

2012– 2013 Annual Report



BUILDING BLOCKS FOR BETTER LIVES

Westcoast
Family Centres

Message from Executive Director & Board President

When we look back over the past year there are numerous highlights that brought both challenges and successes to Westcoast Family Centres (WFC). New programming, innovative solutions in technology, reduction to service delivery in some contracts due to tightening of budgets, negotiation and ratification of the collective agreement for employees, a new four year strategic plan and changes in the structure of the Ministry of Children and Family Development are just some of the changes that demonstrate our organizations capacity and resiliency.

Looking agency wide we can be proud of our exemplary gold star service delivered by our organization in four large lower mainland communities. We are supporters, counsellors, influencers, advocates, and communicators - we give great service and we are memorable!

Over the past two years, we have been collecting outcome measurements on the impact of our service to families. The areas of focus span over 50 measurements of growth in 5 main goal areas. Our outcome measures demonstrate that our program services are making a difference to the families we serve, most notably in the areas of helping parents in adjusting to life transitions (separation, divorce, immigration, new babies, etc.) as well as protecting children from adult issues, which can have a negative impact on their development.

Our four year strategic and operational plan was developed this year and is the roadmap for Westcoast Family Centres.

Over the next four years, WFC will focus on:

Improving the Quality and Range of Services within Communities, Increasing Financial Sustainability, Improving our Infrastructure, and Building Organizational Capacity. Board members, management and staff will all take part in the operationalizing of our goals.

We surpassed our outcome expectations for our four year re-accreditation. The peer reviewers used words such as "exemplary and exquisite " when referring to our consistent high standards and service.

Of our Quality Improvement process the peer reviewer stated the following:

"The organization's leadership promotes a culture that values service quality and ongoing efforts by the full organization, its partners and contractors, to achieve strong performance program goals and positive results for service recipients. The program infuses the entire organization; is creative and alive; and continues to refresh itself with ingenuity and energy. Very well done, WFC!"

It has once again been a busy and successful year at WFC. As an agency we continue to be creative, to grow and develop to meet the needs of the ever changing climate in this sector. We move forward in our work with continued passion to be the best we can for families in our communities.

Fran Mclean Board President
Ann Kutcher Executive Director

Our leadership promotes a culture that values service quality and ongoing efforts by the full organization, its partners and contractors, to achieve strong performance program goals and positive results for service recipients.



4/5

Vancouver Program Report

Improving the quality of life for children and their families is what the Vancouver Family Preservation and Re-Unification Program at Westcoast Family Centres has been dedicated to for the last nine years. In Vancouver, we offer group, individual and specialized approaches to support families. To make services accessible to all of the Vancouver residents, these programs are offered in a variety of different languages. As has always been the case, this last year we focused on working closely with the Ministry for Children and Family Development so the best possible service was delivered to families in need.

We at Westcoast Family Centres are always striving to improve practice and services. By reviewing our work with families through observation, surveys and assessments we try to stay relevant and improve service where possible. This last year we started the Orientation and Enhancement Program to address any wait lists. Further, with funding from the United Way we began offering Co-Parenting Groups. These two programs exemplify our ongoing commitment to gold standard service delivery.

Within our program we have been able to sustain the good work from year to year with the steady effort from a team of staff that bring decades of experience, academic knowledge and heart to the various families. Through the support of other teams around the agency; admin, counselling,

educational programs, volunteers and the board, the difficult work is shared. We also note that staff continuously seeks to grow their skills and attend University, workshops and career training to stay even with advances in the work.

As in past years we have also been supported by a number of Practicum Students and Interns in providing background support to our program. With volunteer help and other agency donations we have supported families in gaining basic items that help to ease the pressures of family distress and work towards healthy homes.

As mentioned, one way we measure success is by asking families to complete satisfaction surveys. Repeatedly, we hear from families that they truly benefit from what they learn in our multi-dimensional strength based program. These satisfaction surveys are heartwarming to read, as at the time of referral a large number of families are struggling with issues of domestic violence, addiction, or mental health. It is truly an honor to work alongside families as they strive to overcome these challenges and better the quality of their family life.

Theresa Thompson Program Director VFPS, NE
Paul Sheaves Program Director VFPS, NW

“My counsellor was very empathetic, yet challenged me when necessary. She provided a safe space for me to begin to process the most difficult life choices I will ever have to make, as well as providing me with and showing me I had the tools to better manage my condition. My counsellor was non-judgmental, socially aware and holistic in her approach to my treatment. She listened well, asked for clarification and consent, and did not try to pressure me to do anything I was not ready or willing to try. I wish I had better words...thank you!”



“I found this experience very helpful and also pushed me in the right direction I needed to be in. I got a lot of tools to help me get through certain situations! I know myself a little better and the kind of person I would like to be! Thank you for all the help and support!”

The Clinical Counselling (CC) Program

The 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. An emerging issue for the CC Program is working with children with parents affected by separation and divorce and involved with the MCFD. The issues that arise from working with children from such circumstances include a confusion of parenting dynamics, family dynamics, emotional functioning (such as, anger, sadness, loss, grief, and so on), home stability, and so on. While these issues are all challenging for the children, they are supported by the practitioner to having a sensitive and welcoming space to process their experiences and find a sense of resiliency and resolve to understand and function under the circumstances of the parents going through separation and divorce. All the practitioners work with a high sense of sensitivity, compassion, creativity, and skill with these children.

The CC Program Staff have performed tremendously this past year in supporting children experiencing these circumstances in their lives!

The CC Program continues to take practicum students. This year we again 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 the play therapy intervention skills. We continue to accept professional interns. This year WFCS accepted Practicum Interns from Simon Fraser and Yorkville Universities for the first time as well as the Adler Training Institute. The Clinical Counselling Program continues to be sought after as a place for Intern Practitioners and Graduate Students alike to hone and expand their skills. While we are excited to work with all academic institutions in their goal to training and developing future Clinician and Practitioners, we are particularly pleased to be working with Simon Fraser University for the first time as a local academic institution.

We hope that we will be able to forge a great working relationship with them as we have done with the University of British Columbia and other academic institutions. All the Interns do tremendous work and add much richness to the Clinical Counselling Program with their enthusiasm and commitment!

Further, this year, expanding the training opportunity for Intern Practitioners and Graduate Students has been made possible again through both the Senior Clinicians on the Team being willing to accept Trainees. It is hoped to 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 continued to meet the demands for services in spite of a reduction of service hours in the Program. The Team continues to work collaboratively with all concerned to ensure that children and parents have the opportunity to connect and visit. In addition to one-to-one supervised access visitation arrangements, we continue to provide group supervised access services with pre-group visitation parent education and training to further support the development of parenting knowledge and skills

that will hopefully lead towards reunification and return of children back into the care and homes of their parents. The Team works tirelessly and cohesively maintaining a high level of resiliency and professionalism!

Wayne Wong Program Director SVA, CC



North Shore Program

The North Shore Program and its Allied Agencies —Family Services of the North Shore, Elizabeth Fry Society, and Hollyburn Family Services—continue to collaborate and operate effectively to provide a balance of Family Preservation Reunification and Family Support Services.

While the cases that require Family Preservation and Reunification services are more critical from the standpoint that child welfare and protection issues, the cases that require Family Support services indicate that there are many families in need of supportive and preventative services. The latter type of Services are highly valued by the Ministry of Children and Family Development (MCFD), other professions (such as, School Counsellors, Victim Assistance Workers, Adult and Children Mental Health Workers, Family Justice Counsellors, and so on), and families in the community as it can mitigate further issues that lead to child welfare and protection issues, as well as provide services that are sensitive, responsive, and meaningful.

WFC and our partners providing Family Supports are highly committed to this endeavor and goal. The high number of Family Support Service Cases (as shown with Westcoast statistics) not only indicates that there are high needs, but that we are all working together efficiently and effectively in resolving issues in these Cases.

There are a wide ranging of issues that are addressed with both Family Preservation and Reunification and Family Support 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.

Of a continuing trend in presenting issue this past year are cases that: have parenting issues or co-parenting issues as impacted by increased marital strain, domestic/family violence, and separation and divorce; and have parenting issues with children in their teenage years and with older teenagers 18 on the verge of turning 19 and 19 year old still living at home. The Family Preservation and Reunification and Family Support Services only provide services for families with children up to 18 years of age. This leads to a gap in services that make it challenging for the Agencies providing Family Support Services to address Self-Referrals or referrals from

“I felt welcomed and supported when I came to this program. I am very grateful for all the help I am getting. Thank you!”

other services providers that have families with children 18 to 19. The primary goal in supporting these service requests is to make meaningful referrals or create meaningful linkages to other service providers.

Regarding the issues of parenting or co-parenting as impacted by increased marital strain, domestic/family violence, and separation and divorce, Family Counsellors of both Family Preservation and Reunification and Family Support Services are highly challenged. While Family Counsellors of Family Preservation and Reunification Services have the feature of child welfare and protection issues and MCFD involvement to navigate, they also have to deal with resistant and reluctant families.

In contrast, while Family Counsellors of Family Support Services have to deal less with resistant and reluctant families, as these families are motivated to involve services to address their issues, Family Counsellors have the goal of keeping their role focused on parenting and co-parenting challenges and directing other family dynamics issues to other professionals, such as, family lawyers, family justice counselors, family mediators, family therapist, and so on. When domestic and family violence is involved where there has already been police and court involvement, the Family Counsellor’s

role to help individuals in the family to gain the skills and capacity to interact in a positive and healthy way that promote family wellness in spite of the separation or divorce. Although this is a very complicated and challenging endeavor for them, Family Counsellors are sensitive, creative, and engaging with the individuals and families they work with, and work from the standpoint of promoting the strengths and capacities of individuals to change and growth from their struggles. Supporting the wellness of families in the community is the mission of the NS Program.

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 relationships with our partners and service-provision associates; and to the integrity of mission and values of the Agency – 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 of Children and Family Development!

Wayne Wong Program Director

10/11

Tri-Cities Program

“I wish this program would be accessible through community services, not when there is a social worker involved. ...this service is very helpful & changed my perspective toward nurturing children. The results are amazing. Thank you for helping us!”

Westcoast Family Centres (WFC) Port Coquitlam location continues to offer services within a hub model at Tri Cities East Neighborhood Centre. Along with the partners we have had for several years now, providing services to families in the Tri Cities, we have welcomed Spirit of the Children and YWCA.

Spirit of the Children offers a drop in group on Wednesday afternoons followed by a Community Kitchen, while YWCA offers a Single Mothers' support group on Saturday afternoons with childcare provided. Both of these services offer much needed programming in our community and we are pleased to have them at the Centre.

We have experienced more change on the Tri Cities team this year, saying good bye to some staff and welcoming new members to our team. A significant enhancement has been the addition of a permanent full time Access Support Worker to our team.

The Access Support program has historically run with several casual staff due to the demands of the program. It has become more challenging to operate this way, due to the difficulty in retaining casual staff thus the change to having one full time staff. This has allowed for more flexibility, where we can offer group supervised access and multiple individual visits on-site where supervision is intermittent.



There is greater ease for consultation with colaterals and more collaboration occurring on cases involving both our Family Support and Access Support staff. We continue to have a small casual pool which allows us to continue providing Access Support to families receiving service through Aboriginal Child and Family Services.

The Family Preservation program remains busy with challenging cases where we strive to provide strong assessment and support families in setting and meeting goals to strengthen their families. A high number of the families we have served this year have been impacted by domestic violence, drug and alcohol issues, parental mental health including depression,

suicidal ideation and trauma and abuse. The Tri Cities team continues to support each other in this challenging work through regular team consultation. We have also built in regular clinical consultation which has been instrumental in the staff providing exceptional service to the families served.

Tanya Valois Program Director

12/13

Ridge Meadows Program

This past year has continued to see staffing changes, as current staff moved into management and new staff was hired to fill a Family Counsellor position. This movement reflects the agency's commitment to succession planning as well as the recruitment of new staff.

The well established collaborative practice between the Ministry of Children and Family Development (MCFD) and Westcoast Family Centres (WFC) was once again evident in the absence of disruption in service during this period of change. All clients were assigned a Family Counsellor as soon as their referral was received and the high level of service was maintained.

The trend of domestic violence as the dominant cause for referrals to the Family Development Response (FDR) Service in this community continued this year. In order to continue providing the same high level of service to our clients, WFC's Ridge Meadows team and MCFD have been working collaboratively to update our information and resources in order to provide the most useful service relating to this issue.

A joint team day between the two teams started the process by reviewing legislation and assessment tools and a commitment was made to increase and update resources that would be familiar to both teams, which is near completion. A unique element to this bank of resources is that MCFD has recently completed a training component (specifically designed for them) addressing domestic violence and has contributed those resources. There is also an ongoing, monthly viewing and discussion of DVD'S relating to the effects of Trauma on the developing brain attended by MCFD and WFC.



In Ridge Meadows, WFC continues to be involved at a community level by participating in committees such as the Community Network Committee and the Integrated Case Management Committee, which saw the organization and completion of three training sessions this year.

WFC is also participating in learning sessions with The Fraser Health Practice Support Program. This organized and collaborative approach of physicians and stakeholders looks like a promising approach to removing some of the barriers in responding to mental health issues in children and Youth. It is a model that has been successfully implemented in other areas of the Fraser Health Region. A benefit beyond the increased collaborative practice, is the provision of up to date screening tools that will be used consistently across the community to increase efficiency in the early steps of providing diagnosis and support.

In Ridge Meadows, WFC continues to be involved at a community level by participating in committees such as the Community Network Committee and the Integrated Case Management Committee, which saw the organization and completion of three training sessions this year. This is a collaborative and family focused approach to providing service to families that is used extensively and

successfully in the community and one that the community as a whole is committed to using. On a more relaxed and fun note, we participated in multi agency community event designed to build relationships and update resource information. The “Amazing Race” saw teams consisting of various agency members following clues to identify resources in the community, visit them and collect information, with a few surprise tasks along the way. This was the second “Amazing Race” held in the community. It was such a success that numerous other agencies wished to participate in the next one, all seeing the value in opportunities to increase the collaborative relationships within this community.

Wendy Fitzjohn Program Supervisor

14/15

Organizational & Community Development Report

Westcoast Family Centres (WFC) is a leading social services organization providing a diverse range of services in the human services field to individuals, families and children in various communities in the Lower Mainland over the past 29 years.

WFC is an accredited organization through COA and having gone through re-accreditation this month for the fourth time, we have established ourselves as leaders in the industry maintaining the highest of best practice standards. The COA peer reviewers examined evidence of our Clients feeling respected and supported. They saw evidence of our highly skilled staff that are engaged in the organization and feel supported by the administration. Our Board members, who are committed to serving the mission of the organization and the Management team work together to deliver on the organization's vision and its goals.

WFC and its main partners Ministry of Children and Family Development, Family Services of Greater Vancouver, Family Services of the North Shore, the United Way of the Lower Mainland and various other funders and donors continue to help us provide support to many families in Vancouver, the North Shore, Tri-Cities and Ridge Meadows.

Over the past year, WFC's strategy has been to grow our programs and services into the wider communities through our Family TIES program. We continue to see a demand for much needed services in the areas of individual and couples counseling, supervised access support visits, specialized therapies for families and children i.e. parent-child interaction therapy and play therapy and parenting education services. Demographic trends indicate a strong demand for, education and support in the areas of domestic violence, mental health, alcohol and addiction, child abuse and neglect.

Our Parenting after Separation program, funded through the Attorney General's office continues to see a large number of attendees, providing education and support to these families going through difficult times.

The newest of our groups, Successful Co-Parenting, was launched last year in Vancouver through the generous funding from The United Way of the Lower Mainland. Facilitators and participants have reported that this is an excellent psycho-educational group. We would like to continue providing it and possibly offer it as a fee for service group to parents through the Family TIES Program in the future.



The Strong Kids program is providing more programs than ever in both the Tri-Cities and Vancouver school districts. Two new staff were hired to provide the program and this year we will have offered the curriculum to upwards of 4000 students. Our goal is to expand the staff and the program to the North Shore and Ridge Meadows districts as it is a fantastic program for kids building their self-esteem and confidence.

We will continue to provide the Nobody's Perfect parenting program funded by Fraser Health Authority in Maple Ridge and Pitt Meadows. We will be offering Mother Goose and Budget Gourmet programs in the Tri-Cities and Ridge Meadows over the summer months through funding from BC Gaming. Additional staff are being hired to facilitate some of our groups outside in the local parks where families tend to congregate.

We partnered with two teen mom's groups to offer our Budget Gourmet, Nobody's Perfect and Mother Goose program in both Tri-Cities and Ridge Meadows. These programs are hands on and interactive and the teens learn practical life skills that they can take away and use. We hope to continue these partnerships in the coming year.

We are also partnering with other agencies and organizations with similar goals to educate and promote the work of the Social Services sector. Our highly skilled staff are dedicated to the families they serve and to their communities. As authorities in their field they are always in demand for facilitating workshops in the community providing education to other professionals.

As we continue to address challenges and find ways to fill gaps in services, we thank all our partners, funders and donors for their continued support in helping WFC meet its mission and goal to build strong relationships between children and their families and between families and their communities.

Freeza Anand

Director of Administration
and Development

Jan Waldbillig

Community Development
Coordinator

Performance & Quality Improvement Committee's Report (PQI)

There are several ways in which Westcoast Family Centres (WFC) maintains an influence on the Performance and Quality Improvement process and keeps the ideals and values of PQI as a priority.

WFC has a history of accreditation work and success. From the original accreditation in 2000 through current times the agency has embraced PQI as a way of being. We have as an agency sought to evolve our processes and behaviours towards a more complete PQI each year. The work is not always fruitful and comes with frustration and repetition but we continue to try using the problem solving wheel of PQI cycle at every turn. Our strategy is to ingrain these values into most everything we do so that whether informally or as part of larger plans/processes; each action is viewed, reviewed, changed, maintained or abandoned with a goal of improving practice, service and efficiency.

The agency has adopted a regular process of setting a triennial strategic plan and includes updating that plan with annual agency and program goals. Within those plans the component of evaluation is always there.

PQI goals and process are communicated across the agency through standing agendas at Annual General Meetings, Management, Board

and Team Meetings. As well, specific outcomes, survey results and items of quality improvement are shared via Newsletters, Bulletins and in small team meetings.

The agency actively participates in meetings with community partners and government to evaluate trends and needs and seeks to bring in new services as needed and appropriate.

The PQI Committee's annual plan for 2013-2014 includes activities where we continue to collect and measure data on outcomes and service delivery; continue to collect and analyze feedback from both client and staff through surveys and ensure adequate measures are in place to address any issues and concerns. These areas of goal setting ensure that as an organization, quality improvement is wide spread and focuses on the overall operation of the agency. It also ensures that we strive to use methods of data collection that give us the information necessary to continuously and accurately monitor where improvement is needed.

In 2013 the PQI Team connected with Douglas College Practicum Students to conduct a Review of the Client Self-Assessment Survey to look the validity of this tool to measure Client outcomes. We look forward to the results of this research study in the next few months.

16/17

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				•
Education Groups & Workshops	•	•	•	•

Clients Served 2012–2013

CHILDREN SERVED—2012–13



5,255

ADULTS SERVED—2012–13



2,566

TOTAL CLIENT SERVICE HOURS—2012–13

31,513

Statement of Revenue & Expenditures

Westcoast Family Centres Society

Year Ended March 31st, 2013

Blue Fish Chartered Accountants, Auditors

	2013	%	2012	%
Revenue (Note 2)				
Ministry of Child & Family Development (MCFD) government grants	\$ 3,844,152	91.88	\$ 3,791,154	92.90
Other program revenue & donations	178,710	4.27	138,913	3.40
Interest & rental income	141,515	3.38	139,469	3.42
Amortization of deferred capital contributions (Note 7)	3,854	0.09	6,553	0.16
Fee for service revenue	15,762	0.38	4,886	0.12
	4,183,993	100.00	4,080,975	100.00
Expenditures				
Advertising & promotion	16,250	0.39	64,344	1.58
Amortization	19,248	0.46	26,837	0.66
Automobile & travel	72,646	1.74	90,301	2.21
Computer expenses	53,141	1.27	47,593	1.17
Education & recreation	8,174	0.20	6,082	0.15
Equipment & furniture	70	-	3,151	0.08
Equipment rentals, technology services, telephone, communications & utilities	130,518	3.12	142,052	3.48
Food & kitchen	21,844	0.52	22,067	0.54
Insurance	16,824	0.40	16,716	0.41
Interest & bank charges	2,180	0.05	2,542	0.06
Membership fees	8,328	0.20	11,898	0.29
Office & general	22,731	0.54	21,374	0.52
Professional fees	17,040	0.41	18,554	0.45
Program supplies	10,246	0.24	14,531	0.36
Rent & occupancy	360,536	8.62	339,573	8.32
Repairs & building maintenance	60,244	1.44	53,413	1.31
Salaries, wages & benefits	3,269,899	78.15	3,237,173	79.32
Sub-contract services (recovery)	20,762	0.50	2,012	0.05
Training, recruitment & accreditation	37,699	0.90	32,719	0.80
	4,148,380	99.15	4,152,932	101.76
Excess of Revenue over Expenditures	\$ 35,613	0.85	\$ (71,957)	(1.76)

18/19

Thank you to our Staff & Board

Board of Directors

Fran Maclean President

John Clark Vice-President

Mikaela Taylor Treasurer

Trish Wallace Secretary

Jim Bahen Director

Major Brar Director

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

Theresa Thompson Program Director, VFPS NE

Wayne Wong Program Director, North Shore

Tanya Valois Program Director, Tri-Cities

Wendy Fitzjohn Program Supervisor, Ridge Meadows

Joanna Martinello Community Projects Supervisor

Service Award Recipients

Twenty Five Years

Diane Montgomery

Twenty Years

Nancy Ross

Fifteen Years

Wendy Fitzjohn

Anna Johnson

Five Years

Olga Ancheta

Eleanor Janolino

Huong Thi Le

Husna Rahman



BUILDING BLOCKS FOR BETTER LIVES

**Westcoast
Family Centres**

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



WWW.WESTCOASTFAMILY.ORG