

Child and Family Services of Western Manitoba



Informed
Integrity Enthusiastic
Dedicated Approachable
Empathetic Honest
Listening Respectful Reliable
Continuity Open
Knowledgeable Kind Consistent Supportive
Experienced Protection
Rights Involving
Trustworthy
Accessible
Relationships



2011-2012
Annual Report

June 2012

About Child and Family Services of Western Manitoba

Child 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.

Our Mission...

...we exist so that children are safe and nurtured in strong loving families within a community of caring people.

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.

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.

Our 2011-2012 Board of Directors...

*Patrick Hogan (Brandon), President
Ernie Bruneau (Brandon), 1st Vice-President
Phil Shaman (Russell), 2nd Vice-President*

*Sharon Brooks (Shilo)
Gloria Gulliver (Brandon)
Ramona Coey (Brandon)
Peter Hechler (Brandon)
Bob Ferguson (Neepawa)
Yvonne Neathy (Brandon)
Lynn Galbraith (Pilot Mound)
Nancy Schiltroth (Reston)*

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.

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*

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

Message from the President, and the Chief Executive Officer

Dear caring community members,
 This past year has once again been one of significant growth and change for the Agency and the broader child welfare system. This Annual Report will highlight the continuing efforts of the staff and volunteers at all levels of the organization to meet the Agency mission and goals. As part of the General Authority, we can be proud of the progress that has been accomplished to date, but there is always more to do. We are also excited to share our new Agency logo, which we believe symbolically represents the Agency's belief that the best way to protect children is to strengthen and support families and communities to be able to meet the needs of their children.



This approach is supported by a growing body of evidence of the effectiveness of early intervention with children and families. Effective preventative services can do more to reduce abuse and neglect than reactive services. Our challenge will be to sustain these prevention and outreach programs as we enter a period of fiscal austerity.

One of the most significant impacts upon Agency services has been the rapid and large growth in newcomer immigrant families to Brandon and the Westman area. The increased diversity and enrichment of the Brandon cultural mosaic has been positive and well received. There has been an increase in population (13%), especially of young children, which has put pressure on all resources to respond to the growth. The Agency continues to develop and adapt its programming and services to meet the needs of the newcomers.

As a result of the full implementation of the Federal/Provincial funding model, our average caseload size has decreased by 39% since 2007 (currently 27 families per worker). The smaller caseloads have allowed us to more fully implement the many recommendations arising from the Changes for Children Initiative and the Agency/Authority strategic planning processes. This increased staffing

capacity has also allowed us to create several speciality positions which have further strengthened our service delivery model.

This growth has also led to "growing" pains for the Agency. We face significant staffing and operational challenges. As a result, the Agency has had to develop our recruitment and retention strategy. We have invested substantial resources into an enhanced orientation and training strategy. Our efforts to have staff engaged in this ongoing process of change continues to evolve. We are experiencing space issues which have impacted upon working conditions and our organizational culture. As well, we need to focus on developing our wellness strategy to support staff and volunteers in this challenging field.

As we continue to work towards completing the implementation of the many changes, the child welfare system is also busy preparing for the next phase of the Phoenix Sinclair Inquiry. Although this Agency is not directly involved in the Public Inquiry, the results of the implemented changes and the effects of the process on this Agency and its staff have had and will continue to have significant impacts at a personal and professional level.

One area that we need to focus upon is the public perception of child protection work which will be a fundamental aspect of the coming Inquiry. We need to improve the understanding of the complexity and uncertainty associated with child protection work through sensitive and responsible coverage. One of the goals of the Inquiry is restoring public confidence in the child protection system. This can be done as we talk about the many improvements made and how these changes are making a positive difference for the children and families we serve.

Sincerely,

Patrick Hogan
 Patrick Hogan
 President, Board of Directors

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

Family Strengthening

There is a growing body of evidence of the effectiveness of early intervention with children and families. The Agency has long believed this and has developed a comprehensive prevention and early intervention continuum of services.

This continuum combines Family Strengthening and Support services with Early Childhood Development programs and supports. Preventative services can do more to reduce abuse and neglect than reactive services—early help is better for children. These services are provided to some of the most vulnerable and needy children and families in Brandon.

The Agency shares in this responsibility for the provision of early help in the community. We work in partnership with many other community agencies and services in a coordinated process to try and reduce inefficiencies and omissions.

Early Childhood Development

CFS Western believes that families have the primary and most significant impact upon children's development.

Initiatives aimed at improving lifelong outcomes for children must incorporate and support the fundamental role of families. Research on children's development emphasizes the importance of the early years on their long-term outcomes, so preventative services that help parents meet the developmental needs of their children is a key component of the Agency's comprehensive prevention and outreach strategy.

The *Dr. W. McCutcheon Early Childhood Learning Centre* houses our **Victoria Day Care Centre** and **Preschool Enrichment Program**. Both of these programs seek to provide extensive supports to parents in conjunction with early childhood education programs. This is offered in combination with effective parenting education and resources through the Elspeth Reid Family Resource Centre as we attempt to connect parents to both centres of help.



Elspeth Reid Family Resource Centre



Preschool Enrichment Program



Victoria Day Care Centre

Elsbeth Reid Family Resource Centre

The ***Elsbeth Reid Family Resource Centre*** (FRC) is a welcoming and inclusive place for all families in Westman. There is a mutually respectful and trust-based relationship between staff and participants that supports learning, growth and change. Parenting education, family literacy and play-based child development programs, resources and services seek to enhance the capacity and confidence of parents and caregivers to meet the needs of their children.

Between April 1, 2011, and March 30, 2012, the Elsbeth Reid Family Resource Centre served:

- ...1,037 families including 360 new families*
- ...29,786 visits (20,116 adults, 9,670 children)*
- ...5,140 parents attending groups*
- ...13 family literacy programs*
- ...5,606 children provided with childcare*
- ...9 support groups*
- ...87 families attend summer programs in 2011*
- ...1,120 supported access/family visits*
- ...2,572 contacts made through outreach to individuals and community presentations*

The Family Resource Centre serves to strengthen and support families and communities. 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 and positive parenting. We also serve as a friendly access point to more traditional community services.

The Family Resource Centre is a key component of the Agency's prevention and outreach programming. We seek to be responsive to participants' diverse needs.

This past year we have developed a User Advisory group to assist staff in identifying needs and possible opportunities to meeting these needs. Specific

program components have been developed according to their input. An example of this in 2011 was the development of the *Seeds of Hope (Semillos de Esperanza)* parenting program delivered in the Spanish language.

The FRC also offers a range of parenting programs and supports which complement our Family Services work with families. As families identify their needs and develop service plans to meet those needs, often parent education and support is a component. Many of the supported access visits between parents/caregivers and their children in care occur at the FRC.

Another example of responding to identified needs has been the unique *Talking, Learning, Caring (TLC)* program which is offered to families who have become involved with the child welfare system as a result of a child protection situation.

This informal group provides opportunities for parents to meet with other parents to discuss their feelings and emotions about what is happening for them and their family. Through this process, parents can address their feelings of anger, frustration and loss while learning more about what their rights and responsibilities are. The feedback from this program has been very positive indicating that families are more able to move forward and focus upon what needs to change in order for their children to be safe. In this way, the Agency is able to offer more effective services.

CFS Western is grateful for the public, private, community and corporate financial support it receives for its family strengthening programs.



Preschool Enrichment Program

The ***Preschool Enrichment Program*** (PEP) continues to offer a unique early learning experience that involves parents in their child's learning and development process.

Parental involvement is a critical component of the PEP. It supports the child's development emotionally and cognitively and helps the parents to understand and meet the needs of their children. Parents are encouraged to develop and strengthen their network of supports and to become aware of and connected to other Agency and community programs and services.

PEP offers transportation services to facilitate vulnerable children and their families accessing the program. This is a key component of the PEP effectiveness.

Seventy-three children and their families participated in the PEP during 2011-12.



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.

Victoria Day Care Centre

This past year, ***Victoria Day Care Centre*** (VDCC) children and staff have continued to enjoy their newly redesigned centre, which has promoted the concept of a child-focused play-based curriculum that allows young children more opportunities to explore and try out new things.



VDCC staff have worked very hard to ensure that parents are engaged in the learning experience of their children. We continue to provide quality child care to many vulnerable and high needs children.

The ***Victoria Day Care Centre*** is financially supported through the Provincial Child Care program. In 2011, 85 children and their families participated in VDCC programs.



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. The program is based on the *Early Start* model from the United States and CFS Western's program is unique in Canada.

With the help of trained volunteers and specially chosen books and toys, parent and child experience the joy and values of reading, talking and playing together. Over time, the parent-child attachment relationship is strengthened through this interaction. PCHP takes two years to complete for each family so it represents a major commitment from them and the volunteer.



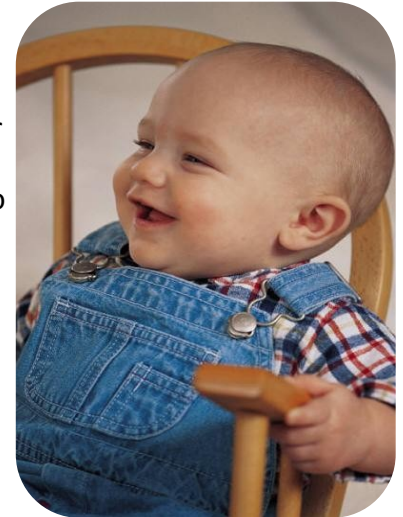
Twenty-one families were matched with 22 volunteers this past year. Some very meaningful support relationships are forged through the process.

PCHP operates through the Elspeth Reid Family Resource Centre. We are grateful to the financial support of private funds that help operate this program.

Crocus Plains Early Learning Centre

In partnership with the Brandon Regional Health Authority, the Brandon School Division, and the Manitoba Child Care program, CFS Western has supported this school-based infant child care program for the past several years.

This program provides child care supports for up to eight young women which allows them to continue their secondary education while providing care to their infant children. The young moms participate in an enhanced curriculum which focuses on child development and parent education for which they receive high school credits.



"The best toy a child can have is a parent."

Dr. Roberta Golinkoff

Designated Intake Service

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

This partnership involves the four Authorities working together through a steering committee to develop and offer Intake Services to Westman community members. It provides a single point of entry for referrals to the child welfare system.

Intake plays an important role in the child welfare system as it usually represents the first point of contact for families as they experience the child welfare system. Supporting families who may be in crisis and focusing upon children's safety are critical functions at Intake.

This past year the Agency has worked to ensure that there is a consistent and evidence-based approach to assessing the safety of children during the Intake process. The implementation of the Structured

Decision Making Assessment tools is now complete throughout the Agency. This approach will also help to ensure that families are referred for the right service based upon this assessment of family strength and needs.

This year, there were:

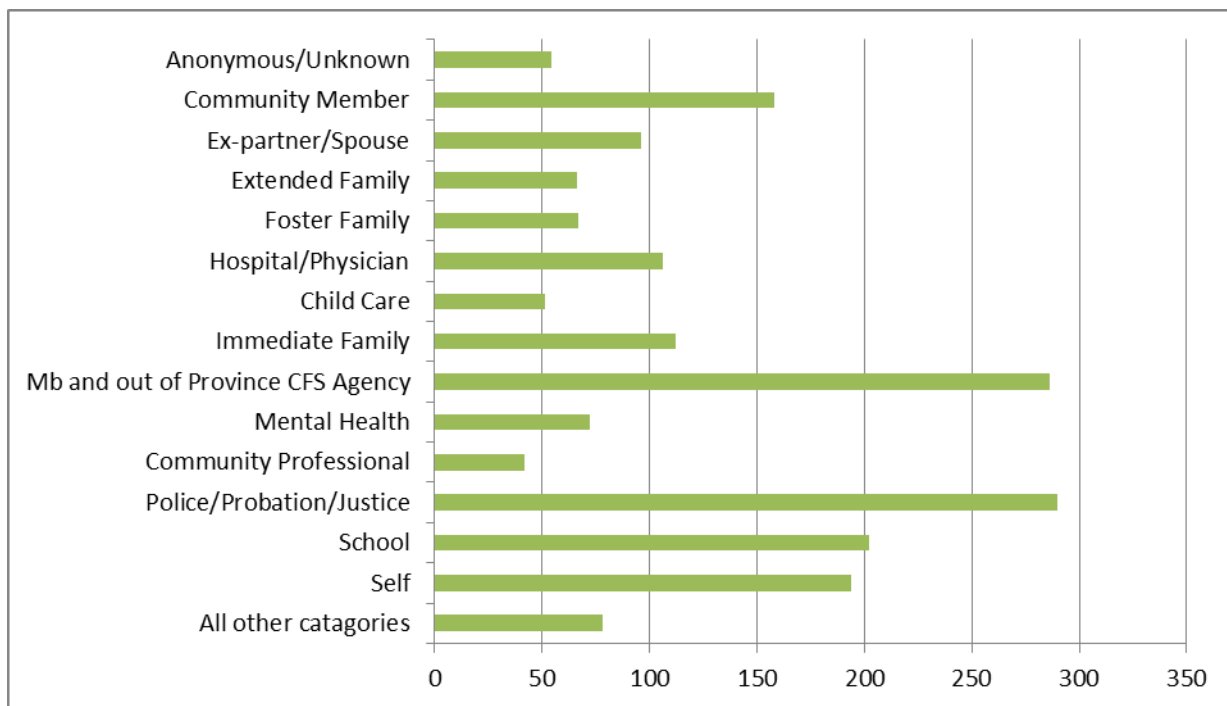
2,021 Intakes, representing an 11% increase over last year

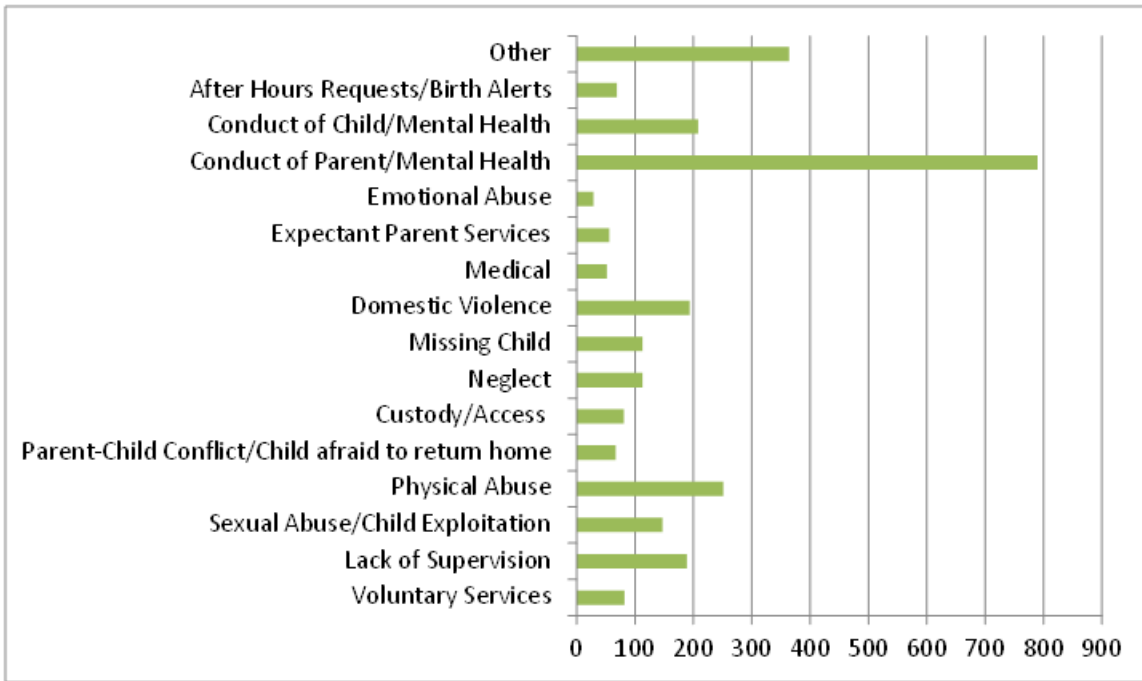
704 Intakes transferred into the Agency for ongoing services, 204 new cases transferred to the Agency

426 Intakes transferred out to ongoing services in other Agencies; 57 were new cases transferred to other Agencies

10.4% were self-referrals

Source of Referrals





Issues Identified at Intake

ADP (Authority Determination Protocol) is determined at Intake where a family chooses through the ADP which Authority they want to receive services from. Historically, close to 78% of families choose CFS Western as their service provider.



Safety Organized Practise Model

The General Authority has been working with its agencies for the past 18 months on the development and implementation of a new integrated **Safety Organized Practise Model** of working with families in child welfare.

The goals of the practise model include having increased:

- engagement with families,
- teamwork around keeping children safe,
- accuracy in our assessments of child safety,
- consistency in our assessments of safety between social workers and supervisors, and
- satisfaction for both families and social workers.

The practise model is focused on child safety while engaging families in the identification of concerns which need to be addressed. 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 the **Signs of Safety**. Signs of Safety are solution-focused engagement practises which seek to ensure that all members of the families have a voice, while supporting the social worker to gather the key information regarding child safety so that they can make the best decision possible.

Our assessments will be more child-centred and focused on safety, be rooted in child development and safety principles, and will involve working collaboratively with children and families to build upon strengths as well as planning to meet identified difficulties. The practise model supports a process for engaging parents, children and other people important to the family in a focused manner on the children's safety.

The Leading Practise Specialists have a key role in the support and implementation of this shift in our practise. These positions were created through a funding partnership between the Authority and the Agency. The Leading Practise Specialists serve as the key mentors to support supervisors and workers in the development of the knowledge and skills required to work in this way with our families.



The implementation of the practise model is supported by the decreases in average caseloads carried by our social workers. Significant resources have been committed to training and supporting staff in the practise model, and it is only through having manageable caseloads that it is possible for the social workers to learn and incorporate the principles of the practise model. The implementation plan includes the creation of a learning environment where social workers and supervisors are supported to grow in their depth of practise.



Family Services

Family Services is the core of our services to children and families. Families come to *Family Services* after the Intake process determines the need for ongoing services and supports. The goals of *Family Services* are to support and strengthen families while addressing child safety needs.

There are four streams of Family Services:

- *Protection Family Services* represents families where risk is high and there is a need to work with them to ensure child safety.
- *Voluntary Family Services* signifies families who have approached the Agency for support and services and where children are not at risk.
- *Expectant Parent Services (EPS)* is for families where the expectant mother is under eighteen years of age, unmarried and expecting a child. Voluntary EPS can also be provided to expectant parents over the age of eighteen. Services are also provided to the expectant birth father where possible.
- *Family Enhancement* helps families where the risk to the child is not as high as for Family Services, yet if supports are not provided, those families may become more high risk.

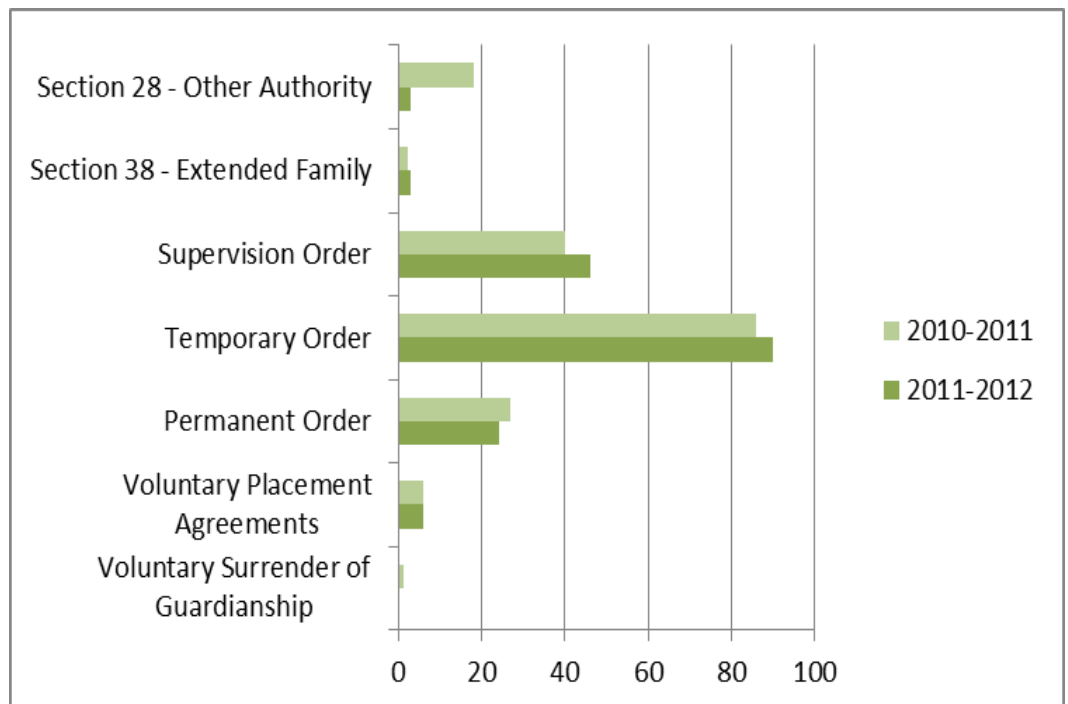
CFS Western’s values in offering *Family Services* are to maintain a focus on child safety while working respectfully with family members to identify and address needs, act in the best interests of the child, and work in a collaborative and strengths-based approach.

CFS Western provided *Family Services* to 798 families this past year, involving 1,605 children.

At March 31, 2012, there were:

- 397 families receiving Protection Family Services, a slight decrease from the year before.
- 893 children in those families, indicating a service rate of 37 children per 1,000.
- 81 families receiving Voluntary Family Services, a slight decrease from the year before.
- 148 children in those families, indicating a service rate of 6.2 children per 1,000.
- 39 Expectant Parent Services families for the year, a decrease from last year.

Number of children protected by Court orders



Family Enhancement

The **Family Enhancement** program is an alternative approach to traditional child welfare services. It focuses on engaging the family in an intensive fashion to address identified concerns that, if left unattended, may result in the child becoming in need of protection. These families represent lower risk than Protection Services families and agree to work in this collaborative fashion voluntarily.

By design, the FE program serves a limited number of clients for a limited period of time. The hope is to work intensively and collaboratively so that families can meet their identified needs and move on from the child welfare system.

In the past year, the FE program served 77 families with a total of 166 children.

As part of the initial pilot phase, CFS Western participated in an extensive evaluation of the FE program. Some of the highlights from the evaluation report were:

- Very positive responses from family caregivers who were interviewed as part of the evaluation including more engagement, positive work relationships, and high levels of client satisfaction.
- Caregivers reported improved parenting skills, reduced stress, and said they generally enjoyed the collaborative relationship with Agency social workers.



- Staff responses indicated that in 66% of the cases, outcomes were often better than expected and there was increased worker satisfaction.
- Other outcomes included child safety and risk improved as did family functioning.
- Recommendations included support for the continuation and expansion of FE services including that the model be expanded to include higher risk families, that family resource centres be enhanced as a component of FE programs, and that a comprehensive prevention and early intervention strategy for child and family services in addition to FE programs be implemented.



Family Support

Family support plays a critical 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 services work with families as part of the community, encourage strong relationships built upon mutual trust and respect, and work in a collaborative partnership with the families they serve.

Our Agency offers family support services as part of the service planning process with the family. The family strengths and needs are assessed, the protection concerns are identified and a plan is developed to meet those concerns. Family input into identifying strength and needs and the goals of the plan are essential to its effectiveness. Depending on the plan and the needs identified, the appropriate family support resource is provided:

- **Family Aides** can provide practical supports to parents concerning meeting the basic needs of their children. Positive parenting skills are encouraged including routines, positive discipline practises, limit setting and education around understanding children's basic 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 conflict, mediation and problem solving, effective parenting through communication and relationships, 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. For example, when the caregiver has to go to hospital for surgery and there is no extended family available, a **Homemaker** can move in to provide basic care.

- **Social Work Assistants** work directly under the guidance of the Family Services worker to provide services such as supporting family visits when children are in care, arranging appointments for parents, providing supports to emancipated youth and assisting the Family Services worker in protecting children.
- **Rural Family Support Workers** perform a variety of these roles throughout our rural areas.

Last year \$562,008 from the Province was used to provide this variety of family supports. In total, there were 231 families who received family support services including supported access throughout our region.



Resource Development

The total volume of days care for 2011-2012 was 54,099 days, including residential care. This represents an 18% increase compared to last year and is the third consecutive year that the volume of days care has increased significantly.

The growth in days care is contributing to the stress on the Resource Development system to have adequate and appropriate resources for children entering care. The Agency and the General Authority are working to understand this trend and its implications for Agency planning.

Some of the reasons for this growth may include:

- the Agency Designated Intake function;
- the growth in the number of extensions to care;
- the continuing impacts on children and their families of poverty, inadequate housing, family violence and parental addictions; and
- the rapid growth in regional population (13%) as a result of newcomer families immigrating to Westman.

Notwithstanding this recent growth, the Agency placement rate for children remains relatively stable and below the national and provincial levels:

- The Agency Placement Rate (2011-12) was seven children per 1,000.
- The Provincial Placement Rate (2011-12) was 35 children per 1,000.

- The Canadian Placement rate (CWLC- 2007) is 9.2 children per 1,000.

During the 2011—2012 year:

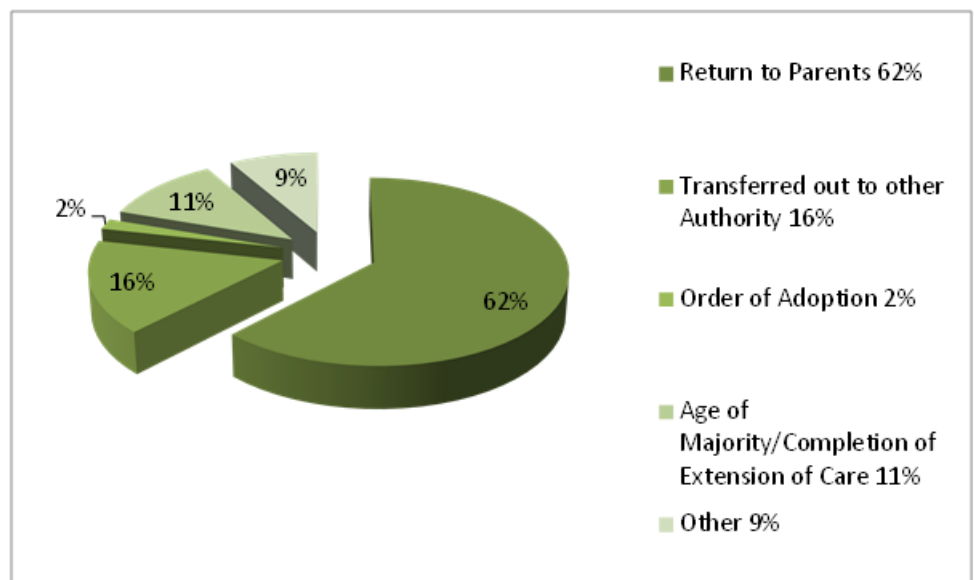
- there were 164 children in care at the start of the year,
- a further 171 children entered care during the year,
- 167 children left care during the year, so that at the end of the year there were 168 children in care of the Agency; of these 19 were youth in extensions of care (beyond their 18th birthday), and
- the monthly average for children in care for the year was 174 children and youth.

At March 31, 2012, there were 50 licensed foster homes and 44 places of safety being utilized to provide care to the majority of the children in the care of the Agency.

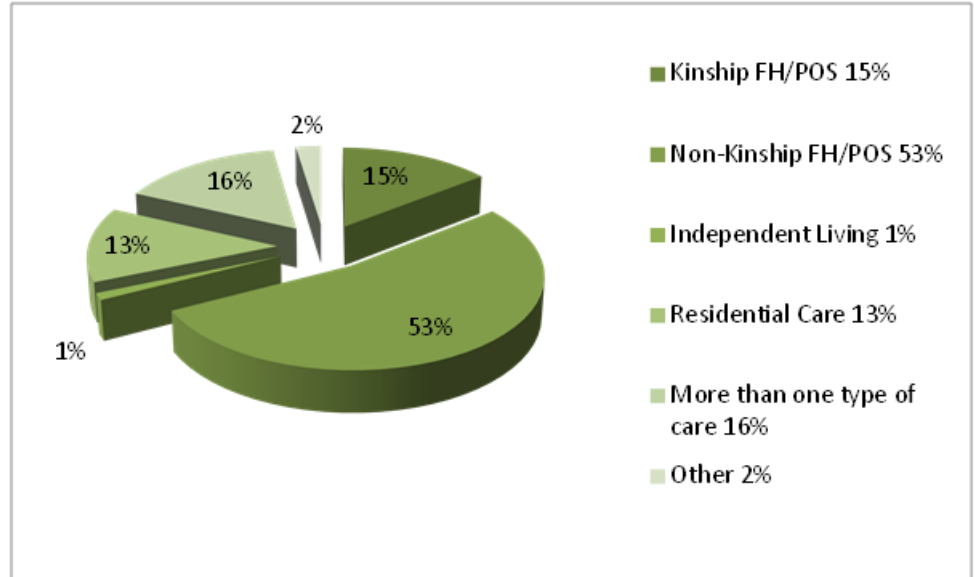
In 2011—2012, there was \$4,480,495 in total expenditures for child maintenance and residential care. These funds are provided by the Province.

Also during 2011—2012, there were 0 days in hotels, three adoption placements finalized, 54 adoptive applicants, and 15 adoptive families approved.

Reasons why children left Agency care during the year



Types of placements for children who entered Agency care



Foster Families

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 to foster families so that they can develop the skills and abilities to meet the challenging and sometimes complex needs of the children they are caring for. Specific training areas include:

- learning about meeting the needs of children who are experiencing attachment disruptions and disorders;
- children with FASD or mental health concerns;
- children who have been traumatized through abuse and neglect; and
- children who are struggling with contact and supported access with their family.

With Agency supports, foster family based care is the primary therapeutic intervention for many of the children entering 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 contact us at 204-726-6030 (toll free 1-800-483-8980) or visit our website at www.cfswestern.mb.ca for more information.



Kinship Care

Kinship Care is a growing resource base for children entering care of the Agency. *Kinship Care* by definition is where extended family members or other close family friends are used as a placement resource for children who are entering the care of the Agency. This is often a preferred option for the child as the caregivers are someone the child is familiar and comfortable with and involves the extended family network into the safety planning for the child.



This represents best practise for children who are unable to remain in their family's care. Careful assessment of kinship care arrangements are required to ensure child safety.

Residential Group Care

CFS Western operates two residential youth care facilities. These are funded through the Province.

Patrick House is a six-bed receiving and assessment unit for male and female youth. Youth may be placed here so that their placement needs can be assessed and placement plans developed.

Cypress House is a six-bed residential treatment centre for adolescent males.

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 utilize a relationship-based strengths approach in their role.

In 2011—2012 there were a total of 3,615 days care in residential care.

Emergency Placement Resources (EPR)

The Agency has developed a three-bed resource for difficult to place children who come into care on an emergency basis. This was 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.



Youth Engagement Program

The goal of the **Youth Engagement (YE) Program** is to support our youth-in-care through their journey from entering care to independence and competence. This initiative has proven to be a very effective and important support to these youth.

A *Youth Engagement Specialist (YES)* works directly with the youth-in-care, their workers, and their care providers to:

- Advocate
- Provide supports and resources
- Offer a listening ear so that youth can have a voice in the child welfare system.

The YES also helps problem-solve and connect youth to sources of support and information.

Through a variety of activities, the YES connects with youth-in-care and has a supportive relationship with them. In the past year, these activities have included a sports night, bowling night, disco ice skating party, miniature golf event, girls only Spa night, gym night, movie night and an evening at an amusement park.



All events are free to the youth, open to all youth-in-care, supported by workers who volunteer, and include food and prizes. The turnout and participation in these events is very positive from all sides. Through such activities, the YES seeks to develop relationships with the youth-in-care so

that they learn what the YES role is and that person becomes approachable and accessible. It is through such relationships that engagement begins to happen.

The YES has also held focus groups throughout the past two years to give youth the opportunity to have a voice about their experience in care and to make recommendations and suggestions to workers, administrators and the system as a whole.



In July 2011, the YES attended the International Foster Care Organization Conference in Victoria, B.C., to present on CFS Western's YE program. The presentation was well received and included three youth participants who were able to speak about the program from their perspective.

Another part of YE is to provide supports to youth who are extending their care or transitioning out of care. Scholarships and sponsorships are identified and youth are assisted in developing their post secondary education plans with their worker and caregivers. There is also an annual Age of Majority celebration where we celebrate those youth who have turned 18 in the past year. This has proven to be a very meaningful event for the youth.

Transitional Planning for Youth Leaving Care

In this past year CFS Western had a monthly average of 15 youth in extensions-to-care. These are youth who have reached their age of majority (18) but who have agreed or requested to remain in care to receive further supports towards independence.

Also in the past year, 19 youth left the care of the Agency because of reaching their age of majority or completing their extension-to-care agreement. Some of the outcomes for these young adults include:

Living Situation

<i>With parents.....</i>	<i>3</i>
<i>Living with extended family</i>	<i>1</i>
<i>Living independently</i>	<i>13</i>
<i>Supported independent living</i>	<i>2</i>

Educational Level

<i>Still in secondary school</i>	<i>7</i>
<i>Completed secondary school.....</i>	<i>5</i>
<i>Attending university</i>	<i>1</i>
<i>Did not complete secondary school</i>	<i>6</i>

Main source of Income

<i>Employed.....</i>	<i>10</i>
<i>Family support.....</i>	<i>2</i>
<i>Student (EIA support)</i>	<i>4</i>
<i>EIA Disability support</i>	<i>3</i>

Involvement in Criminal Legal System

<i>None.....</i>	<i>18</i>
<i>Two incidents.....</i>	<i>1</i>

Preparation for youth leaving care

<i>Independent living skills programs.....</i>	<i>4</i>
<i>Referral for adult services.....</i>	<i>3</i>
<i>More than one support.....</i>	<i>2</i>



“If you come into foster care, just know that you are not alone. There are lots of people out there who can help you with your struggles (friends, family, people from school and former schools, people from Child and Family Services). Be honest about your feelings because your emotions can be overwhelming. If you are living on your own, know that you are not alone.”

Participant from Girls only focus group—Youth Engagement Program

Staff Engagement

A key recommendation out of the *Changes for Children Initiative* was the development of staff engagement processes so that staff were involved in and part of the change agenda.

CFS Western has been fortunate to have a very active Staff Engagement Committee which represents all parts of the Agency. This Committee has many accomplishments to date including:

- Hosting two internal Agency summits to bring staff together for a day to look at priority setting and planning.
- Two new staff welcoming events.

- Maintaining a current employee description binder to help connect staff in various program sites.
- Organizing staff photos.
- Playing a leading role in the development and implementation of an orientation process for all new staff to ensure they receive a consistent and thorough introduction to the Agency and its programs.

We look forward to this Committee's ongoing efforts to ensure that staff are connected to and engaged in the change process that is underway in child welfare.



New staff from the Welcome New Staff event hosted by the Staff Engagement Committee in March 2011.

One of the activities at the February 2012 internal CFS Western Agency summit had everyone working together to create a CFS Western 'shield' that showed the various strengths of the different units that make up CFS Western.



Children’s Therapy Program

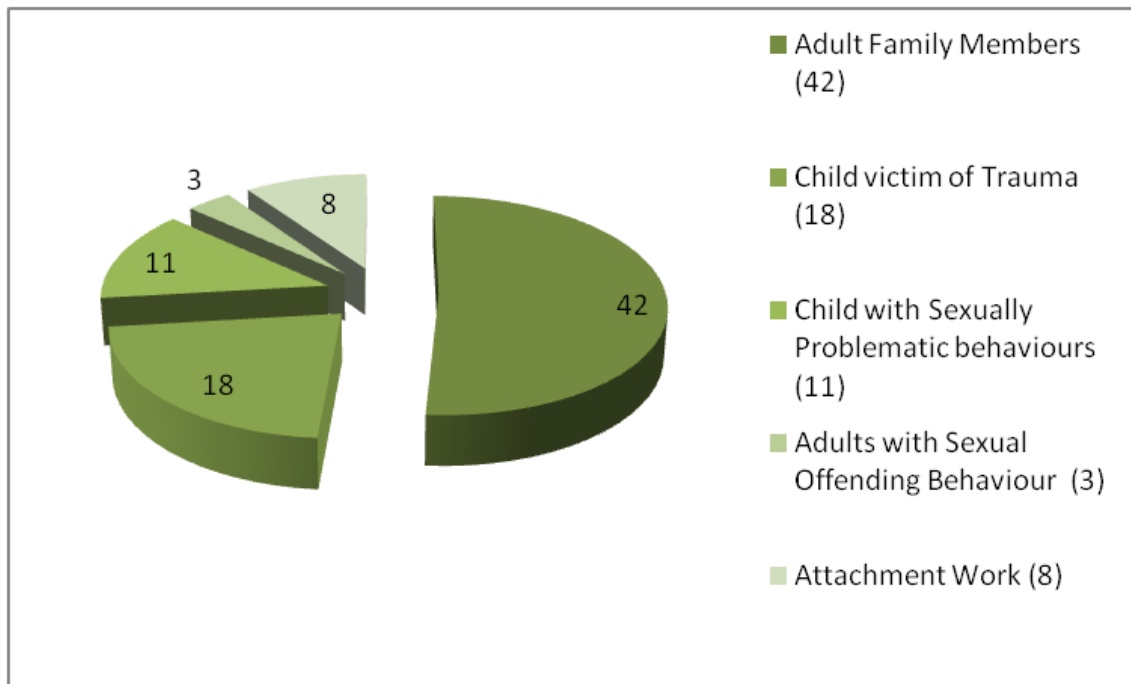
CFS Western continues to provide therapeutic services to children who have experienced abuse trauma and their family members.

We are fortunate to have a highly skilled and dedicated therapy team which works to reduce the impacts of trauma and, as well, to develop and improve attachment between the child and their caregiver.

The **Children’s Therapy Program** operates out of the Agency’s Family and Community Development Centre. Funding for this program comes from the community and Central programs. We also gratefully acknowledge the RBC Foundation for their support of the Children’s Therapy program.



Participants in the Children’s Therapy Program



Volunteer Program

CFS Western is very fortunate to have an active and resourceful volunteer program that assists the Agency staff in achieving the mission and goals of the Agency.

Volunteers serve a variety of important roles in the work of the Agency with children and families. Some examples of volunteer opportunities include participating in the Parent-Child Home Program (a two-year commitment!), offering supports in the child care program, acting as a mentor to a youth in care, helping in a fundraising activity, and being a special friend to a child.

Last year the Agency had a total of 87 people who volunteered over 2,200 hours of their time.

Thank you to all our volunteers!



"Alone we can do so little, together we can do so much."

Helen Keller



"Volunteers do not necessarily have the time; they just have the heart."

Elizabeth Andrew

Services to Newcomer Families

Our service delivery model has been challenged by the rapid and significant growth in newcomer families who have come mostly as a result of immigrant worker programs. As a community, we have experienced several years of increased populations and cultural diversities. As a community agency, we have had to change and adapt to meet this need. It has become exceedingly more complicated to provide services to these newcomer Canadians throughout the region.

The population of our region has increased—13% for Brandon in the last official census—as a result of the immigration of workers and their families. Much of this growth includes young children. Local birthrates have also risen considerably, and much of this increase is attributed to newcomer families.

The largest numbers of newcomer families come from Columbia, El Salvador, China, Honduras, Ukraine and Ethiopia. The main language groups are Spanish, Mandarin and Ukraine/Russian. There are plans to bring in several hundred more immigrant workers and their families over the next two years. The Neepawa and Minnedosa communities have seen similar rapid growth also as a result of immigrant worker programs.



What is important to note is both the scale and scope of these new arrivals and the impact this has had on Westman. Growth had previously been slow

and steady, so that the community had the opportunity to change and evolve in a planned manner. The recent influx of newcomer families came rather quickly and did not afford the opportunity for the community to be as prepared for the changes. As a result, most community agencies have had to scramble to meet the support needs of the newcomer families.



The pressures on our service delivery system to respond to this growth and the needs of newcomer families has been a challenge and include:

- Language and communication. Trying to communicate with someone who speaks another first language can be difficult when talking about even simple things. In child welfare, we often talk about complex and difficult situations which makes it very challenging to convey meaning and understanding. We appreciate the support of the Brandon Community Language Centre which has assisted greatly by providing language interpreters. To further assist us in our work, we have two Spanish speaking social work assistants who can help support workers in their interactions with Spanish speaking families. This has greatly improved our ability to communicate with some of the newcomer families.

- Understanding cultural differences including beliefs and practises around parenting issues such as physical discipline and supervision. Helping newcomers understand the laws and practises in Canada is an important educational need as often it is the different laws and customs here that families are struggling with. Offering assistance to families so that they incorporate and develop new parenting skills is a large component of our work with newcomer families.
- Increasing the cultural diversity of our work force will be a challenge for years to come as we need to reflect the communities that we serve.
- Finding safe and affordable housing is a significant concern for the region, only made more difficult by the rapid growth in families. Many families on subsistence budgets have to reallocate food and clothing funds to their rent costs creating a difficult cycle of poverty for their families.

The Agency is responding to these needs. We work in partnership with many community coalitions organized to address these challenges. As mentioned, we have been able to add two staff who speak Spanish. We need to develop similar

diversity with some of the other language groups. We continue with two projects delivered through the Elspeth Reid Family Resource Centre, the *Welcome Here* and the *Community Engagement* programs. Both of these programs seek to connect newcomer families with community resources to support them as they integrate into and adjust to living in Canada. We have also created new programs by adapting many of the parent education and support programs to incorporate more cultural diversity.



“The big question remains: “How do we respond to the changing Canadian family?” We must let families in our community tell us what makes them comfortable, and take the lead from them. Our primary role is to build programs that will promote this dialogue. Race and culture are very personal; there are no generic responses that will ensure that all families feel welcomed and included.”

**Reflecting our Communities,
Government of Canada**

Community Partnerships

CFS Western gratefully acknowledges the generosity of many contributors who support our work with children and families. These include individuals, corporate and business sponsors, philanthropic organizations, service clubs, community fundraising campaigns, and city and rural municipalities.

All of these contributors demonstrate that our communities care about the well-being of children and families. This support is indicative of a healthy community and allows the Agency to offer a wide variety of resources and programs that support and strengthen families, many of which would not be possible without this ongoing community support.



“ We make a living by what we do.
We make a life by what we give ”
– Winston Churchill

Individual sponsors include (but are not limited to:)

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We apologize for any errors or omissions.

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We apologize for any errors or omissions.



The **United Way of Brandon and District** continues to be a strong supporter of CFS Western's family strengthening programs at the Elspeth Reid Family Resource Centre and our Preschool Enrichment Program. We enjoy 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. CFS Western employees also support the United Way annually through our successful employee campaign

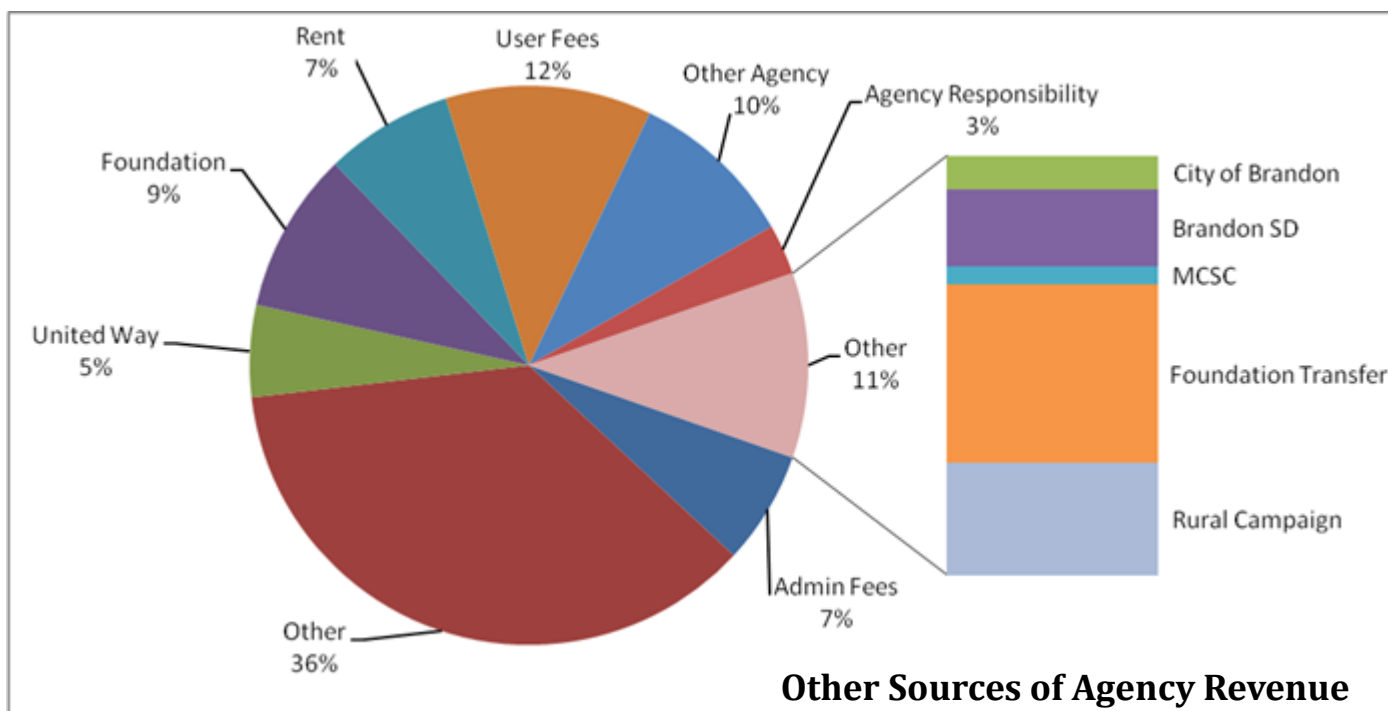
In 2011-12, the **Sun Fund for Kids** received \$40,000 in donations from over 224 generous community, individual and corporate donors. This includes the Manitoba Division of the Automotive Industries Association (AIA) of Canada, Brandon Chapter, who sponsor an annual charity golf tournament that last year raised nearly \$10,000 specifically for the Sun Fund. These donations helped send 207 Westman children to experience the fun, adventure and life-long memories only a summer camp experience can offer. The kindness of contributors has been gratefully acknowledged in the Brandon Sun. Donations to the Sun Fund are accepted throughout the year; if you would like to help or want more information, please call CFS Western at 204-726-6030 (toll free 1-800-483-8980) or visit our website at www.cfswestern.mb.ca.



CHILD & FAMILY SERVICES OF WESTERN MANITOBA
STATEMENT OF FINANCIAL POSITION
31 MARCH 2012

	Revenue	Actual Expense	Surplus (Deficit)
Protection	4,312,764	4,401,627	-88,863
Prevention	561,079	524,610	36,469
Designated Intake	1,123,551	1,108,608	14,943
Executive Core	1,034,020	787,306	246,714
Resource Centre	253,905	253,905	0
Aux. - Other	132,569	132,569	0
Emergency Placement Resource	310,532	264,854	45,678
Child Maint.	3,810,384	3,845,854	-35,470
Parent Child Home Program	14,500	14,500	0
Cypress House	506,640	492,718	13,922
7th Street	424,303	399,809	24,494
Victoria Day Care	457,286	459,762	-2,476
Pre-school Enrichment	295,863	295,863	0
Healthy Child Mb Program	51,347	51,347	0
Early Learning Canada	16,000	16,000	0
Brandon Early Years Team	25,803	25,803	0
TOTAL	13,330,546	13,075,135	255,411

Deferred Revenue of all Programs @ March 31, 2011 473,682
 Deferred Revenue of all Programs @ March 31, 2012 729,093
 Prepared by Mark Gillis, CFO, unaudited





Child and Family Services of Western Manitoba Foundation Inc.



The *Child and Family Services of Western Manitoba Foundation Inc.* was formed in 1991 as a fundraising arm of the CFS Western Agency.

Over the years, the Foundation has contributed over \$1 million to CFS Western's family strengthening programs and services, such as those offered through the Agency's *Elspeth Reid Family Resource Centre, Preschool Enrichment Program* and rural prevention programs.

The CFS Foundation has an independent profile from the Agency. They also have community partners who hold activities on their behalf to help raise funds for the important programs that help strengthen and support families and communities.

A Foundation Development Officer works closely with their Board of Directors to develop these relationships, solicit funds and fundraising opportunities, and raise community awareness about CFS Western programs.

Our 2011-2012 Board of Directors...

Tracy Baker, Chairperson

Patti Bell, Treasurer

James Burkart, Vice-Chairperson

Tara Kardash, Development Officer

Dave McGregor, Secretary

Joanne De Sarno

Robyne Fredericksen

Bob Hamilton

John Russell

Phil Shaman

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