



*celebrating 115 years of  
making a difference*





## Mission

*Child and Family Services of Western Manitoba exists so that children are safe and nurtured in strong loving families within a community of caring people*

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## Values Framework

### **SAFETY**

We believe that all people have the right to be safe within a network of security and support

### **RELATIONSHIPS**

We believe that relationships occur when people feel a connectiveness with each other where they are trusted, valued, respected and supported through openness, honesty and collaboration

### **FAMILY**

We believe that all people have the right to grow up in a family where they have a sense of belonging with connections to their family of origin

### **PERMANENCY**

We believe that all children have the right to timely permanence within a stable family to grow up in

### **COMMUNITY**

We believe that all children and families belong to something bigger and that the community has responsibility to support and strengthen children and families

### **INNOVATION**

We believe that innovation occurs through an openness to new ideas, a willingness to challenge traditional thinking and a commitment to utilizing new practices within an evidence based framework

### **INCLUSIVENESS**

We believe that inclusiveness occurs when people feel welcome and are empowered to contribute their unique and diverse opinions and ideas

### **STRENGTHS FOCUS**

We believe that a strengths based focus is cultivated and enhanced when peoples' talents, skills, assets and successes are mobilized in a goal oriented environment

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## 2013–2014 Board of Directors

Ramona Coey  
*President*

Phil Shaman  
*1st Vice-President*

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Lisa Thibeau

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## Ramona

President, Board of Directors

Dear Friends,

*Making a Difference!* We focus on this a lot in our Agency. How will we know if we are making a positive difference in the lives of children and families we serve? What would those families and youth say about the Agency's work? Have we improved the

safety and well-being outcomes for the children we work with? This report captures our efforts at trying to make a difference.

CFS Western continues to demonstrate its willingness and ability to effectively work in partnership with the community to strengthen and support families and to keep children safe. We are proud of our deep connection to Westman, working with a vast array of community groups, coalitions, and agencies towards the goal of improving the health and well-being of our families.

2013/14 was a very eventful year for the Agency and for the child welfare system. In December 2013, the long awaited Phoenix Sinclair Inquiry Report was released by Justice Hughes. The Report is comprehensive in its response to the complexity of the challenges facing children and families.

The Report makes 62 recommendations that, if fully implemented, will improve services to at risk children and families throughout Manitoba. Several of the recommendations focus upon addressing the social and economic

## Dave

Chief Executive Officer



conditions that are often cited as the root causes of child maltreatment and neglect. Other recommendations support the continued transformation of the child welfare system that has been underway over the past several years. As a province and as a community, we have the opportunity to

leave a very different legacy in the name of Phoenix Sinclair by acting upon the recommendations that respond to the conditions which leave children and families vulnerable.

Continuous improvement and reflective practise are core components of this transformation. At the heart of our work lies the protection of vulnerable children, youth and families. How we carry out that responsibility is a combination of who we are (including our history, our values and beliefs about our work, our community, our staff and volunteer members, and our leadership), how we are funded

and structured, and our community, authority and provincial partners. We take seriously the challenges we face, the trust we have earned, and the work we have left to complete.

In this year's report, you may notice that we have changed things up a bit as we are profiling some of the dedicated and committed staff of the Agency. They are part of the team that is helping to make a difference in the lives of the children and families they work with.

**126** Permanent staff members

**92** Casual staff members

**80** Volunteers providing 2,205 hours of service



## Ronnallee

### Designated Intake Worker



*"Intake's involvement with a family, right at the start, sets the tone for their ongoing work with the Agency."*

As an Intake worker, my role is to respond to calls from the community concerning child safety and to determine what the next steps are.

Intake is really about assessing and understanding what the family's needs are, and developing plans with families to meet those needs. As such, we are the initial contact for families entering the child welfare system.

It is really big when you come into a family's life to talk with them about their child's safety. It can be scary and intimidating.

Our approach is to engage with families around our hopefully shared goals of child safety and well-being. It is important in my work with families that we are open and honest, and very clear about what the immediate risks and dangers are. Intake's involvement with a family, right at the start, sets the tone for their ongoing work with the Agency.

To help us in our roles, we use many of the Practise Model tools, including the structured decision making tools that guide our critical thinking around assessment and interventions, and the engagement skills and strategies of solution focused and signs of safety approaches.

When we work so closely with families in crisis who are hurting, there is often a strong working relationship that develops. I worry about this relationship piece and try to support the family as they transition to their ongoing service provider in a helpful, supportive way.

We also deal with community misunderstanding and preconceptions about our work. We have to help people understand that we don't just apprehend children.

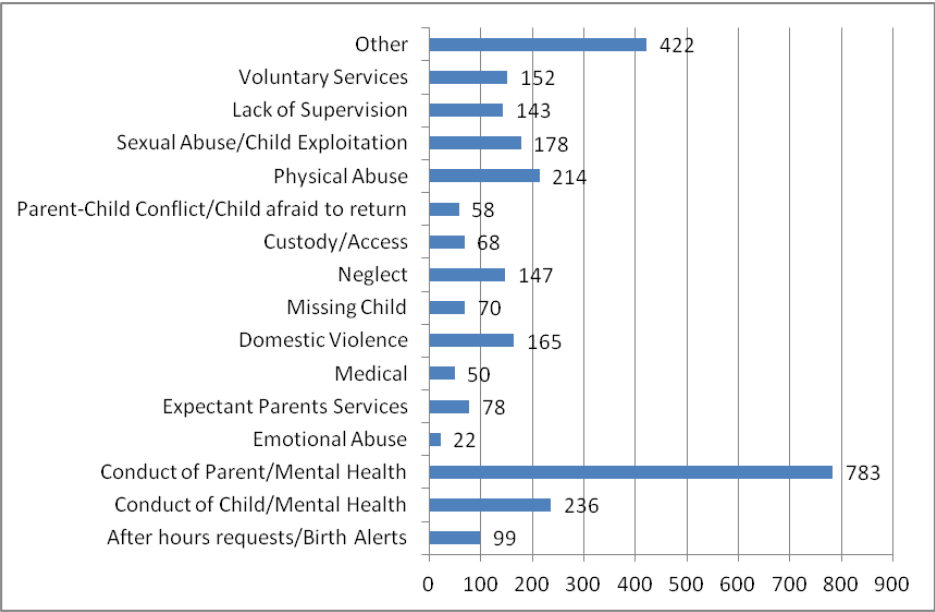
Our goal is to keep children safe in their own homes and keep families together by engaging families to ensure that their child is safe. We are able to educate people on the role of the Agency and the supports and services which are available through the Agency and the community.

I love Intake as it is never the same. It is fast paced and professionally challenging. It keeps you on your toes and your practise skills have to stay sharp.

I work as part of a close, tight-knit team that works collaboratively to make a positive, healthy difference in the lives of children and families.



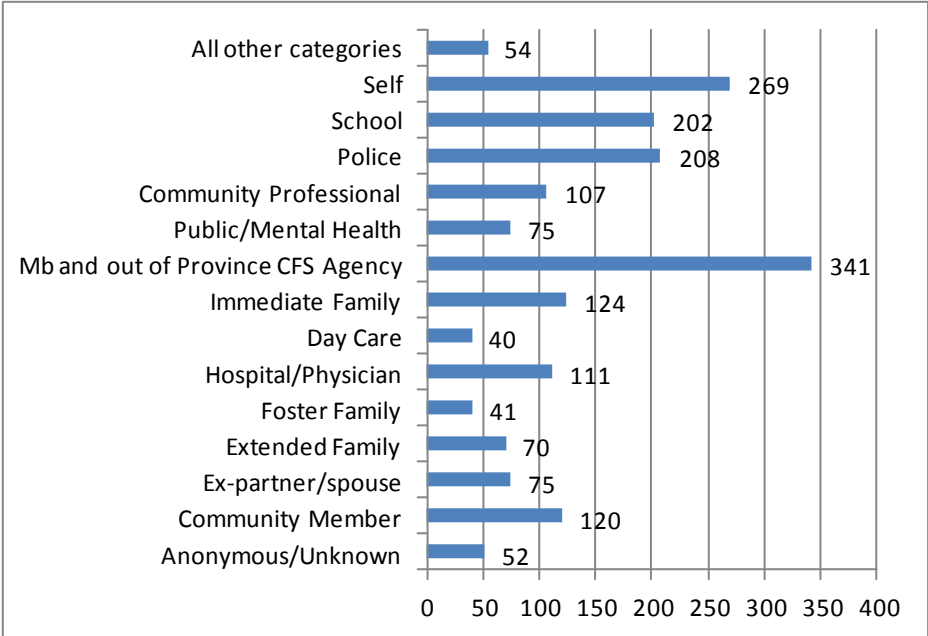
Intake Services



Issues Identified at Intake

Source of referrals

80  
New child maltreatment cases  
presented to the Child Abuse  
Committee for review



## Cheryl

### Brandon Family Services Worker

I work with families after it has been determined by Intake that the family needs ongoing services.

To be effective in my role, I need to be able to develop strong helping relationships with families. That can take time and patience. Initially we focus on identified problems, why we are involved. Our focus and purpose is to engage with the parents around their children's safety and well-being.

We try to understand what is working in their family and build upon that. Families are encouraged to identify other areas that they want to work on.

My role can vary, depending upon the family goals. Together we develop a plan to work with them to achieve their goals.

*"Our focus and purpose is to engage with the parents around their children's safety and well-being."*

The Practise Model provides a path to effectively engage with families around danger and safety for their children. The tools and strategies help to involve the family in identifying the problems and developing plans to address the worries. It is incredible when practising in this way to have the strength of the assessment tools and the ability to really gauge danger and safety and what is happening for the kids.



I know that change is happening when the family can start to talk about the problems openly and honestly. My role is to empower families so that they are capable and able to parent safely on their own.

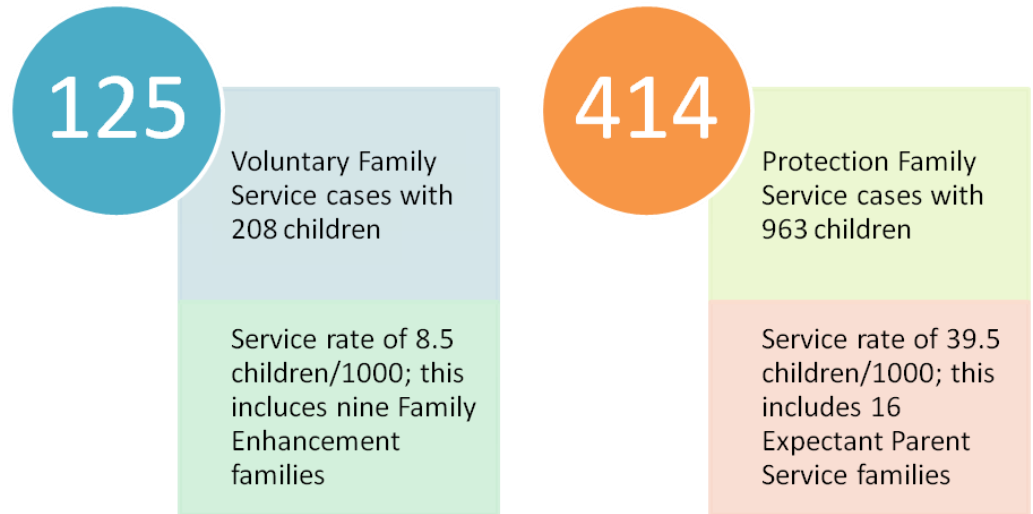
For most of the families I work with, the children are living in the home. It is important to capture the voice of the child and for them to know that their parents are working on the needs. I see myself as a guiding light, helping parents to take a step back, see the changes that need to occur and to believe that they are capable and able to do what needs to happen.

The work can be stressful and challenging. It is sometimes difficult to engage with parents towards a mutual goal: helping parents to understand the worries and their impact upon the safety and healthy well-being of their children.

What helps me in my role is to know that I am not alone in this work, that I am part of a team that supports me and that there is always someone I can talk to. It is immensely rewarding to go home at the end of the day believing that you were a catalyst to helping a family to change—that you made a difference.

## Family Services

**On March 31, 2014:**



**Total Family Services for 2013-2014:**



Total of 773 families serviced during the year;  
1,637 children in those families

*“The social and economic conditions that render children vulnerable to abuse and neglect are well beyond the scope of the child welfare system.”*

*Achieving the Best for All Our Children, The Hon. Ted Hughes  
December 2013*





## Katherine and Arnold Foster Parents

One of the biggest challenges of fostering is not wanting to see a child go—it sometimes tears you apart, even though you know that this is your job. You are not always able to connect positively with every child. Many are presenting with higher needs and require more specific care. Sometimes we feel like we have failed and we ask ourselves what we could have done differently. We have to tell ourselves that we did our best.

One of the most rewarding parts of fostering is when we see or hear from these children as they start maturing and we see what they have been able to accomplish, how well they are doing in their life. We take pride in their progress. Some of them have gone on to be successful parents and we are called grandma and grandpa.

As foster parents, we feel we are directly helping kids—we can make a difference. It is rewarding, challenging, and not always successful, but you have to take it as it comes. We tell the kids, “no matter what happens, every experience you have will make you the person you are going to be.”

As foster parents, every time you are involved with a child, every time you positively touch the life of a child, you never know the impact that you have made in their lives. It is a memory they will have forever.

We have been fostering since 1999. We first became acquainted with fostering while Katherine was working at a CFS agency in Ontario. We offered to drive a child to a new foster home when there were no other available Agency drivers. He had only two garbage bags containing all his belongings. It was devastating.

As a foster parent you do everything that a well functioning home would do for their child. You provide them with a model about what a healthy family can be. Fostering is a lifestyle—it is 24/7. Every child is different. Sometimes you are working to gear them up to go home, other times not.

It can be heart breaking and you have to take care. Some of these kids have had experiences that we can't even imagine. We had a child once ask us: “Do you think I can live with you forever? I don't think there is any place in the world for me to grow up in.”

Foster parents have to know their limitations, and you must have support from extended family, social workers, community, school, etc. Fostering is absolutely a team effort.

*“We feel we are directly helping kids—we can make a difference.”*





## Children In Care

### On March 31, 2014

- 149 children and youth in care of Agency, plus 12 youth in extended care for a total of 161 CIC
- placement rate of 6.6 children/1000
- 15 children in care under Order of Supervision

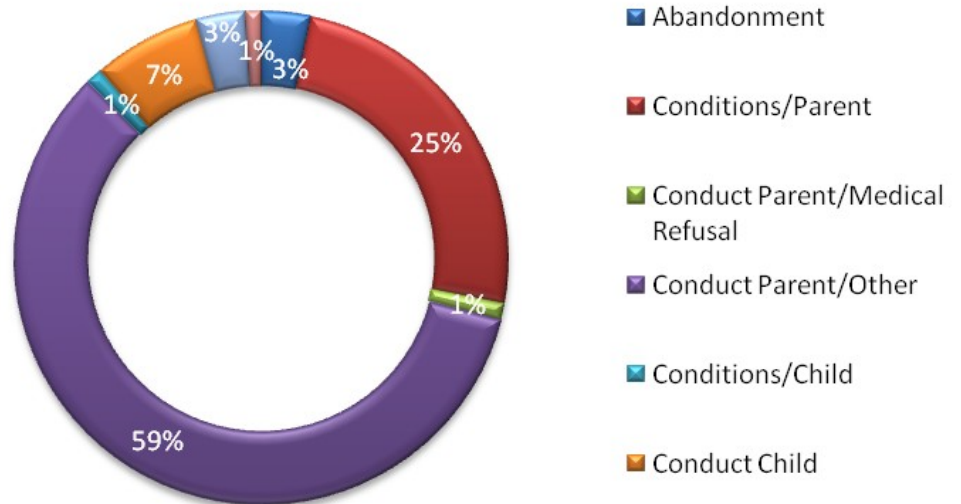
### Foster Care Management Cases

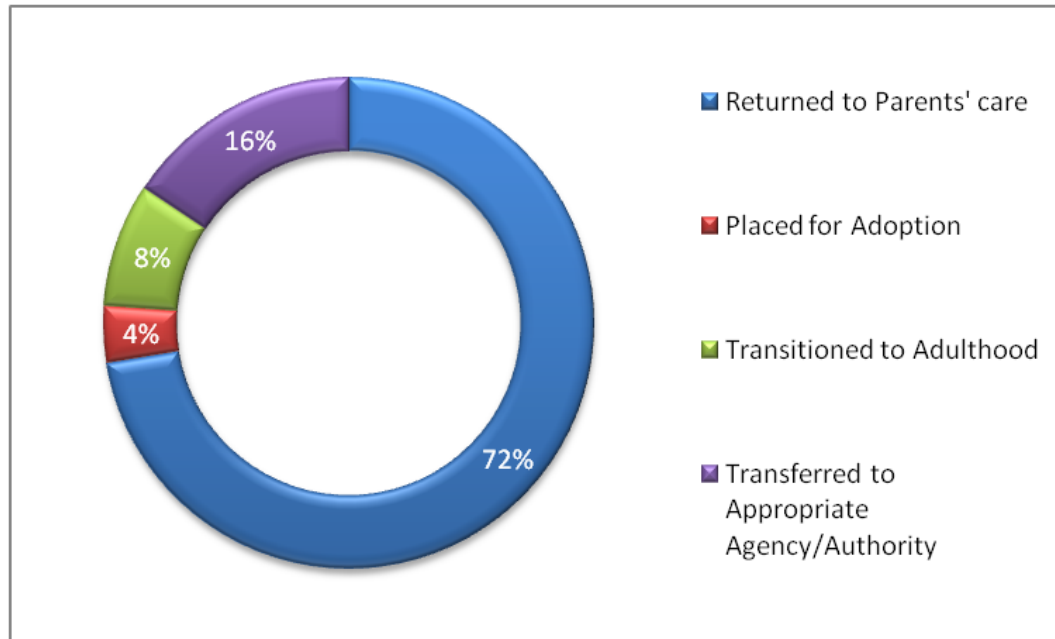
- 145 families including 76 licensed foster homes

### For the Year 2013-2014

- 133 children brought into care
- 135 children left care of the Agency
- total number of children in care served was 299

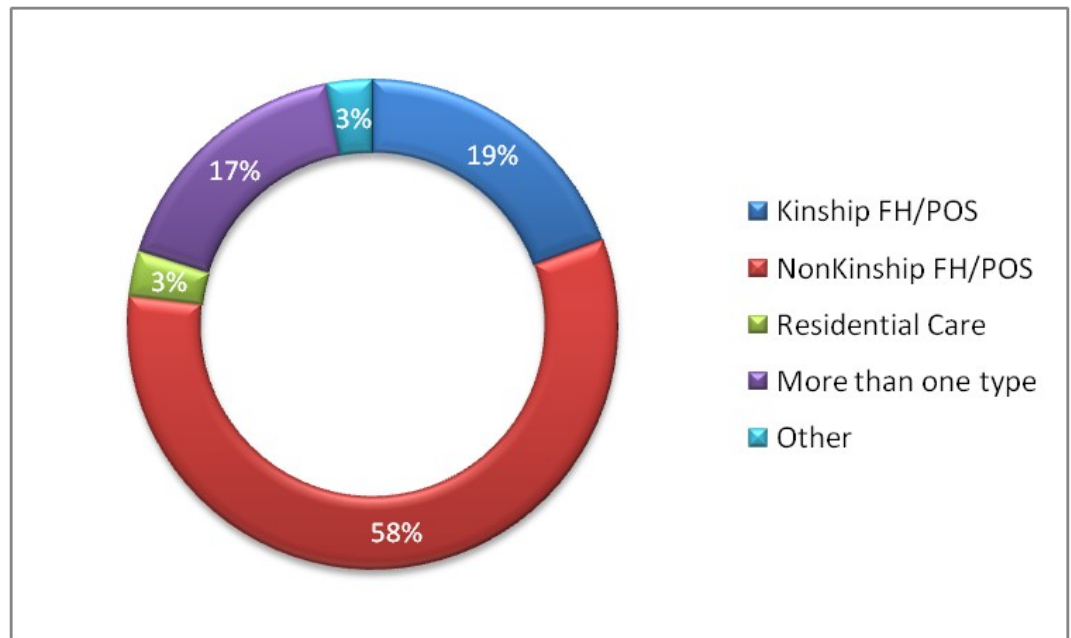
### Reasons why children entered care





**Reasons why children left care of the Agency**

**Type of placement while in care**

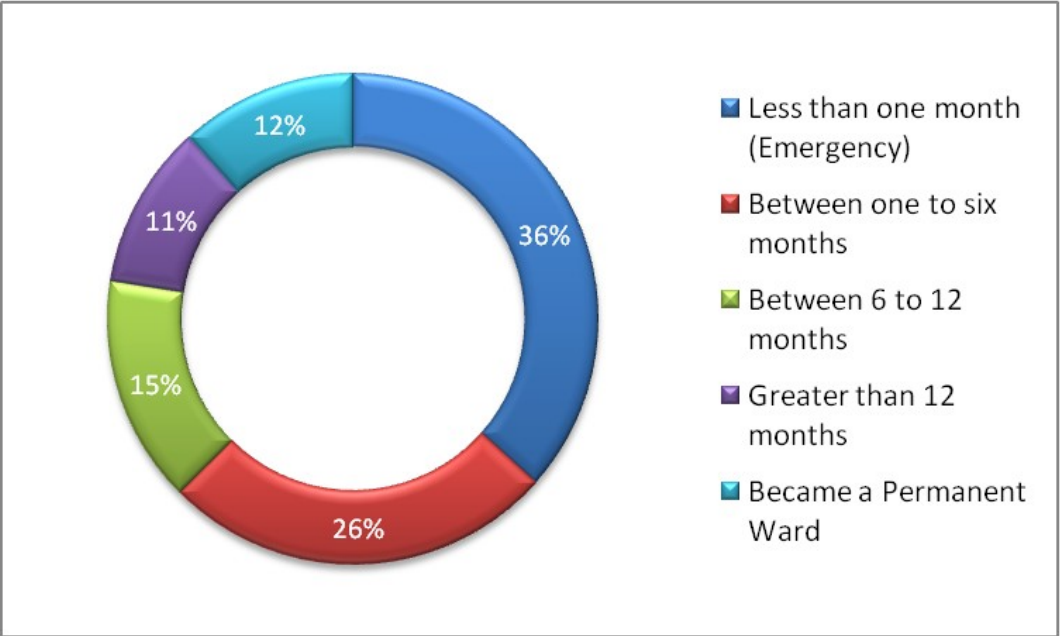


*"It is acknowledged that caseloads need to be further reduced, because safety and well-being of children is enhanced when workers are able to work intensively with families."*

*Achieving the Best for All Our Children, The Hon. Ted Hughes  
December 2013*



Length of time  
in care



Total days care 49,240

Days care for Residential Group Care 3,656

Outcomes for Youth transitioning from care; this year we had 11 youth transition out of care

Current Living Conditions	Level of Education	Extended Care?
<ul style="list-style-type: none"><li>• 2 living with parents</li><li>• 1 living with extended family</li><li>• 6 living independently</li><li>• 2 other/unknown</li></ul>	<ul style="list-style-type: none"><li>• 3 still in secondary school</li><li>• 3 completed secondary school</li><li>• 3 attending post-secondary</li><li>• 2 did not complete secondary school</li></ul>	<ul style="list-style-type: none"><li>• 9 Yes</li><li>• 2 No</li></ul>

## Differential Response Programs



**19** families participated in the **Parent-Child Home Program** supported by 18 volunteers



**79** children and their families participated in the **Victoria Day Care Centre** program



**69** children and their families participated in the **Preschool Enrichment Program**



**8** infants and their mothers participated in the **Crocus Plains Early Learning Centre**



**Elspeth Reid Family Resource Centre**

**946** Families, 323 who were new to the Centre

**14** Family literacy programs

**27,909** Adult (18,551) and child (9,358) visits

**8** Support groups

**5,702** Children provided with childcare

**86** Families participated in 2013 summer program

**4,699** Parents attended groups

**1,070** Supported access visits involving 2,890 people





## Celia

### Early Childhood Educator

important component for a lot of the families as it increases accessibility and getting a child into the program.

People are often surprised when they learn that a child welfare agency is providing early childhood education programs. We see it as one of the primary prevention programs offered to parents by the Agency. We promote healthy positive choices around parenting and seek to empower parents to be able to help their child. As part of CFS Western, we can offer other resources to support families. It becomes an easier way to access services when parents are experiencing real challenges and difficulties. We often have a longer time to develop supportive and trusting relationships with families. Parents become comfortable with the staff members here which allows them to accept supports. I describe it as a softer, gentler way to get to the help they need.

The Agency's early childhood programs are designed to provide supports to parents so that they can meet the developmental needs of their children. As Early Childhood Educators, we have a variety of roles and responsibilities. Parents entrust their children to us so ensuring their safety and well-being is our primary responsibility.

We also work directly with parents. Our Agency goal is to strengthen the parenting relationship by promoting and enhancing the parents' ability to meet their children's needs. To do this, we offer training, parent education and supports. We work very hard to ensure that parents are engaged in the learning experience of their children. The program is a very open and inclusive place for parents to come and observe their child, talk with a staff member and to meet other parents. Many of our parents also volunteer at the program.

We are a unique early childhood education program. We offer more than the traditional preschool program. We work closely with community teams and services for preschool aged children. We provide supports for many children with special needs.

Our Victoria Day Care Centre is more for working parents, providing quality child care to facilitate employment.

Families come to our programs through a variety of paths—schools, health, Agency, self-referral, etc. The program provides transportation which is an

*"Being an Early Childhood Educator is an important role as we are working with the people of the future."*

Our approach to parenting is consistent between all of our family strengthening and early childhood development programs. We are trying

to support the building of networks for families between our outreach and other community programs. Many parents also access programs at the Elspeth Reid Family Resource Centre.

I love my work. Being an Early Childhood Educator is an important role, as we are working with the people of the future. We are promoting healthy growth and development for many vulnerable children. We provide a foundation for families which they can build upon. We help to build resilience by providing children with a tool box for life including when they are parents.





## Jenna

### Community Liaison Worker

My role is to be available for families who present at the Elspeth Reid Family Resource Centre, Victoria Day Care Centre, and the Preschool Enrichment Program, either in crisis or looking for additional supports.

I am able to meet with these families and offer follow up services. Often I am connecting families to resources both within our Agency and in the community. I also spend one-on-one time with parents exploring their specific needs and goals.

We are changing the way we are able to offer services to families. We are now able to provide support at the time the family identifies the need. This is in addition to the more common way people become involved with child welfare, through our Intake team.

When family members or community members refer a family for services, it can be long after the family knew that support was required. By working in this different way, we are able to provide the support when the family identifies the need, which gives us the most opportunity for success in working together and improving that family situation.

We are able to see many positive outcomes with this approach. By offering early interventions, we are hopefully preventing family stressors from escalating to the point where a child becomes in need of protection. We are building around families and becoming part of the safety network to keep children safe in their homes with their parents.

A number of families have identified the need for ongoing support beyond my brief role and I am able to see how our positive engagement at the front end transfers into their ongoing work with the Agency. Families appreciate the opportunity to work with the Agency in this way and it deals with many of their preconceptions around CFS services. Families are able to see the Agency in a different light. We are offering supports and services which are meeting their needs where they are at. It is about working differently with families, connecting them with the help they need, when they need it and how they need it.

Families are able to articulate how much of a difference the supports have made for them and their children: "How nice it is to come somewhere looking for supports and getting the service I need. Someone has heard my concerns and understands where I am coming from."

They are engaged because they are the ones identifying the need for support and they are eager and motivated to make positive changes for their family. As a worker, it is very rewarding to help a family move closer towards their goals.

*"We have the most opportunity for success by working together with the family to improve their situation."*





As Family Life Facilitators we do so many things. We work closely with parents to provide education, information, support and guidance in a variety of ways with a common goal: how to build healthier relationships with their children.

Parents may come to the Elspeth Reid Family Resource Centre because they don't always feel good about their reactions to their children's behaviour and they want to choose a different way. Sometimes parents are hurting and struggling in their own emotional responses. Part of our role is to help parents gain deeper insight into any parenting situation. It helps them move past reacting to understanding the situation, so parents can come up with their own healthy solutions. Learning how to respond in the situation with empathy and understanding of their children's needs is crucial.

*"We help parents to think with their hearts, and to parent in a healthy way."*

We help parents to do the best they can with the knowledge and supports they have. We then build on that information, provide more support and solutions. The group interaction is important. Through talking and listening to other parents, their experience is normalized and they learn from each other that they are not alone. We talk about what it is like to be a parent and how their own life experience influences their parenting. Our goal is to help parents to connect with what they love about parenting and share what they find challenging.



## Korinne

### Family Life Facilitator



Parents learn that the Resource Centre is an ongoing support for their family. Often parents come back as their child reaches a new developmental level. Parents understand that they are responsible for their own learning and that it is an ongoing process. Parents experience changes as they try new strategies and we discuss how to keep it going and provide supports to extend that learning process.

The parenting pieces are critical in the overall work of the Agency as we try to strengthen and support families to better meet the needs of their children. We offer a variety of groups such as parenting education, literacy support and support groups focusing on different needs and stages of childhood.

I enjoy my work because I get to touch a lot of families' lives and I am able to make a difference by working together with parents to develop healthy family relationships. I like to see their growth and development while we work together and their ability to be able to move forward. We help parents to think with their hearts, and to parent in a healthy way.

## In-Home Support Programs

**310**

families were  
provided with In-  
Home Support  
Services, including:

73

- rural families

68

- Spanish speaking families

81

- contracts renewed during the year

These services involved providing supports to 613 children in their homes. Two hundred and ten children were provided with supported access services.

*“The responsibility to keep children safe cannot fall solely on the shoulders of the child welfare system...this is a responsibility that belongs to the entire community.”*

*Achieving the Best for All Our Children, The Hon. Ted Hughes  
December 2013*

## Legal

**3** children in care in  
Voluntary Placement  
Agreement

**3** children in care via  
Voluntary Surrender of  
Guardianship

**18** children were  
protected by  
Permanent Orders

**81** children were  
protected by  
Temporary Orders

**35** children were  
protected through  
Supervision Orders

**19** children were  
transferred to  
appropriate Authority  
via Section 28 Transfers



## Breanna

### Youth Engagement Specialist



My role is helping to give our youth in care a voice, essentially bridging the gap between them and the Agency.

We provide our youth in care with opportunities to meet and connect with their workers and other staff on a fun level towards the goal of building a deeper connection. I work closely with the youth's care team to ensure that we are all on the same page.

My focus is on developing supportive relationships with the youth. I try to ensure that someone is listening to them. The program provides opportunities to meet other youth in care and to learn they are not alone in this journey, to connect with kids who are going through some of the same things that they are experiencing.

The program also offer supports to former youth in care. From talking with them about their experiences on leaving the Agency, we have learned that when they turn 18 they feel that they are on their own with no one to help them. We have started reaching out to those former youth in care, providing support to them in their struggles with jobs, relationships, emotional support, housing, etc.

It is important for youth in care to have a voice because this is their life and they need to be part of the planning and making decisions—it is their journey. Relationships with their workers and caregivers are important so that they feel comfortable talking about what is going on for them in their lives. This is 100% them—it is affecting them so they need to express their needs. We also instill

*"It is important for Youth in Care to have a voice because this is their life and they need to be part of the planning."*

hope for their futures. When they experience that they have this connection to a safe person, they feel that their life matters.

We have some great new resources to offer youth: the Building Futures program, the Tuition Waiver program and support opportunities. Youth in care can now access post-secondary education, dream about having a career and see it as an achievable future—it is wonderful.

We also have increased our Extension to Care opportunities. We now accept and realize that most youth past 18 still need support and stability in their lives. Extending our support recognizes that our parenting role is not done.

My role is major prevention work. Many of our kids are eventually going to be parents some day so we are providing them with the foundation, resources, relationships, and supports needed to be a positive parent. It is also about strengthening youth in care so they can move forward and achieve their best potential.

I love my job. I love encouraging youth to make positive decisions and working with them through their struggles. In this way, I help them to see that they can make it and that they are okay. There are lots of fun parts. I am helping to make a difference. I can see kids improving in their lives. Many kids come to me with issues and want to talk, and hopefully I made an impact as they feel they had someone to turn to.



## Nancy

### Leading Practise Specialist

As Leading Practise Specialist, I have the privilege of being part of the shift in how the General Authority and specifically our Agency is choosing to work with the children and families we serve.

This transformation, referred to as the Practise Model, involves working with families in a more collaborative, engaging and purposeful way. We focus on listening to their story, their perspective and context while keeping a clear lens on how their experiences and actions impact on their children's safety and well-being.

I help to bring this model into our daily practise by working with and through the management team, and by providing training, coaching and mentoring for supervisors and front line workers. We have developed learning modules and met in teams since September 2012 to explore and try on a range of tools and interventions that are intentional in helping us with our work.

While I am the primary facilitator of the module training itself, we often laugh and call our sessions together "the sneeze" because the real impact comes when workers "catch" the ideas and take them out to the family table. The focus is always on helping workers deepen their skills in developing relationships with parents to get to their best thinking and actions for their kids.

One of the most rewarding aspects for me has been when a worker comes to me after she tried a new practise approach with a family, wanting to share her experience of collaborative work with the family. "I saw this mom change. I see the kids experiencing their everyday life differently because she is showing them they come first. I was part of that change by giving her ideas of what safety would look like for her family and helping her take concrete steps to get there. Wow!" The worker experiences being a catalyst for changes a family makes so that their kids can be safer.

We have learned that the values of the Practise Model are aligned with the reasons that people chose to become helpers in the field of child welfare. Our organization recognizes that there



needs to be a concentrated effort on helping the wide variety of workers tasked with this responsibility feel as capable and responsive as they are able to be, often in difficult and challenging circumstances. Workers share their practice stories with each other, including taking the tools and making them their own, based upon what they have learned from their families, and their struggles with change and how to sustain it.

I envision that within the next year, workers will see their skill set and confidence in working this way grow and evolve. Families will experience this shift and have their own stories to tell. Families will have their own experience of their worker paying attention in a different way that includes the worries specifically, and the areas in their life that are going well helping them pull together their strengths and people to ensure their children's safety.

*"The focus is on helping workers deepen their skills in developing relationships with parents."*

## Financials

### CHILD & FAMILY SERVICES OF WESTERN MANITOBA

#### STATEMENT OF FINANCIAL POSITION

2013/2014

	Revenue	Expense	Surplus/Deficit
Executive Core	1,079,623	1,143,791	-64,168
Central Program	5,087,644	5,094,635	-6,991
Other	131,310	131,310	0
Designated Intake	1,278,320	1,160,108	118,212
Resource Centre	428,286	428,286	0
Parent Child Home Program	47,558	47,558	0
Early Learning Canada	16,000	16,000	0
Brandon Early Years	33,719	23,684	10,035
Prevention	597,476	641,539	-44,063
Residential Care	1,921,114	1,651,952	269,162
Victoria Daycare	471,126	508,858	-37,732
Preschool Enrichment	372,350	372,350	0
Healthy Child Manitoba	90,958	90,958	0
Child Maintenance	4,650,644	4,527,420	123,224
<b>TOTAL</b>	<b>16,206,128</b>	<b>15,838,449</b>	<b>367,679</b>

Unaudited

Prepared by Mark Gillis, Comptroller

## Thank You

Child and Family Services of Western Manitoba gratefully acknowledges the financial support of the

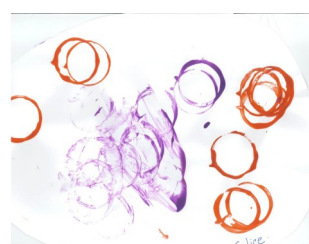
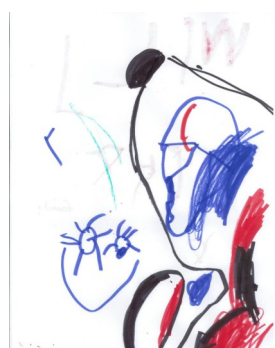
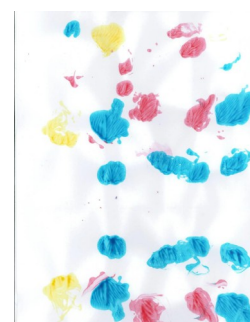


and the



as well as the many other supporters, donors and contributors who make operation of our family strengthening programs possible.





*Artwork by children who attend the Preschool Enrichment Program and the Victoria Day Care Centre.*



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