

Notice: Clinic performance measures

Thank you to all clinics, working groups, and the Association of Community Legal Clinics of Ontario (ACLCO) for your valued input throughout the consultation process on the development of the clinic performance measures.

Legal Aid Ontario (LAO) presented the revised performance measures to the LAO board in the fall. The board approved to proceed with the performance measures presented. The purpose of this communiqué is to provide you with an overview of the process, the feedback heard and the changes made to the original performance measures as a result of the consultation with clinics.

The performance measures are required for LAO to meet its obligation under the *Legal Aid Services Act* and the Transfer Payment Accountability Directive, and address recommendations made by the Auditor General in his 2011 value for money audit. Reporting of the specified measures will be mandatory for all clinics. These performance measures are the first to be implemented for clinics. They will change over time as more information is gathered and refinements are made.

Consultation process:

The consultation began with the release and posting of LAO's Consultation Paper on Clinic Performance Measures in spring 2013, followed by 19 consultation sessions with legal clinics to solicit input on the draft performance measures. The performance measures consultations deck and Q&As were revised based on the feedback and re-posted on LAO's website. Further teleconferences were held with clinics in July/August 2014 to provide a status report and describe the final product that LAO would propose to LAO's board.

Concerns heard:

Key concerns voiced by the clinics were around performance measure #1, the average case cost; performance measure #2, resource allocation, and how the performance measures data would be used by LAO.

Clinics expressed concern that LAO would use average case cost and resource allocation measures to defund or reduce funding to clinics. Performance measures will be used as a means to support ongoing quality improvement in clinics so that access to justice for clients is maximized. The measures demonstrate whether the clinic is meeting its mandate and strategic goals, they inform decisions and promote continuous improvement, and fulfil obligations for accountability and transparency to the public. Performance measures have not

been developed as a means to defund or reduce the funding to individual clinics or the clinic system.

Changes made as a result of the consultations:

Some of the key changes to performance measures identified through the consultations were as follows:

1. Based on advice from the specialty clinics, indicators have been added to the performance measures to capture complexity, scope of impact and results achieved. Capturing this information will provide a means to assess the systemic impact of clinics within the poverty law realm.
2. Quality indicators for non-case work, recommended by the ACLCO, have been added and will be completed by clinics and submitted annually to LAO.
3. For calculation of costs, standard hours per week will be based on 35 hour weeks (reduced from 36.25 hours), and individuals' salaries will be used.
4. Time spent on initiatives will be docketed and reported as part of performance measure #2.
5. Client surveys will be anonymous and can be conducted as is currently done by all clinics, but with the inclusion of four mandatory indicators.
6. Reasons why full service was not provided have been expanded.
7. Performance measure #7, the initial file evaluation response time, has been deleted.
8. Weighting of governance scorecard indicators has been removed and response options expanded to include "working on it".

Reporting performance measures through CIMS:

CIMS will be used to track and produce reports for most of the measures. The governance scorecard, quality of non-case activity, client satisfaction, and complaints statistics will be captured and reported outside the CIMS database. [Appendix A](#) identifies the details that will be reported directly from CIMS and the components that will be captured outside CIMS.

CIMS readiness for data capture is targeted for July 2015, with the first quarterly report (Sept. 30) due in November 2015. Further notice on timing of reports will be issued to clinics later. Clinics will generate reports from CIMS, input comments, and submit documents to LAO.

Please notify board members of the link to LAO's website where the performance measures information is posted and let me know if you have any questions.

Thanks,

Resources available: ([link to Performance Measures on the LAO website](#))