

# Performance measures (includes chart and report examples)

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# 1 Performance measures generated by CIMS

## 1.1 Measure #1— Cases and initiatives: services provided, average cost per case, and cost of initiatives

### 1.1.1 Sample reports – cases/initiatives

Standard case summary data — 2013		Total
Open cases remaining – April 1, 2013		425
New cases opened April 1, 2013 to March 31, 2014		1,575
Total cases open during April 2013 and March 2014		2,000
Open cases remaining March 31, 2014 (=active)		480
Total cases closed 2013/2014		1,520
Total costs of “closed” cases		\$577,600
Closed cases with “flagged” complexity* indicator		812
Referrals April 1, 2013 to March 31, 2014		900
Date of oldest open case		Jan. 15, 2015

Test case summary data — 2013		Total
Open cases remaining –April 1, 2013		3
New cases opened April 1, 2013 to March 31, 2014		1
Total cases open during April 2013 and March 2014		4
Total cases remaining open at March 31, 2014 (=active)		2
Total cases closed during period		2
Total costs of “closed” cases		\$320,000
Average cost of “closed” cases		\$160,000

Test case and initiative cost summary data — 2013		Total
Total cost of all test case work in period		\$200,000
Total cost of all initiatives in period		\$120,000

Standard case area of law	Opened (April 13 to March 14)	Closed (April 13 to March 14)
Housing	300	320
Social assistance	206	230
Workers’ compensation	550	600
Immigration/refugee/ citizenship	94	34
Employment	265	201
Other types of law	160	135
<b>Total</b>	<b>1,575</b>	<b>1,520</b>

Standard and test cases closed during period — results achieved <sup>1</sup>	Number of standard cases	Number of test cases	Comments
<b>Individual client/family</b>			
—liberty	13		

<sup>1</sup> Details re: results achieved will be captured and will be available for detailed analysis as required

Standard and test cases closed during period — results achieved <sup>1</sup>	Number of standard cases	Number of test cases	Comments
Monetary award value	28		
Total \$ amount if monetary award	\$46,000		
—income maintenance	34		
—secure housing	5		
—discrimination addressed	8		
—enhanced client independence	2		
—other	0		
<b>Number that resulted in change in legislation</b>		2	
<b>Number that resulted in change in regulations</b>		1	
<b>Number that resulted in change in common law</b>		3	
<b>Total cases</b>	<b>42</b>	<b>6</b>	

### 1.1.2 Efficiency measure

Standard case results: primary area of law	Number
Housing cases	300
Social assistance cases	206
Workers' compensation cases	550
Immigration/refugee/ citizenship cases	94
Employment cases	265
Other types of law cases	160
<b>Total cases (closed)</b>	<b>1,520</b>
<b>Average time to close case</b>	<b>6 months</b>
<b>Average cost per closed case</b>	<b>\$380</b>

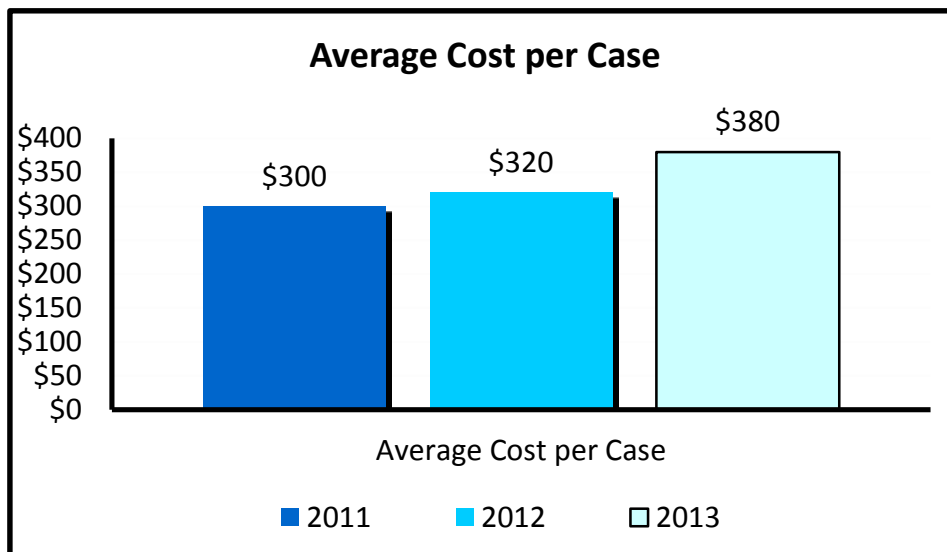
Primary area of law	Average cost per case
Housing cases	\$425
Social assistance cases	\$260
Workers' compensation cases	\$180
Immigration/refugee/ citizenship cases	\$640
Employment cases	\$250
Other types of law cases	\$300
<b>All closed cases</b>	<b>\$380</b>

Cost of initiative types conducted in fiscal 2013/14	Annual cost
Public Legal Education/outreach	\$32,000

Cost of initiative types conducted in fiscal 2013/14	Annual cost
Training	\$14,000
Community development	—
Policy advocacy/law reform/systemic advocacy	\$15,300
Partners/network/community groups	—
LAO/clinic committee & consultations	—
Inter-clinic groups	\$4,500
Memberships	—
Media/communications	\$12,000
Governance	\$12,000
Professional development	—
Administration	\$2,050
Other	—
<b>Total initiatives</b>	<b>\$91,850</b>

### 1.1.3 Effectiveness measure

Measure based on cases closed in fiscal year	2011	2012	2013
Average cost per case*	\$300	\$320	\$380



## 1.2 Measure #2— Resource allocation

### 1.2.1 Sample data

Hours docketed (during period)	2013
Intake: referral/eligibility/summary advice	1,606
Standard case work	6,290
Test case work	1,200
Initiatives	6,400

<b>Hours docketed (during period)</b>	<b>2013</b>
<b>Direct client service (subtotal)</b>	<b>15,496</b>
# of FTEs	9
<b>Total hours = 9 FTE x 1,827hrs</b>	<b>16,443</b>
<b>Administration and other (not docketed, but by subtraction), includes administration plus other activities such as vacation, sick days, continued educational learning, admin tasks, filing, etc.)</b>	<b>947</b>
# of referrals	1,450

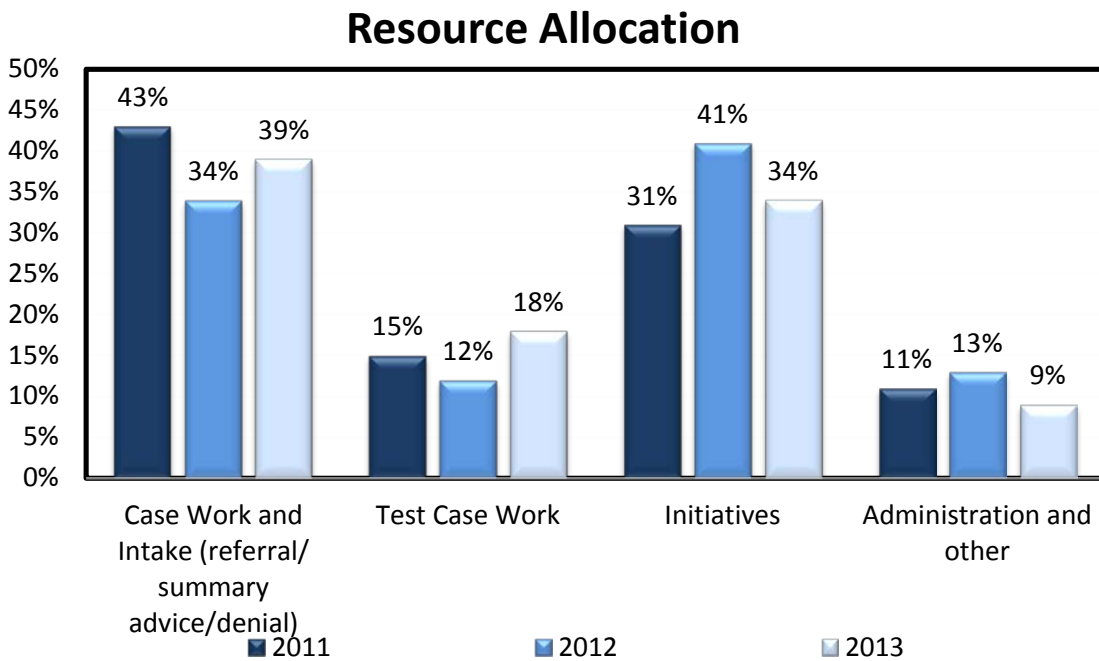
### 1.2.2 Efficiency measure

<b>Resource allocation</b>	<b>2011 staff time (%)</b>	<b>2012 staff time (%)</b>	<b>2013 staff time (%)</b>
Intake/referral/summary advice and standard case work	43	34	39
Test case work	15	12	18
Initiatives	31	41	34
Administration and other	11	13	9

### Resource Allocation - 2013



### 1.2.3 Effectiveness measure



## 1.3 Measure #3—Service outcomes and client feedback

### 1.3.1 Efficiency measure

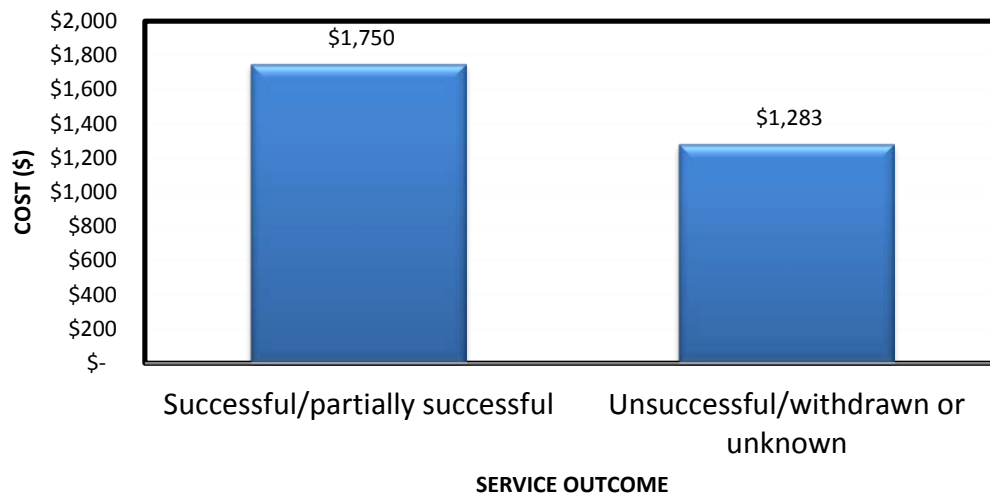
Outcome of closed cases in 12 month period	# cases
Successful	625
Partially successful	221
Unsuccessful	225
Withdrawn/discontinued	99
Unknown	36
<b>Total</b>	<b>1,206</b>

Outcome of initiatives completed in 12-month period	# initiatives
Successful	3
Partially successful	1
Unsuccessful	2
Discontinued	1
<b>Total</b>	<b>7</b>

### 1.3.2 Efficiency measure

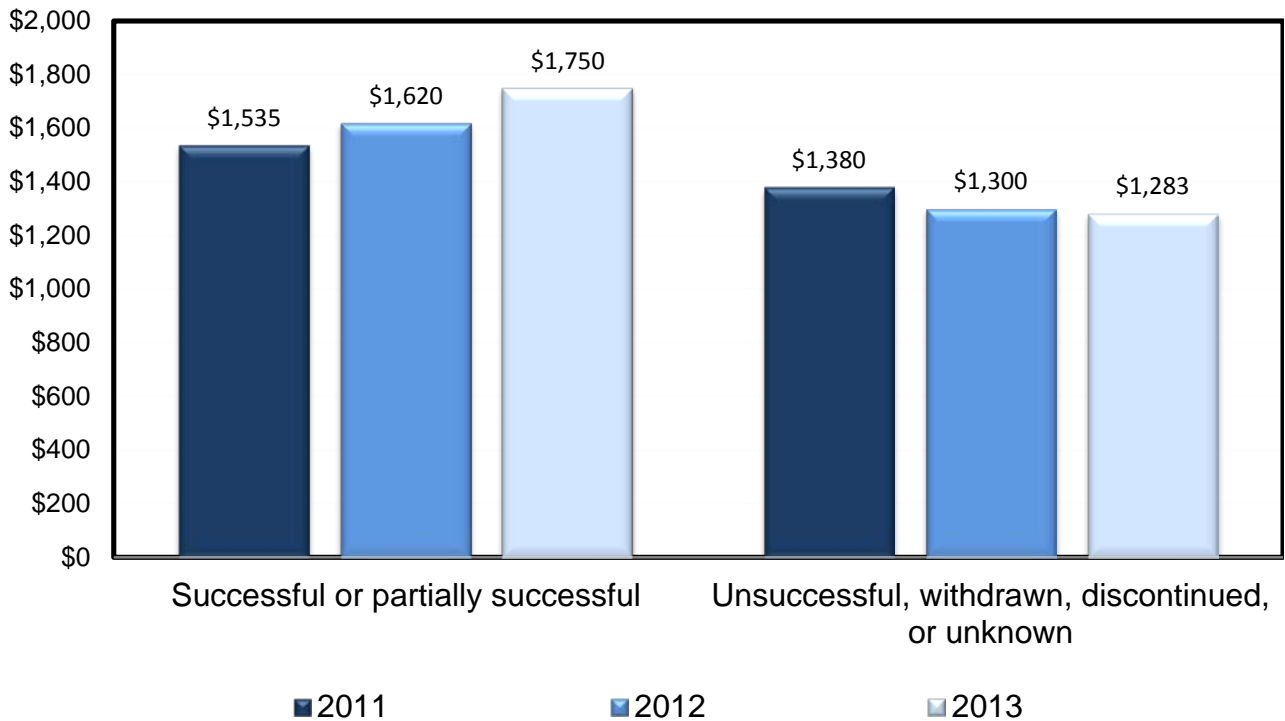
Service outcomes as perceived by clinic staff	# of cases	Cost per closed case
Successful	625	\$1,750
Partially successful	221	
Unsuccessful	225	\$1,283
Withdrawn/discontinued	99	
Unknown	36	

**Average Case cost by service outcome: 2013**



Service outcome as perceived by clinic staff	Ave. cost per case, 2011	Ave. cost per case, 2012	Ave. cost per case, 2013
Successful or partially successful	\$1,535	\$1,620	\$1,750
Unsuccessful, withdrawn, discontinued, or unknown	\$1,380	\$1,300	\$1,283

## Cost per case by outcome (2011-2013)



### 1.4 Measure #4 – Clients served versus denied services

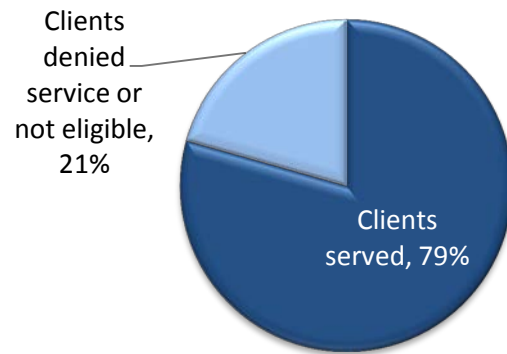
#### 1.4.1 Sample data

Clients served and denied service – 2013		
New cases opened (proxy for clients served)	2014	79%
Not financially eligible	186	7%
Not part of the clinic's area(s) of law	52	2%
Services not offered by clinic	99	4%
Not within catchment area	138	5%
Conflict of interest found	14	0.6%
Clinic capacity issue	12	0.5%
Case has little or no merit	14	0.6%
<b>Total denied or not eligible</b>	<b>515</b>	<b>20%</b>
<b>Grand total</b>	<b>2,529</b>	<b>100%</b>

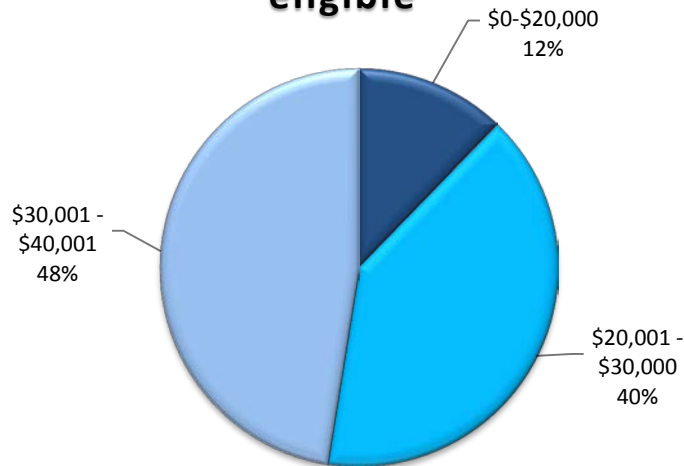


## 1.4.2 Analytical information

### Percentage of clients served vs. denied service or not eligible



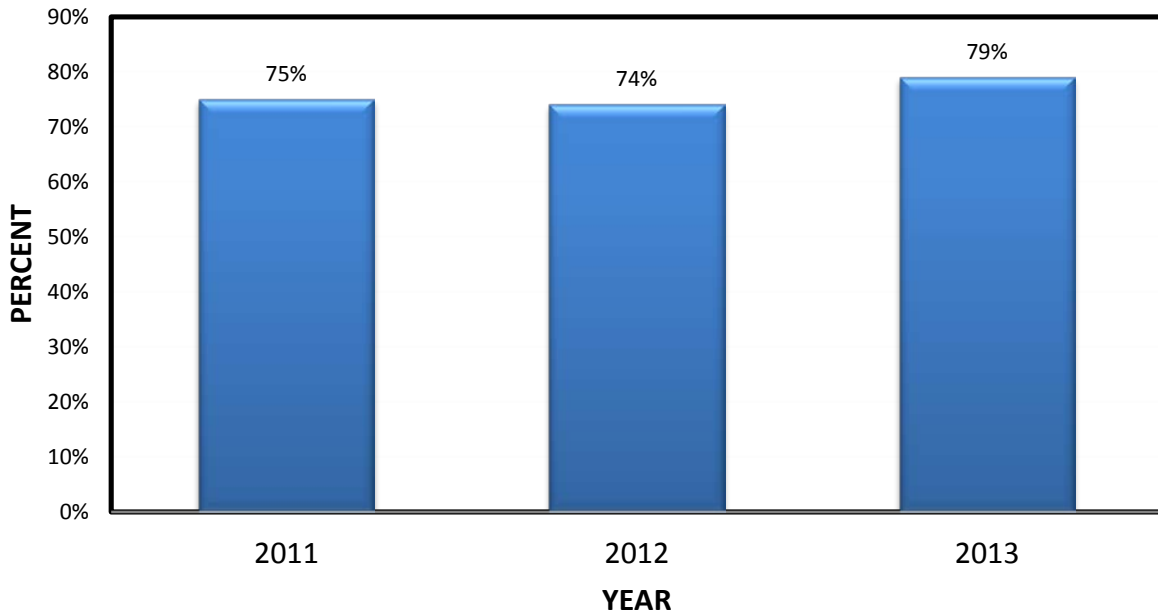
### Income of clients denied or not eligible



## 1.4.3 Effectiveness – to be calculated from previous table

Year of service	# of clients served	# of clients denied	Total clients	Percent of clients served
2011	2,062	688	2,750	75%
2012	1,900	660	2,560	74%
2013	2,014	515	2,529	79%

## Percent of clients served, 2011-2013



### ***1.5 Measure #5 – Stage when case file outcomes are achieved with clinic involvement***

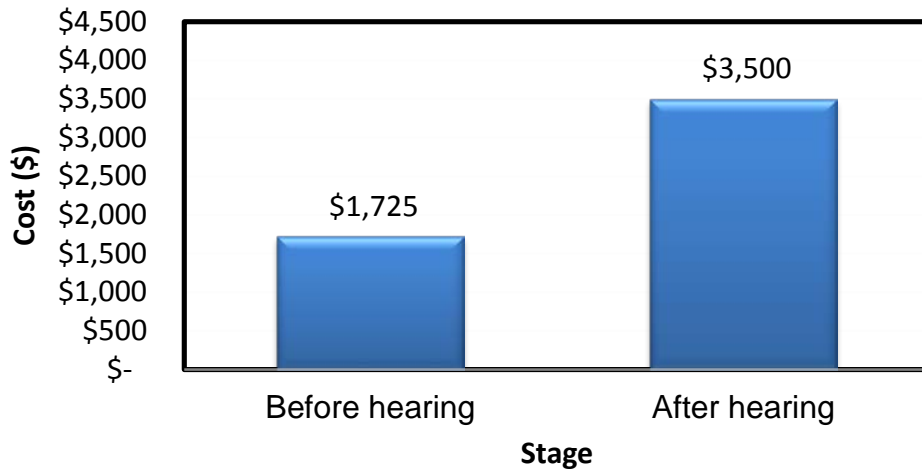
#### **1.5.1 Sample data**

Resolution stage	# of closed general cases	%
Before hearing	3,500	64%
After hearing	2,000	36%
Cases withdrawn or lost contact	165	

#### **1.5.2 Efficiency – chart to be calculated from data in 1.5.1 and 1.5.3**

Resolution stage	# of closed general cases	Cost per case
Before hearing	3,500	\$1,725
After hearing	2,000	\$3,500

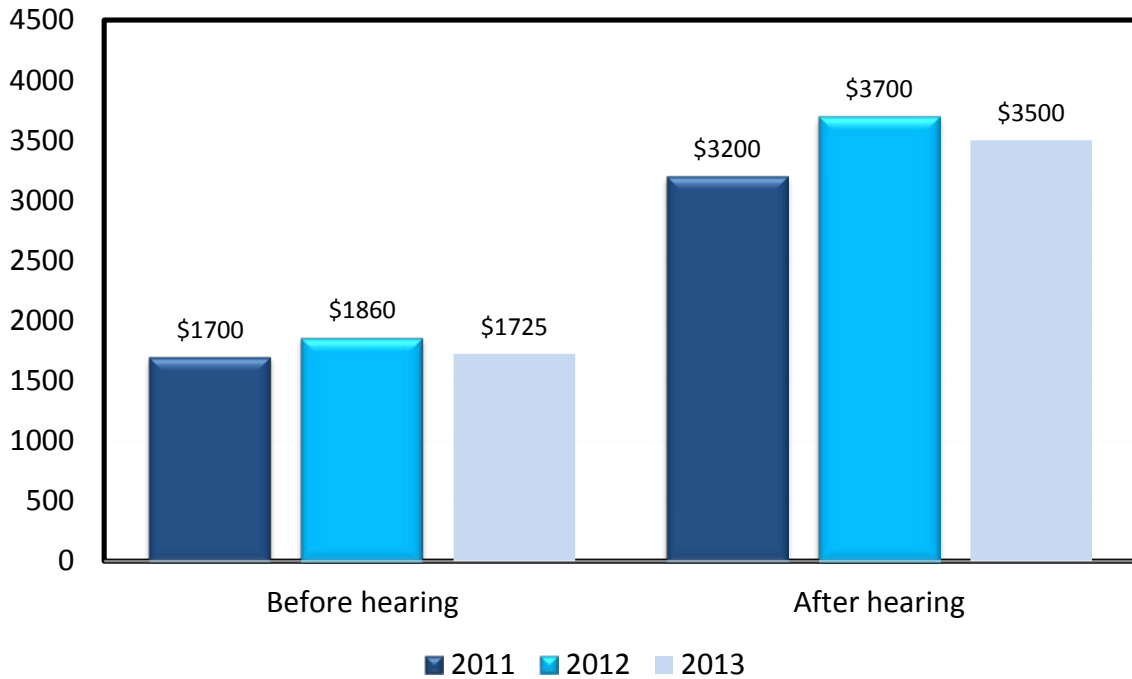
**Average case cost by resolution stage (2013)**



**1.5.3 Effectiveness**

Year of case closing	Average cost if closed before hearing	Average cost if closed after hearing
2011	\$1,700	\$3,200
2012	\$1,860	\$3,700
2013	\$1,725	\$3,500

**Average case cost by resolution stage, 2011 - 2013**



## **1.6 Definitions**

### **Areas of law**

Areas of law in which a clinic may provide service: social assistance/income maintenance, housing, pensions, workers' compensation, consumer and employment related disputes, human rights, Criminal Injuries Compensation Board, immigration and citizenship.

### **Case file**

File work related to a client's matter, including any group of services or activities with a client past the intake referral or denial of service.

### **Case file closing**

Date when all matters laid out in the statement of purpose have been completed.

### **Case file outcome**

Result of client's matter. For example: hearing order, settlement, eviction, non-eviction—financial recovery, immigration status settled.

### **Case file work**

Case file work includes legal research, drafting submissions, preparing for and appearing at hearings/court, travel, client meetings, case conferences, negotiations, letters, document—drafting, scheduling appointments, etc.

### **Client**

Persons served by any clinic staff. Person to whom a clinic has agreed to or is obligated to provide a service or anyone to whom a lawyer owes a duty of confidentiality whether or not a solicitor/client relationship exists.

### **Client objective**

Client's expected/desired remedy to the matter.

### **Case conflict**

Whenever confidential information is received from a prospective client, identifying information is checked against the clinic client database to avoid a conflict of interest (for definition of conflict of interest see Rule 2.04 of the Rules of Professional Conduct of the LSUC).

### **Direct legal services**

The services provided to a client that are directly related to a case.

### **Employee salary**

The base salary an employee earns per year.

### **File work**

Legal or non-legal work relating to a referral, non-retained, retained or outreach file (includes legal research, drafting submissions, preparing for and appearing at hearings/court, travel, client meetings, case conferences, negotiations, letters, document drafting, scheduling appointments, etc.),

## Financial eligibility

Whether the client meets the clinic's financial eligibility guidelines.

## Initiative file

Work done or services provided in support of the initiative files. Initiative files include all work that does not fall into the case module. These files may have a defined start and end date or be ongoing with no finite end date.

Initiative file types:

- **Public Legal Education/outreach:** providing information or education to the client community.
- **Training:** providing information or education to service providers/partners/other professional communities.
- **Community development:** assisting community organizations in the prevention of legal problems developing or worsening by empowering their members.
- **Policy advocacy/law reform/systemic advocacy:** influencing the content of laws, policies or practices that affect legal rights.
- **Partners/network/community groups:** participating in partnerships and community groups to bring knowledge and expertise.
- **LAO/clinic committee & consultations**
- **Inter—clinic groups:** participating in clinic partnerships and groups to share knowledge and expertise.
- **Membership:** recruitment and administration of clinic membership (board and members).
- **Media/communications:** providing information to an individual or organization engaged in the dissemination of information to the public (example: newsletters, brochures, TV, radio, social media).
- **Governance:** activities as to how the clinic board guides and monitors the values, goals and operation of the clinic.
- **Professional development:** clinic staff attending training to enhance their ability to carry out their clinic and professional duties.
- **Administration:** business and operational activities carried out by the clinic related to HR (staff, volunteers, students and other resources), finances, funding, fundraising or other non-case administration.
- **Other:** catch-all category for activities carried out by the clinic that may not align with the defined categories.

## Initiative file closing

Date when all matters laid out in the statement of purpose have been completed.

## Intake

The first stage of file-related work, comprised of two components:

- **Initial contact:** initial contact by a client and basic information collection.
- **Triage:** subsequent followup to clarify the problem and determine the clinic's response (e.g. referral, summary advice, denial or open case file).

**Matter**

A client's concern/issue/questions.

**Referral**

Applicant given alternative source for assistance (possibly in combination with other services provided) when service cannot be provided

**Service outcome definitions** (to be used by clinic staff to determine case outcomes)

- **Successful:** meets all of the client's objectives
- **Partially successful:** meets some of the client's objectives
- **Unsuccessful:** does not meet client's objectives
- **Withdrawn/discontinued:** clinic or client withdraws matter or discontinues legal action
- **Unknown:** clinic loses contact with client or outcome is unknown

## 2 Performance Measures to be reported outside of CIMS

### 2.1 Measure #3—Service outcomes and client feedback

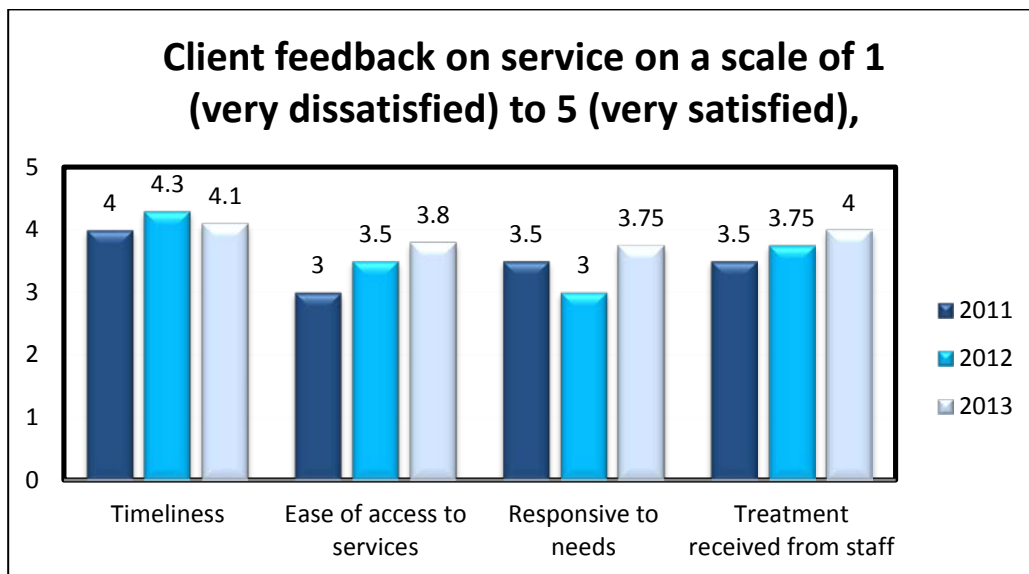
#### 2.1.1 Efficiency measure

Category	Satisfaction level (1 to 5) with case service as indicated by client
Timeliness of services provided	4.2
Ease of access to service	4
Responsive to needs	3.75
Treatment received from staff	4.1

#### 2.1.2 Effectiveness measure

Average satisfaction level, on a scale of 1 (very dissatisfied) to 5 (very satisfied)

Category	2011	2012	2013
Client satisfied with amount of time to get service from the clinic	4	4.3	4.1
Client found it easy to get service and assistance sought	3	3.5	3.8
Client got what he/she needed	3.5	3	3.75
Client was treated with courtesy and respect by clinic staff	3.5	3.75	4.0



## 2.2 Measure #6 – Complaints filed and founded

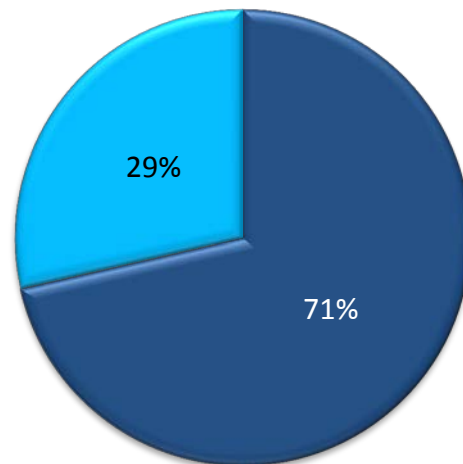
### 2.2.1 Sample Data

Resolution stage of complaint	# of complaints
Abandoned	12
Resolved by clinic	10
Resolved by board	2
Resolved by LAO	3
Not resolved to date	1
<b>Total received</b>	<b>28</b>
<b>Total founded</b>	<b>3</b>

### 2.2.2 Efficiency

Time to resolve complaint	# of complaints	%
Under 30 days	20	71%
Over 30 days	8	29%
<b>Total complaints received</b>	<b>28</b>	

**Time required to resolve complaints (2013)**



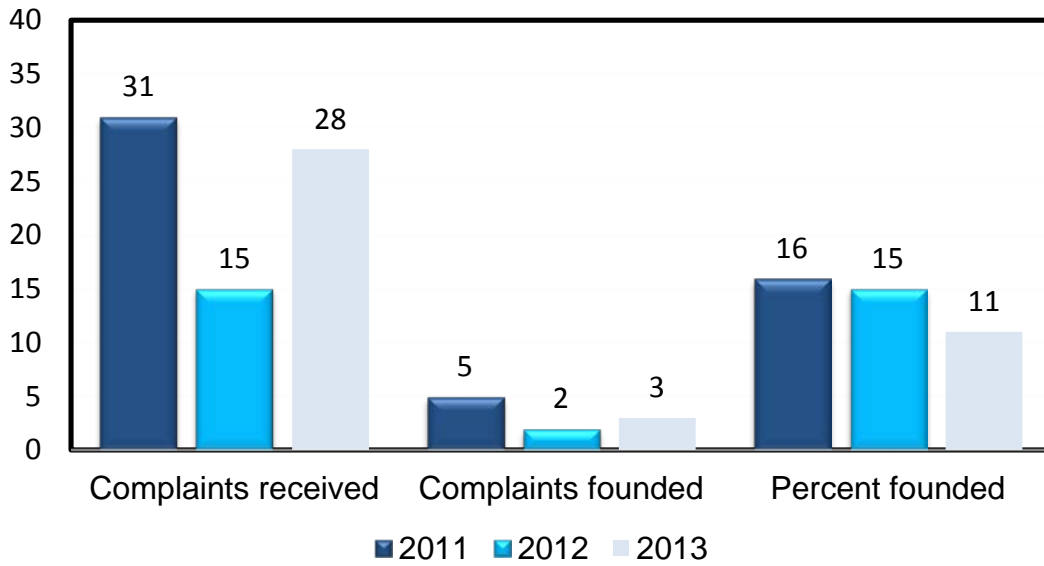
■ Under 30 days    ■ Over 30 days

### 2.2.3 Effectiveness

Category	2011	2012	2013
Complaints received	31	15	28
Complaints founded	5	2	3
% of complaints founded	16%	13%	11%

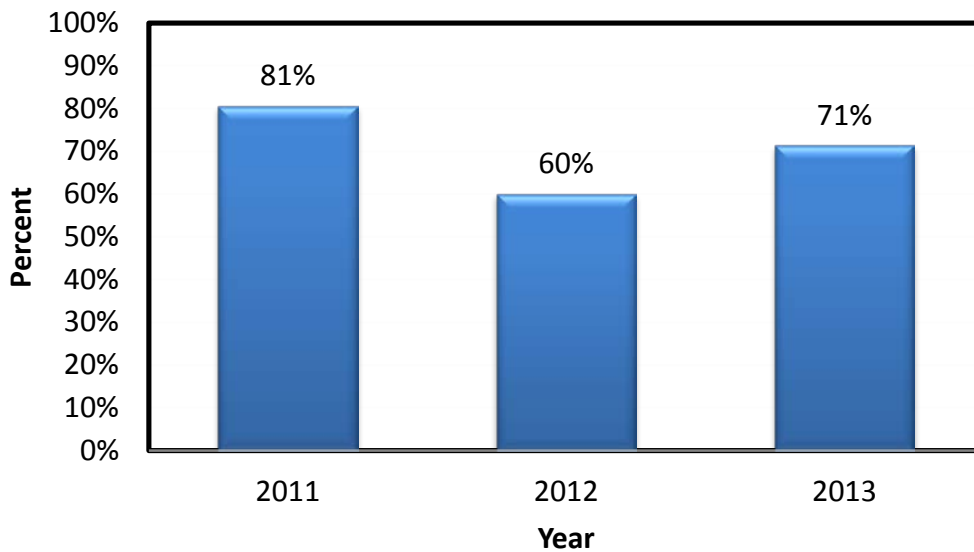


### Trend in founded complaints (2011- 2013)



Category	2011	2012	2013
Complaints Received	31	15	28
Resolved in <30 days	25	9	20
% resolved in <30 days	81%	60%	71%

### Percentage of complaints resolved in less than 30 days (2011 - 2013)



### 2.3 Governance Scorecard

### 2.4 Quality Indicators for Non—Case Activity

## 3 Related metrics included in CIMS but not part of required reporting

Client summary data — 2013		Total
Clients remaining – April 1, 2013		1200
New clients received April 1, 2013 to Mar 31, 2014		525
All clients served during year		1725
Clients remaining on March 31, 2014		300
Client service completed April 1, 2013 to March 31, 2014		1425

Initiative summary data — 2013		Total
Active initiatives remaining – April 1, 2013		6
New initiatives commenced April 1, 2013—March 31, 2014		4
Total initiatives open during April 2013 and March 2014		10
Active initiatives remaining March 31, 2014 (=active)		3
Total Initiatives <sup>2</sup> closed 2013—2014		7

Initiative cases — scope of impact	Total	%
Individual client/family	16	64%
Identifiable client group	2	8%
Community of interest: province-wide	2	8%
Community of interest: beyond province-wide	4	16%
General population: province-wide	6	24%
General population: beyond province-wide	3	12%
Influence on decision makers	6	24%
<b>Total initiatives</b>	<b>25</b>	

Case and client results	
# of clients (closed cases)	1725
<b>Average cost per client</b>	<b>\$625</b>

Initiative types conducted in fiscal 2013/14	# initiatives
Public Legal Education/outreach	2
Training	1
Community development	0

<sup>2</sup> Details re complexity, results, and impact will be captured and will be available for detailed analysis as required

Initiative types conducted in fiscal 2013/14	# initiatives
Policy advocacy/law reform/systemic advocacy	2
Partners/network/community groups	0
LAO/clinic committee & consultations	0
Inter-clinic groups	1
Memberships	0
Media/communications	1
Governance	2
Professional development	0
Administration	1
Other	0
<b>Total initiatives</b>	<b>11</b>

Measure based on cases closed in fiscal year	2011	2012	2013
Average cost per client*	\$630	\$670	\$625
Average cases per client	1.7	1.9	1.8
Average days to close	26.9	27.9	23.6

