



ANIKA YOUTH SERVICES

2019 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) –Employment Program

The AYP program is aimed towards decreasing barriers to employment that at-risk youth face. The program will teach and support youth in preparing to be employment ready and will focus on self-development, vocational exploration, readiness skills, and practicum placements. With a youth worker and a youth development facilitator attached to the program it allows for more attention to be placed on the complex needs of each student and a higher success rate for their employment goals to be met. At this time, the AYP program is open to current AYS clients in their over age year of school. The goal moving forward will be to evaluate the effectiveness of the program and open it to other youth in their over age year of school through a referral process. The AYP program works in collaboration with the Surrey School Board. Each participant will have an Individualized Education Plan (IEP) to address any needs, strengths and goals in efforts for the participant to get the most out of 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

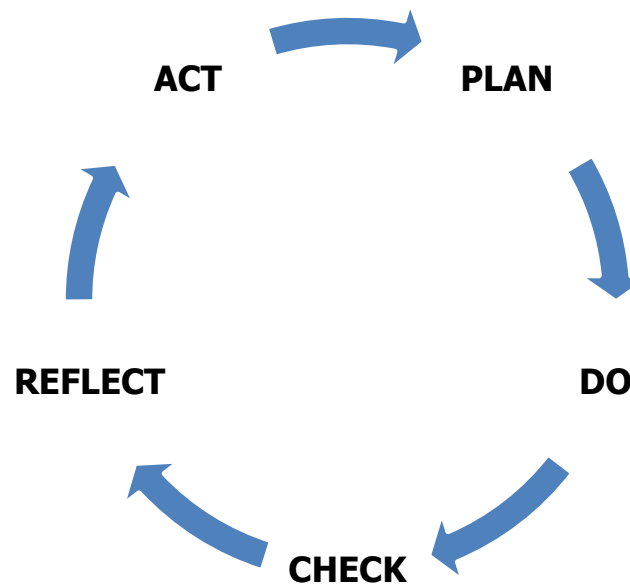
Our staff consists of 60+ experienced professionals with expertise in a wide variety of disciplines. The Directors, program supervisors, resource coordinators, residential support workers, youth workers, transition workers, crisis intervention workers, and relief workers at AYS are what bring our agency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

- 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 number 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.

ANIKA YOUTH SERVICES 2019 PERFORMANCE OUTCOMES REPORT

Participant Demographics & Program Utilization

Total Number of Clients Served in 2019: 29

Number of New Admissions: 11

Average Age of Clients at Admission: 16

Number of Discharges: 13

Average Duration in Program for Clients Discharged in the Last Year: 625 days (1.7 years)

Gender	# Of Participants
Female	29

Cultural Background



English Canadian	10
Aboriginal	12
Hispanic	1
Fijian	2
Pakistani	2
Algerian	1
Latina	1

Specific Client Demographics

Clients involved in Criminal Justice System	12
Clients with Mental Health Diagnosis	18
Clients with Substance Misuse Issues	17
Clients with Developmental Delays	13
Clients with a History of Self Harming Behaviours	8

Effectiveness, Efficiency, & Access Results

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 (SR)	% of days in a stable environment (% of days a client is not AWOL)	All AYS clients	Greater than 80%	63%	X
Increase client attachment to supports within the resource	% of clients AWOL that remain in contact with AYS	All AYS clients	Greater than 80%	82%	✓
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 80%	75%	X
Increase client participation in pro-social extracurricular activities	% of youth enrolled in extracurricular activities	All AYS clients	Greater than 80%	72%	X
Increase Transition readiness by improving life skills	% of improvement between pre and post assessment tool	All AYS clients in stage 2 program	Greater than 25%	53.5%	✓

Efficiency:					
Maintain full occupancy in AYS beds (OR)	%of occupancy in AYS beds	All AYS beds (20)	Greater than 80%	91%	
Access:					
Minimize time from referral to admission	Time of referral to start of service	All New Clients	Less than 14 days	13 days	

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. AYS identifies this measure as a Stability Rate (SR).
- Stability rates (SR) are measured by the amount of days that clients are not AWOL and engaging with AYS staff at their resource. The 2019 SR rate was 63% which is a decrease from 2018 (SR 73%) and 2017 (SR 77.5%). This decrease could be due to the demographics of youth served in 2019 including an increase in street entrenched and youth with concurrent disorders, and more accurate daily SR tracking. See multi-year trending chart below.
- A new effectiveness measure was introduced in 2019 to account for the amount of contact AYS youth were having with their staff when AWOL. This measure speaks to the rapport/attachment that is established between AYS staff and youth. In 2019, AYS youth kept in touch with AYS staff 82 % of the time. AYS youth remained in contact either by meeting in community, calling and having a conversation with staff, or through text messaging. 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.
- As a response to strategies that were identified in previous years AYS has started a new program called Youth Engagement and Transition (YET). AYS has one identified outreach worker that is able connect with youth pre and post AYS residential care. The YET program is designed to support youth that are pre-contemplative and are not ready for a resource or who are transitioning out of AYS. Having an identified outreach worker allows AYS to support youth with better continuity of care.

- Other identified program goals included connecting youth to an appropriate school, vocational, or day program and increasing youth participation in pro-social extracurricular activities. AYS measured both goals as an effectiveness measure. Although the benchmarks were not achieved for both of these measures AYS was able to assist persons served in finding an appropriate school, vocational, or day program with a 75% success rate. AYS was also able to connect 72% of persons served with appropriate pro-social recreational activities which included activities such as YAK, kickboxing, horseback riding, music lessons, and swimming lessons.
- AYS incorporated a new life skills improvement objective utilizing a pre and post self assessment tool in the stage two program. AYS clients experienced a 53.5% increase in learned life skills and noted an overall improvement in their transition readiness.

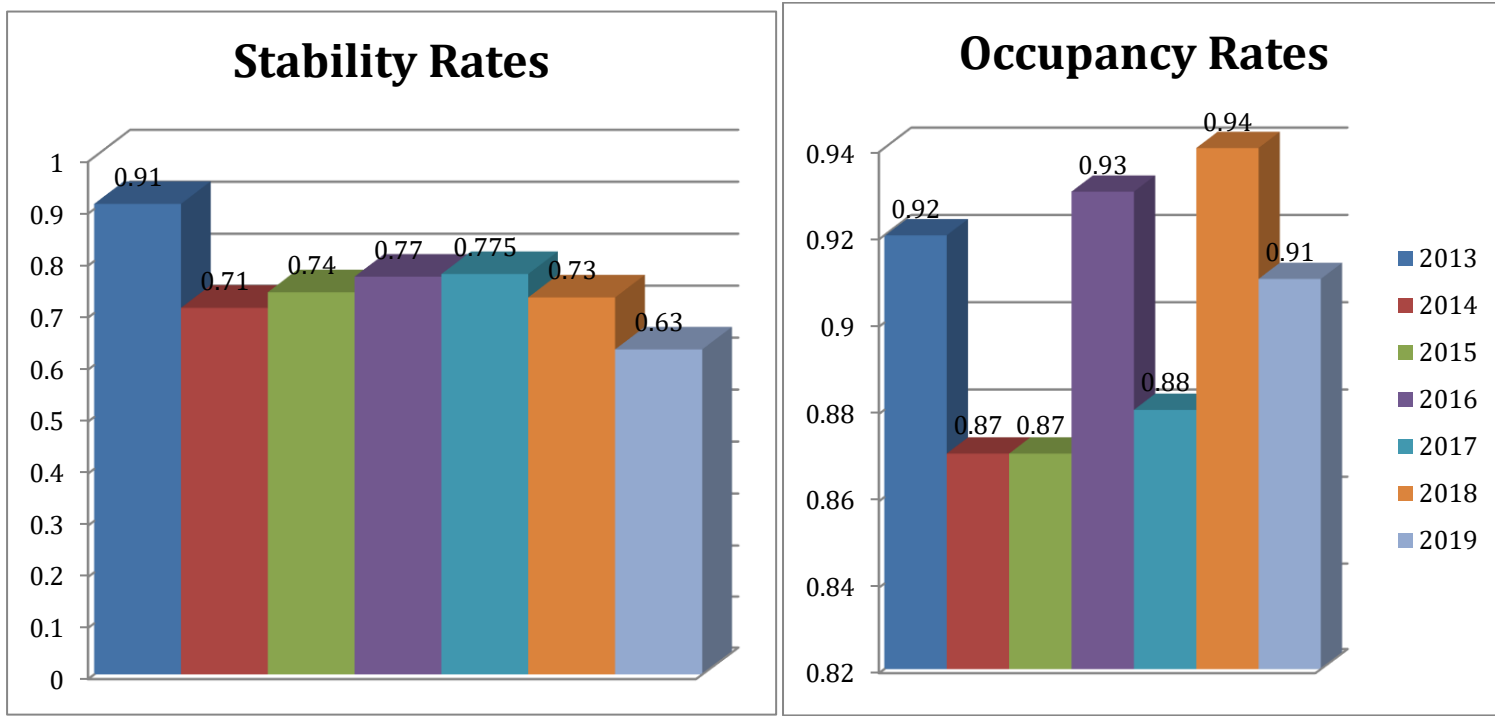
Efficiency & Access

- The 2019 AYS efficiency measure (Occupancy Rate) was met with a 91%. However, there was a 3% decrease from 2018. This decrease is partially due an increased need for youth to be put in single bed placements. AYS will continue to strive for full occupancy in the program. Please see chart below for multi year Occupancy Rate trending.
- AYS calculated access by measuring the time of referral to start of service. The average of time between referral and start of service is a 13 day wait time. 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.

Strategies/Activities/Tasks	Responsibility	Timeline
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	Dec 2020
Increase youth stabilization and days a client resides in a stable & nurturing environment through tailored activities (group and 1:1) tailored incentives, appropriate programming, youth friendly spaces (home and office), reducing barriers to participation and attending, receiving feedback.	All AYS Staff	Dec 2020
Continue to increase client attachment 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	Dec 2020
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	Dec 2020
Increase access to accommodated prosocial community activities/community inclusion opportunities	All AYS Staff	Dec 2020
Organize an AYS retreat for youth and staff	RC's & Youth Worker	Sept 2020
Collaborate with Maples to put on a tailored CONNECT program for all AYS staff on an ongoing basis	Directors	Dec 2020

Multi-Year Outcome Trending

AYS Stability, Occupancy Rates 2013 – 2019



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	31%	X
Employee Professional Development	% of staff attending trainings	All AYS staff	Greater than 80% attendance	94%	✓
Employee Retention	% of fulltime staff leaving AYS throughout the year	All current personnel	Under 40%	42%	X
Financial Viability	Get a larger office to assist with expansion	AYS program	Expanding AYS Office space	Completed July 2019	✓

Discussion & Action Plan

Health and Safety

- In 2019 critical incidents increased by 31%. This increase could be correlated with the changes in data collection. In previous years multiple incidents were grouped together as one if they happened during that one occurrence. In 2019, AYS has changed the data collection standard to be representative of the incident type. In addition, incident types were further broken down in order to collect more detailed information.
- 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 and Professional Development

- AYS staff have attended trainings with a 94% success rate. AYS offers multiple professional development opportunities with a combination of in person and online trainings. The in-house trainings included Safe talk, Assist DBT, Naloxone training, stress and burnout management and MANDT training. Staff is also offered online training through Relias. AYS will continue to focus efforts on professional development and trainings in order to best meet the needs of the persons served, staff and the agency.

Employee Retention

- Although AYS did not meet their goal of having a 40% retention rate, the rate was 42 % which is a 16% decrease in turnover from 2017-2018 (58%) and a 38% decrease in turnover from 2016-2017 which was 96%. 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 and supervision meetings.
- In an effort to prevent staff burnout and increase staff retention, AYS has provided staff self care trainings, assisted with self care plan development, and provided staff with appropriate coping tools. 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 & job advancements.

Financial Viability

- AYS was able to secure a bigger office in July 2019. This space includes more space for trainings and meetings. This space also created more space to increase programming.
- In September 2019 AYS was able to secure funding from the Surrey school district and was able to open up three spots in an individualized AYS vocational program called AYP (Achieving your potential). AYS hopes to grow this program to create more opportunities for AYS youth to access accommodated schooling and vocational day programming.
- In August of 2019 AYS secured non residential MCFD funding to run it's YET outreach program. AYS will strive to grow this program and its non residential outreach capacity in the coming years.

Strategies/Activities/Tasks	Responsibility	Timeline
The Health and Safety committee will track H&S compliance across all the residences	H&S committee	Dec 2020
The Health and Safety committee will track instances of violent instances towards staff and instances of property damage	H&S committee	Dec 2020
Increase professional development opportunities & secure more funding for professional development	Directors	Sept 2020
Incorporate online staffing platform for information sharing/access to online AYS documentation	Directors/Admin	June 2020
Train current supervisory staff in various treatment modalities (i.e. DBT, CONNECT) in order to have more training capacity for AYS staff	Directors	Dec 2020
Expand and continue the AYP program	Morena Anamali	Sept 2020
Expand and continue the YET program	AYS Directors, Katie Brink & Morena Anamali	Sept 2020

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 planning	All AYS clients	Biannually	Client Survey Tool Item # 2	Resource Coordinators	GT 90%	81% 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
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
<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
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
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

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

- In 2019 AYS youth were surveyed biannually. 81% of youth felt that they were involved in decisions that affect their lives, 94% of youth felt that they were treated with respect by AYS staff, and 94% of youth felt that they had input into their service and goals. 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.
- Similarly, to previous years the 2019 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.

- 100% of the stake holder survey respondents felt that AYS personnel are competent and qualified in the performance of their jobs, and that AYS works to support the best interest of the youth
- The survey participation from family members increased by 1% from 2018, however remains very low at 4%. AYS will continue to work on strategies to acquire feedback from family members and will continue to innovate ways to get this feedback. In 2020 AYS will send out surveys using a text application in hopes to get more responses from family members.

	Strategies/Activities/Tasks	Responsibility	Timeline
1	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	Morenal Anamali	April 2020/Oct 2020
2	AYS will create a survey for AYS alumni youth	Katie Brink	May 2020
3	Client and stakeholder feedback will be available through a phone text application	Morena Anamali and Kris Kuruneri	April 2020/Oct 2020/November 2020
4	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	October 2020
5	Ensure all AYS care teams have received stakeholder handbooks	AYS Directors, RC's, & RSW's	December 2020

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
3	0	0	0	100%	0%	80%	Met!