

2011– 2012 Annual Report



BUILDING BLOCKS FOR BETTER LIVES

Westcoast
Family Centres

2/3

Message from Executive Director & Board President

Over the years, Westcoast Family Centres (WFC) has taken a systemic approach to overall development of the organization, keeping in mind our strategic plan goals to continuously improve the quality & range of services; increase financial sustainability; continue to improve agency infrastructure and continue to build internal staff capacity.

Our short-term goals include instilling new systems as a foundation and to bring about change in the long-run. A year ago, we accomplished our goal of rebranding WFC and we have continued to work on building stronger marketing and promotional tools over the years to increase awareness and expand our services in the wider community.

Over this past year, the celebration of diversity has been at the forefront for Westcoast Family Centres. With renewed passion, we have developed a plan for increasing awareness of diversity across the agency. Our endeavour is to raise awareness of cultural practices, grow and maintain our diversity library, provide agency-wide training to staff who work with a diverse clientele and expand our work in the community. We continue to assess the gaps and measure the results of our action for change.

Our **Parenting after Separation (PAS)** program, funded through the office of the Attorney General, has seen hundreds of adults dealing with issues of child custody, access, guardianship and/or support. We have received positive feedback from participants who find the sessions informative, and the communication tools and resources very helpful. We look forward to providing this service in our Vancouver and North Shore locations for another two years, until the contract is further renewed.

This year we will be preparing for our 4th re-accreditation with the Council on Accreditation (COA). Our accreditation standards have been highly maintained over the past many years through our internal **Performance and Quality Improvement (PQI)** program which is committed to high standards of service delivery to the families and children we serve. We look forward to a focused re-accreditation process that will again result in the recognition Westcoast Family Centres prides itself in.

Ann Kutcher Executive Director
John Clark Board President



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4/5

Vancouver Program Report

As has always been the case, we have worked closely with the Ministry for Children and Family Development (MCFD) and Family Services of Greater Vancouver (FSGV) to deliver the best possible service to families in need.

There are a wide range of issues that are addressed with Family Preservation & Reunification Services. They include abandonment, trauma, impacts of abuse (including physical, sexual and emotional), addictions (substance and non-substance-based with the individuals being affected involving children and adults), parenting children diagnosed with attention deficit and hyperactive disorder (ADHD), parenting with children with defiance/conduct disorder, individuals with relationship disorders (such as Borderline Personality Disorder), relationship conflicts (between parent and children ranging in age from school-aged to teenagers), children affected by separation/divorce, and so on.

Most recent trends in the work include a high number of domestic violence referrals, as well as a significant number of referrals related to addiction and mental health. Vancouver offers group, individual and specialized approaches to the work in many different languages. Hence families can access and benefit from a variety of service options.

Repeatedly, we hear from the hundreds of families we serve that they truly benefit from what they learn in our multi-dimensional strength-based program. Improving the quality of life for children is what Westcoast Family Centres is dedicated to.

Theresa Thompson Team Leader VFPS NE
Paul Sheaves Team Leader VFPS NW

The Clinical Counselling (CC) Program continues to receive request for services from family counsellors and directly from MCFD for Play Therapy, Parent Child Interaction Therapy (PCIT), Filial Therapy, individual therapy and couple's therapy. However, services to children staying in long term care with MCFD, in the process of being adopted by prospective adoptive parents, and adjusting to being adopted into caring, loving families, continue to rise. It seems that WFCS is becoming the key specialist service provider in this area. The key intervention in these cases is to support the emotional and psychological well-being of the children, who may have already experienced much trauma from abuse, neglect, loss and abandonment from their biological parent(s) and family and face an uncertain future. Support is also to be provided for the current adoptive parents and caregivers in parenting these children sensitively and effectively.

The Vancouver Program completed our eighth year of offering quality Family Preservation & Reunification Services to Families.

The CC Program continues to take practicum students. This year we had a request from a practicing professional wishing to increase her ability to provide services to the children she works with. Her goal is to gain play therapy intervention skills to work with children in a hospital setting. Thus, in addition to accepting practicum students, we are now accepting professional interns. The CC Program continues to be sought after as a place for Intern Practitioners & Graduate Students alike to hone and expand their skills. They do tremendous work and add much richness to the CC Program with their enthusiasm & commitment.

Further, this year, expanding the training opportunity for Intern Practitioners and Graduate Students has been made possible through the senior clinicians on the team being willing to accept Trainees. It is hoped that all the clinicians on the team will be accepting trainees in the future. This will increase the capacity of the CC Program to support students and the professional development of practitioners in the field, as well as provide increased clinical services to children, individuals and families. This venture continues to be highly rewarding and places the agency as a leader in the field.

Supervised Access Visitation Services

This year the Supervised Access Visitation Team has been able to meet the demands for services. The team continues to work in collaboration with all concerned to ensure that children and parents have the opportunity to connect and visit. In addition to one-on-one supervised access visitation arrangements, we continue to provide group supervised access services with pre-group visitation parent education and training. This further supports the development of parenting knowledge and skills that will hopefully lead towards reunification and return of children into the care and homes of their parents. The team works tirelessly and cohesively, maintaining a high level of resiliency and professionalism.

Wayne Wong Team Leader CC, SVA

North Shore Program

The North Shore Program and its collaborating agencies—Family Services of the North Shore, Elizabeth Fry Society and Holly Burn Family Services—continue to strike a fine balance in providing **Family Preservation Reunification** and **Family Support Services**. While it is the case that Family Preservation Reunification cases are more critical from the standpoint of child welfare and protection issues, Family Support cases are clearly more highly served to more families in the community.

The unique part of the North Shore Program continues to be that individuals with family and parenting-based issues in the community can self-refer to Family Support Services as well as professionals who work with these individuals & their family members (such as, School Counsellors, Victim Assistance Workers, Adult & Children Mental Health Workers, Family Justice Counsellors and so on). Even though this poses a challenge for the three agencies that provide Family Support Services (Westcoast Family Centres Society, Family Services of the North Shore and HollyBurn Family Services), we work collaboratively to ensure the needs of the community are met. The high number of Family Support Service cases (as shown with Westcoast statistics) not only indicates that there are high needs, but that the three agencies are efficient & effective in resolving issues in these cases.

Of a continuing trend in presenting issue is the parenting of children with ADHD and children with defiance/conduct disorder. The impact of these parenting issues results in increased marital strain for two-parent families, and increased stress and emotional issues for single-parent

families, as well as other challenges. The primary goals for our family counsellors are supporting the resilience of the parent(s), highlighting their strengths and capacities, and identifying needs/challenges and how to gain the capacity to address them. Supporting the wellness of families in the community is the mission of the NS Program.

This mission continues to be extended towards the immigrant families, which are culturally diverse in the NS. From the standpoint of general demographics, the cultural groups represented in the NS include African Nation, Arabic, Chinese, East Indian, Iranian, Italian, Japanese, Korean, Filipino, Russian, and more. Many of the issues cited earlier also impact families of these immigrant groups.

In general, the North Shore Program continues to maintain a high level of commitment to the provision of services to children, family, and individuals; to the effective, collaborative, working relationship with our partners and service-provision associates; and to the integrity of the agency's mission and values—that is, being strength-based, capacity-building, and supporting and promoting children, families, and individuals with knowledge, skills and opportunities to grow. The North Shore Program remains as resilient as it is efficient and effective in providing services to the community and the Ministry For Children and Family Development.

[Wayne Wong](#) Team Leader CC, SVA

Tri-Cities Program

The past year has brought about a lot of change at the Tri-Cities program. In our community's continued efforts to work collaboratively, the Tri-Cities East Neighborhood Centre has welcomed new members to the hub.

We now have a Clinician and a Psychologist from MCFD Child and Youth Mental Health on our team as well as a Collaborative Practice Facilitator from MCFD. This expands the wealth of resource we have access to as a professional community working to support families. We take part in monthly joint meetings with one another where we discuss cases we are working on together, or invite community partners to come and share information about their programs.

We have had the privilege of continuing to participate in the Intercultural Workplace Project with several other agencies, with a focus on building capacity in the area of inclusivity, and welcoming workplaces. To conclude this project, a community forum was held recently where participants shared their work and learnings from the project. This has been an invaluable experience for our community and we hope that it leads to further collaboration in this area.

On a program level, we have set goals to streamline service, update and simplify the referral process and continue to collect data regarding outcomes for service.

We have successfully revised our referral process and changed our services from three streams (support facilitation, family development response and outreach) to one service referred to as **Family Preservation**, offered for either three or six months, based on the Social Worker's assessment of the family's needs. Our Family Preservation team has also begun to complete the FFI/CFI outcome reports as part of our assessment process. This will allow us to collect data on goals and outcomes similarly to that of our Vancouver programs.

The Access Support Program continues to be very active. Besides meeting our contractual service hours, we also provide service for several out of contract referrals, including MCFD Aboriginal Services in Ridge Meadows & New Westminster and out of region referrals where children are placed in foster homes in the Tri-Cities and neighboring areas. To meet these needs, has lead to expanding our team of Casual Access Support Workers over this year.

[Tanya Valois](#) Program Director

8/9

Ridge Meadows Program

This past year our 2.5 full-time family counsellors have been kept very busy as we have seen a continuation of high case-loads. With a number of staffing changes, the teamwork and level of support between Ridge Meadows Westcoast workers & our Ministry of Child & Family Development (MCFD) partners continues to be at an all-time high.

Program goals were achieved while continuing to provide a very high level of service to our clients. Family counsellors were able to participate in professional development opportunities via joint team days with the MCFD staff as well as workshop opportunities, such as the **Gabor Mate workshop on Impaired Attachment**. Family counsellors were also invited to attend a two-day training workshop on MCFD's new structured decision making tool, called the **Strengths and Needs Assessment tool**.

In addition to this joint training, family counsellors were also invited to join the Intake Team of Social Workers' book club. Together we completed studying the book "Signs of Safety" and have now moved on to the next book, "Working with Denied Child Abuse: the Resolutions Approach" by Andrew Turnell. It is a relaxed,

open forum to discuss feedback and ideas on these child protection methods.

We also implemented a new short term 4-week Family Development Response (FDR) model, based on MCFD's request for support for families with only one to two goals. This way families who only require very short term support can also benefit from the FDR program.

Regarding trends in service, a Performance and Quality Improvement study this past year confirmed that domestic violence has now become Ridge Meadows' most prevalent concern. Therefore more training and education on domestic violence for family counsellors in Ridge Meadows is a priority in the upcoming year. We plan to source out training and/or



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educational resources to create a better database of materials to give to clients to help deal with this rising trend.

In the summer of 2011 Deputy Minister Stephen Brown of the Ministry of Children and Family Development heard that our team had been selected as a finalist for the **Premier's Award for Service Excellence**. He came to our office in July of 2011 to hear about our relationship and collaboration with the MCFD team and how we are able to work together so successfully. We were happy to share our experiences, and he said he would be using our team as a service model standard for other locations. This is what we shared with Stephen Brown:

Our relationship with the Ministry in Ridge Meadows remains strong and collaborative because:

- 1. The co-location model ensures a high level of communication and increased trust.**
- 2. We are encouraged by Westcoast and MCFD Team Leaders to be committed to the family's needs so we all have the same goal in mind.**

- 3. Collaborative work is more efficient; it creates positive energy. The sharing of information results in all workers being more knowledgeable about the family, enabling all involved to step in more quickly when critical incidents occur and to close the files sooner when all goals have been met. Our work continues to become more effective, thorough & focused.**
- 4. We see more positive results and changes in these families, which is encouraging and motivating to all.**

We look forward to new challenges and opportunities in the year ahead, while continuing to serve the Ridge Meadows families to the best of our ability.

Joanna Van Kuyk
Acting Clinical Supervisor

10/11

Organizational & Community Development Report

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This past year, the focus of our activities included development of our new website as well as developing marketing strategies to increase donations and funding to support our Building Blocks for Better Lives Fund.
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Our online Christmas campaign was a big success as we increased our donations and met our projected targets for the year. We have developed a promotional booklet as a public relations tool to increase community awareness of our services and our need for more funding to expand our services.

We have developed a marketing and promotion plan for our **Family T.I.E.S.** (fee for service) program and we continue to find ways to meet our goals to expand services to the wider community to include individuals and families not involved with Ministry of Child and Family Development (MCFD).

The Fundraising and Development committee is looking at participating in various fundraising events and promotional activities. This year, we participated in the Scotiabank half-marathon & 5K on June 24th, and have once again been selected to host a Community Day fundraising event at the Hastings Racetrack in September 2012. We regularly participate in community fairs throughout the year to bring awareness to our programs and services. We continue to collaborate with our partners, funders and donors to build strong relationships to provide the best service delivery to all our clients in the communities we serve.



In Community Development news, it was another busy year for our Community Groups and Workshops. We hired new facilitators and child-minders to help with the programs offered in the Tri-Cities, Ridge Meadows and Vancouver.

In September we began offering our very popular **Strong Kids** program to schools in the Vancouver School District. After several successful years sponsored by the United Way in the Tri-Cities, we were able to secure additional funding through Coast Capital Savings to offer the in-class, social and emotional skill building curriculum to Vancouver children aged 7–12.

Two exciting partnerships emerged in the past year. Our **Budget Gourmet** program, that teaches nutrition, wise shopping, food preparation & hands-on cooking, spent 6 weeks at the Coquitlam Alternate Basic Education (C.A.B.E.) campus with the **Teen Mother's** program. Two of our seasoned facilitators went into the school to offer our Nobody's Perfect parenting group to a group of

girls aged 13–18. Some of the topics included effective discipline, healthy eating, bed time routines, co-parenting, and emotionally connecting with your child.

The coming year will be challenging as we look to offer the usual numbers of groups in **You Make the Difference** and **Mother Goose** programs in our communities. Uncertainty and changes in regards to funding amounts make planning difficult. Our goals include seeking additional and new funding sources, which will enable us to develop much-needed programs and services in our communities.

Freeza Anand
Director of Administration and Development

Jan Waldbillig
Community Development Coordinator

Performance & Quality Improvement Committee's Report (PQI)

Westcoast Family Centres (WFC) continues to embrace the ideals of Performance and Quality Improvement (PQI) throughout the organization. The agency strives to implement PQI in a manner consistent with accreditation standards that advances effective service delivery and the achievement of strategic and program goals.

PQI provides a vital way to assess and monitor the delivery of services to ensure that they are consistent with best practice principles. The committee is the official body for reviewing files, data, surveys and outcomes. The process is staff-driven although it includes support and input from all levels of the organization, including the Board of Directors, senior management and other stakeholders.

The PQI committee's annual plan goals include gathering of information by conducting quarterly **Client Record Reviews**; annual **Job Satisfaction Surveys**; semi-annual **Client Satisfaction Surveys** and annual **Program Feedback** from community partners. The results are analyzed and recommendations are made to the senior management team to implement a plan of action to address any concerns.

Recommendations in comparison with last year's file pull review seem to be consistent in that continued staff training is needed to recognize the full potential of the new Client Management System, Sohema. Committee has also made recommendations that the

current Client Self-Assessment questionnaire be reviewed with the intent to replace with a more evidence based form which needs to reflect the current trends in service and measure the client's perspective in a meaningful way.

The goal of the **Family Preservation program** is to prevent out of home placement of children and reunite them with their families. The preliminary survey results indicate that we are meeting these goals. Through the use of our **Goal Outcome Report** we can see that there has been progress made in certain areas of children development, household management, and parenting. Goals have been maintained in certain areas of children's development and goals that have been completed include those in the areas of connection within the community, household functioning, parental functioning, and parental development. There are still many goals that require further agency attention.

The **Client Satisfaction Survey** indicated that clients are generally satisfied with the service they are receiving. The majority of clients responded that the service they have received has enabled them to make positive changes in their lives. This is especially true in areas of parenting and lifestyle changes.

The **Job Satisfaction Survey** results indicate that most staff are satisfied with areas of autonomy, physical space and working conditions, meaningful work, support relationships, prevention of stress, work pressure, burnout and both internal and external communication within their work. However, there are certain challenges maintaining adequate staffing levels due to budget constraints that remain a concern within the Social Services sector.

12/13 Service Locations in British Columbia

SERVICES	VANCOUVER	NORTH SHORE	TRI-CITIES	RIDGE MEADOWS
Individual & Family Counselling	•	•	•	•
Clinical Therapeutic Services	•			
Supported Parent-Child Access	•	•	•	
In-Home Supports & Resources	•	•	•	•
Family T.I.E.S. Program	•	•	•	
Parenting after Separation (PAS)	•	•		
Family Development Response				•
Family Differential Response				
Education Groups & Workshops	•	•	•	•

Clients Served 2011-2012

VANCOUVER	TRI-CITIES	Total Number of Client Service Hours	Group Education & Programs* Hours
Client Service Hours—17,538	Client Service Hours—6,427	31,267	673
NORTH SHORE	RIDGE MEADOWS	Total Client Service Hours	
Client Service Hours—4,088	Client Service Hours—3,214	31,940	

*Group Education Programs include Programs offered to adults and children in our communities of Vancouver, North Shore, Tri-Cities & Ridge Meadows.

Statement of Revenue & Expenditures

	2012	%	2011	%
Revenue (Note 2)				
Ministry of Child & Family Development (MCFD) government grants	\$ 3,791,154	92.90	\$ 3,827,001	92.57
Other program revenue & donations	138,913	3.40	138,680	3.35
Interest & rental income	139,469	3.42	133,053	3.22
Amortization of deferred capital contributions (Note 7)	6,553	0.16	33,506	0.81
Fee for service revenue	4,886	0.12	2,095	0.05
	4,080,975	100.00	4,134,335	100.00
Expenditures				
Advertising & promotion	64,344	1.58	25,609	0.62
Amortization	26,837	0.66	84,840	2.05
Automobile & travel	90,301	2.21	94,083	2.28
Computer expenses	47,593	1.17	46,229	1.12
Education & recreation	6,082	0.15	8,640	0.21
Equipment & furniture	3,151	0.08	6,860	0.17
Equipment rentals, technology services, telephone, communications & utilities	142,052	3.48	132,186	3.20
Food & kitchen	22,067	0.54	19,543	0.47
Insurance	16,716	0.41	15,104	0.37
Interest & bank charges	2,542	0.06	1,660	0.04
Membership fees	11,898	0.29	7,008	0.17
Office & general	21,374	0.52	22,197	0.54
Professional fees	18,554	0.45	18,715	0.45
Program supplies	14,531	0.36	14,596	0.35
Rent & occupancy	339,573	8.32	314,535	7.61
Repairs & building maintenance	53,413	1.31	52,136	1.26
Salaries, wages & benefits	3,237,173	79.32	3,190,627	77.17
Sub-contract services (recovery)	2,012	0.05	(153,224)	(3.71)
Training, recruitment & accreditation	32,719	0.80	29,139	0.70
	4,152,932	101.76	3,930,483	95.07
Excess of Revenue over Expenditures	\$ 71,957	1.76	\$ 203,851	4.93

Thank you to our Staff & Board

Board of Directors

John Clark President

Fran Maclean Vice-President

Mikaela Taylor Treasurer

Trish Wallace Secretary

Jim Bahen Director

Major Brar Director

Service Award Recipients

Twenty Years

Stephen Wagner

Anne Fitzpatrick

Fifteen Years

Tanya Valois

Executive Officers & Management Team

Ann Kutcher Executive Director

Freeza Anand Director of Administration & Development

Jan Waldbillig Community Development Coordinator

Aleta Bombase IT Manager

Kam Gillis Director of Human Resources

Johnny Zheng Controller

Anne Fitzpatrick Administrative Coordinator

Paul Sheaves Program Director, VFPS NW

Tanya Valois Program Director, Tri-Cities

Theresa Thompson Team Leader VFPS NE

Wayne Wong Program Director, North Shore

Wendy Fitzjohn Assistant Program Director, Tri-Cities

Joanna Van Kuyk Acting Clinical Supervisor, Ridge Meadows

Ten Years

Mary Yan

Kathy Jut

Michelle Picard

Five Years

Wendy Harvey

Heidi Bartlett

Letty Mills

Vesna Miskin

Jennifer Tillar

Joanna Van Kuyk

Jeanette Wong

Johnny Zheng



HEAD OFFICE/VANCOUVER NE

101-2780 East Broadway
Vancouver, BC V5M 1Y8

MAPLE RIDGE

22323-119th Avenue
Maple Ridge, BC V2X 2Z2

TRI-CITIES

2062 Manning Avenue
Port Coquitlam, BC V3B 1L6

NORTH SHORE

301-255 West 1st Street
North Vancouver, BC V7M 3G8

VANCOUVER NW

201-460 Nanaimo Street
Vancouver, BC V5L 4W3