PERFORMANCE AND QUALITY IMPROVEMENT

2018 ANNUAL SUMMARY REPORT

Introduction

Welcome to our PQI Annual Report! This report is for all stakeholders, including clients, staff, board members, funders and anybody who may be interested in the great work we do. 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 opportunities for improvement. As an organization, we seek to learn from our experiences and grow. If we notice an area that is not up to our expectations, we will create a plan to address the challenge. This report will document how we are doing in a variety of areas, and how we are working toward improvement.

Key Activities

We underwent a number of activities in 2018 focused on performance and quality improvement:

1. PQI Committee

2018 was the inaugural year for our PQI Committee, as we embarked on a new and improved PQI process for the agency. While we have always engaged in significant PQI efforts, the PQI Plan for 2018 was updated and revamped to encourage a more stringent and meaningful review and process for PQI activities. This included the formation of a PQI committee consisting of staff from various levels and programs of the organization. This committee 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 develop the new system (such as Improvement Plans and Quarterly Reports), review PQI information from the previous year, and develop targets for the current year. We have found the new system to be effective and worthwhile, as it enabled us to more thoroughly review the data we collect and use it meaningfully to make change.

2. Long Term Plan

In June 2018, the Cameray's Board of Directors and staff came together to create a new strategic plan for the agency for 2018-2022. The plan was developed in order to provide direction to the agency as we fulfill our mission, to increase our impact in the community, and to assist us in our continuous pursuit of excellence. 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 of 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 will be carried out by the staff, management, and Board of Directors of through a series of annual short term plans. The ultimate result 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 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 in place. 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

2018 also marked the establishment of our Joint Occupational Health and Safety (JOHS) Committee. This committee consists of two staff representatives (OH&S Stewards) and two management representatives, and held its first meeting in December 2018. The purpose of the committee is to identify and help resolve health and safety issues, thus ensuring a healthy and safe environment for staff and clients. The JOHS Committee plans to meet monthly, and is looking forward to developing its processes in the coming year.

Successes

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

1. Cancellation Rates

We received feedback from MCFD, our funder for the Counselling Program, that they were concerned about the rate of cancellations/no shows in 2015-2016. Since that time, we have made efforts to decrease the cancellation rate. While we noticed some decrease between 2015 and 2017 (18.5% to 17.2%), we implemented a strategy in mid-2017 of making reminder calls to clients about their intake and first appointments. We were pleased to note a decrease of cancellation rates in 2018 to 15.4%.

2. Communication – Improvement Plan

Our annual survey of community partners and funders in November 2017 revealed a drop in satisfaction with the partners' communication with Cameray personnel (dropped from 95% in 2016 to 84% in 2017). While the feedback about what they were dissatisfied with was vague, we implemented an Improvement Plan to address our "best guesses" about what may be the problem. Staff were reminded about Cameray's policy to return calls and emails the same day wherever possible, and days of work were added to each staff person's email signature so clients and community partners would know when they might expect a response. We also implemented a system in which MCFD is provided with regular updates of our telephone extension list, as it was noted that the automated phone system could be frustrating and unwieldy when a caller did not know extension numbers. The annual survey in November 2018 revealed an increase in satisfaction rating to 93%, in excess of our 90% target.

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, our waiting list has continued to grow over the past year. MCFD provided us with additional funding in 2017 to address the waitlist, and this helped temporarily, reducing the waitlist from an average of 130-150 families with a 3-4 month wait, to 70 families with a 1 month wait. However, we then received an influx of referrals, and the waitlist continued to grow in 2018, ending with over 200 families and a 6 month wait in December. We have plans to address this with more new staff in 2019. In addition, staff have created short term goals for 2018-2019 to find ways to manage and mitigate the waitlist, in particular, finding ways to provide interim support and resources to families while they wait.

2. Services to Indigenous Families

One issue that has been raised in the past year is about accessibility of our services to indigenous families, and whether our procedures are responsive to the needs of these

families. For example, MCFD, our primary funder, made a suggestion that we may take more initiative to provide outreach and reminder calls to these families. This feedback was taken to heart, and Cameray management made several efforts to improve the experience for indigenous families. We invited our referral sources to contact us when barriers were being experienced to discuss a family's unique needs. We also made working with indigenous families a priority for cultural sensitivity training for all staff in 2018. In November 2018 we checked back in with MCFD to see if there was any further feedback, and if these shifts had been helpful. It was noted that we had not had a high number of referrals from the MCFD Aboriginal team during 2018, so it was difficult to track any differences at this time. We continue to seek feedback and are committed to making our service as accessible and barrier-free as possible to these and all families.

3. Outcome Measures – Improvement Plan

An improvement plan was also created in March 2018 to address issues discovered in our 2017 Outcome Measures report. In particular, it was noted the Parent Support Program (PSP) and the Crime Victim Support Service (CVSS) both had very low response rates. Efforts were made to address this issue. 2018 showed an increase in PSP response rates, but not to our target, and still not providing enough responses for meaningful results. CVSS response rates also increased significantly, but it was noted that the total number of forms submitted was lower than it should be. As a result, the PQI Committee is continuing to address and monitor the issue.

In addition, the 2018 Improvement Plan addressed the Counselling Outcome Measure forms. While the results of the 2017 report had been satisfactory, the meaningfulness of the measures were questioned as it was noted that the questions on the form were confusing and did not accurately reflect the outcomes mandated by our MCFD contract. The questions were revised, and the methods of compiling results were modified. We are waiting for 2019 results to see the impact of these changes.

4. Case Record Review Process – Improvement Plan

While the PQI Committee were reviewing the results of our case record reviews in June 2018, it was noted that there were often major inconsistencies in how different reviewers rate files, putting the validity of the review in question. An Improvement Plan was implemented to provide training for the review teams at each cycle. We continue to monitor this into 2019 to observe if the inter-rater reliability improves over time.

5. CVSS Evaluation Reports – Improvement Plan

An improvement plan was created in July 2018 to address the return rate of evaluations in the Crime Victim Support Service Program. The return rate had historically been low (8% in 2016) due to the nature of the program; many clients did not return for a final closing session once their court date was completed, and did not respond to emailed evaluation forms. However, the return rate dropped to only 2% in 2017. Plans were made to begin bringing the evaluation forms along to court, as this is often the last time the client is seen. In 2018 the return rate did increase to 6%, but short of the 25% goal. However, as this change was only instituted in November 2018, we will continue to monitor to see if there is an improved response rate in 2019 as a result of this change.

Priorities and Goals for 2019

The PQI Committee will be reviewing 2018 data throughout the year. In addition to continuing to monitor the Improvement Plans referred to above, they will measure 2018 results against targets made, and address any new concerns that arise with plans for improvement. In addition, staff, management, and the Board will continue to work on short term annual plans with the ultimate goal of achieving the goals set out in the 2018-2022 Long Term Plan. These short term strategies address issues relating to:

- Waitlist
- Case management system
- Fundraising
- Personnel satisfaction / leadership development
- Fundraising
- Expanding Cameray's presence in New Westminster
- Board development

Through the work of the PQI Committee in addition to all staff, management and Board, we hope to continue to see ongoing improvement 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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