



# **ANIKA YOUTH SERVICES**

## **2017 PERFORMANCE OUTCOMES REPORT**

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### **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 since then has been providing 24 hour residential care for youth at risk youth between the ages of 13 and 19 who are in need of a long term structured residential program. 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 Ministry of Children and Family Development. It is a referral based program and all referrals come from MCFD.

### **OUR GOAL**

Anika Youth Services overall purpose is to provide long term residential 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**

AYS 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 two youth reside with one residential support worker. 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.

## **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. AYS creates a consistent and structured home-like environment with the main focus on building relationships and creating opportunities for self-development within the home.

## **OUR STAFF**

Our staff consists of 40+ experienced professionals with expertise in a wide variety of disciplines. The Directors, resource coordinators, residential support workers, youth 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.

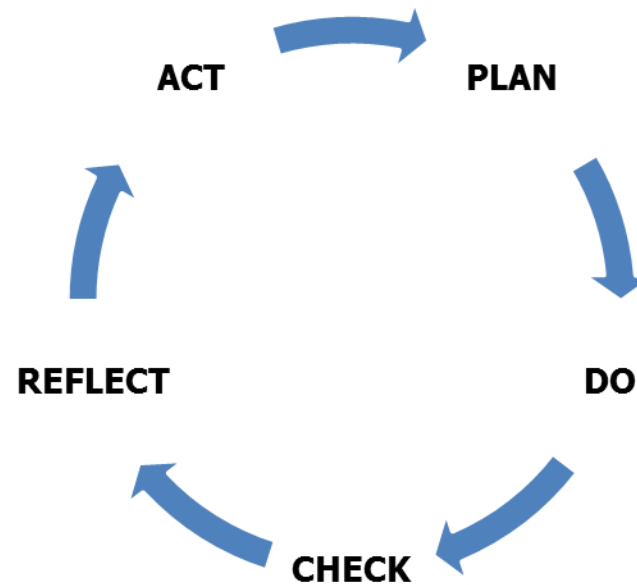
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## **INTRODUCTION TO SERVICE DELIVERY IMPROVEMENT**

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 a 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;

- Improvement in increasing the amount of days a youth spends in a stable and nurturing environment
- AYS clients placed in appropriate school, vocational, or day program within one month of intake

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 amount of critical incidents.
- Employee Professional Development – Measured by the number of staff attending training and increasing staff competency.
- Employee Retention – Increasing staff wages.
- 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 2017: 26 Clients

Number of New Admissions: 13

Average Age of Clients At Admission: 15.6 yrs

Number of Discharges: 13

Average Duration in Program for Clients Discharged in the Last Year: 8.5 months

## **Gender # Of Participants Average Age Of Participants**

Female	26	15.6yrs
Male	0	0

## **Cultural Background**

English Canadian	8
Aboriginal	11
Metis	2
Indo-Canadian	2
African	1
Fijian	1
Pakistani	1
<b>Total</b>	<b>26</b>

## **Specific Client Demographics**

Clients involved in Criminal Justice System	9
Clients with Mental Health Diagnosis	25
Clients with Substance Misuse Issues	18
Clients with Developmental Delays	6
Clients with a History of Self Harming Behaviours	7

**Effectiveness, Efficiency, & Access Results**

<b>Program Goals</b>	<b>Indicator</b>	<b>Applied To</b>	<b>Goal (Target)</b>	<b>Actual Results</b>	<b>Met or Exceeded Target</b>
<i>Effectiveness:</i>					
Increase the amount of days a client resides in a stable & Nurturing environment (SR)	% of days in a stable environment (% of days a clients is not AWOL)	All AYS clients	Greater than 80%	77.5%	<b>X</b>
Find appropriate school, vocational, or day program within one month of intake	% of days in a school or day program	All new AYS clients admitted without a school or day program	Greater than 80%	71%	<b>X</b>
<i>Efficiency:</i>					
Maintain full occupancy in AYS beds (OR)	%of occupancy in AYS beds	All AYS beds (17)	Greater than 80%	88%	<b>✓</b>
<i>Access:</i>					
Minimize time from referral to admission	Time of referral to start of service	All New Clients	Less than 14 days	12.5 days	<b>✓</b>

**Discussion & Action Plan**

**Effectiveness**

- AYS continues to strive to increase stability and measure AWOL (absent without leave) rates. AYS believes that low AWOL rates correlate with overall stability which is indicative of clients being attached and connected within their resource. Experiencing a safe and stable home environment gives the clients the opportunity to be successful in other domains.

- Stability rates (SR) are measured by the amount of days that clients are not AWOL and engaging with AYS staff at their resource. Although the 80% (SR) bench mark was not met in 2017 it has increased from 2016 (SR 77%) and 2015 (SR 74%). The 2017 SR rate was 77.5%. 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 with other community outreach services.
- As a response to strategies that were set in 2016, AYS hired an evening and weekend youth worker that allowed for an increase in outreach services for AWOL clients, increase in youth programming and night time connections.
- AYS clients were connected with various community programs which included the Plus One mentorship program through the YMCA, A&T Equestrian, YoBro, YoGirl, Cheerleading Camps, Kickboxing, Hip-Hop and DJ classes, music lessons, Smudging groups, acting classes, and craft groups.
- An increase in AYS programming included the development of the AYS Employment Program which allowed AYS clients to gain employment skills through various positions such as, office assistant, street cleanup workers, landscaping and office cleaner.
- In addition, in 2016 a strategy was set to create more community partnerships with community services. This included IRAYL, SEY, SUMS, Watari, Yankee 20, The Front Room, The Wrap Program, The Hub, and the Surrey Mental Health and Addictions team. AYS also attends a Surrey Planning Meeting which allows AYS supervisors to connect with other agencies to discuss high risk clients in efforts to provide additional support.
- AYS incorporated a new effectiveness measure for 2016 which measured connecting AYS youth to appropriate school, vocational, or day programming within one month of intake which was a goal that was continued for 2017.
- In 2017, AYS completed 13 intakes. 5 out of the 13 youth were placed in an appropriate school placement within one month of intake. 6 clients were already registered in a school program and the remaining 2 client took an extended amount of time to obtain a school placement due to an extended stabilization period. By December, 94% (16 of 17) of clients were connected to an appropriate school placement.

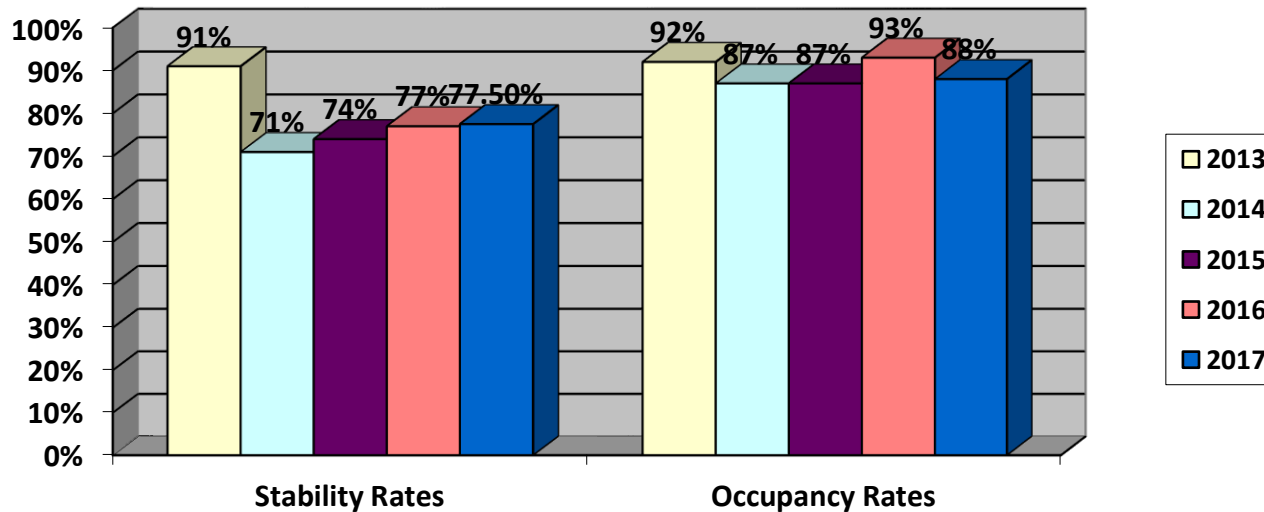
### **Efficiency & Access**

- The 2017 AYS efficiency measure was met and increased from 2016 by 5%. AYS will continue to strive for full occupancy in the program.
- In addition, AYS measured access by measuring the time of referral to start of service. The average of time between referral and start of service is 12.5 day wait time. This is an increase from 2016 by 2.5 days, however this is due to an increase of pre-placement visits and completing primary assessments with care teams prior to a youth coming into the AYS program.

Strategies/Activities/Tasks	Responsibility	Timeline
AYS will provide chronic AWOL clients with cell phones as a means of connecting	AYS RC's	As needed
AYS will provide youth with recreational programming and opportunities to participate in youth events	AYS RC's, & RSW's	June 2018
AYS will support clients in making their room a safe space and encourage clients to participate in family nights once a week.		
AYS will continue to offer outreach services and connect with youth that are AWOL in the community. AYS will continue to create community partnerships and ensure that AYS youth have access to appropriate wrap around services	AYS Directors, RC's, & RSW's	October 2018
AYS will meet with the school district to secure an accommodated placement for clients that are awaiting placements or are unable to maintain supported education programs.	AYS RC's, & RSW's	As needed

**Multi-Year Outcome Trending**

**AYS Stability, Occupancy Rates 2013 - 2017**





## **Business Functions**

<b>Program Goals</b>	<b>Indicator</b>	<b>Applied To</b>	<b>Goal (Target)</b>	<b>Actual Results</b>	<b>Met or Exceeded Target</b>
<b><i>Business Function:</i></b> Health & Safety	Decrease ( % ) in number of critical incidents annually	All AYS program	Greater than 2 % decrease	12%	✓
Employee Professional Development	% of staff attending trainings	All AYS staff	Greater than 80% attendance	96% attendance	✓
Employee Retention	Increase staff wage in reference to staff retention	All current personnel	Completed or not	Completed	✓
Financial Viability	Increase in annual budget in order to expand AYS program	AYS program	Expanding AYS program by 1 residence	Completed	✓

## **Discussion & Action Plan**

- In 2017 critical incidents decreased by 12%. The incident total for 2017 was 1245 as opposed to 1393 incidents in 2016. AYS will continue to set program goals to target further reductions in critical incident reports.
- Staff professional training attendance was 96% this year. Such trainings included Sexual health, Psychosis training, Attachment training, Suicide Prevention training, Naloxone training, and MANDT training. Staff is also offered online training through Relias.
- AYS has incorporated supervision meetings where staff comes in monthly to meet with peers in order to debrief and collaborate on service strategies and interventions.
- In an effort to prevent staff burnout and increase staff retention, AYS has provided self care training and has developed self care plans for staff and have provided each fulltime staff with a self care basket.
- In May, AYS opened a 9<sup>th</sup> residence called Parkside house. This allowed AYS to hire two more full-time residential support workers and a Resource Coordinator. In September, AYS received a contract increase which included higher wages for RSW's which AYS hopes will encourage staff retention. 2 additional crisis worker positions were incorporated along with an additional Program Supervisor position, an Awake overnight staff and more youth work hours.

<b>Strategies/Activities/Tasks</b>	<b>Responsibility</b>	<b>Timeline</b>
AYS will reduce the rate of critical incident's by meeting with the H&S committee, completing Worksafe risk assessments, and completing and analyzing the annual incident review.	AYS Directors	December 2018
AYS will provide staff with professional development opportunities including trainings on Attachment, Relias, Psychosis, Sexual Health, Suicide Prevention, Addictions, Mental Health and MANDT training.	AYS Directors	December 2018
AYS will increase staff retention by providing self-care workshops, a self-care challenge and providing self-care baskets.	AYS Directors	November 2018
AYS will expand services by opening a new resource with a focus on transitions.	AYS Directors	September 2018

### **Feedback/Satisfaction Results & Action Plan**

<b>Categories of Measures</b>	<b>Indicator</b>	<b>Applied To</b> (Target Group)	<b>Time of Measure</b> (Design)	<b>Data Source</b> (Tool or Instrument)	<b>Obtained By</b> (Design)	<b>Goal</b> (Target or Benchmark)	<b>Actual Results</b>
<b><i>Client Feedback:</i></b> 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%	89% responded yes and 5% responded sometimes
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%	73% responded yes
Clients feel an increase in personal safety while living at AYS	% of clients that indicate that they feel an increase in personal safety while living at AYS	All AYS clients	Biannually	Client Survey Tool Item # 8	Resource Coordinators	GT 90%	77% responded yes and 10% responded sometimes
<b><i>Stakeholder Feedback:</i></b> 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%	3% of stakeholders responded were family members

Stakeholders indicate that AYS is known for its integrity and ethical practices	% of stakeholders that indicate that AYS is known for its integrity and ethical practices	Sample of stakeholders surveyed annually	Annually	Stakeholder Survey	AYS Directors	GT 90% responded yes	80% responded yes and 20% not sure.
Stakeholders indicate that AYS personnel are competent and qualified in the performance of their jobs	% of stakeholders that 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% responded yes	96% responded yes and 4% not sure.

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

- In 2017 youth were surveyed biannually. 21 youth responded to the AYS survey. Four surveys were returned with both “yes” and “no” answers and were unable to be used to adequately represent client feedback.
- 89% of AYS youth felt that they were involved in their daily planning. 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. AYS also has an anonymous suggestion box located in the office.
- 73% of youth felt that were not treated with respect by their AYS staff. This was based on 5 out of 19 survey answers stating “no”, and two respondents circling both “yes” and “no”. This number could be low due to the severity of mental health diagnosis (multiple youth being diagnosed with psychosis and schizophrenia). This could also be due to the number of new intakes and high turnover of youth (26). AYS will continue to have frequent discussions regarding how the youth are treated in the homes, as well as keep this survey item as a standing measure of client feedback.
- 77% of AYS youth responded “yes” to feeling safe while living at AYS. This was based on 14 out of 18 respondents saying “yes” to the survey item and 3 clients said “yes” and “no” together. AYS will continue to strive to meet this objective with a 90% success rate. This percentage could also be lower due to the extenuating factors described in the previous goal.
- Similarly to 2016, the 2017 comment section resulted in feedback that was very positive with a lot of stakeholders commenting on AYS staffs determination, professionalism, rapport building, collaborative team work, and dedication to persons served. This feedback was sent out to all AYS staff members.
- The survey participation from family members decreased from 14% in 2016 to 3% in 2017. AYS has send out many surveys to family members however only received one survey back. AYS will continue to incorporate strategies to receive more feedback from family members.
- 80% of stakeholders responded that AYS is known for its integrity and ethical practices, and 20% responded that they were unsure. AYS will ensure that all stakeholders are familiar with the agencies ethical practices, and provide all stakeholders with information on AYS code of ethics.

	<b>Strategies/Activities/Tasks</b>	<b>Responsibility</b>	<b>Timeline</b>
<b>1</b>	Increase stakeholder survey sample. AYS will email and mail out surveys in addition to handing them out in 2018. RC's will hand out surveys during ICMs and resource review meetings	AYS Directors, RC's, & RSW's	November 2018
<b>2</b>	Ensure that more family members receive stakeholder surveys. Hand out surveys to family members whenever possible.	Directors& RC's	November 2018
<b>3</b>	Ensure all AYS care teams have received stakeholder handbooks	AYS Directors, RC's, & RSW's	March 2018
<b>4</b>	Continue to meet with all youth to get input and feedback on how to better their services	RC's & Supervisors	March 2018
<b>5</b>	Continue to establish rapport with youth's family members. Invite all families to an annual AYS Thanksgiving dinner.	All program staff	October 2018

### **Annual Review of Formal Complaints**

<b>Q1 Complaints Received</b>	<b>Q2 Complaints Received</b>	<b>Q3 Complaints Received</b>	<b>Q4 Complaints Received</b>	<b>% Complaints Resolved</b>	<b>% Complaints Unresolved</b>	<b>Goal (Target or Benchmark)</b>	<b>Met or Exceeded Goals</b>
0	0	0	0	n/a	n/a	100%	n/a

\*No formal complaints were made this year however verbal complaints were made and resolved. (See annual complaint analysis)