PURPOSE

This document is intended to guide the analysis and interpretation of data generated by the Best Practice Tools with the aim of creating evidence-informed feedback in the form of an organizational-level report that is useful, relevant, and feasible.

Feedback in the report is *useful* in that it provides information indicating the extent to which an organization's current guiding policies and reported practices align with each of the four aspirational principles. The report indicates current alignment status related to the following:

- The consistency principle focuses on the structure and stability of service delivery approaches and of the messages communicated through policies.
- The collaboration principle focuses on the existence of practices integrating policies, complex case management, and coordination of referrals.
- The responsiveness principle focuses on the accessibility of services that respond to individuals' needs and that balance support and interdependence.
- The proactivity principle focuses on the delivery of services based on anticipating rather than reacting to individuals' needs.

Feedback in the report is *relevant* because it provides information indicating the extent to which an organization's current guiding policies and reported practices align with each of the 12 evidence-identified domains of service delivery. The report indicates current alignment status related to the following:

- Delivery of support that centers around individuals' transitions and that is collaborative.

- Support worker education that cultivates a workforce competent across all systems of care relevant to individuals with complex needs, in part by making training available that supports the development of relevant employee competencies.

- Hiring practices within agencies that focus on seeking employees with relevant interpersonal and work skills and familiarity with complex case management.

- Diagnosis support and awareness that facilitates access to clinical supports in a timely manner to make it possible for individuals and their families to access appropriate services.
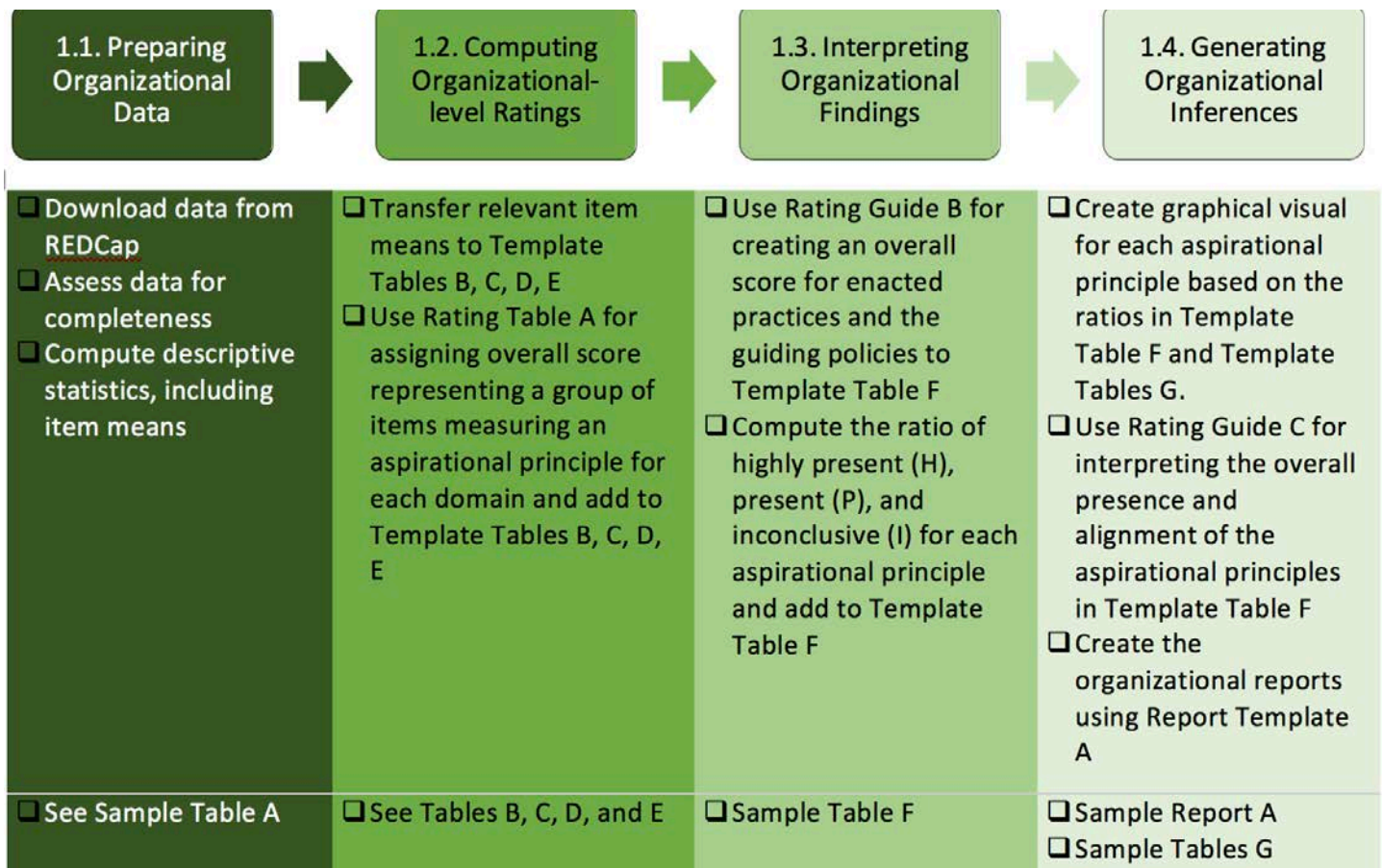
- **Individual support** that is age appropriate, consistent, strength-based, and focused on interdependence to a greater extent than independence.

- **Education related supports** for individuals that are informed by a functional assessment and that involve creating learning profiles for each individual. This also includes parents/caregivers accessing adaptive functioning training.

- **Health related supports** that focus on the individual's wellbeing with preventative mental health services, access to medical care, supported recreation activities, and support for managing sexually exploitive situations and risky behaviours.

- **Employment related supports** that center around the individual's needs for stable job or volunteer experiences by providing access to programs such as tailored vocational counselling and/or employment supervision and training.

- **Housing related supports** that focus on assisting individuals to access safe housing by providing appropriate services such as regular visitations.

- **Family support** that facilitates a stable home environment and that emphasizes caregiver well-being. This could include providing caregivers with educational resources, training in parenting strategies, and planning for the future.

- **Financial related services** that focus on helping individuals and their caregivers access funding at different life stages by supporting them to navigate relevant processes.

- **Legal system related services** that focus on assisting individuals and their families with navigating the complexities of the legal system.

Feedback is *feasible* because once the system for generating organizational-level reports is set up, it can be easily transferable across multiple organizations as data becomes available. Examining the four aspirational principles provides a window into an organization's overarching philosophy whereas examining the 12 evidence-identified domains of service delivery provides a window into the ways that an organization is engaging in practice that is supported by organizational guiding policies to become enacted practices. Individually, neither aspect can provide a picture that is as comprehensive picture as both aspects together – this is largely attributable to the diverse and specialized services organizations may offer. Whenever possible, we have provided both a sample and a template.

INTERPRETIVE GUIDE

PROCESS

There are four steps involved in preparing, synthesizing, interpreting, and ultimately creating reports to be shared with individual organizations. The figure below summarizes the key actions required in each, and the supporting documents and/or templates available for each step.

1.1. Preparing Organizational Data	1.2. Computing Organizational-level Ratings	1.3. Interpreting Organizational Findings	1.4. Generating Organizational Inferences
❑ Download data from REDCap ❑ Assess data for completeness ❑ Compute descriptive statistics, including item means	❑ Transfer relevant item means to Template Tables B, C, D, E ❑ Use Rating Table A for assigning overall score representing a group of items measuring an aspirational principle for each domain and add to Template Tables B, C, D, E	❑ Use Rating Guide B for creating an overall score for enacted practices and the guiding policies to Template Table F ❑ Compute the ratio of highly present (H), present (P), and inconclusive (I) for each aspirational principle and add to Template Table F	❑ Create graphical visual for each aspirational principle based on the ratios in Template Table F and Template Tables G. ❑ Use Rating Guide C for interpreting the overall presence and alignment of the aspirational principles in Template Table F ❑ Create the organizational reports using Report Template A
❑ See Sample Table A	❑ See Tables B, C, D, and E	❑ Sample Table F	❑ Sample Report A ❑ Sample Tables G

1. Preparing Organizational Data

The three steps for preparing organizational data are described below:

☐ *Download data from REDCap*

The data gathered by the six Best Practices Tools is downloadable from REDCap. Given the large number of variables, it is recommended to download each tool data individually. Please contact REDCap support for help downloading the data to a specific statistical package. The quantitative software Statistical Package for the Social Sciences (SPSS) was used in the analysis conducted for the sample reports provided in this document.

☐ *Assess data for completeness*

Inspect the data for missing values, outliers, and any other issues. For further support in this step, consult the following resource:
https://www.slideshare.net/jamorrow/brief-introduction-to-the-12-steps-of-evaluagio

☐ *Compute descriptive statistics, including item means*

Compute descriptive statistics for all items for the six tools (see sample Table A). The mean for each item will be used for Template Tables B, C, D, and E. For support with this step, consult the following resource: https://libguides.library.kent.edu/SPSS/Descriptives

2. Computing Organizational-Level Ratings

The two steps for computing organizational-level ratings are described below:

☐ *Transfer relevant item means to Template Tables B, C, D, E*

Use Template Tables B, C, D, and E for organizing the items and their means by domain of service delivery. In each table, add the relevant item mean in the bracket beside the item (see Sample Table B, C, D, E).

☐ *Use Rating Guide A for assigning an overall score representing a group of items measuring an aspirational principle for each domain and add to Template Tables B, C, D, E*

Examine the items of each domain associated with each of the four aspirational principles – and assign a rating of Highly Present (H), Present (P), or Inconclusive (I). To assign the score, notice the trends within and across the principles.

Use the table below to guide your judgment of how to evaluate the group of items. Be mindful of the trends represented by the means. For example, are the means generally consistent with a highly present rating? If there are mixed ratings, which rating is more common?

Rating Scales	Evidence of policies and practices is highly present (H)	Evidence of policies and practices is moderately present (P)	Evidence of policies and practices is inconclusive (I)
4-Point Scale 1: Strongly Disagree 2: Disagree 3: Agree 4: Strongly Agree	Item average is 3 or higher	Item average is between 2 and 3	Item average is less than 2
2-Point Scale	Item average is .5 or higher	Item average is between .2 and .5	Item average is less than .2

3. Interpreting Organizational Findings

The two steps for interpreting organizational findings are described below.

☐   *Use Rating Guide B for creating an overall score for the enacted practices and guiding policies to Template Table F*

Use the ratings in Template Tables B, C, D, and E to complete the findings in Template Table F, which is organized by the four aspirational principles and by 12 evidence-identified domains of service delivery. Use the Rating Guide B to assign a rating across different tools when multiple ratings exist. Choose the rating that best represents the trend reflected for a specific domain of service delivery.

The two Best Practice Tools: Agency Training Checklist and Policy Checklist in Template Tables B, C, D, and E help assess the overall score for each of the 12 evidence-identified domains of service delivery contributing to the guiding policies.

The four Best Practice Tools: staff survey, case management checklist, client survey, and caregiver/family survey in Template Tables B, C, D, and E help assess enacted practices within the 12 domains of service delivery.

Rating Guide B

Evidence of policies and practices is highly present (H)	Evidence of policies and practices is moderately present (P)	Evidence of policies and practices is inconclusive (I)
• Consistently received H • Mixed but received more H than P	• Consistently received P • Mixed but received more P, some H, and no or few I	• Consistently received I • Mixed but received more I, some P, and no H

The two steps for interpreting organizational findings are described below.

☐   *Compute the ratio of highly present (H), present (P), and inconclusive (I) for each aspirational principle and add to Template Table F*

After completing the ratings in Template Table F for each of the 12 domains of service delivery, compute the ratio of highly present (H), present (P), and inconclusive (I) for each aspirational principle. See Sample Table F for an illustration. The ratios allow for a comparison among the four aspirational principles and within each aspirational principle by comparing the status of guiding policies and the reported practices of an organization.

4. Generating Organizational Inferences

The three steps for generating organizational inferences are described below.

☐ *Create a graphical visual for each* aspirational principle *based on the ratios in Template Tables F and G*

Use the ratios calculated in Template Table F to produce four tables as illustrated by Template Table G. Each of the four tables can be used to create a graphical representation (see sample report A). The four tables or graphs provide a way to visually inspect the degree to which aspirational principles exist overall in terms of the 12 domains of service delivery (guiding policies and enacted practices). It also provides a way to compare the alignment between organizational policies and practices. MS Excel was used in the analysis for the sample reports provided.

☐ *Use Rating Guide C for interpreting the overall presence and alignment of the aspirational principles in Template Table F*

Use Rating Guide C to interpret the graphical representation (or the tables) summarizing the organizational findings in two ways. First, inspect the presence of each aspirational principle in the 12 domains of service delivery. Second, inspect the alignment between guiding policies and reported practices, within the domains of service delivery.

Rating Guide C

Presence

- *Strong* - in cases where more than 20% are highly present with at least an additional 70% being pres-
ent across both guiding policies and enacted practices

- *Adequate* – in cases where more than 60% are highly present or present across both guiding policies
and enacted practices

- *Weak* – in cases where less than 60% are highly present or present

Alignment

- *Strong* - in cases where there is little difference across guiding policies and enacted practices

- *Adequate* - in cases where are some difference across guiding policies and enacted practices yet the
majority are still highly present or present

- *Weak* - in cases where there is marked differences across guiding policies and enacted practices

INTERPRETIVE GUIDE

☐ *Create the organizational report using Report Template A.*

The organizational report is organized into two sections. The first section provides findings, interpretation, and application specific to each of the four aspirational principles. The second section provides the findings, interpretation, and application across the 12 domains of service delivery. Template Report A provides a starting point for content that could be standard for each organizational report. In addition, elements requiring modification are noted (i.e., [XX]) to reflect the uniqueness of each organization. Answering the guiding questions provided below is intended to enhance understanding of the potential factors contributing to results. See Sample Report A for an illustration of the expected product.

Guiding questions

1. What principles are highly present from the perspectives of managers/staff/clients/caregivers? What could be contributing to these findings?
2. What principles can be considered somewhat present for each type of respondent?
3. Are there any principles that are notably missing? Are gaps present across the different respondents or are gaps unique to a specific group? What might be the reason?
4. What are some of the actions that the organization could take to strengthen their existing policies and practices?

Sample Tables

Sample Table A: Descriptive Statistics

Note: Descriptive statistics should be computed for all items of each Best Practice tool.

Items of Staff Survey	Min	Max	Mean
ss_q1___1 Which of the following services are available within your agency? Please check all that apply. (choice=housing)	0	1	.54
ss_q1___2 Which of the following services are available within your agency? Please check all that apply. (choice=medical care)	0	1	.15
ss_q1___3 Which of the following services are available within your agency? Please check all that apply. (choice=mental health)	0	1	.58
ss_q1___4 Which of the following services are available within your agency? Please check all that apply. (choice=recreation activities)	0	1	.54
ss_q1___5 Which of the following services are available within your agency? Please check all that apply. (choice=parenting/childcare support)	0	1	.85
ss_q1___6 Which of the following services are available within your agency? Please check all that apply. (choice=employment support)	0	1	.42
ss_q1___7 Which of the following services are available within your agency? Please check all that apply. (choice=financial support)	0	1	.27
ss_q1___8 Which of the following services are available within your agency? Please check all that apply. (choice=legal support)	0	1	.04
ss_q1___9 Which of the following services are available within your agency? Please check all that apply. (choice=respite supports for family/caregivers of individuals with complex needs)	0	1	.46
ss_q1___10 Which of the following services are available within your agency? Please check all that apply. (choice=counselling supports for family/caregivers of individuals with complex needs)	0	1	.77
ss_q1___11 Which of the following services are available within your agency? Please check all that apply. (choice=training in parenting strategies that focus on caregiver attitudes)	0	1	.77
ss_q1___12 Which of the following services are available within your agency? Please check all that apply. (choice=individually tailored vocational counseling)	0	1	.15
ss_q1___13 Which of the following services are available within your agency? Please check all that apply. (choice=necessary supports, such as housing services)	0	1	.38
ss_q1___14 Which of the following services are available within your agency? Please check all that apply. (choice=explicit planning for individuals future needs, such as financial planning, money management support, guardianship and trusteeship programs)	0	1	.38
ss_q1___15 Which of the following services are available within your agency? Please check all that apply. (choice=Other)	0	1	.08
ss_q2 Have you received informal training, such as supervision or consultation from colleagues on working with individuals with complex needs in your current role?	0	1	.92
ss_q2a1to3___1 Check all that apply: (choice=supervision)	0	1	.88
ss_q2a1to3___2 Check all that apply: (choice=consultation with colleagues)	0	1	.92
………..			

Sample Table B: Consistency Principle

Table representing the items from each of the tools contributing to the overall domain score for Consistency.

| Domains | Guiding Policies | | Enacted Practices | | Client and family/caregiver perception of enacted practices | |
| | Managers perspective on guiding policies | | Front-line staff perception of enacted practices | | | |
	Agency Training Checklist (item mean)	Policy Checklist (item mean)	Staff survey (item mean)	Case Management Checklist [item mean]	Client Survey (item mean)	Caregiver/Family Survey (item mean)
Delivery of support						
Support worker education	**P** 3 (2.5), 4 (2.38), 5 (3.25), 7 (2.63)	**H** 6 (.75), 7 (.75), 8 (1.00), 9 (.88)	**H** 4 (.65), 5 (.76), 9(.68), 19(.76), 24(.71), 42(3.50), 43 (3.82), 44 (3.55), 46 (3.18), 47 (2.85), 48 (3.36), 63 (3.55)			
Hiring practices	**P** 19 (2.63)					
Diagnosis/ individual support	**H** 22a_1 (3.13), 22a_2 (3.13), 22a_3 (3.5), 22a_4 (3.5), 23a_1 (3.38), 23a_2(3.5), 23a_3 (3.5), 23a_4 (3.5)		**P** 34a_1 (.08), 34a_2 (.12), 34a_3 (.12), 35a_1 (.04), 35a_2 (.08), 35a_3 (.13), 36a_1 (.50) , 36a_2 (.27), 37a_1 (.46), 52 (3.36), 53 (3.00), 65a_1 (2.80), 65a_2 (2.80), 65a_3 (2.73), 66a_1 (3.07), 66a_2 (3.00), 66a_3 (3.00),	**P** 1a_4 (2.56), 2a_4 (2.50), 22a_1 (3.28), 22a_2 (3.22), 22a_3 (3.39)		
Individual support	**P** 24a_3 (3.38), 25a_3 (3.25),	**H**	**P** 16 (.08), 36a_3 (.20), 59 (2.90)	**P** 1a_5 (1.94), 2a_5 (2.33)		

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		14 (.88), 15 (.63), 16 (1.00), 17 (1.00), 18 (.50)			
Education					
Health	**P** 24a_1 (2.63), 24a_2 (2.75), 25a_1 (2.88), 25a_2 (2.88)		**P** 36a_2 (.27), 37a_2 (.19), 62 (3.05), 67a_1 (3.06), 67a_2 (2.58), 68a_1 (3.06), 68a_2(2.58),	**P** 1a_2 (3.17), 1a_3 (2.33), 2a_2 (3.11), 2a_3 (2.44), 23a_1 (2.67), 23a_2 (3.33), 24a_1 (2.67), 24a_2 (3.28)	
Employment	**P** 24a_3 (3.38), 25a_3 (3.25)		**P** 36a_3 (.20), 67a_3 (2.97),	**P** 1a_6 (2.83), 2a_6 (2.89), 24a_3 (2.83)	
Housing			**A** 36a_5 (.32), 37a_5 (.23)	**P** 1a_1 (2.67), 2a_1 (2.83)	
Family Support	**P** 26a_1 (2.63), 26a_2 (2.88), 26a_3 (2.88), 27a_1 (2.63), 27a_2 (2.88), 27a_3 (2.88)		**P** 38a_1 (.27), 38a_2 (.38), 38a_3 (.42), 38a_4 (.35), 39a_1 (.23), 39a_2 (.38), 39a_3 (.42), 39a_4 (.31), 69a_1 (2.76), 69a_2 (2.90), 69a_3 (3.00), 69a_4 (2.61), 70a_1 (2.69), 70a_2 (2.89), 70a_3 (2.95), 70a_4 (2.60)	**P** 21a_1(3.33), 21a_2 (2.83), 21a_3 (2.39)	**H** 3 (3.4)
Financials	**P** 24a_4 (2.63), 25a_4 (2.75)		**P** 36a_6 (.31), 37a_6 (.27), 67a_4 (2.69),	**P** 1a_7 (2.78), 2a_7 (2.78),	
Legal system				**H** 1a_8 (3.17), 2a_8 (3.06),	

Sample Table C: Collaboration Principle

Table Representing the items from each of the tools contributing to the overall domain score for Collaboration Principle.

Domains	Guiding Policies		Enacted Practices			
	Managers perspective on guiding policies		Front-line staff perception of enacted practices		Client and family/caregiver perception of enacted practices	
	Agency Training Checklist (item mean)	Policy Checklist (item mean)	Staff Survey (item mean)	Case Management Checklist [item mean]	Client Survey (item mean)	Caregiver/Family Survey (item mean)
Delivery of support		**P** 3 (.53), 4 (.44), 13 (.80)			**H** 21 (3.5)	**H** 19 (3.2)
Support worker education						
Hiring practices	**P** 8 (3.13), 20 (2.88)	**H** 5 (.75), 11 (.88)	**P** 10 (.44), 25 (.38), 49 (3.18)			
Diagnosis/individual support	**P** 22b_1 (2.75), 22b_2 (2.63), 22b_3 (2.63), 22b_4 (2.63), 23b_1 (3.00), 23b_2 (2.75), 23b_3 (2.75), 23b_4 (2.75),	**H** 12 (.75)	**P** 34b_1 (.27), 34b_2 (.35), 34b_3 (.35), 35b_1 (.20), 35b_2 (.16), 35b_3 (.20), 36b_1 (.58), 36b_2 (.35), 37b_1 (.46), 65b_1 (3.18), 65b_2 (3.18), 65b_3 (3.23), 66b_1 (3.29), 66b_2 (3.29), 66b_3 (3.29)	**P** 1b_4 (1.83), 2b_4 (1.83), 19 (2.06)		
Individual support				**P** 1b_5 (1.78), 2b_5 (2.00)		
Education	**H**		**P**			

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	21 (3.00)		17 (.24), 32 (.20), 55 (2.91)			
Health	**P** 24b_1 (2.38), 24b_2 (2.38), 25b_1 (2.38), 25b_2 (2.38),	**H** 19 (.76)	**H** 36b_2 (.35), 37b_2 (.32), 62 (3.18), 67b_1 (3.23), 67b_2 (3.19), 68b_1 (3.19), 68b_2 (3.15)	**P** 1b_2 (1.83), 1b_3 (1.78), 2b_2 (1.56), 2b_3 (1.67), 23b_1 (2.06), 23b_2 (2.28), 24b_1 (2.11), 24b_2 (2.39)	**P** 17 (2.9)	**H** 14 (3.50), 16 (3.45)
Employment	**P** 24b_3 (2.63), 25b_3 (2.50)			**P** 1b_6 (1.83), 2b_6 (1.83), 23b_3 (2.28), 24b_3 (2.39)	**H** 14 (3.65)	**H** 17 (3.57)
Housing			**P** 36b_5 (.36), 37b_5 (.42)	**P** 1b_1 (1.83), 2b_1 (1.67)		
Family Support	**P** 26b_1 (2.63), 26b_2 (2.63), 26b_3 (2.63), 27b_1 (2.63), 27b_2 (2.50), 27b_3 (2.63)	**H** 20 (1.00)	**P** 38b_1 (.38), 38b_2 (.50), 38b_3 (.46), 38b_4 (.35), 39b_1 (.38), 39b_2 (.46), 39b_3 (.35), 39b_4 (.35), 69b_1 (2.68), 69b_2 (2.95), 69b_3 (2.95), 69b_4 (2.91), 70b_1 (2.86), 70b_2 (2.95), 70b_3 (2.95), 70b_4(2.90)			
Financials	**P** 24b_4 (2.75), 25b_4 (2.75),		**P** 36b_5 (.36), 37b_5 (.42), 67b_4 (3.04),			
Legal system				**P** 1b_8 (2.00), 2b_8 (1.83)		

Sample Table D: Responsiveness Principle

Table representing the items from each of the tools contributing to the overall domain score for responsiveness principle.

	Guiding Policies		Enacted Practices			
	Managers perspective on guiding policies		Front-line staff perception of enacted practices		Client and family/caregiver perception of enacted practices	
Domains	Agency Training Checklist (item mean)	Policy Checklist (item mean)	Staff Survey (item mean)	Case Management Checklist (item mean)	Client Survey (item mean)	Caregiver/Family Survey (item mean)
Delivery of support					**H** 3 (3.88)	**P** 8 (2.37)
Support worker education					**H** 5 (3.75)	**H** 6 (3.75)
Hiring practices		**H** 10 (1.00)	**H** 6 (.84), 21 (.75)		**H** 4 (3.88), 7 (3.00), 20 (3.90), 19 (3.67),	**P** 10 (2.56), 11 (3.45), 18 (2.63)
Diagnosis/individual support			**P** 35c_1 (.20), 35c_2 (.26), 35c_3 (.29), 66c_1 (3.25), 36c_2 (3.45), 66c_3 (3.45)	**P** 2c_4 (1.78)		
Individual support	**P** 9 (2.75), 12 (1.88), 13 (2.88), 14 (3.25), 15 (2.63)		**H** 11 (.58), 14 (.96), 15 (.43), 26 (.58), 50 (3.18); 57 (3.77) ,58 (3.29) 60 (3.18)	**P** 2c_5 (1.83), 9(2.78), 16 (1.89)	**P** 6 (2.75), 7 (3.40), 8 (3.40)	**H** 2 (.65), 8 (.66), 9 (.90)
Education			**H**	**P**	**H**	

Category						
			13 (.36), 28 (.52), 56 (3.09), 61 (3.00)	12 (2.5), 13 (2.17), 10 (3.06), 11 (2.67)	9 (3.88)	
Health				**P** 2c_2 (2.00), 2c_3(1.73), 3 (2.83), 24c_1 (1.94), 24c_2 (2.06),	**P** 11 (2.48)	**P** 12 (2.43)
Employment						
Housing	18 (2.88)		**P** 8 (.55), 23 (.52),			**P** 18 (2.1)
Family Support	**P** 27c_1 (2.75), 27c_2 (2.63), 27c_3 (2.75)		**P** 39c_1 (.35), 39c_2 (.46), 39c_3 (.31), 39c_4 (.31), 70c_1 (3.15), 70c_2 (3.20), 70c_3 (3.15), 70c_4 (3.15)		**H** 15 (3.63)	**P** 4 2(.53), 5 (3.00)
Financials			**P** 37c_5 (.42)	**P** 6 (2.06), 7 (2.44)	**P** 16 (.55)	
Legal system				2c_8, 8		

Sample Table E: Proactivity Principle

Table Representing the items from each of the tools contributing to the overall domain score for proactivity principle.

Domains	Guiding Policies		Enacted Practices			
	Managers perspective on guiding policies		Front-line staff perception of enacted practices		Client and family/caregiver perception of enacted practices	
	Agency Training Checklist (item mean)	Policy Checklist (item mean)	Staff Survey (item mean)	Case Management Checklist (item mean)	Client Survey (item mean)	Caregiver/Family Survey (item mean)
Delivery of support	**P** 6 (2.88)		**H** 7 (.50), 22 (.42), 45 (3.23)	**P** 14 (2.39)		
Support worker education						
Hiring practices	**P** 10 (2.38)					
Diagnosis/individual support	**P** 11 (2.50)		**H** 12 (.73), 27 (.76)	**P** 19 (2.06), 22b_1 (2.56), 22b_2 (2.33), 22b_3 (2.33)		
Individual support				**P** 20 (1.94)		
Education	**P** 16 (2.88)					
Health	**P** 17 (2.88)		**P** 18 (.28), 33 (.33), 64 (3.29)	**P** 4 (2.50)		**H** 15 (3.77)
Employment						
Housing						
Family Support				**P** 15 (1.44), 17 (2.33)		
Financials						
Legal system					**P** 18(2.55)	**P** 13 (2.44)

Sample Table F: Domains-Aspirational Principles Summary

Domains of Service Delivery	Consistency		Collaboration		Responsiveness		Proactivity	
	Guiding policies	Enacted practices	Guiding policies	Enacted practices	Guiding policies	Enacted practices	Guiding policies	Enacted practices
Delivery of support				H		P	P	P
Support worker education	P	H				H		
Hiring practices	P		H	P	H	P	P	
Diagnosis/individual support	H	P	H	P		P	P	P
Individual support	H	P		P	H	H		P
Education			H	P		H	P	
Health	P	P	P	P		P	P	P
Employment	P	P	P	P				
Housing		P	P	P	P	P		
Family Support	P	P	P	P	P	H		P
Financials	P	P	P	P		P		
Legal system		H		P		P		P
Highly Present (H)	25%	22%	38%	10%	50%	37%	0%	0%
Present (P)	75%	78%	62%	90%	50%	63%	100%	100%
Absent (A)	0%	0%	0%	0%	0%	0%	0%	0%

Sample Tables G Across the Aspirational Principles

Domains of Service Delivery	Consistency	
	Guiding policies	Enacted practices
Highly Present (H)	25%	22%
Present (P)	75%	78%
Absent (A)	0%	0%

Domains of Service Delivery	Collaboration	
	Guiding policies	Enacted practices
Highly Present (H)	38%	10%
Present (P)	63%	90%
Absent (A)	0%	0%

Domains of Service Delivery	Responsiveness	
	Guiding policies	Enacted practices
Highly Present (H)	50%	36%
Present (P)	50%	64%
Absent (A)	0%	0%

Domains of Service Delivery	Proactivity	
	Guiding policies	Enacted practices
Highly Present (H)	0%	0%
Present (P)	100%	100%
Absent (A)	0%	0%

Template Tables

Template Table B: Consistency Principle

Table Representing the items from each of the tools contributing to the overall domain score for Consistency.

| Domains | Guiding Policies | | Enacted Practices | | | |
| | Managers perspective on guiding policies | | Front-line staff perception of enacted practices | | Client and family/caregiver perception of enacted practices | |
	Agency Training Checklist [item mean]	Policy Checklist [item mean]	Staff Survey [item mean]	Case Management Checklist [item mean]	Client Survey [item mean]	Caregiver/Family Survey [item mean]
Delivery of support						
Support worker education	**[H/P/I]** 3 [XX], 4 [XX], 5 [XX], 7 [XX]	**[H/P/I]** 6 [XX], 7 [XX], 8 [XX], 9 [XX]	**[H/P/I]** 4 [XX], 5 [XX], 9[XX], 19[XX], 24[XX], 42[XX], 43 [XX], 44 [XX], 46 [XX], 47 [XX], 48 [XX], 63 [XX]			
Hiring practices	**[H/P/I]** 19 [XX]					
Diagnosis/ individual support	**[H/P/I]** 22a_1 [XX], 22a_2 [XX], 22a_3 [XX], 22a_4 [XX], 23a_1 [XX], 23a_2[XX], 23a_3 [XX], 23a_4 [XX]		**[H/P/I]** 34a_1 [XX], 34a_2 [XX], 34a_3 [XX], 35a_1 [XX], 35a_2 [XX], 35a_3 [XX], 36a_1 [XX] , 36a_2 [XX], 37a_1 [XX], 52 [XX], 53 [XX], 65a_1 [XX], 65a_2 [XX], 65a_3 [XX], 66a_1 [XX], 66a_2 [XX], 66a_3 [XX],	**[H/P/I]** 1a_4 [XX], 2a_4 [XX], 22a_1 [XX], 22a_2 [XX], 22a_3 [XX]		
Individual support	**[H/P/I]** 24a_3 [XX], 25a_3 [XX],	**[H/P/I]** 14 [XX], 15 [XX], 16 [XX], 17 [XX], 18 [XX]	**[H/P/I]** 16 [XX], 36a_3 [XX], 59 [XX]	**[H/P/I]** 1a_5 [XX], 2a_5 [XX]		
Education						
Health	**[H/P/I]**		**[H/P/I]**	**[H/P/I]** 1a_2 [XX]), 1a_3 [XX], 2a_2 [XX], 2a_3 [XX], 23a_1 [XX],		

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	24a_1 [XX], 24a_2 [XX], 25a_1 [XX], 25a_2 [XX]		36a_2 [XX], 37a_2 [XX], 62 [XX], 67a_1 [XX], 67a_2 [XX], 68a_1 [XX], 68a_2[XX],	23a_2 [XX], 24a_1 [XX], 24a_2 [XX]	
Employment	**[H/P/I]** 24a_3 [XX], 25a_3 [XX]		**[H/P/I]** 36a_3 [XX], 67a_3 [XX],	**[H/P/I]** 1a_6 [XX], 2a_6 [XX], 24a_3 [XX]	
Housing			**[H/P/I]** 36a_5 [XX], 37a_5 [XX]	**[H/P/I]** 1a_1 [XX], 2a_1 [XX]	
Family Support	**[H/P/I]** 26a_1 [XX], 26a_2 [XX], 26a_3 [XX], 27a_1 [XX], 27a_2 [XX], 27a_3 [XX]		**[H/P/I]** 38a_1 [XX], 38a_2 [XX], 38a_3 [XX], 38a_4 [XX], 39a_1 [XX], 39a_2 [XX], 39a_3 [XX], 39a_4 [XX], 69a_1 [XX]2, 69a_2 [XX], 69a_3 [XX], 69a_4 [XX], 70a_1 [XX], 70a_2 [XX], 70a_3 [XX], 70a_4 [XX]	**[H/P/I]** 21a_1[XX], 21a_2 [XX], 21a_3 [XX]	**[H/P/I]** 3 [XX]
Financials	**[H/P/I]** 24a_4 [XX], 25a_4 [XX]		**[H/P/I]** 36a_6 [XX], 37a_6 [XX], 67a_4 [XX],	**[H/P/I]** 1a_7 [XX], 2a_7 [XX],	
Legal system				**[H/P/I]** 1a_8 [XX]), 2a_8 [XX],	

Template Table C: Collaboration Principle

Table Representing the items from each of the tools contributing to the overall domain score for

	Guiding Policies		Enacted Practices			
	Managers perspective on guiding policies		Front-line staff perception of enacted practices		Client and family/caregiver perception of enacted practices	
Domains	Agency Training Checklist [item mean]	Policy Checklist [item mean]	Staff Survey [item mean]	Case Management Checklist [item mean]	Client Survey [item mean]	Caregiver/Family Survey [item mean]
Delivery of support		**[H/P/I]** 3 [XX], 4 [XX], 13 [XX]			**[H/P/I]** 21 [XX]	**[H/P/I]** 19 [XX]
Support worker education						
Hiring practices	**[H/P/I]** 8 [XX], 20 [XX]	**[H/P/I]** 5 [XX], 11 [XX]	**[H/P/I]** 10 [XX], 25 [XX], 49 [XX]			
Diagnosis/individual support	**[H/P/I]** 22b_1 [XX], 22b_2 [XX], 22b_3 [XX], 22b_4 [XX], 23b_1 [XX], 23b_2 [XX], 23b_3 [XX], 23b_4 [XX],	**H** 12 [XX]	**[H/P/I]** 34b_1 [XX], 34b_2 [XX], 34b_3 [XX], 35b_1 [XX], 35b_2 [XX], 35b_3 [XX], 36b_1 [XX], 36b_2 [XX], 37b_1 [XX], 65b_1 [XX], 65b_2 [XX], 65b_3 [XX], 66b_1 [XX], 66b_2 [XX], 66b_3 [XX]	**[H/P/I]** 1b_4 [XX], 2b_4 [XX], 19 [XX]		
Individual support				**[H/P/I]** 1b_5 [XX], 2b_5 [XX]		
Education	**[H/P/I]** 21 [XX]		**[H/P/I]** 17 [XX], 32 [XX], 55 [XX]			
Health	**[H/P/I]** 24b_1 [XX], 24b_2 [XX], 25b_1 [XX], 25b_2 [XX],	**[H/P/I]** 19 [XX]	**[H/P/I]** 36b_2 [XX], 37b_2 [XX], 62 [XX], 67b_1 [XX], 67b_2 [XX], 68b_1 [XX], 68b_2 [XX]	**[H/P/I]** 1b_2 [XX], 1b_3 [XX], 2b_2 [XX], 2b_3 [XX], 23b_1 [XX],	**[H/P/I]** 17 [XX]	**[H/P/I]** 14 [XX], 16 [XX]

				23b_2 [XX], 24b_1 [XX], 24b_2 [XX]		
Employment	**[H/P/I]** 24b_3 [XX], 25b_3 [XX]			**[H/P/I]** 1b_6 [XX], 2b_6 [XX], 23b_3 [XX], 24b_3 [XX]	**[H/P/I]** 14 [XX]	**[H/P/I]** 17 [XX
Housing			**[H/P/I]** 36b_5 [XX]), 37b_5 [XX]	**[H/P/I]** 1b_1 [XX], 2b_1 [XX]		
Family Support	**[H/P/I]** 26b_1 [XX], 26b_2 [XX], 26b_3 [XX], 27b_1 [XX], 27b_2 [XX], 27b_3 [XX]	**[H/P/I]** 20 [XX]	**[H/P/I]** 38b_1 [XX], 38b_2 [XX], 38b_3 [XX], 38b_4 [XX], 39b_1 [XX], 39b_2 [XX], 39b_3 [XX], 39b_4 [XX], 69b_1 [XX], 69b_2 [XX], 69b_3 [XX], 69b_4 [XX], 70b_1 [XX], 70b_2 [XX], 70b_3 [XX], 70b_4[XX]			
Financials	**[H/P/I]** 24b_4 [XX], 25b_4 [XX]		**[H/P/I]** 36b_5 [XX]), 37b_5 [XX], 67b_4 [XX]			
Legal system				**[H/P/I]** 1b_8 [XX], 2b_8 [XX]		

Template Table D: Responsiveness Principle

Table representing the items from each of the tools contributing to the overall domain score for responsiveness principle.

Domains	Guiding Policies		Enacted Practices			
	Managers perspective on guiding policies		Front-line staff perception of enacted practices		Client and family/caregiver perception of enacted practices	
	Agency Training Checklist [item mean]	Policy Checklist [item mean]	Staff Survey [item mean]	Case management Checklist [item mean]	Client Survey [item mean]	Caregiver/Family Survey [item mean]
Delivery of support					**[H/P/I]** 3 [XX]	**[H/P/I]** 8 [XX]
Support worker education					**[H/P/I]** 5 [XX]	**[H/P/I]** 6 [XX]
Hiring practices		**[H/P/I]** 10 [XX]	**[H/P/I]** 6 [XX], 21 [XX]		**[H/P/I]** 4 [XX], 7 [XX], 20 [XX], 19 [XX],	**[H/P/I]** 10 [XX], 11 [XX], 18 [XX]
Diagnosis/individual support			**[H/P/I]** 35c_1 [XX], 35c_2 [XX], 35c_3 [XX],-66c_1 [XX], 36c_2 [XX], 66c_3 [XX]	**[H/P/I]** 2c_4 [XX]		
Individual support	**[H/P/I]** 9 [XX], 12 [XX], 13 [XX], 14 [XX], 15 [XX]		**[H/P/I]** 11 [XX], 14 [XX], 15 [XX], 26 [XX], 50 [XX]; 57 [XX] ,58 [XX] 60 [XX]	**[H/P/I]** 2c_5 [XX], 9[XX], 16 [XX]	**[H/P/I]** 6 [XX], 7 [XX], 8 [XX]	**[H/P/I]** 2 [XX], 8 [XX], 9 [XX]
Education			**[H/P/I]** 13 [XX], 28 [XX], 56 [XX], 61 [XX]	**[H/P/I]** 12 [XX], 13 [XX], 10 [XX], 11 [XX]	**[H/P/I]** 9 [XX]	
Health				**[H/P/I]** 2c_2 [XX], 2c_3[XX], 3 [XX], 24c_1 [XX], 24c_2 [XX],	**[H/P/I]** 11 [XX]	**[H/P/I]** 12 [XX]
Employment						
Housing	**[H/P/I]**		**[H/P/I]**			**[H/P/I]**

	18 [XX]		8 [XX], 23 [XX],			18 [XX]
Family Support	**[H/P/I]** 27c_1 [XX], 27c_2 [XX], 27c_3 [XX]		**[H/P/I]** 39c_1 [XX], 39c_2 [XX], 39c_3 [XX], 39c_4 [XX], 70c_1 [XX], 70c_2 [XX], 70c_3 [XX], 70c_4 [XX]		**[H/P/I]** 15 [XX]	**[H/P/I]** 4 2[XX], 5 [XX]
Financials			**[H/P/I]** 37c_5 [XX]	**[H/P/I]** 6 [XX], 7 [XX]	**[H/P/I]** 16 [XX]	
Legal system				2c_8 [XX], 8 [XX]		

Template table E: Proactivity Principle
Table Representing the items from each of the tools contributing to the overall domain score for proactivity principle.

Domains	Guiding Policies		Enacted Practices			
	Managers perspective on guiding policies		Front-line staff perception of enacted practices		Client and family/caregiver perception of enacted practices	
	Agency Training Checklist [item mean]	Policy Checklist [item mean]	Staff survey [item mean]	Case Management Checklist [item mean]	Client Survey [item mean]	Caregiver/Family Survey [item mean]
Delivery of support	[H/P/I] 6 [XX]		[H/P/I] 7 [XX], 22 [XX], 45 [XX]	[H/P/I] 14 [XX]		
Support worker education						
Hiring practices	[H/P/I] 10 [XX]					
Diagnosis/individual support	[H/P/I] 11 [XX]		[H/P/I] 12 [XX], 27 [XX]	[H/P/I] 19 [XX], 22b_1 [XX], 22b_2 [XX], 22b_3 [XX]		
Individual support				[H/P/I] 20 [XX]		
Education	[H/P/I] 16 [XX]					
Health	[H/P/I] 17 [XX]		[H/P/I] 18 [XX], 33 [XX], 64 [XX]	[H/P/I] 4 [XX]		[H/P/I] 15 [XX]
Employment						
Housing						
Family Support				[H/P/I] 15 [XX], 17 [XX]		
Financials						
Legal system					[H/P/I] 18[XX]	[H/P/I] 13 [XX]

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Template Table F: Findings

Domains of Service Delivery	Consistency		Collaboration		Responsiveness		Proactivity	
	Guiding policies	Enacted practices	Guiding policies	Enacted practices	Guiding policies	Enacted practices	Guiding policies	Enacted practices
Delivery of support				[X]		[X]	[X]	[X]
Support worker education	[X]	[X]				[X]		
Hiring practices	[X]		[X]	[X]	[X]	[X]	[X]	
Diagnosis/individual support	[X]	[X]	[X]	[X]		[X]	[X]	[X]
Individual support	[X]	[X]		[X]	[X]	[X]		[X]
Education			[X]	[X]		[X]	[X]	
Health	[X]	[X]	[X]	[X]		[X]	[X]	[X]
Employment	[X]	[X]	[X]	[X]				
Housing		[X]	[X]	[X]	[X]	[X]		
Family Support	[X]	[X]	[X]	[X]	[X]	[X]		[X]
Financials	[X]	[X]	[X]	[X]		[X]		
Legal system		[X]		[X]		[X]		[X]
Highly Present (H)	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%
Present (P)	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%
Absent (A)	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%	[XX]%

Template Tables G Across the Aspirational Principles

Domains of Service Delivery	Consistency	
	Guiding policies	Enacted practices
Highly Present (H)	[XX]%	[XX]%
Present (P)	[XX]%	[XX]%
Absent (A)	[XX]%	[XX]%

Domains of Service Delivery	Collaboration	
	Guiding policies	Enacted practices
Highly Present (H)	[XX]%	[XX]%
Present (P)	[XX]%	[XX]%
Absent (A)	[XX]%	[XX]%

Domains of Service Delivery	Responsiveness	
	Guiding policies	Enacted practices
Highly Present (H)	[XX]%	[XX]%
Present (P)	[XX]%	[XX]%
Absent (A)	[XX]%	[XX]%

Domains of Service Delivery	Proactivity	
	Guiding policies	Enacted practices
Highly Present (H)	[XX]%	[XX]%
Present (P)	[XX]%	[XX]%
Absent (A)	[XX]%	[XX]%