



ANIKA YOUTH SERVICES

2022 PERFORMANCE OUTCOMES REPORT

MISSION STATEMENT

Anika Youth Services will provide long-term housing support and outreach services for at risk youth with mental health barriers, behavioural issues, and complications with substance misuse. The purpose of Anika Youth Services is to create an individualized plan 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 outreach and housing support for at-risk youth between the ages of 12 and 19. AYS supports youth who are in need of individualized wrap around services including long-term stable 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

Our overall purpose is to provide long term support for vulnerable youth in order to increase stability. While creating a safe and encouraging relationship our focus includes:

- Connecting AYS youth with resources in their communities
- Reconnecting the youth with their families and healthy support networks
- 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 DESCRIPTIONS

Housing Programs

Live-in Home Support Program

This is a long-term housing program where youth reside in a staffed resource. The youth will have access to support from their live in-home support workers that will assist them with day-to-day, appointments, activities, and connecting the youth to other community resources.

The youth will also receive a case manager called a Resource Coordinator (RC). The Resource Coordinator provides one-to-one individualized support. The RC in collaboration with the youth create an individualized service plan (ISP). This is a strength-based plan that will meet the individual needs of the youth. The youth will also have access to a youth worker which will provide support in recreational, life skills, and vocational training. In case of a crisis situation or when extra support is needed, youth and staff will have access to an AYS crisis support worker.

The goal of the live in-home support program is to 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/behavioral regulation, address any health-related needs, and foster identity, cultural, and religious exploration.

Stage 2 Semi Independent

This specialized live-in home support program is designed to help youth 17 to 19 years old with complex needs develop life skills and prepare them for independent living and adulthood. This program focuses on core life skills such as cooking, cleaning, basic budgeting, and self-care while living semi-independently. The youth in this program have their own independent space in the residence to provide a sense of autonomy and to help them learn to manage their time independently, while still having staff be present in the resource. The youth in the program work one on one with the Transition Worker to build and strengthen their life skills through workshops. The live-in home support worker in the resource is available to assist the youth with furthering their development of life skills on a day-to-day basis. The youth also have the opportunity to attend other workshops in a group setting with their peers to enhance their life skills in a variety of areas.

Harm Reduction Program

The Harm Reduction Program is a low barrier residential program which services youth who are street entrenched and struggle with substance misuse and addiction issues. This program utilizes a harm reduction and trauma informed approach along with applying attachment theory. Through 8 hour staffing model and 24/7 available staff, the youth are provided with a safe and stable housing environment to meet their various needs. Addiction Support Workers conduct outreach, provide basic needs, harm reduction supplies, naloxone kits, and additional survival tools (blankets / handwarmers) for youth who are street entrenched. The Addiction Support worker is skilled in their outreach abilities and engage youth where they

are at in the community. The Addiction Support staff, Resource Coordinator and Program Supervisor cultivate stakeholder relationships to reduce additional barriers for youth accessing services, and refer to additional services as needed. The support team as a whole support each youth in a strength based, non-judgmental approach in efforts to increase physical and emotional wellness along with reducing the harms associated with substance misuse. The harm reduction program provides opportunities and educates the youth of the benefits from engaging in healthier lifestyle choices. The program provides options such as safer substance use, reduced substance use and abstinence dependent on the youth's goal for themselves.

Youth Engagement& Transition Housing Program

The Youth Engagement and Transition (YET) Housing Program offers a unique and specialized model of care. The purpose of the YET Housing Services is to support youth who often spend time in community, are frequently AWOL and in need of low barrier supports. The YET program is a goal based program to support hard to reach youth and works together to support them in the initial housing stabilization. The YET house is unique in the sense there is the ability for the youth to have access to staff that perform outreach services. This entails meeting the youth where they are at in the community until they are comfortable and willing to return to the resource on a more regular basis. Once the youth is returning to the residence more than an average of once week the care team will begin looking into transitioning the youth from the YET house to a more permanent home.

Outreach & Day Programs

Youth Engagement& Transition Outreach Program

The engagement and transition program is an outreach based, individualized case management program for youth that are in need of specialized wrap around services. Youth eligible for this program are requiring additional support prior to being placed at AYS, transitioning out of AYS, or youth that are in need of stabilization and support within their current living situation. Through access to a YET coordinator, in collaboration with the youth and care team, an ISP will be created to identify the needs and set goals for the persons served. The YET coordinator will provide a person-centered, trauma informed and attachment-based approach that is geared towards assisting youth in maintaining natural support systems, meeting cultural spiritual and identity related needs. In addition, the ISP plan will focus on ensuring that youth have their basic needs meet, and that the goals will include individualized strategies to meet identified needs.

Achieving Your Potential (AYP) Day Program

The AYP is an alternative educational day program that aims to support youth and young adults in exploring, learning and increasing personal development and readiness skills. The program aims to teach individuals how to achieve and optimize their personal, social, educational, and vocational skills in ways that are personalized to them and will allow them to successfully utilize to integrate into their communities. AYP offers support in a classroom setting as well as on an outreach basis if re-engagement back into the classroom is needed. This program offers a low-barrier, flexible, creative curriculum and an environment that allows individuals to build on their confidence and their skills through connection to the staff. With a youth

development facilitator and youth worker attached to the program, it allows for more attention and wrap-around support to be placed on the complex needs of each individual in turn, leading to a higher level of success in goal completion. Each individual 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.

OUR APPROACH

AYS believes that every youth is unique and needs their own individualized plan 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 AYS services. AYS's main focus is to build relationships, increase resilience and foster opportunities for self-development. We take a on a non-judgmental person-centered approach and include trauma informed practice, and attachment theory into our everyday practice.

OUR STAFF

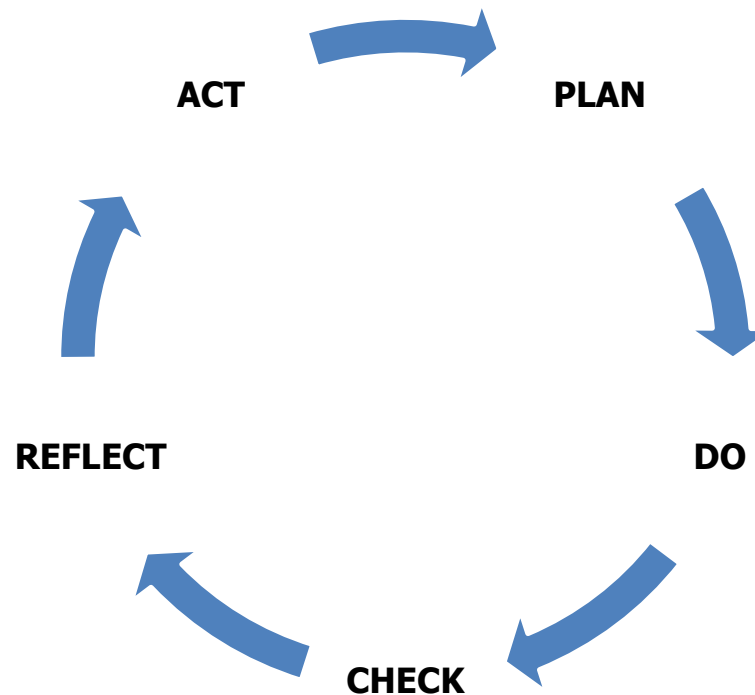
Our staff consists of 80 experienced professionals with expertise in a wide variety of disciplines, such as social services, child and youth care, psychology and criminology. The experienced professionals include a team of Directors who oversee all the programs. The Program Administration team ensures the efficiency of day-to-day operations and supports the work of management. Program Supervisors, Resource Coordinators, and YET Coordinators, who case manage the teams and individuals who support the youth. Live-In Home Support Workers, Crisis Workers, and Transition Workers, are vital to ensuring the quality of care for the youth that we support. 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 2022 PERFORMANCE OUTCOMES REPORT

| Participant Demographics & Program Utilization | Housing Program (Including Low Barrier housing) | Youth Engagement & Transition Program |
|--|--|--|
| Total Number of Clients Served in 2022: | 27 | 16 |
| Number of New Admissions: | 15 | 13 |
| Average Age of Clients at Admission: | 15.5 | 15.5 |
| Number of Discharges: | 9 | 10 |
| Average Duration in Program for Clients Discharged in the Last Year: | 1.83 years (668.2 days) | 114 Days |

| Cultural Background | Housing Program (Including Low Barrier Housing) | Youth Engagement & Transition Program |
|----------------------------|--|--|
| Indigenous | 18 | 11 |
| Caucasian | 6 | 4 |
| Fijian | 1 | 0 |
| Jamaican | 1 | 0 |
| Hispanic | 0 | 1 |
| Malaysian | 1 | 0 |

| Specific Client Demographics | Housing Program (Including Low Barrier Housing) | Youth Engagement & Transition Program |
|---|--|--|
| Clients involved in Criminal Justice System | 5 | 4 |
| Clients with Mental Health Diagnosis | 11 | 2 |
| Clients with Substance Misuse Issues | 12 | 6 |
| Clients with Developmental Delays | 7 | 4 |
| Clients with a History of Self Harming Behaviours | 9 | 0 |

Effectiveness, Efficiency, & Access Results

| Program Goals | Indicator | Applied To | Goal (Target) | Actual Results | Met or Exceeded Target |
|--|---|---|----------------------|-----------------------|-------------------------------|
| <i>Effectiveness:</i> | | | | | |
| <i>Residential Program:</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 65% | 68% | ✓ |
| Maintain contact with AYS youth while in community | % of clients AWOL that remain in contact with AYS | All clients within the year | Greater than 80% | 75.3% | ✗ |
| Find appropriate school, vocational, or day program for eligible AYS clients | % of youth in a school or day program | All clients within the year | Greater than 70% | 100% | ✓ |
| Achieve identified placement Goals | % towards placement goal completion | All applicable clients within the year | Greater than 75% | 69% | ✗ |
| <i>Stage 2 Program:</i> | | | | | |
| Improve Life Skills | % of improvement between pre and post-assessment tool | All clients in prep and stage 2 program | Greater than 25% | 94% | ✓ |
| Prepare youth for independent living | % of youth attending life skills workshops | All clients in prep and stage 2 program | Greater than 50% | 72% | ✓ |

| Harm Reduction Program: | | | | | |
|---|--|-----------------------------|-------------------|-----------|---|
| Connect with street entrenched youth via AYS outreach | % of youth who have contact with an AYS staff while AWOL | All clients | Greater than 50% | 56% | ✓ |
| Provide a safe space for hard-to-reach youth | % of days clients accessed the resource | Annually/ monitored monthly | Greater than 20% | 18% | ✗ |
| Efficiency: | | | | | |
| Maintain full occupancy in AYS beds (OR) | %of occupancy in AYS beds | All AYS beds | Greater than 85% | 92% | ✓ |
| Access: | | | | | |
| Minimize time from referral to admission | Time of referral to start of service | All New Clients | Less than 14 days | 19.3 Days | ✗ |

Discussion & Action Plan

Effectiveness

- One of the ways AYS measures effectiveness, in the housing program, is through youth spending time and connecting with the resource. The way to quantify this, AYS has tracked AWOL rates over the years. We believe that if youth are feeling more connected, they are more likely to return home and keep in contact with their staff. Hence, the main measure used was to see how many days the persons served spent at home. The target goal of greater than 65% was met, and the number of days the client spent in the resource was measured at 68%. AYS will continue to implement strategies to strengthen the attachments built within AYS.

- AYS also measured how much contact youth had with their staff when they were AWOL. 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. In 2022, AYS youth stayed in contact with staff 81% of the time. This is an increase from 2021 which was 80% (See chart #2, pg. 12 for multi-year trending)
- A similar effectiveness measure was applied in the harm reduction program. The AYS harm reduction program was established in 2021. This is a low barrier housing program that focuses on supporting street entrenched youth that are struggling with serious substance misuse issues. This program met its benchmark of connecting with street entrenched youth 56% of the time.
- 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. The hope is to continue to build on the relationships and encourage our youth to return to the resource. In 2022 the youth in the harm reduction program only accessed the resource 18% of the time. AYS will continue to offer incentives, meet basic needs, and meet youth where they are in an effort to continually engage youth to return to the resource.
- Other identified program goals for 2022 included finding appropriate school, vocational, or day programs for all eligible AYS youth. The 70% target goal for enrollment in school/day programs was achieved with 100% of all eligible youth enrolled in an appropriate school, work or vocational program. This success can be attributed to AYS creating its own educational/vocational and life skills program which has a focus on reducing barriers, and meeting youth where they are at. AYS has also worked collaboratively with the Surrey and Langley school districts, and community partners to ensure that all AYS youth have an appropriate school/day program placement.
- In 2022 AYS introduced a new measure which was to assess the youth meeting their identified placement goals. Although the average of goal completion was 69% and this did not meet our target of 75%, AYS will look at strategies to support youth in setting, meeting, and incentivising their placement goals.
- Another measure of effectiveness is the improvement of life-skills of youth who graduate from AYS' stage 2 program, Cornerstone. This program assists youth in getting 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 2022, the target goal of 25% was surpassed and a goal of 94% was achieved. The participants in the Cornerstone program also attended life skills workshops with a 72% attendance rate. The Cornerstone workshops consist of basic life skills like budgeting and grocery shopping, cleaning, cooking, food safety, money management, and job readiness.

Efficiency & Access

- In 2022, AYS had an occupancy rate of 92%, which was slightly lower than the 93% occupancy rate achieved in 2021 (see chart #1 for 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 2022, the target goal of 14 days was not met with the average time between referral and start of service being 19.3 days. This number is higher than the previous year in which the average time between referral and intake date was 11.3 days. AYS will continue to strive to ensure that its services are delivered in an effective and efficient manner. The increase in time from referral to intake has been largely due to youth being on the waitlist and AYS not having a suitable placement available.

| 2022 Follow Up | Goal Accomplished |
|---|-------------------|
| 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 | ✓ |
| Increase capacity and services offered by AYP. Establish AYP cafe using a social enterprise | ✓ |
| Increase outreach efforts, expand YET program. Contract for an additional YET position | ✓ |
| Increase cultural competency efforts including staff training. Connect with an Elder that will support the AYS team. | ✓ |
| Organize a connect training through the Maples that has a focus on building attachments with caregivers in a group home setting. | Moved to 2023 |
| Create support services for youth aging out including a trust fund, alumni club, and outreach services | Moved to 2023 |

| 2023 Strategies/Activities/Tasks | Responsibility | Timeline |
|--|----------------------------------|-----------------|
| Create more incentives regarding youth meeting their placement goals | All Program staff | April 2023 |
| Continue reducing barriers for hard-to-reach youth, increase outreach efforts, continue building attachments, ensure to provide assistance in meeting basic needs. | All HR staff | January 22023 |
| Continue efforts to reduce waitlists and time from referral to intake in all programs | AYS management | December 2023 |
| Develop more low barrier extracurricular programming i.e. sports teams | AYS management | July 2023 |
| Increase cultural connectiveness and competency | AYS management/All program staff | July 2023 |
| Develop accommodated workshops in AYP day program | ALL program staff | April 2023 |
| Increase natural support networks/opportunities | All program staff | April 2023 |
| Build relationships with Band liaisons | AYS supervisors | April 2023 |
| Build on AYS alumni program, create opportunities for peer mentorship | AYS management | July 2023 |
| Expand services offered by AYS including counselling, post 19 supports, YET & AYP capacity | Directors | Dec 2023 |
| Increase efforts to have more indigenous supports, including an Elder that works directly with AYS | Directors | Dec 2023 |

Multi-Year Outcome Trending

Chart #1

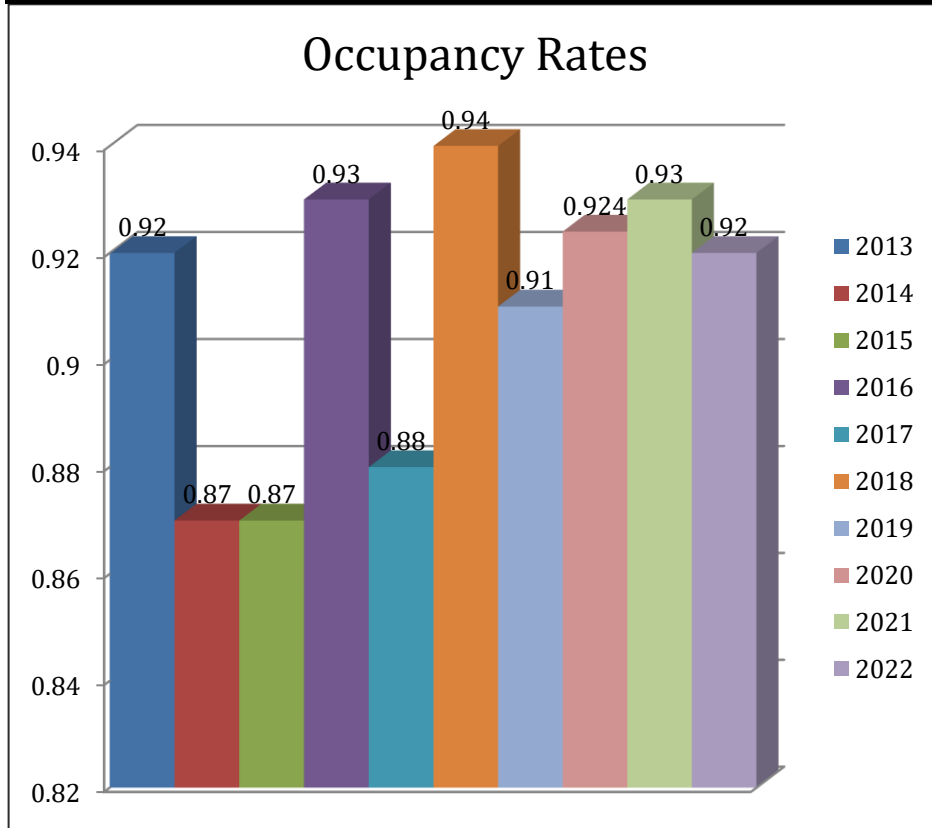
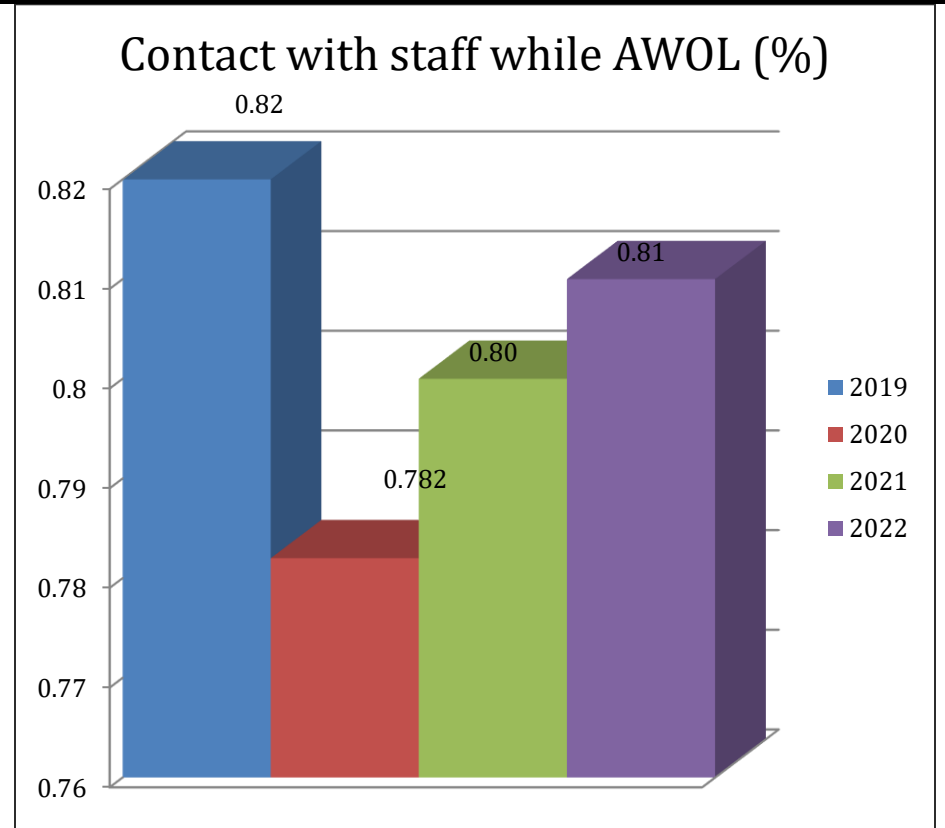


Chart #2



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 | 2% Increase | X |
| Employee Retention | % of fulltime staff leaving AYS throughout the year | All current personnel | Less than 40% | 36% | ✓ |
| Financial Viability | Expanding AYS Services | AYS program | AYS budgets/contracts | Yes | ✓ |

Discussion & Action Plan

Health and Safety

- In 2022, critical incidents increased by 2%. The overall number of incidents recorded in 2022 was 1900, compared to 1862 recorded incidents in 2021. 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 2022. In 2022, the staff turnover rate was 36%, which was a slight increase from the 35.2% turnover rate in 2021. Despite the slight increase, the turnover rate is still trending lower than previous years rates of above 40%. AYS has implemented a lot of strategies to improve retention and recruitment efforts. An administrative position was added with a focus in this area. AYS has been working on developing relationships with colleges, universities, and developing a practicum program. AYS has incorporated more work incentives, health benefits, and invested more funding into professional development. AYS has implemented financial incentives such as referral and shift bonuses. In addition, AYS has a respite worker to assist with down time for the 24-hour staff as well as increased night support with additional awake overnight workers. AYS continues to develop a mentor program within the agency. The mentor program has been tremendously successful at assisting new staff with training, connecting, and understanding the work expectations and culture. Staff retention and satisfaction will continue to be a focus in AYS strategic planning.

Financial Viability

- AYS was able to meet its goal of expanding services for the 2022 year. In 2022, AYS opened a new resource as an extension of our YET program for hard-to-reach youth. This house was found in an accessible area close to Surrey Central which helps with our outreach efforts. On property of this resource, a coach house was also available for us to utilize the space for AYP which will allow for further expansion of this program. This model created a total of 4 new support worker positions and 4 resource beds for youth. The expansion in services also resulted in an increase in administrative support. AYS will continue to explore funding streams and opportunities for program enhancement and development.

| 2022 Follow Up | Goal Accomplished |
|---|--------------------------|
| Organize a staff retreat & enhance work culture <i>*See Human Resources Analysis</i> | X |
| Train supervisors to be first aid and ASSIST facilitators | X |
| Incorporate leadership trainings for all supervisory staff | ✓ |
| Improve on-boarding efforts, increase job preparedness efforts for new staff, increase participation in Relias trainings | ✓ |
| Improve staff recruitment and retention efforts. Increase staff wellness benefits & offer in-house self-care training with a focus on burn out prevention | ✓ |
| Launch SutiHR management system | ✓ |
| Implement Nucleus online client information management system | ✓ |
| Increase administrative capacity, hire an administrative assistant/bookkeeper | ✓ |
| Look into expanding office space & creating additional space for non residential programs | ✓ |
| Create community partnerships with AYA and Fraser Health in order to facilitate community outreach efforts & projects. | ✓ |

| 2023 Strategies/Activities/Tasks | Responsibility | Timeline |
|--|-----------------------|-----------------|
| Continue to increase administrative capacity | Directors | July 2023 |
| Improve staff recruitment and retention efforts. | Directors | Dec 2023 |
| Offer staff opportunities for professional development and advancement | Directors | Dec 2023 |
| Continue to improve the work culture in order to increase staff retention | All Management staff | Dec 2023 |
| Organize a staff appreciation event | Directors | Aug 2023 |
| Maximise the use of the HRIM systems to increase staff efficiency | Administration | Aug 2023 |
| Offer more financial incentives to increase staff retention. Explore group RRSP and pension plans. | Directors | Aug 2023 |

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) | 2021 Results | 2022 Results |
|---|--|---|------------------------------------|--|--------------------------------|--|--|---|
| <i>Client Feedback:</i> 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" | 75% 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" | 87.5% responded "yes" | 75% 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" | 100% responded "yes" | 83.3% 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 (minimum 30) | Annually | Stakeholder Survey | Resource Coordinators | GT 10% of persons surveyed were family members | 4% of stakeholders responded were family members | 10.3% 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" | 88% responded "yes" | 93% 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" | 100% responded "yes" | 96% responded "yes" |

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

- In 2022, 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, 75% of youth felt an increase in personal safety while living at AYS, and 83.3% felt that they had input into their service goals.
- AYS received 30 completed stakeholder surveys in 2022. Of those 30, 7 were from MCFD Social Workers, 7 were from Youth Workers, 3 were from mental health clinicians, 3 were from school programs, 5 were from other service providers, 3 were from family members, and 2 were from

probation officers. The survey participation from family members increased from 4% in 2021 to 10.3% in 2022. 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. Stakeholders did comment on the agency having a ‘grass roots’ feel despite its growth. In addition, multiple suggestions were made regarding expansion and duplication of services.
- AYS will continue to strive to collect feedback from persons served, AYS alumni, families, stakeholders, and staff in order to continue to enhance the services provided, identify gaps, and implement strategies that increase satisfaction.

| 2022 Follow Up | Completed |
|--|-----------|
| Create online survey for clients that can be accessed on their phones | ✓ |
| Continue to establish rapport with youth’s family members. Invite all families to an annual AYS Thankful for family’s dinner and provide appreciation gift baskets for Christmas | ✓ |
| Host community events, invite stakeholders & family members to increase networking | ✓ |
| Conduct a community give back project | ✓ |
| Connect with current and alumni youth to obtain feedback on services offered and ways to make improvements. *See Client and Alumni Feedback. | ✓ |

| 2023 Strategies/Activities/Tasks | Responsibility | Time Line |
|--|-----------------------|------------------|
| Continue to establish relationships with youth's natural support networks. Increase opportunities for feedback | Program Staff | April 2023 |
| Obtain more feedback from AYS staff | Administration | April 2023 |
| Create a collaborative AYS /community project | AYs management | April 2023 |
| Increase positive social media presence | AYs management | April 2023 |
| Host an AYS alumni youth BBQ during youth in care week | AYs program staff | June 2023 |
| Involve community partners in AYP programming | AYs/AYP supervisors | June 2023 |

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 2022; however, there were 6 requests for accommodation. Additionally, in 2022 there were observable trends for informal complaints. These were that out of 41 complaints 32% of them came for the same 2 clients. Most of these informal complaints were related to house rules and protocols, staffing, placement and food. Another trend was that all of the youth refused to fill out a paper compliant form. Therefore; AYS will look into other ways to have the compliant form available to clients. All client complaints were solved before a formal complaint was needed

6 formal requests for accommodations were made this report period by 3 separate youth and 3 separate staff. Additional requests were made verbally and documented by staff. The accommodation request is indicated below along with the corrective actions.