



# **ANIKA YOUTH SERVICES**

## **2016 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 35 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.

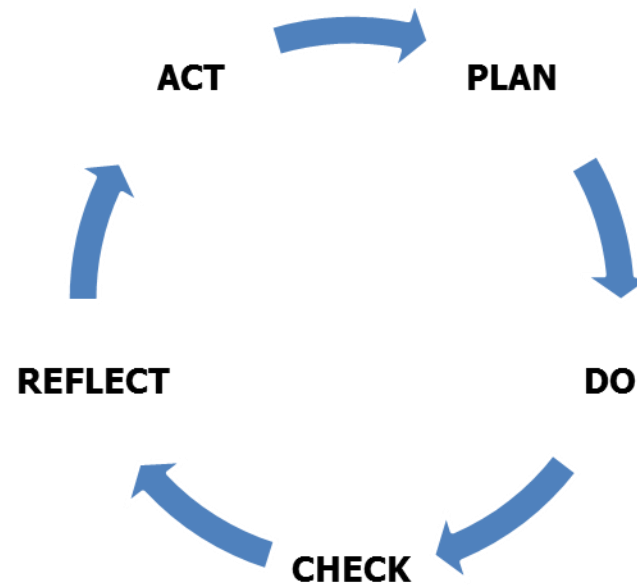
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## **INTRODUCTION TO SERVICE DELIVERY IMPROVEMENT**

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 & 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
- AYS clients placed in appropriate school, vocational, or day program within one month of intake

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## **Participant Demographics & Program Utilization**

Total Number Of Clients Served in 2016: 28 Clients

Number of New Admissions: 17

Average Age of Clients At Admission: 15.52

Number of Discharges: 16

Average Duration in Program for Clients Discharged in the Last Year: 9.5 months

<b>Gender</b>	<b># Of Participants</b>	<b>Average Age Of Participants</b>
Female	29	15.52
Male	0	0

## **Cultural Background**

English Canadian	15
Aboriginal	6
Metis	2
Metis/Nicaraguan	1
Indo-Canadian	2
Chinese	1
Fijian	1
Nigerian	1
<b>Total</b>	<b>29</b>

## **Specific Client Demographics**

Clients involved in Criminal Justice System	6
Clients with Mental Health Diagnosis	28
Clients with Substance Misuse Issues	19
Clients with a History of Self Harming Behaviours	12

**Effectiveness, Efficiency, Access Results & 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>
<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%	<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%	82%	<b>✓</b>
<i>Efficiency:</i> Maintain full occupancy in AYS beds (OR)	%of occupancy in AYS beds	All AYS beds (12)	Greater than 80%	93%	<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	Average of 10 days	<b>✓</b>
<i>Business Function:</i> <b>Health &amp; Safety</b>	Decrease ( % ) in number of critical incidents annually	All AYS program	Greater than 2 % decrease	29%	<b>✓</b>

**Discussion & Action Plan**

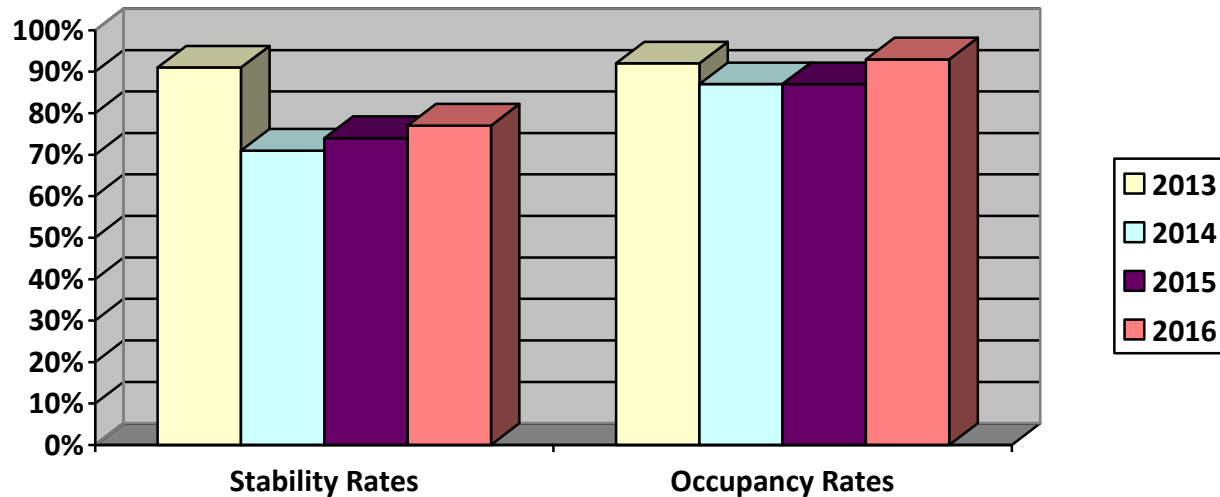
- In 2016 the efficiency and access measures were met, and one of the effectiveness measures was met.
- Stability rates (SR) are measured by the amount of days that clients are not AWOL and engaging with AYS staff at their resource. Although the 80% (SR) bench mark was not met in 2016 it has increased from 2014 (SR 71%) and 2015 (SR 74%). AYS will continue to incorporate strategies to decrease AWOLing including an increase in 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. Similarly to 2014 and 2015 AYS served a lot of youth with addictions and chronic AWOLing behaviours.
- 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. In 2016, AYS completed 17 intakes. Six new youth were admitted to AYS with a school placement. Nine out of the eleven youth were placed in an appropriate school placement within one month of intake. The two remaining youth obtained a school and day program however did not meet the one month bench mark due to waitlists.
- The AYS efficiency measure was met and increased from 2014 by 5%. AYS will continue to strive for full occupancy in the program.
- AYS experienced an exceptionally high turnover in clientele, serving 29 youth. AYS completed 17 intakes and 16 discharges in 2016. AYS serviced a lot of youth with substance misuse issues (19) and successfully transitioned youth into treatment programs. In addition AYS supported youth with the transition of aging out of care, and returning home to their families.
- The number of days from referral to start of service increased, from an average of a 9.5 day wait time (2015) to a 10 day wait time (2016).
- In 2016 critical incidents decreased by 29 %. The incident total for 2016 was 1393 as opposed to 1970 incidents 2015. AYS will continue to set program goals to target further reductions in critical incident reports.

<b>Strategies/Activities/Tasks</b>	<b>Responsibility</b>	<b>Timeline</b>
AYS will provide youth with recreational programming and opportunities to participate in youth events	AYS RC's, & RSW's	June 2017
AYS will hire a full time youth worker to implement youth programming	AYS Directors	June 2017
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	January 2017

<b>Strategies/Activities/Tasks</b>	<b>Responsibility</b>	<b>Timeline</b>
AYS will provide staff with professional development opportunities including trainings on Attachment, FAS, Psychosis, Addictions, and Concurrent disorders.	AYS Directors	December 2017
AYS will provide self-care workshops to staff to prevent burnout and increase staff retention	AYS Directors	June 2017
AYS will look at expanding services in order to create promotional opportunities	AYS Directors	June 2017

**Multi-Year Outcome Trending**

**AYS Stability, Occupancy Rates 2013 - 2016**





## **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 decisions that affect their lives	All AYS clients 29	Biannually	Client Survey Tool Item # 2	Resource Coordinators	GT 90%	83%
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 29	Biannually	Client Survey Tool Item # 6	Resource Coordinators	GT 95%	95%
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 29	Biannually	Client Survey Tool Item # 7	Resource Coordinators	GT 90%	92%
<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	GT 10% of persons surveyed were family members	14%
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	81% answered yes 19% answered unsure

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

- In 2016 youth were surveyed biannually. 27 youth responded to the AYS survey.
- Five AYS clients did not feel like they were involved in daily decisions that affect their lives.
- In 2016, 19% of stakeholders were unsure if AYS is known for its integrity and ethical practices.
- Similarly to 2015, the 2016 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.
- The survey participation from family members increased from 6% in 2015 to 14% in 2016.

	<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 2016. RC's will hand out surveys during ICMs and resource meetings	Directors	November 2017
<b>2</b>	Ensure that more family members receive stakeholder surveys. Hand out surveys to family members whenever possible.	Directors & RC's	November 2017
<b>3</b>	Continue to meet with all youth to get input and feedback on how to better their services	RC's	March 2017
<b>4</b>	RC's will meet with youth and have conversations regarding AYS youth feeling empowered to be part of the decision making in their lives.	RC's	July 2017
<b>5</b>	Continue to establish rapport with youth's family members. Invite all families to an annual AYS thanksgiving dinner.	Directors	October 2017
<b>6</b>	Train all AYS staff on attachment theory. Ensure focus remains on building rapport with AYS youth	Directors/RC's	December 2017

**Annual Review of Formal Complaints**

<b>Q1 Complaints Received</b>	<b>Q1 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	1	100%	0%	100%	