



ANIKA YOUTH SERVICES

2020 PERFORMANCE OUTCOMES REPORT

MISSION STATEMENT

Anika Youth Services will provide long-term residential support for at risk youth with mental health concerns, behavioural issues, and substance abuse problems. The purpose of Anika Youth Services is to create an environment that will support the youth in becoming strong and independent individuals.

WHO WE ARE

Anika Youth Services was incorporated in 2008 and has been providing 24 -hour residential care for at-risk youth between the ages of 13 and 19. AYS supports youth who are in need of individualized wrap around services including long-term residential housing, outreach services, and life skills programming. Anika Youth Services serves the Surrey/Langley area and will address the youth's individual mental health, social, behavioural, and emotional needs. Anika Youth Services is a CARF accredited agency, which is funded by the BC Ministry of Children and Family Development (MCFD). Anika Youth Services currently operates a referral-based program and all referrals come from MCFD.

OUR GOAL

Anika Youth Services overall purpose is to provide support for at risk youth in order to increase stability. With creating a safe and encouraging environment our focus includes:

- Connecting AYS youth with resources in their communities
- Reconnecting the youth with their families and natural supports
- Preparing the youth with life skills necessary to transition into independence
- Providing opportunities for self-exploration and personal growth

OUR PHILOSOPHY

- We believe in respecting the dignity and diversity of our clients, staff, and stakeholders
- We are committed to providing excellence in client service
- We believe that all people have the right to be included in decisions that affect them
- We believe in respecting all client rights and abiding by the AYS code of ethics

PROGRAM DESCRIPTION

Residential Program

AYS residential program is a home-like environment where staff will collaborate with professionals in the community to create a strength-based plan that will meet the individual needs of the youth. These plans will enable the youth to develop the skills needed to be successful in the community. These include creating opportunities for positive social interactions and improving relationships with natural support systems, encouraging educational and/or vocational training, teaching life skills, increasing coping strategies needed for emotional/behavioural regulation, address any health-related needs, and foster identity, cultural, and religious exploration.

The residence is a 24-hour staffed resource where youth reside with residential support worker, and when necessary additional support staff. The Resource Coordinator provides youth with one-on-one individualized support and case manages the youth's individualized service plan (ISP). In case of a crisis situation or when extra support is needed, youth and staff will have access to a crisis worker 24 hours a day, seven days a week.

Stage Two Program

AYS offers a stage two program where youth have the opportunity to live semi-independently in their own suites while having access to 24 hours support staff including a resource coordinator, residential support worker, transition worker, and an awake overnight. The focus of this program is to increase youth's life skills, and facilitate an easier transition to adulthood.

YET Program

The Youth Engagement and Transition program (YET) is geared towards supporting clients pre- and post-the AYS Residential program. The YET Coordinator is responsible for the case management of the youth and ensures they are supported in meeting their goals by wrapping the necessary services around them. The pre-placement goal is to provide youth that are not resource ready with support in the community to engage in services. The post-service goal is to provide an easier transition to the client's next placement (i.e. home or independent living).

Achieving Your Potential (AYP)

The AYP program aims to teach and support youth in increasing personal development and readiness skills in various aspects of their lives. Program goals include allowing youth to achieve and optimize their personal, social and intellectual skills and abilities in ways that are personalized to them and will allow them to successfully integrate into their communities. Community integration can include both educational and vocational goals as well as any other client-specific needs identified. A youth development facilitator and youth worker are attached to the program which allows for increased attention to be placed on the complex needs of each individual, in turn, leading to a higher level of success in goal completion. Each youth works on their own customized goals to address any needs and strengths they may have in order for them to maximize their potential success in the program.

OUR APPROACH

AYS believes that every youth is unique and needs their own ISP as a guide to foster stability and personal growth. In collaboration with the youth and their care team, AYS assesses the individualized needs of the youth and creates specific ISP goals. Our service delivery approach builds a network of natural and professional supports, as well as community resources to assist the youth in obtaining their goals. The youth and their care teams are involved in Integrated Case Management (ICM) meetings and we support the use of ICM practices within the AYS services.

OUR STAFF

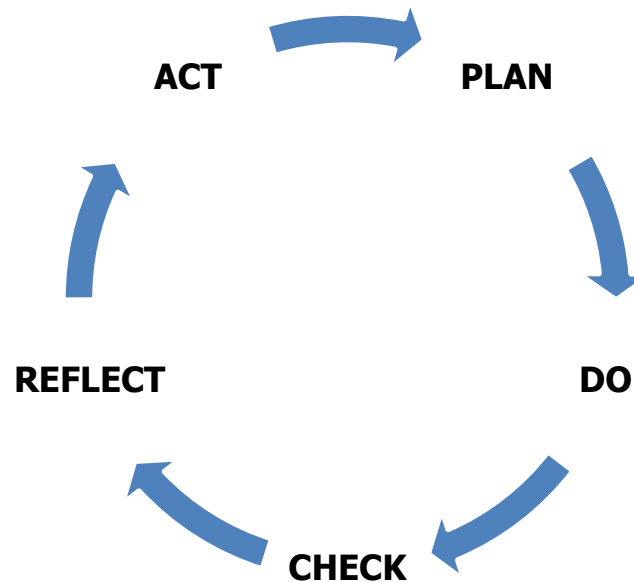
Our staff consists of 60+ experienced professionals with expertise in a wide variety of disciplines. The Directors, program supervisors, resource coordinators, residential support workers, youth workers, transition workers, crisis intervention workers, and relief workers at AYS are what bring our agency to life. We encourage our staff team to be creative, flexible, and efficient in the development and delivery of programs and services that enhance our clients' lives.

INTRODUCTION TO SERVICE DELIVERY IMPROVEMENT

The following outlines the service delivery improvement plan for Anika Youth Services (AYS). The purpose of the plan is to guide the collection of performance data on the services that AYS delivers and to support ongoing quality improvement.

QUALITY IMPROVEMENT CYCLE

AYS quality improvement process is cyclical. The cycle, adapted from the Canadian Outcome Research Institute outcomes model, includes planning for outcomes measurement (reflected in this document), doing data collection and checking the accuracy of the data, reflecting on results, and acting on the results (including reporting out to stakeholders). The process is represented graphically below:



PLANNING & DOING – DEFINING OUTCOMES TO BE ACHIEVED

Efficiency, Accessibility, Business Functions & Feedback/Satisfaction Outcomes

Program Efficiency is generally a measure of resource utilization. It answers the question “Were the resources utilized by the program to deliver the service (e.g., funding, personnel, facilities, materials) used efficiently?” The measurement for this outcome is generally expressed as a ratio of a resource to unit of service delivered. AYS utilizes primary measures of efficiency; program occupancy statistics.

Program Access outcomes are intended to look at how accessible the agency’s programs or services are to the population being served. This can be looked at as an extension of the agency’s accessibility plan. As it relates to service delivery, access generally refers to how responsive the service process is to client needs. In other words, are clients able to get service when they need it? Does the program respond to expressed needs in a timely fashion? For AYS the program access measure is the number of days from referral to admission into the AYS program.

Feedback refers to information gathered from persons served and other stakeholders about the general quality of the services the agency delivers. This can include satisfaction as well as other service process feedback. AYS gathers feedback through surveys of youth serviced and their family and care team members.

Effectiveness outcomes refer to the impact that the program intends to have on the problem or issue that it targets. The program targets specific changes based on the areas they are designed to address. For the agency, change is measured as;

- Increase in client connections to supports within the resource.
- Find appropriate school, vocational, or day program for clients within one month of intake
- Increase in client participation in pro-social extracurricular activities
- Increase in transition readiness by improving life skills

Business Functions refers to performance tools are set and are incorporated to monitor progress and to meet the organizations strategic plan. For AYS the business function performance goals include:

- Health and Safety – Decreasing the number of critical incidents.
- Employee Retention – Minimize staff turnover
- Financial Viability – Expanding AYS services and obtaining an increase in AYS annual budget.

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Participant Demographics & Program Utilization

Total Number of Clients Served in 2020: 26

Number of New Admissions: 10

Average Age of Clients at Admission: 14.8 years

Number of Discharges: 8

Average Duration in Program for Clients Discharged in the Last Year: 703.5 days or 1.93 Years

Gender	# Of Participants
Female	26

Cultural Background

English Canadian	5
Aboriginal	17
Hispanic	2
Asian	1
Indo Canadian	1

Specific Client Demographics

Clients involved in Criminal Justice System	8
Clients with Mental Health Diagnosis	19
Clients with Substance Misuse Issues	16
Clients with Developmental Delays	5
Clients with a History of Self Harming Behaviours	11

Effectiveness, Efficiency, & Access Results

Program Goals	Indicator	Applied To	Goal (Target)	Actual Results	Met or Exceeded Target
<i>Effectiveness:</i>					
Increase client connections to supports within the resource	% of client's AWOL that remain in contact with AYS	All AYS clients	Greater than 80%	78.2%	X
Find appropriate school, vocational, or day program within one month of intake	% of clients enrolled in a school, day or work program	All new AYS clients admitted without a school or day program	Greater than 70%	80%	✓
Increase client participation in pro-social extracurricular activities	% of youth enrolled in extracurricular activities	All AYS clients	Greater than 80%	23%	X
Increase Transition readiness by improving life skills	% of improvement between pre- and post-assessment tool	All AYS clients at Cornerstone	Greater than 25%	20%	X
<i>Efficiency:</i>					
Maintain full occupancy in AYS beds (OR)	% of occupancy in AYS beds	All AYS beds (20)	Greater than 80%	92.4%	✓
<i>Access:</i>					
Minimize time from referral to admission	Time of referral to start of service	All New Clients	Less than 14 days	20.5 Days	X

Discussion & Action Plan

Effectiveness

- AYS strives to connect with the youth it serves in attempts to build relationships and support them in meeting the needs they identify and the goals that they set out for themselves.
- In 2020 AYS served 26 clients and discharged 8 clients; AYS was able to maintain a stable occupancy rate of 92.4%. During this year, AYS supported a considerable number of chronic AWOL youth as well as street-entrenched youth who struggle with substance misuse. A shift in resource placement occurred in 2020 where youth who were not resource ready were placed in a long-term residential resource despite the fact that they were unwilling to regularly access the resource or sleep there overnight. These youth opt to spend the majority of their time, including night time, out in community with their peers.
- AYS believes that in order to work towards stability, creating a connection with our youth is imperative. Our goal for 2020 was to maintain an 80% or greater connection rate with youth who are chronically AWOL or street-entrenched. During this year, AYS staff maintained a connection with street-entrenched youth on a daily basis during outreach, often several times a day. Our youth remained in contact either by meeting in community, calling and having a conversation with staff, or through text messaging. In 2020, AYS youth kept in touch with AYS staff 78.2% while AWOL. This is descriptive of the continuous attempts of AYS to locate, connect with and encourage street-entrenched youth to maintain and build on relationships in hopes that when ready they start utilizing the resource, hence taking steps towards stabilization.
- AYS believes the outreach and work that is put in into building and maintaining a relationship is imperative to the persons served engaging in services. AYS will continue to incorporate strategies to decrease AWOLing including an increase in relationship building activities, programming and incentives. AYS staff will continue to connect with youth that are chronically AWOL by providing outreach services, and connecting them with appropriate community resources.
- In 2021 AYS is hoping to open a harm reduction house near the Whalley Boulevard area in Surrey Central, a hot spot where a majority of street-entrenched youth congregate and spend their time. In doing so, the hope is to reduce barriers and ease access to the resource as per our youth's feedback that they are unwilling to access a resource that is far from their hang-out areas. This new house will have a low barrier, harm reduction approach where it will meet the needs of street entrenched youth, a place that they can access services, eat, shower, and rest. In addition, this house will have a different staffing model; there will be awake staff at all times which will facilitate transportation, outreach and connection at night time hours. Finally, at this house professionals will be able to deliver services in-house which will accommodate for barriers such as youth not willing to attend in-office appointments.

- Other identified program goals for the 2020 year included connecting new youth to appropriate school, vocational, or day program within one month of intake and increasing youth participation in pro-social extracurricular activities. AYS measured both goals as an effectiveness measure. The benchmark for engagement in pro-social extracurricular activities was not achieved due to some unforeseen circumstances (Covid-19) as well as the demographic of chronic AWOL and street-entrenched youth. Unforeseen circumstances included COVID 19 pandemic during which presented with difficulties in various domains of lives, shutting down the world and all it offered. Despite these difficulties, some of the activities that our youth were offered pre COVID 19 or post COVID 19 with strict safety measures include music, arts and crafts, horseback riding, kickboxing, cooking, sports, guitar lessons, YMCA, Free 2 B U, etc.
- The other program goal, being able to assist new youth in finding appropriate school, vocational, or day program within one month of intake was met with a with an 80% success rate. AYS intake ten new youth in 2020 and was able to accommodate them with their own educational /life skills programs.
- A constant feedback that youth who transition out of AYS have provided is that they struggle with life skills and being on their own post AYS. To address this, AYS has supported these youth in learning life and independent skills in-house and through AYP (Achieving Your Potential) program, as well as practice learned skills in a supported semi-independent suite at Cornerstone. AYS incorporated a new life skills improvement objective utilizing a pre- and post-self assessment tool while at Cornerstone. In 2020, only one client at Cornerstone was discharged from the program allowing for a single assessment score of 20% increase in life skills. Despite this rate not meeting the target goal, there is an increase in learned life skills and the youth noted an overall improvement in their transition readiness.

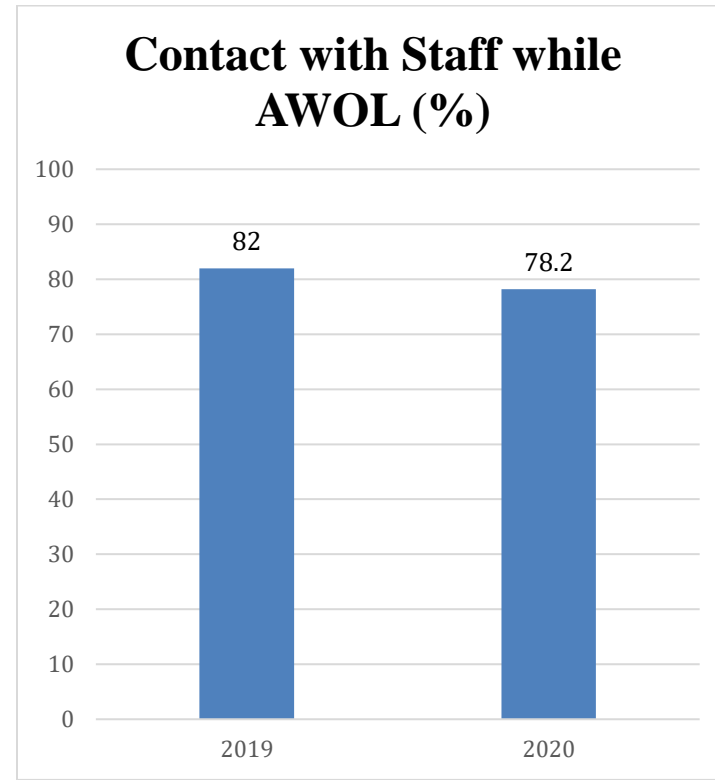
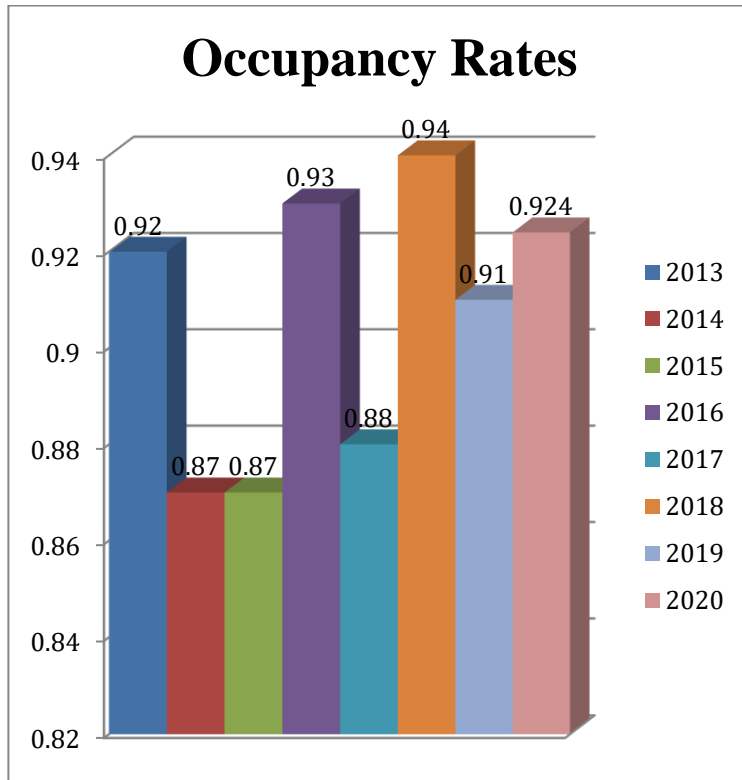
Efficiency & Access

- The 2020 AYS efficiency measure (Occupancy Rate) was met with a 92.4% which is higher than 2019 at 91% (see chart below for multi year Occupancy Rate trending). AYS will continue to strive for full occupancy in the program.
- AYS calculates access by measuring the time of referral to start of service. In 2019, the average time between referral and intake date was 13 days wait time, and the goal for 2020 was 14 days or less. This goal was not met in 2020 as the average was 20.5 days which is a skewed average from a sibling intake for whom there was a 40-day wait period between referral to start of direct services. There were several reasons for this delay. The siblings were first referred to AYS outreach program (YET) during COVID 19 lockdown. At that time both youth were chronically AWOL and staying at a location which was unsafe for AYS staff to attend. Meetings and changes in planning contributed to the lengthy wait time before initial referral date and intake. The youth were placed into an AYS residence instead of the YET program due to difficulty in connecting with them through outreach during COVID 19 and at an unsafe location. Without this sibling intake, the average time between referral and intake date is 15 days. This is consistent with previous years increase; since 2018 there has been an increase of one day. AYS will strive to ensure that its services continue to be delivered in an effective and efficient manner.

2020 Follow Up	Goal Accomplished
Increase youth connections with natural support networks through connecting with Elders, family members, mentor/alumni club, and religious and cultural groups, sports teams, and other community supports (i.e.YAK, Youth Federation, etc)	✓
Continue to increase client connection to supports within the resource through increased outreach services for chronic AWOL youth (providing food and care packages when meeting with clients)	✓
Continue to increase youth connection with appropriate services including D&A and MH services (i.e YCDT, DEWY, CYMH, SMART Van), treatment, NA meetings and tours	✓
Increase access to accommodated prosocial community activities/community inclusion opportunities	✓
Organize yearly loon lake AYS retreat for youth and staff	✓

2021 Strategies/Activities/Tasks	Responsibility	Time Line
Open Harm Reduction house in the Whalley Boulevard area to facilitate access to the resource, access to in-house services	Directors	July 2021
Continue improving outreach efforts and connections in the community	All AYS team	March 2021
Increase youth connections with natural support networks through connecting with Elders, family members, mentor/alumni club, and religious and cultural groups, sports teams, and other community supports (i.e.YAK, Youth Federation, etc)	All AYS staff	December 2021
Continue to increase client connection to supports within the resource through increased outreach services for chronic AWOL youth (providing food and care packages when meeting with clients)	All AYS staff	December 2021
Continue to increase youth connection with appropriate services including D&A and MH services (i.e YCDT, DEWY, CYMH, SMART Van), treatment, NA meetings and tours	All AYS Staff	December 2021
Increase access to accommodated pro-social community activities/community inclusion opportunities	All AYS Staff	December 2021
Organize yearly AYS retreat for youth and staff	RC's & Youth Worker	August 2021

Multi-Year Outcome Trending



Business Functions

Program Goals	Indicator	Applied To	Goal (Target)	Actual Results	Met or Exceeded Target
<i>Business Function:</i> Health & Safety	Decrease (%) in number of critical incidents annually	All AYS program	Greater than 2 % decrease	7.5% decrease	✓
Employee Retention	% of fulltime staff leaving AYS throughout the year	All current personnel	Under 40%	34%	✓
Financial Viability	Expanding AYS Services	AYS program	AYS budgets/contracts	Yes	✓

Discussion & Action Plan

Health and Safety

- In 2020 critical incidents decreased by 7.5% which is a decrease from previous year 2019. The goal was met as the overall number of incidents in 2020 decreased to 2225 in comparison to 2407 in 2019.
- The health and safety committee meet on a monthly basis and monitors, reviews and analyses critical incidents and strives to implement preventative measures and trainings to ensure all health and safety standards continue to be met.

Employee Retention

- AYS met its' goal of having a decrease in staff turnover rate in 2020. Overall, there was a 34% rate of full-time staff leaving which is lower than previous years 42% (2018 and 2019). This decrease in turnover is indicative of the effectiveness of all the implemented efforts and strategies. These included an increase in wages, more professional development opportunities, more promotions and an increase in support staff.
- The year 2020 presented significant limitations in regards to in-person meetings and supervision, however in efforts to prevent staff burnout and increase staff retention, AYS provided online weekly staff connection hosted by Youth Worker, monthly Zoom supervision meetings between RSWs and Directors, safe in-person check-ins between RCs/PSs and RSWs, staff challenges and prizes, online zumba, self-care baskets, and trainings through Relias. AYS has continued to implement staff retention efforts. These practices include more training opportunities for staff, benefit packages, incorporating staff

incentives and challenges, increased collaborative supervision meetings, and opportunities for promotions and employment advancements.

- Another goal for 2021 is to implement an online case management/service portal for all AYS staff to have instant access to client information and documentation to increase staff efficiency.

Financial Viability

- AYS was able to meet its goal of expanding services for the 2020 year. In 2020, AYS was able to create a third Program Supervisor position, renew YET contract, secure funding for AYP through MCFD and renew AYP facilitator position, create a recreational worker position for Holland House, and double/support staff for Langley House. AYS will continue putting efforts into staff retention with its attempts to create more opportunities for staff, more promotions, and increase in wages.

2020 Follow Up	Goal Accomplished
The Health and Safety committee will track H&S compliance across all the residences	✓
The Health and Safety committee will track instances of violent instances towards staff and instances of property damage	✓
Increase professional development opportunities & secure more funding for professional development	✓
Train current supervisory staff in various treatment modalities (i.e. DBT, CONNECT) in order to have more training capacity for AYS staff	Not Completed due to COVID 19
Expand and continue the AYP program	✓
Expand and continue the YET program	✓

2021 Strategies/Activities/Tasks	Responsibility	Time Line
Expand AYS services by opening a low barrier Harm reduction house	Directors	March 2021
Increase the capacity of the AYP program, look into more funding sources	Directors & Morena Anamali	May 2021
Certify AYS supervisors to become First Aid trainers	Melanie Donaldson & Donna Folland	June 2021

Revamp the health and safety training	Donna Folland	
Come up with effective strategies to ensure emergency preparedness for street entrenched youth	H&S committee	December 2021
Incorporate more program specific training with a focus on gang involvement & appropriate safety measures	H&S committee	December 2021
Incorporate online client case management platform for information sharing/access to online AYS documentation	Directors/Admin	July 2021
Train current supervisory staff in various treatment modalities (i.e. DBT, CONNECT) in order to have more training capacity for AYS staff	Directors	December 2021
Ensure all safety measures are implemented appropriately to ensure optimal safety for youth and staff during the Covid-19 pandemic	H&S	December 2021

Feedback/Satisfaction Results & Action Plan

Categories of Measures	Indicator	Applied To (Target Group)	Time of Measure (Design)	Data Source (Tool or Instrument)	Obtained By (Design)	Goal (Target or Benchmark)	2019 Results	2020 Results
<i>Client Feedback:</i> Clients feel that they are involved in daily decisions that affect their lives	% of clients that indicate feeling that they are involved in daily planning	All AYS clients	Biannually	Client Survey Tool Item # 2	Resource Coordinators	GT 90%	81% Responded yes	91.6% Responded yes
Clients feel that they are treated with respect by their AYS staff	% of clients that indicate that they are treated with respect by AYS staff	All AYS clients	Biannually	Client Survey Tool Item # 7	Resource Coordinators	GT 95%	94% of clients responded yes	100% of clients responded yes
Client feel they have input in their service and goals	% of clients that indicate feeling that they have input towards their goals	All AYS clients	Biannually	Client Survey Tool Item #16	Resource Coordinators	GT 90%	94% of clients responded yes	91.6% of clients responded yes
<i>Stakeholder Feedback:</i> Families of youth are included in the survey process	%of stakeholders that received an AYS survey were family members of a person served	Sample of stakeholders surveyed annually	Annually	Stakeholder Survey	AYS Directors	25%	4% of stakeholders responded were family members	17.6% of stakeholders responded were family members
Stakeholders indicate that AYS personnel are competent and qualified in the performance of their jobs	% of stakeholders indicate that AYS personnel are competent and qualified in the performance of their jobs	Sample of stakeholders surveyed annually	Annually	Stakeholder Survey	AYS Directors	GT 90% respond yes	100% responded yes	91% responded yes
Stakeholder feels Anika Youth Services works to support the best interest of the youth	% of stakeholder survey feels Anika Youth Services works to support the best interest of the youth	Sample of stakeholders surveyed annually	Annually	Stakeholder Survey	AYS Directors	GT 90% respond yes	100% Responded yes	82.3% Responded yes

Discussion & Action Plan for Feedback/Satisfaction (including Extenuating/Influencing Factors)

- In 2020 clients were surveyed and informally interviewed throughout the year. From those surveyed, 91.6% of youth felt that they were involved in decisions that affect their lives, 100% of youth felt that they were treated with respect by AYS staff, and 91.6% felt that they had input into their service and goals. The youth were also asked for their feedback and suggestions during an informal interview on what types of activities they would like to be offered and how AYS can better service them. Youth responded that they would enjoy activities related to cooking, baking, animals, art and crafts, physical/recreational (gym, swimming, punching bag), beach, beauty related. RSWs, RCs, and Youth Worker have taken these suggestions and implemented them into efforts for youth to participate in (See Performance Plan). AYS staff will continue to strive to ensure that AYS youth have input into their ISPs, ICM’s and daily planning. AYS is always open to feedback and will continue to have an open-door policy.
- In 2020 AYS also created an alumni survey which was distributed later in the year. Although there were limited responses, only 4 alumni completed the survey, the feedback was very positive. 100% of alumni reported that they were happy with their placement at AYS, that they were part of their service planning and felt that they achieved their goals, that they learned skills that are helpful to them as adults, that they were connected with resources that they currently benefit from, that they were part of their transition plan, and that they feel comfortable reaching out to AYS post care.
- Similar to previous years, the 2020 comment section resulted in feedback that was very positive with a lot of stakeholders commenting on AYS staff’s determination, professionalism, rapport building, collaborative team work, and dedication to persons served. 91% of the stakeholder survey respondents felt that AYS personnel are competent and qualified in the performance of their jobs, and 82.3% responded that AYS works to support the best interest of the youth.
- The survey participation from family members increased from 4% in 2019 to 17.6% 2020. AYS will continue to work on strategies to acquire feedback from family members and will continue to innovate ways to get this feedback.

2020 Follow Up	Completed	Follow Up Required?
AYS will conduct interviews with persons served to obtain informal feedback on how to better services and get feedback on the quality of care and provide an incentive for participating	✓	NO
AYS will create a survey for AYS alumni youth	✓	YES, will need to find ways to connect with more alumni youth
Client and stakeholder feedback will be available through a phone text application	✓	Create online Survey for clients
Continue to establish rapport with youth’s family members. Invite all families to an annual AYS Thanksgiving dinner and provide appreciation gift baskets for Christmas	Due to COVID 19 direct contact with families was limited. Unable to host Thankful for Families dinner Youth who spent Christmas with their families were provided with gift baskets to bring to their families	YES

Ensure all AYS care teams have received stakeholder handbooks		YES Ongoing -new care teams to receive stakeholder handbooks
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2021 Strategies/Activities/Tasks	Responsibility	Time Line
AYS will conduct interviews with persons served to obtain informal feedback on how to better services and get feedback on the quality of care and provide an incentive for participating	Morena Anamali	April 2021 October 2021
AYS will create a survey for AYS alumni clients	Morena Anamali	April 2021
Continue receiving feedback from clients, stakeholders, and alumni through online surveys	Morena Anamali	April 2021 October 2021
Continue to establish rapport with youth's family members. Invite all families to an annual AYS Thanksgiving dinner and provide appreciation gift baskets for Christmas	All program staff	December 2021
Distribute new AYS care teams with stakeholder handbooks	AYS Directors, RC's, & RSW's	December 2021

Annual Review of Formal Complaints

Q1 Complaints Received	Q2 Complaints Received	Q3 Complaints Received	Q4 Complaints Received	% Complaints Resolved	% Complaints Unresolved	Goal (Target or Benchmark)	Met or Exceeded Goals
0	0	0	0	N/A	N/A	80%	N/A

There were no formal complaint forms submitted in 2020.

All the complaints from youth were verbal ones during day-to-day conversations or situations with AYS staff. Consequently, AYS started tracking these informal complaints. In total there were 52 verbal/informal complaints made by youth. In each instance youth were provided with solutions or responses relative to the complaint. In addition, youth were encouraged to fill out a formal complaint form however they did not.