



Cameray
Child & Family Services

PERFORMANCE AND QUALITY IMPROVEMENT

2019 ANNUAL SUMMARY REPORT

Introduction

Welcome to our PQI Annual Report! This report is for stakeholders, including staff, board members, funders and anybody who may be interested in the exceptional services we provide here at Cameray. Performance and Quality Improvement (PQI) is an integral part of Cameray. We are always looking for new opportunities to change and grow, and we hope this report demonstrates our commitment to the clients we serve and our desire to be the best we can be. This report will provide information on both accomplishments and areas for improvement. As an organization, we take feedback seriously and incorporate the valuable information we receive. If we notice an area that is not up to our, or our community's, expectations, we will create a plan to address the challenge. This report will document our current status in a variety of areas, and how we are consistently working toward improvement.

Key Activities

We underwent a number of activities in 2019 focused on performance and quality improvement:

1. PQI Committee

2019 was the second year for our PQI Committee, the central component of our new and improved PQI process for the agency. The PQI committee consists of staff from various levels and programs of the organization, and it meets monthly to review PQI reports, identify areas for improvement, recommend and/or develop Improvement Plans, and identify targets for the coming year. The committee worked tirelessly throughout the year to tweak and improve the new system, review PQI information from the previous year and measure it against targets set, and develop targets for the current year. We have found the new system to be effective and worthwhile, as it enables us to more thoroughly review the data we collect and use it meaningfully to make change. The committee also set its own goals for 2020.

2. Long Term Plan

In June 2018, Cameray's Board of Directors and staff created a strategic plan for the agency for 2018-2022. The goals for Cameray over this four-year period are:

- Organizational Excellence - Through continued work on a responsible resource model and a responsive and professional environment for clients and staff, Cameray will strengthen the organization's depth and resilience.
- Program and Service Excellence - A focus on responding to the changing needs of the client base will ensure that Cameray is responsible and balanced in the approach to service delivery.
- Strong Community Profile - The strategic use of outreach to the local and broader community will enhance Cameray's reputation and ability to leverage support for growth and diversification.

Strategies to achieve these goals were identified, and the process of implementing the strategies are carried out by the staff, management, and Board of Directors through a series of annual short term plans. By the end of 2019, significant progress had been made through these short term plans to help realize our long term goals. The ultimate result of our thorough planning and reflection will be a robust and well-respected community agency that is instrumental in the strengthening of children and families, and the communities of Burnaby and New Westminster.

3. Case Record Review

In order to ensure that all of our case records are maintained in accordance with best practice, we conduct case record reviews on a quarterly basis. All staff participate in this process on a rotating basis, and a random sampling of files are checked against a checklist in order to ensure that all forms and documentation are completed in a timely manner. Results of the review are shared with management and staff, trends are noted, and strategies for improvement are identified.

4. Joint Occupational Health and Safety Committee

Last year was the inaugural year of our Joint Occupational Health and Safety (JOHS) Committee. This committee consists of two staff representatives (OH&S Stewards) and two management representatives. The Committee meets monthly to identify and help resolve health and safety issues, thus ensuring a healthy and safe environment for staff and clients.

Successes

Our PQI efforts over the past year have resulted in some significant improvements:

1. Case Management System

One of the goals set in our 2018-2022 Long Term Plan was to improve our organizational procedures by researching and purchasing an electronic case management system. Thanks to a generous donation we were able to acquire this system earlier than anticipated. Last year we saw the research, purchase, and implementation of an electronic case management system. This year, while we are still going through the transition period from a paper to an electronic filing system, we anticipate the end result will facilitate efficiency in the documentation and reporting required of our programs. This

will allow us to devote additional time and energy to providing quality services to our clients.

2. Stakeholder Advisory Group

One of the challenges experienced by Cameray’s Board of Directors has been to maintain a diverse membership that reflects the community we serve. In order to address this concern, Cameray’s stakeholder advisory group was formed in 2019. This group is designed to be a representative sample of community members, as we recognize the importance of hearing the unique perspectives of all voices. The purpose of this group, who meet 2-3 times per year, is to discuss emerging issues and trends, and the ways in which Cameray’s services can effectively meet the changing needs of the children and families in our community.

3. Case Record Review – Improvement Plan

While the PQI Committee were reviewing the results of our case record reviews in 2018, it was noted that there were often major inconsistencies in how different participants review and rate files, putting the validity of the review in question. An Improvement Plan was implemented to improve inter-rater reliability. Strategies were trialled and reviewed during 2019, and while we still face some challenges, which are addressed at each review, we saw an overall improvement in results and reliability. The plan going forward is to continue with a collaborative case record review process, which will provide more meaningful results.

4. Personnel Connection and Collaboration

It had been noted with the growth of our agency that staff sometimes felt disconnected from other programs within the agency. In order to increase cohesion and collaboration amount the various programs, we implemented monthly joint team meetings. In addition, the “Cameray Connection Committee” was formed. This is a staff-driven group of employees who plan regular interactive social and learning events, in order to increase the connection among staff members in the various programs. The work of this committee has been greatly appreciated, and the staff has experienced many fun and enlightening activities together.

Ongoing Issues

There are several issues that are currently being addressed by our PQI efforts, which require continued monitoring:

1. Waitlist

Due to the high demand for our Counselling services, the wait time for counselling has continued to be lengthy over the year. Despite implementing several strategies to address and mitigate the wait time, we consistently receive feedback from clients and the community that this is a barrier. In response, we are in the process of redesigning our counselling program to a Stepped Care model of service, which incorporates several groups into our programming. It is the plan to roll out the new program in April 2020, with the goal of seeing a significant reduction in the waitlist by September 2020.

2. Outcome Measures – Improvement Plan

Over the past year we have been working on improvement plans to address low response rates for outcome measures reports in both the Parent Support Program (PSP) and the Crime Victim Support Service (CVSS) programs. While some improvements have been made since the implementation of these plans, they have not been to target. The PQI Committee is continuing to address and monitor the issue. We know the value of measuring the success of our service and are committed to ensuring we have this data.

Priorities and Goals for 2020

The most significant PQI priorities and goals for 2020 include:

- Reducing the counselling waitlist through the implementation of the redesigned program
- Completing the transition to seamless usage of the electronic case management system
- Increase fundraising through a formalized social media strategy and other marketing and fundraising strategies

The PQI Committee will review the 2019 data throughout this year. In addition to monitoring the Improvement Plans referred to above, they will measure 2019 results against targets made, and address any new concerns that arise with plans for improvement. Staff, management, and the Board will also continue to work on short term annual plans with the ultimate aim of achieving the goals set out in the 2018-2022 Long Term Plan. In addition to the above priorities, these short term strategies address issues relating to:

- Community involvement
- Leadership development
- Board development

Through the work of the PQI Committee in addition to all staff, management and Board, we hope to continue to see ongoing development and excellence in all aspects of the organization.

Conclusion

We hope you have found the information contained in this report helpful. If you have any feedback about this report, please contact us via email or phone:

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