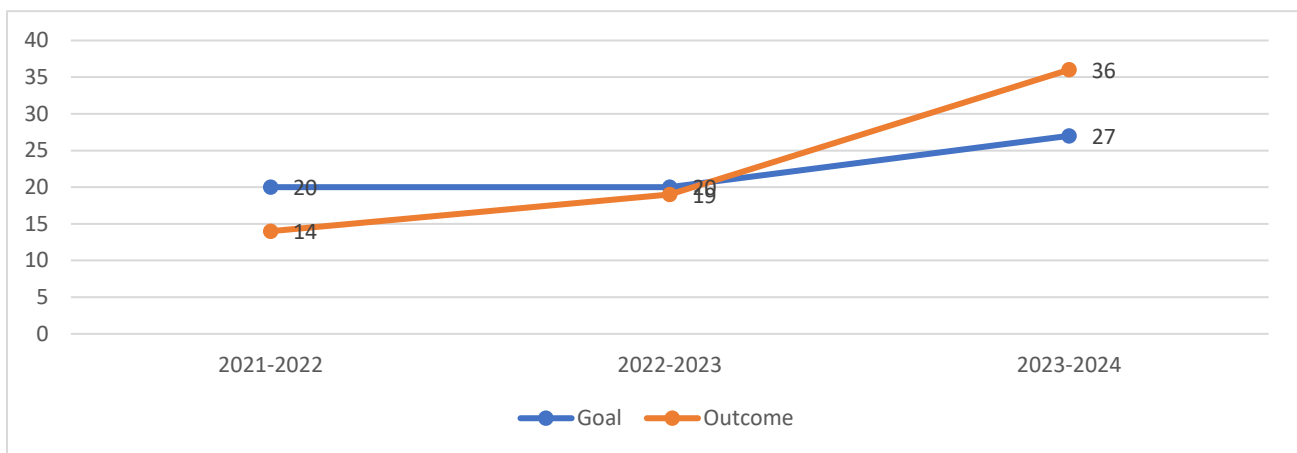
Objective: As many OT clients as possible will receive a therapy block this year.

Indicator: # of clients offered a therapy block

Goal: 27

Outcome: 36

Analysis: **GOAL MET**



We met our goal! This year, we focused on providing more therapy blocks and providing less frequent consultations. As a result of this change, we exceeded our goal of 27 clients. The 2022-2023 year, we were very close in our goal, and we believe that to have been due to having a casual Occupational Therapist available in providing service. This casual position may have also contributed to the success of our goal this year. For the 2024-2024 therapy year, we will increase our goal to 30 clients in our attempt to continue providing as much therapy as possible.

Objective #2:

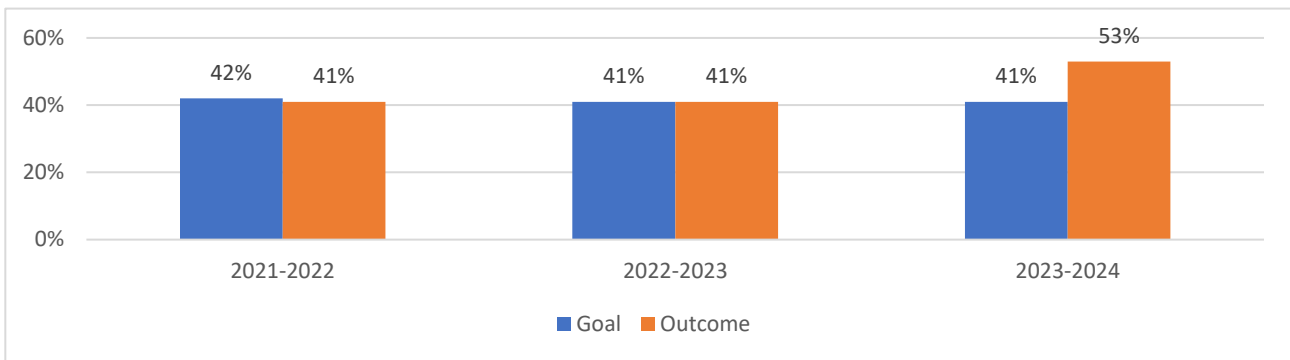
Objective: Waitlist will be maintained or reduced from last year.

Indicator: % of reduced clients on waitlist from previous year

Goal: 41%

Outcome: 53%

Analysis: **GOAL NOT MET**



We had an increased number of referrals this therapy year, however no increase in staffing.

Physiotherapy Program:

Objective #1:

Objective: Clients from outlying areas will be served in their own town.

Indicator: # of visits to outlying areas

Goal: 10

Outcome: 11

Analysis: **GOAL MET**

This goal was met! As this was a new service access objective for this year, we will continue to measure this to ensure that we are providing the most effective service to as many clients as possible.

Objective #2:

Objective: Clients will attend visits by reducing no-shows and cancellations.

Indicator: % of clients that attend sessions

Goal: 80%

Outcome: 78.5%

Analysis: **GOAL NOT MET**

This goal was not met. As last year's service access objective was met, a new objective was planned for this year. We came very close to achieving the goal, but unfortunately did not quite meet the mark. Strategies involving email appointment reminders and phone calls the day of the appointment were introduced but were sometimes missed with reduced administrative support from the Therapy Assistant.

Speech and Language Program:

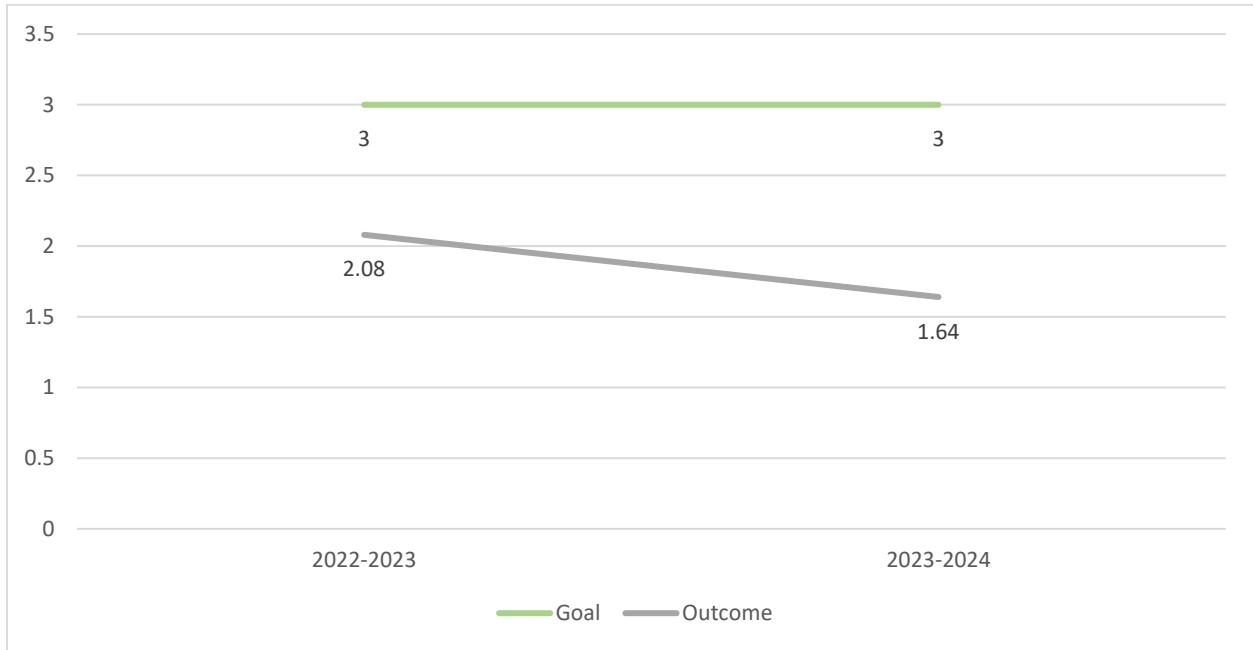
Objective: Clients referred to the program will be offered an initial-consult within 3 months of referral.

Indicator: # of months, or less, as indicated on intake list

Goal: 3

Outcome: 1.64 months

Analysis: **GOAL MET**



Our program has been successful over the last few years in completing initial-consults within 3 months or less. The 2022-2023 therapy year, our average time for clients being seen for initial-consults was 2.08 months. This current therapy year, we completed these consults within an average time of 1.64 months, which is even sooner than the previous year. This is fantastic to be able to complete initial-consults within our goal timeline, and we will continue to measure and track this outcome.

Experience of services and other feedback

Occupational Therapy Program:

Persons Served

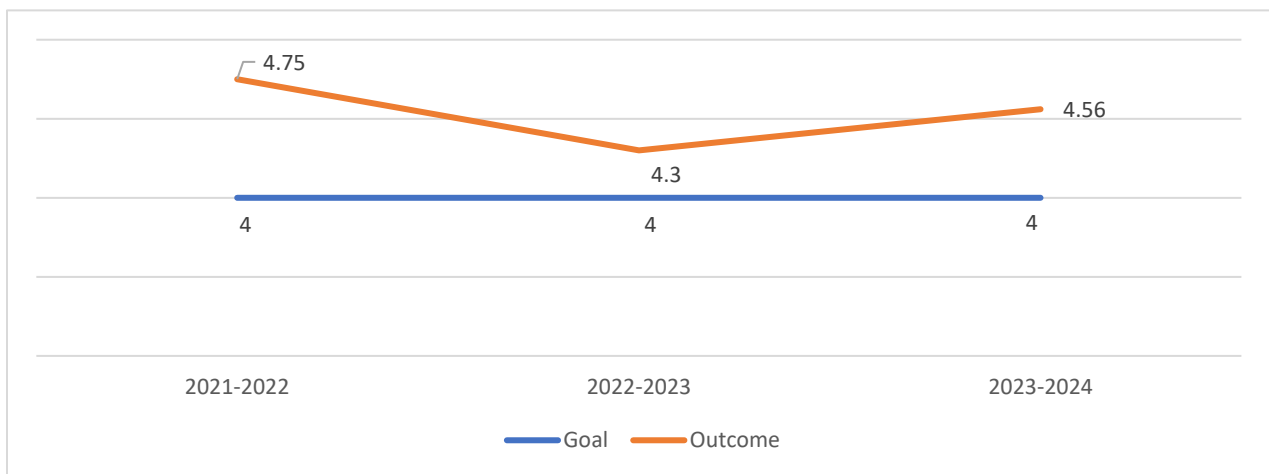
Objective: Client families will be satisfied with the services provided by the OT Program.

Indicator: # of average score given by client's families

Goal: 4

Outcome: 4.56

Analysis: **GOAL MET**



This goal was met! We will continue with this goal, however there were some concerns noted in the Experience of Services Survey about waitlists and not receiving services yet.

Physiotherapy Program:

Persons Served

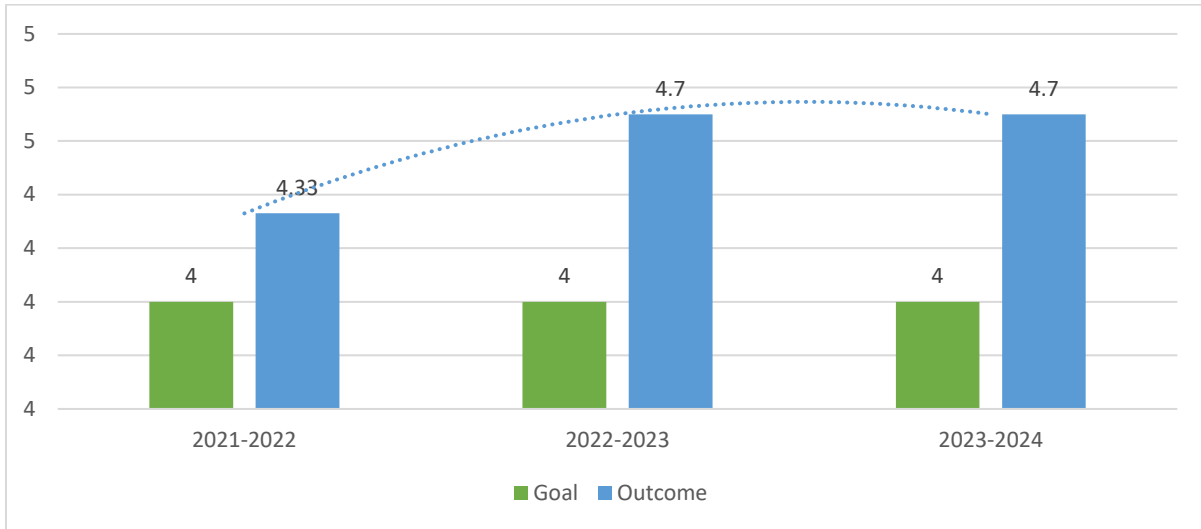
Objective: Client families will be satisfied with services provided by the PT Program

Indicator: # of average score given by the client's families

Goal: 4

Outcome: 4.7

Analysis: **GOAL MET**



This goal was met! This goal is measured by the feedback provided on the Experience of Services survey to our clients. We will continue to maintain this standard, as we always strive to provide the best service possible to our clients.

Speech and Language Program:

Persons Served

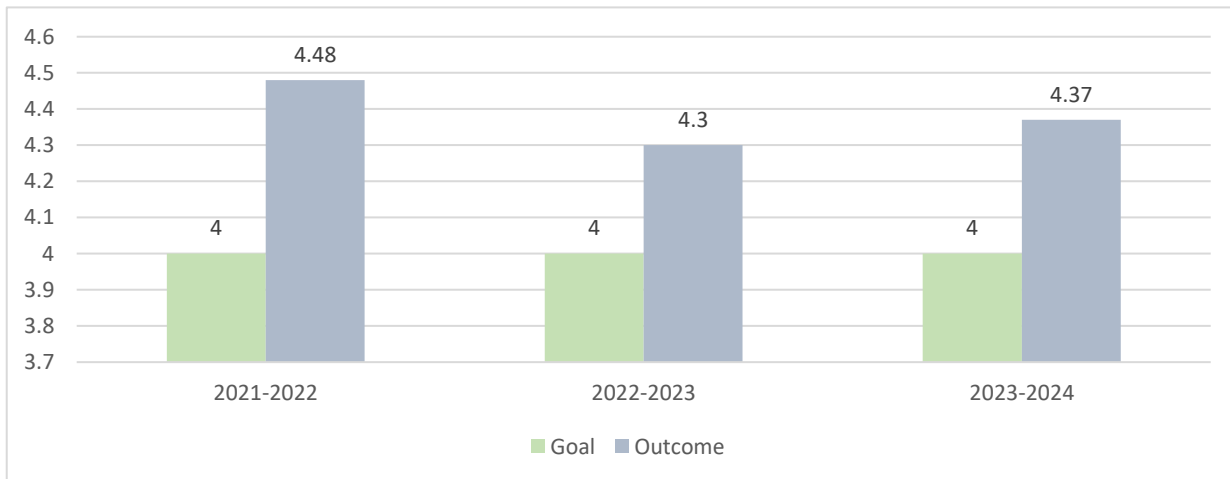
Objective: Families will feel satisfied with the services provided by the Speech-Language Program.

Indicator: # of average score given by client’s families on the Experience of Services Survey

Goal: 4

Outcome: 4.37

Analysis: **GOAL MET**



The annual Experience of Services Survey has consistently shown that families are satisfied with the services provided by the program.

Stakeholders

Objective: Community members / partners are participating in any educational opportunities provided by the program

Indicator: Average response given by participants on feedback form for question re: learned something new and / or satisfied with content of information shared.

Goal: No target established, as this is a new goal to set a benchmark

Outcome: NIL

Analysis: **GOAL NOT MET**

No formal / planned / measured educational opportunities were provided to the community this year, as there were no specific requests made to our program (this was also not a priority for our time, this year). Note that we have engaged with the community in other ways – attending Family Place drop-in times on request, participating in the Annual Children’s Health Fair, impromptu discussions with the facilitator of the Gold River Hub and other community partners, etc. These are brief interactions / educational opportunities with the community, so the experience is not measured in any formal way.

2023 – 2024 Improvement Plan

There were 8 objectives with goals set out in the Performance Measurement and Management Plans that were not met for the therapy year period, September 2023 – August 2024. An action plan to remedy these goals for the following year is as follows:

Objective Domain	Program	Objective	Action Plan
Results achieved for persons served (Effectiveness)	Occupational Therapy	Clients receiving a block of therapy will have a COPM score.	A spreadsheet is pre-populated with clients needing a COPM score and option to explain why they may not be complete. All therapists are expected to complete this form and missing data will be highlighted.
Resources used to achieve results for the persons served (Efficiency)	Occupational Therapy	OT will provide direct services to as many clients as realistically possible	Hiring a casual OT will support this objective. Streamlining paperwork to be brief yet effective and reducing the number of reports completed will also support this objective.
	Physiotherapy	PT will provide direct services to as many clients as realistically possible.	As this goal was only 2 sessions away from being met, the goal will be increased as the PT program is expecting additional staffing in Spring 2025.
	Physiotherapy	PT will provide more services to clients through groups.	As this was a new objective this year, we will continue with this goal to measure its validity over time. More PT staff in 2025 should also support this objective.
	Speech-Language Program	There will be an average of at least one group running per week.	We will be looking at reporting for groups, to ensure that all program staff are consistent in their reporting for group hours.
Service Access	Occupational Therapy	Waitlist will be maintained or reduced.	We will continue with this goal, as we always strive to reduce the waitlist.
	Physiotherapy	Clients will attend visits by reducing no-shows and cancellations.	We will use administrative support as a way to set up email reminders. We are researching options for text reminders and automated reminders.
Experience of Services and other feedback – Stakeholder	Speech-Language Program	Community members / partners participating in any educational opportunities provided by the program	This objective will be reviewed by the SLP team throughout the year.

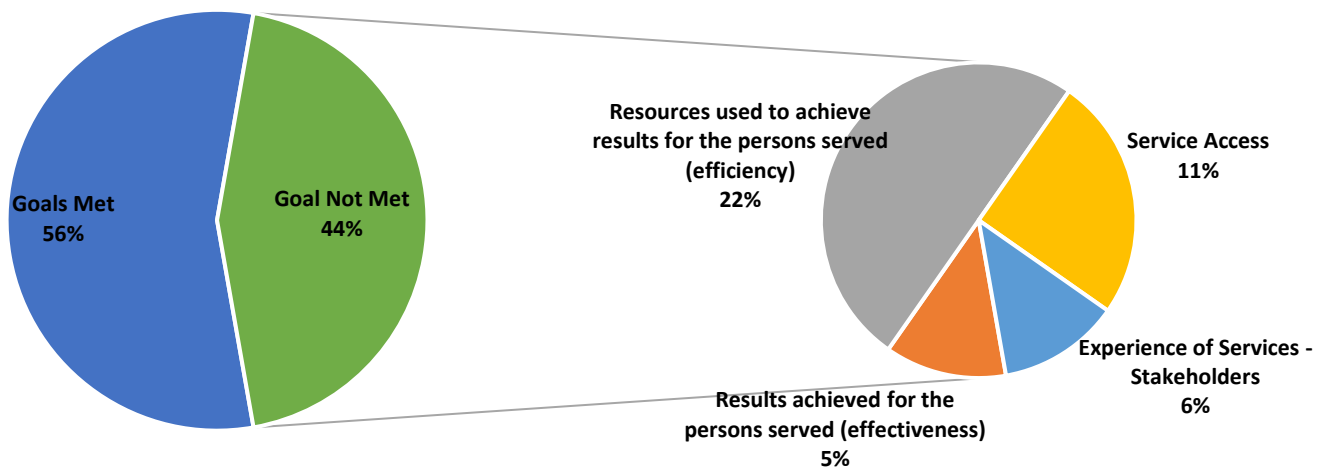
Summary

The Early Intervention Therapy Programs had a variety of objectives that were established for this therapy year, to work towards achieving the best possible outcomes for the clients in the programs.

A total of 18 objectives were identified for all three programs: 10 goals achieved their performance targets, and 8 did not hit their mark. The 8 objectives that did not meet their goal, have an action plan identified (on the previous page “Improvement Plan”), on the areas needing improvement and how to achieve those goals for the next plan. Some of those objectives have identified ways of working towards the objective for the following year, and some will be reviewed as to whether they are still appropriate objectives or not to work towards, in which they will be identified on the next Performance Measurement and Management Plan.

Going forward, a new Performance Measurement and Management Plan has been developed for September 2024 to August 2025. Objectives have been categorized and will be worked on throughout the therapy year. For those objectives that remain from this current Performance Measurement and Management Plan, the trends will showcase from year to year and will be analyzed further, for the best possible outcomes for the clients in the programs.

2023 - 2024 Goals Achieved or Not Achieved



Report Completed: November 3, 2024

Completed by: Jennifer Harms, Quality Assurance Director, and Early Intervention Therapy Supervisors