



ANIKA YOUTH SERVICES

2013 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 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

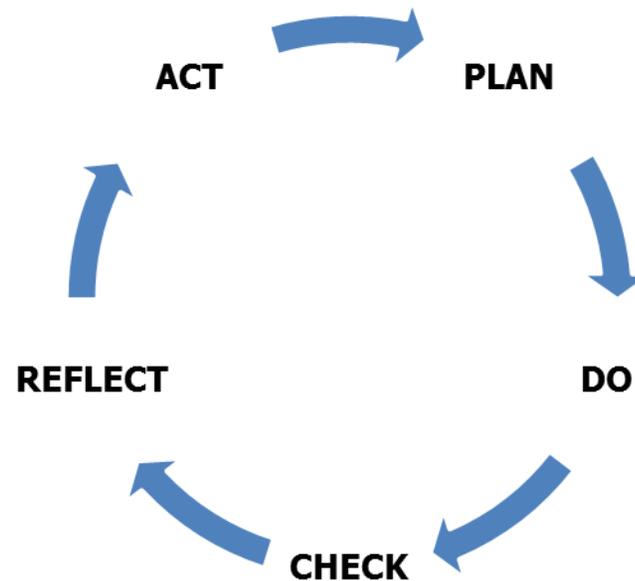
Our staff consists of 25 experienced professionals with expertise in a wide variety of disciplines. The Directors, resource coordinators, residential support workers, youth workers, crisis intervention workers, and relief workers at AYS are what bring our agency to life. We encourage our staff team to be creative, flexible, and efficient in the development and delivery of programs and services that enhance our clients' lives.

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 & 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. The agency 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
- Improvements in attending day/school programs

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Participant Demographics & Program Utilization

Total Number Of Clients Served in 2013: 19

Number of New Admissions: 8

Average Age of Clients At Admission: 15.6

Number of Discharges: 7

Average Duration in Program for Clients Discharged in the Last Year: 13.14 months (1 year)

Gender	# Of Participants	Average Age Of Participants
Female	19	16
Male	0	0

Cultural Background

English Canadian	14
Aboriginal	2
Nigerian	1
Barbadian	1
Fijian	1
Total	19

Specific Client Demographics

Clients involved in Criminal Justice System	7
Clients with Mental Health Diagnosis	19
Clients with Substance Misuse Issues	9
Clients with a History of Self Harming Behaviours	5

Effectiveness, Efficiency, Access Results & Business Functions

Program Goals	Indicator	Applied To	Goal (Target)	Actual Results	Met or Exceeded Target
<i>Effectiveness:</i> Increase the amount of days a client resides in a stable & Nurturing environment	% of days in a stable environment (% of days a clients is not AWOL)	All AYS clients	Greater than 90%	91%	✓
Increase the amount of days youth spend in a school or day program	% of days in a school or day program	All AYS clients	Greater than 60%	58%	✗
<i>Efficiency:</i> Maintain full occupancy in AYS beds	%of occupancy in AYS beds	All AYS beds (12)	Greater than 80%	92%	✓
<i>Access:</i> Minimize time from referral to admission	Time of referral to start of service	All New Clients	Less than 14 days	Average of 4 days	✓
<i>Business Function:</i> Minimize staff turnover	% of fulltime staff leaving AYS	all exiting personnel	Less Than 40%	31%	✓

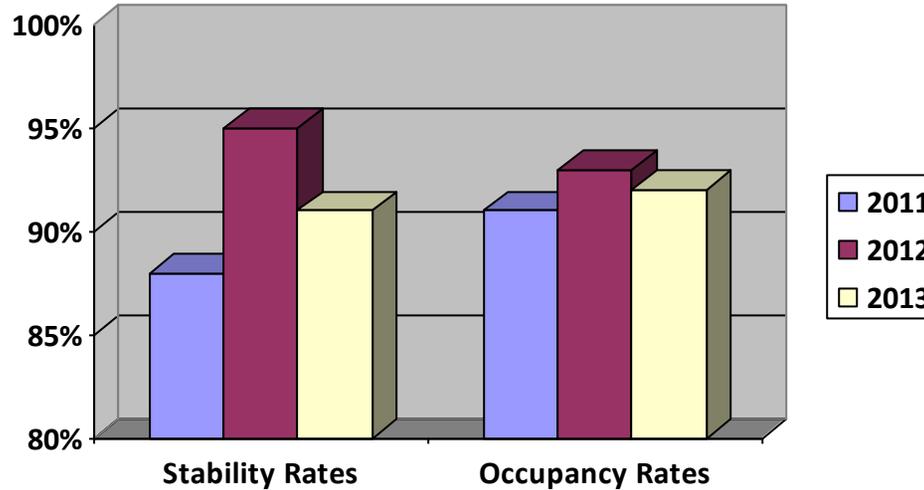
Discussion & Action Plan

- In 2013 the efficiency and access measures were met, and only one of the effectiveness measures was accomplished. AYS incorporated a new effectiveness measure with the objective to increase the amount of days spent in a school or day program. The target was greater than 60%, however the actual results were 58%. AYS will incorporate strategies in 2014 to support AYS clients to increase school and day program attendance.
- Stability rates (SR) decreased by 4% from 2012 (SR=95%). AYS continues to measure stability rates by the number of days a youth are not AWOL. AYS will continue to incorporate strategies to decrease AWOLing including an increase in programing 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.
- Occupancy rates (OR) decreased by 1%, from 2012 (OR=93%) to 2013 (OR=92%).
- The number of days from referral to start of service also decreased, from an average of a 7 day wait time (2012) to a 4 day wait time (2013).
- Staff turnover has decreased year over year from 2012, as we continue to exceed our goals for personnel retention.

Strategies/Activities/Tasks	Responsibility	Timeline
Meet with school district to discuss better suited school programs for at risk youth, along with programing geared towards keeping youth engaged in educational programming	AYS Directors & RC's	January 2014
Set up nighttime and summer programing with an incentive for attendance.	AYS RC's, & RSW's	January 2014
Increase community networking to provide youth access to more recreational, and vocational opportunities	AYS Directors, RC'S, & RSW's	January 2014

Multi-Year Outcome Trending

AYS Stability & Occupancy Rates 2011 - 2013



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)	Actual 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 decisions that affect their lives	All AYS clients 12	Bi-Annually	Client Survey Tool Item # 2	Resource Coordinators	GT 90%	75% (Sample = 16)
Clients feel that they have built trusting relationships with AYS staff	% of clients that indicate that they have built trusting relationships with AYS staff	All AYS clients 12	Bi-Annually	Client Survey Tool Item # 6	Resource Coordinators	GT 95%	88% (Sample = 16)

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 12	Bi-Annually	Client Survey Tool Item # 7	Resource Coordinators	GT 90%	94% (Sample = 16)
Stakeholder Feedback: 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	GT 10% of persons surveyed were family members	5% (Sample = 30)
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% respond yes	100% answered yes (Sample=30)
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% respond yes	100% answered yes (Sample=30)

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

- Similarly to 2012 four AYS youth did not feel like they were involved in the daily decisions that affect their lives. AYS resource coordinators will meet with AYS youth to get input and suggestions on how to make youth feel more involved in the decisions that affect their lives. In addition to gain insight regarding
- Two clients did not feel that they have built strong relationship with AYS staff. The goal of 95% was not met however this could be due to the very small sample size. This could also be due to staff turnover, having multiple new clients, and the timing of when the surveys were distributed. Due to the number of new intakes and time of survey, clients may not have had enough time to build a strong rapport with staff.
- The goal of clients feeling an increase in personal safety while living with AYS was met with 94% of the clients responding yes.
- In 2012, 24% of stakeholders were unsure if AYS is known for its integrity and ethical practices. AYS has addressed this by distributing more stakeholder handbooks with information on the AYS code of ethics. AYS has also posted their code of ethics on their website. The surveys in 2013 indicated that 100% of the participants felt that AYS was known for its integrity and ethical practices.
- In 2013 a new category was measured in the stakeholder feedback, which pertained to AYS personnel being competent and qualified in the performance of their jobs, 100% of the stakeholders answered yes on their surveys.
- A comment section was added to the 2013 stakeholder surveys. All of the returned surveys included stakeholder comments. The feedback was very positive with a lot of stakeholders commenting on AYS staffs determination, professionalism, rapport building, collaborative team work, and dedication to persons served.
- A recommendation from 2012 was to measure how many of the stakeholder participants included family members. Only 5% of the total surveys received were from family members. AYS will reach out to more family members in 2014.

	Strategies/Activities/Tasks	Responsibility	Timeline
1	Increase stakeholder survey sample. AYS will email out surveys in addition to handing them out in 2014	Directors	November 2014
2	Ensure that more family members receive stakeholder surveys	Directors	November 2014
3	Set up meetings with all youth to get input and suggestions on how to make all youth feel that they are part of the decision making process that affects their lives	RC's	November 2014
4	Reword the client survey question, regarding decision making, to make it more youth friendly	Directors & RC's	October 2014
5	Invite parents to AYS training seminars	Directors	September 2014
6	Set up night time & summer programing to increase rapport building between youth and all AYS staff	RSW's RC & youth worker	January 2014

Annual Review of Complaints

Q1 Complaints Received	Q1 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	100%	