



Client Satisfaction Survey Report 2024-2025

Research and Evaluation
December 2025

Table of Contents

EXECUTIVE SUMMARY	3
INTRODUCTION.....	5
METHODOLOGY	5
Survey Design	5
Participant Recruitment and Data Collection	6
Data Analysis	6
RESULTS	7
Question 1: Client or Caregiver Status	7
Question 2: Program Participation.....	8
Question 3: The services I received helped me	9
Question 4: I felt welcomed at FST	11
Question 5: I found the services easy to access and use	12
Question 6: I was satisfied with the time it took to get my first meeting with FST	13
Question 7: I would recommend these services to others.....	14
Question 8: Is there anything we can do better?	15
Client and Caregiver Patterns	20
Program-specific Patterns.....	20
DISCUSSION.....	21
Recommendations.....	23
Limitations	24
CONCLUSION.....	24
APPENDIX – Client Satisfaction Survey 2024-2025 (English Version)	26

EXECUTIVE SUMMARY

PURPOSE AND SCOPE

Family Service Toronto (FST) conducted its 2024–2025 Client Satisfaction Survey to understand client and caregiver experiences, assess service quality, and identify opportunities for improvement. The survey was administered in May and June 2025 to clients who accessed services between April 1, 2024, and March 31, 2025. To reduce respondent burden, the survey was streamlined to eight core questions focused on service quality, accessibility, and overall satisfaction.

METHODOLOGY

The survey was available online and in paper format at all FST locations and offered in six languages (English, French, Spanish, Farsi, Arabic, and Tamil). Invitations were emailed to 9,130 clients with valid email addresses, and 1,133 valid responses were received, representing a 12.4% response rate. Quantitative data were analyzed using descriptive statistics, and qualitative responses were analyzed using thematic content analysis.

KEY FINDINGS – STRENGTHS

Overall satisfaction with FST services was **consistently high**:

- **92%** agreed that services were helpful
- **85%** felt welcomed at FST
- **84%** found services easy to access and use
- **90%** would recommend FST services to others

Qualitative feedback highlighted:

- Strong **staff professionalism and compassion**
- Meaningful and **life-changing counselling experiences**
- **Positive community engagement outcomes**, particularly for seniors and linguistically diverse clients

AREAS FOR IMPROVEMENT

Several **recurring themes** were identified across programs. **Wait times showed lower satisfaction (73%)** compared to other indicators. **Communication and responsiveness** were noted as concerns, particularly delayed callbacks and limited proactive updates. **Funding adequacy and transparency**, especially within the **Passport program**, emerged as an issue. Clients also highlighted **administrative complexity**, mainly related to submissions and claims. **Access barriers** affected clients facing physical, technological, linguistic, or geographic challenges. Finally, **continuity of services** was a concern, particularly within time-limited counselling programs.

OVERALL SUMMARY AND IMPLICATIONS

The findings indicate that **high satisfaction coexists with clear and consistent expectations for improvement**. While some challenges reflect broader system-level and funding constraints, many concerns relate to **communication practices, administrative processes, and service coordination**, which are actionable at the organizational level.

Taken together, the results provide a strong evidence base to guide service planning, quality improvement, and advocacy efforts. By building on existing strengths and responding to client-identified priorities, FST is well-positioned to further enhance accessibility, responsiveness, and impact across its programs.

INTRODUCTION

Family Service Toronto (FST) conducts annual program evaluations to assess the effectiveness and impact of its services on clients and the broader community, as well as to identify opportunities for improvement. As part of this process, FST administered its 2024-2025 Client Satisfaction Survey between May and June 2025. The survey targeted clients who had accessed services between April 1, 2024, and March 31, 2025.

Compared to previous years, the 2024-2025 survey was simplified to reduce the time required for clients to complete it. Demographic and accessibility questions were removed. The revised survey focused on eight core questions designed to capture key indicators of client satisfaction across programs. Both quantitative and qualitative feedback were collected to provide a well-rounded understanding of client experiences.

Gathering this feedback is essential for ensuring that FST continues to meet client needs, address service gaps, and uphold a high standard of care.

METHODOLOGY

The following section outlines the survey design, participant recruitment, and data analysis methods used for the 2024-2025 Client Satisfaction Survey.

Survey Design

The Client Satisfaction Survey included eight questions. Two questions identified whether respondents were clients or caregivers and which program or programs they had accessed. The remaining six questions assessed perceptions of service quality, accessibility, and overall satisfaction. Out of those six, five questions were closed-ended and used the response options 'Agree' or 'Disagree', along with 'Not Sure', 'Prefer not to answer', and 'Not Applicable'. One question was open-ended, providing respondents the opportunity to share more detailed feedback.

The survey language was neutral, plain, and easy to understand. Visual icons were included alongside response options to support accessibility and ease of comprehension. The survey was designed to be user-friendly on both desktop and mobile devices and was made available in six languages: English, French, Spanish, Farsi, Arabic, and Tamil. These languages were selected based on the top primary languages identified by clients in the 2023-2024 socio-demographic report. Surveys could be completed in both paper and online formats to support broad accessibility.

The survey was reviewed internally by program managers and the Accessibility Working Group (AWG) to ensure clarity, relevance, and accessibility before distribution. Participation

was voluntary, and all responses were kept confidential to encourage honest feedback. The survey remained open from May 5 to June 5, 2025.

Participant Recruitment and Data Collection

All clients who accessed FST's services between April 1, 2024, and March 31, 2025, were invited to participate in the Client Satisfaction Survey. A total of 9,130 clients with valid email addresses were emailed a link inviting them to complete the survey. The survey was open from May 5 to June 5, 2025, giving clients several weeks to respond at their convenience.

The survey was made available both online and in-person to accommodate different preferences and needs. Due to limited resources, phone surveys were not offered. Paper copies of the survey and QR codes linking to the online version were placed at reception desks and client waiting areas in all FST office locations. This ensured that clients who might not have received the email invitation or preferred not to use email could still participate.

A total of 1,137 participants submitted responses. Once the data was organized and reviewed, incomplete, blank, and invalid submissions were excluded. This resulted in four responses being removed, leaving 1,133 valid responses for analysis.

Data Analysis

Data from the Client Satisfaction Survey were analyzed using both quantitative and qualitative approaches to provide a comprehensive understanding of client experiences. Quantitative data from all closed-ended questions were examined using descriptive statistical methods. Responses were organized and summarized to calculate frequencies and percentages for each category, offering a clear overview of trends in client and caregiver perceptions of service quality, accessibility, and overall satisfaction. This analysis helped identify areas where services were meeting expectations and where improvements could be considered.

Qualitative data from the eighth open-ended question were analyzed using thematic content analysis. All responses were carefully reviewed and coded to identify recurring themes, patterns, and insights that reflected participants' experiences and perceptions of FST services. Individual responses could be coded into multiple themes; therefore, theme counts reflect the presence of a topic rather than exclusivity or priority. For surveys completed in languages other than English, responses were translated into English using web-based translation tools prior to analysis. The combined use of quantitative and qualitative methods allowed for a more nuanced understanding of client experiences, highlighting both strengths in service delivery and opportunities for program improvement.

RESULTS

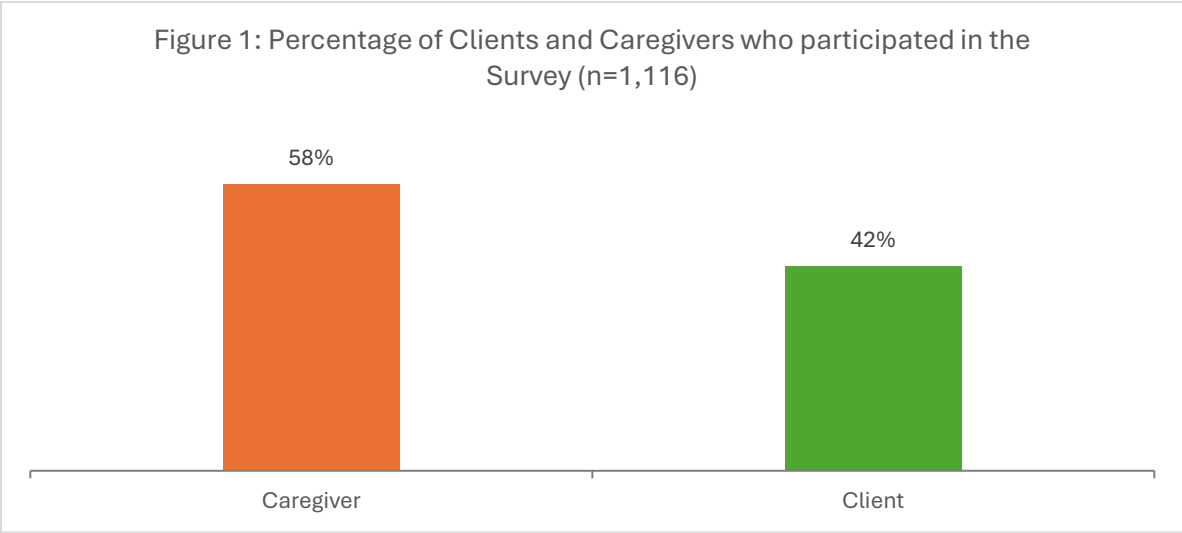
In 2024-2025, a total of 13,911 clients accessed FST programs and services. Of these, valid email addresses were available for 9,130 clients, all of whom were invited to participate in the survey. A total of 1,133 valid responses were received, representing a response rate of 12.4% based on the invitations sent. Among these responses, 1,041 were submitted in English, 59 in Spanish, 13 in Farsi, 11 in Tamil, seven in Arabic, and two in French.

For analysis, individual programs were grouped into broader program buckets based on service area. Findings are presented both overall and separately for each program bucket or division, in alignment with the format used for annual reporting to the Board. The program buckets are:

- Mental Health
- Gender-Based Violence
- Community Engagement
- Developmental Services
- Passport

Question 1: Client or Caregiver Status

A total of 1,116 participants answered the first question, ‘Are you a FST client or caregiver?’ Over half (58%, $n = 652$) identified as caregivers, while 42% ($n = 464$) identified as clients. Seventeen participants skipped this question (not represented in Figure 1).



Question 2: Program Participation

Question 2 ‘Which Program are you in?’ prompts participants to select all the programs or services they participated in from 2024-2025. These percentages represent the proportion of survey respondents who reported accessing each program, and therefore, should be read as program-specific survey coverage, not as proportions that sum to 100%.

In total, 1,395 program responses were recorded (N more than 1,133, as clients could be attending more than one program). 106 respondents did not select any program or ‘Other’ option, and 262 participants selected more than one program, indicating engagement with multiple services.

At the program-division level, Passport Program had the highest proportion of survey responses (52%), followed by Mental Health (23%). Community Engagement and Other options were selected by 7% of the participants, and Gender-Based Violence and Developmental Services were 6% each.

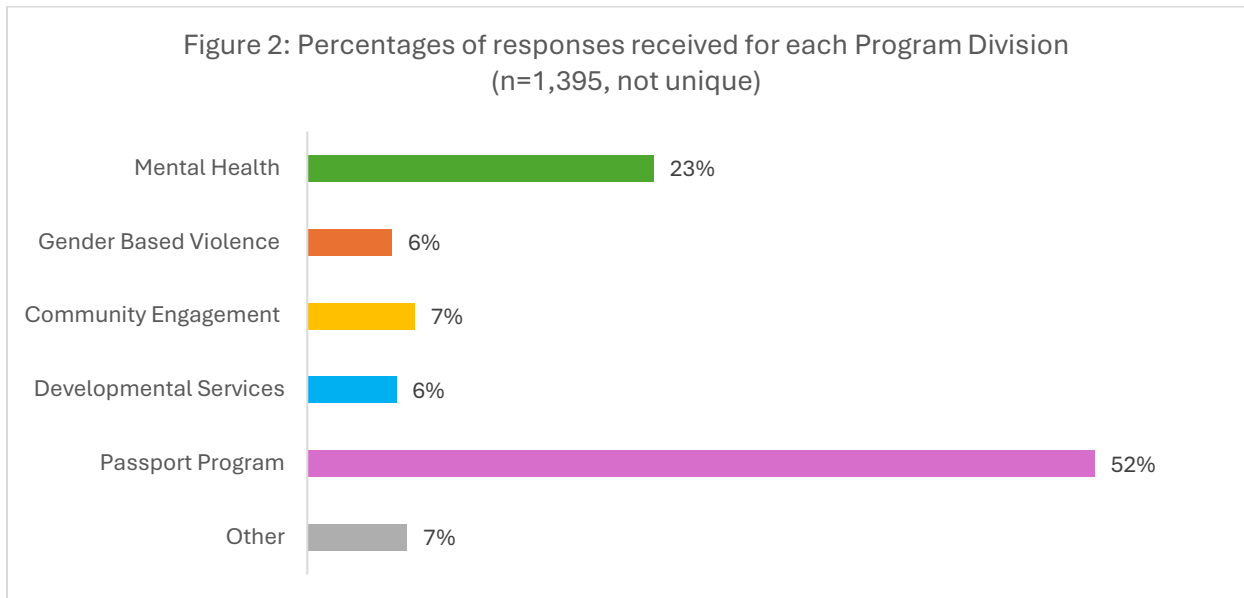
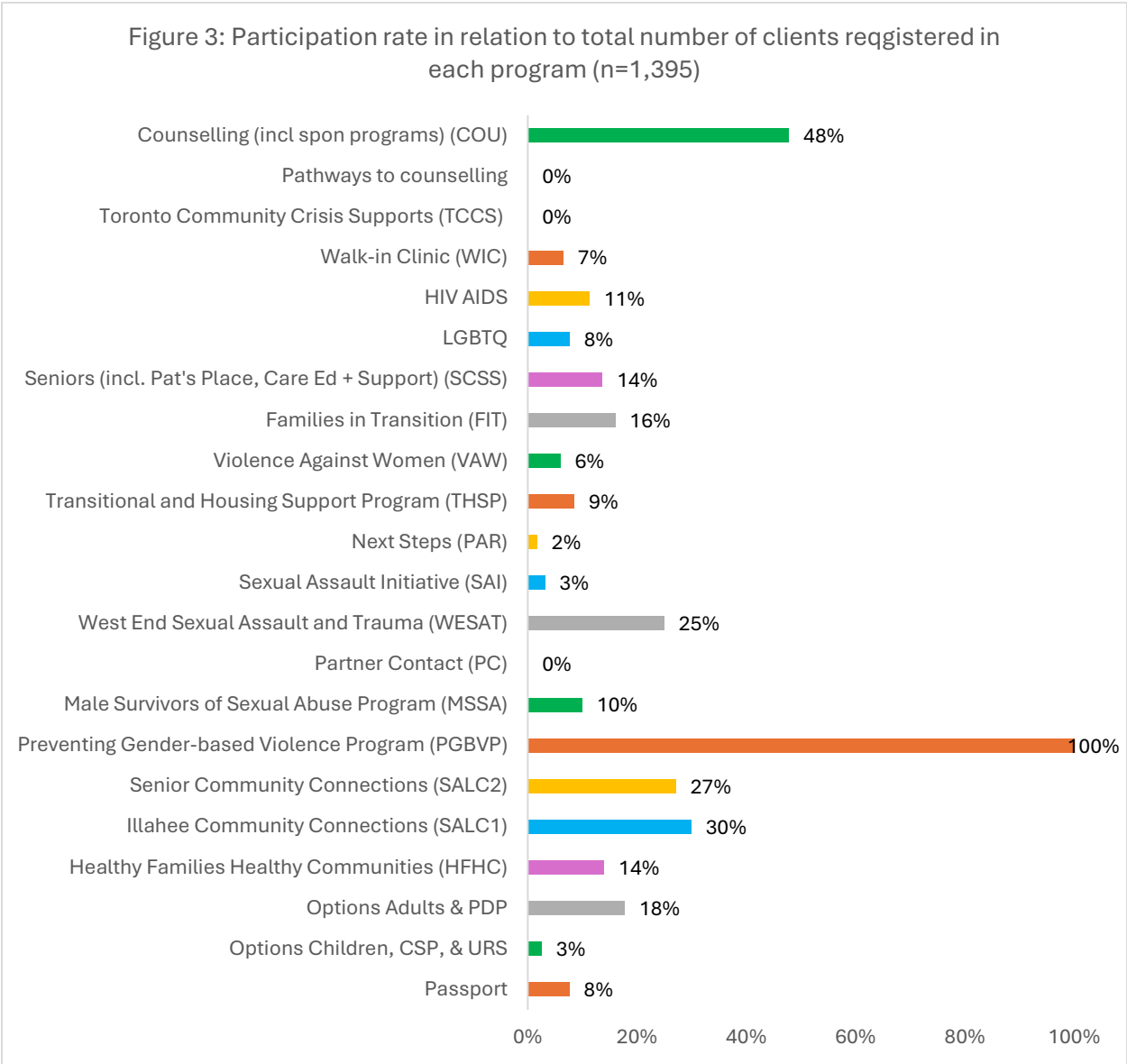


Figure 2 presents survey responses aggregated by program division, while Figure 3 shows participation rates at the individual program level relative to registered client counts. At the individual program level, Preventing Gender-Based Violence (PGBV) had a 100 percent participation rate, as measured by the number of survey responses received relative to the total number of clients registered in the program during 2024-2025 (Figure 3).

Counselling (COU) had a participation rate of 48%, followed by Illahee Community Connections (SALC 1) at 30% and Senior Community Connections (SALC 2) at 27%. West

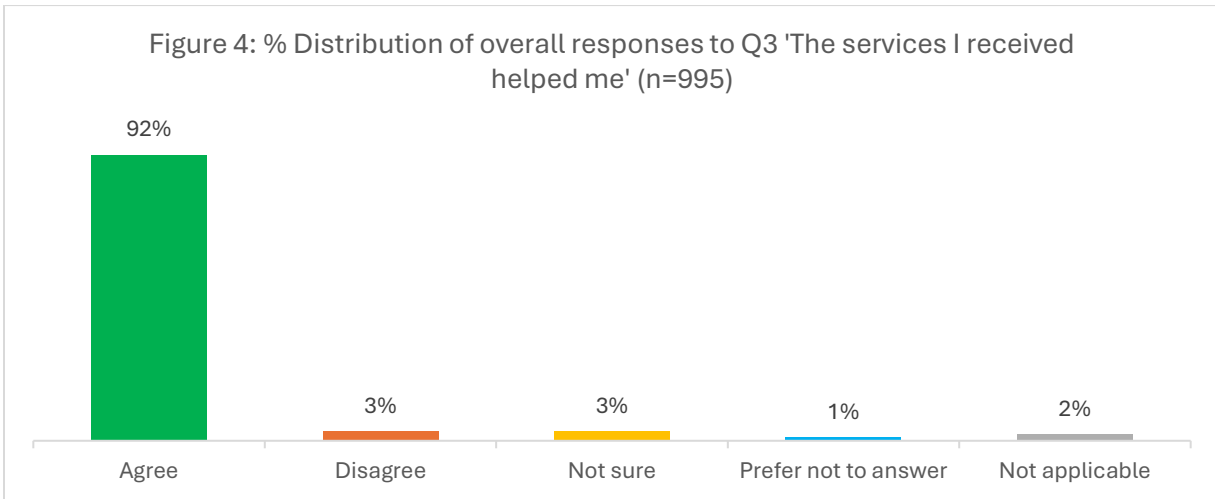
End Sexual Assault and Trauma (WESAT) had a 25% participation rate. Options Adult and PDP had a combined participation rate of 18%. Families in Transition (FIT) had a 16% participation rate. Seniors and Caregiver Support Services (SCSS) and Healthy Families Healthy Communities (HFHC) both had participation rates of 14%. David Kelley Services – HIV/AIDS had an 11% participation rate, and the Male Survivors of Sexual Abuse Program (MSSA) had a participation rate of 10% relative to their total registered clients.



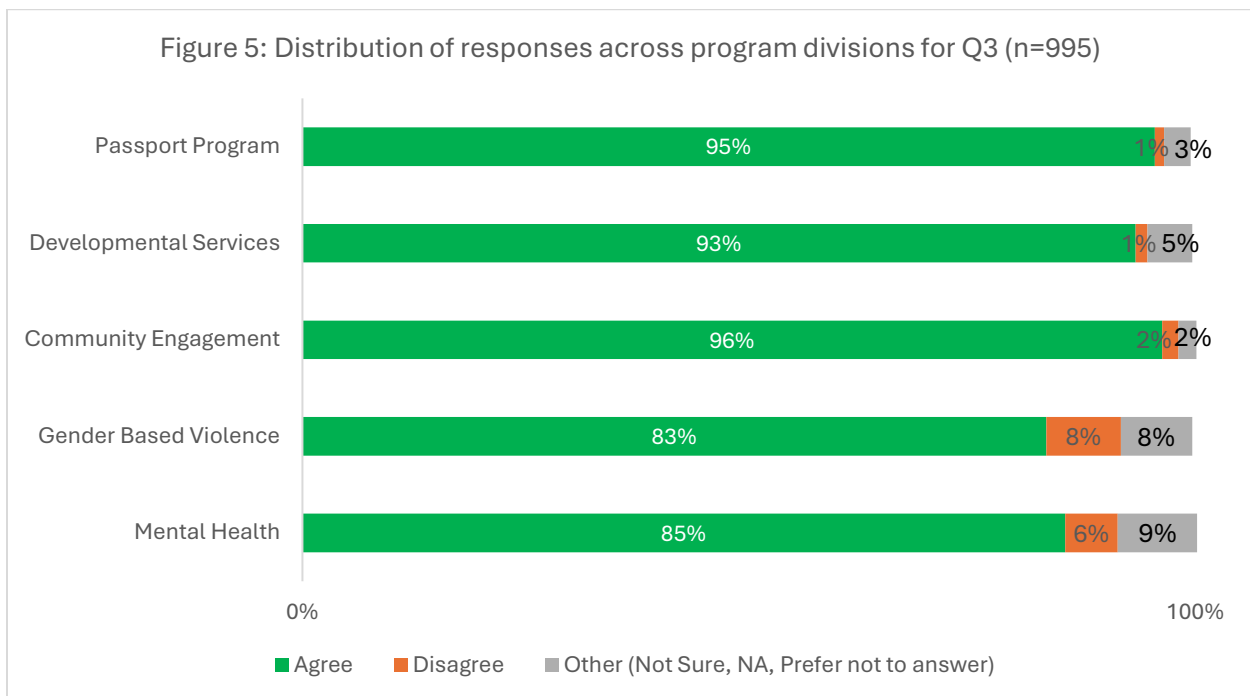
Question 3: The services I received helped me

A total of 995 participants responded to this question. Across all programs, most participants agreed that the services they received were helpful. As shown in Figure 4,

participants felt high satisfaction with the helpfulness of services, with 92% agreeing that the services they received from FST were helpful, and 3% disagreeing. The remaining respondents selected 'Not Sure' (3%), 'Not Applicable' (2%), or 'Prefer not to answer' (1%).

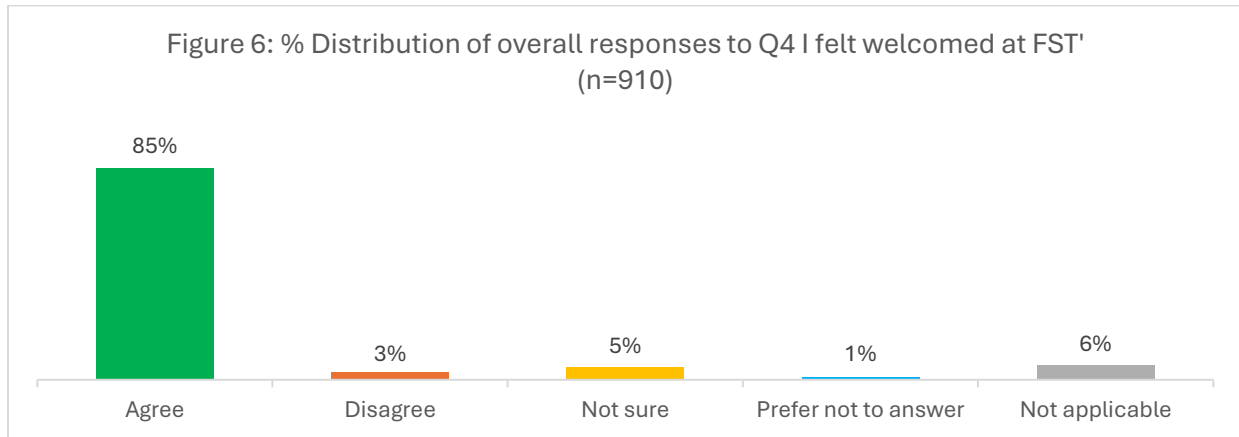


Program-level results were also positive across all program divisions. Community Engagement reported the highest agreement rate at 96%, followed by the Passport Program (95%), Developmental Services (93%), and Mental Health (85%). Gender-Based Violence programs had a slightly lower agreement rate of 83%. Disagreement rates were low in all programs, ranging from 1% to 8%.

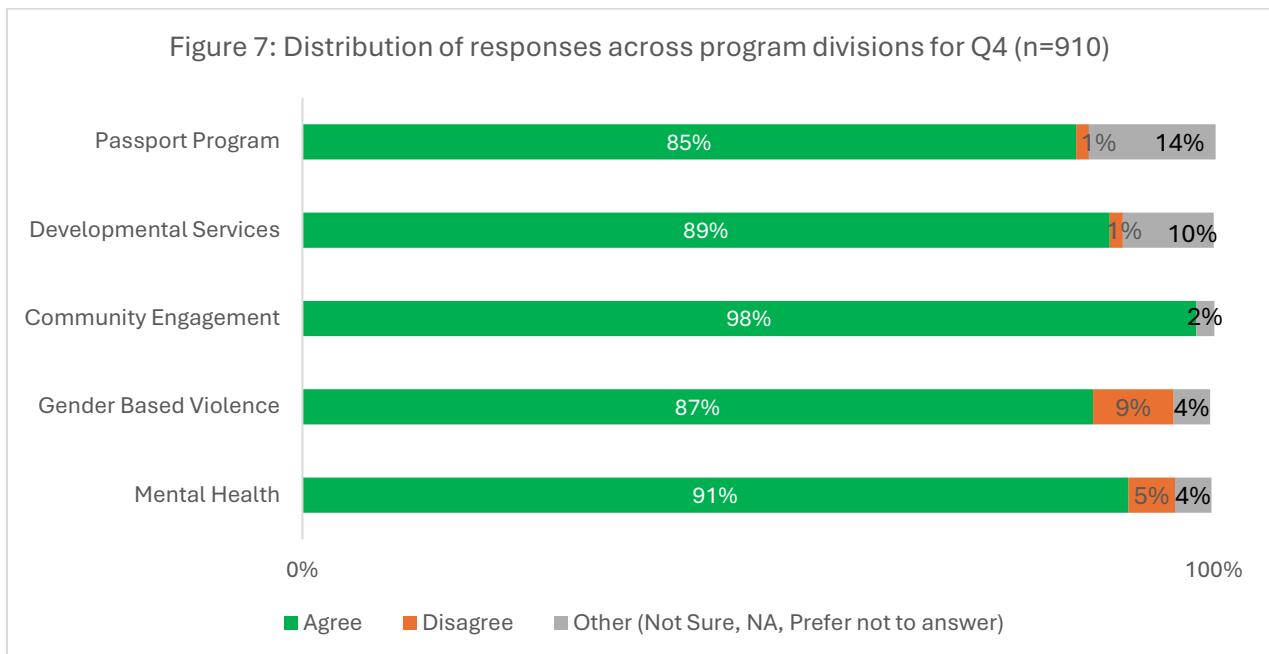


Question 4: I felt welcomed at FST

A total of 910 responses were received for this question. Across all programs, a strong majority of respondents (85%) agreed that they felt welcomed at FST, with 3% disagreeing, 6% selecting 'Not Applicable', 5% selecting 'Not Sure', and 1% selecting 'Prefer not to answer' (Figure 6).

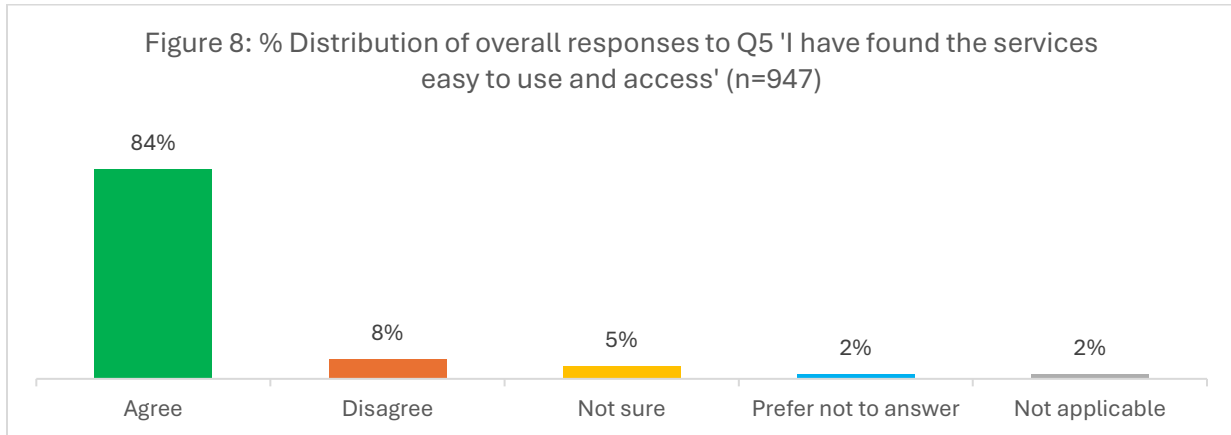


Program-level results were also positive across all program divisions. Agreement levels were highest in Community Engagement (98%) and Mental Health (91%), followed by Developmental Services (89%), Gender-Based Violence (87%), and the Passport Program (85%). Disagreement rates were low across all divisions, ranging from 0% to 9%.

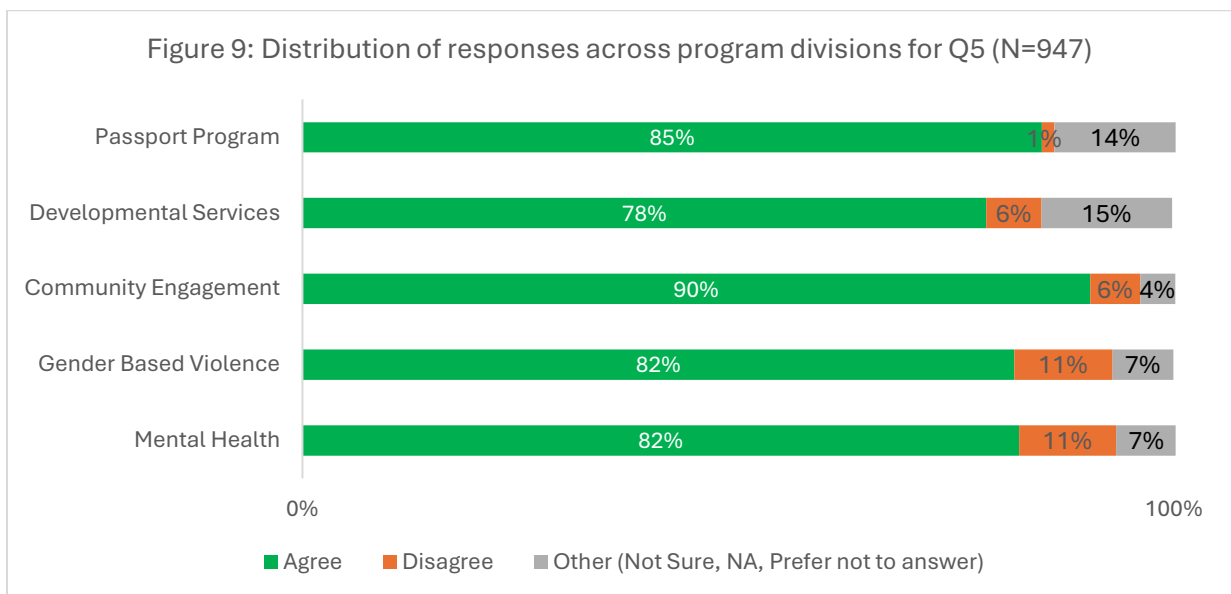


Question 5: I found the services easy to access and use

A total of 947 participants responded to question 5. Across all programs, 84% of respondents agreed that FST services were easy to access and use, with 8% disagreeing, 2% selecting 'Not Applicable', 5% selecting 'Not Sure', and 2% selecting 'Prefer not to answer' (Figure 8).

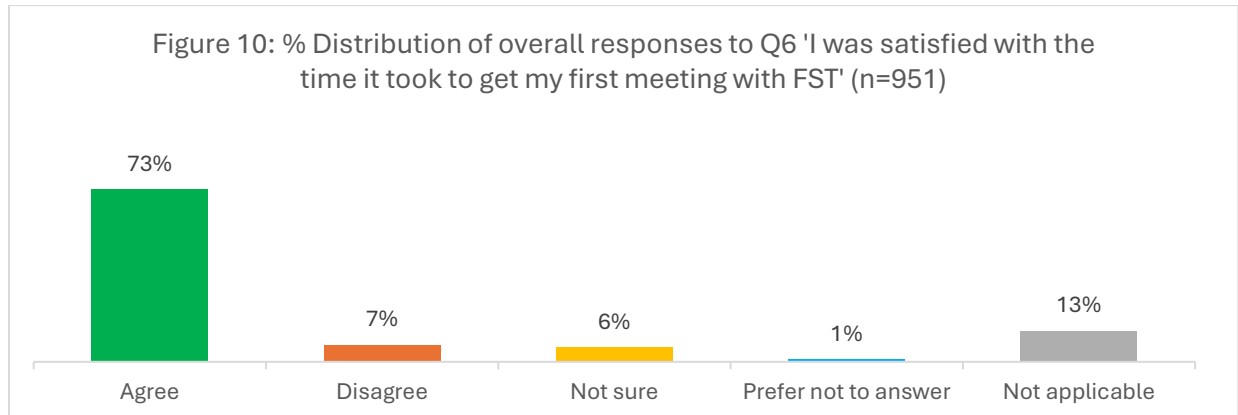


According to program-level results (Figure 9), agreement was highest in Community Engagement (90%), followed by Passport Program (85%). Gender-Based Violence (82%), Mental Health (82%), and Developmental Services (78%). Agreement rates were comparatively lower in Gender-Based Violence (82%), Mental Health (82%), and Developmental Services (78%). While most respondents across all divisions reported that services were easy to access and use, a notable proportion selected other response options (including 'Not Sure', 'Not Applicable', or 'Prefer not to answer'), and disagreement rates ranged from 1% to 11%.

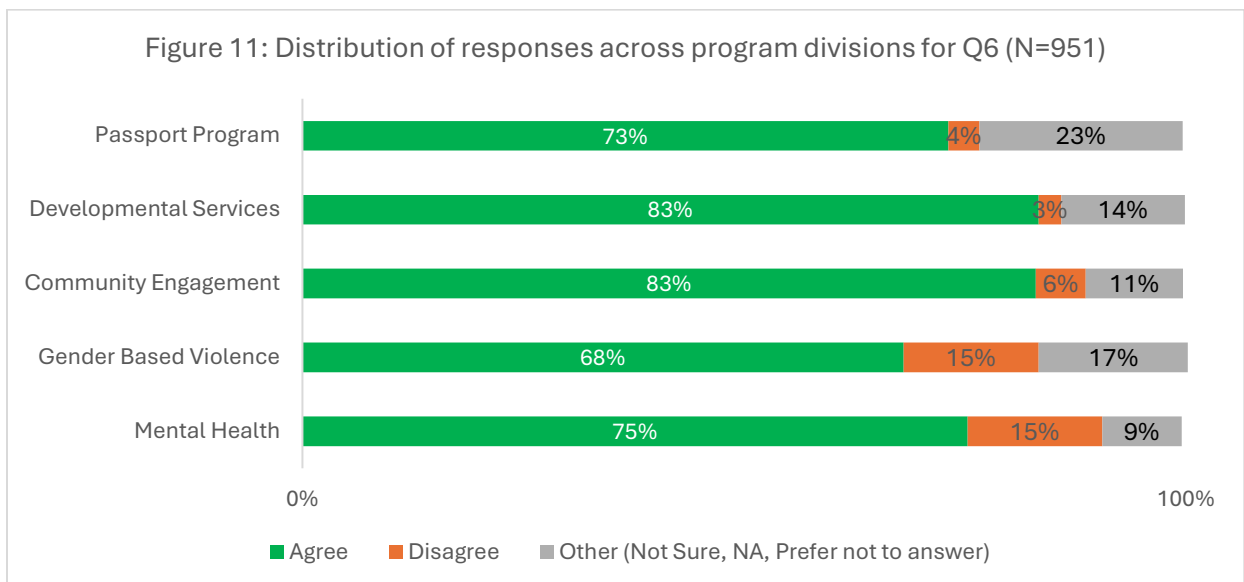


Question 6: I was satisfied with the time it took to get my first meeting with FST

Satisfaction levels for this measure were slightly lower compared to other satisfaction indicators. Overall, 73% of respondents agreed that they were satisfied with the time it took to get their first meeting, while 7% disagreed. The remaining respondents selected 'Not Applicable' (13%), 'Not Sure' (6%), or 'Prefer not to answer' (1%) options (Figure 10).



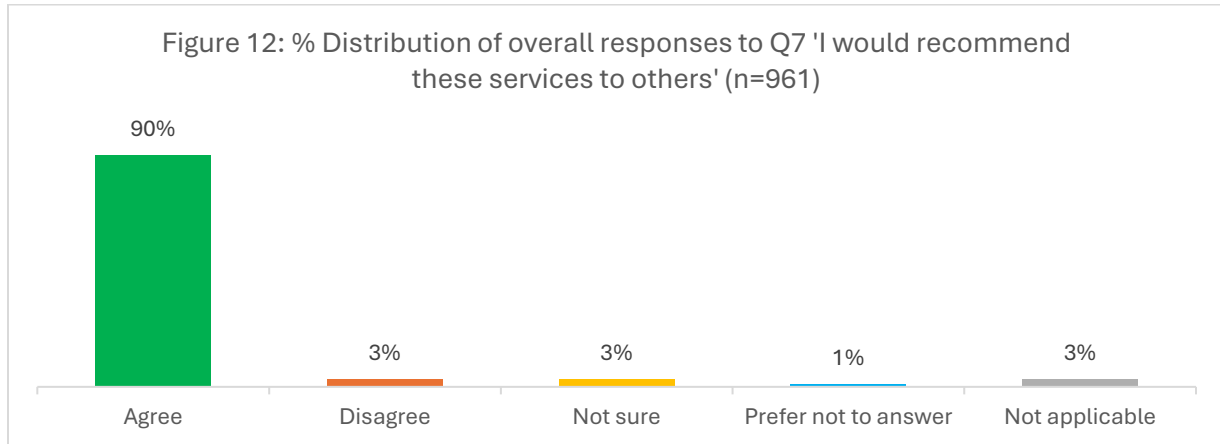
According to the program-level responses shown in Figure 11, the highest agreement was reported in Community Engagement (83%) and Developmental Services (83%), followed by Mental Health (75%), Passport Program (73%), and Gender-Based Violence (68%). Disagreement was lowest in Developmental Services (3%) and highest in Mental Health and Gender-Based Violence programs (15% each).



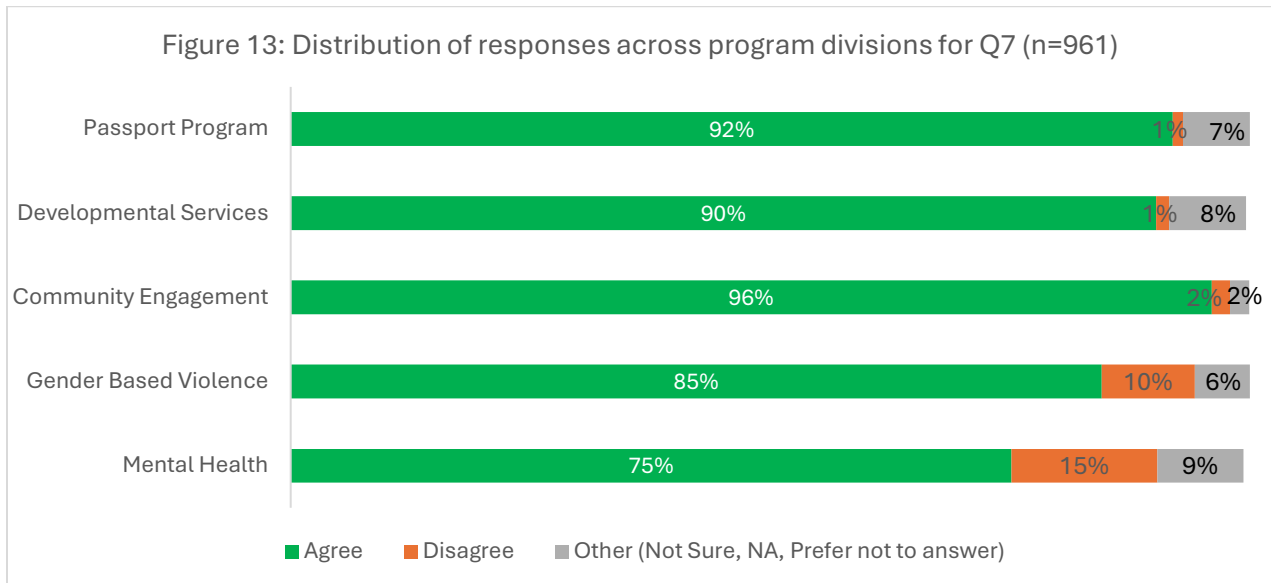
Compared to other satisfaction measures, responses to this question showed greater variation across programs, indicating differing experiences related to wait times for initial appointments.

Question 7: I would recommend these services to others

A total of 961 participants responded to this question. Overall, 90% of participants indicated that they would recommend FST services to others, with 3% disagreeing, 3% selecting 'Not Applicable', 3% selecting 'Not Sure', and 1% selecting 'Prefer not to answer' (Figure 12).



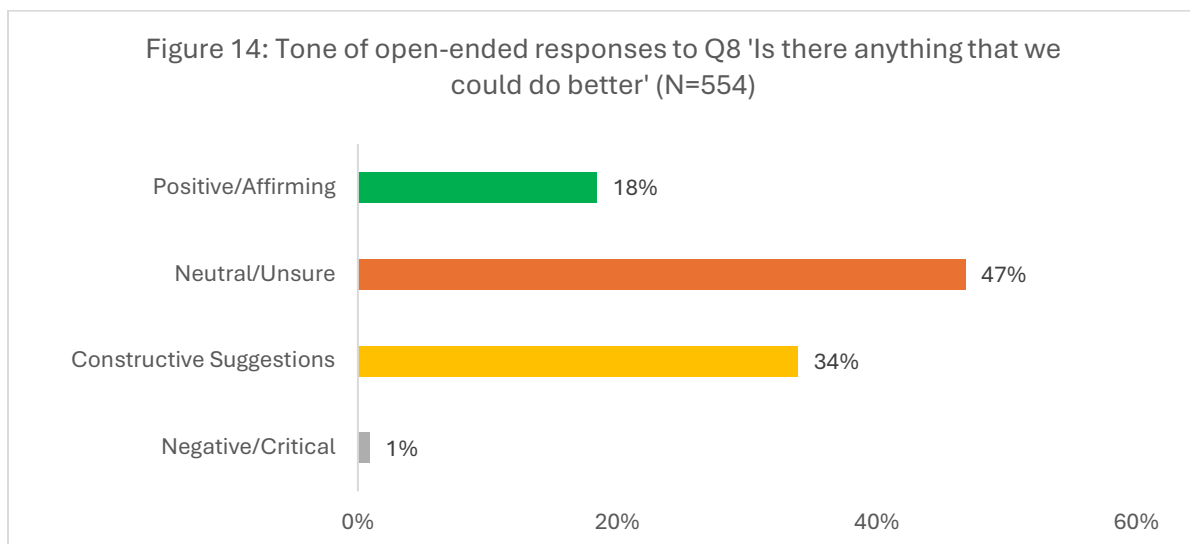
According to the program-level responses shown in Figure 13, the highest agreement rates were in Community Engagement (96%) and the Passport Program (92%), followed by Developmental Services (90%), Gender-Based Violence (85%), and Mental Health (75%). Disagreement rates were minimal in Passport Program and Developmental Services (1%), and highest in Mental Health (15%).



While agreement was high overall, recommendation levels varied by program, with comparatively lower agreement in Mental Health services.

Question 8: Is there anything we can do better?

Question 8 was an open-ended question designed to gather feedback, criticism, and suggestions regarding FST programs and services. A total of 554 respondents provided written feedback to the question 'Is there anything that we could do better?' Out of 554 responses, 41.2% were provided by the clients (n=228), 57.2% (n=317) were from the caregivers, and 1.6% (n=9) didn't identify whether they were a client or a caregiver. Responses were grouped into thematic categories based on overall tone and intent. These included affirmative feedback, neutral or no-suggestion responses, constructive suggestions, and critical feedback. Most responses were neutral/unsure (47%, n=259), followed by 34% respondents (n=188) providing constructive suggestions, and 18% (n=102) providing affirming comments without suggestions. A very small number (1%, n=5) described critical experiences. Further, the responses were analyzed to identify strengths, pinpoint actionable areas for improvement, and explore whether patterns differ by respondent role (client vs. caregiver) and by program selection.



Positive Feedback and General Satisfaction

Many respondents (18%, n=102) provided simple but emphatic endorsements of FST services. These participants expressed overall contentment with their experiences through brief statements such as "Everything is good", "I am satisfied", and "Thank you". Other responses fell into several distinct sub-themes, where participants praised specific aspects of the FST services.

I. Staff Excellence and Professionalism

Eleven percent of respondents (n=58) appreciated specifically the professionalism of FST staff. Participants frequently highlighted the caring and knowledgeable nature of their service providers. Staff were consistently described as helpful, patient, and accommodating, with praise for their prompt response times to emails and phone calls.

II. Program-Specific Appreciation

Program-specific satisfaction was evident for all programs (5%, n=27). The Passport program, with the highest number of survey participants, had many positive comments praising the funding support and administrative efficiency. Counselling services, Violence Against Women, and DKS programs also had many participants commenting on how helpful therapists and individual sessions were in supporting clients in coping with their trauma, disabilities, and difficulties. Participants in Seniors' programs (Spanish Seniors Program and SALC2) reported being more physically active, engaging more with community members, and benefiting from opportunities to connect with others who share their culture or first language.

III. Life-Changing Impact

Three percent of respondents (n=15) described FST services as transformative or lifesaving. These respondents emphasized how services helped with trauma recovery, emotional healing, and building confidence. The impact extended beyond individual clients to their families.

Although Question 8 specifically asked for suggestions for improvement, the prevalence of such positive feedback underscores high client satisfaction among this group of service users.

Suggestions for Improvement

Nine key themes emerged from participants' suggestions for improvement (Figure 15). These themes are not mutually exclusive and reflect areas where respondents identified opportunities to strengthen service delivery, improve accessibility and communication, and enhance program structures and processes.

While the nature and frequency of suggestions varied across programs, the themes collectively highlight shared priorities related to access, responsiveness, funding and administrative processes, and service continuity. Percentages reflect the share of responses mentioning each theme and are intended to provide an overview rather than a ranking.

Figure 15: Top Themes Identified (N=554)



The sections below summarize each theme and illustrate participant perspectives.

I. Funding, Cost and Reimbursement Concerns

17% of respondents (n=93) expressed concerns related to funding, cost and reimbursement process. Many clients reported that current funding levels are insufficient to meet the rising cost of living and inflation, particularly for those requiring specialized services and care. Delays in reimbursement processing emerged as a source of stress, with participants requesting faster processing times and noting the financial burden of paying out-of-pocket while waiting. Respondents also requested greater transparency regarding funding balances and clearer guidelines on eligible expenses. Many emphasized the need for more regular updates to support financial planning. Additionally, participants suggested broadening the scope of eligible expenses to include necessities such as food, therapy, clothing, personal care items, as well as greater flexibility in funding use.

II. Continuity of Therapy/Services

Another theme expressed by respondents was the need for greater continuity in counselling and therapeutic services. Many participants (7%, n=38) shared frustration with time-limited services, where progress made in therapy was disrupted due to session caps. They also described the emotional toll of having to retell traumatic histories repeatedly to new therapists, which they found counterproductive to their healing journey. Some respondents emphasized the importance of long-term therapy, especially for individuals with complex trauma, chronic mental health issues, or longstanding emotional struggles. Others highlighted the distress of being abruptly discharged without appropriate follow-up or transition planning.

III. Challenges with Submissions and Claims Processes

Many respondents (6%, n=35) emphasized the need for improvements in submission and claims processes, particularly related to forms, record-keeping, and administrative coordination within the Passport program. Participants frequently described the current processes as complex, inefficient, or difficult to navigate, and called for changes that would make submissions more user-friendly and accessible. Some participants suggested more centralized oversight from FST, including stronger administrative coordination and better tracking of support worker activities.

IV. Program Expansion and Referral/Resources

Six percent of respondents (n=34) asked for expanded groups, activities, and practical supports, including referrals and resource lists. This theme was especially prominent in community engagement programs, with repeated requests for more frequent activities and partnerships.

V. Wait times

Wait times emerged as another significant concern for participants (4%, n=22), reporting lengthy delays across multiple service areas. Many clients described waiting periods of months to years before accessing counselling services, with some experiencing particularly long delays between intake and assignment to a dedicated therapist. Additionally, participants reported long wait times for group programs and support services, with suggestions to expand capacity. Several respondents requested greater transparency about wait times and their position on waiting lists, with one noting appreciation for receiving "a pretty accurate estimate of how long it would be" during intake. While acknowledging the quality of services once accessed, participants consistently called for reduced wait times across all service areas.

VI. Service Access and Accessibility Barriers

Three percent of respondents (n=14) highlighted various barriers to accessing services and expressed a strong desire for more flexible, inclusive, and geographically distributed offerings. Physical accessibility was a significant concern for clients living outside of central Toronto or those with mobility limitations, with suggestions to increase service locations, offer virtual or phone-based alternatives, and extend office hours beyond standard workday hours. Respondents also raised concerns about language accessibility, requesting materials and phone support in French, Chinese, and at a pace suitable for different comprehension levels. Some respondents also noted that scheduling practices and rigid program formats made participation difficult, especially for those with work commitments, health issues, or caregiving responsibilities.

Technology-related barriers were also frequently noted as impacting respondents' ability to effectively access and navigate services. A common concern was the difficulty using online platforms such as the Passport eClaim system and MyDirectPlan, which were frequently described as non-intuitive, outdated, or incompatible with certain devices. Seniors and individuals with limited digital literacy expressed struggles, highlighting a need for simplified tools or additional tech support.

VII. Communication/Responsiveness Challenges

Communication and responsiveness issues were identified by 2% of the respondents directly (n=12), and 23% (n=128) indirectly (where the core problem could be mitigated by clearer, timelier, or more proactive communication). Participants reported challenges reaching staff by phone and receiving timely responses to emails. Respondents described phone calls going to voicemail without callbacks and emails being ignored or taking excessive time for responses. Participants expressed frustration with having to initiate contact for important information rather than receiving proactive updates from FST. Many requested regular check-ins and notifications about funding, program changes, and staff transitions.

VIII. Improved Clarity and Awareness of Services

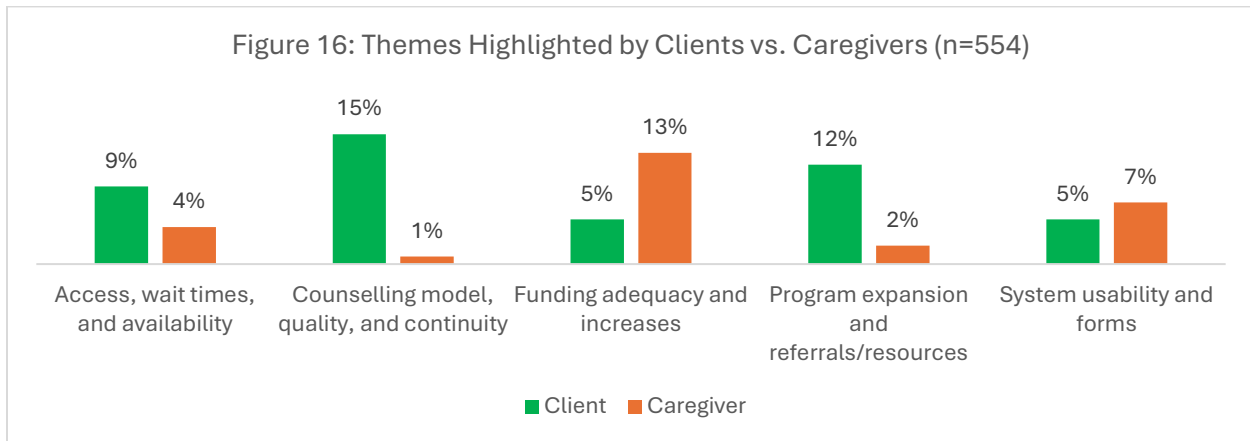
Two percent of respondents (n=11) expressed a strong desire for greater clarity around service eligibility, funding structures, reimbursement processes, and program guidelines. Many clients reported being unaware of available services, with some learning about programs through the survey itself. Some respondents noted that staff could be more informative and helpful in explaining services and processes, particularly for new clients who are unfamiliar with available programs and procedures. Others described awareness gaps, such as feeling uninformed about available services or receiving unsupportive responses from staff.

IX. Therapist Sensitivity and Training Concerns

A few respondents (1%, n=6) raised serious concerns about the quality and appropriateness of mental health support they received, emphasizing the need for greater sensitivity. Some described experiences where they felt dismissed, abandoned, or retraumatized by counsellors who failed to provide adequate care or proper follow-up and safety planning. Participants also called for improved training in trauma-informed practices, better client-counsellor matching, greater transparency about therapeutic approaches, and disclosure of the qualifications of therapists. Other concerns included experiences of cultural insensitivity and situations where clients were left without support due to miscommunication or service withdrawal during vulnerable periods.

Client and Caregiver Patterns

Differences by respondent role suggest varying areas of emphasis. Caregivers more frequently raised funding adequacy, balance tracking, and system usability topics that align with administrative management of Passport funding. Clients more frequently emphasized counselling quality, service access, and program expansion topics (Figure 16).



Program-specific Patterns

Program-specific patterns provide additional context for interpreting the thematic findings. As respondents were able to select multiple programs, the observations below reflect patterns of emphasis rather than mutually exclusive comparisons.

- Concerns related to continuity of counselling, therapist fit, and wait times were raised more frequently by respondents associated with Mental Health and Gender-Based Violence Programs than across the overall sample. Feedback often focused on challenges related to session limits, forced endings, and the impact of discontinuity on therapeutic progress.
- Respondents connected to Community Engagement Programs more commonly emphasized the desire for additional activities, group-based offerings, and partnerships with external organizations. Requests highlighted interest in social connection, recreation, and opportunities to build community through expanded programming.
- Feedback from Passport Program respondents most often focused on funding adequacy and submission and claims-related challenges, alongside requests for greater transparency around funding balances, eligible expenses, and reimbursement timelines. These concerns aligned closely with the program's administrative and financial processes.

DISCUSSION

The survey findings highlight both the strengths of FST services and important considerations for interpretation. Caregivers represented a slightly larger proportion of respondents than clients, which may influence the types of issues emphasized in the findings. Response rates also varied across programs and program divisions. The Passport program had the most responses but a relatively low overall response rate, while smaller programs, such as West End Sexual Assault and Trauma, Senior Community Connections, and Healthy Families Healthy Communities showing much higher participation. These differences suggest results may be more representative in some divisions than others.

Despite these limitations, overall satisfaction across FST programs was very high, with most respondents reporting that services were helpful (92%), accessible (84%), and welcoming (85%). Participants gave lower satisfaction ratings (73%) for appointment wait times compared to other indicators, highlighting this as a key area for improvement. High levels of agreement on willingness to recommend services (90%) and feeling welcomed (85%) demonstrate trust in FST and a positive program culture. Program-level variations were also evident. Community Engagement consistently reported among the highest satisfaction levels across measures. In comparison, Gender-Based Violence programs reported comparatively lower agreement on several measures, including wait times, perceived helpfulness, and likelihood of recommending services.

The qualitative findings reveal a complex landscape of client experiences with FST, characterized by both high levels of satisfaction and significant areas requiring improvement. 18% of respondents provided positive feedback when explicitly asked about improvements, suggesting strong baseline satisfaction with FST services. This finding is noteworthy since the question was specifically designed to elicit criticism. However, the substantial number of improvement suggestions (34% of responses) indicates that satisfaction coexists with clear expectations for enhanced service delivery. The following areas for improvement were identified:

- **Challenges in Service Delivery:** Three interconnected themes emerged as primary concerns: funding adequacy, wait times, and communication responsiveness. These issues reflect broader systemic challenges common to community mental health organizations, including resource constraints, high demand relative to capacity, and complex administrative requirements. While funding decisions rest with the Ministry, FST has greater scope to address wait times and improve communication responsiveness. Funding-related concerns also point to wider policy issues around adequate support for disability services and mental health programs.

- **Access Barriers:** Participants highlighted accessibility barriers such as physical limitations, language differences, and technological challenges, which disproportionately affect marginalized groups. Addressing these barriers by offering multiple access options is essential to ensure equitable service delivery.
- **Service Quality and Safety Concerns:** The themes addressing continuity of services and mental health sensitivity raise critical questions about service quality and client safety. Reports of re-traumatization, inadequate crisis intervention, and lack of neurodiversity awareness suggest gaps in staff training and supervision. These concerns are particularly serious given FST's role in serving vulnerable populations experiencing trauma and mental health challenges.
- **Organizational Structure and Transparency:** The program structure theme highlights the need for organizational improvements, including better information dissemination, staff qualification transparency, and enhanced coordination. The suggestions for centralized oversight, improved tracking systems, increasing the number of sessions to ensure continuity of services, and building external partnerships with organizations, reflect clients' call for better organized systems and supports to improve the quality and consistency of service delivery.

Overall, the open-text feedback indicates strong satisfaction with staff and services among many respondents, alongside a clear set of recurring improvement requests. For Passport-related users, improvements cluster around funding adequacy, transparency (balance tracking and annual allocation), reimbursement predictability, and usability of systems and forms. For counselling and clinical services, key concerns relate to access and wait times, continuity in time-limited models, and matching clients to appropriate expertise and lived experience.

Across programs, respondents consistently emphasized the importance of timely, clear, and proactive communication from the agency. Participants described gaps in communication related to service availability, wait times, funding updates, reimbursement status, and general follow-up. Many respondents noted that they were uncertain about what services were available to them, when they could expect updates, or whom to contact for accurate information. Several participants reported learning about available services only through the survey itself, suggesting that current communication channels may not be effectively reaching all clients and caregivers. Others expressed frustration with delayed or inconsistent responses to emails and phone calls, as well as a lack of proactive check-ins, particularly during transitions or periods of waiting.

Respondents also highlighted the importance of communication during wait periods, noting that uncertainty around timelines contributed to stress, particularly for caregivers and clients managing complex needs. Clear expectations regarding wait times, funding

timelines, and next steps were identified as key opportunities for improvement. From an evaluation perspective, this represents a missed opportunity because communication improvements are low-cost, actionable, and relevant to all programs. While many requests relate to funding and access, a significant portion of client frustration could be reduced through clearer, more proactive communication.

Recommendations

Based on client satisfaction indicators and qualitative feedback, the following recommendations are proposed to strengthen service delivery, improve accessibility, and enhance client and caregiver experience across programs.

- **Improve transparency and communication:** Provide clearer, more proactive updates related to wait times, funding allocations, reimbursement status, service availability, and staff transitions, including consistent out-of-office coverage and alternate contacts.
- **Strengthen Passport funding clarity and predictability:** Offer routine funding balance updates and clearer guidance on eligible expenses and reimbursement processes to support planning and reduce financial uncertainty for clients and caregivers.
- **Enhance administrative usability:** Simplify forms and submission processes, improve system usability across devices, and reduce barriers related to printing, scanning, and navigating online platforms.
- **Support continuity and quality of counselling services:** Improve upfront communication about session limits and timelines, strengthen transition planning when services are time-limited, and continue efforts to match clients with appropriate expertise and lived experience, including language, culture, age, gender identity, or sexual orientation, where possible.
- **Address access and accessibility barriers:** Expand flexible service options, including virtual or alternative formats, language supports, and scheduling practices that better accommodate diverse client needs and circumstances.
- **Build staff capacity and safety:** Continue targeted training and supervision focused on trauma-informed practice, neurodiversity awareness, cultural responsiveness, and client safety, particularly in high-risk and high-complexity services.
- **Expand community-based programming where demand is high:** For community engagement programs, assess demand for additional activities, group offerings, and

partnerships, and consider testing additional or parallel program options on a pilot basis when waitlists persist.

Limitations

While the survey results provide valuable insight into client and caregiver experiences, the following limitations should be considered when interpreting the findings.

- Response rates varied widely across programs. Some program divisions had very few responses, limiting the generalizability of findings, while others had higher response numbers and may be more representative.
- There were limited methods available to contact participants and encourage survey completion. Without multiple outreach channels, some clients may not have had equal opportunities to participate, which may have reduced the overall response rate.
- The survey is subject to potential non-response bias, since less satisfied clients may have been less likely to respond. Conversely, participants from some programs may have been encouraged to complete the survey more than others.
- Misclassification bias may have occurred if respondents selected the wrong program or were unsure which program they were part of, potentially leading to inaccuracies in program-level results.
- The qualitative analysis is based on self-reported comments that vary in length and detail. Theme counts reflect the presence of a topic in a response and do not indicate intensity or priority for every participant.
- Program selections are not mutually exclusive, so program-specific comparisons are descriptive and should be interpreted cautiously for smaller programs.

Overall, these factors highlight the need for caution when interpreting the results and suggest areas for improving survey implementation in the future.

CONCLUSION

This evaluation provides a comprehensive overview of client and caregiver experiences across Family Service Toronto programs, drawing on both quantitative survey results and qualitative feedback. Overall, the findings demonstrate high levels of satisfaction with staff professionalism, service quality, and the positive impact of programs on client wellbeing. Many participants described FST services as supportive, responsive, and, in some cases, life-changing.

At the same time, the qualitative feedback highlights clear and recurring opportunities for improvement. These include the need for more consistent and proactive communication, greater transparency around funding and service eligibility, streamlined administrative

processes for submissions and claims, and improved accessibility for clients facing physical, technological, linguistic, or geographic barriers.

The findings underscore the importance of balancing operational and system-level constraints with client-centred practices. While some challenges reflect broader funding and capacity limitations, targeted improvements in communication standards, process design, and proactive outreach could meaningfully reduce uncertainty and frustration for clients and caregivers.

Taken together, these results provide a strong evidence base to inform service planning, quality improvement, and advocacy efforts. By building on existing strengths and responding to client-identified priorities, Family Service Toronto is well-positioned to further enhance service delivery and ensure programs remain accessible, responsive, and impactful for the diverse communities it serves.

APPENDIX – Client Satisfaction Survey 2024-2025 (English Version)

Introduction: Thank you for participating in this survey. All questions are optional. It should take about 3-5 minutes to complete the survey. Your answers will be anonymous and private. It won't change the services you receive from Family Service Toronto (FST). We greatly appreciate your feedback, as it helps us improve and serve you better.






1. Are you a FST client or caregiver?

- Client – I use FST services myself
- Caregiver – Someone in my care uses FST services and I am filling out this survey on their behalf

2. Please select the program(s) you or someone in your care used in the past year.

- Counselling Service
- David Kelley Services – HIV AIDS (DKS-HIV/AIDS)
- David Kelley Services – LGBTQ (DKS-LGBTQ)
- Families in Transition (FIT)
- Healthy Families Healthy Communities (HFHC) – Community Engagement
- Illahee Community Connections (SALC 1) – Community Engagement
- Male Survivors of Sexual Abuse Program (MSSA)
- Next Steps Partner Assault Response Program (PAR)
- Options Adult – Case Management
- Options Children – Case Management
- Passport Program
- Person Directed Planning (PDP)
- Preventing Gender-based Violence Program (PGBV)
- Senior Community Connections (SALC 2) – Community Engagement
- Seniors and Caregivers Support Services (SCSS)
- Sexual Assault Initiative (SAI)
- Transitional Housing Support Program (THSP)
- Violence Against Women (VAW)
- Walk-in Clinic (WIC)
- West End Sexual Assault and Trauma Program (WESAT)
- Other (*If you can't remember the program name, please tell us if it was an individual counselling, a group meeting, a case management meeting, a workshop, or another type of service*) _____

3. Please select one response

	Agree 	Disagree 	Not Sure 	Prefer Not to Answer 	Not Applicable 
The services I received helped me.					
I felt welcomed at FST.					
I found the services easy to access and use.					
I was satisfied with the time it took to get my first meeting with FST.					
I would recommend these services to others.					

4. Is there anything that we could do better?

Thank you for your time and input!

If you have any questions or concerns about the survey, please contact the survey administrator at FSTfeedback@familyservicetoronto.org.