



**Cameray**  
Child & Family Services

## **PERFORMANCE AND QUALITY IMPROVEMENT**

### **2021 ANNUAL SUMMARY REPORT**

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#### 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 2021 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.

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, leadership, and Board of Directors through a series of annual short term plans. By the end of 2021, 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, 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 leadership and staff, trends are noted, and strategies for improvement are identified.

### 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 2021 was to ensure Cameray's COVID Safety Plan was maintained in adherence to WorkSafe standards, and on the psychological health and safety of staff during this stressful year.

## Successes

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

### 1. Expansion of Services and Locations

In 2021 we received funding from Ending Violence Association of B.C. to provide Emergency Sexual Assault Services (victim services and counselling) in Burnaby and New Westminster. We are hopeful that this is the beginning of a long term program.

Another agency goal has been to re-establish a presence in both New Westminster and North Burnaby. We have been invited to occupy our own office at the new Wellness Centre situated at New Westminster Secondary School, and we are prepared to provide

counselling, parent support, and victim services at that location beginning in early 2022. In addition, the City of Burnaby awarded Cameray program/office space on Rosser Avenue in North Burnaby, which our administration office and part of our operations will move into later in 2022. We are very excited about these positive changes!

2. Focus on Anti-Oppression and De-Colonization Efforts

As for many individuals and organizations, the events of the past two years have caused us to re-evaluate the way we do our work and operate as an agency. 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 and dismantle oppression within all aspects of our agency. This commitment is evidenced by the anti-racism statement endorsed by our Board of Directors and the work we have done in decolonizing our intake processes and paperwork. We have continued to explore training opportunities, hold many discussions, and work toward increasing the diversity, equity and inclusion in the organization.

3. Adaptation to a Hybrid Model of Service Delivery and Working Conditions

As with everybody, the pandemic forced us to adapt our service delivery to provide the option of virtual (online and/or telephone) services. In addition, staff had to adapt to working a hybrid model of working in-office or remotely, due to space limitations in the office that did not allow for adequate physical distancing. Through the course of the year, staff have become more comfortable and adept at working in these new conditions, and this has also created options for continued post-pandemic work, as we now have the knowledge and capacity to offer virtual services. While not ideal for all, this option does reduce barriers for many clients.

4. Improvement in Quality of Case Records

When the pandemic struck in 2020, we had thankfully just newly purchased, developed, and implemented use of an electronic case management system. The onset of the pandemic forced a much quicker transition than planned, as staff worked fully remotely, while we were still in transition to paperless files. The lack of full preparedness resulted in some deficits in our ability to maintain up-to-date and complete case records. Through ongoing work and staff training in 2021, we have managed to improve the results from our quarterly case record reviews markedly.

Ongoing Issues

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

1. Waitlist

We have seen continued lengthy wait times in our Counselling program; at the end of 2021 the wait time is approximately eight months. This is due partly to staffing shortages, but largely because of the incredible demand and need for services. In 2020, in an effort to mitigate the waitlist, we redesigned our program to include groups, but this did not have the desired effect. The reason for this is the broad spectrum of presenting issues we see in the Counselling Program, and it not being feasible to provide the appropriate groups for a

majority of our clients. In addition, we continued to see an increase in the number and in the severity/complexity of cases being referred. We continue to monitor the waitlist and to work with MCFD to find solutions to this issue.

## 2. Personnel Wellbeing and Satisfaction

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 continued to have 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.

## 3. Organizational Diversity and Equity

While we have made progress in a renewed focus on anti-oppression theory and practice, as described above, we have a long way to go. The Board, leadership and staff at Cameray have continued to engage in conversations and activities to acknowledge systemic bias and address issues of diversity and equity for clients and staff in the agency. We plan to continue this work through further training, consultation, and restructuring our processes to be more trauma-informed, barrier-free, and responsive to the needs of our diverse community.

### Priorities and Goals for 2022

The most significant PQI priorities and goals for 2022 include:

- Reducing 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
- Ensuring staff experience a positive and inspiring work environment

The PQI Committee will review the 2021 data throughout this year. In addition to monitoring Improvement Plans and progress toward short term goals, they will measure 2021 results against targets set, and address any new concerns that arise with plans for improvement. Staff, leadership, and the Board will also continue to work on achieving the goals set out in the 2018-2022 Long Term Plan, and in June will create a new 2022-2026 Long Term Plan.

Through the work of the PQI Committee in addition to all staff, leadership 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:  
[tracey.rusnak@cameray.ca](mailto:tracey.rusnak@cameray.ca) or 604-436-9449 Ext 275