



**Continuing Care
Safety Association**

Stakeholder Engagement Survey



October 2019



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Executive Summary

To support the development of a stakeholder engagement strategy, the Essential Skills Group Inc. was contracted by the Continuing Care Safety Association (CCSA) to develop and administer an online Stakeholder Engagement Survey. The survey ran from September 26, 2019 to October 17, 2019, for a total of 13 days and generated feedback from 92 respondents.

The survey data indicates that the CCSA has a loyal following of members and stakeholders who are very pleased with the programs and services provided. This level of trust is earned over time and reflects the CCSA’s ongoing commitment to engage its community and respond to feedback. This survey is an example of those efforts.

Key findings



Satisfaction with CCSA programs and services is very high

- 98% of respondents rated CCSA programs and services positively – i.e. as very good or average.
- 95% of respondents who have participated in a CCSA program or service believe it has made a positive difference in their workplace.
- 92% say that when CCSA staff visit their site, they are customer service oriented.



Cost and time are barriers

- For those who do not participate in CCSA training, the main barriers are cost (40%) and time (47%).
- For the COR program, cost (29%) and time (32%) are factors, but the biggest barrier is lack of knowledge about COR (39%).



They suggest improvements to COR

- 89% of respondents who use the COR program indicate it’s meeting their expectations.
- Comments suggest the audit process and standards could use clarification. The review needs to be consistent.



They’re keen on the CCSA’s new initiatives

- 95% want to learn more about best practices and industry initiatives throughout Alberta and Canada.
- 87% would like information about emerging OH&S labour relations issues.
- 83% would like the CCSA to develop more webinars on select topics.



They want to explore these three topics

- 92% to 93% want to explore these three topics in the new Leadership Learning Series: creating a culture of safety, harassment and bullying and mental health.



CCSA communication is well-received

- 87% of respondents say the monthly e-newsletter provides useful information.
- 81% say they find the website useful.
- 81% say the CCSA communicates often enough and 17% say they would like more.



Awareness of CCSA is growing

- 84% estimate that their colleagues' level of awareness is high or average, which is higher than it was in 2010.

“All the staff are knowledgeable, and they are quick to respond to any questions that we have. Keep up the great work.”

“Would like to see some information about what other jurisdictions are doing.”

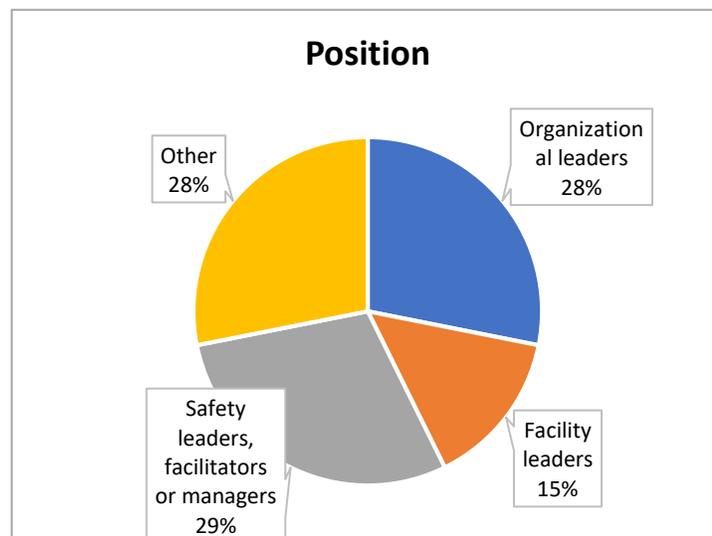
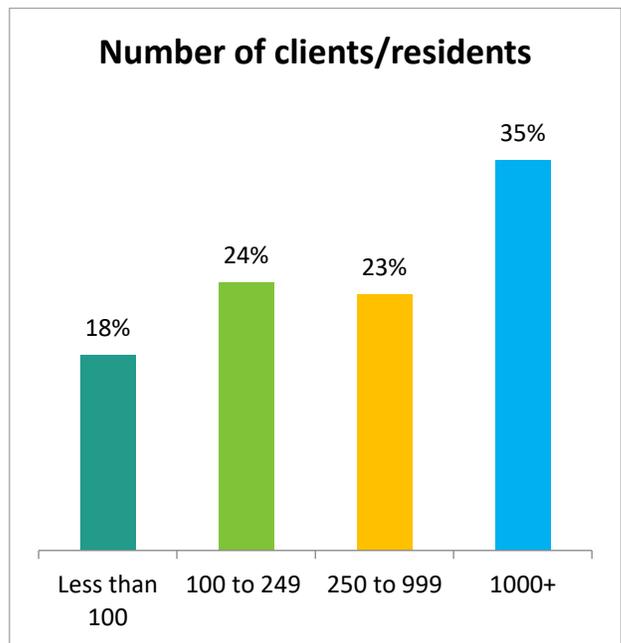
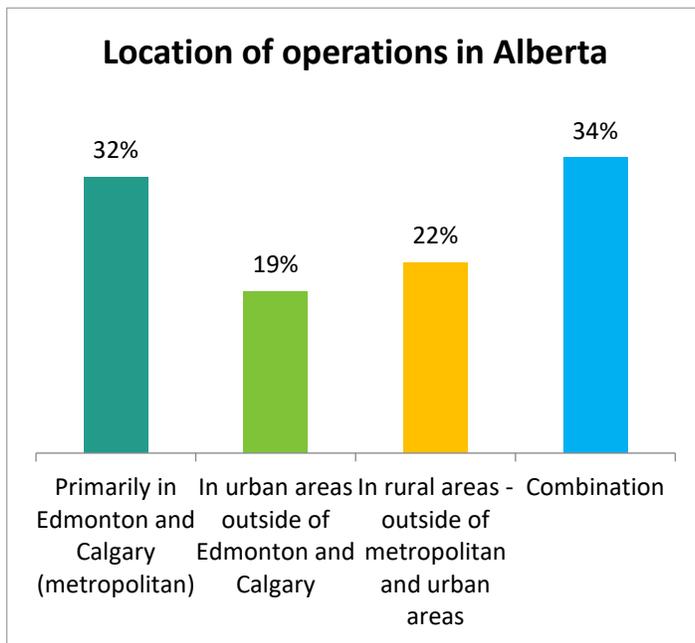
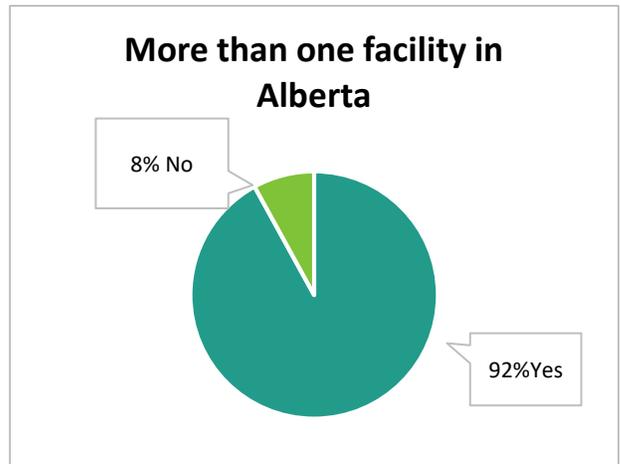
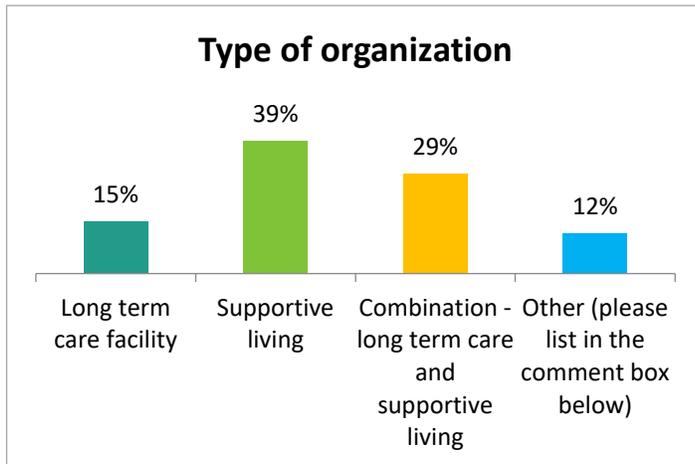
“Would like a little more clarification around the new COR standards. We weren't expecting some of the things during our audit.”

“Thanks for providing the training programs and services we need!”

“Would like to see more online training available. Small sites don't have the staff compliment to be able to send to classroom training.”

“Train-the-Trainer programs can be very useful and I feel that the CCSA could have more.”

Respondent Profile



Background and Methodology

To support the development of a stakeholder engagement strategy, the Essential Skills Group Inc. was contracted to develop and administer an online Stakeholder Engagement Survey. Survey questions were developed in collaboration with CCSA leadership. The survey ran from September 26, 2019 to October 17, 2019, for a total of 13 days.

The 2019 CCSA Stakeholder Engagement Survey was publicized in the CCSA's October e-newsletter, followed by an e-blast a week before it closed. Communications reached approximately 800 individuals. Additionally, a survey link was e-mailed directly to the CCSA Board of Directors and the CCSA Industry Advisory Committee. In all communications, recipients were encouraged to circulate the survey link to others within their network.

In total, the 2019 CCSA Stakeholder Engagement Survey generated from 92 respondents. The survey was confidential, so it is not possible to identify how many unique organizations these individuals represent. However, when asked to provide the name of their organization (optional), data indicates that at least 42 organizations were involved. Additional details about survey respondents – e.g. location, number of clients/residents, etc. – is available further in the report. Quantitative results were analyzed using SurveyMonkey analytics. Qualitative data was colour coded by the researcher to identify trends. Raw data is available in the appendix.

Limitations

- Sample size – This survey generated responses from 92 individuals from at least 42 organizations. Given that the CCSA has more than 300 member organizations, caution should be exercised when extrapolating the results.
- Methodology – Online surveys are an appropriate way to identify trends but they do not provide an opportunity for in-depth exploration of opinions.
- Distribution – The survey invitation was sent to everyone on the CCSA newsletter distribution list, which included approximately 800 individuals. If they did not receive and open the newsletter and/or the e-blast, they likely missed the opportunity to participate. Analytics indicate that 30% opened the newsletter and 25% opened the e-blast.

Additional data sources

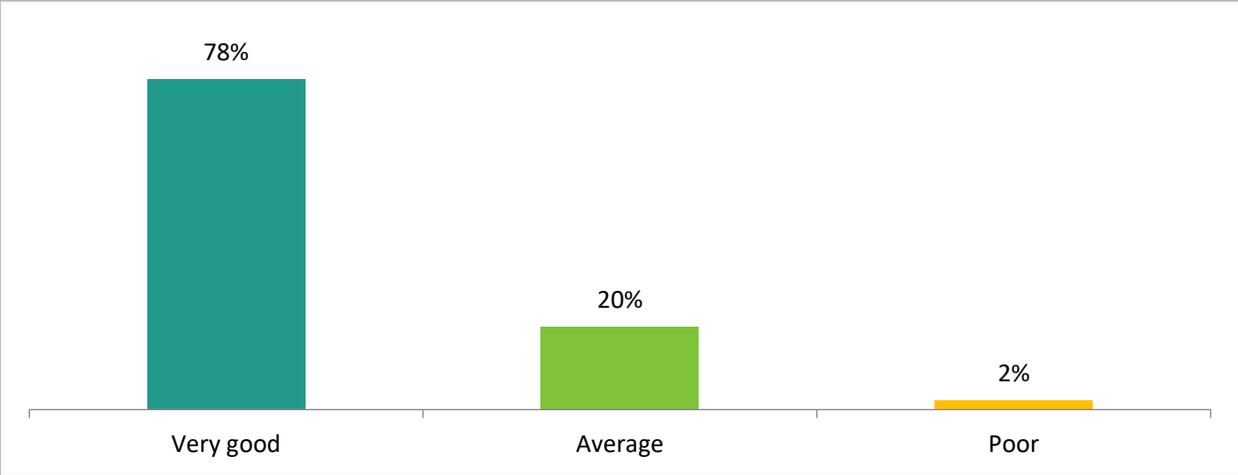
In 2010, CCSA conducted an online Customer Engagement Survey and approximately 70 people responded. Where appropriate, comparable data from that survey is included in this report, such as location of organization and position within the organization.

In July 2019, CCSA conducted a 12-question online Website Survey to gather feedback on the CCSA website and it generated responses from 36 people. The survey included questions relevant to the broader topic of member engagement. Where appropriate, information from the survey is included in this report.

Detailed Results

Overall, how would you describe CCSA’s products and services?

In total, 98% of respondents rated CCSA programs and services positively – i.e. as very good or average.



Perceptions were cross-referenced with four variables:

- **Location of operations**
 - Perception was most favourable in rural areas, where 85% rated programs and services as very good. This was followed closely by Edmonton and Calgary metropolitan areas at 83%.
 - Two individuals (2% of respondents) rated programs and services as poor. Their operations are located in Edmonton or Calgary, and in a variety of areas.
- **Size of organization**
 - The highest approval rating came from providers with 100 to 240 clients/residents (86%), followed closely by those with 1000+ clients/residents (84%).
 - Providers with fewer than 100 clients/residents were the least likely to rate CCSA programs and services as very good (69%).
- **Type of organization**
 - Long term care facilities (93%) are the mostly likely to rate CCSA programs and services as very good.
 - Organizations who identify as “other” were the least likely to rate them as very good (64%).
- **Position of respondent**
 - There was no significant difference in perception based on respondents’ position. However, the two individuals who rated CCSA programs as poor were both organizational leaders.

Perception of CCSA programs and services

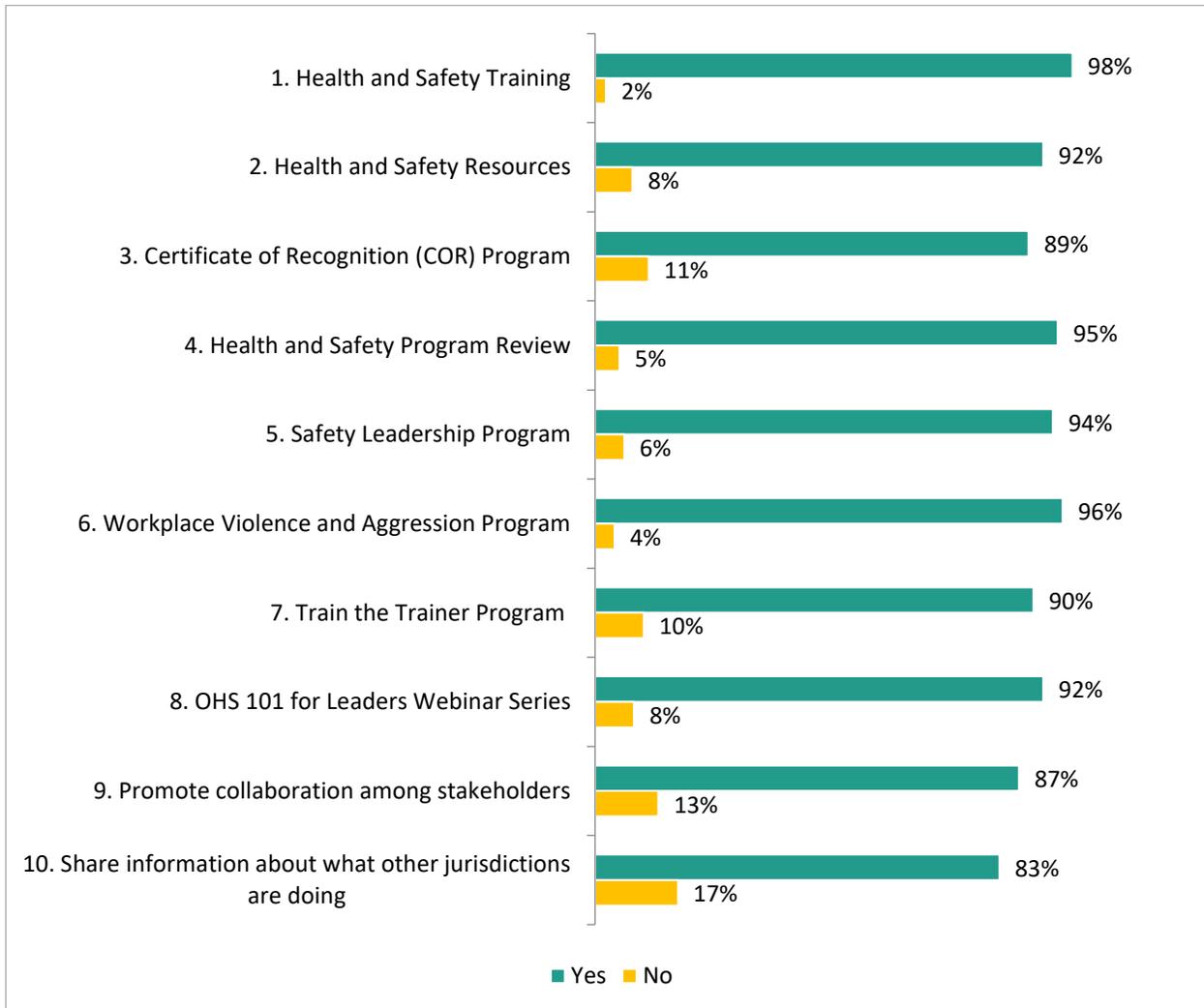
Location of operations in Alberta	Very good	Average	Poor
Primarily Edmonton and Calgary (metropolitan) n = 29	83%	14%	3%
Urban areas outside of Edmonton and Calgary n = 17	71%	29%	0%
Rural areas - outside of metropolitan and urban areas n = 20	85%	15%	0%
Combination n = 31	77%	19%	3%
Number of clients/residents	Very good	Average	Poor
Less than 100 n = 16	69%	31%	0%
100 to 249 n = 22	86%	14%	0%
250 to 999 n = 21	71%	24%	5%
1000+ n = 32	84%	16%	0%
Type of organization	Very good	Average	Poor
Long term care n = 14	93%	7%	0%
Supportive living facility n = 36	78%	22%	0%
Combination – long term care and supportive living n = 27	78%	19%	4%
Other n = 11	64%	36%	0%
Position	Very good	Average	Poor
Organizational leader n = 25	76%	16%	8%
Facility leader n = 13	77%	23%	0%
Safety Leader, Facilitator or Manager n = 26	73%	27%	0%
Other/combination n = 26	73%	27%	0%

Comments

- Just new to the position here and would like to see more resources available for safety personnel as well as superiors.
- It is difficult to navigate the website. Additionally, when it comes time for the Audit, we fail aspects as we do not get clear direction about policy development and implementation by CCSA. The auditor becomes extremely nit-picky on items we did not know we had to improve because of legislation nor CCSA website assists in building those items.
- When a training session is already booked up the direction is to "keep an eye on the website for more sessions" rather than creation of a waitlist, that could be emailed when the next session is formally scheduled.
- Awesome staff and are always very quick to help out in any way they can!
- Would like to see more online training available. Small sites don't have the staff compliment to be able to send to classroom training.
- COR audit protocol is poor and does not reflect the Alberta government protocol.
- Would like a little more clarification around the new COR standards. We weren't expecting some of the things during our audit. For example, on hazard assessments, auditors counting number of hazards identified and number of controls in place.
- All the staff are knowledgeable, and they are quick to respond to any questions that we have
- Instructors are very good.
- Very paternal in approach and not proactive in assisting the industry. Recent PIR changes provided this opportunity and CCSA's leadership was non-existent.

These are the top 10 things we do. Tell us – do they meet your expectations?

Overall, CCSA programs and services are meeting the expectations of its members¹.



Health and safety training was CCSA's most well-received service. Of those who said they access the training, 98% indicated it met their expectations. The Workplace Violence and Aggression Program was a close second with a 96% approval rating, followed by the Safety Leadership Program at 94%.

The two programs or services with the lowest approval rate – promote collaboration among stakeholders (87%) and share information about what other jurisdictions are doing (83%) – have been identified in the CCSA 2019 Business Plan as priorities and have yet to be fully developed.

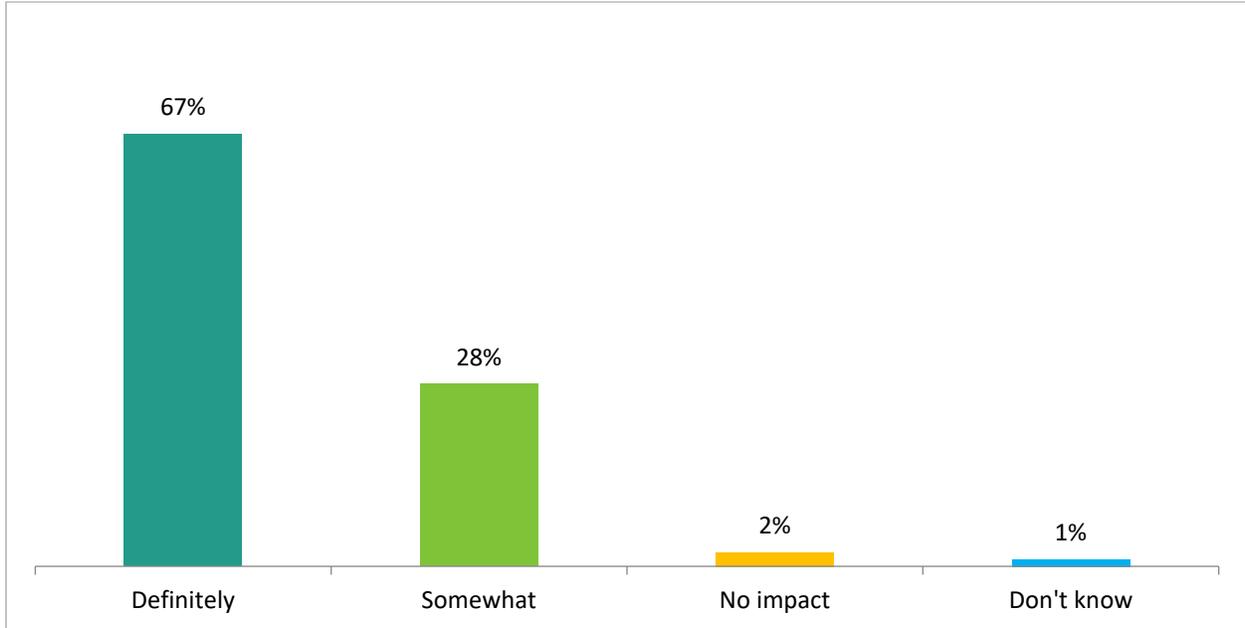
¹ This calculation excludes those who self-identified as not using the program or service. Raw data is available in the appendix.

Comments

- Starting up the Industry Advisory Committee again will be good for facilitating collaboration among stakeholders.
- Appreciate the opportunity for training on site with knowledgeable staff from CCSA.
- I do not have a leadership role in our organization but have some experience with a few programs and some online training.
- I find that other safety partnerships have more resources available; the ones that are provided by the CCSA are great though. Train-the-Trainer programs can be very useful and I feel that the CCSA could have more.
- Maybe a webinar (I'm not sure if you have this already) in regard to the new COR audit tool.
- All the programs I have taken part in have improved my understanding in of OHSW in the workplace.
- Really enjoyed the old health and safety training programs, can't wait for the new updated ones and the ability to have new train the trainer for the updated courses. Would like to see more information about what other jurisdictions are doing, we found awesome resources through work safe BC for training our staff on MIP for housekeeping (i.e., vacuuming, cleaning showers, making beds, etc.).
- In regards to the COR, I fully support the idea, it just seems the audit is too picky and time consuming.
- Wasn't sure what the Safety Leadership Program was.

If you participated in a CCSA program or service, did it make a difference in your workplace - i.e. did it have a positive impact?

A high percentage of respondents (95%)² indicated that CCSA programs and services have had a positive impact on their workplace. Sixty-seven per cent responded definitely and 30% said they have had somewhat of an impact. Only two respondents (2%) said participation did not have an impact.



Perceptions about impact were cross-referenced with number of clients/residents. There were no significant differences.

Positive impact			
Number of clients/residents	Definitely	Somewhat	No impact
Less than 100 n = 16	56%	38%	0%
100 to 249 n = 22	68%	27%	0%
250 to 999 n = 21	62%	29%	5%
1000+ n = 32	69%	25%	0%

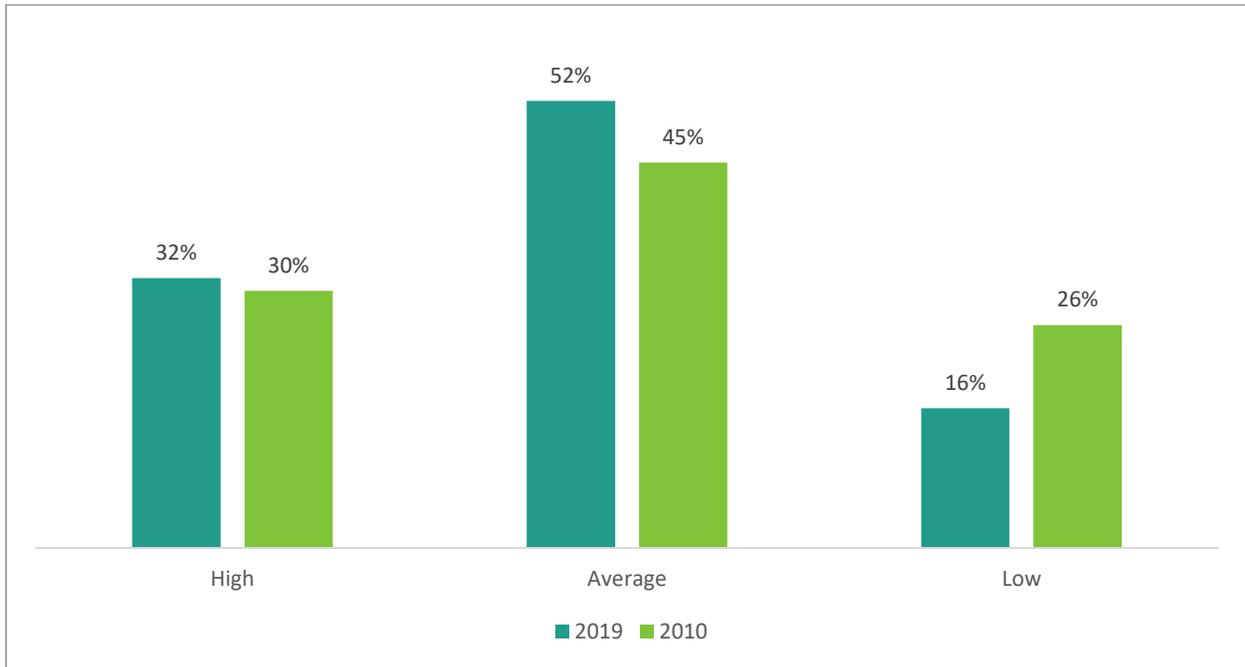
² This calculation excludes the four individuals who self-identified as not using CCSA programs and services. Raw data is available in the appendix.

Comments

- Part of the success is learning, the other part is putting it into practice. Staff need to be on board and desirous of using what they've learned.
- IRP program
- Was short term - once some time passed things went back to the way they were before
- The HSC training program definitely expanded the knowledge base of those employees sitting on the committee
- Those who participated in the OHS Committee training came back to the workplace with new ideas and energy to make change in the work the committees did and were doing.
- Staff do not understand the program, therefore cannot connect that WHMIS or Violence in the Workplace connects into the overall program.
- One of our care homes has decreased injuries due to improper body mechanics
- Depends on the location. Some locations embrace H & S and really apply programs, others not so much.
- The program is good, but without complete buy-in from employer it is hard to see the full potential.
- We hosted a Joint Health and safety committee training with our contracted health services of which it enlightened them on the need to have a health and safety committee of their own.

Overall, how would you rate your colleagues' awareness of CCSA?

The 2010 CCSA Customer Engagement Survey posed a similar question regarding awareness³. That data was included below to provide a measure of progress. It indicates that perceived awareness has increased over time. The number of respondents who selected “low” has decreased 10 per cent since 2010 and there have been gains in the “average” (+7 percentage points) and “high” (+2 percentage points) categories.



Using 2019 data, perceived level of awareness was also differentiated by type of organization. One group stands out. Respondents who self-identified as “other” rated their colleagues’ awareness of CCSA as low (45% = 5 individuals). For a description of “other”, see question 15.

Colleagues’ awareness of CCSA (2019)			
Type of organization	High	Average	Low
Long term care n = 14	43%	43%	14%
Supportive living facility n = 36	31%	64%	6%
Combination – long term care and supportive living n = 27	41%	41%	19%

³ 2010 survey asked: Overall, how would you rate the level of industry awareness of CCSA? Response categories were also high, medium and low.

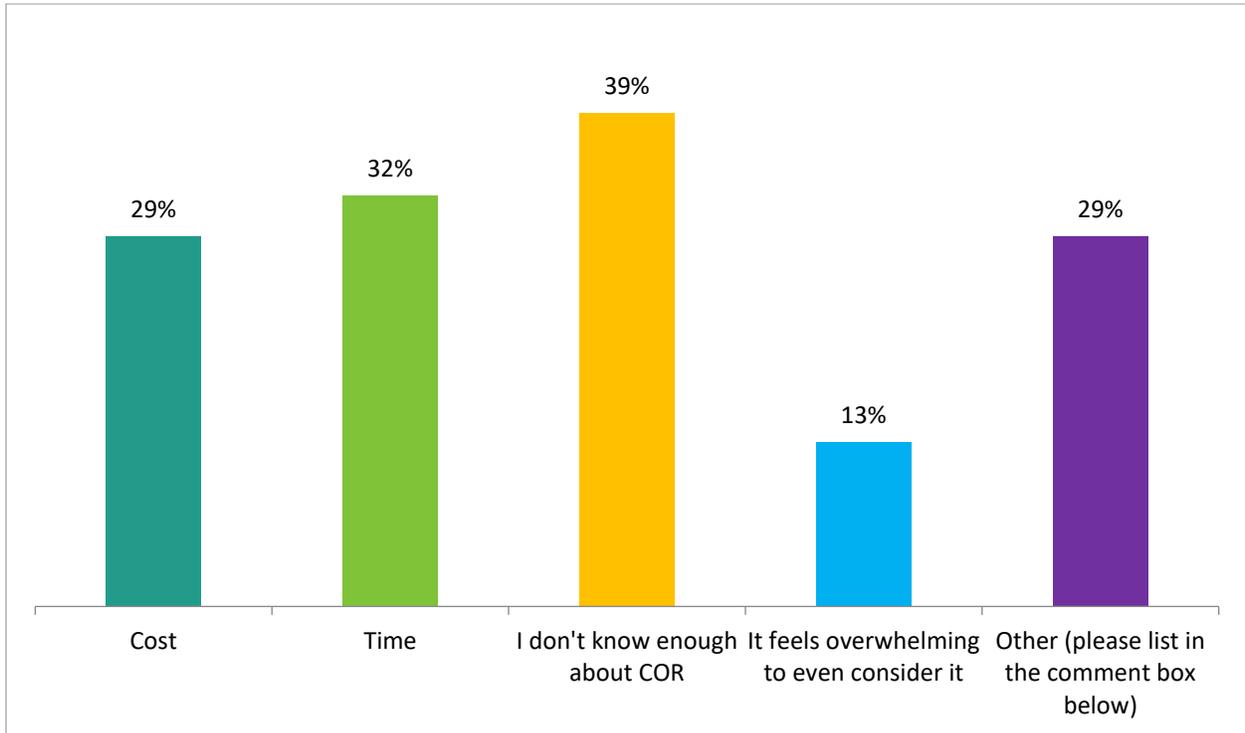
Other n = 11	0%	55%	45%
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Comments

- Unless they have been more involved in the COR program, it's my opinion that Health & Safety is low on their radar
- We are getting the training that is offered and having refresher courses but I'm not too sure if staff are aware of what all is offered. As a member of the H&S committee I have been exposed to it more and yet don't feel I know all that's offered. There is so much to learn.
- Safety is often in the back of people's minds. Most colleagues so busy they have little time to engage with CCSA. It tends to be our own Employee Health & Safety folks who engage the most - not frontline managers
- We are a newly formed committee, undergoing a lot of training and revamping our OH&S program. So far, so good. Thanks for the help, CCSA. I have used videos, resources, etc.
- I believe this is an in-house concern, not that of the CCSA's.
- I believe colleagues in our organization understand what the CCSA is all about.
- Owner

If you are NOT using the Certificate of Recognition (COR) program, why not? What are the barriers? Check all that apply. Skip if you are using COR.

This question provides insight into why some organizations are not using the CCSA’s COR program. Lack of knowledge about COR is the dominant issue at 39%. Time and cost are also significant barriers (32% and 29% respectively).



Nine people (29%) selected “other” and were prompted to provide additional detail in the comment box. The full list is on the following page. Themes include:

- They are currently working towards COR (5)
- Two years of data is not yet available (2)
- Their organization is not large enough (1)
- Lack of head office support (1)
- CCSA’s COR program doesn’t reflect the Alberta government protocol (1)

The actual number/percentage of respondents who are not using the COR program remains unclear. Thirty-four percent of respondents completed question 5, which would indicate that they are not using the COR program. Question 2 was somewhat similar – respondents could indicate if they hadn’t used the COR program – and 19% of respondents said this was the case.

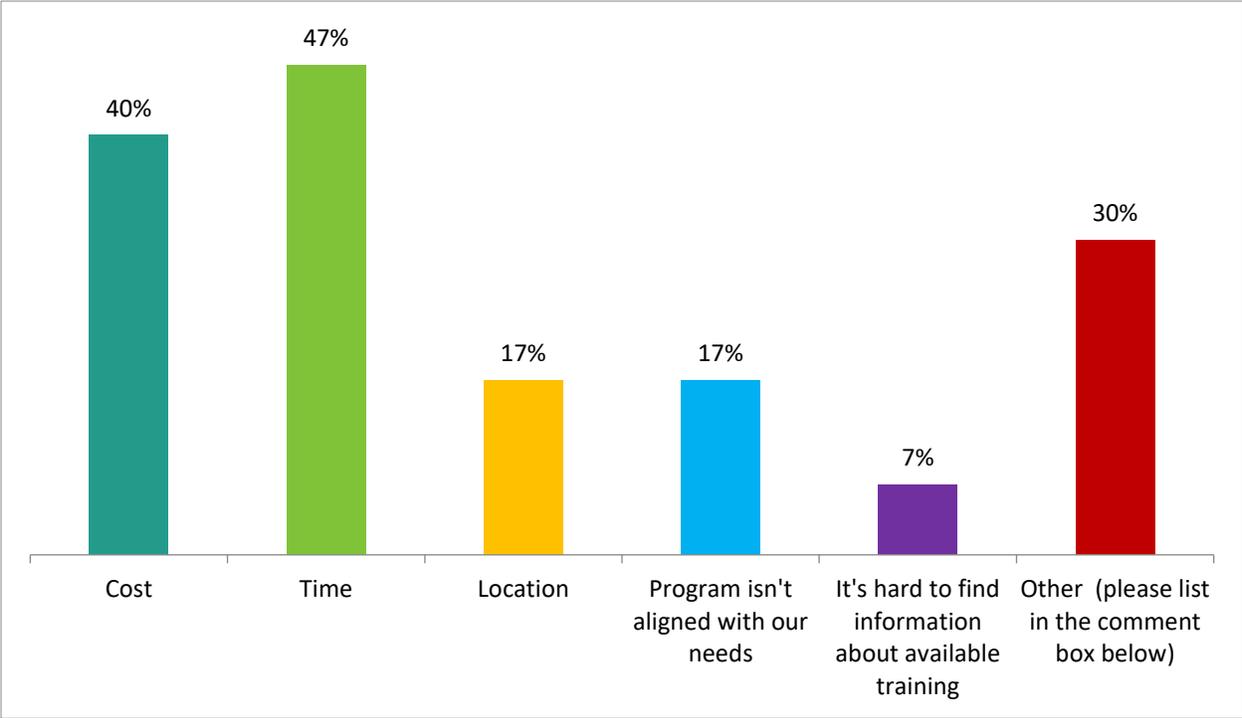
Comments

- It is a goal of our company for 2020.
- Currently, our organization is working towards this.
- We would like to when we get to that point. Also, we are part of took-kit committee and appreciate that exposure and opportunity.
- Don't have 2 year data
- We do use it
- Was not offered at the workplace to me in the past years
- Internal concern - rebuilding our H&S Program...once this is complete we will be following through.
- In progress
- doesn't reflect the Alberta government protocol
- Not large enough for SECOR or COR
- We need two years of data and we aren't there yet.
- Head office support for involvement

If you are NOT using the health and safety training provided by CCSA, why not? What are the barriers?

This question provides insight into why some organizations are not using CCSA health and safety training. Respondents were instructed to check all the barriers that applied and to skip this question if they've taken part in CCSA training.

Results indicate that time is the dominant issue at 47%, followed by cost at 40%.



Nine people (30%) selected the “other” category and were prompted to provide additional detail in the comment box. The full list is on the following page. Themes include:

- Time (2)
- Cost (1)
- Location (1)
- They do their own training (2)
- Not a good fit with the services provided by the organization (e.g. hospitality, trauma) (2)

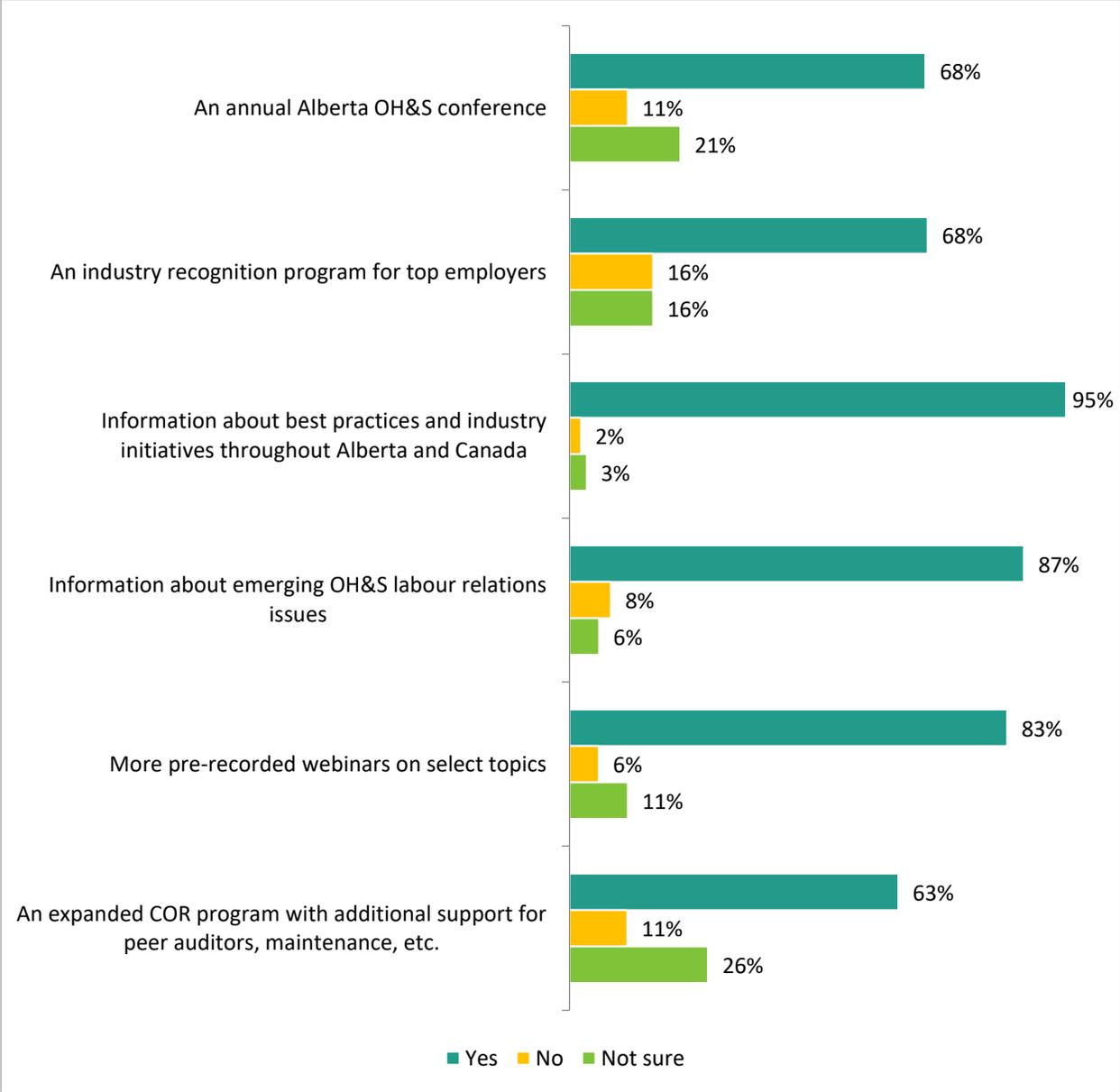
Comments

- Will be utilizing after audit.
- Sometimes it is hard to make time to send someone vital to the organizational operations for training and also the expense of sending people for training.
- Since we do not offer Healthcare, feedback from frontline on the training: does not always align with our hospitality services and offer relevant examples. Overall excellent training from CCSA though.
- We mostly do our own training as we are large enough and sophisticated enough to develop our own and for our line managers to want our own.
- Unsure if it is something we, as a Trauma Centre, should be or need to be doing.
- I use all the training I was given that way it is always a safe place to work
- Should be offered at the workplace
- Company provides the resources for us to take courses
- At no fault of the CCSA it is just hard to fit in training that accommodates our shift schedule
- There is very little training provided in Lethbridge
- It seems more geared toward OH&S staff rather than injury prevention.
- Internal difficulties

We're always coming up with new ideas! Is this something you would be interested in?

At 95%, the initiative that generated the most enthusiasm was the sharing of information about best practices and industry initiatives throughout Alberta and Canada. It's followed by the sharing of information about emerging OH&S labour relations issues (87%) and more pre-recorded webinars on select topics (83%).

Several initiatives had a high number of "not sure" responses, so they may generate more interest as additional information becomes available. They include an expanded COR program (26%), the annual Alberta OH&S conference (21%) and an industry recognition program (16%).



Level of interest was differentiated by two variables – size of organization (number of clients/residents) and location.

Interest in new initiatives						
Location of operations in Alberta	Annual OH&S Conference	Industry recognition program	Best practices and industry initiatives	Emerging OH&S labour relations issues	More pre-recorded webinars	Expanded COR program
Primarily Edmonton and Calgary (metropolitan) n = 29	79%	71%	100%	89%	78%	71%
Urban areas outside of Edmonton and Calgary n = 17	53%	65%	88%	88%	94%	65%
Rural areas - outside of metropolitan and urban areas n = 20	70%	44%	95%	79%	90%	45%
Combination n = 31	63%	77%	94%	83%	81%	65%
Number of clients/residents						
Less than 100 n = 16	56%	63%	88%	81%	94%	56%
100 to 249 n = 22	86%	35%	95%	95%	86%	70%
250 to 999 n = 21	55%	81%	100%	85%	80%	70%
1000+ n = 32	71%	83%	94%	87%	81%	66%

The numbers were close in many categories, but interest was highest among the following groups.

Summary: Highest confirmed interest	
Answer choices	Description of organizations
Annual OH&S conference	<ul style="list-style-type: none"> Organizations with 100 to 249 clients/residents (86%) Those primarily located in Edmonton and Calgary (79%)
An industry recognition program for top employers	<ul style="list-style-type: none"> Organizations with 1000+ clients/residents (83%) Those with locations in a combination of areas (77%)
Information about best practices and industry initiatives throughout Alberta and Canada	<ul style="list-style-type: none"> Organizations with 250 to 999 clients/residents (95%) Those primarily located in Edmonton and Calgary (100%)
Information about emerging OH&S labour relations issues	<ul style="list-style-type: none"> Organizations with 250 to 999 clients/residents (95%) Those primarily located in Edmonton and Calgary (89%)
More pre-recorded webinars on select topics	<ul style="list-style-type: none"> Organizations with less than 100 clients/residents (94%) Those with locations in urban areas outside of Edmonton and Calgary (94%)
An expanded COR program with additional support for peer auditors, maintenance, etc.	<ul style="list-style-type: none"> Organizations with 250 to 999 clients/residents (70%) Those primarily located in Edmonton and Calgary (71%)

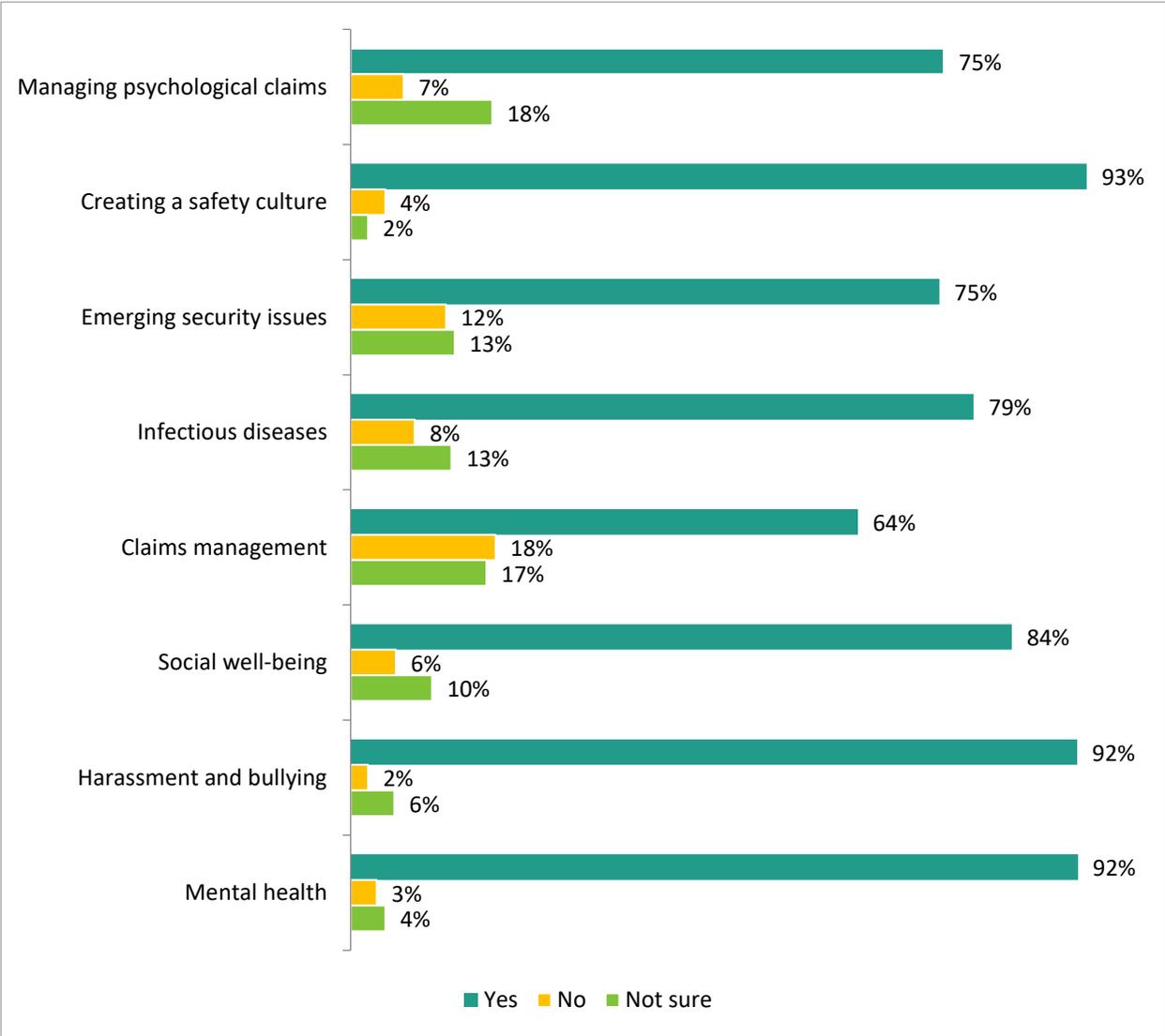
We are developing a Leadership Learning Series with podcasts, forums, regional engagement sessions, etc. on a variety of timely topics. Do these topics interest you?

All topic suggestions were well-received and three had very high approval numbers:

- Creating a safety culture (93%)
- Harassment and bullying (92%)
- Mental health (92%)

Three topics generated a high number of “not sure” responses, suggesting that there may be more interest as additional information becomes available. They include managing psychological claims (18%), claims management (17%) and emerging security issues (13%).

Using the comment box, respondents offered additional input. There were no consistent themes among the 11 responses. They ranged from training for maintenance teams to diversity in the workplace.



Comments

- Risk Assessments, project management
- Safety Responsibilities of the Supervisor
- Cost relief on claims
- Fair Practices Office
- Tools to determine competency in supervisors
- Training that can meet with 16 hours per year requirement for committee members as well as opportunities to meet the training requirements for managers/supervisors.
- How to recognize who is your leadership to refer to at the workplace
- No time in the day to take on further initiatives.
- Sessions for our maintenance teams. There is a lot of focus on the care industry, but within the maintenance sectors (equipment, yard maintenance, prime contractor/contractor, confined space, maintenance specific PPE training, medical masks vs respiratory protection, construction, carpentry, etc.) there seems to be little resources, support or recommendations.
- Can't think of anything else right now.
- Diversity in the workplace - common ground and understanding.

In general, what other programs or services (or features) could CCSA offer that would be of value to your organization?

This open-ended question generated 21 varied responses. There were no clearly identifiable themes.

Comments

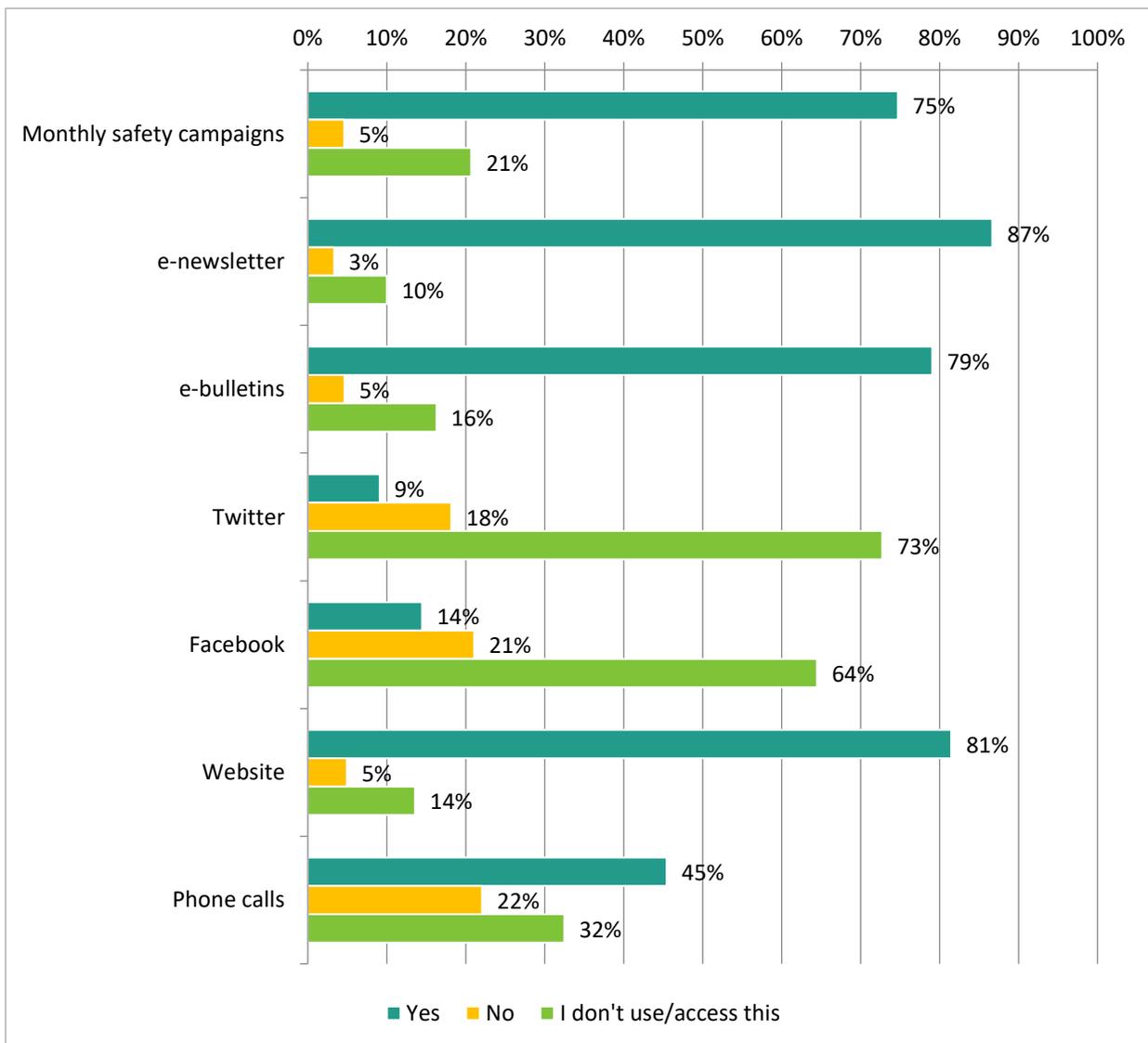
- Dealing with residents' aggressive behavior.
- Templates for Policy and Procedure for standard elements of an HSE program.
- Element resources
- More opportunity to leverage professionals supporting members to facilitate CCSA programs internally for their respective organizations.
- More training
- Pre-audit "audit" and recommendations with guidelines and templates. As a small, lean management team, it is difficult for us to develop materials that apply across the board and to keep on top of trends. Having tools and templates that work, would be beneficial. Eg. we used the policy template as is, and we failed that aspect of the audit, even though it was a CCSA template.
- Residents and family relationships and how to deal with bullying from them.
- Offer support in learning research of acknowledgement at workplace to create a safe environment
- Additional support to internal auditors
- So far all good programs from CCSA
- A course on how the program and its components tie in together for staff.
- Online Safe Work Practice examples/ templates, Safe Work Procedures.
- All I can think of is more information and support in regards to bullying
- More micro learning opportunities (videos, tips etc.)
- Check with other certifying partners to have a better COR system
- Employees right
- Colleague & family relationship as health safety
- Training for employees on Hazzard assessments, PPI etc
- Specific injury prevention support.
- Engaging the workforce in safety culture
- Operating a healthy and safe workplace with limited resources

We connect with our members in a variety of ways. Do you find the information we provide useful?

This question provides insight into the communication mediums used by members to access CCSA information and the perceived value of the information provided.

Respondents found information provided in the e-newsletter (87%) and on the CCSA website (81%) most useful. Information provided via e-bulletins (79%) and monthly safety campaigns (75%) were also popular.

Social media in the form of Facebook (14%) and Twitter (9%) generated the lowest scores. The majority of people indicated they do not use/access CCSA information via these mediums (64% to 73%).



Comments

- Newsletters given to the workplace to be placed on the bulletins
- I receive some emails but don't have time to read them. If it is not related directly to something I am required to do, I consider it spam with all the other notices I receive.
- I haven't really received or looked for additional information.
- I can email anyone of the members at any time and always get a follow up email

CCSA Website Survey Results

The 2019 CCSA Website Survey⁴ posed several related questions, insights from which may help inform future decisions about the best way to connect with stakeholders.

CCSA website

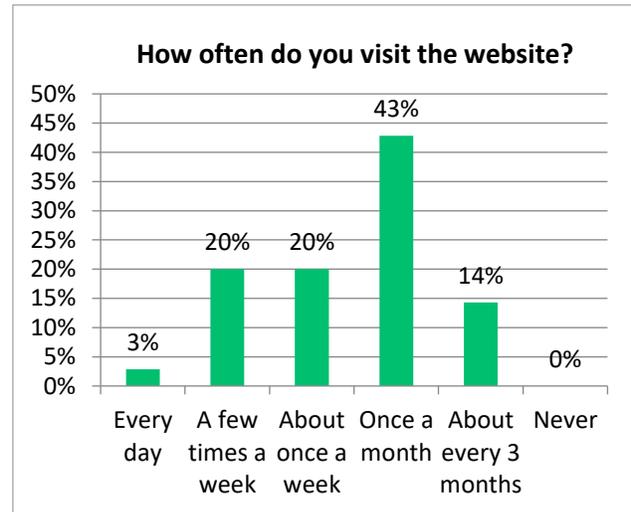
When asked how often they visit the CCSA website:

- 86% indicated it was once a month or more.
- 43% said it was once a week or more.

When asked to rank what they were most likely looking for on the CCSA website, the top three results were safety resources, training courses, and webinar and videos.

Respondents suggested the following resources be added to the CCSA website:

- Links to the Alberta OHS Bulletin and other legislative information.
- A Q&A board/communication platform.
- Short snippets of training (reminders or refreshers) that could be incorporated into staff meetings, such as proper lifting techniques (MMH).
- News updates.
- Advice on health and safety issues.

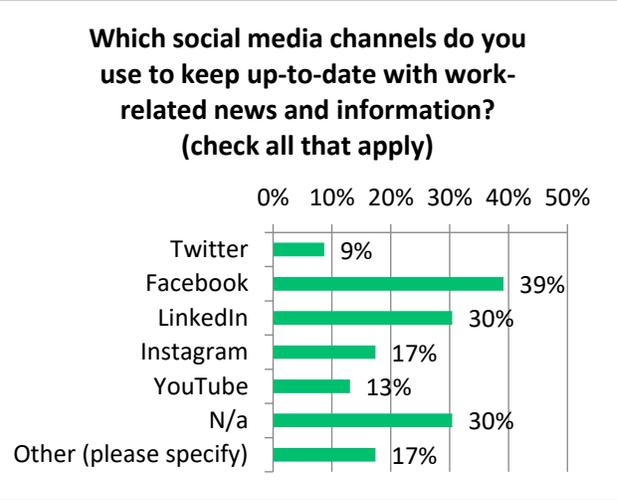


⁴ Number of respondents varied by question. For most, it was 23 with the exception of the question about how often people visited the website. For this question, it was 35.

- Templates and tools including template policies and procedures that companies could adopt.
- New employee orientation manuals, checklists, etc.
- Training and general information.
- Ideas on how to get staff buy-in.

Social media

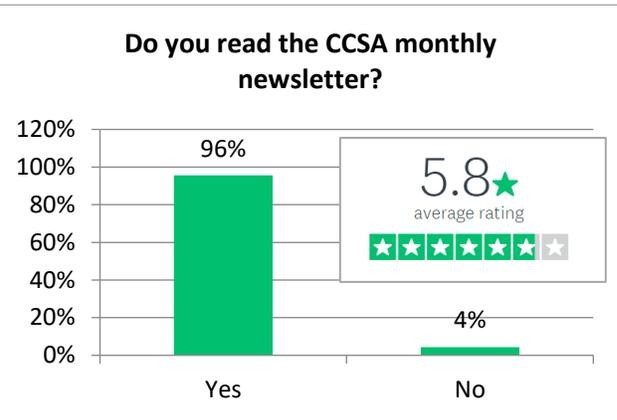
When asked which social media channels they use to keep up to date with work-related news and information, 30% of respondents indicated “N/A”, meaning they don’t use Twitter, Facebook, LinkedIn, Instagram or YouTube.



The most popular social media channel was Facebook (39%) and the least popular was Twitter (9%).

Newsletter

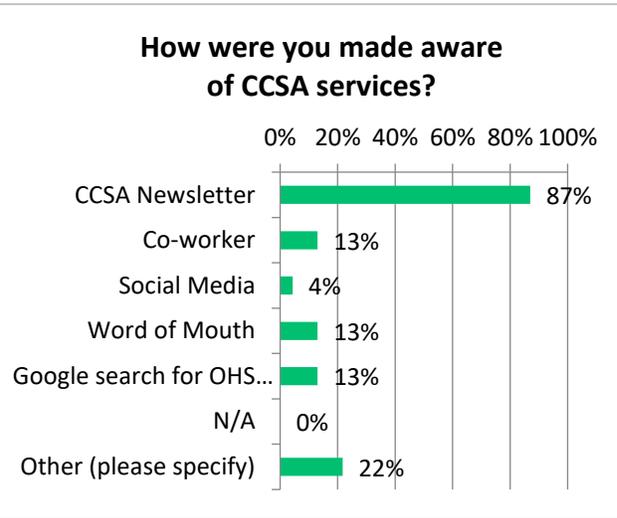
When asked if they read the CCSA newsletter, 23 of a possible 35 individuals offered a response. Ninety-five per cent of those said yes.



When asked how satisfied they are with the CCSA newsletter, Website Survey respondents rated it 5.8 out of 7.0. Suggestions included:

- Highlighting tools and resources related to the Code of the Month.
- Improving logins to some sites. When they train with online videos, it can be a challenge with employees.

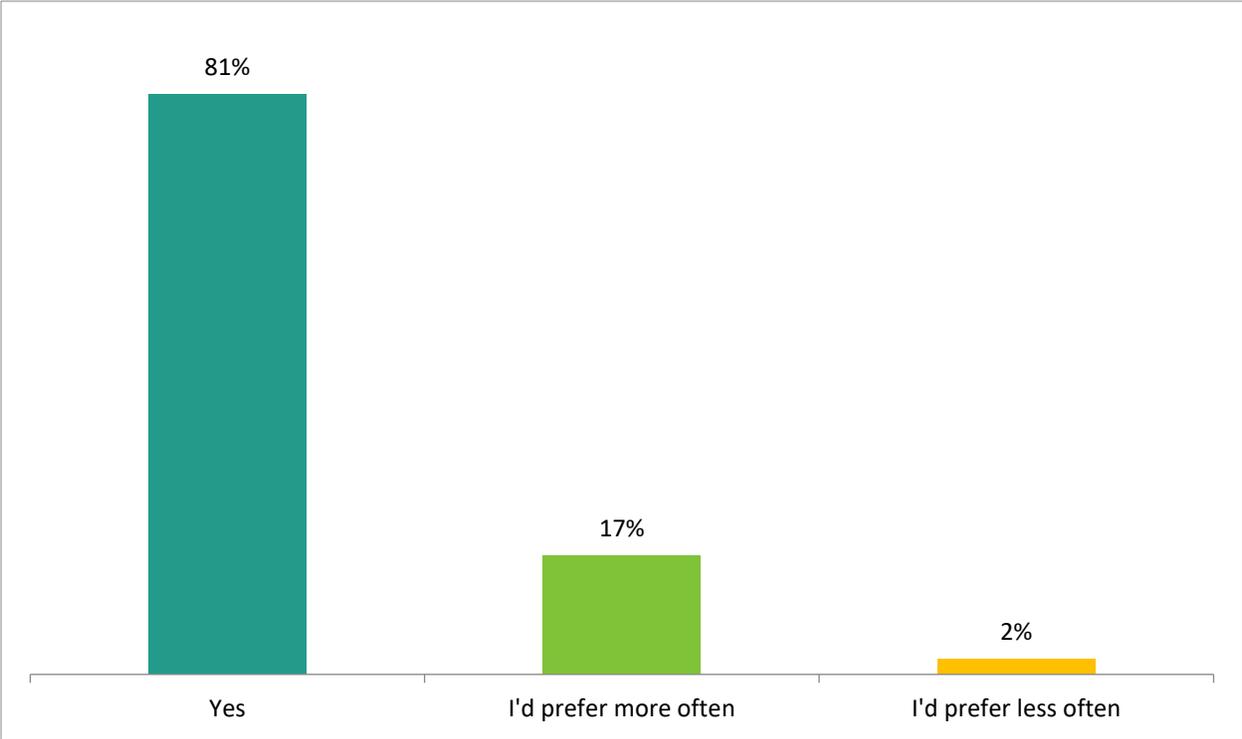
When asked how they were made aware of CCSA services/resources⁵, 87% indicated it was through the CCSA newsletter.



⁵ The list of programs and services was specific. It included 1) CSA Hazard Assessment, Work Site Inspection, Incident Investigation Training; 2) CCSA Violence and Harassment Prevention Training; 3) CCSA Auditor Training; 4) CCSA OHS Webinars and Videos; 5) CCSA Health and Safety Program Review (HSPR); 6) CCSA Organizational Self-Assessment Tool; and 7) CCSA Monthly Safety Campaigns. The CCSA website was not listed as an option.

In general, do you hear from CCSA often enough?

Overall, members feel CCSA is communicating with them at an appropriate frequency. If need be, CCSA could communicate more often, as indicated by the 17% who said they would like to hear from CCSA more often. Only two individuals (2%) said they would prefer to hear from CCSA less often.

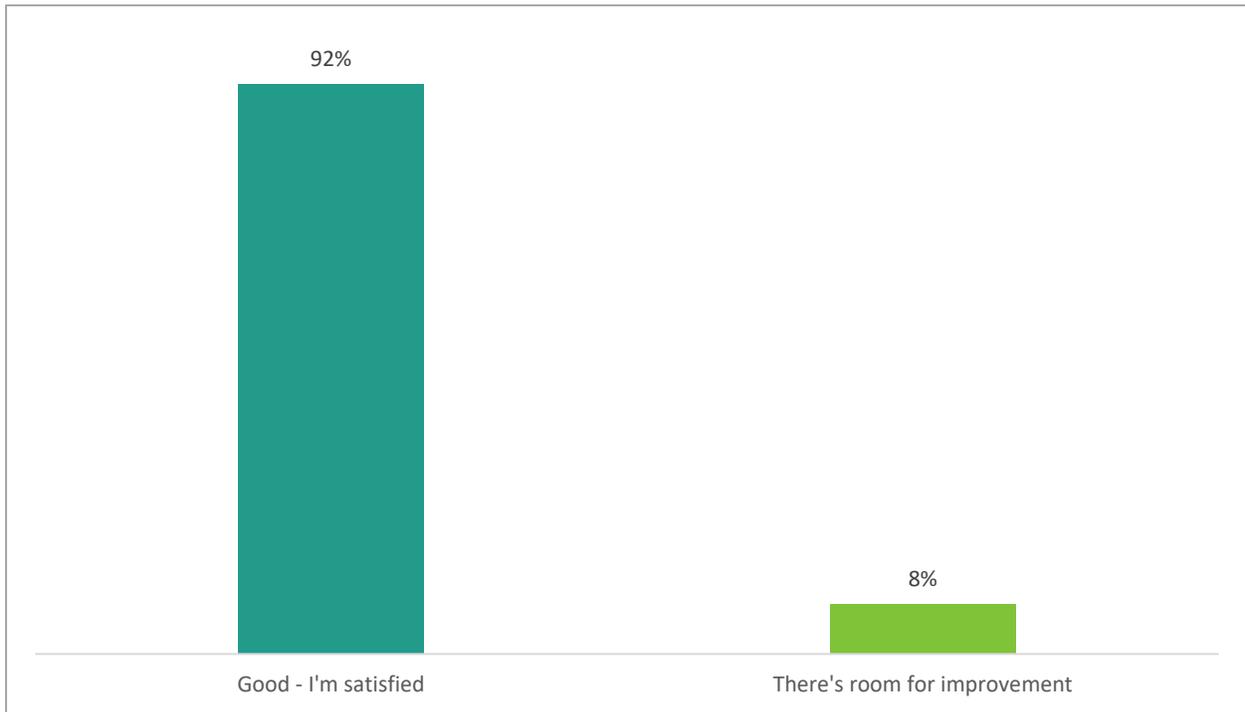


Comments

- It can take days or weeks to get responses to emails which can be frustrating.
- Regular communication would promote the sharing of information on a regular basis.
- It would be great if once a month was given an email to just check in for any issues or questions that we may be experiencing.

When CCSA staff delivery programs or services at your site, how customer service-oriented are they?

Of those who interacted with a CCSA member at their site⁶, 92% indicated they were satisfied with the staff member's customer service orientation. Six (8%) indicated there is room for improvement.



Comments

- It's been a long time.
- One course my organization took had a student who was quite disruptive and really impeded our learning. It would have been great if the staff member would have spoken with the student.
- Would be better to get test results sooner so we can pursue or apply our new found knowledge to our site sooner while still fresh.
- The COR review needs to be addressed and consistent. There is no reason to put the number of employees interviewed versus how many positive indicators, no other CP is doing this you're your guys are gearing up a lawsuit or witch hunt. Be careful.
- Excellent instructors.

⁶ Raw data is available in the appendix. Eighteen percent (17 of the 92 respondents who completed this question) indicated they had not interacted with a CCSA staff member at their site, so they were removed from the calculation.

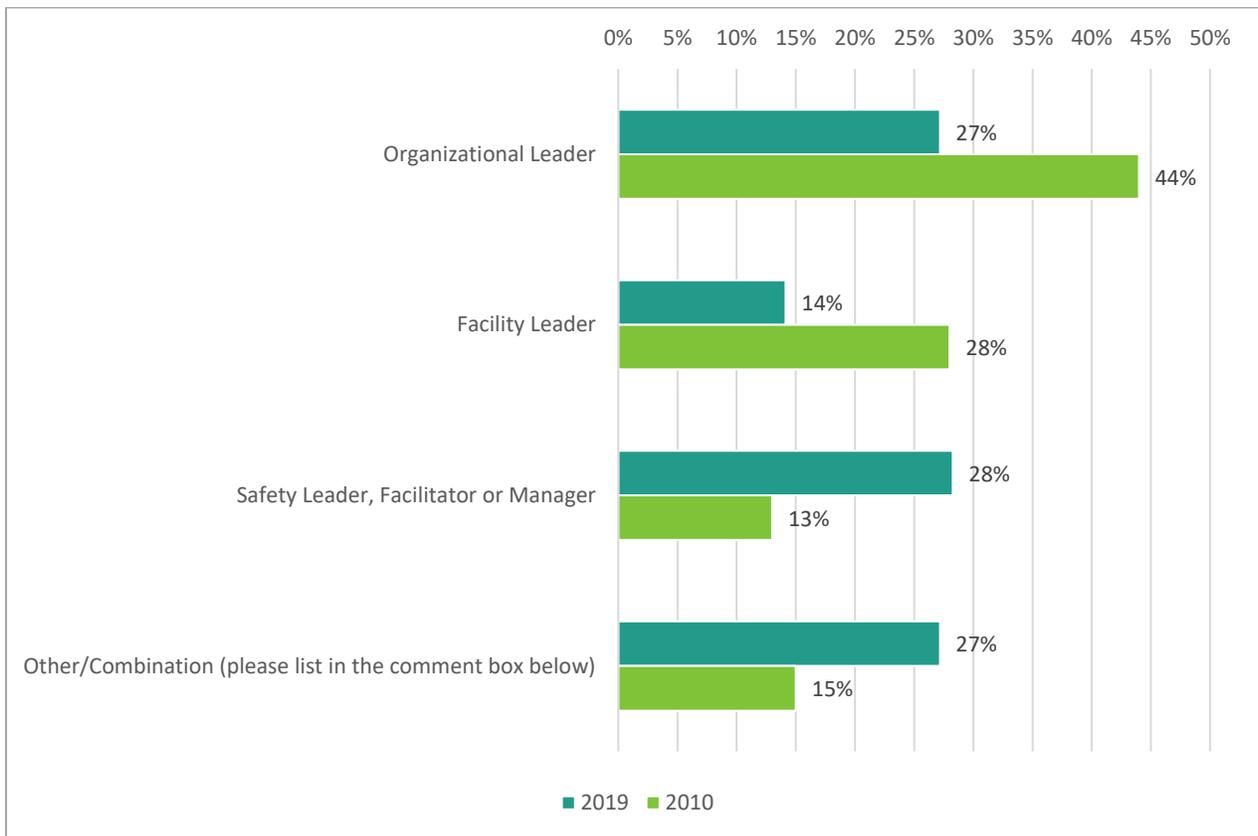
What is the name of your organization? (Optional)

This information was used to determine whether more than one person from a single organization participated in the survey. Of the 92 respondents, 67% provided the name of their organization. Of those, 42 were unique.

Which of the following best describes your position there?

Survey respondents represent a variety of positions within the industry. For comparison purposes, results for the 2010 survey are included in the chart below.⁷

People who chose “other” were asked to provide additional detail in the comment box. Their responses are listed in alphabetical order on the following page.



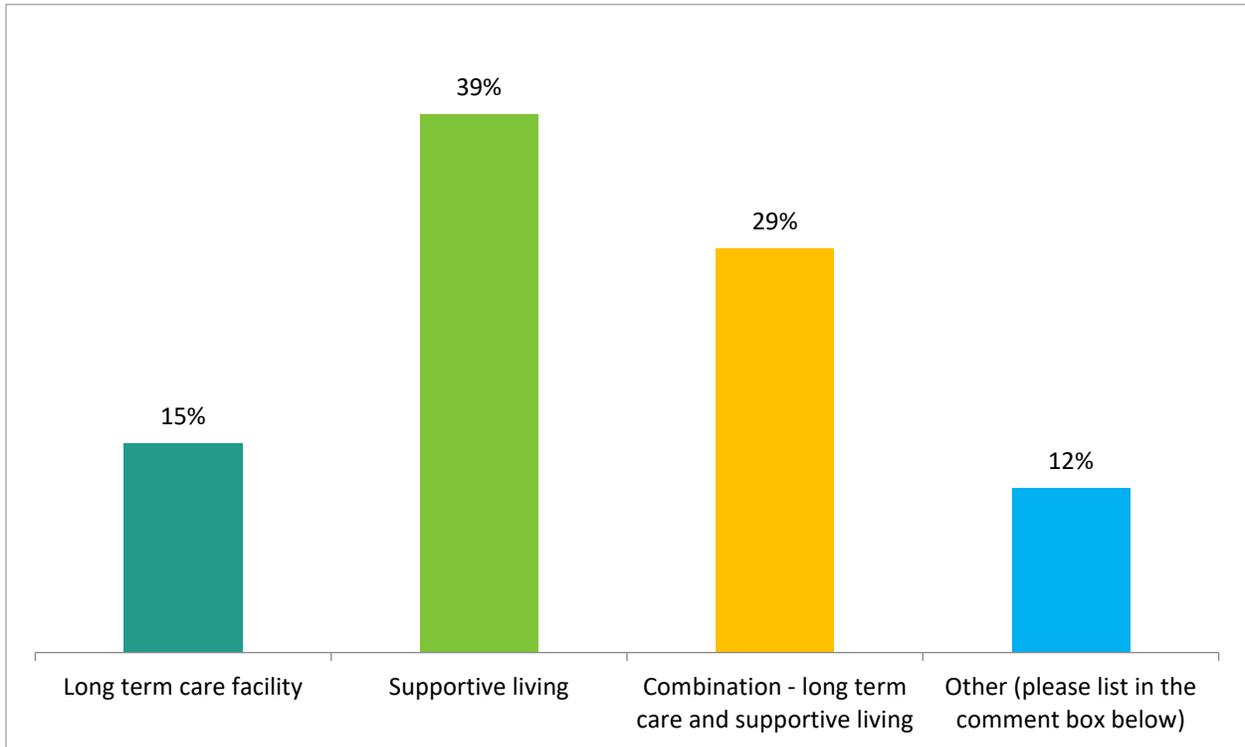
⁷ The sample size was 75 in 2010 and 92 in 2019.

Comments

- Currently reduced role. Previous disability claims coordinator
- Director, Human Resources & Day Support and OHS Co-chairperson
- Educator/OH&S
- Employee Relations & Support Services Manager
- H&S committee member
- HCA
- HCA
- Health & Safety Administrator, Internal Auditor, All Sites Support for WCB Claims.
- Health Safety Coordinator and Housekeeping Coordinator
- Housekeeping Coordinator and OH&S leader
- HR leader
- JHSC Co-chair, Safety and Claims team member
- Lead
- LPN and QI Lead
- Maintenance Supervisor.
- Multi site maintenance manager, HSC cochair, PIR auditor
- Night floor housekeeping
- On the health & safety committee for the past ten years
- Payroll/HR/Safety
- Recreation Therapist
- Recreation Therapist Manager
- Core Auditor and co chair of OH&S committee
- Resident Services Manager
- Senior management, administrator of the H&S program, direct report for lodge managers
- Supervisor for laundry/Housekeeping
- Wellness Supervisor/educator
- Worker, union activist

How would you describe your organization?

Many survey respondents (39%) represent supportive living facilities, followed by a combination of long term care and supportive living (29%). Together, these two groups make up more than half (68%) of the survey sample.



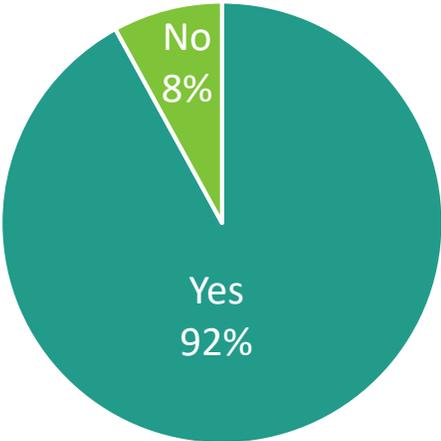
Eleven people (12%) selected the “other” category and were asked to provide additional detail in the comment box. A frequent descriptor is a combination of supportive living and independent living.

Comments

- Acute care, hospital
- Diagnostic Imaging
- External Auditor
- Family practice
- Hospice
- Hospital and Public Health
- LODGE and DSL
- Medical Imaging
- Seniors home - independent living with cooking and light housekeeping
- Retirement Living & Supportive Living 3
- Independent living with care
- Independent & contained supported living
- Supportive Living/Independent Living
- Supportive/Independent
- Supportive Living and Seniors Independent Living
- Regulatory Organization

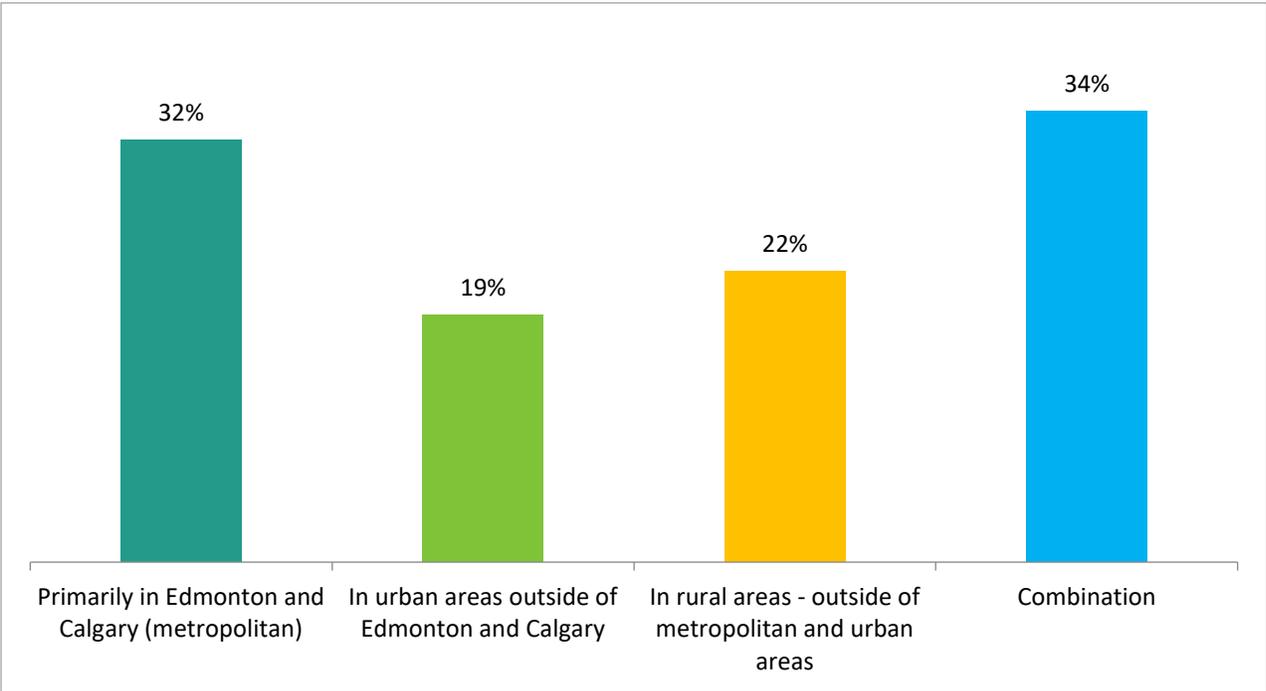
Does your organization operate more than one facility in Alberta?

Most respondents (79%) were from organizations that operate more than one facility in Alberta.



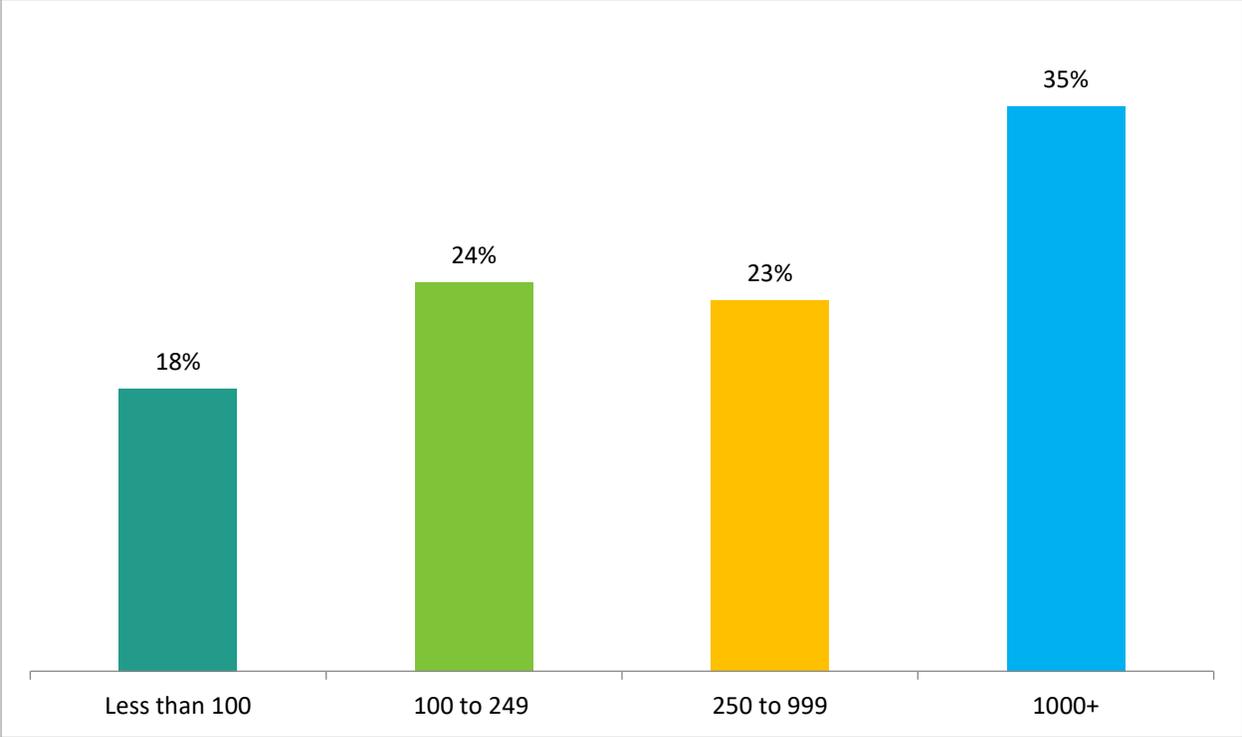
Where are your operations in Alberta located?

Participating organizations came from a variety of locations.



Approximately how many clients/residents does your entire organization serve – i.e. at all your sites?

More than half of the respondents (58%) were from organizations with 250 clients/residents or more.

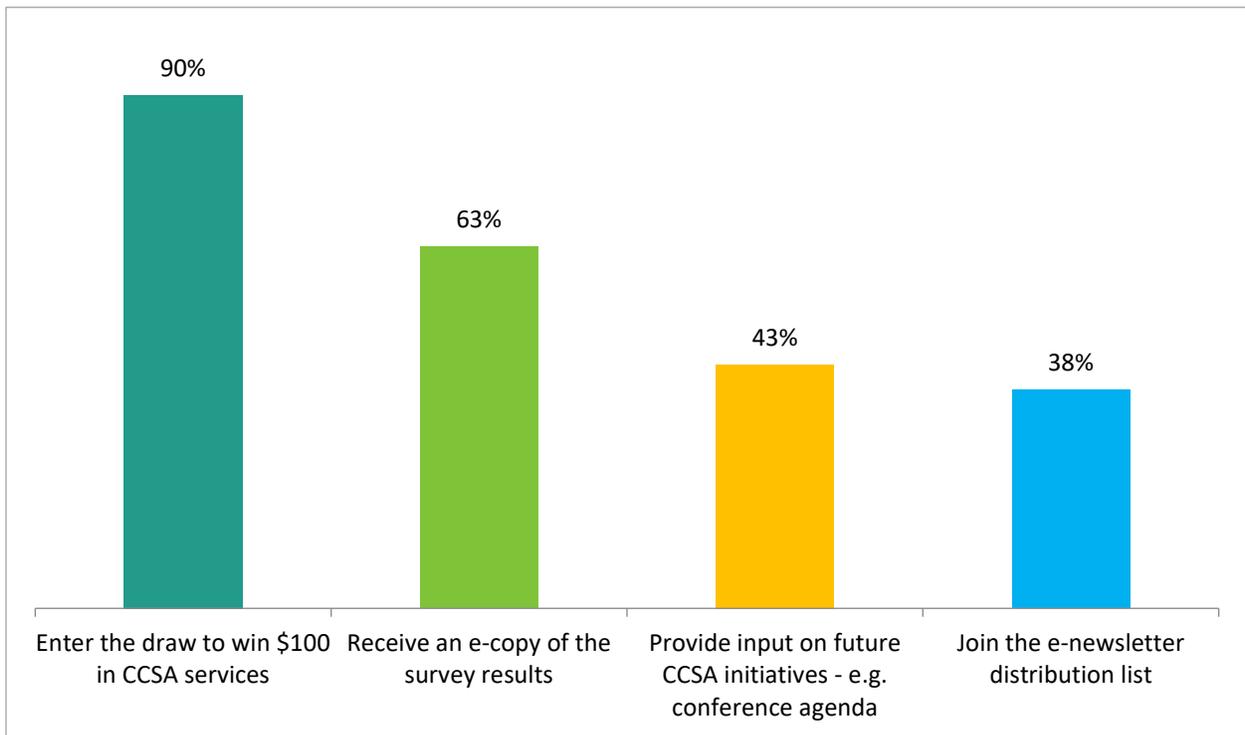


Are you interested in any of the following?

There was a high level of interest (90% of respondents) in entering the draw to win \$100 in CCSA services – an incentive to complete the survey⁸.

This question also generated a list of people interested in providing input on future CCSA initiatives (43%) and joining the e-newsletter distribution list (38%). An electronic copy of this survey report will be emailed to the 63% who asked for a copy and provided an email address.

Contact information has been forwarded to CCSA leadership.



⁸ Some respondents indicated an interest but did not provide an email address. For example, 61 individuals expressed an interest in the draw and 43 provided an email. This was evident for the other offers as well.

Last thoughts! Is there anything else you would like to tell us?

Eighteen of the 25 comments offered (72%) were accolades for CCSA and an expression of thanks. Five (20%) provided suggestions and/or feedback about training dates, classroom management, program administration manuals, certificates and the COR system.

Comments

- Thank you for working with us as we adjust to the new legislation and train our committees and staff on specific OHS training related to staff. The focus on staff will increase the quality of care of our clients.
- You are doing a fantastic job. Keep up the good work
- Well done thank you!
- I appreciate the information that I access and look forward to more
- No
- CCSA does a great job supporting our OH&S program
- Looking forward to peer-to-peer MSI prevention training by staff who was trained by CCSA!
- Keep up the great work.
- Thank you for all you do :)
- Thanks!
- Keep up the good work.
- Great team you guys have!!
- Keep up good work!
- Thanks for providing the training programs and services we need!
- Amazing job, keep it up.
- You guys are doing an amazing job with keeping up with the changes of legislation and helping us to make the changes we need to make as well.
- No
- Thank you for offering this survey.
- Thanks for all you do.
- Thank you for supporting us!
- When training is provided I believe the facilitators should have the skills to manage class disruptions so all can learn. I was at one course where one person disrupted the whole 3 days and made it very hard to learn. I also felt the last day was rushed as we were put behind by this individual. I know it is not easy to address adults on having better behaviour in a group setting.
- I feel there is a need for updated program administration manuals for those of use who took the course years ago before all the changes. Such as examples of policies,
- Change the dates of the Auditor Mandatory Refresher Training. It always lands right when our Audit is, and all our Auditors are busy collecting data, interviewing, or assisting an external auditor.
- Appreciate all insights of any information given thanks ! And would like certificates for whimis at the workplace other then computer quizzes given once annually
- Your COR system is extremely gauche compared to other certifying partner

Appendix 1: Raw Quantitative Data

Q1 Overall, how would you describe CCSA's products and services?		
Answer choices	Percentage	Number (n = 92)
Very good	78%	72
Average	20%	18
Poor	2%	2

Q2 These are the top 10 things we do. Tell us – do they meet your expectations?							
Answer choices	Yes		No		Haven't used		Total number
	Percentage	Number	Percentage	Number	Percentage	Number	
Health and Safety Training	88%	80	2%	2	10%	9	91
Health and Safety Resources	84%	76	8%	7	9%	8	91
Certificate of Recognition (COR) Program	70%	64	9%	8	21%	19	91
Health and Safety Program Review	64%	57	3%	3	33%	29	89
Safety Leadership Program	49%	45	3%	3	47%	43	91
Workplace Violence and Aggression Program	48%	43	2%	2	50%	45	90
Train-the-Trainer Program	48%	44	5%	5	46%	42	91
OHS 101 for Leaders Webinar Series	48%	44	4%	4	47%	43	91
Promote collaboration among stakeholders	53%	48	8%	7	39%	35	90
Share information about what other jurisdictions are doing	49%	44	10%	9	40%	36	89

Q3 If you participated in a CCSA program or service, did it make a difference in your workplace - i.e. did it have a positive impact?

Answer choices	Percentage	Number (n = 92)
Definitely	64%	59
Somewhat	28%	26
No impact	2%	2
Don't know	1%	1
I haven't used CCSA programs and services	4%	4

Q4 Overall, how would you rate your colleagues' awareness of CCSA?

Answer choices	Percentage	Number (n = 92)
High	32%	29
Average	52%	48
Low	16%	15

Q5 If you are NOT using the Certificate of Recognition (COR) program, why not? What are the barriers? Check all that apply. Skip if you are using COR.

Answer choices	Percentage	Number (n = 31)
Cost	29%	9
Time	32%	10
I don't know enough about COR	39%	12
It feels overwhelming to even consider it	13%	4
Other	29%	9

Q6 If you are NOT using the health and safety training provided by CCSA, why not? What are the barriers? Check all that apply. Skip if you have taken part in this training.

Answer choices	Percentage	Number (n = 30)
Cost	40%	12
Time	47%	14
Location	17%	5
Program isn't aligned with our needs	17%	5
It's hard to find information about available training	7%	2
Other	30%	9

Q7 We're always coming up with new ideas! Is this something you would be interested in?							
Answer choices	Yes		No		Not sure		Total number
	Percentage	Number	Percentage	Number	Percentage	Number	
An annual Alberta OH&S conference	68%	61	11%	10	21%	19	90
An industry recognition program for top employers	68%	60	16%	14	16%	14	88
Information about best practices and industry initiatives throughout Alberta and Canada	95%	87	2%	2	3%	3	92
Information about emerging OH&S labour relations issues	87%	77	8%	7	6%	5	89
More pre-recorded webinars on select topics	83%	75	6%	5	11%	10	90
An expanded COR program with additional support for peer auditors, maintenance, etc.	63%	57	11%	10	26%	24	91

Q8 We are developing a Leadership Learning Series with podcasts, forums, regional engagement sessions, etc. on a variety of timely topics. Do these topics interest you?

Answer choices	Yes		No		Not sure		Total number
	Percentage	Number	Percentage	Number	Percentage	Number	
Managing psychological claims	75%	67	7%	6	18%	16	89
Creating a safety culture	93%	85	4%	4	2%	2	91
Emerging security issues	75%	68	12%	11	13%	12	91
Infectious diseases	79%	68	8%	7	13%	11	86
Claims management	64%	56	18%	16	17%	15	87
Social well-being	84%	73	6%	5	10%	9	87
Harassment and bullying	92%	83	2%	2	6%	5	90
Mental health	92%	84	3%	3	4%	4	91

Q10 We connect with our members in a variety of ways. Do you find the information we provide useful?

Answer choices	Yes		No		I don't use/access this		Total number
	Percentage	Number	Percentage	Number	Percentage	Number	
Monthly safety campaigns	75%	65	5%	4	21%	18	87
e-newsletter	87%	78	3%	3	10%	9	90
e-bulletins	79%	68	5%	4	16%	14	86
Twitter	9%	7	18%	14	73%	56	77
Facebook	14%	11	21%	16	64%	49	76
Website	81%	66	5%	4	14%	11	81
Phone calls	45%	35	22%	17	32%	25	77

Q11 In general, do you hear from CCSA often enough?

Answer choices	Percentage	Number (n = 90)
Yes	81%	73
I'd prefer more often	17%	15
I'd prefer less often	2%	2

Q12 When CCSA staff deliver programs or services at your site, how customer service-oriented are they?

Answer choices	Percentage	Number (n = 92)
Good, I'm satisfied	75%	69
There's room for improvement	7%	6
I haven't interacted with a CCSA staff member at my site	18%	17

Q14 Which of the following best describes your position there?		
Answer choices	Percentage	Number (n = 92)
Organizational Leader	27%	25
Facility Leader	14%	13
Safety Leader, Facilitator or Manager	28%	26
Other/Combination	27%	25

Q15 How would you describe your organization?		
Answer choices	Percentage	Number (n = 92)
Long term care facility	15%	14
Supportive living	39%	36
Combination - long term care and supportive living	29%	27
Other	12%	11

Q16 Does your organization operate more than one facility in Alberta?		
Answer choices	Percentage	Number (n = 92)
Yes	79%	73
No	21%	19

Q17 Where are your operation in Alberta located?		
Answer choices	Percentage	Number (n = 91)
Primarily in Edmonton and Calgary (metropolitan)	32%	29
In urban areas outside of Edmonton and Calgary	19%	17
In rural areas - outside of metropolitan and urban areas	22%	20
Combination	34%	31

Q18 Approximately how many clients/residents does your entire organization serve – i.e. at all your sites?		
Answer choices	Percentage	Number (n = 91)
Less than 100	18%	16
100 to 249	24%	22
250 to 999	24%	21
1000+	35%	32

Q19 Are you interested in any of the following?		
Answer choices	Percentage	Number (n = 68)
Enter the draw to win \$100 in CCSA services	90%	61
Receive an e-copy of the survey results	63%	43
Provide input on future CCSA initiatives - e.g. conference agenda	43%	29
Join the e-newsletter distribution list	38%	26

Appendix 2: Comment Summary

Related comments have been grouped into categories.

Resources

- Would like to see more resources available for safety personnel as well as superiors.
- I find that other safety partnerships have more resources available; the ones that are provided by the CCSA are great though.
- Would like to see more information about what other jurisdictions are doing, we found awesome resources through work safe BC for training our staff on MIP for housekeeping (i.e., vacuuming, cleaning showers, making beds, etc.)
- Wasn't sure what the Safety Leadership Program was.
- Those who participated in the OHS Committee training came back to the workplace with new ideas and energy to make change in the work the committees did and were doing.
- [Want] sessions for our maintenance teams. There is a lot of focus on the care industry, but within the maintenance sectors (equipment, yard maintenance, prime contractor/ contractor, confined space, maintenance specific PPE training, medical masks vs respiratory protection, construction, carpentry, etc.) there seems to be little resources, support or recommendations.
- [Want] tools to determine competency in supervisors
- [Want] templates for Policy and Procedure for standard elements of an HSE program.
- [Want] element resources
- More opportunity to leverage professionals supporting members to facilitate CCSA programs internally for their respective organizations.
- [Want resources about] residents and family relationships and how to deal with bullying from them.
- Offer support in learning research of acknowledgement at workplace to create a safe environment
- [Want] Online Safe Work Practice examples/ templates, Safe Work Procedures.
- All I can think of is more information and support in regards to bullying
- [Want resources about] employee's right
- [Want resources about] colleague & family relationship as health safety
- [Want resources about] specific injury prevention support.
- [Want resources about] engaging the workforce in safety culture
- [Want resources about] operating a healthy and safe workplace with limited resources
- I feel there is a need for updated program administration manuals for those of use who took the course years ago before all the changes. Such as examples of policies.
- [Want resources about] dealing with residents' aggressive behavior.
- [Want resources about] diversity in the workplace - common ground and understanding

Training

- When a training session is already booked up the direction is to "keep an eye on the website for more sessions" rather than creation of a waitlist, that could be emailed when the next session is formally scheduled.
- Would like to see more online training available. Small sites don't have the staff compliment to be able to send to classroom training.
- Instructors are very good.
- Appreciate the opportunity for training on site with knowledgeable staff from CCSA.
- Train-the-Trainer programs can be very useful and I feel that the CCSA could have more.
- Really enjoyed the old health and safety training programs, can't wait for the new updated ones and the ability to have new train the trainer for the updated courses
- Part of the success is learning, the other part is putting it into practice. Staff need to be on board and desirous of using what they've learned.
- Staff do not understand the program, therefore cannot connect that WHMIS or Violence in the Workplace connects into the overall program.
- We are getting the training that is offered and having refresher courses but I'm not too sure if staff are aware of what all is offered. As a member of the H&S committee I have been exposed to it more and yet don't feel I know all that's offered. There is so much to learn.
- Sometimes it is hard to make time to send someone vital to the organizational operations for training and also the expense of sending people for training.
- Since we do not offer Healthcare, feedback from frontline on the training: does not always align with our hospitality services and offer relevant examples. Overall excellent training from CCSA though.
- We mostly do our own training as we are large enough and sophisticated enough to develop our own and for our line managers to want our own.
- Unsure if it is something we, as a Trauma Centre, should be or need to be doing.
- I use all the training I was given that way it is always a safe place to work
- Should be offered at the workplace
- Company provides the resources for us to take courses
- At no fault of the CCSA it is just hard to fit in training that accommodates our shift schedule
- There is very little training provided in Lethbridge. One course my organization took had a student who was quite disruptive and really impeded our learning. It would have been great if the staff member would have spoken with the student.
- It seems more geared toward OH&S staff rather than injury prevention.
- Looking forward to peer-to-peer MSI prevention training by staff who was trained by CCSA!
- Training that can meet with 16 hours per year requirement for committee members as well as opportunities to meet the training requirements for managers/supervisors.
- [Want a] course on how the program and its components tie in together for staff.

- [Want] more micro learning opportunities (videos, tips etc.)
- Training for employees on Hazzard assessments, PPI etc
- When training is provided I believe the facilitators should have the skills to manage class disruptions so all can learn. I was at one course where one person disrupted the whole 3 days and made it very hard to learn. I also felt the last day was rushed as we were put behind by this individual. I know it is not easy to address adults on having better behaviour in a group setting.
- And would like certificates for whimis at the workplace other then computer quizzes given once annually
- Maybe a webinar (I'm not sure if you have this already) in regard to the new COR audit tool.
- In regards to the COR, I fully support the idea, it just seems the audit is too picky and time consuming.
- [Want] pre-audit "audit" and recommendations with guidelines and templates. As a small, lean management team, it is difficult for us to develop materials that apply across the board and to keep on top of trends. Having tools and templates that work, would be beneficial. Eg. we used the policy template as is, and we failed that aspect of the audit, even though it was a CCSA template.

Certificate of Recognition

- When it comes time for the Audit, we fail aspects as we do not get clear direction about policy development and implementation by CCSA. The auditor becomes extremely nit-picky on items we did not know we had to improve because of legislation nor CCSA website assists in building those items.
- COR audit protocol is poor and does not reflect the Alberta government protocol.
- Would like a little more clarification around the new COR standards. We weren't expecting some of the things during our audit. For example, on hazard assessments, auditors counting number of hazards identified and number of controls in place
- Very paternal in approach and not proactive in assisting the industry. Recent PIR changes provided this opportunity and CCSA's leadership was non-existent.
- Additional support to internal auditors
- Check with other certifying partners to have a better COR system
- Would be better to get test results sooner so we can pursue or apply our new found knowledge to our site sooner while still fresh.
- Change the dates of the Auditor Mandatory Refresher Training. It always lands right when our Audit is, and all our Auditors are busy collecting data, interviewing, or assisting an external auditor.
- Your COR system is extremely gauche compared to other certifying partner
- Doesn't reflect the Alberta government protocol.
- The COR review needs to be addressed and consistent. There is no reason to put the number of employees interviewed versus how many positive indicators, no other CP is doing this you're your guys are gearing up a lawsuit or witch hunt. Be careful.
- Excellent instructors.

Staff

- Awesome staff and are always very quick to help out in any way they can!
- All the staff are knowledgeable, and they are quick to respond to any questions that we have Keep up the great work.
- Thank you for all you do :)
- Thanks!
- Keep up the good work.
- Great team you guys have!!
- Keep up good work!
- Thanks for providing the training programs and services we need!
- Amazing job, keep it up.
- You guys are doing an amazing job with keeping up with the changes of legislation and helping us to make the changes we need to make as well.
- Appreciate all insights of any information given thanks !
- Thank you for offering this survey.
- Thanks for all you do.
- Thank you for supporting us!
- Thank you for working with us as we adjust to the new legislation and train our committees and staff on specific OHS training related to staff. The focus on staff will increase the quality of care of our clients.
- You are doing a fantastic job. Keep up the good work
- Well done thank you!
- CCSA does a great job supporting our OH&S program

Communication

- It is difficult to navigate the website.
- It can take days or weeks to get responses to emails which can be frustrating.
- Regular communication would promote the sharing of information on a regular basis.
- It would be great if once a month was given an email to just check in for any issues or questions that we may be experiencing

Appendix 3: Copy of the 2019 CCSA Stakeholder Engagement Survey



CCSA Member Engagement Survey 2019

Welcome

We're looking for your thoughts on how we can improve and make the Continuing Care Safety Association even better in coming years.

The information we collect will only be reported in aggregate. Rest assured that specifics about you and your organization are protected - now and always!

Thanks,
The CCSA team

1. Overall, how would you describe CCSA's products and services?

- Very good
- Average
- Poor

Comments:

2. These are the top 10 things we do. Tell us - do they meet your expectations?

	Yes	No	Haven't used
1. Health and Safety Training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Health and Safety Resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Certificate of Recognition (COR) Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Health and Safety Program Review	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Safety Leadership Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. Workplace Violence and Aggression Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Train the Trainer Program	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. OHS 101 for Leaders Webinar Series	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Promote collaboration among stakeholders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Share information about what other jurisdictions are doing	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

3. If you participated in a CCSA program or service, did it make a difference in your workplace - i.e. did it have a positive impact?

- Definitely
- Somewhat
- No impact
- Don't know
- I haven't used CCSA programs and services

Comments:

4. Overall, how would you rate your colleagues' awareness of CCSA?

- High
- Average
- Low

Comments:

5. If you are NOT using the Certificate of Recognition (COR) program, why not? What are the barriers?

Check all that apply. Skip if you are using COR.

- Cost
- Time
- I don't know enough about COR
- It feels overwhelming to even consider it
- Other (please list in the comment box below)

Comments:

**6. If you are NOT using the health and safety training provided by CCSA, why not?
What are the barriers?**

Check all that apply. Skip if you have taken part in this training.

- Cost
- Time
- Location
- Program isn't aligned with our needs
- It's hard to find information about available training
- Other (please list in the comment box below)

Comments:

7. We're always coming up with new ideas! Is this something you would be interested in?

	Yes	No	Not sure
An annual Alberta OH&S conference	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An industry recognition program for top employers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about best practices and industry initiatives throughout Alberta and Canada	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about emerging OH&S labour relations issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More pre-recorded webinars on select topics	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An expanded COR program with additional support for peer auditors, maintenance, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. We are developing a Leadership Learning Series with podcasts, forums, regional engagement sessions, etc. on a variety of timely topics. Do these topics interest you?

	Yes	No	Not sure
Managing psychological claims	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Creating a safety culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Emerging security issues	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Infectious diseases	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Claims management	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social well-being	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Harassment and bullying	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Mental health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What else should we include in the Leadership Learning Series?

9. In general, what other programs or services (or features) could CCSA offer that would be of value to your organization?

10. We connect with our members in a variety of ways. Do you find the information we provide useful?

	Yes	No	I don't use/access this
Monthly safety campaigns	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e-newsletter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e-bulletins	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Twitter	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Facebook	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Website	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Phone calls	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments:

11. In general, do you hear from CCSA often enough?

- Yes
- I'd prefer more often
- I'd prefer less often

Comments:

12. When CCSA staff deliver programs or services at your site, how customer service-oriented are they?

- Good - I'm satisfied
- There's room for improvement
- I haven't interacted with a CCSA staff member at my site

Comments:

13. (Optional) What's the name of your organization? Please list in the comment box below.

Why do we ask? This just tells us if more than one person from your organization has responded. We won't publish this information.

14. Which of the following best describes your position there?

- Organizational Leader
- Facility Leader
- Safety Leader, Facilitator or Manager
- Other/Combination (please list in the comment box below)

Comments:

15. How would you describe your organization?

- Long term care facility
- Supportive living
- Combination - long term care and supportive living
- Other (please list in the comment box below)

Comments:

16. Does your organization operate more than one facility in Alberta?

- Yes
- No

17. Where are your operations in Alberta located?

- Primarily in Edmonton and Calgary (metropolitan)
- In urban areas outside of Edmonton and Calgary
- In rural areas - outside of metropolitan and urban areas
- Combination

18. Approximately how many clients/residents does your entire organization serve - i.e. at all your sites?

- Less than 100
- 100 to 249
- 250 to 999
- 1000+

19. Are you interested in any of the following?

If you check a box, please provide your name and email address below so we can follow-up. We won't publish or share your information.

- Enter the draw to win \$100 in CCSA services
- Receive an e-copy of the survey results
- Provide input on future CCSA initiatives - e.g. conference agenda
- Join the e-newsletter distribution list

Please add your name and email address here:

20. Last thoughts! Is there anything else you'd like to tell us?