

SCI ONTARIO: ACHIEVING, MEASURING AND COMMUNICATING STRATEGIC SUCCESS

Professor Neil Bendle wrote this case solely to provide material for class discussion. The author does not intend to illustrate either effective or ineffective handling of a managerial situation. The author may have disguised certain names and other identifying information to protect confidentiality.

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In fall 2014 Gillian Lynne-Davies had just seen the 2013/14 Spinal Cord Injury Ontario (SCI Ontario) annual report finalized after a busy, but worthwhile few months. The not-for-profit organization she worked for, SCI Ontario, headquartered in Toronto, was part of a federation of organizations that served over one million people. Notable achievements from the past year included responding to 4,700 requests for information and working with the Ontario government to get \$8 million infused into community-based attendant services.

In 2012, the organization, a leader in client service and community reintegration, had adopted a bold three-year strategic plan it called “Good to the Core.” (The plan was later extended to 2017.) SCI Ontario aimed to be an exemplar of not-for-profit management and to take a leadership role regarding people living with spinal cord injuries in the province.

Communications and reporting were vital elements of the strategy, which Lynne-Davies, as senior manager of marketing and communications, was tasked with delivering. Reporting helped SCI Ontario monitor its progress and let stakeholders gain a greater understanding of the organization and, through this, an enhanced commitment to it.

Change was on the horizon: Bill Adair, the chief executive officer (CEO), had announced his decision to retire and Lynne-Davies would have to work to ensure the transition was seamless. Given the need to implement the strategy while managing the transition, she saw two major goals in the coming months:

- To further develop an internal reporting system to complement the external reporting system. A dashboard would allow the new CEO to see how SCI Ontario was performing against the strategic plan, financial targets and operational objectives.
- To refine SCI Ontario’s communications strategy to help achieve and critically measure its success in becoming the provincial expert on living with spinal cord injury. This would fulfill the organization’s leadership role and its mandate to be the “most reliable voice, advocate and leading expert on living with spinal cord injury in Ontario.”

Achieving these goals would make a huge contribution to SCI Ontario and its important mission.

THE HISTORY OF SPINAL CORD INJURY ONTARIO

World War II saw an influx of veterans with spinal cord injuries. These otherwise healthy veterans were scattered around hospitals where the medical staff expected little of them. In 1945, two veterans, John Counsell and Ken Langford, determined to help those living with the injuries engage more fully with the community. With the backing of prominent philanthropists, they established the Canadian Paraplegic Association. Its initial focus was on people with affected motor function in their lower extremities, hence the use of the term paraplegic in its name. At the time, this represented the vast majority of the spinal cord injuries community as any injury severe enough to cause quadriplegia — affecting function of the legs, arms and torso — would have been fatal. Since then, advances in medical research, knowledge and support had significantly improved the prospects of those with spinal cord injuries. Thus, at the beginning of the twenty-first century, the community included a far greater range of experiences and injuries. In November 2012, to demonstrate commitment to all those with spinal cord injuries, the organization was renamed Spinal Cord Injury Ontario (SCI Ontario).

SPINAL CORD INJURY ONTARIO – OUR MISSION

Spinal Cord Injury Ontario assists persons with spinal cord injuries and other physical disabilities to achieve independence, self-reliance and full community participation.

Every year, there were close to 600 people who sustained new spinal cord injuries in Ontario alone, and approximately 33,000 Ontarians lived with a spinal cord injury. The economic costs were estimated at a massive \$2.67 billion in Canada as a whole. Even more important than the financial cost was the human cost. A spinal cord injury was a traumatic event significantly impacting those experiencing the injury as well as friends, family, employers and the wider community. Such injuries could happen to anyone; indeed, the two age groups most at risk were those over 70 and those in the 20 to 29 age range. The top two causes of spinal cord injuries were accidental falls and motor crashes, everyday events that accounted for approximately 43 per cent of cases. Those experiencing a spinal cord injury were roughly twice as likely to be male than female.

Despite the stress caused by spinal cord injuries, it must be understood that people were often able to positively adjust to life afterwards, given time and the right support. On average, it took a person two to three years to gain independence, typically after critical care, rehabilitation and transition to community living.

Experiencing a spinal cord injury was a life-changing event as Chris, who received support from SCI Ontario, said, “It’s like you’ve been given a new body. You relearn everything from scratch.” The peer support that SCI Ontario provided to those who had experienced an injury could be invaluable in helping rehabilitation. As Christine, a disability educator, remarked, “A disability doesn’t need to be an inability. We just have to be more creative about how we do things.” SCI Ontario was there to help people achieve their goals. As Lubna said, “Sometimes just a little support gets you where you want to be.”

THE ORGANIZATION OF SCI ONTARIO

SCI Ontario was incorporated under the Canadian Not-For-Profit Corporations Act as a corporation without share capital. It was a registered charity under the Income Tax Act (Canada), which meant that it did not pay taxes and was able to issue receipts for tax deduction of donations made to it.

SCI Ontario provided the following programs:

- Attendant Services (AS) in the greater Toronto area.
- Regional Services (RS) to assist clients transitioning from acute care through rehabilitation into the community.
- Employment Services (ES) to help people with disabilities in the Greater Toronto Area.
- Peer Support (PS) to provide one to-one matches with trained volunteers.
- Public Policy Program to bring awareness and education to elected officials and to work with members on advocacy initiatives that aim to create an inclusive province.
- Research and partnership: financial support of fellowships and partners.
- Communications: disseminating information and raising awareness.
- Networks and Alliance to improve the quality of life for people with disabilities in Ontario.
- Informational Services for people with disabilities.
- Knowledge Enterprise, the learning centre for SCI Ontario.
- Member Services.
- Advocacy.

SCI Ontario employed close to 170 full- and part-time staff of whom 30 per cent identified as having a disability. The organization maintained 17 branches across the province from Thunder Bay to Ottawa, with the provincial headquarters in Toronto. Further details of the organization, its mission and values are contained in Exhibit 1.

In addition to its day-to-day operations, SCI Ontario controlled the Ontario Paraplegic Foundation. This foundation, which was established in 2000, received bequests and other donations from supporters. All the resources of the foundation must ultimately be used for the benefit of SCI Ontario programs or research supported by SCI Ontario. The accounts for the Ontario Paraplegic Foundation are shown in Exhibit 2.

THE STRATEGIC PLAN

The Good to the Core strategic plan¹ was adopted in 2012 after extensive stakeholder consultation. This consultation included focus groups and interviews with individual stakeholders designed to refine and develop support for the strategic plan.

The five directions highlighted in the strategic plan were:

1. Advancing service access and excellence.
2. Being the most reliable voice, advocate and leading expert on living with spinal cord injury in Ontario.
3. Sharing knowledge and driving change related to spinal cord injury.
4. Excellence in governance, management and accountability.
5. Increasing and diversifying revenues.

In 2010, the organization adopted a balanced scorecard reporting system to allow management and other stakeholders to better understand organizational performance. The balanced scorecard reporting process was reviewed and developed as part of the 2012 strategic plan. The key dimensions now monitored included financial, customer, internal business processes and learning and growth. The measures assessed were widely circulated and the achievement against the plan presented as part of the annual report.

¹ "Good to the Core," www.sciontario.org/sites/sciontario.org/files/CPA%20Ontario%20strategic%20plan%20overview%20final.pdf, accessed November 06, 2014.

FINANCIAL REPORTING AT SCI ONTARIO

Stakeholders are interested in knowing that resources are being used effectively and that the organization has the ability to continue its mission. To this end, SCI Ontario provided financial statements and made these publicly available on its website. These statements were similar to the financial statements of for-profit corporations. They detailed the activities of the organization in the past year and changes in net assets, cash flows and the position at the end of the year. Every year, the financial statements were audited by a professional services firm; in 2014, that firm was Grant Thornton.

Two key statements, the Statement of Financial Activities and Statement of Financial Position, corresponded to the Income and Expenditure Statement and Balance Sheet, respectively, of a corporation. Given that organizations such as SCI Ontario did not have a bottom line profit, the statements noted the “Excess of Revenue over Expenses” each year. A summary of the revenue and expenses for the period 2008 to 2014 is attached in Exhibit 3. A summary of assets and liabilities as of March 31 each year from 2009 to 2014 is provided in Exhibit 4. Raising funds effectively and efficiently is crucial for the success of a not-for-profit. Notes to SCI Ontario’s financial statements gave more detail on fundraising; a summary for the period 2009 to 2014 is included in Exhibit 5.

In addition to their financial statements, charities in Canada also reported basic financial details to the Canada Revenue Agency (CRA), which posted these on the CRA website. Details of this reporting are shown in Exhibit 6.

To allow stakeholders to better assess the performance of not-for-profits, independent organizations also assess relative performance (see Exhibit 7). While such relative performance measures are potentially informative, concerns are sometimes expressed that comparing organizations with different missions make ranking especially challenging. Furthermore, there is inevitably considerable judgment about how to classify the activities of a not-for-profit, which potentially allows managerial decisions to impact the data used for the comparisons.

CREATING A DASHBOARD

The information presented in the annual reports² was designed to be helpful to the external user. For instance, the breakdown of funds raised and spent was expressed in the form of a pie divided between the sources and application of funds. It was in this spirit of openness and user friendliness that the balanced scorecard contained indicators of how the organization was performing on critical dimensions (see Exhibit 8). (Note that elements in the scorecard occasionally changed to improve the reporting.)

Best practice internal reporting — reporting focused on aiding managerial decisions — is built on similar foundations to external reporting in that user needs are paramount. Reporting to the new CEO could use the same principles of ease of use. This was especially important as Lynne-Davies couldn’t be sure what skills the new CEO would have. For instance, the new CEO might have more expertise in client service in the spinal cord injury community than financial management. Any system adopted would have to be useful to any CEO regardless of his or her professional background. A traditional approach was a monthly dashboard highlighting the performance of the organization against its various goals.

A good dashboard would be clear, visually appealing, focused on the key goals of the organization and limited to items that the manager receiving the information could hope to impact. The dashboard should aid efforts to run the organization. The analogy was to the dashboard of a vehicle, which contains the key information the driver needs to control the car, such as a speedometer, indicator lights and fuel level.

² For more details, see “The Harvest: Spinal Cord Injury Ontario 2013–2014 Annual Report, www.sciontario.org/sites/sciontario.org/files/2014-SCI-Ontario-Annual-Report.pdf, accessed November 06, 2014.

Lynne-Davies wondered what a good dashboard for SCI Ontario would look like and whether one could be used to help the new CEO manage the organization.

MAINTAINING AND ENHANCING THE LEADERSHIP ROLE

The leadership role — being the expert voice on living with spinal cord injury in Ontario — was central to the organization's mission. SCI Ontario wanted to be the organization to which anyone who wanted to know about spinal cord injuries would turn. Lynne-Davies had ideas on how to achieve this objective, but it wasn't easy. Because so many worthwhile causes existed, how could SCI Ontario ensure that those who needed the organization's services heard of them? How would potential volunteers and donors understand the good work being done? How could she encourage the media and other opinion leaders to put SCI Ontario on their speed dials for when expert advice was needed? Indeed, how should SCI Ontario advocate to ensure that the interests of the spinal cord injury community were properly addressed?

In addition to these questions was another challenge: How could Lynne-Davies know if SCI Ontario was being successful in developing the leadership role? How could she measure progress and demonstrate that any plan that was adopted was actually helping to fulfil its strategic objectives? Given the importance of raising the profile of the spinal cord injury community, and SCI Ontario in particular, the organization was already monitoring mentions in the media as part of the balanced scorecard. Were the current measures adequate? How could they be improved? Was focusing on the media enough to conclude whether SCI Ontario was performing its leadership role? Counting website visits was a possible way of tracking how useful SCI Ontario was to the community, but was reporting that data enough? What else could be done to monitor community engagement?

As she began to plan, Lynne-Davies pondered the big questions: How should SCI Ontario perform its internal reporting? What would being successful at community leadership look like and how could performance against this goal be monitored?

EXHIBIT 1: SCI ONTARIO MISSION AND VALUES

OUR MISSION: Spinal Cord Injury Ontario (formerly Canadian Paraplegic Association Ontario) assists persons with spinal cord injuries and other physical disabilities to achieve independence, self-reliance and full community participation.

WHO WE ARE: 17 offices, 9 different client programs and services, 13 departments, 168 staff serving people with spinal cord injuries and other physical disabilities in Ontario.

OUR VALUES:

- RESPECT for spinal cord injury experience, for each other and for all communities
- EXCELLENCE in all we do
- ACCOUNTABILITY through transparency and ownership of outcomes
- LEADERSHIP in service and quality of life
- INCLUSION in all communities and within our organization
- INNOVATION in overcoming challenges

OUR VISION: SCI Ontario champions excellence in service, advocacy and quality of life for people with spinal cord injuries.

Source: "The Harvest: Spinal Cord Injury Ontario 2013–2014 Annual Report, www.sciontario.org/sites/sciontario.org/files/2014-SCI-Ontario-Annual-Report.pdf, accessed November 06, 2014.

EXHIBIT 2: FINANCIAL POSITION OF THE ONTARIO PARAPLEGIC FOUNDATION

Financial Position	All in \$000s	
	As at March 31 2014	As at March 31 2013
Assets		
Investments, at market value	\$ 7,011	\$ 6,681
Due from SCI Ontario	\$ 174	\$ –
Other	\$ 4	\$ 2
Total Assets	\$ 7,189	\$ 6,683
Liabilities		
Due to SCI Ontario	\$ –	\$ 286
Other	\$ 15	\$ 14
	\$ 15	\$ 300
Funds balances		
General Fund	\$ 6,471	\$ 5,655
Restricted Fund — Research	\$ 404	\$ 462
Restricted Fund — A.T. Jousse	\$ 144	\$ 128
Restricted Fund — Ken Langford	\$ 155	\$ 138
	\$ 7,174	\$ 6,383
Total Liabilities and Funds Balances	\$ 7,189	\$ 6,683
Results of operations		
Donations and bequests	\$ 13	\$ 50
Change in value of investments	\$ 855	\$ 553
Grants from (to) SCI Ontario	\$ 7	\$ (614)
Other Expenses	\$ (84)	\$ (66)
Excess (deficiency of revenue over expenses for the year)	\$ 791	\$ (77)

Restricted funds: Funds that must be used for the specific purposes outlined by the donor.

Source: Company files.

EXHIBIT 4: ASSETS AND LIABILITIES 2008 TO 2014

As at March 31	2009	2010	2011	2012	2013	2014
ASSETS						
Current						
Cash and cash equivalent	\$ 829	\$ 447	\$ 493	\$ 214	\$ 210	\$ 824
Grants receivable	\$ 3	\$ 3	\$ 137	\$ 70	\$ 93	\$ 52
Accounts receivable	\$ 430	\$ 434	\$ 499	\$ 524	\$ 459	\$ 155
Prepaid expenses and other assets	\$ 98	\$ 114	\$ 110	\$ 105	\$ 103	\$ 141
Total current assets	\$ 1,360	\$ 998	\$ 1,239	\$ 913	\$ 865	\$ 1,172
Capital assets, net	\$ 746	\$ 650	\$ 565	\$ 571	\$ 474	\$ 402
	\$ 2,106	\$ 1,648	\$ 1,804	\$ 1,484	\$ 1,339	\$ 1,574
LIABILITIES AND NET ASSETS						
Current						
Accounts payable and accrued charges	\$ 1,084	\$ 744	\$ 970	\$ 755	\$ 677	\$ 713
Due to Ontario Paraplegic Foundation	\$ 159	\$ 125	\$ 130	\$ 48	\$ 58	\$ 174
Deferred revenue	\$ 1,244	\$ 869	\$ 1,100	\$ 803	\$ 735	\$ 1,013
Total current liabilities	\$ 2,487	\$ 1,738	\$ 3,100	\$ 1,606	\$ 1,470	\$ 1,900
Long-term						
Deferred capital contributions	\$ 566	\$ 571	\$ 494	\$ 470	\$ 390	\$ 344
Total long-term liabilities	\$ 566	\$ 571	\$ 494	\$ 470	\$ 390	\$ 1,357
Net Assets						
Invested in capital assets	\$ 89	\$ 78	\$ 71	\$ 100	\$ 85	\$ 57
Surplus	\$ 117	\$ 130	\$ 139	\$ 111	\$ 129	\$ 159
Total Net Assets	\$ 206	\$ 208	\$ 210	\$ 211	\$ 214	\$ 216
	\$ 2,016	\$ 1,648	\$ 1,804	\$ 1,484	\$ 1,339	\$ 1,573

Source: SCI Ontario Financial Statements

EXHIBIT 5: DONATION BREAKDOWN

Heading	Year ended March 31st					
	2014	2013	2012	2011	2010	
From Direct Fundraising	\$ 2,030,409	\$ 1,546,753	\$ 2,186,753	\$ 2,486,792	\$ 2,208,854	\$ 2,550,354
From Foundation	\$ (7,273)	\$ 614,253	\$ 360,898	\$ 199,764	\$ 220,000	\$ 415,857
Gross Donations and Other Public Support	\$ 2,023,136	\$ 2,161,006	\$ 2,547,348	\$ 2,686,556	\$ 2,428,854	\$ 2,966,211
Direct Fundraising Costs	\$ 222,976	\$ 239,649	\$ 226,804	\$ 316,789	\$ 323,500	\$ 682,829
Net Donations and Other Public Support in Accounts	\$ 1,800,160	\$ 1,921,357	\$ 2,320,544	\$ 2,369,767	\$ 2,105,354	\$ 2,283,382

Source: Company files.

EXHIBIT 6: CRA REPORTING

Charities in Ontario report a T3010 to the Canada Revenue Agency (CRA) containing the basic revenue and expenses and balance sheet of the charity. This is made available online. In addition to reporting the financial statements and compensation levels, CRA reports a few key categories of Revenue and Expenditure to facilitate comparison between charities. This appears as the “Quick View” of the charity on the CRA website.

Categories used for “Quick View”

Received donations
Non-receipted donations
Gifts from other charities
Government funding
All other revenue
Total revenue
Charitable program
Management and administration
Fundraising
Political activities
Gifts to other registered charities and qualified donees
Other
Total expenses

Source: CRA website, www.cra-arc.gc.ca/chrts-gvng/lstngs/menu-eng.html, accessed November 06, 2014.

EXHIBIT 7: RANKING CHARITIES

It is important for charities to be seen to be making good use of the funds available. Several organizations rate the charities to help potential donors. One such, Moneysense, has four categories that it combines to create an overall grade. For each area, scores are compared only to similar charities.

CHARITY EFFICIENCY: Money spent on charitable programs and money donated to other charities was added up and divided by the total expenses.

FUNDRAISING EFFICIENCY: Fundraising costs divided by the total of money raised through tax-receipted and non-tax receipted donations and money raised through fundraising.

GOVERNANCE: Based upon answers to a governance questionnaire.

RESERVES: Points were awarded for the amount of reserves. Interestingly, most points are given for moderate reserves, i.e., enough to cover three months to three years of expenses. Any reserves that are more or less than this lose points.

Source: Moneysense, *Charity Grades*, www.moneysense.ca/the-2013-charity-100-grades accessed November 06, 2014.

EXHIBIT 8: BALANCED SCORECARD RESULTS 2010 TO 2014

2009/10 Indicator Measures

Reaching 100%

Outcome

	2009/2010	
	Annual Target	Total
Total Clients Served (AS, RS, ES, Peer Support, SCI Pilots)	1,445	1,779
Clients with SCI Served (AS, RS, ES, Peer Support, SCI Pilots)	985	1,243
Core Services Provided (AS, RS, ES, Peer Support, SCI Pilots, Info)	4,680	4,667
Direct Service Hours (AS, RS, Peer Support, SCI Pilots, Info)	115,593	115,402
Clients with NEWSKI Reached (RS, Peer Support)	414	277
Clients with EXISTING SCI Reached (RS, Peer Support)		178
Information Requests (Info, RS, Peer Support)	2,775	2,487
Total Members	1,750	1,335
Job Placements (ES)	75	47
Unit Cost (AS)	\$ 36.43	\$ 36.41

Advocacy

Outcome

	Annual Target	Total
Systemic Advocacy Issues Addressed	6	12
Multi-Agency Coalition Memberships	12	59
Service Enhancements at SCI Ontario Based on New Knowledge	3	8

Quality Service

Outcome

	Annual Target	Total
Staff Satisfaction	75%	85%
Client Satisfaction (AS, ES, RS, PS) (From new, cross-organizational, independent survey.)	85%	65%
Clients Who Would Recommend SCI Ontario Services (AS, ES, RS, PS) (From new, cross-organizational, independent survey.)	New	90%
Staff Turnover	25%	15%
Average Training Hours per Employee	20 hours	38
Volunteers (Fundraising, Community Development, Board, Peer Support)	580	654
Volunteer Hours	11,600	10,611

Stable Funding

Outcome

	Annual Target	Total
Central Fundraising Revenue Variance	Exceed target	\$184,549
Community Fundraising Revenue Variance	Exceed Target	\$139,212
Increase in MOH Annual Funding (AS+RS)	0	\$146,689
Variance From Budget	Positive	\$ 620
Board Donations	100%	81%
Staff Donations	100%	94%

EXHIBIT 8 (CONTINUED)

Indicators	Annual Target	Actual	Annual Target	Actual
	2010-11	2010-11	2011-2012	2011-12
Total Revenue	\$10,531,466	\$10,205,967	\$10,565,312	\$10,396,117
Government Revenue	\$7,635,789	\$7,580,878	\$7,637,175	\$7,648,937
% Fundraising growth vs. prior year	28%	10%	13%	-8%
SCI Ontario staff and board making annual donations	80%	68.50%	70%	54%
Total Expenses	\$10,530,443	\$10,204,239	\$10,563,771	\$10,394,709
Unit cost across services (AS, RS, PS, SCC)	\$47.97	\$47.56	\$49.28	\$47.53
Total cost of raising a dollar through fundraising activities	less than 35%	40%	35%	39%
Value of volunteer service hours	\$142,517	\$179,096	\$145,350	\$161,924
# of individuals with a new SCI reached (PS, RS, ES)	430	368	350	320
# of individual clients with a new SCI served	363	539	454	528
# of individual clients with an existing SCI served	793	996	971	777
# of individual clients served (total)	1,802	2,161	1,943	2,006
% of clients who are satisfied or very satisfied with services received	74%	74%	75%	79%
% of clients who would recommend SCI Ontario services	85%	86%	85%	92%
# of actual changes to municipal, provincial and/or federal government priorities, policies and procedures that will enhance quality of life for Ontarians living with an SCI	2	2	2	4
% of members renewing their membership on an annual basis	85%	20%	50%	46%
% of staff reporting moderate to high job satisfaction	75%	80%	80%	79%
% of staff turnover	25%	21.40%	25%	15.70%
% of client service delivery hours (direct and indirect) vs. overall hours	85%	91%	87%	90%
# of individuals we assisted with discharge to the community and/or avoidance of admission to long term care	12	26	26	20
% of staff reporting that professional development contributed to job performance	75%	88%	80%	95%
# of strategic partnerships (formal and informal) with allied organizations that benefit SCI Ontario services	58	101	80	107

EXHIBIT 8 (CONTINUED)

2012-2014 Balanced Scorecard

2013 - 2014

2012 - 2013

Indicators	2012 - 2013		2013 - 2014	
	Target	Actual	Target	Actual
<i>Financial</i>				
Balance organizational Expenses to Revenues to achieve a modest fiscal operating surplus	\$2,265	\$2,747	\$1,090	\$2,683
% of total budget spent on administration, less than:	15%	11%	< 15%	11%
% of total revenue derived from government	75%	80%	80%	81%
% of SCI Ontario board members making annual donations	100%	84%	NA	NA
Total net revenue raised through fund development activities compared to budgeted target	\$1,740,000	\$1,180,000	\$1,445,000	\$1,595,000
<i>Customer</i>				
# of individuals with a new SCI served	528	565	539	552
# of individuals with an existing SCI served	814	858	817	781
# of individual clients served (total)	2021	2136	2013	1969
% of clients who reported being satisfied with SCI Ontario Service	80%	80%	80%	83%
% of clients who would recommend SCI Ontario services	90%	87%	90%	86%
# of actual changes to municipal, provincial and/or federal government priorities, policies & that will enhance quality of life for Ontarians living with a SCI	3	4	4	6
# of media mentions recognizing SCI Ontario	New	107	NA	NA
# of website visitors	NA	NA	58,500	61,431
% change in Social Media Engagement	NA	NA	15%	9%
% change in media mentions recognizing SCI Ontario	NA	NA	15%	44%
<i>Internal Business</i>				
% of staff reporting moderate to high job satisfaction	80%	83%	80%	90%
% of staff turnover	20%	13%	15%	22%
% of client service delivery hours (direct and indirect) vs. overall hours	80%	90%	88%	92%
# of volunteers	730	668	550	795
# of volunteer service hours	6,369	7,744	5,000	6,372
% of staff reporting that SCI Ontario supports their health & safety in workplace	90%	94%	90%	88%
<i>Learning & Growth</i>				
% of staff reporting that professional development from SCI Ontario contributed to job performance	85%	78%	85%	72%
# of strategic partnerships (formal and informal) with allied organizations that benefit individuals with an SCI	100	103	100	89

Source: Company files.