ANIKA YOUTH SERVICES
2014 PERFORMANCE OUTCOMES REPORT

MISSION STATEMENT

Anika Youth Services will provide long-term residential support for at risk youth with mental health concerns, behavioural issues, and substance abuse problems. The purpose of Anika Youth Services is to create an environment that will support the youth in becoming strong and independent individuals.

WHO WE ARE

Anika Youth Services was incorporated in 2008 and since then has been providing 24 hour residential care for at risk youth between the ages of 13 and 19 who are in need of a long term structured 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 PHILOSPHY

- We believe in respecting the dignity and diversity of our clients, staff, and stakeholders
- We are committed to providing excellence in client service
- We believe that all people have the right to be included in decisions that affect them
- We believe in respecting all client rights and abiding by the AYS code of ethics

PROGRAM DESCRIPTION

AYS is a home-like environment where staff will collaborate with professionals in the community to create a strength based plan that will meet the individual needs of the youth. These plans will enable the youth to develop the skills needed to be successful in the community. These include creating opportunities for positive social interactions and improving relationships with natural support systems, encouraging educational and/or vocational training, teaching life skills, increasing coping strategies needed for emotional/behavioural regulation, address any health related needs, and foster identity, cultural, and religious exploration.

The residence is a 24 hour staffed resource where two youth reside with one residential support worker. The Resource Coordinator provides youth with one on one individualized support and case manages the youth's individualized service plan (ISP). In case of a crisis situation or when extra support is needed, youth and staff will have access to a crisis worker 24 hours a day, seven days a week.

OUR APPROACH

AYS believes that every youth is unique and needs their own ISP as a guide to foster stability and personal growth. In collaboration with the youth and their care team, AYS assesses the individualized needs of the youth and creates specific ISP goals. Our service delivery approach builds a network of natural and professional supports, as well as community resources to assist the youth in obtaining their goals. The youth and their care teams are involved in Integrated Case Management (ICM) meetings and we support the use of ICM practices within the AYS services. AYS creates a consistent and structured home-like environment with the main focus on building relationships and creating opportunities for self-development within the home.

OUR STAFF

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

INTRODUCTION TO SERVICE DELIVERY IMPROVMENT

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:

ACT PLAN

REFLECT DO

CHECK
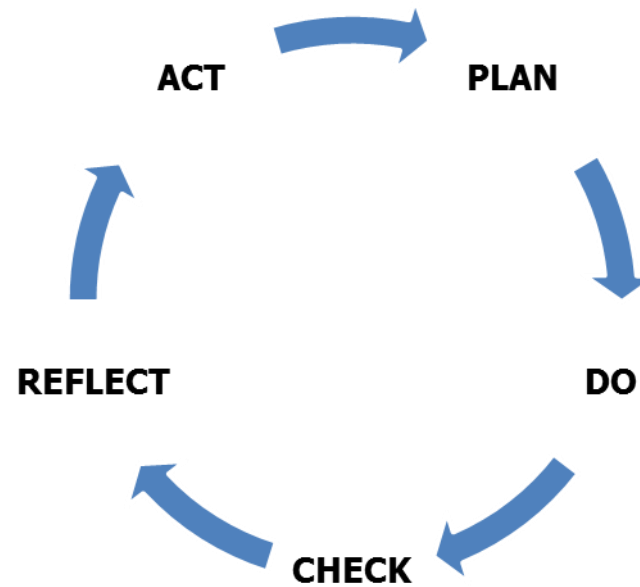
PLANNING & DOING – DEFINING OUTCOMES TO BE ACHIEVED

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 as a primary measure of efficiency; program occupancy statistics.

Program Access outcomes are intended to look at how accessible the agency's programs or services are to the population being served. This can be looked at as an extension of the agency's accessibility plan. As it relates to service delivery, access generally refers to how responsive the service process is to client needs. In other words, are clients able to get service when they need it? Does the program respond to expressed needs in a timely fashion? For AYS the program access measure is the number of days from referral to admission into the AYS program.

Feedback refers to information gathered from persons served and other stakeholders about the general quality of the services the agency delivers. This can include satisfaction as well as other service process feedback. The agency gathers feedback through surveys of youth serviced and their family and care team members.

Effectiveness outcomes refer to the impact that the program intends to have on the problem or issue that it targets. The program targets specific changes based on the areas they are designed to address. For The agency, change is measured as;

- Improvement in increasing the amount of days a youth spends in a stable and nurturing environment

- Improvements in attending day/school programs

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Participant Demographics & Program Utilization

Total Number Of Clients Served in 2013: 17

Number of New Admissions: 9

Average Age of Clients At Admission: 15.6

Number of Discharges: 10

Average Duration in Program for Clients Discharged in the Last Year: 13.10 months (1 year)

Gender	# Of Participants	Average Age Of Participants
Female	17	15.5
Male	0	0

Cultural Background

English Canadian	12
Aboriginal/Metis	3
Chinese	1
Fijian	1
Total	17

Specific Client Demographics

Clients involved in Criminal Justice System	11
Clients with Mental Health Diagnosis	10
Clients with Substance Misuse Issues	12
Clients with a History of Self Harming Behaviours	4

Effectiveness, Efficiency, Access Results & Business Functions

Program Goals	Indicator	Applied To	Goal (Target)	Actual Results	Met or Exceeded Target
Effectiveness: Increase the amount of days a client resides in a stable & Nurturing environment	% of days in a stable environment (% of days a clients is not AWOL)	All AYS clients	Greater than 90%	71%	✗
Increase the amount of days youth spend in a school or day program	% of days in a school or day program	All AYS clients	Greater than 60%	55%	✗
Efficiency: Maintain full occupancy in AYS beds	%of occupancy in AYS beds	All AYS beds (12)	Greater than 80%	87%	✔
Access: Minimize time from referral to admission	Time of referral to start of service	All New Clients	Less than 14 days	Average of 9 days	✔
Business Function: Minimize staff turnover	% of fulltime staff leaving AYS	all exiting personnel	Less Than 40%	22%	✔

Discussion & Action Plan

- In 2014 the efficiency and access measures were met, however none of the effectiveness measures were accomplished.
- Stability rates (SR) decreased by 20% from 2013 (SR=91%). AYS continues to measure stability rates by the number of days a youth are not AWOL. AYS will continue to incorporate strategies to decrease AWOLing including an increase in

programing and incentives. AYS staff will continue to connect with youth that are chronically AWOL by providing outreach services, and connecting with other community outreach services. In 2014 AYS served more youth with addictions and chronic AWOLing behaviours which can account for the decrease in SR.

- AYS strives to provide AYS youth with appropriate school and/or day programming. The 2014 rate is consistent with 2013. AYS will continue to work on strategies to increase day/school programming attendance.
- Occupancy rates (OR) decreased by 5%, from 2013 (OR=92%) to 2014 (OR=87%). AYS was unable to place two residents in one of their homes for an extended period of time with contributed to the decrease in OR.
- The number of days from referral to start of service increased, from an average of a 4 day wait time (2013) to a 9 day wait time (2014).
- Staff turnover has decreased year over year from 2013, as we continue to exceed our goals for personnel retention.

Strategies/Activities/Tasks	Responsibility	Timeline
Look obtaining more D&A 1:1 services	AYS Directors	June 2015
Increase staff education/training on addictions and treatment options	AYS Directors	June 2015
Increase AYS outreach services, connect with youth when out in the community, increase goal focus on ISPs to include AWOL reductions	AYS RC's, & RSW's	January 2015
Connect youth with day treatment (D&A) programs	AYS RC's & RSW's	March 2015
Continue to attend school meetings and form relationships with school/day programs to work on decreasing barriers and meeting youth where they are at	RC'S, & RSW's	January 2015
Continue to provide staff with professional development opportunities	AYS Directors	December 2015

Multi-Year Outcome Trending

AYS Stability & Occupancy Rates 2011 - 2014
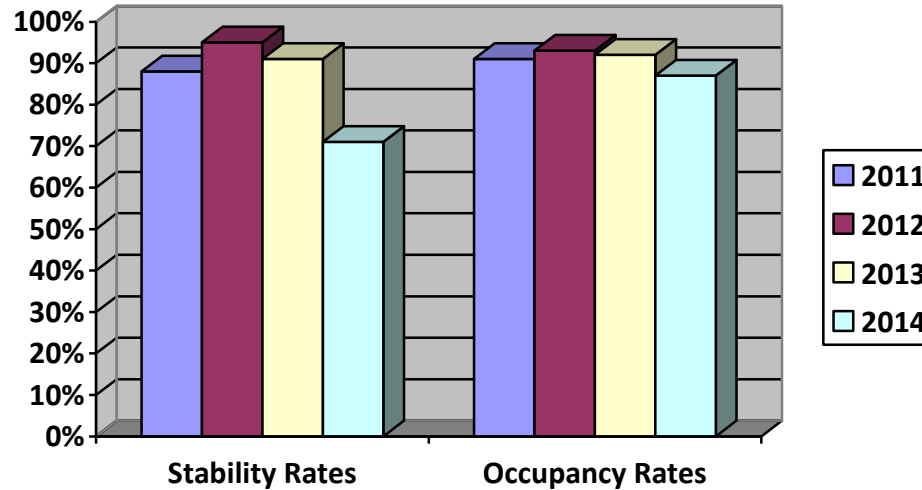
Feedback/Satisfaction Results & Action Plan

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
Client Feedback: Clients feel that they are involved in daily decisions that affect their lives	% of clients that indicate feeling that they are involved in daily decisions that affect their lives	All AYS clients 12	Annually	Client Survey Tool Item # 2	Resource Coordinators	GT 90%	89% (Sample = 9)
Clients feel that they have built trusting relationships with AYS staff	% of clients that indicate that they have built trusting relationships with AYS staff	All AYS clients 12	Annually	Client Survey Tool Item # 6	Resource Coordinators	GT 95%	89% (Sample = 9)

Clients feel an increase in personal safety while living at AYS	% of clients that indicate that they feel an increase in personal safety while living at AYS	All AYS clients 12	Annually	Client Survey Tool Item # 7	Resource Coordinators	GT 90%	89% (Sample = 9)
Stakeholder Feedback: Families of youth are included in the survey process	%of stakeholders that received an AYS survey were family members of a person served	Sample of stakeholders surveyed annually	Annually	Stakeholder Survey	AYS Directors	GT 10% of persons surveyed were family members	6% (Sample = 15)
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	93% answered yes (Sample=15)
Stakeholders indicate that AYS personnel are competent and qualified in the performance of their jobs	% of stakeholders that indicate that AYS personnel are competent and qualified in the performance of their jobs	Sample of stakeholders surveyed annually	Annually	Stakeholder Survey	AYS Directors	GT 90% respond yes	100% answered yes (Sample=15)

Discussion & Action Plan for Feedback/Satisfaction (including Extenuating/Influencing Factors)
- In 2014 youth were surveyed annually. 9 youth responded creating a very small sample size.
- Only one out of the nine youths surveyed responded "no" to all three questions including that they were not involved in the daily decisions that affect their lives, that they did not feel that they have built strong relationship with AYS staff, and that they did not feel an increase in personal safety while living with AYS. The rest of the surveyed youth answered "yes" to all of the questions. In response to this AYS will survey youth on a bi-annual basis in 2015.

- In 2014 AYS switched their survey method to an online anonymous survey that was sent out to all stakeholders. This resulted in a decrease in feedback reducing the sample size to 15.
- In 2014, 7% of stakeholders were unsure if AYS is known for its integrity and ethical practices which are a reduction from 2013 (24%).
- Similarly to 2013, the 2014 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 remains very low (6%) only one survey was returned from a family member

	Strategies/Activities/Tasks	Responsibility	Timeline
1	Increase stakeholder survey sample. AYS will email out surveys in addition to handing them out in 2015	Directors	November 2015
2	Ensure that more family members receive stakeholder surveys	Directors	November 2015
3	Continue to meet with all youth to get input and feedback on how to better their services	RC's	March 2015
4	Continue to establish rapport with youth's family members. Invite family members to be part of AYS training opportunities	Directors	Ongoing

Annual Review of Complaints

Q1 Complaints Received	Q1 Complaints Received	Q3 Complaints Received	Q4 Complaints Received	% Complaints Resolved	% Complaints Unresolved	Goal (Target or Benchmark)	Met or Exceeded Goals
0	0	0	0	N/A	N/A	100%	✔