



# Child and Family Services of Western Manitoba



## 2012—2013 Annual Report

June 2013

## About Child and Family Services of Western Manitoba

**C**hild and Family Services of Western Manitoba (CFS Western) is a private, community-based, non-profit organization led by a volunteer community-represented Board of Directors.

The high degree of flexibility and responsiveness of our programs and services is facilitated by our relative independent status and management/governance structure.

Decisions can be made quickly in response to emerging community needs. Power sharing and collaboration with other community groups is a natural aspect of this work.

In order to fulfill its mission, the Agency believes strongly in providing family strengthening and support services throughout Westman. These offer many entry points for families to access services.



Our community relationships, including those developed through our **Elsbeth Reid Family Resource Centre**, have helped to create many new partnerships and initiatives across the areas we serve.

We participate in many community coalitions seeking to improve social conditions for children and families. Innovation in service delivery has been driven by our connection to the community.

Our long and proud history of working partnerships helps us deliver programs, meet the needs of parents and children and strengthen and support families. We believe these positive community relationships are effective methods in preventing child maltreatment and encouraging optimum development which assures more positive outcomes for children.

We also very much appreciate and value the financial support from the private, public, community and organizational sources that allow us to offer these family strengthening programs and services.

### **Agency services and supports**

- Family strengthening and support programs
- In-home family supports
- Life skills programs for youth and parents
- Parenting education programs and groups which stress a relationship-based approach to discipline
- Parent-child home programs that promote attachment
- Children's Therapy Program to support victims of maltreatment and to promote parent-child attachment relationships
- Youth engagement
- Early childhood education—Victoria Day Care Centre and the Preschool Enrichment Program
- Family Services—protection, voluntary, expectant parents and family enhancement
- Supported access
- Alternative care resources—adoption, foster and residential youth care
- Supports and services to newcomer families

This annual report shares the outcomes for these programs and services.





## Message from the President, and the Chief Executive Officer

This has been another year of significant growth and development at the Agency and within the General Authority. It has continued to be a difficult one for the child welfare system as the *Phoenix Sinclair Public Inquiry* continues to work its way to completion. Child welfare commanded many newspaper headlines during Phase One of the Inquiry which focused upon the circumstances of this child's young life and her family's involvement in the child welfare system.

As the Inquiry shifted into Phase Two; where there was a focus on looking at the system's responses to the Changes for Children Initiative, the headlines dried up and the public's attention was averted. This is unfortunate as it does not provide a balanced picture to the public about the many significant changes and developments which have occurred in the General Authority in response to the Phoenix Sinclair tragedy.

Phase Three of the Inquiry will then be looking at systemic issues contributing to children and families being vulnerable, (such as the residential school legacy, poverty, lack of affordable housing) and possible solutions to those issues.

Our hope for outcomes of the Inquiry include:

- Increased community support for vulnerable and needy children and families.
- Greater community understanding and support for the challenging work of the Agency.
- Continued support for ongoing improvements to the child welfare system.
- Stronger governance and accountability so that the public's confidence is restored.
- Positive shift in public perception of the child welfare system which translates into people moving towards the system as opposed to fearing it.
- Greater use of evidence informed practices in the provision of child and family services leading to increased ability to demonstrate that the system is making a positive difference in the lives of children and families.

We look forward to receiving the Commissioner's Report due this fall.

A significant development in our Agency has been the implementation of the *Practice Model* that was

developed by the General Authority and the Leading Practice Specialists. The Practice Model supports social workers to be focused on child safety while engaging families in the development of plans to address identified concerns. It integrates the use of evidence based assessment tools which identify those factors that contribute the most to child risk and safety (known as Structured Decision Making (SDM) Tools) with solution-focused Signs of Safety practices.



The Practice Model addresses several of the concerns identified through the Inquiry process, including the need for standardized and validated safety and risk assessments, the need to respond to family needs in a proactive and collaborative manner, and improved planning to create safety networks for children.

We are also very excited about the Agency joining the PART (*Practice and Research Together*) organization along with the GA. PART is a membership based organization that seeks to promote the understanding and use of evidence-informed practice at all levels of the child welfare system in Canada to ensure the best possible services and outcomes for vulnerable children and families. Evidence-informed practice

means that decisions about how to meet the needs of vulnerable children, youth and families are informed by an understanding of:

- the best available evidence regarding what is effective;
- practice wisdom and experience; and
- the views of families and children about their experiences, preferences and perceptions.

Using PART resources will help to promote a learning environment that is critical to the continuing growth and development of our child welfare practice. This is one of the significant 'fallouts' from the Public Inquiry. The system must work to restore the public's confidence in its ability to effectively perform its role to protect children and strengthen and support families.

These are just two of the many highlights from the past year which are further discussed in this report.

  
Ernie Bruneau  
President, Board of Directors

  
Dave McGregor, M.S.W., R.S.W.  
Chief Executive Officer



## Family Strengthening and Early Childhood Education

It is accepted today that early intervention with vulnerable children and families is an effective approach to preventing child maltreatment.

Preventative services can do more to reduce abuse and neglect than reactive services—early help is better for children and families. CFS Western has long understood this and over the years has been able to develop and maintain a comprehensive continuum of family strengthening and support services combined with early childhood education and development programs to meet this objective.

This is why the Agency provides early childhood and parent education and support programs throughout our Victoria Day Care Centre, Preschool Enrichment Program, Crocus Early Learning Centre, and Parent Child Home Programs, in partnership with CFS Western's Elspeth Reid Family Resource Centre. The goal of connecting the programs and services as a continuum is to:

- offer quality child care to vulnerable populations;
- support parents in finding the right type of support for their families' needs;
- strengthen and support parents' understanding of and ability to meet the growth and development needs of their children; and
- help connect parents to networks of support and education around parenting issues and concerns.



The Agency works in partnership and collaboration with the community to provide these services and supports.

### Elspeth Reid Family Resource Centre

The **Elspeth Reid Family Resource Centre** (FRC) is a welcoming and inclusive place for Westman families. Staff provide a respectful and trust-based environment for participants that supports learning, sharing, growth and change. The Family Resource Centre is a key component of the Agency's prevention and outreach programming.



The goals of all of the programs and services offered through the Centre are to enhance, strengthen and support the capacity and confidence of parents and caregivers to meet the needs of their children. We seek to support child and family well-being by reducing the isolation of parents with young children through opportunities that:

- encourage healthy child development,
- strengthen attachment relationships, and
- support positive parenting practices.

The FRC seeks to be responsive to their participants' diverse and changing needs. The User Advisory group assists staff to identify needs and possible opportunities to meeting these needs.

Specific programming components have been developed based upon this group's feedback and suggestions. An example has been the introduction and continuing development of the *Seeds of Hope (Semillas de Esperanza)* parenting program, delivered in the Spanish language. Many of our information packages have been translated into other languages, and interpreters are also used in some circumstances to support some of the newcomer families to the FRC.





The FRC also offers a range of parenting education programs and supports which are designed to support and integrate with our Family Services work with families. As families identify their needs and develop service plans to meet those needs, talking with other parents, gaining support, and learning new ways to meet their child's needs through effective and positive parenting are goals of the service plan.



The *Talking, Learning and Caring* (TLC) program is another great example of how the programs of the FRC are informed by user feedback and suggestions. This program is offered to families who have become involved with the child welfare system as a result of a child protection situation. It is open to families who are involved with any child welfare Agency, not just CFS Western.

This informal group provides opportunities for parents to meet with other parents to discuss their feelings and experiences about what has happened for them and their family. The group is usually comprised of families who are at various stages of involvement with the child welfare system. Through this process, parents can identify and address their feelings of anger, frustration and loss while learning more about what their rights and responsibilities are. The feedback from participants has indicated that the support has been effective in helping families to be able to move forward and focus upon what needs to change in order for their children to be safe.

CFS Western remains very grateful for the public, private, community and corporate financial support it receives for its family strengthening programs. This includes support from The United Way of Brandon and District, The Child and Family Services of Western Manitoba Foundation Inc, and The Rotary Club of Brandon.

*For 2012-2013 fiscal year, the Elspeth Reid Family Resource Centre saw:*

- **928 families, including 334 new families**
- **26,391 visits (17,447 adults and 8,914 children)**
- **4,519 parents attending groups**
- **16 Family Literacy programs**
- **5,295 children provided with childcare**
- **9 support groups**
- **75 families participate in the 2012 Summer program**
- **917 supported access (family) visits**



## Rural Family Strengthening

In addition to the programs and services offered through the Elspeth Reid Family Resource Centre, the Agency also seeks to partner with local organizations in our rural communities to offer a variety of parenting education and support programs.

*A total of 38 programs and presentations were offered in the rural area this past year. These included:*

- *Virtual Realities (Internet and Social Media awareness and safety)*
- *Parenting on Purpose*
- *Parenting Teens*
- *Wellness days and fairs*
- *Talking, Learning and Caring*

Wherever possible, the Agency partners with a local organization who agree to sponsor and organize the program, including securing a venue, arranging child care where required and promoting the opportunity in the community.

The Agency will continue to develop and offer these opportunities to our rural families.



## Early Childhood Development

**C**FS Western believes that families have the primary and most significant impact upon children's development. Initiatives aimed at improving lifelong outcomes for children must support this fundamental role of parents and caregivers. Agency early childhood and prevention programs are designed to provide extensive support to parents so that they can meet the developmental needs of their children.

### Victoria Day Care Centre

**I**n 2012, 80 children and their families participated in the **Victoria Day Care Centre** program. Our child care staff provide a quality child-focused play-based curriculum in a bright, modern facility that has an open design and is conducive to self-directed learning. Staff work very hard to ensure that parents are engaged in the learning experience of their children. The Victoria Day Care Centre is financially supported through the Provincial Child Care Program.



### Preschool Enrichment Program

**T**he **Preschool Enrichment Program** (PEP) continues to offer a unique early learning experience for

vulnerable children and families, which seeks to involve parents in their child's learning and development process.

Parental involvement is a critical component to the success of the PEP as this supports the child's emotional and cognitive development and helps the parents to understand and meet the needs of their children. Parents are also encouraged by the staff to develop and strengthen their network

of supports and to become aware of and connected to other Agency and community programs and resources.



PEP offers transportation services to facilitate children and their families to access the program. This is also recognized as a key support to ensuring PEP effectiveness.

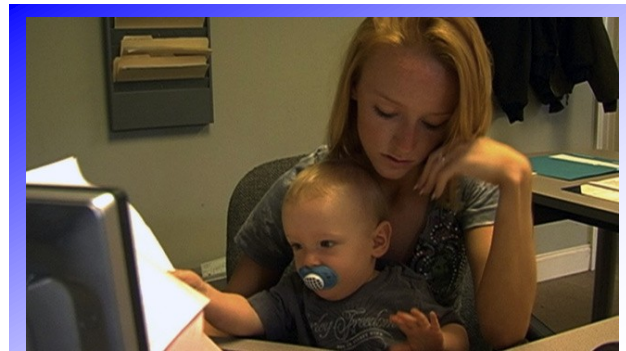
During the 2012-13 year, 72 children and their families participated in the Preschool Enrichment Program. CFS Western gratefully acknowledges the financial support of The United Way of Brandon and District, The Child and Family Services of Western Manitoba Foundation Inc., the Provincial Child Care program, and private funds that help support the operation of the PEP.

### Crocus Plains Early Learning Centre

**T**he **Crocus Plains Early Learning Centre** is a school-based infant child care program that is offered in partnership with the Brandon Regional Health Authority, the Brandon School Division and the Provincial Child Care program.

The Crocus Plains Early Learning Centre provides child care supports for up to eight young women, allowing them to continue their secondary education while providing care to their infant children.

One of the greatest predictors of long term successful outcomes for young mothers and their children is whether the mothers were able to complete their secondary education after having had a baby. This program allows the young moms to participate in an enhanced curriculum which focuses on child development and parent education for which they receive high school credits.





## Parent-Child Home Program

The focus of the **Parent-Child Home Program** (PCHP) is to empower and support parents in realizing their role as their child's first and most important teacher.

Many young parents do not have the experience of being positively parented and struggle with how to most effectively meet the developmental and emotional needs of their own children. This can have a critical impact upon the attachment relationship between the parent and child and the child's growth and development.

With the help of trained volunteers and specially chosen books and toys, parent and child experience the joy and value of reading, talking, singing and playing together. Over time, the parent-child attachment relationship is strengthened and through this interaction and support of the volunteer, the parent develops the skills and confidence to support their child's learning and development.



Twenty families were matched with volunteers this past year. This represents a very meaningful and supportive relationship for the parent as the program is a two year commitment for both the family and volunteer.

The PCHP is based upon the Early Start program from the United States, and the program at CFS Western is the only one of its kind in Canada. The PCHP has been operating through the Elspeth Reid Family Resource Centre for nearly 30 years.

CFS Western is very grateful for the financial support of the community and private funds which support their Parent-Child Home Program.



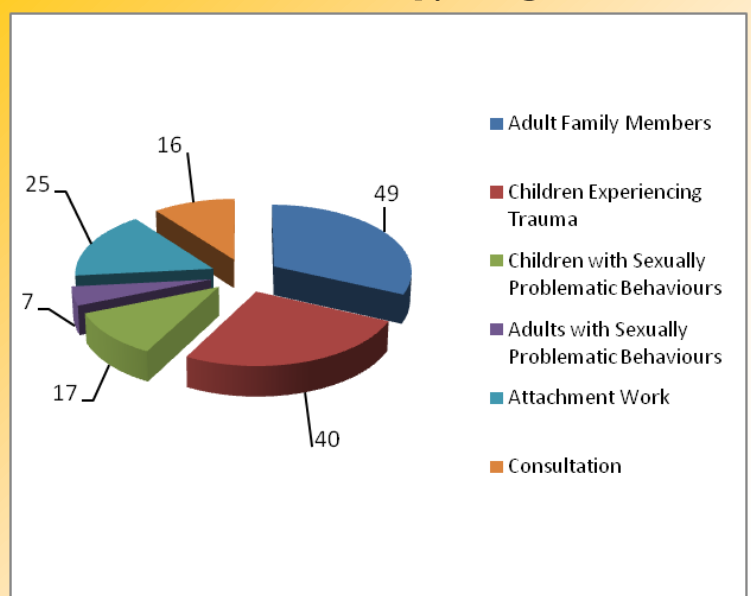
## Children's Therapy Program

CFS Western continues to provide therapeutic services to children who have experienced trauma and their family members. We are fortunate to have a highly skilled and experienced therapy team who work to reduce the impact of trauma and, as well, develop and improve the attachment relationship between the child and their caregiver.

Funding for the **Children's Therapy Program** comes from the community and from Central programs. We also gratefully acknowledge the RBC Foundation for their support of the Children's Therapy Program.

The **Children's Therapy Program** operates out of CFS Western's Family and Community Development Centre.

### Participants in the Children's Therapy Program



## Designated Intake Service

**C**FS Western serves as the Designated Intake Agency on behalf of the four Child and Family Services Authorities in the Westman Region.

Designated Intake Services provides a single point of entry for families to the child welfare system. Intake plays an important role in this system as it represents the first point of contact for families as they experience the child welfare system. This is often the first opportunity to engage families in assessing and addressing any identified problems and concerns regarding the safety of their children.

The role of Intake is to ensure that children are safe, assess whether there is a need for ongoing services, and help families decide which Authority they want to receive their services from. Historically, 78% of families choose to receive services from CFS Western.

As part of the GA Practice Model, the Agency is utilizing a consistent and evidence-based approach to assessing the

safety of children as well as the strengths and needs of the family to assist in planning for safety. The Structured Decision Making tools are now used throughout the Agency to strengthen and compliment the decision making of the Agency staff.

### Maltreatment Investigations

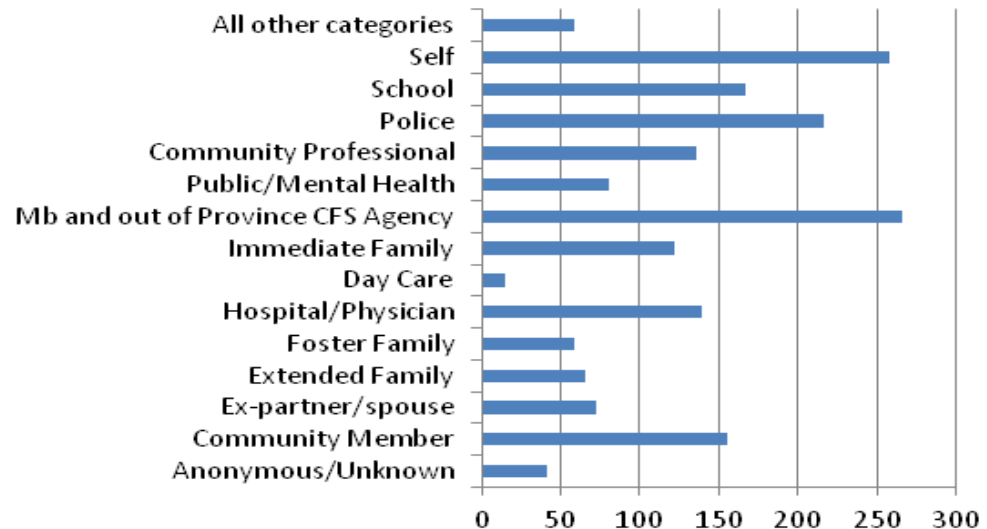
**B**y Issues Identified at Intake, there were 680 referrals of possible maltreatment (sexual abuse, physical abuse, emotional abuse, neglect, and exposure to domestic violence). Many of these cases were resolved at the initial intake and investigation stage.

The number of new cases which were presented to the Child Abuse Committee (CAC) last year was 91. Of these, 35 cases were concluded as substantiated abuse or resulted in a finding with a recommendation of registration on the Child Abuse Registry (CAR). At March 31, 2013, there were 37 cases still pending before the CAC.

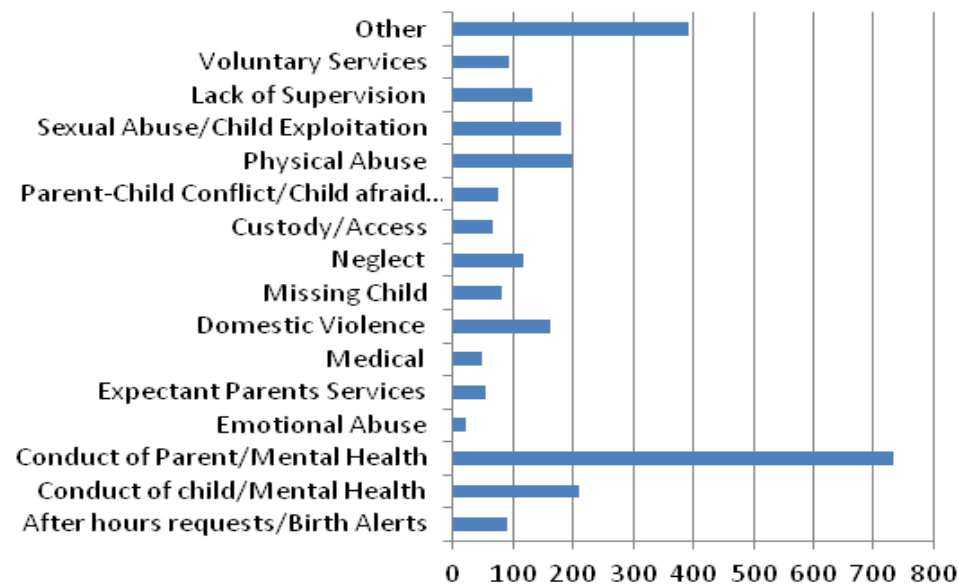
*This year there were:*

- 1,992 Intakes, a slight decrease from last year
- 1,125 Intakes were transferred for ongoing service:
  - 432 Intakes on open cases transferred to the Agency
  - 216 new cases transferred to the Agency
  - 407 Intakes on open cases transferred to other Agencies
  - 70 new cases transferred to other Agencies
- 879 Intakes were closed at Intake- did not go to ongoing service
- 10% of the Intakes were self referrals

### Source of Referrals







## Issues Identified at Intake



## Family Services

**F**amily Services is the core of our continuum of services to children and families.

When families are identified at Intake as requiring ongoing services and supports, they are then transferred to Family Services. In the rural areas, this transfer is to the same worker. The goals of Family Services are to support and strengthen families while ensuring child safety.

There are four streams of Family Services:

- **Protection Services** represents families where the risk to child safety is assessed as high and there is a need to remain involved to ensure safety and to engage with families to address protection concerns, and to strengthen and support their ability to meet the needs of their children.
- **Voluntary Services** signifies families who have approached the Agency for support and services in meeting the needs of their children, and where child safety is not assessed as at risk.
- **Expectant Parent Services (EPS)** is for families where the expectant mother is under eighteen years of age, unmarried and expecting a child. The goal of EPS is to assist the mother in making her parenting decision, to provide prenatal education and support and to ensure she has the supports to be able to parent successfully. Services are also provided to the expectant birth father where possible.
- **Family Enhancement Services** represents a service stream that engages families who are willing to

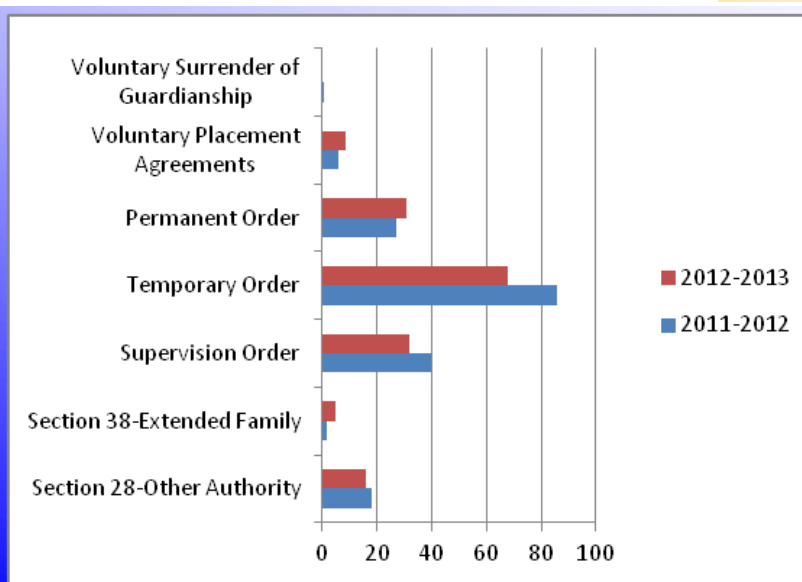
work intensively and cooperatively to address their identified needs and concerns. These families may be assessed at lower risk than Protection families, yet if supports are not provided; those children are at risk of becoming in need of protection.

CFS Western's values in providing Family Services are to maintain a focus on child safety while working respectfully and collaboratively with family members to identify and address needs; to act in the best interests of the child; and to work with a strengths-based approach.

CFS Western provided Family Services to 706 families this past year, involving 1,497 children. The majority of the Agency's Family Services is focused on strengthening and supporting the parents' ability to meet the needs of their children so that those children do not become in need of protection and require out of home care.

*At March 31, 2013 there were:*

- 369 families receiving Protection Services, a slight decrease from the year before.
- 846 children in those families, a service rate of 35 children per 1000.
- 88 families receiving Voluntary Services, a slight increase from the year before.
- 153 children in those families, indicating a service rate of 6.4 children per 1000.
- 39 Expectant Parent Service families for the year, the same as last year.
- 67 Family Enhancement families for the year, with 142 children in those families.



**Number of children  
protected by Court Orders  
or Agreements**





## Family Support

The **Family Support** program plays an important role in strengthening and supporting parents to be able to meet the needs of their children.

Family supports can be flexible and designed to respond to the needs of the family. Family support workers provide assistance right in the family's home, offering a strong helping relationship built upon trust and respect.

Family support services are provided as part of the service planning discussions between the social worker and family. The family strengths and needs are assessed, the child safety concerns are identified and a plan is developed with the family which addresses the concerns and needs and builds upon the family's strengths.



A collaborative process where the family's input into identifying strengths and needs and the goals of the plan are essential to its effectiveness. The *Practice Model* supports social workers to use skills which promote engagement and teamwork with family members in this process.

A unique need in our region has been the provision of services to many newcomer families to Canada, many of whom do not speak English. As part of the Agency response to this need, two of the social work assistants are Spanish speaking. They play an invaluable role in supporting Agency services to many families, ensuring communication is occurring and that there is an agency understanding and sensitivity to cultural diversity needs.



Last year \$558,829 from the Province was used to provide a variety of Family Supports. In total, there were 262 families, including 511 children, who received family support services including supported access throughout our region.

*Depending on the needs and plan identified, the appropriate family support resource is provided:*

- **Family Aides** provide practical supports to parents concerning meeting the basic needs of their children. Positive parenting skills are encouraged including routine and structure, positive discipline practices, limit setting and education around understanding children's basic developmental needs.
- **Family Support Workers** take on a more therapeutic role with the family, guiding and supporting parents as they cope with issues such as adolescent development, mediation and problem solving, effective parenting through relationship-based communication, and supporting their child's emotional and cognitive development.
- **Homemakers** provide basic child care when a parent or caregiver is temporarily unable to do so and there is no extended family support. For example, when the caregiver has to go to hospital for surgery and there is no support available, a Homemaker can move into the family's home to provide basic care.
- **Social Work Assistants** work directly under the guidance of the Family Services social worker to provide services such as supporting family visits when children are in care, arranging and accompanying parents to appointments, providing supports to youth in independent living and assisting the Family Services social worker in protecting children.



## Practice Model

This year the Agency began implementation of the **Practice Model** developed by the General Authority and the Leading Practice Specialists.

The Practice Model is focused on ensuring child safety while engaging families in the identification of needs to be addressed. The Model integrates the use of evidence based assessment tools which identify those factors that contribute the most to child risk and safety, known as Structured Decision Making tools (SDM); with the Signs of Safety approach to working with families where child safety is a concern. Signs of Safety are solution-focused engagement practices which seek to ensure that all members of the family have a voice, while supporting the social worker to gather the key information regarding child safety so that the best decision can be made.



The goals of the Practice Model are to:

- Increase family engagement in the process.
- Develop family safety networks to keep children safe.
- Increase accuracy in social worker assessments of child safety.
- Increase consistency between social workers in our assessments of child safety.
- Increase satisfaction for both families and social workers.

There is a significant training component to implementing the Practice Model. It involves the social workers learning, through a total of 12 modules, the key components of the Practice Model. Six of the modules have been provided over the past several months, with the balance to be completed in the coming year.



The modules are sequential and build upon each other. Time between modules is necessary to give social workers and supervisors the opportunity to integrate the new learning with their current practice by developing their skills in using the tools and techniques, reflect on how it worked, and strengthen their practices.

A key component of the implementation plan is the development of a learning culture within the Agency where social workers and supervisors are supported to grow in their depth of practice.





## Training and Development

One of the most significant areas of improvement in the child welfare system as a result of the *Changes for Children* process has been the significant investment in training and development of staff. It is recognized that the child welfare setting is one of the most challenging social work settings and as a result, the training and development needs of social workers has taken a priority within the Agency and the Authority.

One of the improvements has been in the development within our Agency of a comprehensive orientation program for new case-carrying staff. This was done in consultation with our *Staff Engagement Committee*.

This program is led by a senior supervisor who has the responsibility of mentoring all new staff through their first three to six weeks while in orientation. During this period of time they do not have case-carrying responsibilities. Rather, they are exposed to the many facets of child welfare work including legislation, policies, procedures, practices, the Agency and its community partners. Further, they have the opportunity to learn how to practice using the Practice Model which focuses upon engaging families in ensuring the safety of their children. The feedback from our staff members who have gone through the revised orientation program indicates overwhelming approval and support.

*Another initiative has been the development of a mandatory training grid for social workers for their first three-and-a-half years. This accomplishes a number of objectives:*

- *It coordinates the training that new staff need in a logical progression, which allows staff the opportunity to integrate and build on their previous trainings and experiences.*
- *It sequences the training so that we are also addressing the issue of training fatigue, especially when staff have to travel to Winnipeg for some of their learning.*
- *It allows us to ensure staff members receive the mandatory training required to carry out their roles and responsibilities.*

The GA has taken the lead in supporting its Agencies to be able to access required training on behalf of their staff.

*Last year, CFS Western staff attended 790 days of training and development.*

In addition, the GA has developed comprehensive mandatory training modules on topics such as the Practice Model (including Signs of Safety and Structured Decision Making), Case Management Standards, and FASD Standards. Much of this training is offered by the *Leading Practice Specialist*.

Social workers and Supervisors received training in the SDM assessment tools: Probability of Future Harm, Family Strengths and Needs, and Child Strengths and Needs, as well as the re-assessment formats for all three. This fall, our staff will be training in the SDM Safety Assessment tool to complete the SDM sessions.

This past year, the Agency completed six of the twelve modules of the Practice Model. The modules are structured in a sequential fashion allowing workers to build upon the previous one, time to integrate the new training into their practice, and provide opportunities for social workers and their Supervisors to build the model into their supervision process. The Agency will complete the Practice Model in the coming year.

Other significant training and development included:

- CFS Western's Annual Conference—*The Art and Science of Transplanting Children*, presented by Dr. Gordon Neufeld
- Supervisory Training—*Building Capacity Through a Relationship-Based Strengths Approach to Supervision*
- *Vicarious Trauma*
- *Critical Incident Stress Management Training*
- *Foster Parent Training and Orientation Modules*
- *Leadership Training—Managing the Non-Profit*



## Resource Development

**T**he total volume of days care for 2012-2013 was 49,241 days, including Residential Care. This represents a 9% decrease from last year's total and is the first year in the past four where the Agency has experienced a decrease in its volume of days care.

While this decrease is a positive development, the stress on the Resource Development system to have adequate and appropriate resources for the children entering care remains.

There is evidence that many of the children entering into Agency care are presenting with higher and more complex care needs. Out of the current provincial five-level system for assessing the care needs of children, 75% of the children in care of the Agency are assessed at level 3 or higher. This puts a significant burden on the caregivers of these children and on the financial resources required to support their treatment and care needs.

*The Agency placement rate (March 31, 2013) for children remains relatively stable and below the national and provincial levels:*

- *The Agency placement rate (2012-13) was 6.8 children per 1000. This is a slight decrease from last year and includes seven young adults who are on an extension to care.*
- *The Provincial Placement Rate (2012-13) was 30 children per 1000 which represents a decrease from the previous year. This includes 376 young adults in extensions of care.*
- *The Canadian Placement Rate (CWLC 2007) was 9.2 children per 1000.*

During the 2012-2013 year there were:

- 165 children in care of the Agency at the beginning of the year.
- A further 139 children entered care during the year.
- 140 children left care during the year, so that at the end of the year (March 31, 2013) there were 164 children remaining in care of the Agency.
- Of those 164 children, seven were in extensions to care (beyond their 18<sup>th</sup> birthday).

In 2012-2013, there was \$5,320,819 in total expenditures for child maintenance and residential care. These funds are provided by the Province. During the year, there were 0 days in hotels.

## Foster Families

**A**t March 31, 2013, there were 54 licensed foster homes and 39 places of safety.

Foster families remain the primary placement resource for children who need out of home care.

The Foster Family program offers a family-based care plan which is able to meet the needs for most of our younger children entering care. Foster families are very special people who open up their homes to these children and offer them safety and stability.

*CFS Western offers a comprehensive orientation and training program for foster families. This is so they can develop the skills and abilities to meet the challenging and often complex needs of children they are caring for. Specific training areas include meeting the needs of children who:*

- *are experiencing attachment disruptions;*
- *have FASD, Autism, or mental health concerns;*
- *have been traumatized by abuse, neglect or loss; and*
- *are struggling with contact and supported access with their family.*

With Agency supports, foster family based care is often the primary therapeutic intervention for many children entering the care of the Agency.

***There remains a critical need to develop and expand our foster family resource base.***

***If you or someone you know can meet the needs of our children, please consider contacting the Agency (toll free 1-800-483-8980) or visit our website at [www.cfswestern.mb.ca](http://www.cfswestern.mb.ca) for more information.***





## Residential Group Care

**C**FS Western operates two residential youth care facilities which are designed to meet the care and support needs of youth entering care of the Agency.

Patrick House is a six-bed receiving and assessment unit for male and female youth. The youth's placement needs can be assessed and planned for while in Patrick House. Cypress House is a six-bed residential treatment centre for male youth.

Our Agency is very fortunate to have highly skilled and dedicated youth care workers. It takes a special type of person to work with some of our most needy and challenging youth. Staff are trained to use a relationship-based strengths approach in their role with youth.

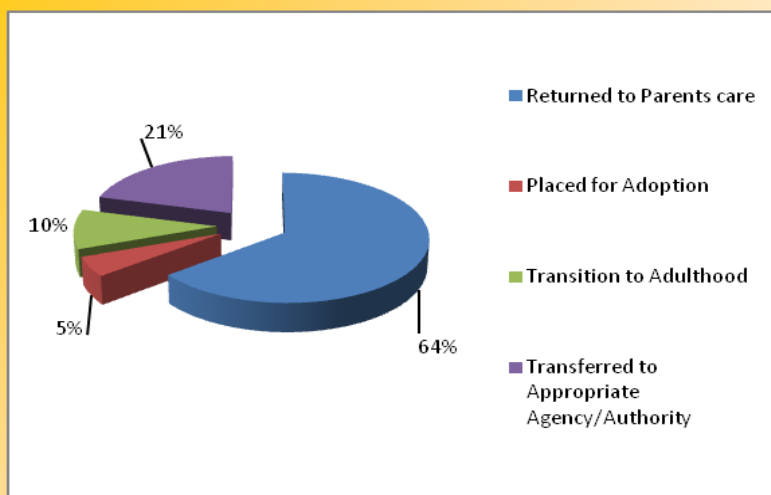
In 2012-2013 there was total of 3,702 days care in residential care.

## Emergency Placement Resources (EPR)

**T**he Agency has developed a three-bed emergency resource for difficult to place children. This is in response to the Province's policy to end hotel placements for children in care as part of the Changes for Children Initiative. This program continues to evolve in meeting the needs of some very high needs children who require out of home placement.



### Reasons child left care:



Last year, 140 children left the care of the Agency:

- 49% were female, 51% were male
- 56% entered care as part of a sibling group
- 61% were below the age of 11

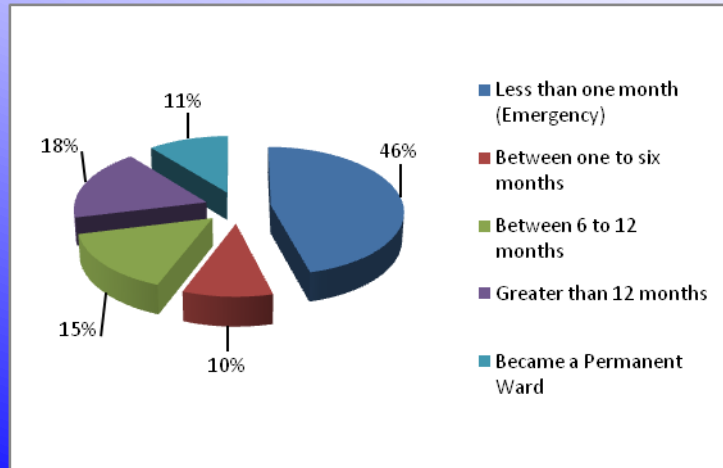
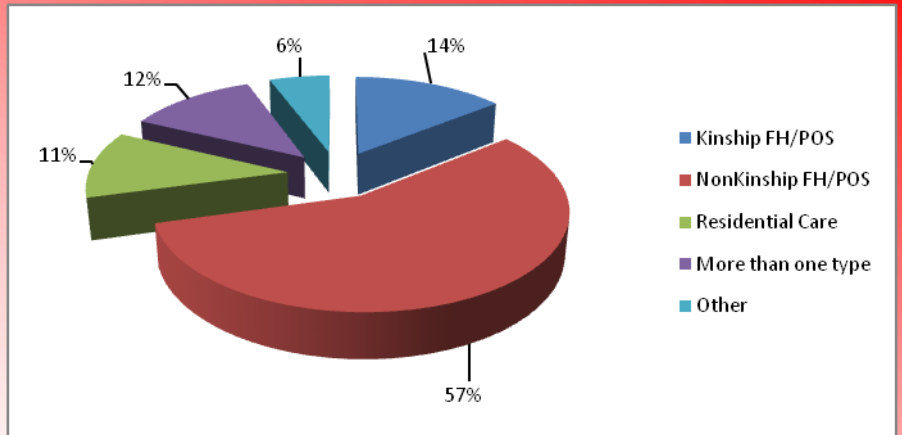
- The vast majority (64%) of children who left care of the Agency returned to their parents' care; this highlights the critical need for a supported access program to maintain and support the attachment relationship between the child and their caregiver while the child is in care.
- 21% of the children were transferred out to their appropriate Authority; this highlights CFS Western's role as the Designated Intake Agency often acting on behalf of other agencies in after hours or weekend situations. New families also have the right to choose the Authority that they wish to receive services from.
- 10% of the children (14) left the care of the Agency as part of their transitioning into adulthood.
- 5% (7) left the care of the Agency by being placed for adoption. The path to adoption for a child takes, on average, three years from the initial apprehension to an Order of Adoption. This is a considerable period of time in the life of a young child.



### Type of placement while in care:

The majority (57%) of the children were placed into foster homes or places of safety where they had no kinship relationship. These foster families play an invaluable role in helping the Agency meet their needs of the many children who enter care.

Kinship placements, when possible, are often the preferred placement option for a child as this represents someone that the child already has a relationship with and who is able to keep the child safe and meet their needs. Last year there 14% of the placements were kinship placements.



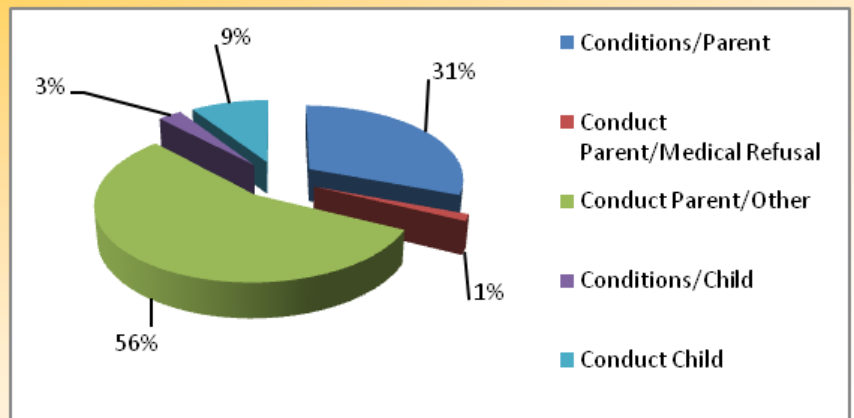
### Length of time in care:

After adjusting for those children (29) transferred to their appropriate Authority, this graph illustrates the length of time that children (111) remained in the care of the Agency.

Forty-six percent of the children left the care of the Agency within one month of entering care, illustrating that many children come into care for emergency reasons which are quickly addressed and allowing the safe return of the child.

### Reasons child entered care:

Most of the reasons children entered care are focused on areas of parental needs leading to children being unsafe; which supports the Agency approach to protect children by focusing on strengthening and supporting parents to be able to meet the needs of their children more effectively.





## Transitional Planning for Youth

A prime objective of the Youth Engagement position is to support our youth in care who are transitioning into adulthood. This need was identified in a number of system reviews around the Changes for Children agenda. Last year the Agency had 14 youth in care that transitioned into adulthood, leaving the care of the Agency.

For those youth:

### Living Situation

- Living with other family members ..... 4
- Living independently..... 8
- Supported living (Adult Services)..... 1
- Other..... 1

### Level of Education

- Still in secondary education ..... 3
- Completed secondary education ..... 4
- Attending post-secondary education ..... 3
- Did not complete secondary education..... 4

### Source of Income

- Employed ..... 11
- EIA/Disability ..... 1
- Other..... 2

### Preparation for Transitioning

- Independent living programs..... 12
- Referral to adult services ..... 1
- None..... 1

### Extensions to Care

- *Eleven of the 14 youth who transitioned into adulthood had remained in care beyond their 18<sup>th</sup> birthday under an extension of care agreement. A further focus of research and analysis will be to look at the degree to which the goals of extending care were achieved.*
- *For the Agency last year, there were seven youth who remained in care under an extension to care agreement.*
- *The General Authority has introduced an Age of Majority Initiative to offer further services and supports to youth who have transitioned from care.*
- *A key component of this initiative is the Tuition Waiver program which provides tuition support to allow current and former youth in care the opportunity to attend post secondary education. Last year the program started with the University of Winnipeg, Red River College and the Winnipeg Technical College participating.*

*This year CFS Western is pleased to announce that Brandon University and Assiniboine Community College have joined the program which will make post secondary education more accessible for our Westman youth. Over 75 spaces are available this coming year.*

For more information on the Tuition Waiver Program for Westman youth in care, contact Breanna Dick, CFS Western's Youth Engagement Specialist at 204-726-6030 or toll free 1-800-483-8980.



## Youth Engagement

The **Youth Engagement** program continues to grow and evolve as it completes its third year of existence. It has proven to be a valuable and important program within the Agency.

The goal of the program is to support our youth in care through their journey of entering care to transitioning into adulthood successfully. By providing this type of support, the outcomes and well-being for youth transitioning from care into adulthood will be improved.



CFS Western's *Youth Engagement Specialist (YES)* plays a significant role in developing and nurturing supportive relationships with as many of our youth in care as possible. The YES works as an advocate for our youth both within the Agency and in the wider community and is a complimentary role to the youth's social worker. The YES also is the key source of information about resources and supports which social workers and their youth can turn to as they are planning or working on specific needs or issues. Through activities and relationships with youth, the YES also offers a listening ear so that youth can have a voice in the child welfare system.

The activities and opportunities for youth in care to come together are varied, but all have a focus on having fun, being active and usually having something to eat! Examples include bowling and other activity events, teen talk groups, life book events, Youth Drop in, breakfast clubs and focus groups.

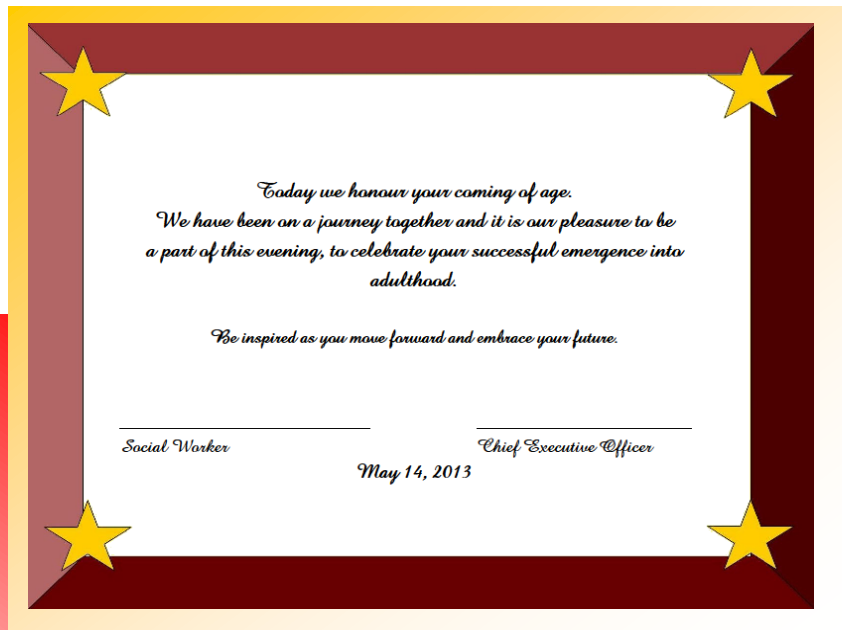
The YES also plans events and activities, such as 'board games night' with the youth in our residential care programs. The attendance and participation to these events has been very positive and encouraging.



Another positive development has been the increased participation by the youths' social worker in many of the events, which helps to support the growth and development in their relationship.

A special event which is held every two years in our Agency is the *Transitioning to Adulthood Celebration* event. Much like a graduation, we invite all the youth in care who have or are turning 18 to come to a celebration evening along with their family and friends. Each youth in attendance is celebrated through recognition of their growth in their journey to adulthood. This has proven to be very a meaningful and impactful opportunity for the youth and their family and friends in attendance.





Youth Engagement Specialist  
**Breanna Dick**





## Community Partnerships

*"That's what I consider true generosity: You give your all, and yet you always feel as if it costs you nothing." Simone de Beauvoir*

CFS Western is very grateful for the generosity of the many contributors who support our work with children and families. These donors include individual, corporate and business sponsors, philanthropic organizations, service clubs, community fundraising campaigns, and city and rural municipalities.

All of these contributors show that our communities care about the well-being of Westman children and families. This support is indicative of a healthy community and allows CFS Western to offer a wide variety of resources and programs that support and strengthen families. Many of these family strengthening programs simply would not be possible without this ongoing community support.

Individual sponsors include (but are not limited to):

Adams, Wayne  
Andrews, Noreen  
Anonymous (5)  
Baker, Helen  
Baker, Tracy  
Batulla, d'Arcy  
Bezo, Dorothy  
Bjarnason, Linda  
Boucher, Elmer  
Boucher, George  
Bradley, Eileen  
Bradley, Ida  
Brown, Donna  
Brownlee, Ray  
Caird, Helen  
Clark, Betty  
Clark, Enid  
Ciplef, Anna  
Cobb, Jim  
Coey, Ramona  
Cook, Glenda  
Cram, David H.  
Dagg, Barb  
Dickinson, Gerald  
Dionne, Debbie  
Doan, Bonnie  
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Fidler, Gwendolyn  
Fleming, Irene  
Frederiksen, Robyne  
Galatiuk, Marla  
Gardner, Dale

Geekie, Kathie  
Gerrard, Clair  
Haight, Thelma  
Hamilton, Pat  
Hayden, John  
Hirst, Gerald  
Hirst, Louis  
Hogue, Alice  
Holmes, Neil  
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Howard, Jeff  
Howard, Sally  
Innes, Madge  
Ivey, Wanda  
Jackson, Laurie  
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Joyce, Wilma  
Judson, Joanne  
Kardash, Tara  
Kemp, Helen  
Knight, Kenneth  
Kroeker, Helen  
Lamb, John R.  
Le, Phan Vinh  
Lee, Angus  
Lund, Robert  
MacDonald, Margaret  
Madsen, Charlie  
Matheson, Allan C.  
Mayes, Ron  
McAuley, Wilma  
McGregor, Bob  
McGregor, Charlotte A.  
McGregor, Les

McIntyre, Grace  
McMunn, Mabelle  
McNutt, Donna  
Mooney, Ruth  
Muirhead, Brent  
Munroe, M. J.  
Murray, Laura  
Myers, Clara  
Myers, Dorothy  
Myers, Shirley  
Nay, Bonnie  
Olson, Nicole  
Olver, Stella  
Orth, Meryl  
Park, Larry  
Parypa, Lois  
Patterson, Allen  
Pedersen, Ralph  
Pederson, Shirley  
Perchalski, Kathy  
Pratt, Muriel  
Ramage, Winona  
Reid, Joan

Russell, John  
Schiltroth, Nancy  
Sedgewick, Tom  
Shewchuk, Almira  
Skura, Greg  
Smith, Ellen  
Spearin, Howard K.  
Struth, Faye  
Szafron, Todd  
Torz, Edmond  
Vincent, Hazel  
Walker, Bob  
Wanless, Ramona  
Warkentin, Gloria J.  
White, Ron  
Wiebe, Eva  
Wiebe, Neil  
Wiebe, Terry  
Wilson, Verna  
Winburn, Jay T.  
Workman, Malcolm

*We apologize for any errors or omissions.*



Corporate sponsors include (but are not limited to):

All Charities Campaign  
Belmont Family Restaurant  
Birtle Donor's Choice  
Boissevain/Morton Donor's Choice  
Brandon Clinic Medical Corporation  
Brandon University Athletics  
Canadian Tire Jumpstart Charities  
Carberry Elks B.P.O  
Carberry-North Cypress United Way  
Catholic Women's League St.  
Augustine's Council  
CIBC Community Investment  
City of Brandon  
Clark's Poultry Farm Ltd.  
Crocus West Area Girl Guides of  
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Deloraine & Area Donor's Choice  
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Fitness Quest  
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Media Raise-A-Reader Program  
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Wallace Community Club  
Winnipeg Goldeyes Field of Dreams  
Foundation Inc.  
Xi Zeta Chapter Beta Sigma Phi

*We apologize for any errors or  
omissions.*



**United Way**  
**Brandon & District**  
Change starts here.

For over 75 years, **The United Way of Brandon and District** continues to be a strong supporter of CFS Western's family strengthening programs at the Agency's *Elspeth Reid Family Resource Centre* and the *Preschool Enrichment Program*. CFS Western enjoys a very positive working partnership with the United Way and share a common goal of improving the lives of vulnerable families and children in our communities.



**CHILD & FAMILY SERVICES  
OF WESTERN MANITOBA  
FOUNDATION INC.**

Since their formation in 1991, **The Child and Family Services of Western Manitoba Foundation Inc.** has contributed more than \$1 million to CFS Western's family strengthening programs offered through the Agency's *Elspeth Reid Family Resource Centre*, *Pre-school Enrichment Program*, and rural prevention programs. The Foundation has a separate profile from the Agency. They are led by a volunteer Board of Directors who works closely with their Development Officer to develop partnerships, solicit funds and fundraising opportunities, and raise awareness about CFS Western programs.



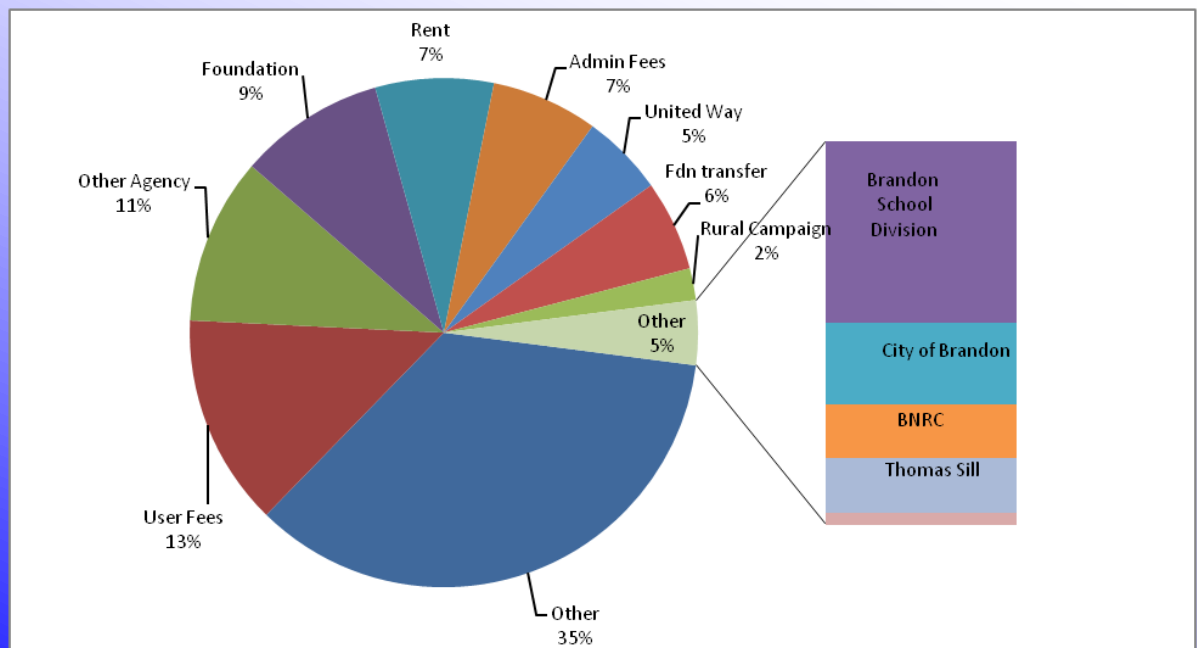
Every year for over 30 years, public generosity to **The Sun Fund for Kids** has helped send financially disadvantaged children to summer camps. Last year, \$48,126.40 from 231 donors helped send 204 children to camp. These donors included AIA, Brandon Chapter, who sponsor an annual charity golf tournament for the Sun Fund, and The United Way of Brandon and District.



## CHILD & FAMILY SERVICES OF WESTERN MANITOBA STATEMENT OF FINANCIAL POSITION 2012/2013

	Revenue	Expense	Surplus/Deficit
Executive Core	1,088,396	823,605	264,791
Central Program	4,455,054	4,294,189	160,865
Other	172,812	172,812	0
Designated Intake	1,228,274	1,171,829	56,445
Resource Centre	410,905	410,905	0
Parent Child Home Program	40,823	40,823	0
Early Learning Canada	16,000	16,000	0
Brandon Early Years	31,147	31,147	0
Prevention	589,811	612,876	-23,065
Cypress House	520,576	537,889	-17,313
Patrick House	375,214	430,789	-55,575
Victoria Daycare	461,010	463,290	-2,280
Preschool Enrichment	340,560	340,560	0
Emergency Placement Resource	338,870	254,931	83,939
Healthy Child Manitoba	103,533	103,533	0
Child Maintenance	3,867,647	3,895,346	-27,699
3rd Street	60,969	60,969	0
15th Street Resource	29,383	29,383	0
<b>TOTAL</b>	<b>14,130,984</b>	<b>13,690,876</b>	<b>440,108</b>

### Other Sources of Agency Funds











Our **Goals** are to...

- ... Strengthen and support families
- ... Protect children from neglect, abuse and exploitation
- ... Ensure children in our care are provided with nurturing and caring environments
- ... Work in partnership with the community
- ... Be a recognized leader in the advancement of health and well-being of children and families in south-western Manitoba
- ... Support our staff in meeting our Agency mission

Our **Mission** is to exist so that children are safe and nurtured in strong, loving families within a community of caring people



### Our **2012—2013 Board of Directors**

**Ernie Bruneau** (Brandon), President  
**Patrick Hogan** (Brandon), Past President  
**Phil Shaman** (Russell), 1st Vice-President  
**Lynn Galbraith** (Pilot Mound), 2nd Vice-President  
**Sharon Brooks** (Brandon)  
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**Bob Ferguson** (Neepawa)  
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**Peter Hechler** (Brandon)  
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