

CHILD AND FAMILY COUNSELLING ASSOCIATION (CAFCA)



2005
ANNUAL REPORT

ACCREDITED BY THE COUNCIL ON ACCREDITATION



OUR HISTORY - HOW CAFCA BEGAN

When the YM-YWCA closed its 'Special Services to Children' program in June of 1986, Ruth Cleary, Lisa Roy, Alan Churchill, Al Reid, Raymondo Abadacio, David Miles, Barry Gates and myself were out of work. We believed, however, that there was a need for these services to be delivered to the children and families in Greater Victoria. We also believed that we could provide these services by creating an organization that would satisfy our professional and moral goals as well as the needs of the Ministry of Social Services. To that end, we created CAFCA.

There were many hurdles to cross before we opened our doors for business at 905 Gordon Street on October 10, 1986:

1. Write the constitution and by-laws, search for a name, find an office space, register with the government, get approval, and, ... pay for all the above. We each donated \$100.00 and countless hours to accomplish these tasks.
2. Hire two new counsellors willing to join our group, knowing we had not signed a master agreement with Social Services; therefore, we had no guaranteed contracts and as yet we had no board members for our society either. Those trusting and like-minded counsellors were Jane Miller and Heather Sander.
3. Find five willing souls to sign on as board members of an organization of counsellors who not only wrote their own constitution and by-laws, but also included themselves in all aspects of the decision-making process for this newly created society. The five individuals who took a leap of faith with us were Norman Dolan, Harold Penner, Andre Pel, Fiona St. Clair and Marilyn Kalihan.
4. Finally, after meeting with the Ministry of Social Services and Housing over the course of several weeks, we signed a master agreement in November of 1986 and CAFCA was open for business.

Although our doors were open and we were all working, we still needed to 'pass the hat' for any contribution each of us could make in order to pay some of our monthly bills and one of our funding board members generously donated \$250 to pay our liability insurance. No one received a pay cheque until three days before Christmas that year (eight weeks after work had begun), and a very welcome Christmas gift that was.

So here we are, almost nineteen years later. After such humble beginnings, I consider myself very fortunate to have these wonderful memories and a lasting legacy of dedicated professional people to carry on the excellent work of CAFCA. Well done!

- *Written by Sharon Seeley*

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WHO ARE WE AND WHAT WE OFFER?

The Child and Family Counselling Association (CAFCA) is a community based counselling agency that provides guidance and support to children, youth, parents and families.

We are committed to promoting community and family well-being. We do this by providing some of the most comprehensive, high quality, integrated services available in Greater Victoria.

All of our referrals for service, except for autism services, come directly from the Ministry of Children and Family Development (the ministry). While parents can acquire autism services from CAFCA if they are engaged with the ministry's community living services, they can also purchase them directly from CAFCA.

Trained professionals

Our counsellors assist families with life's difficulties and transitions. Working from a client-centered framework, our approach is to empower clients. We do this by raising their awareness and helping them to improve their self-esteem, parenting skills and developing more effective ways of dealing with the ongoing challenges of family life. All our counsellors are trained professionals who aid clients with access to community based resources and maintain a close liaison with their fellow professionals throughout the Greater Victoria area.

Through the CAFCA Autism Services Consortium, CAFCA's autism interventionists and behavioural consultants join with a registered psychologist, occupational therapist, speech-language pathologist and payroll service to ensure easy access to a full range of services.

Our commitment

Is to work in partnership with the ministry, parents, youth and children to:

- ✓ Assist families where there is a concern about children's welfare.
- ✓ Help youth move towards independence.
- ✓ Support children, youth and families coping with multiple challenges.
- ✓ Promote the health and well-being of families and their individual members by developing and delivering quality counselling, educational and supportive services.

MESSAGE FROM OUR PRESIDENT

By Harvey Rogalsky

Welcome to the 19th Annual General Meeting (AGM). In the last year we have had many challenges, some of which still need to be resolved. Our biggest challenge has been our budget over expenditure. We have recently commissioned a study of all aspects of our management systems to look for improvements that will ensure CAFCA stays on solid footing in the years to come. The Board remains confident that this initiative will result in CAFCA realizing the development of a management system that other non-profit organizations may want to study.

We have also had a number of opportunities in the past year:

- CAFCA joined the newly created Aboriginal/Non-Aboriginal (ANA) Coalition.
- Our staff and programs endured a major restructuring.
- Our staff received long-awaited retroactive pay after agreeing to the collective agreement.
- The Professional Information Network (P.I.N.) for front line staff members from various agencies in Victoria celebrated its second birthday in June. P.I.N. was formed by CAFCA's Rachel Spence and Suzanne Cole from the Burnside-Gorge Community Centre.
- We have partnered with the Ministry of Children and Family Development (the Ministry) to assist with teen adoptions.
- We have continued our sponsorship of the Early Childhood Coalition, sponsored by the Ministry.
- CAFCA and the Boys and Girls Club have been involved in a pilot project to test the feasibility of including contracted agencies on the Ministry's secure information system. This experiment, I am sad to report, has been cancelled.
- The First Annual South Island Training Initiative (SITI) Conference will be held November 7 - 9, 2005. Members of SITI include Boys and Girls Club Services, CAFCA, Hulitan Social Services, Nisika, Pacific Centre Family Services Association and the Victoria Youth Empowerment Society.

Thank you to all staff for hanging in through the changes. CAFCA has a wonderful office team to support the wonderful work of our counsellors, interventionists, behavioural consultants and speech language pathologist. Our staff make CAFCA have a good reputation.

MESSAGE FROM OUR PRESIDENT (continued)

The Other Eleven Months (TOEM) Fund has completed its first year of operation. We have had 46 requests for funding since it first started. We have approved 41 requests for a total of \$2,366.20. Through grants, garage sales and donations we are able to keep this fund going to help clients of CAFCA the other eleven months of the year. The TOEM Fund was set up to help the families we serve during the months when Christmas baskets are not available. Thank you to the Zonta Women's Foundation and the Victoria Foundation for their support.

Over the last year we have had some changes on the Board of Directors. We said goodbye to Linda St. Marie and welcomed Brenda Brown and Tracy Lubick to the board. We lost both of our staff representatives Rachel Spence and Randip Prihar, but have replaced them with Jennifer (Jenn) Au and Nick Ruedy.

I would also like to thank the board of very dedicated people who give of their time for a very worthy organization.

The volunteer Board of Directors are as follows:

Harvey Rogalsky - *President*
Michelle Wong - *Vice President*
April Agate - *Secretary*
Bente Birchall - *Treasurer*
Flo Steel
Minnie Clark
Julia Shinaba
Brenda Brown
Tracy Lubick
Jennifer Au (staff representative)
Nick Ruedy (staff representative)

Thank you.

Harvey Rogalsky
President of the Board of Directors

MESSAGE FROM THE EXECUTIVE DIRECTOR

By David Burns

The 2004-05 Year started out challenging with a 10 percent reduction in our overall budget reduction from the Ministry of Children and Family Development. We supported the Ministry with this budget reduction because it was to go to help our Aboriginal friends develop resources and there was no new money. The result was that we reconfigured our operation of services to only provide child protection services in Esquimalt and Victoria.

We are working fast to determine how we all at once ended up with twice the budget over expenditure we expected. A consulting company has been employed to examine all aspects of our business operation to determine how the deficit occurred, to place management systems in place to reverse the trend and to get CAFCA on solid footing during the next three years.

The caliber of our staff helps. All of the shifting of positions associated with the budget reduction was agreed upon with the 14 staff members involved in a half-hour meeting, ending in consensus of who would serve where. This is merely an example of the atmosphere at CAFCA. During the first three months of 2005, we celebrated the work that our people do in our staff meetings. These celebrations provided a venue that allowed our counsellors to tell 'their stories' (i.e. their reasons for working with people, their cultural backgrounds and the 'things' they learned from people served). Our staff works almost entirely outside of our office setting, and sharing stories provided an opportunity for them to get to know each other better. We learned to do this from me attending Aboriginal celebrations. I feel privileged to be associated with such an accomplished staff.

CAFCA is proud to have served children and youth, diagnosed with autism spectrum disorder, for the second year. Over 100 families were served in the Autism Program by the end of December with the help of over twenty interventionists, three behavioural consultants and one speech language pathologist. This new program offers 'one stop shopping' for parents searching for services.

At our last annual general meeting, we celebrated our commitment to respecting and understanding diversity. In the previous year, a commitment was made to assist the Aboriginal communities with their work in caring for their children. I am proud to say that we have a good and supportive relationship with Nil/T,uo Child & Family Services, Metis Community Services, Surrounded by Cedar (SBC), Hulitan Social Services and the Victoria Native Friendship Centre. Shelly Johnson, executive director of Surrounded by Cedar, and I presented on the uniquely-formed Aboriginal/Non-Aboriginal Coalition at two Aboriginal Conferences this past spring. We were happy to learn of the historical protocol formed and sign by Surrounded by Cedar and Nil/T,uo. We were moved in witnessing Surrounded by Cedar and the BC Ministry of Children and Family Development sign the Delegation Enabling Agreement on June 21st, 2005.

MESSAGE FROM THE EXECUTIVE DIRECTOR (continued)

This past year has been a year of study at CAFCA. In the fall of 2004, we supervised a practicum experience for a graduate student studying counselling. This enabled us to provide free counselling services to people served by the Ministry that we serve. In the first months of 2005, we supervised practicum students from the University of Victoria's Child and Youth Care undergraduate program. Our Board's Continuous Quality Improvement Committee also commissioned two studies: "Has the Child and Family Counselling Association Become a Learning Organization?" and "Mothers at Work in the Child Protection System". The first study was conducted by Renaa Bacy, a master's student in public administration. She examined the extent to which CAFCA is curious and allows for innovation from questioning. We continue to find ways to implement the outcome of this important work. The second study was conducted by Debra Brown, a master's student in sociology, to look at the work mothers are required to do when under the lens of child protection. This study was very important in understanding the experience of moms we serve in our work with the Ministry of Children and Family Development. Further information is available on this study in the continuous quality improvement section of this report.

In the coming year, we look forward to joining with the Ministry of Children and Family Development as we collaborate with other contractors and service providers to develop a more rational system of care for the children, youth and families we serve. We look forward to our work with the Ministry to find permanent homes for youth, who too often have reached 19 years of age without families to support them. With our permanency initiative, the University of Victoria's graduate schools of Child & Youth Care and Business Administration are providing research regarding what worked in other initiatives and marketing strategies.

I wish to acknowledge the important contribution that is made daily by my administrative staff and the wonderful support and constructive redirection that is offered by our volunteer board of directors.

*Written by David Burns
Executive Director, CAFCA*

SERVICE DELIVERY - TEAM REPORTS

ESQUIMALT PROTECTIVE FAMILY SERVICES TEAM

As we said goodbye to 2004 and entered the year of 2005, it has most definitely been a year for reflection for the Esquimalt Protective Family Services Team. As described in last years report, the Esquimalt Ministry split into two teams, which includes our team along with the Harbourside Intake and Investigation Team. Through some initial growing pains, it became evident how strong and resilient our CAFCA team mates really present themselves. Martin Orr, still resides as the Esquimalt Ministry's Team Leader, and continues to demonstrate his fair minded and kind hearted approach, a wonderful quality, considering the sometimes heart wrenching situations that must be dealt with. Martin and his wife Tracy welcomed the birth of their daughter this year, which will result in Martin taking a three month paternity leave in August. We wish him and his family all the best. During Martin's absence, Lillian Konkin will be Acting Team Leader. Both teams have met several times this year as an in-house practice of providing our individual team mates support, guidance and education during the changes that have occurred. This process has proven to be most effective in solidifying and strengthening both teams to ensure that the work with the families and the Ministry has a sense of human integrity, honesty and thoughtfulness for all who take part of this process.

Government restraint and reduction of community supports have taken their toll on our communities and their family. As part of the reshuffling of contracts, our team members have seen an incredible increase in providing supervised visits rather than being able to provide a more comprehensive service of parental support and education as were previously performed. This has noticeable taken a toll on our team members and an ongoing discussion and planning are in the works to equalize the load and bring a return of family work/counselling to its previous way of practice.

The CAFCA Esquimalt team is staffed by Beth Leghorn, who began at CAFCA in 2001 and provides our team with case management services. Her son, Joe, has spent the last year on a scholarship in Texas, and Beth could not be prouder of her son's triumph and successes. Beth's remarkable talent for cooking has kept our taste buds in pure heaven whenever she graces us with one of her culinary masterpieces. Cheryl Adams has also been with CAFCA since 2001. In April this year, Cheryl went to a part-time position as she also holds a position with Cascadia Counselling Services. Cheryl loves gardening, early morning walks, and of course her three sons make sure she never has a dull moment.

ESQUIMALT PROTECTIVE FAMILY SERVICES TEAM (continued)

Sybille Prochaska also began in 2001 and is the team case facilitator. Sybille took a leave of absence in the latter part of September 2004 and returned part-time. Sybille is in awe of her teams love and support, and also David's (executive director) kindness and understanding. Sybille's loves are her daughter, decorating the house/garden and a chilled martini, while questioning life's mysteries. Madeline Duke came to CAFCA in October 2004 as a part-timer and has recently accepted a full-time term position on the Harbourside Team for one year. Madeline has graced our team with her life experiences and the love she has for her daughter, fitness, friends and family, and least we not forget a good glass of wine, aaah, what could be better. April Green came to us in October 2004 and is currently covering for Leanne Drumheller's (on a leave of absence) position, April brings to us laughter, a sense of assuredness and of course, bravery for the open seas of Thetis Island. Mitchel du Plessis has worked at CAFCA since November 2001 and came to the Esquimalt Team in September 2004. Mitchel is covering a maternity leave for Michelle Milligan. Mitchel is a true life force and graces us with her passions and compassions, it is always a joy when she is near. Her loves are animals, creating jewelry and baking. Cheri Velasco came to the Esquimalt team at the end of February 2005, but is by no means a newcomer. Cheri job shares two positions with Cheryl and Sybille. Cheri holds the honor of being the mother to a wonderful fourteen year old daughter and also fosters a teen. When does she have time to do her other business of being a cosmetic consultant? Truly amazing!

Leanne is currently on a leave of absence until October 2005 and her wisdom and integrity is missed by all. Michelle Milligan had a beautiful baby girl by the name of Ella. It appears that Michelle will return to us but not to the Esquimalt Team. Michelle will be part-time at Youth Services. Michelle's lighthearted presence has been missed and will continue to be missed. Yvonne Gomez has just been hired to fill part of Leanne's position, we welcome her and she states her excitement and enthusiasm in joining the team.

There has been a very recent shift in the Ministry of Children and Family Development which has affected us all but I will leave that piece of information for next years report, as it appears to be an ever changing process. What I do know is that we will adapt and do the best we can, as I have never met a more passionate, joyful, loving, dedicated group of people.

*Written by Sybille Prochaska
Esquimalt Protective Family Services Team Facilitator*

HARBOURSIDE INTAKE AND INVESTIGATION (RESPONSE) TEAM

It has been another year of changes and challenges for the Harbourside Team. The team (made up of five Child, Youth and Family Counsellors) supports the busiest office of the Ministry of Children and Family Development. We began the year with two new team members, Dominic Rockall and Nick Ruedy, who complemented Carole Sundborg, Maureen Kirk and Debbie Barr. Throughout the year, we have seen many changes, additions, brief services, medical and maternity leave, new homes, motor vehicle accidents, numerous incidents and a new baby! The changes include new team members and a new Ministry office at Cloverdale. We said goodbye to Dominic Rockall all too soon, as well as a brief hello and farewell to fiery Robin Bruce. Ruth Oakley made an all star appearance with the team to see us through the summer before being lost to higher education. We hope she will not go too far from us. Carole has been missed throughout portions of the year due to a motor vehicle accident and is now on maternity leave. She was blessed with the birth of their daughter Lughton. The team welcomed Madeline Duke, who is backfilling for Carole's maternity leave until July 2006. There is one vacancy on the team created by Rachel Spence who has opted to remain with the Youth Services Team on a half-time basis.

The team has recently learned that it will be expanded to six members due to changes within the Ministry. Sybille Prochaska will soon be transferred from the Esquimalt Protective Family Services Team to fill the new position. Although the workload will continue to increase, we will continue to work hard to do more with less. The team appreciates the support received during the year by the numerous casual staff that have helped fill in when needed. The two veteran team members, Maureen and Debb, lead us fearlessly into the next year of unknown challenges and potential changes. We hope all will benefit the wonderful families we work for. Our partners at the Ministry are living through numerous changes and we are doing our best to support each other during these changes and cutbacks.

*Written by Nick Ruedy
Harbourside Intake and Investigation team*

COMMUNITY LIVING SERVICES (CLS) TEAM

A component of CAFCA's contract with the ministry relates to work with children, youth and their families wherein the young person has a developmental issue. Counsellors are selected to work with specific clients to improve parenting skills, help children and youth learn independent living skills, provide parental relief and support integration with community activities. The Community Living Services (CLS) team currently meets monthly for peer supervision to share information, review cases and support each other. Members of the CLS team are optimistic that the new venture that is being developed to support families with autistic children continues to be successful.

Counsellors providing support to clients in this program during this year include April Green, Chrystine Green, David Miles, Jennifer Grahame, Kristin Wiens, Lois Wiens, Mitchel du Plessis, Nigel Gamracy, Randip Prihar, Rhonda Hart, Ruth Oakley, Sue Simard, Tej Parmar and Trevor McNairnay.

*Written by David Burns
Executive Director*

SUPPORT TEAM (THE CASUAL ROSTER)

CAFCA is known for its ability to "pull-off" the impossible. We love the ministry calls on Fridays at 4:00 p.m. asking to pick up a youth at the airport at 6:00 p.m., or provide an emergency supervised visit on the weekend, because 99 percent of the time, we are successful at doing it. This is because the counsellors that serve on the casual roster are flexible and responsive.

The 19 (nineteen) counsellors who are currently on the *casual roster* include: April Green, Brian Hill, Buddy Walt, Cheri Velasco, Chris Cunin, David Miles, Jennifer Grahame, Kristin Wiens, Lois Wiens, Nicole Daigle, Nigel Gamracy, Randip Prihar, Rhonda Hart, Rob Hunter, Ruth Oakley, Sue Simard, Tej Parmar, Trevor McNairnay and Yvonne Gomez. Four casual counsellors resigned during this period and include: Angela Adams, Christine (Chris) Ford, Chrystine Green, Jacqueline McAdam-Crisp and Tanya Kirkland.

*Written by David Burns
Executive Director*

YOUTH SERVICES TEAM

The past year has been defined by many changes for the Youth Services Team. Since the youth protection, guardianship and youth justice teams merged into one office, we have all formed new bonds and professional supports. Jennifer Au, Rachel Spence, David Fulcko, Mary Fagan, Gerry Karagianis, Richard Hart, Chris Cunin, Elaine Vincent and Joe Fortune make up the team for this year. Our two Intensive Support and Supervision Program (ISSP) workers, Joe Fortune and Chris Pepperdine join the team for peer supervision on Tuesdays. The team meets with liaison social workers, Sonja Ruffel and Christa Green, who bring new referrals from the social workers and probation officers.

The youth we serve are faced with many challenges which we help them navigate. We support them in the criminal justice system, with access to health or educational services. We build skills to help them function more successfully in school or at home. As many of our older youth eventually live on their own, we are experts at finding low cost housing, jobs and building more supports around them.

Our team is fortunate to have diverse skills and people; we are as varied as the youth and families we work with. We know change is ever present in the work we do, and we are lucky to have one another's support as we continue this challenging and wonderful work.

*Written by Mary Fagan
Facilitator of the Youth Services Team*

SPECIALIZED CRISIS INTERVENTION TEAM (SCIT)

The Specialized Crisis Intervention Team provides crisis intervention outreach services to high risk youth in the Capital Region. Referrals come from Ministry of Children and Family Development (the Ministry) social workers and probation officers. Our Ministry liaison worker is Hilary Clark who screens all referrals, co-ordinates our cases, and meets with us on a weekly basis to offer peer supervision and support.

The SCIT team consists of three youth and family counsellors: Karen Bahrey, Katrina Clutesi, and Quincy Holinaty. We have recently brought in Chris Cunin for crisis back up and holiday coverage. Our schedules are flexible and varied allowing us to be available during "youth hours" for crisis response and unseen circumstances.

Our clients are between 12 -19 years old and often involved in high risk behaviors such as: alcohol and drug addiction, criminal activity, homelessness, self harm, and involvement in the sex trade. Our mandate is to locate youth who are absent without leave (AWOL) or missing from their homes. We track the whereabouts of missing youth and create a safety net around the most vulnerable youth who may otherwise fall through the cracks. We offer crisis support to our clients beginning where they are at and assisting them in making an effective risk reduction plan. We connect them with other community resources and assist them in navigating their way through the criminal justice system.

Youth do not elect to come into our program. Social workers and probation officers refer youth who they deem to be high risk and in need of intervention. The clients we serve initially do not want assistance. We are able to gain their trust through persistence and respect. If the youth refuses contact with us we remain involved behind the scenes to create a safety net and to co ordinate a profile of the missing youth. We connect with youth in the community in the places where they spend time. Once a relationship is established we are able to offer intervention and assist in making healthy change in their lives and often the connection remains long term. Measuring success is difficult because of the population we work with and our mandate is crisis oriented, however, almost without exception, we locate the youth and are able to offer successful intervention.

The focus of the SCIT team this year was safety. The majority of our clients use crystal methamphetamine, making our interactions with them unpredictable and leading us into extremely dangerous situations. We have implemented many changes with safety in mind. We work in pairs more often; we secured a new cell phone plan enabling us to take pictures and have more reliable reception, increasing our safety in the community. We have also been looking into self-defense training. This past year the Ministry faced several budgetary cutbacks resulting in an increased demand for our service. We have remained flexible through all the changes and continue to have a positive relationship with the Ministry.

*Written by Katrina Clutesi
Specialized Crisis Intervention Team Facilitator*

INTENSIVE SUPPORT AND SUPERVISION PROGRAM (ISSP)

ISSP has been in operation since April 1, 2003. The ISSP program was created to intensively support high risk and violent offenders within the community and in the youth justice system. The objective of the program is to respond and create a diverse community support and supervision system, which in turn helps the youth reduce or end his/her involvement with crime. On a practical level, this means we can be developing relationships with the youth, monitoring conditions on the probation order, liaising with all community members, support transition to work or school, meeting with forensics, working with drug and alcohol planning, helping the youth negotiating financial supports, family support, housing, etc. We work directly with the probation officers and at times, crown and defense counsel.

ISSP began as a violent offender treatment program a year and a half before the Youth Justice Act was changed to include the program now called ISSP. Joe Fortune was one of the original participants in this early prototype. In addition to the two positions held by CAFCA, there are ISSP workers from the Youth Custody Center and the Boys and Girls Club. The maximum caseload is 10 youth per worker at any time with a recommendation of cases operating between 6 to 8 youth. All of the ISSP workers in the city seem to be working at close to maximum capacity. Ranj Atwal is our Ministry probation liaison. Both Chris and Joe experience the work as being recognized and respected by our community professionals and the youth justice system. The youth we support are challenging, unique and diverse.

*Written by Chris Pepperdine
Intensive Support and Supervision Program (ISSP) Team Facilitator*

Since last year's annual report, the most important work done by the Autism Services Program has (of course) been the support provided to children with autism spectrum disorder (ASD) and their families by our Behavioural Consultants, Speech Language Pathologist and Interventionists. Interventionists work with clients individually, in social groups and in vacation day camps. I have heard many stories from parents and staff about the positive changes our services have helped foster for children, youth and parents. CAFCA has become a trusted source of support for many families and a place to come with questions about the often confusing autism funding processes and service choices faced by parents. Between April 1, 2004, and March 31, 2005, we served 109 clients: 44 for behavioural consultant services; 33 for one to one intervention; 23 for social groups and day camps; and 9 for speech-language services.

Many thanks to everyone who has worked in Autism Services Program over the past year: Ann Dastmalchian, Ariel Hohert, Cheryl Basso, Chris Cunin, Dan Moses, Dave Giblin, Dolly Argyle, Ian Murray, Jane Palliser, Jennifer Au, Jennifer Grahame, Julie Lafontaine, Julie Wattier, Juliet Rice, Katherine Paxton, Kristin Wiens, Lisa Chileen, Lois Wiens, Makyta Simms, Mark Anderson, Maria Oliverio-Sampson, Melissa Nowell, Paul Senecal, Rhonda Hart, Sharon Konchak, Tamara Mann, Tej Parmar and Trevor McNairnay. We welcome our recently hired volunteers to the program: Anna Gerritsen and Carmen Brozny. We currently have 24 staff and two volunteers in the program. Two staff are on a leave of absence and 12 people who have worked in the program have moved on to other things.

The biggest changes in the Autism Services Program have been behind the scenes, especially on the business management front. The program's only source of income has been the fees paid by clients for our services, which makes autism services a unique and administratively taxing animal in the CAFCA menagerie. In the fall of 2004 we put in place tools to track income and expenses related to individual staff and services. The resulting analysis showed very disconcerting losses for the program, and enabled us to make decisions that would turn the program toward financial viability. We established guidelines for how much interventionists would be paid for certain tasks and increased the fees for behavioural consultant and speech therapy services. We also created a detailed budget and financial projections for the 2005/2006 financial year. The program has surpassed financial expectations for the year to date. CAFCA has received a grant of \$5,000 from the Enterprising Non-Profits program of Van City and Coast Capital Credit Union. This grant will be used to hire a consultancy from UVic's MBA program to develop a new business plan for the Autism Service Program.

Autism Services Program feedback sessions

The Autism Services Program conducted a parent feedback survey. Families who used the program were consulted and the ultimate goal is to determine what services needed to improve to assure quality of service in the Autism program. The consultation process allowed families to provide feedback on their experience thusfar and to offer suggestions for improvement. The survey was conducted by telephone and revealed the following:

Areas of strength

- A. Quality of service:
 - a. One stop shopping (the program provided payroll services, criminal record checks, hiring, setting up of staff, etc.).
 - b. CAFCA staff have a sincere concern and care for the people we serve.
 - c. Parents felt listened to.
 - d. Accessibility - being open to meeting families in their homes.
- B. Type of service:
 - a. Appreciation of services offered - Academically focused intervention - willing to accommodate family's need for a more academic-based approach to intervention).
 - b. Social groups are a valuable opportunity for children to *"get out into the community"*.
- C. Intake services:
 - a. Appreciate CAFCA staff taking time to explain the services we provide.

Areas of weakness

- A. Quality of service:
 - a. Criticism about some aspects of Behavioural Consultants and Autism Interventionists employed. Comments include: *"lack of organization", "difficult to reach" and "inexperienced"*.
 - b. A limited number of Behavioural Consultants to choose from. Comment includes: *"more rigorous credential checks"* might ensure quality service with regards to staff.
 - c. Concern regarding fee increases.

- B. Type of service:
- a. Lack of structure/focus in intervention sessions.
 - b. Need *"concrete goal setting"*, *"structure"* and *"more direction"*.
 - c. Behavioural Consultant report was generic and *"does not provide enough information specific to my child"*. Parent and child need *"professional advice reflecting my child's needs and specific tools to help him"*.

Three problematic themes were identified and suggestions on how to improve CAFCA services and programs are indicated below:

- a. Education/training:
 - a. More training and educational program would benefit CAFCA's client base (training seminars and support groups).
 - b. Parents would like to educate themselves about different approaches to autism intervention, dietary considerations, etc., through informative workshops.
- b. Social group ideas:
 - a. CAFCA should offer social groups for younger children.
 - b. Would like more specific themes present in the social groups
 - c. Offer groups that *"reflect and accommodate the different levels of functioning"*.
 - d. Important to offer groups that *"deal with more advanced topics (intimacy, sexuality, and sharing personal information)"*, in order to assist youth who have advanced beyond basic social functioning.
- c. Camps:
 - a. Offer sleepover camps and workshops for both parents and children.

Parent training group: A parent training group for parents of children who are diagnosed with Autism and Asperger Syndrome was held from January 22 to April 30, 2005. Twelve (12) parents participated. Topics discussed were: autism characteristics; motivational and reinforcement procedures; proactive strategies; responding to agitated behaviours; anger management skills; emotional regulation; teaching self-management; sexuality; social stories and comic strip conversations; repetitive questions and conversations; and obsessive compulsive disorder.

The parent evaluation revealed the following:

What have you found useful or helpful in these sessions?

- Since this 'autism' topic is so new to me and my family, all the info was/is useful. I think hearing different people's situations and info is very helpful
- Facilitator has many good suggestions for teaching children with ASD. I also found it very helpful to talk with other parents of ASD children
- Information about social stories, comic strip conversations, public/private teaching materials, recommended books, websites and having handouts about the proposed topics prior to the class has been helpful. I can absorb some of the info prior to class then come with questions/requests for clarification
- How the autism mind works
- The exposure to so many parents with similar issues, yet different experiences with their children. Their feedback has been useful
- Management suggestions for difficult behaviours
- Instructor very knowledgeable

What topics or areas would you like to see more emphasis on?

- How these things can help: Medical; Diet and Vitamins
- Relationship development
- Applied Behavioural Analysis and Discreet Trial Training
- How to foster relationships with kids in school/community
- How to explain our kids support needs to others
- Emotional regulation and self-calming skills
- Try and understand what autism is - solutions can't solve the behaviours until more is truly understood about what is going on in the brain

Suggestions for future sessions

- How to cope with bullying
- Perhaps change the time for the workshop - the middle of Saturdays really breaks up the weekend. Mornings or evenings would be better
- Discussion on Relationship Development Intervention (RDI) developed by connections centre also the Higashi Method (developed in Japan), which incorporates vigorous exercise with academic worries.

Several parents that attended the session indicated that they would attend future sessions.

Future parent training: The second parent training is planned for the fall of 2005. A survey of training needs of parents of children with Autism Spectrum Disorder was conducted and feedback received as follows:

Responses have been grouped thematically, with the number of responses for each theme area indicated.

- Social skills/social integration/making friends/where to go for social skills for teens/how to teach social skills (5)
- Schools - i.e. choosing schools and teachers/entering school/middle school programming/transition to high school (4)
- Self-help skills development/preparing for teenage years (4)
- Communication skills (3)
- Teaching alternative behaviours (to teens) (3)
- Adolescents and autism - preventing depression, adolescent issues, (3)
- Sensory integration/OCD therapy ideas/Occupational strategies for reducing effects of sensory dysfunction (2)
- Dealing with outbursts (2)
- Motivation and reinforcement (2)
- Making and implementing visual supports- maybe one of your speech language pathologist's could do this one??/ Board maker (2)
- Proper use/development of Social Stories (latest guidelines May 2004)
- Safe Restraint
- Being an advocate for your child
- Long-term planning for child's future
- Sexuality
- What programs are most available and beneficial for children with Aspergers
- Getting diagnosis
- Teaching parents how to do music therapy
- Positive computer programs for kids who love computers

In order of priority the following topics were suggested:

- Social skill development. Strategies and methods for improving social skills.
- Developing self-help skills and fostering independence.
- Communication skill development
- Teaching alternative behaviours, strategies and methods

- A discussion of a Functional Assessment of Behaviour - Also known as "*Why do they do that?*"
- Motivation and reinforcement. How do we get the child to do what we want him to do?
- An overview of autism, its characteristics and the learning style common in Autism.
- Bring your behaviours. Cooperatively develop Behavioural Support Plans using visuals, social stories and other strategies.

Other ideas and suggestions for training include: restraint; social skills and social stories; diet, nutrition, vitamins, supplements, biomedical solutions; independent living skills (social skills, vocational, post-secondary, work opportunities); boardmaker; training on weekday; and the majority requested training for a mixed group of parents and professionals (in stead of only parents).

*Written by Brian Hill
Program Coordinator, Autism Services*

ORIENTATION SUMMARY

By Richard Hart, Orientation Facilitator

Staff orientation continues to be very busy, especially with many new casuals coming to us from the Autism Services Program. This relatively new program has forced us to generate new policies (such as *"physical restraint"*) and to reconfigure orientation around different needs (as opposed to child protection). Casuals, who provide service to the Community Living Services program, as well as the Autism Services Program, are in the unenviable position of having two different systems, and two sets of paperwork to complete. And we thought we were overburdened when accreditation increased our paperwork. At the end of the orientation process, an evaluation form is given to each staff member for feedback. The following feedback and comment was received:

Facilitator support: 16% of staff that provided feedback agreed that the orientation process (in particular the orientation facilitator), provided them with the support they needed to begin with their new position, and provided feedback information, referral to resources, etc. 50% agreed that the orientation facilitator was available and their concerns and gaps in knowledge were taken seriously and responded to, and that things discussed in the orientation process were helpful. Comments provided of what the orientation facilitator could do to improve support to new staff include:

- *"With regard to the Autism Interventionists, it would have been nice to team up with a seasoned employee once or twice to get a feel for what the work involved."*
- *"My needs were more than adequately met. I was impressed by and appreciated the process a great deal."*
- *"Shorten the process. I found it difficult fitting it into my already busy schedule. Not necessary to stretch it out so much."*
- *"Have knowledge of the Autism Program and the understanding of 'practice' with special needs population."*

Administrative support: 100% of staff that provided feedback agreed that the executive director was available to support them during orientation and gave direction and feedback as needed. 80% felt that administration provided them with information and support as needed.

Team support: No response to the question of how helpful the support provided by their "buddy" was received. Regarding support provided by their "peer group", 100% indicated that they were satisfied with this support. One comment made was that *"need more specific incidents and topics"*.

*Written by Richard Hart
Orientation Facilitator*

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE

By Elaine van Niekerk and Rachel Phillips

The Continuous Quality Improvement committee (CQI) continues to work alongside, yet independent of, management and the board of directors so that all ideas for organizational growth can be considered equally and inclusively through the lens of "quality improvement". This committee was inaugurated in December 2001 in response to the Council on Accreditation Standards (COA). From COA's perspective, CQI represents a stated commitment and accompanying process for ensuring that the organization continues to improve its services and organizational functioning.

The inaugural CQI committee adapted the CQI challenge into the following mission statement:

"To contribute to CAFCA's positive organizational growth through a coordinated review of programs and practices that incorporates the input of staff, management, the board of directors, clients and other stakeholders in the community".

We have learned that the "coordinated review of programs and practices" noted in our mission statement, involves at least the following activities, all which were undertaken by the committee during the past year:

1. reviewing and monitoring progress on the short- and long-term strategic plan;
2. conducting quarterly file reviews of service records, critical incidents, complaints and grievances;
3. ensuring that the development of an outcomes framework and accompanying information collection method is in place and preparing a program wide outcomes evaluation report;
4. contributing to quality information management;
5. reviewing organizational practices and standards;
6. recommending improvements;
7. ensuring that corrective action takes place when an opportunity for improvement is identified;
8. keeping the CAFCA community abreast of CQI activities via the CAFCA Colander (monthly newsletter) and recommendations to management;
9. preparing a program wide outcomes evaluation report;
10. recruiting new committee members;
11. reviewing and summarizing stakeholder surveys received from clients, staff, board members and community partners; and
12. planning for focus group sessions.

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

By Elaine van Niekerk

In the face of such a large, but worthwhile, list of responsibilities, we continue to streamline our work processes so that all tasks can be completed in a quality manner, while at the same time, respecting that the primary focus of many of our committee members is direct service to clients. In fact, at times it seems that much of our corrective action work is directed at developing the CQI committee to be as effective and efficient as possible.

This past year's committee members included the following persons, representing staff from all of CAFCA's programs:

- Beth Leghorn - Child Protection and Family Development, Esquimalt Protective Family Services
- Chris Pepperdine - Youth Services
- Elaine van Niekerk - Management
- Elaine Vincent - Youth Services
- Mitchel du Plessis - Child Protection and Family Development, Esquimalt Protective Family Services
- Rachel Phillips - Consultant to the CQI committee

There is currently no representative from the newly established Autism Services Program on the CQI committee.

Assisted with file reviews:

- Cheryl Adams - Child Protection and Family Development, Esquimalt Protective Family Services
- Maureen Kirk - Child Protection and Family Development, Harbourside Intake and Investigation Team

CAFCA became accredited in May 2003. The accreditation process has enabled us to become more focused, organized and ensures a continuous high level of professionalism in the way we do business. CAFCA provides Outreach, Child Protection and Family Development, Community Living, Youth and Autism Services.

Below is a brief description of the process and activities undertaken by the CQI committee for assessing and improving CAFCA's overall performance and for meeting standards that promote quality outcomes undertaken during the past. Please note that the Autism Services Program was not included in the CQI process during this year, but will be included in next year's activities. Feedback regarding the Autism Services Program is reported in the autism section of this report.

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

STAKEHOLDER INVOLVEMENT

To solicit feedback from all stakeholders, CAFCA dispatched their annual survey to all staff, board members, contractors, funders and community agencies regarding key areas of service delivery and organizational functioning. Feedback from the surveys allows the CQI committee to come to some understanding on how CAFCA is perceived in the community, within the organization as well as the clients that we serve. The survey is a critical measure of our success in delivering services that are perceived as fair and effective by our clients. A summary of comments provided by survey respondents are quoted below.

Feedback from staff: To contribute to organizational effectiveness, staff were asked to provide CAFCA with feedback on their work experiences. In the survey we asked about the quality of orientation, staff training and development, and opportunities for staff involvement in development of policies and procedures. This information is supplemental to the information provided on organizational effectiveness by individual staff during the annual evaluation.

The annual survey was dispatched to 60 staff members. Feedback was received from 27 staff members (45% responded). Comment from staff was generally positive. Feedback includes:

- *"I enjoy working at CAFCA and hope to continue until I win the lottery or golf well enough to join the PGA Tour."*
- *"It's a great place to work and I love the climate!"*
- *"Thank you for providing a great, respectful place to work. It is an honour to work with such amazing people!!"*
- *"Wonderful place to work."*
- *"Thank you David, Elaine, Ray, Sam, Elke and the Board and tech guys and staff."*
- *"Very impressed with total professionalism of CAFCA/staff."*
- *"Fabulous organization! Less paperwork would be great."*

Negative feedback:

- *"I understand that I can offer feedback to the CQI committee (4 said NO)."*
- *"I am aware of the opportunities for professional development and ongoing learning." (3 said NO)*
- *"The use of staff meetings as communication medium seemed to be the most effective. (3 said NO)"*
- *"CAFCA seeks my input regarding matters that concern my position." (3 said NO)*

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

The following suggestion was reported:

- *"I have applied for two positions to increase my hours at CAFCA and would like to know what is the process for decision making. Also, it would be helpful to receive acknowledgment formally when applications are received and reviewed."*

Feedback from the board of directors: The annual survey was dispatched to eleven (11) board of directors. Feedback was received from seven (7) board members (64%) who commented as follows regarding which programs and/or services require strengthening:

- *"Autism needs to be financially secure."*
- *"Our Autism program is working towards being financially viable."*
- *"Fundraising needs strengthening. Continue to find other programs relevant to CAFCA for even more expansion. This idea is a bit nutsy considering you're all stretched to amazing limits."*
- *"Although work is currently under way to strengthen the autism program, a continued effort needs to be applied. Given the budget crisis we are facing, we need to take a careful look at our program expenditures and where the "leak" is occurring and what can be done about it. I know that this is also an ongoing event, but I think it requires detailed monitoring as well as continual review for opportunities."*
- *"I am aware that we are working a continuing to develop the autism program. Executive Director seems to be very aware and receptive to meeting the Ministry's needs with contracting programs."*
- *"More participation from all Executive Finance Committee, i.e. attending meetings, not just Board meetings, more attention to financial reporting."*
- *"I'm still learning about the programs and services, but am not aware of any areas that require strengthening at this time."*

Ideas and areas for improvement/development regarding the structure and skills of the board include:

- *Secure a member with a public relations background.*
- *Skills well balanced - would be good to add a few more directors as some do not attend often enough. Cultural diversity continues to be important.*

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

- *We are still not clear about our approach to fundraising - i.e. are we going to do it, if so how (i.e. what's the plan), are there board members with these skills/experience that can share their knowledge and help develop a concrete plan of approach? It is clear that we can no longer be reliant on Ministry funding and autism still revolves around service delivery - it's not just about bringing in money. We need to re-look at this carefully and develop a clear approach.*
- *Could use a lawyer. Fundraising always is an issue - current board member bringing new ideas.*
- *Would like to see more professional Board members, maybe a lawyer or more experienced with non-profit organization, fundraising or somebody with revenue generating ideas.*
- *The recruitment and screening process is based on a referral from a current Board member - does everyone feel comfortable with this? May want to look at having something more formal in place to ensure that prospective Board members share the mission and beliefs of CAFCA. We make assumptions that they do based on the fact that they were referred by a current Board member.*

Further comment:

- The board indicated concerns about CAFCA's financial situation and the plan to try and balance the budget as well as the board's legal liability.
- A more intense interview process for potential board members, not just an invitation to join.

Feedback from clients: A client service satisfaction questionnaire is sent to all clients upon completion of service. 221 files closed during this period. Feedback forms are not sent to clients where service was brief, client refused service or client had no forwarding address. Feedback was received from 46 clients (approximately 21%).

The questionnaire sought answers to questions regarding CAFCA's service delivery. For example, we wanted to know if clients were made aware of their rights and responsibilities as a CAFCA client. These rights and responsibilities include: their right to confidentiality and circumstances where counsellors could release information without client consent, their right to refuse service, and their right to file a complaint. The responses were overwhelmingly in the affirmative (85%). In only a few instances (1.3%) did clients report that they had not been informed of such rights, was not made aware that they could file a complaint and did not receive any questionnaire regarding client demographic information.

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

The questionnaire also asked clients how they experienced the services delivered by counsellors. We wanted to know if clients felt respected, listened to, and involved in the service planning. The majority of the comments provided by clients were positive (83%). Clients reported that they appreciated the help, staff were respectful, professional, and they generally thanked staff for helping them. A client noted that they would have liked their service period to have been longer. No negative feedback was received. Feedback received through the Autism Services Program revealed that 100% of clients were very satisfied with service outputs (meetings with parents/clients, responsiveness, polite and courteous, etc.) 58% were very satisfied with service outcomes and 33% were somewhat satisfied with service outcomes. Only one client (4%) indicated that they were very dissatisfied with service outcomes.

FOCUS GROUPS (CLIENT FEEDBACK SESSIONS)

Child Protection and Family Development feedback sessions:

In the 2003 annual report, the CQI committee reported that a researcher, Debra Brown, was asked to assist CAFCA to facilitate a client feedback session. The aim was to recognize what it really takes for clients to get the help and support their family's need, and to receive direct client feedback on how to improve the process. The researcher reported that clients have expressed very positive feedback regarding CAFCA services, however, concern was expressed about CAFCA services ending once children go into continuing care. The clients are aware that child safety rather than family support is a priority to the ministry, but they find this confusing and dismissive of their efforts. Clients interviewed reported that they felt abandoned by the system as they tried to achieve what is required to regain custody of their children. Some clients indicated that they are interested in attending a group session to brainstorm development of recommendations.

Debra Brown's, (PhD Candidate, Department of Sociology, University of Victoria) research continues and has provided the following update of her involvement on the Victoria's Shared Family Development Response Committee:

"How does a group of representatives from government and community service agencies negotiate the priorities and protocols of a collaborative process, within the context of differing political, professional and organizational perspectives, in an environment of changing government policy and shifting group dynamics?"

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

This is a question of ongoing practical importance as governments across Canada increasingly look to community partners to deliver social services. Despite their potential, collaborative community-based initiatives addressing a range of social concerns have met with limited success. While much attention is given to quantitative outcome measures, research is needed to understand, and where necessary support, the work processes that constitute these deceptively complex and challenging multi-organizational undertakings. CAFCA is among a group of Victoria family service agencies who have been working with local representatives from the Ministry to develop a collaborative community-based alternative to full blown child protection investigations. Pilot projects with similar intensions in Canada and abroad are attracting attention as possible alternatives to more invasive risk management protocols, but their success is dependent upon collaboration with accessible and effective community resources.

Debra's PhD research builds on her recent M.A. work with CAFCA clients, which explored mothers' experiences in the child protection system and the pivotal but frequently invisible work they contribute to achieving risk reduction goals. The first phase of this research has been a pilot study with volunteers from the Victoria Shared Family Development Response Committee, to document the process that brought the group together and explore emerging issues. While the invitation to carry out the present research was extended by Ministry personnel, this is an independent academic inquiry sensitive to but not constrained by the Ministry perspective. The members of the committee are co-investigators whose experiences and reflections are integral to understanding this collaborative process.

A number of benefits to the collaborative process from the community perspective were identified, including:

- ✓ committee deals with concerns of our community members*
- ✓ committee process fosters respect for each others work*
- ✓ collaborative model preferred by practitioners working directly with families*
- ✓ enables community to connect to the Ministry at regional and provincial level*
- ✓ raises awareness of families about resources in their community*
- ✓ raises profile of community agencies in the community*
- ✓ opportunity to network on multiple levels*

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

Subsequent phases of this research will explore the practical effectiveness of this approach from the perspectives of families and front line workers in government and the community, and the inter-organizational dynamics and expectations of government and participating community organizations. Debra's research is supported by a three-year Canada Graduate Doctoral Fellowship from the Social Sciences and Humanities Research Council of Canada."

For feedback from the autism services program, please refer to the autism services section of this report.

Annual open house: CAFCA's annual open house is always scheduled on the same date as the annual general meeting. The focus of the open house is to network with community members and professional colleagues, to provide information about CAFCA, and to introduce guests to CAFCA's continuous quality improvement program. A CQI committee brochure was developed and will be launched at this year's open house scheduled on September 14, 2005.

Feedback from CAFCA membership, community agencies/partners, contractors, stakeholders and funders: CAFCA distributed 213 questionnaires to stakeholders including, its membership, community agencies, as well as contractors and funders. A meager 12 stakeholders provided feedback (6%). The lack of response may be attributed to questionnaires being emailed to 179 and only 34 being mailed. Many computers have anti spam software and therefore was not received by many.

It is still evident from feedback provided that stakeholders are unfamiliar with or have little contact or knowledge of CAFCA. The following comment was received:

- *"I'm new to the community, and so far I haven't had the opportunity to work with anyone from CAFCA. I would be interested in learning more."*
- *"Starting in August or September, we plan to invite professionals from other community organizations to give short presentations to our staff about services provided. Since we don't know much about you, I'll recommend we invite someone from CAFCA to one of our staff meetings."*
- *"I have not received an annual report as a partner this year. Would like to do more "collaborative" work this fall for programming in Esquimalt area."*
- *"CAFCA has done excellent work in the Aboriginal area and its work has provided a provincial model. CAFCA is always willing to share its knowledge and expertise with other organizations. CAFCA is seen as innovative force in its Vancouver Island Region."*

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

- *"I enjoy our partnerships and look forward to more in the future."*
- *"Great agency. Good community leadership in changing and difficult times. Up held good professional standards in the community."*
- *"I appreciate that CAFCA asks the community to reflect on the services the agency provides."*
- *"A leading child/family service agency that shows its leadership in community service agency gatherings."*

SHORT- AND LONG-TERM PLANNING (strategic planning)

In 2004 the following goals were identified through a strategic planning event. Progress towards goals identified in 2005 are indicated for each goal below:

GOAL #1: To diversify funding to recover current and upcoming budget cuts from the Ministry by identifying and increasing visibility to targeted stakeholders:

- CAFCA has been actively seeking funding for a Teen/Tween Adoptions Program;
- has developed a Fundraising Coalition with Aboriginal Agencies to develop a proposal for corporate partnerships, sponsorship and funding; and
- has developed and expanded the Autism Services Program to break even by March 31, 2006.

GOAL #2: To identify ways to help and support CAFCA employees when they feel overwhelmed with their workload:

- In 2005, a study was conducted to determine if CAFCA is a "learning organization". Results from this study were identified, recommendations provided, some of which have been implemented as follows:
 - CAFCA and the Ministry consulted and in agreement, developed strategies to alleviate workload stresses by creating job sharing opportunities for staff.
 - It was identified that staff do not know each other because they work in isolation more often than not. Staff meetings are now conducted in a more informal way so that staff have the opportunity of getting to know each other by including topics of "Where do you come from".
 - Being accredited has an impact on the amount of forms required for each client. Regular review and streamlining of the forms continues to assist with reducing the workload.
 - A critical incident debriefing team has been created.
 - A CAFCA team building day is scheduled for September 12, 2005.

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

GOAL #3: To be a more culturally sensitive organization:

- CAFCA has taken a leadership role to support Aboriginal agencies with the development of the Aboriginal-Non-Aboriginal Coalition.
- Cultural questions will be included in future focus groups (i.e. was their cultural background respected; what else could we have done that would have been more helpful; could we have been more respectful in terms of cultural diversity; what did you have trouble with; what worked and what did not?).
- The inclusion of a staff member from other culturally different agencies during the interviewing process to help with the hiring process.
- CAFCA developed a cultural diversity plan then scrapped the plan to rather include recommendations from the *"Is CAFCA a learning organization"* document.
- Inclusion of cultural information on service plans.

GOAL #4: To become more visible in the community:

- ANA Coalition
- Fundraising Coalition
- SITI Training Initiative Coalition
- UVIC partnerships
- Utilize feedback mechanisms

GOAL #5: To stay competitive:

- Continue to be flexible and cooperative
- Developed Autism Services Program to try to stay alive
- Responsive to Ministry and parents
- Developed coalitions to help pool resources

A comprehensive short- and long-term strategic plan for 2004 to 2007 is available upon request.

OUTCOMES MEASUREMENT, DATA COLLECTION AND INFORMATION MANAGEMENT

This is the second year that CAFCA has produced outcome reports with our adapted database. Some highlights, including the number of persons served and select service outcomes are reported below based on the reports compiled in September 2004 and March 2005. The CQI committee performs ongoing development and evaluation of outcomes indicators related to service delivery and program accountability.

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

An outcomes measurement tool that contains a number of closing goals allows us to track our successes along with different service modalities. A client feedback form sent at the end of service allows us to collect some demographic data on our clients, and other service documentation tools allow us to track patterns number of persons served, age and gender, referral reasons, activities undertaken in service plans and service closing reasons.

Client demographics: At the end of service, all clients are provided with a client demographic questionnaire. This year 41 service recipients completed and returned the questionnaire, which represents 18.5% of the total number who completed service. Among the respondents, 27 (66%) were female and 14 (34%) were male., which roughly matches, as will be shown below, the gender breakdown among our total client population. In addition, 32 (78%) of the respondents were single and 28 (68%) report belonging to a low-income bracket, earning less than \$15,000 per annum. This is not a surprising finding and confirms what many counsellors already know: many of the persons served by CAFCA have limited economic and social resources. The average age of respondents was 23.5 years, with an average family size of 3 persons. It must be remembered, however, that with such a low response rate, we cannot say that the findings above represent the client service population. Some of the data reported on below give us a more complete picture of the gender and age of our service recipients.

Number of persons served: Drawing on database reports compiled during the year (the period of April 1, 2004, to March 31, 2005), we find that 421 persons/families were served by CAFCA, and 280 of these clients were new in the reporting period (the remaining 141 were already active clients prior to April 1 and continued to be served through the reporting period). Of the total persons served, 68% were female and 32% were male, which is similar to our findings last year, and indicates a significant gender pattern in our client population. In terms of overall numbers served, this represents a 29% increase in comparison to the total number of persons served last year.

The number of new referrals this year is roughly the same as last year (n=297). Looking at it by program area, we find the following total served:

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

Referrals by program/team (autism services not included)	Total Served		Age range (years)	Average age (years)
	Male	Female		
Community Living Services	16	19	6-45	17
Youth Services				
Youth guardianship and protection	58	69	14-19	16.5
Intensive Support and Supervision Program (ISSP)	17	7	15-19	18
Specialized Crisis Intervention Team (SCIT)	7	29	12-18	15
Family Services				
Harbourside Intake and Investigation	15	84	14-52	29
Esquimalt Protective Family Services	21	79	14-52	31

Referral reasons: The most common referral reasons by program area include, in order of frequency reported:

Community Living Services (CLS)

- Community supervision and monitoring
- Community access and support
- Respite supervised access
- Support to parents

Youth Services (guardianship and protection)

- School/education support
- Support/mentoring to increase independent living skills
- Parent-teen mediation
- Connect to community support resources

Intensive Support and Supervision Program (ISSP)

- School/education support
- Drug and alcohol use
- Connect to community resources

Specialized Crisis Intervention Team (SCIT)

- AWOL
- School/education support
- Drug and alcohol use
- Connect to community resources
- Sexual health/exploitation risk

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

Family Services

Harbourside Intake and Investigation

- Assessment of parent's/caregiver's home
- Connect family to community support resources
- Drug and alcohol use by parent
- Supervised visits
- Assist with parenting skills development

Esquimalt Protective Family Services

- Supervised visits
- Assist with parenting skills development
- Assessment of parent's/caregiver's home
- Drug and alcohol use by parent

The following table indicates, by program area, the number of persons whose service ended during the reporting period and the average length of service for these individuals combined.

Service closures by program/team (autism services not included)	Total closed	Average length of service (days)
Community Living Services	8	293
Youth Services		
Youth guardianship and protection	40	189
Intensive Support and Supervision Program (ISSP)	9	412
Specialized Crisis Intervention Team (SCIT)	20	108
Family Services		
Harbourside Intake and Investigation	66	40.5
Esquimalt Protective Family Services	40	194

Outcomes achieved: The following are a selection of the most common outcomes achieved in each program area during the year. More detailed outcomes reports are available upon request:

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

Community Living Services

- Made progress in developing pro-social communication and behaviour
- Participated in supervised/assisted recreation activities
- Had regular contact with family and friends facilitated by CAFCA
- Family learned new/improved behaviour management techniques and other skills pertinent to their role as caregivers.
- Client acquired independent living skills/knowledge

Youth Services

- Youth has increased knowledge of persons/organization who can help in times of need.
- Youth residing in safe housing resource (most commonly a Ministry resource).
- Youth is currently enrolled in an education program
- Youth has access to person who will support education efforts
- Youth has improved/greater contact with family members
- Youth has positive view of him/herself
- Youth has improved communication skills
- Youth is maintaining generally good health
- Youth has been located after being AWOL
- Youth has knowledge of safer sex practices
- Youth has completed terms of ISSP referral.

Family Services

Harbourside Intake and Investigation

- Children are safely residing with the family
- Parent has increased knowledge of community resources and supports (most common: housing resources, low cost food supplies, and drug and alcohol services)
- Parent is actively using support resources in the community
- Parent has improved knowledge/ability to cope with daily responsibilities
- Parent is actively engaged in meeting children's health and social/recreation needs.

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

Esquimalt Protective Family Services

- Children are safely residing with the family
- Family has located safe and secure housing
- Family relationships have improved
- Regular, supervised visits have occurred (family contact and skills development)
- Parent has been connected with medical health services.

Quarterly case record reviews, grievances and risk management audits: The CQI committee participated in four case record and risk management reviews during 2004/05. During these reviews, members of the CQI committee spent several hours reviewing a random selection of client files as well as reviewing all critical incident reports, client complaints and grievances that were filed. After compiling a report on the findings of these audits, recommendations are submitted to management and the board of directors for scrutiny and corrective action. Management outlines recommendations and action to be taken in the monthly CAFCA Colander (newsletter) or develops and institutes policy changes wherever appropriate. The newsletter makes staff aware of areas requiring improvement and areas where progressive improvement has been achieved.

The CQI committee has again noted continued improvement in client documentation over the year. There is still room for growth and we expect that client documentation will remain a quality improvement priority during the coming year/s.

The complaints process ensures that all complaints are responded to quickly and respectfully. However, we are pleased to report that CAFCA receives few complaints, grievances and critical incidents. In virtually all cases, complaints, grievances, and critical incidents reviewed, were handled appropriately from the perspective of the CQI committee and we made only minor recommendations to management.

Policy and/or procedural changes resulting from incidents or complaints include:

- all staff will be afforded the opportunity to receive training in Crisis Prevention Intervention.
- a policy for "*Use of physical restraint*" was developed and approved by the board as a safety precaution and specifically geared for the Autism Services Program on how to restrain clients when they bolt;

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

- two policies for "*Client pick-up from schools and other institutions*" and "*Drop-off and supervision of minors*" were developed and approved by the board to ensure that children are not left unsupervised when not authorized to do so.
- client file intake forms were revamped to include pick-up and drop-off information, as well as emergency contact information;
- a supervised access policy will be developed to include clear communication prior to supervised visits;
- management has committed to a three week follow up after critical incidents that affect staff; and
- staff will be trained on what constitutes a critical incident, how to get further agency support, how the agency responds and where to go for help after the incident.

Statistics on quarterly case record reviews, grievances and risk management audits for the period April 1, 2004, to March 31, 2005, are as follows:

Number reviewed	2002/2003	2003/2004	2004/2005
Case records	326	297	421
Critical incidents	25	25	23
Client, Ministry or other complaints	7	3	10
Grievances	0	0	0

For information, the following incidents were reported for each program:

Program	Incidents or critical incidents	Client, ministry or other complaints
Autism	5	3
Community Living Services	1	1
Esquimalt Protective Family Services	2	3
Harbourside Intake and Investigation Team	2	1
Intensive Support and Supervision Program	4	0
Specialized Crisis Intervention Team	2	0
Youth Services	7	2

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE (continued)

Corrective Action: The CQI committee keeps an ongoing record of recommendations for corrective action arising from our various activities. This record also contains information about what was done in response to the recommendations. Highlights of achievements with respect to corrective action include: development of a service plan policy; updating the counsellor safety policy; development of the client complaint and critical incident process; development of procedure on how complaints and incidents are handled and documented, and redesign of all client intake and closing forms.

Priorities for the upcoming year: In the coming year, the CQI committee will focus on the following priorities:

- Preparing for reaccreditation due in December 2006;
- securing new, dedicated members for the committee;
- outcomes framework (reporting);
- facilitating feedback sessions (focus groups) for other program areas; and
- include the Autism Service Program in the CQI process.

This will be achieved by developing measurable indicators to go along with client, program, and organizational goals, refining our client documentation tools, revising and simplifying our database and reporting templates.

*Written by Elaine van Niekerk, Executive Assistant
Rachel Phillips, Consultant to CQI committee
and input from all CQI committee members*

"THE OTHER ELEVEN MONTH'S FUND" (otherwise known as the TOEM Fund)

By Harvey Rogalsky

The history of the Fund.

Before Christmas of 2003, the Board of Directors and staff decided to sponsor a single parent family which was referred to us by the Single Parent Resource Centre for Christmas presents. We had an overwhelming response from everyone that we were able to sponsor another single parent family with food, gifts and cash hopefully made this a better Christmas for these families. I think this was a wonderful help to these families but what about the other eleven months of the year when no one is there to help. I had been collecting change over the last few years with thoughts that I would donate this to a charity. Inspired by the little girl who collected pennies for The Variety Club, we have started The Other Eleven Months (TOEM) Fund. I have placed this change into a fund as seed money to help CAFCA clients. I am sure the demand will far exceed the money available. The purpose of the fund is to enhance life skill training, parenting and child development for our CAFCA clients with the intent to foster a sense of self-worth, self-confidence and self-reliance for them.

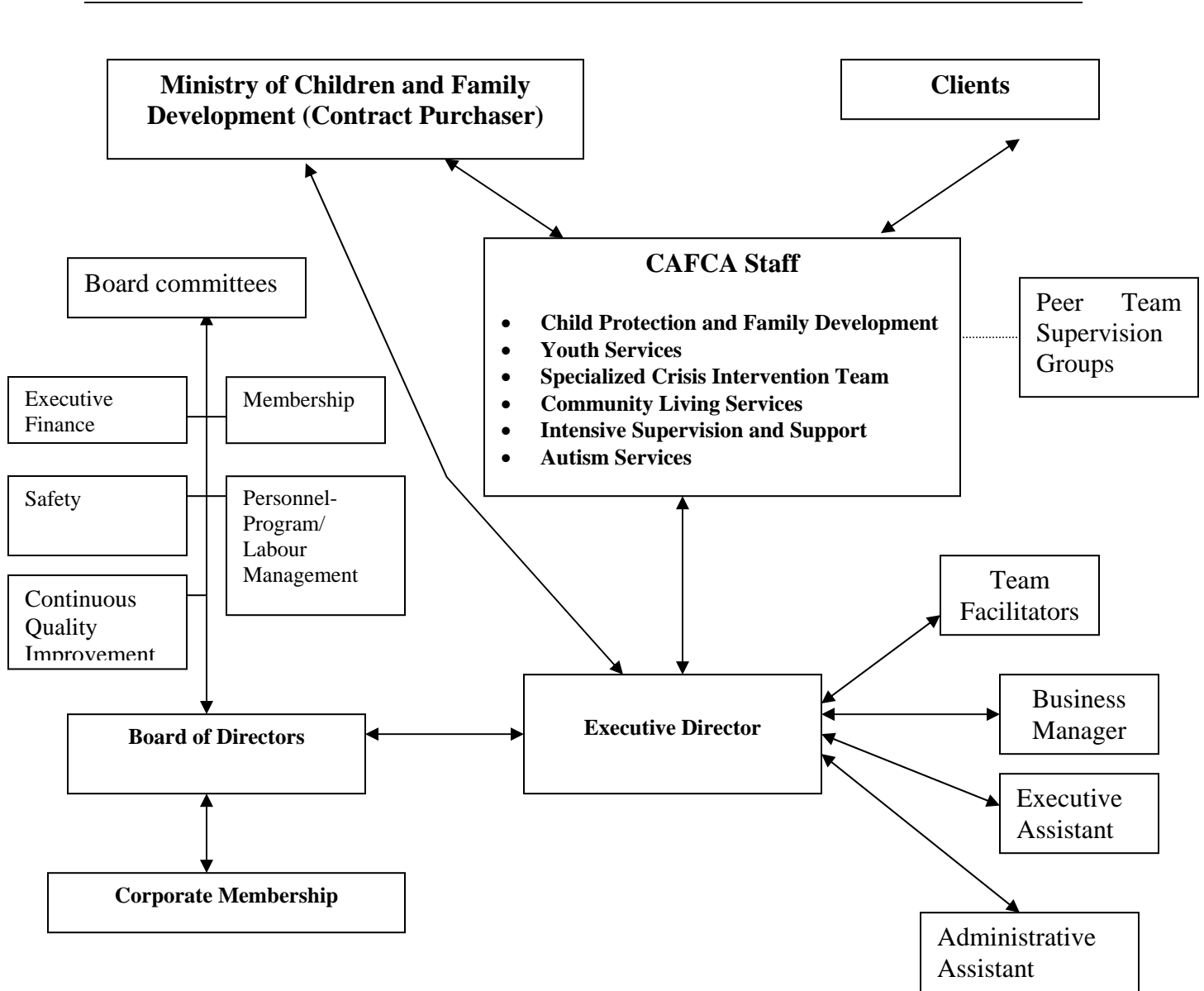
To date funding for the TOEM funds has come from grants, garage sales and donations. The TOEM Fund received \$1,100 from the ZONTA organization for women and children clients. We were able to supply many different services in the past year. We were able to pay for a taxi from VGH for a young lady after her MRI (outside public transit hours). Ghostly Walk Tour for a 16-year-old female client on her birthday. Dance classes for a client to encourage a healthy lifestyle. Hip-Hop dancing shoes for another young lady as a reward for positive activities. BC Ferry tickets to Salt Spring Island for a 17-year-old to celebrate closure with the Ministry in a positive way. Craft supplies purchased as a positive healthy activity for a young woman. Movie tickets for client, mother and a man who have not enjoyed any outside entertainment for the last 6 months. Christmas tour at Butchart Gardens for a client who has worked very hard to stay drug free. Old Fashioned Photos and lunch for a mother and her twins who is in care of the Ministry. Registration fee for a Nail Technology Course. A Japanese Dinner was provided to mother and daughter to celebrate the closure of Ministry involvement. We gave a young girl Pilate's Classes as a means to develop community connections and build social competency and self-esteem. Gum boots so that a client can volunteer on a farm in the barn and stable and paddocks with horses. A birthday party for an 8-year old girl client and 9 friends at Esquimalt Recreation Centre. Girl who is 11 years old was provided a babysitting and Drama course.

"THE OTHER ELEVEN MONTH'S FUND" (continued)

During the past year since we have also received \$1,100.00 in funding from the Victoria Foundation (Goodwill Trust Funds) for CLS and Autism clients. We have supplied transit bus tickets for CLS and Autism clients and purchased shoes for a CLS person with foot problems. We also supply movie tickets for Autism Spring Break Camp and a course in Emergency Child Care for CLS 16 year old girl. The fund contributed to two CLS Counsellors to attend four days of training in "Response-based Practice: Violence, Resistance and the Power of Language". To date we have spent \$791.73 of the Goodwill Trust Funds. I hope we will be able to have a sustainable fund so as many as possible can access the fund for their clients.

*Written by Harvey Rogalsky
President of the Board of Directors*

CAFCA's ORGANIZATIONAL CHART



Lines of Accountability =
 Line of Communication to Facilitate Accountability =
 *Board Committees are comprised of members of the board, management and service personnel

Greater Victoria Child and Family Counselling Association

Financial Statement

March 31, 2005

Brian W. Zelley, Chartered Accountant

BRIAN W. ZELLEY
Chartered Accountant

4481 EMILY CARR DRIVE
VICTORIA, B.C. V8X 2N5
TELEPHONE: 381-1351

AUDITOR'S REPORT

**To: The Members of
Greater Victoria Child and Family Counselling Association**

I have audited the balance sheet of Greater Victoria Child and Family Counselling Association as at March 31, 2005 and the statements of revenue and expenses, changes in net assets and changes in cash flow for the year then ended. These statements are the responsibility of the society's management. My responsibility is to express opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. These standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these statements present fairly, in all material respects, the financial position of the society as at March 31, 2005 and the results of its operations and the changes in its cash flow for the year then ended in accordance with Canadian generally accepted accounting principles as disclosed in note 3. As required by the Society Act of British Columbia, I report that in my opinion these principles have been applied on a basis consistent with that of the preceding period.

Victoria, Canada
August 23, 2005

Original signed by Chartered Accountant

Chartered Accountant

Greater Victoria Child and Family Counselling Association

BALANCE SHEET

March 31, 2005

ASSETS		2005	2004
CURRENT ASSETS			
Funds held for programs	\$	80,000	\$ 0
Cash and investments		87,105	94,585
Accounts receivable		23,671	12,475
Loan receivable (Note 4)		3,543	3,437
Prepaid expenses		4,111	5,164
		<u>\$ 198,430</u>	<u>115,661</u>
CAPITAL ASSETS (Note 5)		<u>11,893</u>	<u>1,668</u>
CAPITAL RESERVE (Note 6)		<u>0</u>	<u>44,561</u>
		<u>\$ 210,323</u>	<u>\$ 161,890</u>
LIABILITIES			
CURRENT LIABILITIES			
Special projects payable	\$	79,683	\$ 0
Accounts payable		93,209	43,790
Deferred revenue (Note 3 (b))		11,458	0
		<u>184,330</u>	<u>43,790</u>
NET ASSETS			
CAPITAL RESERVE FUND (Note 6)	\$	0	\$ 44,561
NET INVESTMENT IN CAPITAL ASSETS		11,893	1,668
UNRESTRICTED FUNDS (Deficit)		<u>14,080</u>	<u>71,871</u>
		<u>25,973</u>	<u>118,100</u>
		<u>\$ 210,323</u>	<u>\$ 161,890</u>

On Behalf of the Board *Original signed by two members of the Board of Directors*

_____ Director

_____ Director

Greater Victoria Child and Family Counselling Association

STATEMENT OF CHANGES IN NET ASSETS

March 31, 2005

CAPITAL RESERVE FUND

	2005	2004
BALANCE , beginning of year	\$ 44,561	\$ 44,170
TRANSFER FROM (TO) UNRESTRICTED FUNDS	<u>(44,561)</u>	<u>391</u>
BALANCE , end of year	<u>\$ 0</u>	<u>\$ 44,561</u>

NET INVESTMENT IN CAPITAL ASSETS

	2005	2004
BALANCE , beginning	\$ 1,668	\$ 9,276
TRANSFER FROM (TO) UNRESTRICTED FUNDS	11,893	0
TRANSFER FROM (TO) UNRESTRICTED FUNDS	<u>(1,668)</u>	<u>(7,608)</u>
BALANCE , ending	<u>\$ 11,893</u>	<u>\$ 1,668</u>

UNRESTRICTED FUNDS (DEFICIT)

	2005	2004
BALANCE , beginning of year	\$ 71,871	\$ 103,727
TRANSFER FROM CAPITAL RESERVE FUND	44,561	(391)
TRANSFER TO NET INVESTMENT IN CAPITAL	(11,893)	0
TRANSFER FROM NET INVESTMENT IN CAPITAL	1,668	7,608
NET INCOME (LOSS)	<u>(92,127)</u>	<u>(39,073)</u>
BALANCE , end of year	<u>\$ 14,080</u>	<u>\$ 71,871</u>

Greater Victoria Child and Family Counselling Association

STATEMENT OF REVENUE AND EXPENSES

March 31, 2005

	2005	2004
REVENUE (Note 9)	<u>\$ 1,693,178</u>	<u>\$ 1,476,836</u>
EXPENSES		
Amortization	1,668	7,608
Advertisement and recruitment	455	2,000
Bank charges and interest	2,597	2,859
Computer software and maintenance	9,480	12,103
Counsellor expenses	69,634	82,062
Furniture and equipment	4,438	3,597
Insurance	6,308	1,831
Office and sundry	17,852	23,154
Professional development	5,086	4,180
Professional fees	3,667	3,331
Program costs	29,827	34,598
Rent (Note 7)	24,144	28,501
Repairs and maintenance	3,704	3,697
Retreats and meetings	2,376	1,706
Special occasions	2,637	4,411
Special projects	14,977	3,650
Telephone	17,756	17,255
Utilities	1,248	1,140
Wages, benefits and contract services	<u>1,567,451</u>	<u>1,274,496</u>
	<u>1,785,305</u>	<u>1,512,179</u>
INCOME (LOSS), before other items	(92,127)	(35,343)
GRANT TO RELATED SOCIETY (NOTE 4)	<u>0</u>	<u>(3,730)</u>
NET INCOME (LOSS)	<u>\$ (92,127)</u>	<u>\$ (39,073)</u>

Greater Victoria Child and Family Counselling Association

STATEMENT OF CHANGES IN CASH FLOW

March 31, 2005

	2005	2004
OPERATING ACTIVITY		
Net loss, excluding amortization	\$ (90,459)	\$ (31,465)
Decrease (increase) in receivables	(11,196)	(8,758)
Decrease (increase) in loan receivable	(106)	497
Decrease (increase) in prepaids	1,053	(4,997)
Increase (decrease) in accounts payable	49,419	(50,761)
Increase (decrease) in special projects payable	79,683	0
Increase (decrease) in deferred revenue	<u>11,458</u>	<u>(11,570)</u>
	<u>39,852</u>	<u>(107,054)</u>
FINANCING ACTIVITY		
Transfer from capital reserve	44,561	0
Transfer to capital reserve	0	(391)
Investment in capital assets	<u>(11,893)</u>	<u>0</u>
	<u>32,668</u>	<u>(391)</u>
INCREASE (DECREASE) IN CASH	72,520	(107,445)
CASH FUNDS, beginning of year	<u>94,585</u>	<u>202,030</u>
CASH FUNDS, end of year	<u>\$ 167,105</u>	<u>\$ 94,585</u>

Greater Victoria Child and Family Counselling Association

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2005

1. PURPOSE OF THE ASSOCIATION

The Greater Victoria Child and Family Counselling Association is a community based counselling agency that provides guidance and support to children, adolescents, parents and families.

2. TAX STATUS

The association has been approved by Revenue Canada Taxation as a registered charity under paragraph 149 (1) (f) of the Income Tax Act of Canada, subject to compliance with the rules contained therein.

3. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the association have been prepared in accordance with principles that are considered appropriate of this type. The association follows Canadian generally accepted accounting principles. However, some items of a capital nature that are not considered significant are expensed in the year purchased.

(a) CAPITAL ASSETS

The capital assets are being amortized over three years basis except no amortization is being claimed in the year of purchase.

(b) DEFERRED REVENUE

Funds received for which services are to be performed subsequent to the current year are deferred. The revenue will be recognized as operating income in the year the services are performed.

4. LOAN RECEIVABLE

The loan represents a loan to CAFCA Integral Solutions which is a non-profit organization. As at the year end, the loan balance was \$3,543.

Greater Victoria Child and Family Counselling Association

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2005

5. CAPITAL ASSETS, at cost (Note 3 (a))

	2005	2004
Furniture and equipment	\$ 16,902	\$ 7,937
Computer hardware and systems	9,645	9,645
Leasehold improvements	<u>8,170</u>	<u>5,242</u>
	34,717	22,824
Less-Accumulated Amortization	<u>22,824</u>	<u>21,156</u>
	<u><u>\$ 11,893</u></u>	<u><u>\$ 1,668</u></u>

6. CAPITAL RESERVE

The capital reserve is an internally restricted fund. Interest earned on the fund is included with operating revenue.

7. RENT AND LEASE OBLIGATION

Effective April 1, 2004, the association renewed its lease for a two-year period.

8. ECONOMIC DEPENDENCE

The Association receives the majority of its revenue through contract with the Ministry of Children and Families of the Province of British Columbia.

9. REVENUE

	2005	2004
Government funding	\$ 1,575,919	\$ 1,459,303
Special Projects	114,043	15,070
Interest	1,596	1,775
Sundry and miscellaneous	<u>1,620</u>	<u>688</u>
	<u><u>\$ 1,693,178</u></u>	<u><u>\$ 1,476,836</u></u>

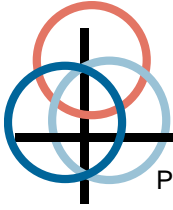
I'm grateful for the opportunity to reflect on the last 100+ years of CAFCA's history. So much has happened since the Burns Drive, allowing faster than light travel, made it possible for us to colonize and deliver service to the inner planets of the solar system. As you all know, we have a special relationship with the Martian' silicon-based life forms known as the 'brothers'. Before the Foundation established a comfortable relationship with the Ministry of Inhuman Resources, long before many of your holograms were illuminated, a number of issues had to be worked out. Although Mars is our nearest neighbour, mileage became a huge expense and there were months when I was millions of dollars in the hole. There was no money left for 'extras' and few 'brothers' would even transmit space-time co-ordinates without being plied with mass quantities of tang and CO₂. And then there was the infamous plan to move Earth's orbit closer to Mars to obtain orbital efficiencies. Our business guru, Ray, calculated the shift would precipitate a planet-killer asteroid strike in the Johnston Straight. The ministry said they'd get back to us - that was twenty-three years ago. Nice one, Ray!

And of course we have been hampered by a long simmering dispute with the ministry about the long-term work we do with the 'brothers'. These slow moving, crystal-like life forms take decades to individuate from their family pods. Gerry, here, was working with one crystal for 110 years and got it to move 3 mm. They just don't understand!

But progress has been made on other fronts. Who would have anticipated a hundred years ago that we'd be making \$20.63 an hour with another 1% kicking in next April? I guess it has taken awhile for us to get that much anticipated Dental Plan leading some of the more cynical staff to speculate that the 'brothers' have infiltrated the ministry's negotiating team.

Some of you must wonder why I was chosen to deliver this retrospective. I'm quite aware of the tolerant smiles and whispers. Why an aging, pro-body hetero, a collage of bionics held together with a few honey-colored liver spots? Why don't I just give it up and drop the body and translate to the WEB? I guess I'd like to hang around and watch the whole divine comedy unfold. I get a kick out of seeing that the more things change, the more they are the same.

*Written by Richard Hart
Orientation Facilitator and
Youth Services Team Member*



CAFCA

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**CHILD AND FAMILY
COUNSELLING ASSOCIATION**

Parliament Mews
#5 - 230 Menzies Street
Victoria BC V8V 2G7

MANDATE

Demonstrating flexibility and collaboration, CAFCA is a community leader showing accountability to clients, funders and community partners. CAFCA is committed to offering effective programs and services that support individuals and families to reach their potential.

MISSION

Bring good things to life one child at a time

- Our first responsibility is to serve children, youth and families. One child at a time, we support and facilitate positive change and promote family strength, resiliency and development.
- We believe everyone deserves to be treated with respect and dignity.
- We are responsible to our employees. We encourage them to feel free to make suggestions and complaints in an open and honest environment. We promote wellness through wisdom, compassion and humour by delivering our services with these values always present in everything we do.
- We embrace diversity and promote community integration. Our final responsibility is to the communities in which we live and work and to the world community as a whole.

A SPECIAL WORD OF THANKS

To all contributors of this Annual Report - Thank you.

To err is human. We apologize for any errors that might have made its way into this report.

ACCREDITED BY THE COUNCIL ON ACCREDITATION

