



ANIKA YOUTH SERVICES

2021 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.

Harm Reduction Program

The Harm Reduction Program is a low barrier residential program, which services youth who are street entrenched due to substance misuse, exploitation or significant mental health struggles and provides a safe place for food, shelter, harm reduction supplies and connection to supports. The program goals are to meet the needs of the youth by providing an increased level of outreach and engagement with the youth in community, increasing the amount of time youth spend at the residence and reducing the health and social harms associated with substance misuse through access to harm reduction supplies and non-judgemental strategies to enhance skills and knowledge to live safer and healthier lives.

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

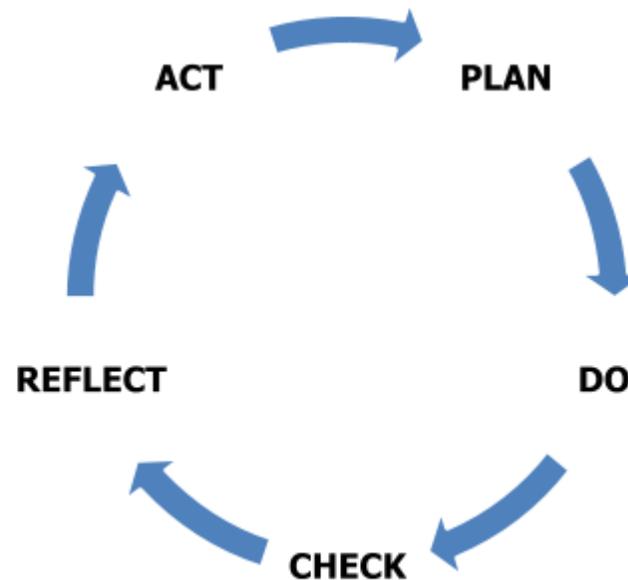
Our staff consists of 60+ experienced professionals with expertise in a wide variety of disciplines. The Directors, program supervisors, resource coordinators, residential support workers, youth workers, transition workers, crisis intervention workers, and relief workers at AYS are what bring our agency 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.

ANIKA YOUTH SERVICES 2021 PERFORMANCE OUTCOMES REPORT

Participant Demographics & Program Utilization	Residential Program (Including Harm Reduction Services)	Youth Engagement & Transition Program
Total Number of Clients Served in 2021:	26	10
Number of New Admissions:	8	9
Average Age of Clients at Admission:	16.38 years	17.85 years
Number of Discharges:	9	7
Average Duration in Program for Clients Discharged in the Last Year:	656.56 days or 1.8 Years	135.85 days or 4.53 months

Cultural Background	Residential Program (Including Harm Reduction Services)	Youth Engagement & Transition Program
Indigenous	17	7
Caucasian	8	2
Fijian	1	
African Canadian		1

Specific Client Demographics	Residential Program (Including Harm Reduction Services)	Youth Engagement & Transition Program
Clients involved in Criminal Justice System	11	5
Clients with Mental Health Diagnosis	21	8
Clients with Substance Misuse Issues	17	8
Clients with Developmental Delays	12	4
Clients with a History of Self Harming Behaviours	14	5

Effectiveness, Efficiency, & Access Results

Program Goals	Indicator	Applied To	Goal (Target)	Actual Results	Met or Exceeded Target
<i>Effectiveness:</i>					
Increase amount of days client spends in a stable and nurturing environment	% of days in a stable environment	All clients within the year	Greater than 80%	56%	X
Increase client connections to supports within the resource	% of clients AWOL that remain in contact with AYS	All clients within the year	Greater than 80%	80%	✓
Find appropriate school, vocational, or day program for eligible AYS clients	% of youth in a school or day program	All clients	Greater than 70%	77%	✓
Increase client participation in pro-social extracurricular activities	% of youth enrolled in an extracurricular program	All clients	Greater than 80%	23%	X
Connect with hard to reach youth via AYS outreach	% of youth who have contact with an AYS staff while AWOL	All clients	Greater than 80%	80%	✓
Improve life skills	% of improvement between pre and post assessment tool	All clients in prep and stage 2 program	Greater than 25%	67%	✓

Efficiency:					
Maintain full occupancy in AYS beds (OR)	%of occupancy in AYS beds	All AYS beds	Greater than 85%	93%	✓
Access:					
Minimize time from referral to admission	Time of referral to start of service	All New Clients	Less than 14 days	11.3 Days	✓

Discussion & Action Plan

Effectiveness

- In 2021, AYS served 26 clients in the Residential program and 10 clients in the Youth Engagement and Transition Program. The Residential program had 8 new admissions and 9 discharges, and the YET program had 9 admissions and 7 discharges. AYS was able to maintain a stable occupancy rate of 93%. During this year, AYS supported many youth, who were chronically AWOL, street entrenched and/or struggling with substance misuse. Of the 26 youth served in the Residential program, 21 had a mental health diagnosis and 17 struggled with substance misuse.
- A main program goal for 2021 was increasing the amount of days each client spent in a stable and nurturing environment. The target goal of greater than 80% was not met, and the number of days the client spent in the resource was measured at 56%. AYS continued to provide long term residential care for youth who were not resource ready and chose to spend the majority of their time in community with their peers. This is evident in the AWOL rates and can also be attributed to the specific demographics of the clients served in 2021. AYS believes that in order to work towards stability, creating a connection with our youth is imperative. Therefore, it was important to connect with these youth in the community, thereby building attachments and increasing supports within the resource that they would feel comfortable accessing when ready to do so. Staff attempted to build rapport and connect with youth by doing outreach, meeting in community, and through phone calls and text messages. As a result, youth, who were AWOL, stayed in contact with AYS staff 80% of the time, which is a slight increase from 2020 (see chart below for multi year trend related to AWOL with contact). This reflects the continuous efforts made by AYS to maintain and build relationships with the clients served.
- The increase in contact while AWOL can also be attributed to the opening of two Harm Reduction houses in 2021. The staffing model at these houses differ from the other houses in that there is an awake staff at all times of the day, including night time hours. In addition, the staff follow a low barrier, harm reduction approach. This model has provided staff with an increased ability to meet the needs of the youth and complete outreach at various times of the day. Staff would often meet

youth multiple times per day in the community. It was also observed that since the implementation of the Harm Reduction program, the youth served in the program, began accessing the resource more frequently than they had before.

- AYS will continue to work on building and maintaining relationships with persons served and to incorporate strategies to decrease AWOLing. These strategies could include 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.
- Other identified program goals for 2021 included finding appropriate school, vocational, or day programs for all eligible AYS youth and increasing youth participation in pro-social extracurricular activities.
- The 70% target goal for enrollment in school/day programs was achieved with 77% of all eligible youth enrolled in an appropriate school, work or vocational program. Some of the school or work programs youth were enrolled in include AYP (AYS Vocational Program), ADTP, TREES, STEP, SAIL, STEPS UP Employment Program, Vanguard and various Learning Centres (Guildford, White Rock, Cloverdale, North Surrey, Surrey Centre),
- Only 23% of youth actively participated in extracurricular activities. Similar to the previous year, the COVID 19 pandemic presented many barriers in achieving the target goal for engagement in prosocial extracurricular activities: many activities, such as drop in programs at the youth hubs or physical activities like kickboxing, were suspended, cancelled or operating at lower capacity. Additionally, the current demographic of chronically AWOL youth also contributed to the lower participation rate. Some activities that youth were involved in include horseback riding, piano lessons, volunteering at the Funny Farm and cat sanctuary.
- Another measure of effectiveness is the improvement of life skills of youth who graduate from AYS' stage 2 program, Cornerstone. This program exists to get youth ready for their transitions into adulthood. The stage 2 program provides youth with the opportunity to practice their learned skills in a supported semi independent space. This increase is measured using a skills assessment tool that is completed 30 days after intake and 1 week prior to discharge. In 2021, the target goal of 25% was surpassed and a goal of 67% was achieved. There were 5 youth that were discharged from Cornerstone in 2021, and although most youth still reported anxiety around their transitions, they did note an improvement in their transition readiness and skills acquired.

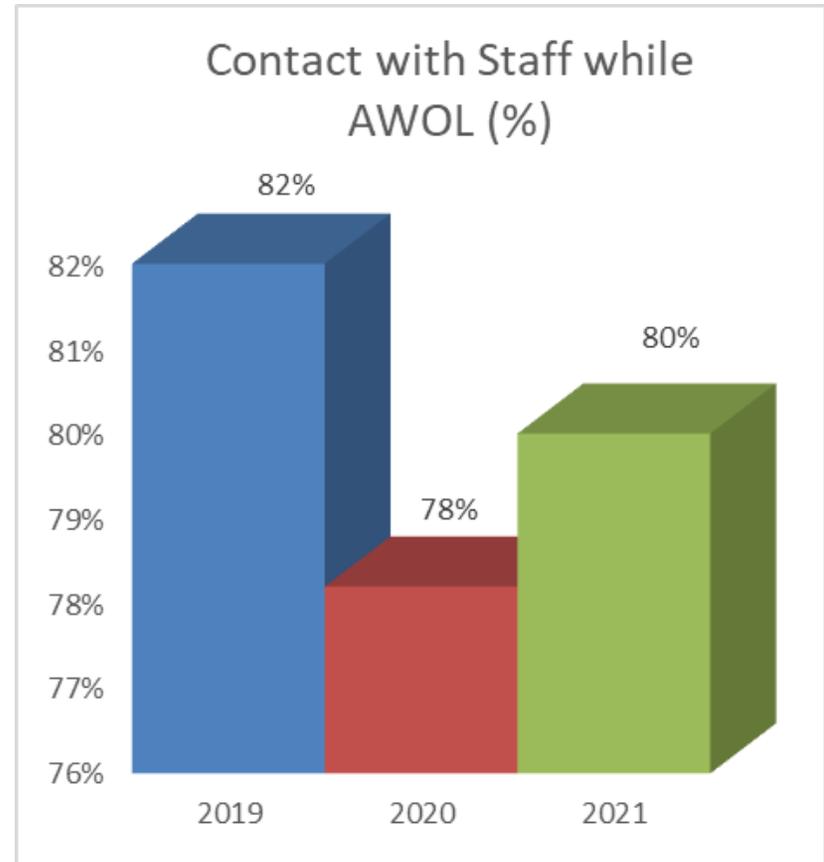
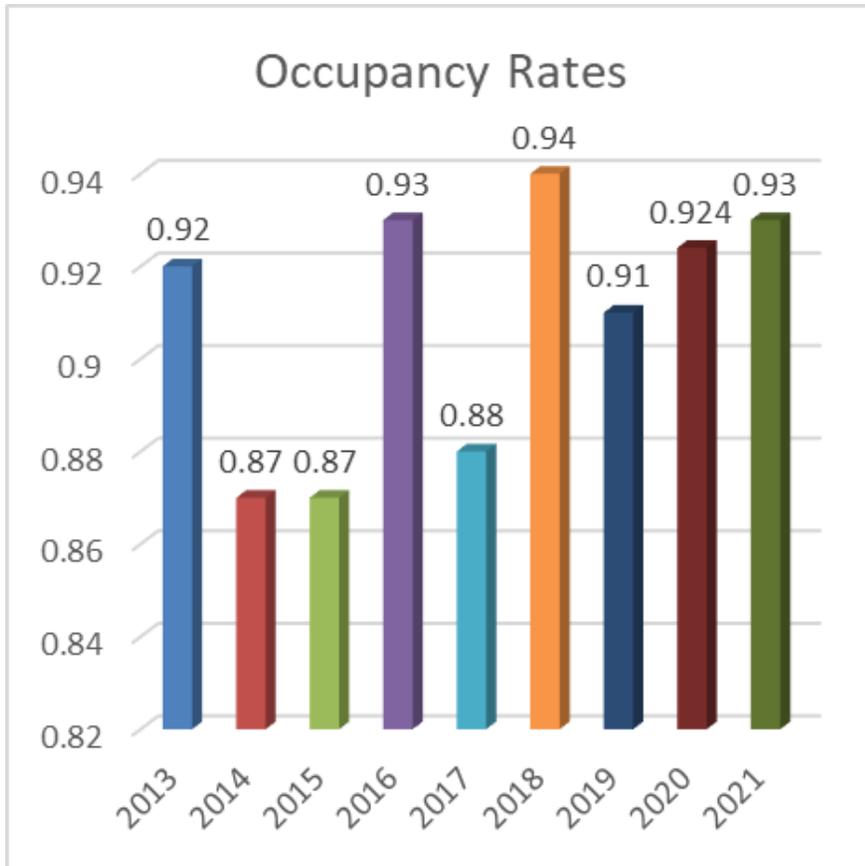
Efficiency & Access

- In 2021, AYS had an occupancy rate of 93%, which was slightly higher than the 92.4% occupancy rate achieved in 2020 (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 difference in time from date of referral to start of service. In 2021, the target goal of 14 days was met with the average time between referral and start of service being 11.3 days. This number is significantly lower than the previous year in which the average time between referral and intake date was 20.5 days. AYS will continue to strive to ensure that its services are delivered in an effective and efficient manner.

2021 Follow Up	Goal Accomplished
Open Harm Reduction house in the Whalley Boulevard area to facilitate access to the resource, access to in-house services	✓
Continue improving outreach efforts and connections in the community	✓
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 AYS retreat for youth and staff	✓

2022 Strategies/Activities/Tasks	Responsibility	Timeline
Increase accessibility to health and medical services by hiring a Nurse Practitioner specifically for AYS youth	Directors	December 2022
Move one of the HRS houses, "Holland House", closer to Surrey Central to provide more proximity to the street entrenched youth serviced in this program	Directors	December 2022
Increase capacity and services offered by AYP. Establish AYP cafe using a social enterprise	Directors	Sept 2022
Increase outreach efforts, expand YET program. Contract for an additional YET position	Directors	Sept 2022
Increase cultural competency efforts including staff training. Connect with an Elder that will support the AYS team.	Directors	December 2022
Organize a connect training through the Maples that has a focus on building attachments with caregivers in a group home setting.	Directors	December 2022
Create support services for youth aging out including a trust fund, alumni club and outreach services	AYS team/Directors	December 2022

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	16% decrease	✓
Employee Retention	% of fulltime staff leaving AYS throughout the year	All current personnel	Less than 40%	35.2%	✓
Financial Viability	Expanding AYS Services	AYS program	AYS budgets/contracts	Yes	✓

Discussion & Action Plan

Health and Safety

- In 2021, critical incidents decreased by 16%. The overall number of incidents recorded in 2021 was 1862, compared to 2225 recorded incidents in 2020. See Incident Review for more thorough analysis of incidents.
- 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 achieving less than 40% staff turnover rate in 2021. In 2021, the staff turnover rate was 35.2%, which was a slight increase from the 34% turnover rate in 2020. Despite the slight increase, the turnover rate is still trending lower than previous rates of above 40% in 2018 and 2019. In 2021, AYS continued to implement strategies to increase staff morale and retention. For example, AYS introduced a new wellness benefit that staff received at their one year anniversary date and a new health benefit , which included vision coverage. AYS also introduced a "Kudos" system to recognize employees that performed exceptionally in their job responsibilities. This new system moved away from the traditional "Employee of the Month" system to encourage recognition of staff on an ongoing basis. Additionally, there was an increase in wages, more professional development opportunities, more promotions, an increase in support staff, provision of self care baskets and training through Relias.

- Similar to the previous year, there were barriers in facilitating in-person supervision and meetings due to the COVID-19 pandemic. Despite this, many efforts were made by Resource Coordinators and Program Supervisors to do safe one-on-one in-person check-ins with Residential Support Workers. AYS also implemented a mentoring program, where veteran staff would have the opportunity to collaborate with a Program Supervisor to lead workshops for other staff members. The mentors meet on a weekly basis to discuss ways in which to increase efficiency.
- Another effort at facilitating collaboration between supervisors and direct service staff was the implementation of an online case management system that gave all staff members instant access to client information and documentation.

Financial Viability

- AYS was able to meet its goal of expanding services for the 2021 year. In 2021, AYS created a Harm Reduction Program for street entrenched youth. In order to do this, AYS moved one of its house locations closer to Surrey Central. In addition, the staffing model was revamped to accommodate an awake staff at all times of the day. This model created a total of 18 new support worker positions.

2021 Follow Up	Goal Accomplished
Expand AYS services by opening a low barrier Harm reduction house	✓
Increase the capacity of the AYP program, look into more funding sources	✓
Certify AYS supervisors to become MANDT instructors	✓
Revamp the health and safety training	✓
Come up with effective strategies to ensure emergency preparedness for street entrenched youth	✓
Incorporate more program specific training with a focus on gang involvement & appropriate safety measures	✓
Incorporate online client case management platform for information sharing/access to online AYS documentation	✓
Train current supervisory staff in various treatment modalities (i.e. DBT, CONNECT) in order to have more training capacity for AYS staff	✗
Ensure all safety measures are implemented appropriately to ensure optimal safety for youth and staff during the Covid-19 pandemic	✓

2022 Strategies/Activities/Tasks	Responsibility	Timeline
Organize a staff retreat & enhance work culture	Directors	December 2022
Train current supervisory staff in various treatment modalities (i.e. DBT, CONNECT, Trauma Informed) in order to maximize the training capacity for AYS staff	Directors	December 2022
Train supervisors to be first aid and ASSIST facilitators	Directors	September 2022
Incorporate leadership trainings for all supervisory staff	Directors	July 2022
Improve onboarding efforts, increase job preparedness efforts for new staff, increase participation in Relias trainings	Directors	
Improve staff recruitment and retention efforts. Increase staff wellness benefits & offer in-house self-care training with a focus on burn out prevention	Directors	December 2022
Launch Suti HR management system	Project Coordinator	July 2022
Implement Nucleus online client information management system	Project Coordinator	February 2022
Increase administrative capacity, hire an administrative assistant/bookkeeper	Directors	September 2022
Look into expanding office space & creating additional space for non residential programs	Directors	December 2022
Create community partnerships with AYA and Fraser Health in order to facilitate community outreach efforts & projects	Directors	December 2022

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)	2020 Results	2021 Results
Client Feedback: Clients feel they are involved in their daily planning	% of clients that indicate feeling that they are involved in daily planning	All Clients	Semi-Annually	Client Survey Item # 2 (Basic Scale)	Resource Coordinators	GT 90% respond "yes"	91.6% responded "yes"	75% responded "yes"
Clients feel an increase in personal safety while living at AYS	% of clients that indicate feeling that they are safe	All Clients	Semi-Annually	Client Survey Item # 7 (Basic Scale)	Resource Coordinators	GT 90% respond "yes"	100% of clients responded "yes"	87.5% responded "yes"
Client feels like they have input towards their goals	% of clients that indicate feeling that they have input towards their goals	Clients who complete survey	Semi-Annually	Client surveys	Resource Coordinators	GT 90% respond "yes"	91.6% of clients responded "yes"	100% responded "yes"
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 (minimum 30)	Annually	Stakeholder Survey	Resource Coordinators	GT 10% of persons surveyed were family members	17.6% of stakeholders responded were family members	4% 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 (minimum 30)	Annually	Stakeholder Survey (Basic Scale)	Resource Coordinators	GT 90% respond "yes"	91% responded "yes"	88% responded "yes"
Stakeholder feels Anika Youth Services works to support the best interest of the youth	% of stakeholder survey feel Anika Youth Services works to support the best interest of the youth	Stakeholders who complete survey (minimum 30)	Annually	Stakeholder Survey (Basic Scale)	Resource Coordinators	GT 90% respond "yes"	82.3% Responded "yes"	100% Responded "yes"

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

- In 2021, all AYS clients had the opportunity to complete surveys and offer feedback throughout the year. From those surveyed, 75% of youth felt that they were involved in their daily planning, 87.5% of youth felt an increase in personal safety while living at AYS, and 91.6% felt that they had input into their service goals. Only 62.5% of youth felt included and took part in their care team meetings, which presents an area of improvement.
- AYS received 25 completed stakeholder surveys in 2021. Of those 25, 7 were from MCFD Social Workers, 6 were from mental health clinicians, 4 were from school, 7 were from other service providers and 1 was from a family member. The survey participation from family

members decreased from 17.6% 2020 to 4% in 2021. The lack of participation from family could be attributed to the decreased in person interactions staff had with family members this past year. AYS will continue to work on strategies to acquire feedback from family members and will continue to innovate ways to get this feedback.

- 100% of the stakeholder survey respondents felt that AYS works to support the best interests of the youth, 88% felt that AYS personnel are competent and qualified in the performance of their jobs, and 96% responded that AYS provides the youth with a safe and nurturing environment.
- Stakeholders also provided open ended feedback in the comments section, which were overwhelmingly positive. Similar to previous years, stakeholders commented on being impressed by AYS's team and services, communication and dedication. Multiple stakeholders commented on appreciating AYS personnel's collaborative and non judgemental approach when working with troubled youth.
- The client surveys were amended in 2021 to include a section where youth could offer open-ended feedback regarding how to increase their engagement with staff and the youth worker and how to improve their experience at AYS. Most youth used this space to offer suggestions for more activities they would like to participate in and suggestions for changes to some house rules. AYS is always open to feedback and will continue to have an open-door policy.
- In 2021, AYS also attempted to receive feedback from alumni; however, received only 2 responses. The 2 responses received were very positive with 100% of alumni reporting they felt a part of their service planning and felt they were able to achieve their goals and that they learned skills that are helpful to them as adults. They also stated that they feel comfortable reaching out to AYS post care.

2021 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	✓	YES, create online Survey for clients
AYS will create a survey for AYS alumni clients	✓	YES, will need to find ways to connect with more alumni youth
Continue receiving feedback from clients, stakeholders, and alumni through online surveys	✓	YES, 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
Distribute new AYS care teams with stakeholder handbooks	✓	YES Ongoing -new care teams to receive stakeholder handbooks

2022 Strategies/Activities/Tasks	Responsibility	Time Line
Create online survey for clients that can be accessed on their phones	Project Coordinator	December 2022
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	AYS team	October & December 2022
Host community events, invite stakeholders & family members to increase networking	Directors	December 2022
Conduct a community give back project	AYS team	October 2022
Create a focus group with current and alumni youth to give feedback on services offered and ways to make improvements	Project Coordinator	October 2022

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 complaints received in 2021; however, there were 10 requests for accommodation. Additionally, there were informal complaints that were documented throughout the year. Most of these informal complaints were related to house rules and protocols, staffing, placement and food. In each situation, youth were offered the opportunity to file a formal complaint, as well as offered a solution to their complaint.