



Cameray
Child & Family Services

PERFORMANCE AND QUALITY IMPROVEMENT

2020 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 in this exceptionally challenging year. 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 2020 focused on performance and quality improvement:

1. PQI Committee

Our PQI Committee is the central component of our PQI process for the agency. It 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 review PQI information from the previous year and measure it against targets set, and develop targets for the current year. Our PQI Committee enables us to thoroughly review the data we collect and use it meaningfully to make change. The committee also set its own goals for 2021.

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 2020, significant progress had been made through these short term plans to help realize our long term goals. In addition, as we responded to the challenges and demands of a global pandemic in 2020, some of our goals took a back seat as we worked on the new goal of continuing to provide services to a community in need, while keeping our client and staff safe. This involved adapting our services to an online format. The ultimate result of our thorough planning and reflection, both short and long term, 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. The process was put on pause for 6 months in 2020 due to our need to focus on virtual services and keeping records electronically, but resumed again at the end of the year in an adapted manner.

4. Joint Occupational Health and Safety Committee

Our Joint Occupational Health and Safety (JOHS) 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. Focus of the JOHS Committee in 2020 was to ensure Cameray enacted a thorough COVID Safety Plan in adherence to WorkSafe standards, and on the psychological health and safety of staff while working remotely during this stressful year.

Successes

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

1. Reduction of Waitlist

One of our ongoing goals is to reduce the length of our waitlist in the Counselling Program. One of the strategies to achieve this goal was to redesign the program to include groups (see below). We were successful in reducing our waitlist by 33% over the course of the year; we had reduced it by 67% in September, but the waitlist increased again over the last quarter of the year. This is likely due to the word getting out to referral sources about our reduced waitlist, resulting in an influx of referrals! It should also be noted that it is unclear whether the reduction of the waitlist was due to the program redesign, or as a result of the pandemic and clients not wanting to engage in remote services. This will continue to be monitored.

2. Transition to an Electronic Case Management System

We purchased, developed, and implemented use of an electronic case management system in 2019. At the beginning of 2020 we were still in transition to paperless files. The onset of the pandemic forced a much quicker transition than planned, as staff worked fully remotely for three months. While the quick learning curve did cause some stress, we were extremely grateful to have the system in place when we went into lockdown!

3. Adaptation to a Remote Working Environment

It had long been a future goal of the agency to incorporate tele-therapy options into our programming, but this had always seemed a dream we did not know how to implement. The global pandemic was the impetus to move us along this road much sooner and quicker than expected! We were able to develop systems and protocols to provide our services from a distance in a few short weeks. While there are many challenges with virtual services, and we greatly miss being able to provide a full range of services in person, we have also discovered some advantages to this way of working. We anticipate that even after the pandemic is over, there will continue to be options for virtual services and working remotely for some staff, where it is in the client and program best interests.

4. Increased Awareness and Focus on Anti-Oppression Efforts

As for many individuals and organizations, the impact of the Black Lives Matter movement in 2020 caused a new way of thinking about the way we do our work and operate as an agency. Cameray made a renewed commitment to engaging in Anti-racism and Anti-oppression efforts, and this has been an ongoing topic of discussion, reflection, and agency and program analysis in 2020. We are humbled and committed to individual and organizational examination of implicit bias and the systemic oppression that our clients and staff experience, and we are also committed to implementing strategies to address oppression within all aspects of our agency.

Ongoing Issues

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

1. Waitlist

While we have seen improvements in our waitlist in 2020, it is unclear as to what these improvements can be attributed to, and if they are sustainable. For this reason, we continue to monitor the waitlist to ensure our clients are able to access services in a timely manner.

2. Personnel Wellbeing During the Pandemic

While we have been successful in adapting our services to be able to meet our clients' needs in a covid-safe way, the resulting isolation and challenges with working from home have had a toll on our staff, as is the experience everywhere. These are unprecedented challenges, and we are doing our best to continually explore ways to ensure our staff feel connected and supported.

Priorities and Goals for 2021

The most significant PQI priorities and goals for 2021 include:

- Maintaining the reduction of the counselling waitlist
- Ensuring clients and staff are safe and supported as the pandemic continues
- Ensuring the agency keeps anti-oppression theory and practice at the forefront of our work
- Increasing fundraising through a formalized social media strategy and other marketing and fundraising strategies

The PQI Committee will review the 2020 data throughout this year. In addition to monitoring Improvement Plans and progress toward short term goals, they will measure 2020 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.

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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