

CAFCA

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**CHILD AND FAMILY
COUNSELLING ASSOCIATION**

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ANNUAL REPORT

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ACCREDITED BY THE COUNCIL ON ACCREDITATION



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OUR HISTORY - HOW CAFCA BEGAN

When the YW/YMCA 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 bylaws, 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, more than twenty 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!

By Sharon Seeley

WHO WE ARE AND WHAT WE OFFER

The Child and Family Counselling Association (CAFCA) is a community based 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.

Except for the autism services fee for service program, referrals for service come directly from the Ministry of Children and Family Development (the Ministry).

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 CAFCA'S Autism Services Program, parents can access interventionists, behavioural consultants and a music therapist. We can also direct parents to other professionals and programs to assist their children and youth who have been diagnosed with Autism Spectrum Disorder.

Our commitment

Is to work in partnership with all our stakeholders (the Ministry, parents, youth and children) to:

- ✓ Assist families where there is a concern about the children's welfare.
- ✓ Help youth move towards independence.
- ✓ Support children, youth and families to cope 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 Andrew Morgan

From my point of view, if the past year at CAFCA had a theme song, it would be "*The Waiting (is the Hardest Part)*" by Tom Petty and the Heartbreakers. The South Island Contracted Services Delivery Project of the Ministry of Children and Family Development (MCFD) has been hanging over our heads in a very significant way since the fall. Not a board meeting has gone by without discussion of the latest developments in the contract renewal process. The vacuum has been filled with strategizing and scenario-building that range from the brilliantly optimistic to the dismally bleak. True to CAFCA values, even the bleak scenarios are tinged with gallows-humour. Not really funny, but humour nonetheless...

The uncertainty has been challenging. At the time that this message is being written, CAFCA is in the throes of developing its response to the Request for Proposals (RFP). I am hopeful that we will be successful, but even if we are successful, there will be changes which will require CAFCA to reinvent itself in the context of a new contract. The conclusion of the RFP will signal the start of a new journey.

This was supposed to be the year that we were to develop another three-year strategic plan. We put this on hold pending the outcome of the RFP process. There are, however, a few highlights to note from the past year.

First, the Board decided to have a "peek under the hood" of the Autism Program. We poked, prodded, asked a few questions, set a few milestones and timelines. All of our timelines and milestones were met, likely as a result of a combination of sound program administration, a greater awareness in the community of the new funding model and of CAFCA's track record at providing excellent autism services in one-on-one, group and camp settings.

Another highlight has been our participation in the *Federation of Community Social Services Board Voice* initiative. CAFCA was one of the founding members of the initiative and continues to ensure that our interests are brought forward as part of a broader community of non-profit organizations. I believe that *Board Voice* will continue to gain momentum and influence in the coming months and years. Thanks to both board members Caroline Moore and Rachel Phillips for taking on the extra duties associated with *Board Voice*.

I also want to highlight CAFCA's participation in the South Island Training Initiative Society (SITI), and Brian's participation as President of the SITI board for much of the year. We also appreciate our continued involvement in the *All My Relations Coalition* (previously known as the *ANA/Non-Aboriginal Coalition*). The upcoming year will see changes to the delivery of services to Aboriginal clients and we are confident that the relationships we have established with Aboriginal service delivery agencies will put us in good stead to ensure the transfer goes as smoothly as possible and in the best interests of our clients.

Similar to last year, the board has heard first-hand what different programs CAFCA has to offer. On behalf of the board, I would like to thank the individuals who have stopped by our monthly meetings to discuss their work. We are fortunate to have Beth Leghorn representing CAFCA staff on the board, but we always welcome direct input from staff. I should also note that there is still a seat for another staff representative, should any staff member have a desire to attend one more meeting a month.

There have been a few changes to our board. Last year we welcomed Ben Temple and Rachel Phillips. Some of you may remember Rachel from her time as a CAFCA counsellor. It is also with sadness that we saw the departure of Michael Kennedy. His eye to detail and sense of humour will be missed. In order of seniority, the rest of the board consists of April Agate (Vice-President), Minnie Clark, myself, Kira Reynolds (Secretary), Caroline Moore, Bob Nye (Board Elder), Harry Brown (Treasurer), Marc Storms and Ben Temple. Thank you, board members, for your continued service to the organization and to the community.

Financially, CAFCA is weathering the external financial uncertainty quite well. Granted we are almost completely dependent on contracts with the Ministry of Children and Family Development, however, with Libbi Smith's financial wizardry and the support of Brian Hill and Elaine van Niekerk, we are doing our best to ensure that CAFCA can continue to bring good things to life, one child and one family at a time.

Thank You, on behalf of the Board: First, to the Management team, who make the Board's job so much easier. Brian and Elaine consistently demonstrate foresight, a predisposition to providing solutions rather than focusing on problems and are client and staff-focused. They are also quite effective at herding us Board kittens to consensus. Libbi and Dan have our books solidly under control, which is no easy feat. Tara has settled in well, providing the support that is essential to a well-run organization, enabling the staff to do what they do best – helping those in our community. Thank you all.

The Board also wants to thank *Thrifty Foods* and the *ZONTA Club* which have generously supported our *TO-EM Fund* (the *Other Eleven Months of the Year Fund*). The fund continues to provide funds to clients and families to help connect them to their community, build relationships, and meet daily needs.

I feel privileged to volunteer with staff who work under enormous pressures but who remain true to the CAFCA values and goals. I also feel very lucky to work along side the dedicated board members who are so committed to CAFCA, the staff and the children, youth and families we serve.

MESSAGE FROM OUR EXECUTIVE DIRECTOR

By Brian Hill

The most important news at CAFCA is always the work of our counsellors, autism services staff and their clients. This news is made up of the many details important only to those involved and the many challenges and successes that never make headlines. The weaving of threads that support growth and development while preventing or reducing harm is the most important contribution that CAFCA makes. I catch glimpses of this most important work in conversations with those involved, but my view is mainly taken up by other things.

Certainly the biggest event on my radar in 2009-2010 has been the South Island Contracted Services Delivery Project of the Ministry of Children and Family Development (MCFD). For over a decade, contracts between the Ministry and service providers, such as CAFCA, have been quite stable. There have been some cuts and changes in services requested by the Ministry but the basic contractual relationship has been very consistent. After reviewing community needs over the past few years, the Ministry released its plan for contracted services in February, 2010. Details on implementation of the plan followed, along with information about concurrent funding cuts and transfers, and as I write this report we know that the contract that includes most of the services CAFCA provides to the Ministry will be awarded following a process of competitive Requests for Proposals.

The uncertainty around CAFCA Ministry contracts has been a source of stress for our counsellors whose jobs under these contracts provide them with the opportunity to serve the clients and the community, as well as provide an income. I have been impressed again and again by CAFCA counsellors' ability to acknowledge the stress created by the MCFD contract redesign, while remaining focused on providing quality services to children, youth and families. I am grateful for the opportunity to work with such committed professionals.

CAFCA is not alone in experiencing instability. Nonprofit social service providers have had funding from different sources cut, reduced or threatened in recent times. As a result, individuals and their communities on the South Island have fewer resources to draw on when the challenges of life present themselves. Those resources that are available are being used more and more to respond to crises rather than being used to prevent them. This affects not only the well-being of members of our society, but the ability of many to contribute to our social and economic well-being.

In these difficult times, it is encouraging that the *Federation of Community Social Services* and the local *Association of Family Serving Agencies (AFSA)* are working to respond to cuts and to engage decision makers and citizens in dialogue about the value of social services - and the downstream costs of not providing them. *Board Voice*, a provincial organization of nonprofit board members, is another hopeful initiative. *Board Voice* is bringing together and focusing the understanding and legitimacy of volunteer governors of nonprofit organizations in an effort to move our sector forward.

EXECUTIVE DIRECTOR (continued)

While uncertainty has characterized CAFCA's MCFD contracts, our Autism Services Program has been making steady progress toward sustainability. It was a busy year for Autism Services, serving more clients than ever before. The program also broke even after contributing its share to CAFCA administrative expenses for the first time. Success comes with challenges in maintaining communication among the program's twenty plus staff and with the many families served. Thanks very much to service staff for excellent work with kids and families and to office staff for keeping many balls in the air.

The success of the autism program, and taking care with program and administrative expenses, paid off on the fiscal side of its operations in 2009-10. Through careful budgeting and fiscal management, CAFCA produced a modest surplus.

Internal CAFCA happenings and the Ministry contracted services redesign were the primary focus of 2009-10, but CAFCA also remained active in a number of community initiatives. It was a pleasure for me to represent CAFCA on the board of the South Island Training Society (SITI) and to serve as the SITI president through much of the year. SITI, which is a collaboration of seven community social service organizations, held a very successful conference in 2010 and plans are underway for another conference in 2011. I have also enjoyed sitting on the Community Advisory Committee of Camosun College's Department of Community, Family and Child Studies. It is wonderful to have input into the education of future social service professionals and the advisory group is a great place to hear what is happening in other community agencies.

I would like to recognize and applaud the contribution of the CAFCA Board of Directors. CAFCA would not be possible without volunteer board members who give their time and energy to monitor and guide the work of the executive director and the organization as a whole. The current board is very supportive, asks good questions and keeps the interests of our clients and staff foremost in their minds. Thanks goodness for our board members and the members of other nonprofit boards who are committed to making our communities better places to live.

Thanks to everyone at CAFCA and everyone we work with in the community, including and especially our clients and Ministry partners, for a rich year of supporting children, youth and families. My hat is off to you all.

MESSAGE FROM OUR TREASURER

By Harry Brown

The Executive Finance Committee oversees all aspects of CAFCA's financial management. The committee ensures that practices conform to applicable legal and regulatory requirements, recommends short- and long-term agency goals, ensures minimal risks and protocols for making investment decisions, performs evaluations of the Executive Director annually and is responsible for consideration and approval of the "*Other Eleven Months of the Year*" (*TO-EM Fund*)" applications.

A recent audit was completed for the year ending March 31, 2010. Through prudent management of resources and through strong financial planning, we are pleased to report that CAFCA's finances are sound. This is in no small part due to the excellent work done by Libbi Smith and by management who are keenly aware of the pressures of budget management in this time of financial challenge.

Through the generous support of the *ZONTA Club* (\$2,500), the *Sara Spencer Foundation* (\$500) and the *Thrifty Foods' Smile Card Fundraising Program* (\$1,110), the TO-EM Fund distributed a total of \$4,857 in 2009-2010 as compared to \$3,463 in 2008-2009. Part of the reason for this increase has been the Board of Director's decision to promote this program. CAFCA members and their supporters are encouraged to continue to use their Thrifty's Smile Card, as the limit of \$1500 was not reached in 2009-2010.

The Executive Finance Committee is also pleased to note that the financial position of the autism program has improved significantly.

It is clear that CAFCA faces significant challenges as the government searches for cost cutting measures. At the same time, it is also clear that CAFCA management and board members have worked extremely hard to work on contingency plans in anticipation of cutbacks while at the same time recognizing the vital nature of the work CAFCA does in the community. It will become increasingly important to ensure that members of the public are kept well-informed about the services which CAFCA offers to a wide variety of at-risk individuals and families in the Greater Victoria area.

THE OTHER ELEVEN MONTHS OF THE YEAR (TO-EM) FUND

Statistics provided by Libbi Smith and Tara Dupuis

Before Christmas of 2003, the Board of Directors and staff at the Child and Family Counselling Association (CAFCA) decided to provide a Christmas hamper and presents to a single parent family, referred to us by the Single Parent Resource Centre. Approximately \$800.00 was raised and therefore CAFCA was able to sponsor a second family. Christmas Hampers can be a great help to families at Christmas, who would otherwise have no Christmas at all; but what about the other eleven months of the year?

A former CAFCA Board President was inspired by a little girl who collected pennies for the Variety Club and he had been collecting his own change over the last few years with the intention of one day donating it to a charity. It occurred to Harvey that resources for families in need at Christmas were far more plentiful than during the other eleven months of the year. Thus the *Other Eleven Months (TO-EM, as in "To-Them") Fund* was born. The President used the change he had been saving as 'seed' money to start the Fund.

The purpose of the fund is to provide an opportunity for individuals and families to take part in recreational activities, social activities, to enhance life skill training, parenting and child development for CAFCA clients, with the intent of fostering a sense of self-worth, self-confidence and self-reliance. In short: ***To improve the lives of CAFCA clients.***

Since inception in 2004, 134 adults and 235 children/youth have been assisted through the Fund. Last year the Fund received 22 requests for funding. Total donations received since 2004 amount to approximately \$21,758. So far we have helped to provide over \$18,826 of support to families and roughly \$4,857 during the period April 1, 2009, to March 31, 2010. Donations have been gratefully received from the *ZONTA Club, Thrifty Foods Smile Card Program, Sara Spencer Foundation* and from personal donations. Any ideas for other fundraising venues are greatly appreciated as we would like to continue and expand this wonderful program.

Thank you for everyone's continued support.

MESSAGE FROM OUR TRAINING COORDINATOR

By Nick Ruedy

Staff training continues to develop from our commitment to meet the Council on Accreditation (COA) standards and to improve how we work with our clients and one another, while still maintaining a healthy balance in our lives.

For the past few years, training of CAFCA staff has largely taken place through the South Island Training Initiative (SITI) Conferences. Several trainings are, however, still offered in house. The South Island Training Initiative Society is a collaborative partnership of the Boys and Girls Club of Greater Victoria, Hulitan Social Services Society, Pacific Centre Family Services Association, Phoenix Human Services Association, Victoria Youth Empowerment Society, the YWCA/YMCA and CAFCA. The purpose of the society is to coordinate and provide affordable and effective training in order to satisfy accreditation requirements of two accrediting bodies: the Commission on Accreditation of Rehabilitation Facilities (CARF) and COA.

The 2010 SITI training event was held at the beautiful and peaceful Queenswood Centre and focused on Mental Health and Wellness. Delegates included SITI membership staff and delegates from across the island. Although all trainings offered received good feedback, the highlights include training and keynote presentations from:

- Dr. Steve Mathias, Tracy Brown and Penny Acton from Vancouver who presented on *Youth with Trauma Experiences: Consequences for Attachment and Outcome*; and
- Dr. Thomas Sexton from Indiana University who presented on *Functional Family Therapy: An Evidence-Based Approach for working with at risk adolescents and their families*.

The Autism Services Program staff complete their training at their peer/case supervision meetings, which are scheduled on two evenings every month. This allows staff the flexibility of attending at least one of these sessions in a month. Training modules are adapted to fit their program needs.

Training also continues to occur in-house for CAFCA staff on an as needed basis. As we continue to develop and offer different training opportunities we will soon outline next year's training schedule to meet our ongoing needs.

MESSAGE FROM OUR ORIENTATION FACILITATOR

By Richard Hart

Statistics provided by Elaine van Niekerk

This year has seen the usual influx of autism interventionists and I continue to meet with staff upon hire to do orientation. I no longer follow them through to the end of the probation period as this task falls, more naturally, to the very capable Autism Services Program Coordinator. As usual, there have been few staff additions to the Ministry programs.

Upon completion of probation, staff are given the opportunity to complete an *Evaluation of the Orientation Process*. Eleven (11) staff completed probation and feedback was received from eight (8) of them (72%) as follows:

Facilitator support:	Yes	Some-what	N/A
The orientation process provided you with the support you needed to begin your new position?	88%	12%	
The orientation facilitator provides you with the support you needed?	100%		
The orientation facilitator was available when needed?	100%		
The orientation facilitator provided you with feedback information, referral to resources, etc.?	88%	12%	
Concerns, gaps in knowledge, etc., were taken seriously and responded to?	100%		
The things discussed were a helpful component in the orientation process?	100%		
Administrative support:			
The executive director available to support you during orientation?	100%		
The executive director gave you the direction and feedback that you needed?	100%		
The administrative support staff provided you with the information and support that you needed?	100%		
Team support:			
The "buddy" or "peer group" support was helpful	50%	12%	38%

Further comments received:

- *"Best orientation I have ever experienced. CAFCA should be very proud of this process. Designed to facilitate clarity and open dialogue for positive learning."*
- *"The Orientation process could include a session on the paperwork involved and a package of the documents needed."*
- *"I felt very supported and welcome at CAFCA at the team and organization level."*
- *"A personal preference that may or may not be shared by others. One longer session to go over components of binder instead of multiple short ones with time in between."*
- *"The orientation process has been thorough and supportive."*
- *"Show examples for visual learners (eg.provide example timesheet, completed reports, etc.) but overall great orientation!"*
- *"Nothing, facilitator was helpful. All of the support was greatly appreciated."*
- *"Everyone has been very supportive."*

TEAM REPORTS . . .

ABORIGINAL FAMILY PROTECTIVE SERVICES TEAM

By Cheryl Adams and Nick Ruedy

The Aboriginal team provides risk reduction, reunification, family development response and crisis intervention to children, youth, and families within the Greater Victoria area. We provide strength-based service to the families we work with by assisting them address multiple barriers, such as poverty, discrimination, mental health, historical and/or current abuse, and alcohol and drug issues. Our goal is to work with the people in building resiliency and developing existing strengths in order to reduce the risk to children. We do this work in concert with the social workers and team leaders of the Aboriginal MCFD teams based in Esquimalt. We have developed strong, collaborative and respectful working relationships with our MCFD team, and this assists greatly in the work. Last year the Aboriginal Ministry service provision shifted, and we now have two teams and two team leaders, and now have probation officers working out of our office spaces as well.

Our team is currently awaiting word from MCFD regarding service shifts and timelines. The plan is that services to Aboriginal people may eventually be provided by Hulitan Social Services Society and Victoria Native Friendship Center. It has been a wonderful opportunity to work with the First Nations families of Greater Victoria and we are curious and open to the opportunities that will arise out of this latest development.

The Aboriginal team provides service within the community, in client homes and at the Esquimalt and Westshore MCFD offices. Front line service for this Ministry team is also provided by Phoenix Human Services counsellors. CAFCA and Phoenix counsellors try to meet a few times per year for breakfast, which helps to alleviate the sense of isolation that can frequently occur in this type of work.

A bit about us: Nick has been with CAFCA for seven years and has been working full time on the Aboriginal Team since its creation in 2006. He has a Masters Degree in Counselling and is starting a private practice. He is a new dad this year to a lovely baby boy whom he enjoys immensely!

Cheryl and Madeline share a full time position. Cheryl has been at CAFCA for 10 years and with the Aboriginal team since its creation. Her passions are gardening, walking, her cat Henry and working with people. Cheryl has a Masters Degree in Counselling Psychology, and in addition to her work with CAFCA, has a growing private practice, provides service as a family therapist at Cascadia Counselling Clinic, teaches Masters level students at City University and occasionally volunteers at Citizens Counselling.

Madeline has been working in the health and human services field for 19 years, and has worked at CAFCA for five of those years. Her educational background includes Child and Youth Care and Counselling Psychology. She joined the Aboriginal team two years ago in June. In addition to her work at CAFCA, Madeline has a private practice, specializing in working with families who have a loved one in treatment for addiction. She enjoys her 10 year old daughter and their new home on the water. She loves to experience new cultures through international students and travel.

SAANICH PENINSULA AND GULF ISLANDS INTEGRATION SERVICES TEAM

By Jennifer Stevens

CAFCA currently has one counsellor working with the Peninsula and Gulf Islands Integrated Services Team. This position is held by Jenn Stevens. Jenn returned to the position in September following her one year maternity/parental leave. While previously working mainly on the Southern Gulf Islands, the majority of referrals since her return from leave have been for families based on the Peninsula. The work has involved various risk reduction services with a focus on parenting skill development, providing resource/referral information, working one-on-one with children and youth, as well as offering families continual opportunities to problem-solve and debrief their stressful life situations. Jenn's work on the Saanich Peninsula comes with its own set of challenges, the most complex being the isolation that is inherent in the job as CAFCA only holds one of the contracted positions at that office. Jenn's colleagues from the Jutland child protection team have been gracious to allow her into their team meetings and have been a positive source of support. While the work on the Peninsula is challenging and diverse by nature, it continues to be rewarding. The families are complex and face many challenges but regularly demonstrate their resiliency and capacity for change.

VICTORIA CHILD PROTECTION TEAM

By Sybille Prochaska

The Victoria Child Protection team serves the Jutland Ministry of Children and Family Development office. The Ministry presently has two components to their team, one being the investigative/intake team, and the second being the family services team. CAFCA youth and family counsellors respond to the referrals that are made by the social workers by creating a process that involves assessment of family strengths, identification of risks and provision of risk and support services to lower the risk to children and their families. Our goal is to assist families in meeting their Ministry objectives that will foster healthy parent/child relationships within their own family and in the community.

The children that are referred to us range in age between 0 – 12 years, however as we well know, there are many age groupings within a family unit. The number of families served by each counsellor ranges between 5 and 7 on each caseload, in addition to administrative and team duties.

I would like to thank and acknowledge the child protection team that presently stands with five staff members; Debb Barr, Beth Leghorn, Jennifer Stevens (serving the Saanich Peninsula and Gulf Islands), Jodie McDonald and myself, for their commitment and resiliency to the families that are served within CAFCA.

As a diverse team, we have had many changes this year. Maureen Kirk retired in October, 2009, and in turn, we had the opportunity of hiring Ariel Graham to fill the position. In March 2010, Jodie McDonald joined the collective to job share Ariel's position. Ariel Graham has since resigned and decided to complete her schooling to become an internal school counsellor within the school system and we wish her and her family well.

We are all aware of the additional changes that are forthcoming. I know that the character and fabric of the individuals that are the backbone of CAFCA from its staff to the board members and volunteers will always face these challenges with dignity, pride and a heartfelt vision of opportunity for all of us and our own families.

YOUTH SERVICES TEAM

By Mary Martinez

"True life is lived when tiny choices are made. Tiny choices mean tiny changes." - Leo Tolstoy

All of the members of the youth services team strive to support youth and their families in a real and meaningful way throughout the day-to-day "tiny choices" we see clients make, and often over the course of several years. Still the largest team at CAFCA, our team has over 100 years of combined experience working with families. Our team members are: Mary Martinez, Jennifer Au, Madeline Duke, Michelle Milligan, Elaine Vincent, David Fulkco, Richard Hart and Gerry Karagianis.

While our team continues to support the Ministry Youth Guardianship and Protection teams, our roles are always morphing as the needs of our families change. Every day can look different, depending on if we are looking for an isolated youth in the community, helping a youth seek medical attention, working with youth and their families to create safety plans, developing reunification plans, meeting and consulting with our clients and other community partners, assisting with housing, job searches or offering an ear or a bit of understanding. Often times we work with youth until they leave care at age 19, so we attempt to ensure they have affordable housing and a source of income.

The youth services team meet weekly (the half-time staff join bi-weekly) and we continue to develop our own capacity for support and case supervision. David Burns passed the baton of motivation on to Brian Hill, and our new executive director has played an active role in supporting the team and introduced great new strategies. We look forward to continuing on this path as we see what the rest of 2010 and 2011 brings.

INTENSIVE SUPPORT AND SUPERVISION PROGRAM (ISSP)

By Chris Pepperdine

The Intensive Support and Supervision Program (ISSP) has been a component of the Youth Justice Act since April 1, 2003. This program has been referred to as "a jewel in the crown" of Youth Justice Services. It has been communicated to the regional ISSP workers how this program has been received throughout Canada with success, recognition and respect.

ISSP was created as a program that works with high risk and violent offenders. It is our mandate to intensively support and supervise the youth in the community and within the supervision system (probation). The objective is to reduce or eliminate the youth's involvement in the youth justice system. On a practical level, this means that we are developing relationships with the youth, monitoring conditions of the probation order, liaising with all community members, supporting transition to work, school or education programs, working with forensics, alcohol and drug services and helping the youth with housing, family relationships, financial systems, etc. We work directly with the probation officers, and at times, crown and defense counsel.

Chris Pepperdine is the ISSP worker along with our community partners which are Boys and Girls Club and the Youth Custody Centre. The maximum caseload for a full-time person is 10 youth with a recommended caseload of six to eight youth. Ranj Atwal is our Ministry liaison heading up a wonderful group of Probation Officers. It has been my experience that our contribution and professionalism is respected by our community partners and valued by the clients that we serve. The youth we support are unique, challenging and diverse.

SPECIALIZED CRISIS INTERVENTION TEAM

By Specialized Crisis Intervention Team

The Specialized Crisis Intervention Team (SCIT) is a regional service providing crisis intervention services to high risk youth in the Greater Victoria area. Our goals are to locate missing or high risk youth, provide immediate crisis counselling and assessment, develop a risk reduction plan and connect the youth with relevant resources.

Our team consists of three counsellors: James, Natalie and Chris. John Doyle-Waters remains our Ministry liaison who screens referrals from Ministry social workers and probation officers and meets with SCIT on a weekly basis for case supervision and support.

Our clients are between the ages of 13-19 years and are often struggling with drug addiction, mental health issues, sexual exploitation and criminal behaviour. The youth we work with are some of the most marginalized youth, who may otherwise fall through the cracks. Many of our youth have been described as unwilling to work with professionals or unable to secure healthy attachments. SCIT serves to fill this void and attempts to reconnect these youth to healthy systems and adults.

SCIT does not operate with a waitlist. We provide same-day service, the goal being short-term. Due to the fact that referrals are continuous and with an increase in referrals coming from the Western Communities and Sooke, our caseloads remain high. Networking with members of Victoria's street community and working closely with other front line services leads to our ability to connect with and assist high risk youth.

CHILDREN AND YOUTH WITH SPECIAL NEEDS (CYSN) AND CASUAL SUPPORT

By Jennifer Grahame and Elaine van Niekerk

CAFCA currently serves (through Ministry referral) children and youth, up to age 19, with special needs and their families/caregivers. These referrals are made through a liaison social worker. Assigned counsellors then meet with the social worker and the client to discuss and determine goals. Working with children and youth with special needs involves a wide spectrum of needs including cognitive disabilities and, often times, mental health issues. It can entail activities out in the community or in the home (home routines), specific to whatever goals are needed. Some of the roles that CAFCA staff provide to child and youth with special needs involves assessment and developing strategies to help the client cope with life skills, providing and supporting various community integration endeavours, and helping the client get involved socially and recreationally with peers. Often the staff will also help promote independence and guidance by connecting the client with various support networks available in the community. The general focus of the CYSN program is to help the individual client grow and learn/cope with their disability to achieve their upmost potential. Parents/caregivers are the most important keys to the achievement of goals. Hence, CAFCA staff also helps provide strategies to support these care providers in the home with information to resources, referrals to parents support groups, behavioral consultants, counselling services and respite.

We wish to thank and acknowledge the part-time on-call casual staff for the incredible job that they do, often being called upon to pull off the impossible for emergency supervised visits, provide transportation, etc.

Our current casual staff that support the CYSN, autism services and Ministry programs are: Aaron Wilson, Ariel Graham, Beatrice Keizers-Clark, Bobbie Webb, Carinna Kenigsberg, Carmen Eisenhauer, Christina Moniz, Cindy Parrish, Crystal James, Cynthia Lee, David Fainstein, Derek Paul, Erin Favell, Glenn Woolford, Jaime McFarland, Jennifer Grahame, Jenny Allen, Julie Lafontaine, Kat Mattice, Leanne Bilous, Madeline Duke, Mitchel du Plessis, Myriah Michaux, Nancy Burr, Rebecca Phillips and Trevor McNairnay.

The Autism Services Program (ASP) in 2009-2010 was volatile, engaging, difficult and yet in several ways, truly reliable! Sounds like I am describing taming an animal or a personal confidante. But after a couple on months in the role as Program Coordinator, I realized that, as a part-time role, this program had several rows of teeth that could not be ignored and it was a constant companion through difficult and joyous times.

The program went through a difficult twelve month period as earlier on; the financial reconciliation showed that ASP was five figures in the red. There were several logistical and timing issues and there was talk of Ministry funding cuts and more private competitors in the autism services field.

In discussion with the board of directors, and especially through the cool and responsible leadership of the new executive director, Brian Hill, we put together a proposal to readdress the trend. As an autism management team, we set out along a number of different paths to address, primarily, the largest financial loss as a department we had made, but also to be as effective as possible in the constantly changing market workplace. From a financial point of view, with the specialist guidance of Libbi Smith and Daniel Moses, we were able to gather much more detailed and accurate information on our individual program costs and deduce ways to enable them to become more efficient and truly responsive to the administrative support delivered daily by CAFCA as a whole. This was a long process that utilized new expense recording techniques and tools, building CAFCA support into our pricing structure and becoming perhaps more realistic in our invoice costs.

Marketing was another area that was addressed within our summer camps and social groups. We diversified by better targeting clients in more age specific groups and tailoring programs to better accommodate their needs. A University of Victoria, Master of Public Administration project group, researched and presented viable options for ASP to become more efficient and more effective in delivering services to our clientele. One of their recommendations was using an economics theory tool (calculating a contribution margin), which helped ASP accurately cost and deliver services as required.

ASP also turned to its greatest resource, its staff, to investigate and support the overall concept of becoming more efficient and helping to enable more clients to utilize our quality programs. A number of their suggestions and continual vigilance enabled ASP to completely turn around some of the ballooning expenses we had incurred the previous financial year.

AUTISM SERVICES (continued)

This was all undertaken in a provincial and international climate of economic downturn and funding cuts that either directly or indirectly impacted the families that we serve. One of the greatest cuts was unfortunately delivered to one of our new blossoming services that we were providing to families who were struggling to have appropriate resources and communication with school staff around their child's needs. Although a fledgling service, the Service Navigation Training was developing a very important niche in supporting those that were struggling in a particular way. The facilitator had developed a fantastic toolkit that was an encyclopedia of helpful resources, templates and training modules on "How To" get the best for your child with Autism from within the school system. Unfortunately, after a number of invoices were rejected for payment, and upon enquiry to the Autism Funds Processing Unit, AFPU had assessed that Provincial Autism Therapeutic funding could not be used for this service. This decision has been appealed by the executive director and, to this day, the appeal has not yet been responded to.

Finally, after a year of casual staff coming and going, increases in client participation for day camps of 30%, social groups of 20% and the trend of individual Interventionist services and Behaviour Consultancy declining, all the difficult collective effort of all staff produced a result. At the conclusion of 2009-2010, ASP had, for the first time in six years, produced a small surplus. This not only reflected financial success and security in ever increasing times of uncertainty, but also displayed the unique team of individuals who collectively form a truly necessary and vital social enterprise team that support one of society's most misunderstood and diverse group of people. As CAFCA's first social enterprise venture, the autism program hopes to continue to be secure financially, whilst continuing to help families and their children or youth with autism discover their unique potential.

The intensity and solely client focused nature of the work requires staff to be flexible and to literally 'work around' personal and family issues that they may encounter. The majority of these staff work between two and twenty hours a week for CAFCA so it is a difficult, vital and rewarding role that is usually taken up in addition to other more stable and voluminous work. However, this role contributes significantly to our community's capacity to care for and enrich this marginalized group.

When children under the age of 19 have a diagnosis of Autism Spectrum Disorder (ASD), their parents receive permission to access autism funding from the provincial government. Parents can use this funding for a variety of services and products. Almost all ASP clients use this provincial funding to purchase our services, and these service fees are the program's only source of income.

Thank you to the staff that provided administrative support this program. Brad Kaefer and Dan Moses, with a lot of help from Brian Hill, Elaine van Niekerk, Libbi Smith, Samantha Crawshaw, Jessica Vivian and Tara Dupuis.

CONTINUOUS QUALITY IMPROVEMENT (CQI) COMMITTEE

By Elaine van Niekerk

What is the purpose of this committee? The purpose of the committee is to coordinate CAFCA's continuous quality improvement program, including but not limited to: quarterly case record review; stakeholder feedback/participation in CQI; long- and short-term organizational planning; measurement of consumer satisfaction; internal quality monitoring; outcomes measurement (and related data management) and feedback to the board of directors regarding corrective action. Below are the key concepts of the CQI process, where each successive concept builds upon the implementation of the previous one -

- culture of improvement,
- planning,
- choose measures, tools, etc.,
- collect, aggregate and review data,
- review findings and make changes, and
- inform and educate staff and stakeholders.

What is CQI and how do we maintain it? CQI is considered "the heartbeat of the agency". All actions, planning and practices are understood in the light that staff want to do their best, they want to be involved in decision making and they want the power to help make things better. The CQI process is client-centered, welcomes all stakeholder participation and contributions, and is maintained by an ongoing process that evaluates and examines practices and procedures to make our services more effective.

CAFCA has had a continuous quality improvement framework in place since 2001. The committee meets monthly to execute activities. Additional meetings are held as and when workload determines (in particular with dissemination of annual surveys, annual report drafting, and outcomes aggregation and analysis). The responsibilities of the CQI committee are guided by an annual activities calendar with date-specific objectives. Progress/corrective action is continuously monitored on a monthly basis. CAFCA has committed staff on the committee that see the value of its purpose once they join the committee.

The "*Leadership Endorsement of Quality and Performance Values*" COA standard underscores the importance that CAFCA board and management promote a culture that values service quality and continual efforts by all stakeholders to achieve strong performance, program goals and positive results for our clients. This means that all staff become familiar with the CQI process (done during orientation) and learn how every aspect of the agency works and relates to the ongoing monitoring, evaluating, and improving outcomes. The very nature of CQI is that it never ends and that we, as an agency, are committed to continue to improve in all areas on an ongoing basis.

The activities are maintained by our committed CQI committee members, because without their commitment, dedication and hard work from the following members, this important function would not be possible: Beth Leghorn – Board of Directors and Victoria Child Protection Services; Chris Pepperdine – Youth Justice Services; Mary Martinez – Youth Guardianship/Protection Services; Natalie Turpin – Outreach Services; April Agate – Board of Directors; and Elaine van Niekerk – Management – **Thank you to you all!**

A further thank you to Elaine Vincent who represented the Youth Guardianship/Protection Services team on the committee. Special thanks to those who volunteer their time to do quarterly file/risk management audits from time to time.

Quality initiative being addressed by the committee for this year:

- *Client participation:* Evidence is required that clients participate in service planning and the only way the CQI committee can determine if this happens, is by a client signing off on a service plan. The challenges are a diverse client base and program differences. How will we demonstrate the requirement of client participation at all stages of interaction given the complexities of our populations and the nature of our interactions? During 2009 the Chair of the CQI committee met with all teams to discuss how we could increase the number of signatures on service plans and/or progress reports. This initiative has been very successful in that, since staff are now more aware of the importance of collaborative service planning/reporting, there has been a significant improvement as evident from file audit reviews.

Quality initiatives that are being addressed by management with CQI input/involvement include:

- *Outcomes:* We will look at how to create reporting tools that truly reflect the positive and negative outcomes of our work (so we can celebrate and/or change).
- *Staff wellness, appreciation and safety:* This is an ongoing initiative that will be addressed through monitoring critical incidents, acknowledgment of the good work staff do, and review of effectiveness of peer supervision and evaluation feedback.
- *Clinical supervision:* Management has noted the importance of clinical supervision and is working on including this into the budget.

UPDATE ON STRATEGIC PRIORITIES: The CQI committee works with management to plan and monitor the activities of CAFCA's strategic plan. In 2007, CAFCA staff and board of directors participated in a day-long strategic planning session. Specific goals over the next four years were identified and an update of where we are at is summarized below:

Financial sustainability: Diversify/expand revenue through new programs and social enterprise:

- **Youth Housing Network:** CAFCA has focused considerable energy over the past few years on youth housing. We have contributed leadership to the creation of a network of service providers, a community working together to improve youth housing resources. Now that the network is rolling, CAFCA may take on a specific project. One idea is to create a fund that would "back stop" youth by co-signing their first lease when parents are not able to do so.
For more info refer to *Community Development: Develop new collaboration for new CAFCA programs.*
- **Shared office ownership:** CAFCA created and participated in meetings and a potential partnership group with a goal of co-owning office space. Co-ownership viability was explored with a grant from Enterprising Nonprofits. The proposed partnership was not viable. For now, CAFCA renewed its current lease until March, 2012.
- **Autism Service Program Sustainability:** An analysis of the sustainability of the program in the 2009-10 fiscal year supported the creation of target marginal contributions for each service and an overall program budget designed to break even. The program has broken even and shown a small surplus in the first quarter of 2010-11.
- **Software development:** We are exploring the possibility of a joint venture with a software developer to produce and market an electronic support system with a goal of meeting CAFCA's needs and marketing to other organizations in the future. For more information refer to *Program Development: Develop HOMES system for CAFCA programs.*

Organization Development:

- **Maintain/enhance values:** CAFCA worked with teams to develop and implement strategies for strengthening values within team operations, including evaluation and planning to improve team functioning. Management included questions of values in peer feedback, annual performance reviews and they were also included on annual CQI surveys (survey results can be reviewed in this CQI section of the report). Management further facilitated development of a new team meeting structure and approach.
- **Increase communication/mutual support among staff and board:** CAFCA identified that they needed to create and implement appropriate opportunities for staff and board to get to know each other. This was achieved by having staff present their team activities at board meetings on an ongoing basis and having three team days during the year where board members are invited. CQI surveys include questions relating to staff understanding of the role of the board.
- **Expand CAFCA board and advisors to include business people:** The board of directors identified that their board needed to include business people. Recruitment of board members with a business background was identified in 2008-09 and in 2009-10 one business person has joined the board.
- **Develop entrepreneurial capacity:** Entrepreneurial understanding, skills approach among key staff and board members was increased by executive director completing SFU Certificate for Community Economic Development Professionals offered by the Canadian Community Economic Development Network.
- **Develop environmental lens:** CAFCA identified the need to reduce the size of its ecological footprint. Tools for conducting an environmental audit have been identified and staff were invited to join the "Green Team". Administrative staff have attended training on being a "green office" and have implemented a few of their recommendations. This goal needs to be revisited as it has not been a high enough priority to operationalise to date.
- **Continue and monitor/improve continuous quality improvement activities:** As evident from the CQI section in this report, CAFCA strives to maintain best practice standards and implement activities identified by the committee on an ongoing basis. The committee, which includes staff representation from all programs, performs a number of roles that further enhance quality, including client file audits, reviewing client outcomes and management information systems, recommendations on how critical incidents and complaints are dealt with by management and monitoring corrective action.

Program Development:

- **Develop information management system for monitoring CAFCA programs:** This objective originally identified the implementation of the HOMES outcomes reporting system for CAFCA programs. When we gave HOMES a proverbial drive around the block and talked with other organizations that were using the system, we decided it may not meet enough of our needs. Electronic case management systems are a challenge for many organizations, including government ministries. The Ministry of Children and Family Development and other ministries are working together to create a new system that may be accessible to contracted service providers such as CAFCA. For now, CAFCA is developing an agency management system for managing personnel information. If this goes well we may create our own case management system on the same platform.

- **Increase quality of existing programs:** Teams followed up on objectives of gaining more information about community resources to enhance service quality. CAFCA also facilitated setting and implementation of program-specific quality improvement objectives, as well as learning and training opportunities through CAFCA and SITI. At CAFCA we are proud of our CQI process, which helps us make the most of learning opportunities and monitor progress on putting learning into action. One activity of the CQI process is that our service teams review their outcomes twice a year when we generate outcomes reports. Based on the review of outcomes, teams set goals for improving the quality of services. One example: A team decided that it would like to learn more about another organization's services, with the thought that it might improve CAFCA client outcomes through referral. They invited someone from that organization to give a presentation at a CAFCA team meeting.
- **Develop new programs in youth housing and employment:** Refer to *Community Development: Develop new collaboration for new CAFCA programs* below.

Community Development:

- **Continue existing collaborations:** CAFCA has a tradition of being a team player in the community. We continue to be involved with the South Island Training Initiative Society (SITI), the Aboriginal Non-Aboriginal Coalition, the Association of Family Serving Agencies (AFSA), the *Federation of Community Social Services, Camosun College Advisory Committee*, and others.
- **Develop new collaboration for new CAFCA programs:** In 2007, the strategic plan foresaw that CAFCA would take leadership in developing new collaborations in support of new CAFCA programs. Rather than focus on CAFCA programming, CAFCA has contributed leadership to creating the Youth Housing Network and to processes for exploring Office Space Solutions co-ownership of office space with other nonprofit organizations. To date, this network has generated monthly networking meetings, research on youth housing needs, a directory of existing resources, a workshop on supporting youth and their landlords and strategic planning sessions involving diverse service providers. Upcoming plans include activities for Homelessness Awareness Week and an applied promising practice project with the *Federation of Community and Social Services*.
- **Contribute to emerging collaborations in line with CAFCA's strategic direction:** CAFCA has contributed to the *Applied Promising Practices Research Project* of the *Federation of Community Social Services*. Board members are also participating in the Federation's *Board Voice* initiative. And CAFCA is a member of the organizing committee of the 2011 world conference of the International Foster Care Organization that will take place in Victoria.
- **Create positive awareness of CAFCA and relationships needed to support new programs/enterprises:** CAFCA has helped create awareness and relationships in the community on issues related to youth housing through the Youth Housing Network, the goals of which include strengthening existing youth housing resources and responding to gaps through new resources and programs. Similarly, relationships and awareness have been created around office space needs on nonprofits, and CAFCA is currently exploring office co-ownership with three other organizations with support from Enterprising Nonprofits and Vancity.

GRIEVANCES, RISK MANAGEMENT AND CASE RECORD REVIEWS: The committee participated in four risk management and three case record reviews during the period April 1, 2009, to March 31, 2010. CQI committee reviewed a random selection of client files, as well as all critical incident reports and Ministry and/or client complaints filed. After reporting findings to management and the board of directors, corrective action is monitored. Management in turn developed and instituted procedural/policy changes, provided training opportunities, held information meetings, and communicated updates in the monthly newsletter, the CAFCA Colander.

Grievances: No grievances were received during this period.

Risk management reviews: Eleven (11) critical incidents and three (3) complaints were reviewed. In most cases, complaints/critical incidents reviewed were handled appropriately by management, the Health and Safety, Labour Management, and/or Personnel-Program committee's perspectives. The following policy/procedural/training recommendations were implemented by management as a result of reviewing the critical incidents and/or complaints:

- The need for annual training on critical incident reporting was identified. The executive director now reviews staff understanding of the policy during mid and annual evaluations as refresher. Initial training occurs during orientation.
- The *High Risk Recreational Activities* policy has been reviewed with staff during orientation since its inception. The executive director now reviews the staff member's understanding of the policy during mid and annual evaluations as refresher.
- The *Critical Incident* policy was amended to ensure that staff may be directed by the executive director to seek medical attention when involved in a vehicle accident.
- Although the Ministry had directed that a file be closed while a client was in crisis, the executive director made a good call to ensure the file remained open.
- Supervised visit protocol is in the process of being developed and will be included as mandatory training to occur within probation period and then every two years as a refresher. This training may occur in conjunction with car seat safety training.
- CAFCA enjoys an excellent working relationship with the Ministry of Children and Family Development. Differences of opinion occur in even the best of relationships. The CQI committee suggested that staff be reminded of the procedures outlined in the *Resolving Conflicts with Ministry Personnel* policy, which was published in the June 2009, edition of the newsletter.
- The *Confidentiality* policy was amended and all staff signed off that they understood the amended policy (*Confidentiality Statements* form). Staff were reminded in the June 2009, edition of the newsletter.
- The *Safety of employees, Behaviour Support and Management and Critical Incident* policies were included in the risk analysis chart. The importance of staff safety was addressed with team facilitators and staff were further reminded in the June 2009, edition of the newsletter.

Case record reviews (Ministry contracted files): During the past year, 198 case records were audited. Since inception of being accredited, documentation on files is monitored by administration. Staff are reminded by being given a copy of their file audit on a monthly basis. The executive director follows up with staff who struggle to keep up with their paperwork to see how they can be supported to get caught up.

CQI COMMITTEE (continued)

This past year, CAFCA developed a new file audit tool which was based on the new COA Canadian standards. During file audits, the committee determines if -

- timely initiation of service occurred;
- confidentiality and consents were signed and relevant, if not, clients were informed of circumstances where CAFCA may be required to release information without their consent;
- at intake, clients were made aware of their rights and responsibilities and received behaviour support and management information (signed off on *Information Learned about CAFCA* booklet);
- potential risks of harm to self or others and health and medical concerns are identified. If behaviours are identified, behaviour assessments and/or emergency response plans are completed;
- intake assessments/goals are up to date, have clearly specified goals applicable to service delivery, cultural considerations and health concerns were identified and safety risk assessments completed;
- service plans were developed with full participation of client and social worker (signed by client and social worker);
- peer supervision occurred regularly and included review and implementation of service plan, progress towards goals and continued appropriateness of goals; and
- closing assessment/outcomes were clearly documented and follow up occurred.

SURVEY RESULTS FROM STAFF: Staff are surveyed to determine how well they understand the CQI process and if the committee accomplishes its mission. Surveys were sent to 56 staff and feedback was received from 10 (18%). The following is a breakdown of how the 56 staff are represented within the agency:

Staff supporting Ministry programs	staff supporting autism services program	staff supporting both Ministry and autism services programs
23% full-time 19% part-time 11% casuals	2% part-time Administration 35% casuals 2% volunteers	4% full-time Administration 4% full-time Management 2% part-time Management

Results of surveys are as follows:

CQI committee activities	Do you understand this activity of the committee?		Have you seen/heard evidence that the committee executes this function?	
	Yes	No	Yes	No
Case record reviews: The committee evaluates case records (client files) for the presence of required documentation, quality of documentation - including timely submission, appropriate signatures/dates, progress towards service goals and comprehensiveness of information provided.	90%	10%	100%	

CQI COMMITTEE (continued)

CQI committee activities	Do you understand this activity of the committee?		Have you seen/heard evidence that the committee executes this function?	
	Yes	No	Yes	No
Stakeholder participation in CQI process: The committee annually solicits feedback from personnel, board of directors, clients, community partners, funders and contractors.	90%	10%	100%	
Long- and short-term strategic planning: The committee works with management to plan and monitor the activities of CAFCA's strategic plan.	80%	20%	80%	20%
Measurement of consumer satisfaction: The committee solicits service satisfaction feedback from all clients at the end of service, aggregates information and reports findings to all stakeholders.	90%	10%	80%	20%
Internal quality monitoring: The committee evaluates program effectiveness by reviewing areas of risk to the organization, outcomes reports, corrective action, progress towards long-term planning and case record/risk management audits.	100%		100%	
Outcomes measurement and analysis: In addition to internal quality monitoring above, the committee also monitors organization and program objectives established during strategic planning sessions, stakeholder survey results, program outputs and client outcomes.	100%		100%	
Intra-organizational and stakeholder feedback mechanisms: The committee reports results of surveys and all other activities to sub-committees of the board of directors, teams (via facilitators) and summaries in the annual report.	90%	10%	90%	10%
Processes for corrective action: The committee reviews data, recommends areas of improvement (policy changes) and monitors development of solutions and implementation.	90%	10%	90%	10%
Information management: CAFCA's database, client records and risk management logs form the basis of CAFCA's information management system. The committee reviews/monitors information management practices regarding feedback to/from the committee for opportunities to improve the efficient management of CQI related documents	90%	10%	90%	10%

CQI COMMITTEE (continued)

How well do staff believe CAFCA exhibits its values with all stakeholders in terms of -

	Very well	Acceptable	Unknown
Advocacy	60%	30%	10%
Accountability	90%	10%	
Collaboration and Community Integration	90%	10%	
Community Leader	50%	40%	10%
Consensus	50%	40%	10%
Dignity and Respect	80%	20%	
Embracing Change	50%	40%	10%
Embracing Diversity	80%	20%	
Flexibility	80%	20%	
Gentleness, Honesty and Humour	100%		
Open Communication	70%	30%	
Priorities	70%	30%	

	Yes	No
Do you know that all staff are encouraged to play a role in the quality improvement process by participating on the committee or by submitting suggestions to the committee? (i.e. if you have a recommendation for improvement or an issue that you would like addressed you can forward your idea directly to the CQI committee for review and feedback)	60%	20%
Do you know that your job description stipulates that you are required to participate in CQI activities?	20%	50%
Would you like to volunteer your time as a committee member?	20%	50%
Did you receive an orientation when you were hired?	90%	
Do you know who is responsible for execution of the CQI plan?	60%	40%
Do you understand the role of the board of directors?		10%
Are you satisfied with the support you receive from your peers, administration and/or management?	100%	
Are you satisfied with the overall level of training offered/received?	80%	20%
Does CAFCA provide a supportive environment for team building, wellness/self-care and conflict resolution?	90%	
Do you know who your safety/health committee/representatives/s are?	60%	40%
Are you aware that you have access to members of the health and safety committee representatives to address any health and/or safety concerns?		10%
Do you have adequate and/or regular communication with safety/health committee?	70%	30%
Do you know where all CQI activity results are reported?	90%	10%
Did you receive a copy of CAFCA's 2009 Annual Report?	90%	10%
Are you satisfied with the feedback/results/reports provided by the CQI committee?	90%	

Communication:

Through what medium do staff become aware of policy changes?	
Colander (monthly newsletter)	100%
Posted meeting minutes	40%
Facilitators/team meetings	90%
Mail slot	50%

During annual evaluations, the Executive Director asked staff what they thought was good about working at CAFCA. Below are a few of their responses:

- *Open door policy*
- *Flexibility in work schedule*
- *Open style management*
- *Good leadership and staff are happy and want to be here as a result*
- *Peer supervision meetings are helpful for; touching base and brainstorming on what could be done better; good to talk about work with clients to get feedback from others; ability to get together and compare notes*
- *Good communication through emails and newsletters*
- *Although uncertainty around contracts, everyone is helpful and knowledgeable – energy at CAFCA feels good.*
- *Everyone very welcoming, accessible and willing to answer questions*
- *Staff learn from administration on how the organization operates and are good at*
- *Appreciation of CAFCA's philosophy and practice.*
- *Great people at CAFCA, super positive - even through they have tough jobs*
- *Lot of trust within CAFCA – Great crew to work with*
- *Open dialogue and communication*
- *CAFCA is small, approachable and patient*
- *CAFCA works – keep the fun, because we have to be able to laugh*
- *Professional culture, yet casual*
- *Coming into the office does not feel like coming to work.*

SURVEY RESULTS FROM BOARD OF DIRECTORS: The annual survey was dispatched to nine (9) board members. Questions relating to orientation, qualities of the board of directors, size, structure and composition of the board, knowledge of professional misconduct within the organization, open communication between management, staff and board, and opportunities for board development were generally answered in the affirmative. The results indicate that there are no areas of concern relating to the day to day management of the organization.

Feedback	Yes	No	Neutral	Unknown
1. As a member of the board of directors, I:				
a) received formal orientation to CAFCA	100%			
b) received an up-to-date orientation manual or am aware of the orientation process	100%			
c) received orientation as to my legal and other responsibilities as a board member	100%			
d) am familiar with CAFCA's mission and strategic plan.	86%		14%	
2. I bring the following qualities to the board of directors:				
a) ability to represent CAFCA's community and client interests	71%			14%
b) skills and experience in developing policy	71%		29%	
c) leadership ability	86%		14%	
d) ability to support CAFCA in fundraising	29%	14%	29%	14%
e) ability to connect with other resources.	86%		29%	

CQI COMMITTEE (continued)

Feedback	Yes	No	Neutral	Unknown
3. The board of directors is sufficient in size and structure:				
a) to engage in strategic planning	100%			
b) to develop and adopt policy	100%			
c) to develop resources	100%			
d) to provide financial oversight.	100%			
4. As a member of the board of directors:				
a) CAFCA informs me of insurance coverage related to my activities on their behalf	100%			
b) I may be involved in hiring the executive director	86%			14%
c) I may be involved in the annual evaluation of the executive director	100%			
d) I review and forward auditor's report for acceptance by society members.	71%		14%	14%
5. The composition of the board of directors is sufficiently diverse to support CAFCA's mission and defined service population.	86%		29%	
6. CAFCA follows conflict of interest policies.	86%			
7. To your knowledge, within the last year, has there been any findings of:				
a) professional misconduct		100%		
b) financial misappropriation of funds		100%		
c) failure to comply with laws and regulations		100%		
d) investigations by auditing which have identified problems.		100%		
8. There is open communication between:	100%			
a) management and staff	100%			
b) the board and executive director	100%			
c) the board and management	100%			
d) the board staff	100%			
9. CAFCA provides the board of directors with sufficient and timely information, as required in order to carry out board responsibilities.	100%			
10. CAFCA supports opportunities for board development.	100%			
11. The board gains adequate knowledge of CAFCA programs when staff do presentations at board meetings?	100%			

Feedback was received from 7 (78%) board members who further commented as follows:

Programs and services that require strengthening as identified by the board of directors:

- *"The Autism program requires some work with regards to financial viability, but in general it is my opinion that the CAFCA programs operate well and will continue to benefit from ongoing CQI work and initiatives brought forward in consultation with clients, allied service providers and program funders."*

- *"I think this will become clearer once budgeting and MCFD funding/contracts become clearer. I think there is potential to further develop an already strong autism program with the purpose of generating increased revenues."*
- *"None in my opinion, CAFCA staff and services are exemplary."*
- *"With upcoming changes with MCFD and funding, this is difficult to comment on. Social enterprise seems to be the latest "buzz word". The autism program might fall under this category?"*
- *"Services and funding are under review pending MCFD restructuring."*

Areas for improvement/development regarding the structure and skills of the board of the directors:

- *"CAFCA, like most boards, would benefit from additional members with particular skill sets and community connections, but the board is sufficient in size and diversity to complete its tasks."*
- *"No improvement necessary."*
- *"Could use a lawyer."*
- *"Representatives from various ethnic and cultural backgrounds."*
- *"Young Adult mentoring for being on a board. Perhaps students from UVic."*

Further feedback:

- *"It is a pleasure to be part of the CAFCA board of directors. The work of the board is very well organized due to excellence of the executive administrative team at CAFCA. Communication at the board level is very good and there is an interesting array of skills and backgrounds represented by board members."*
- *"I appreciate being a CAFCA board member very much. I consistently receive timely and appropriate information from the management. CAFCA is a well run organization with an excellent, high caliber governance structure. It is a pleasure to be a participant in this organization."*
- *"It is difficult to determine board needs during this transitional year. Once contracts have been signed, we will have a better idea about how to focus our time and energy."*

SURVEY RESULTS FROM CAFCA MEMBERSHIP, COMMUNITY AGENCIES/ PARTNERS, CONTRACTORS AND FUNDERS: CAFCA distributed 100 questionnaires to stakeholders including its membership, community agencies, contractors and funders. Feedback was received from 40 stakeholders (40%). This is an increase of 11% from the previous year. Feedback was received as follows:

Questions (note where totals do not add up to 100% means responses to that question were left blank)	Yes	No	Don't know
I am familiar with and have regular contact with the organization.	85%	15%	
I am familiar with one specific service but not familiar with the organization as a whole.	33%	58%	
I am unfamiliar with and have little contact with the organization or knowledge of its services.	25%	60%	3%
Information about CAFCA's services and eligibility criteria are made available to the community.	73%	8%	15%
CAFCA provides services in a timely manner.	53%		45%
CAFCA services are flexible and goal oriented.	58%	3%	33%
CAFCA services are client focused.	68%		23%

CQI COMMITTEE (continued)

Questions (note where totals do not add up to 100% means responses to that question were left blank)	Yes	No	Don't know
CAFCA personnel respect confidentiality of persons served.	58%	5%	33%
CAFCA personnel are professional and respectful.	75%	3%	18%
CAFCA personnel treat clients in a sensitive and ethical manner.	60%		28%
CAFCA personnel keep me informed and involved in the case management process.	35%	15%	35%
CAFCA personnel provide quality reports and other written documentation.	35%	3%	53%
CAFCA services reflect the needs of the community served.	75%		20%
I am satisfied with the services provided by CAFCA.	68%	3%	25%
CAFCA is responsive to feedback about its services.	60%		33%
CAFCA participates in networking with its community and makes its presence known to the public.	78%		18%
Are you aware that CAFCA advocates for their clients (on their behalf) with other community organizations/agencies?	85%	8%	8%
CAFCA board of directors is broadly representative of the community it serves.	53%		43%

The following additional stakeholder feedback was received:

- *“CAFCA staff are providing leadership to peer agency groups in the community.”*
- *“Great work, the SCIT Team is awesome.” Brian, the executive director, did a great job introducing the training that SITI put on.”*
- *“I welcome the opportunities to work in partnership with this agency. I find the practitioners to be approachable and client-centered in their practice and all personnel to be approachable and inclusive of community partners.”*
- *“My relationship with staff at CAFCA has always been very professional and helpful.”*
- *“CAFCA continues to be an extraordinary organization with great depth of skill, knowledge and commitment to excellence in the work that they do for persons served. Great job everyone!!”*
- *“CAFCA provides a critical youth outreach service to the community. Again and again, we see that the youth we house are more likely to succeed and meet their independence goals if they have a CAFCA worker.”*
- *“We have often, and continue to share some employees. The feedback I receive is always positive about their organization in how they treat their employees and how they manage their user base.”*
- *“Our organization is not a direct service agency so we are unable to answer most of these questions. We know of CAFCA and know the organization is well respected in the community but do not have any day-to-day involvement around clients.”*
- *“Brian is a wonderful follow-up to David providing vision and leadership in the social services sector.”*
- *“My feedback is limited by my role and lack of direct experiences with CAFCA services. CAFCA is a valued partner in our community, contributing more to the sector than services.”*
- *“Our professional contact was very well received.”*
- *“Great work CAFCA! I have heard positive feedback about ALL of CAFCA's services and I look forward to the monthly newsletters that Sam puts together!”*
- *“CAFCA really helps support wellness of its staff and other agencies' staff – making the most of the resources it has – visionary and resourceful, great partners.”*
- *“As an oversight body, many of the questions don't pertain to our organization, but we receive and review the CAFCA Colander regularly. I meet with Brian periodically to keep informed of what is happening at a community level.”*

STATISTICS ON MINISTRY CONTRACTED PROGRAMS

Number of clients served: The table below represents data on the 320 clients served during April 1, 2009, and March 31, 2010 (9% decrease from previous year):

CAFCA Ministry Contracts	Male	Female**	Average age	Average length of service (days)	Total served
Community Living BC (4%)	73%	27%	14	1002	11
Child/Family Protection Services (26%)	26%	74%	33	201	99
Youth services (68%)	38%	62%	17	236	206
Additional contracts (1%)	75%	25%	18	181	4
TOTAL SERVED	53%	47%			320

**The disproportionate number of female clients in some programs may be attributed to files being opened under the name of a female in situations where work is with a couple.

Service satisfaction feedback from clients: At the end of service, clients are invited to participate in completing service satisfaction and client demographic questionnaires. Results allow CAFCA to understand who we are serving and determine how we can improve our services to meet the needs of our clients.

Of the 221 files that closed, 118 questionnaires were sent to clients to solicit feedback. 103 clients were not provided with a questionnaire because service was brief, clients refused service, clients were absent without leave (AWOL) and/or clients having no forwarding address.

Feedback was received from 11 (9%) clients as follows:

Clients were made aware of: <ul style="list-style-type: none"> • their rights and responsibilities • their right to confidentiality and circumstances where counsellors could release information about them without their consent • their right to refuse service; and • they could file a complaint if they had a problem concerning the service they received 	100%
Clients felt respected by CAFCA staff	100% always
Goals of working together were discussed with clients	63% always 37% mostly
CAFCA staff respected clients right to confidentiality	88% always 12% mostly

CQI COMMITTEE (continued)

CAFCA staff were easy to reach and available to meet with clients at convenient times and places	100% always
Service was provided when clients needed it	88% always 12% mostly
Clients helped plan the activities they did with CAFCA staff	63% always 25% mostly 12% not indicated
Clients felt CAFCA staff listened to them	100% always
Clients felt CAFCA staff considered their feelings and opinions	100% always
Clients felt they had the chance to voice their opinions, even when client disagreed with CAFCA staff	100% always
Clients felt CAFCA service was helpful to them	88% always 12% mostly

Additional feedback:

- *"..... was a great worker. I only wish that I had gotten a CAFCA worker sooner so that there could have been long-term results."*
- *"I really liked having a SCIT worker. She really was totally awesome."*
- *".... was awesome, thru the who eventuality, always maintaining the balance between professionalism and compassion. I hope her the best, and am thankful to her for all her help in many aspects. We will never forget her. Thanks"*
- *"I love Best CAFCA worker ever!"*
- *"I am feeling much more confident in the decisions that I choose to make for myself and kids. I am no longer letting others influence my choices. Since seeing my CAFCA worker, I have felt empowered to keep making positive changes in my life to help create a stable home."*
- *"The worker is good with helping connect me with my son, she brought him to me with much respect and not a bad thing said about me or my son the we are together. She is as good as I was told she is."*
- *"..... was helpful as well as a pleasure to work with."*
- *"I have gained maturity and independence over the 5 years that I have known my counsellor. I am more self-confident and my self-esteem has improved greatly. My counsellor taught me valuable life skills to problem solve in almost any situation. Over the 5 years my counsellor and I created a wonderful friendship and a strong bond. The trust I gained will serve me in all areas of my life. I am extremely happy and proud!"*
- *"We have a supervised access order and I find the supervisor favors the other parent who is the risk and the one paying for supervision. Very little understanding of abusive relationships and needs to place more value on my concerns – emphasis is placed on convenience and economy not safety."*

Client demographic feedback: Feedback was received from 8 (7%) of clients as follows:

	Youth	Adults
Gender	75% female 25% male	75% female 25% male
Average age	18	31
Marital Status	100% Single	75% Single 25% Married
Number of persons in household	2 persons average	3 persons average
Ethnicity	25% Metis 50% Canadian/Caucasian 25% Native/White	25% Norwegian 75% Caucasian 25% Not indicated
Languages spoken	100% English	75% English 25% Spanish
Approximate annual income	100% - \$0-\$15,000** (more than likely have no income) **(100%) report belonging to a low-income bracket, earning less than \$15,000 per annum. This is not a surprising finding and confirms that many of the persons served by CAFCA have limited economic and social resources.	50% - \$0-\$15,000*** 25% - \$15,001-\$30,000 25% - \$60,001-\$75,000 **(50%) report belonging to a low-income bracket, earning less than \$15,000 per annum. This is not a surprising finding and confirms that many of the persons served by CAFCA have limited economic and social resources.
Religion/spiritual beliefs	25% Wikken/pagen 25% Not religious 25% Christian 25% not indicated	25% Agnostic 25% None 50% not indicated

Outcomes achieved: CAFCA produces two outcomes reports each year. Copies of these reports are available upon request.

STATISTICS ON AUTISM SERVICES PROGRAM

Number of clients served: The table below represents data on the 200 contracts secured during April 1, 2009, and March 31, 2010. The tables below are a comparison of the total number of clients served in the previous year

Autism programs	2008-2009		2009-2010	
	Contracts	Represents number of clients for each contract	Contracts	Represents number of clients for each contract
Interventionist Groups	117	45	105	49
Interventionist Camps	54	37	59	48
Interventionist One-to-One	21	21	16	16
Music Therapy	4	4	8	8
Behavioural Consultant	8	8	12	12
TOTAL CONTRACTS	204		200	
NUMBER OF CLIENTS SERVED		76*		81*

* Number of clients served accessed more than one type of service (separate contract for each type of service) and of the 200 contracts, 81 clients were served

Client demographics	Male	Female	Average age	Average length of service (days)	Number of service hours**	% increase from previous year
2009-2010	81%	19%	12	105	6,576	9%
2008-2009	80%	20%	10	213	5,762	7%

** Hours of interventionist service include a transportation surcharge added when interventionists pick up and drop off clients. Hours of service for social groups and day camps are "client hours," calculated by multiplying the hours of group service by the number of participants in the group.

Service satisfaction feedback from clients: Clients are provided with service satisfaction/client demographic questionnaires upon closing. The following feedback was received:

Day camp feedback: 20 day camps (94 sessions) were offered representing 113 children registered representing 48 families. 14 (29%) clients provided the following feedback (**note** where totals do not add up to 100% means responses to that question were left blank):

CQI COMMITTEE (continued)

VS = Very Satisfied SS = Somewhat Satisfied SD = Somewhat Dissatisfied
 VD = Very Dissatisfied N/A = Not Applicable

DAY CAMP FEEDBACK FROM 20 CAMPS OFFERED (48 families)	VS	SS	SD	VS	N/A
SERVICE OUTPUTS					
Worker treated clients with respect	94%	6%			
Worker provided child the support needed to have a positive experience at camp	76%	18%			
Worker responded to communication from client in timely fashion	71%	29%			
Worker was open to feedback and suggestions	65%	25%			
Worker treated information regarding family as confidential	94%				6%
SERVICE OUTCOMES					
The camp program provided -					
• activities that child enjoyed	56%	29%	12%		
• opportunities for child to -	76%	12%	12%		
• try new things	71%	12%	12%	6%	
• develop social skills					
• feel a sense of social belonging	71%	18%	6%	6%	
• positive outcomes for child	47%	35%	6%	6%	
• positive outcomes for parents	47%	18%	12%		

KNOWLEDGE OF CLIENT RIGHTS	Yes	No	Unknown
As outlined in the "Introduction to CAFCA Booklet" clients were made aware of their -			
• rights and responsibilities as a CAFCA client	94%	0%	6%
• right to confidentiality and the types of circumstances where CAFCA would release information without their permission	100%		
• right to file a complaint if they had a problem relating to service received	88%	0%	12%

Positive outcomes for the child:	Positive outcomes for the parents:
• Confidence	• Learning to let go
• Social skills	• Pride in what child can accomplish
• Language	• Respite (x3)
• Enjoys attending camps	• Comfort to know child is progressing socially
• Good experiences making friends	• Getting child out of the house and away from computer
• Improvement in tolerating the unknown	• Satisfaction knowing that child is in good hands
• New experiences	• Became aware of new services
• Interaction with others (x2)	• Enjoyed a relaxed happy child
• Appropriate behaviour in new settings	• Child was relaxed and happy after damp days
• Very at ease	• Flexibility of staff to drop-ff/pick-up before/after camp times

CQI COMMITTEE (continued)

Positive outcomes for the child:	Positive outcomes for the parents:
• Enthusiastic to participate	• No resistance by son to go to camp
• Enjoys new activities	• Knowing child was engaged in activities/recreation
• Listening to other adults while out in the community	• Knowing child had some social contact
• Developing a relationship with adults	• Child did not complain <u>too</u> much about going
• Exposure to new activities	• Child got to be around other youth his age
• Participation in group activities	• Gave parent a much needed break
• Close supervision	• Felt respected by staff
• Introduction to kayaking and billiards, which child enjoyed	• Pride in seeing child cope away from home
• Got child out doing things	• Communication
• Enjoyed most activities	• Sunday afternoon was convenient
• Got to meet other children with ASD	
• Having opportunities parent may not be able to provide	
• Sense of accomplishment	
• Sense of more independence – not needing “mom”	
• Child was reaching out	
• More motor skills	
• Sharing personal things (poems)	
• Increased social skills	
• Enjoys certain activities	
• Notices difference between people social skills	

Feedback was received from 17 (35%) families for **camps**:

- *“As it is already known, the dissatisfaction with day camp/group comes from my son’s inability to socialize with those that are not able to socialize – “like the blind leading the blind.”*
- *“Very thrilled to find your services and that my son would go. Very appreciative of the personal pre-visit from program coordinator. Very happy with the pick-up service.”*
- *“... is generally not interested in being social and these groups help him to learn, at least, basic skills of social interaction with peers.”*
- *“... list of child first names would have helped my sons share their experiences instead of ‘that guy’ or ‘this leader’. Would have liked parents to get more info eg email ahead to outline contact staff names and cell number, proposed timetable (activities/adjusted times). Some camps better/more coordinated, but this info was inconsistent”.*
- *“Staff of camps not clear to parents, didn’t always receive names/cell #'s (or weekly schedule).”*
- *“Day camp age group: The rest of the group my son was with were all younger and lower functioning than him – he needed a group of 15 and up for the group to be successful.”*
- *“My child knows the leaders and considers them friends/teachers. He speaks of the programs in a positive way, even though he may not have totally liked the activity. The most significant change would be that he’s happily moving on to adulthood and we don’t worry about his future as much as we used to.”*
- *“CAFCA provides our family with a safe/reliable day camp, available at times that school is out. This reduces the stress and worry as to child care/care giver.”*

CQI COMMITTEE (continued)

Social group feedback:

27 social groups were offered representing 140 clients registered representing 49 families.
9 (19%) clients provided the following feedback:

VS = Very Satisfied SS = Somewhat Satisfied SD = Somewhat Dissatisfied
VD = Very Dissatisfied N/A = Not Applicable

SOCIAL GROUP FEEDBACK FROM 27 SOCIAL GROUPS OFFERED (49 families)	VS	SS	SD	VD	N/A
SERVICE OUTPUTS					
Worker treated clients with respect	41%	6%		6%	
Worker provided child the support needed to have a positive experience at camp	18%	12%		6%	
Worker responded to communication from client in timely fashion	35%	12%		6%	
Worker was open to feedback and suggestions	35%	12%		6%	
Worker treated information regarding family as confidential	41%	12%		6%	
SERVICE OUTCOMES					
The group program provided -					
• activities that child enjoyed	29%	18%		6%	
• opportunities for child to -					
• try new things	18%	24%	6%	6%	
• develop social skills	24%	18%	6%	6%	
• feel a sense of social belonging	24%	24%		6%	
• positive outcomes for child	44%	44%		12%	22%
• positive outcomes for parents	22%	44%		12%	22%

KNOWLEDGE OF CLIENT RIGHTS	Yes	No	Unknown
As outlined in the "Introduction to CAFCA Booklet" clients were made aware of their -			
• rights and responsibilities as a CAFCA client	56%	22%	22%
• right to confidentiality and the types of circumstances where CAFCA would release information without their permission	56%	22%	22%
• right to file a complaint if they had a problem relating to service received	56%	22%	22%

Positive outcomes for the child:	Positive outcomes for the parents:
• Recreation – getting out of the house	• Confident child in safe environment to learn/expand social skills
• Participating in group	• Willing to go out on his own, even if it means riding the bus
• More outgoing	• Visits more with friends
• Willing to try new things/activities in the community	• Opportunity for activities away from family
• Improved social skills with peers	• Gives my child somewhere to go where he belongs
• Chances to try new activities, although he does not always cooperate on that	• Gets him out of the house and opportunity to socialize
• Making friends	• Seems to enjoy going. It is nice not to have to “make” him go somewhere he does not want to go
• Opportunity to socialize with support	• Less repetitive conversation at home
• Meet other kids with ASD	• More ideas and strategies being discussed than before
• Participation	• Child is handling his frustration better at home
• Confidence	• Child is more interested in playing with other children now
• Exercise	
• Participates more in conversations in group	
• Chance to try new things that he may not be comfortable with doing	
• More eager to make social connections	
• Child is saying ‘hi’ to classmates more often	
• A sense of belonging and friendship	•

Feedback was received from 9 (18%) families for **social groups**:

- *“Since ... is recently diagnosed (past 9 months), group has been good at building’s self-confidence. It is probably only a small part but noticeable.”*
- *“....’s personality has opened up, found it easier to make friends and knowing what he has to do to become an independent adult.”*
- *“.... Really likes to go and looks forward to it. Likes the activities.”*
- *“Opportunity to make friends with children who are similar and have similar interests.”*
- *“... has been more willing to try new things and is making more friends at school. He is learning how to socialize more as well.”*
- *“... really enjoys hanging out with the group. He is making more friends at school now as well because his social skills are improving.”*

One-to-one feedback: 4 surveys were sent, no feedback was received

Client demographic feedback: Feedback was received from 11 (12%) parents of clients as follows:

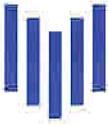
Gender	82% female	18% male
Average age	31 (of parents completing the demographic questionnaires)	
Marital Status	45% Single	55% Married
Number of persons in household	3 persons average	
Ethnicity	9% European 9% Greek	55% Canadian 9% Anglo Saxon
Languages spoken	100% English 9% Spanish	9% Greek 9% French
Approximate annual income	18% - \$0-\$15,000*** 27% - \$15,001-\$30,000 9% - \$30,001-\$45,000 27% - 45,001-\$60,000 9% - 60,001-\$75,000 9% - \$100,001+ ** (11%) report belonging to a low-income bracket, earning less than \$15,000 per annum. This is not a surprising finding and confirms that many of the persons served by CAFCA have limited economic and social resources.	
Religion/spiritual beliefs	18% Catholic 83% not indicated	9% Christian

Outcomes achieved: An outcomes report for the Autism Program is produced once a year. A copy of this report is available upon request.

Financial Statements of

**GREATER VICTORIA CHILD AND
FAMILY COUNSELLING ASSOCIATION**

Year Ended March 31, 2010



MANTELL | DICKSON | BLADES | DUSANJ

Chartered Accountants

202-4430 Chatterton Way Victoria, BC V8X 5J2

Tel: 250.220.7311 | Fax: 250.479.2124

Web: www.mdbd.ca

AUDITORS' REPORT

To: The Board of Directors of Greater Victoria Child and Family Counselling Association

We have audited the statement of financial position of Greater Victoria Child and Family Counselling Association (the "Association") as at March 31, 2010 and the statements of operations, changes in net assets and cash flows for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we 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 the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at March 31, 2010 and the results of its operations and changes in net assets and cash flows for the year then ended in accordance with Canadian generally accepted accounting principles. As required by the Society Act of British Columbia, we report that, in our opinion, these principles have been applied on a basis consistent with that of the previous year.

Mantell Dickson Blades Dusanj

Victoria, B.C.
June 7, 2010

Chartered Accountants

GREATER VICTORIA CHILD AND FAMILY COUNSELLING ASSOCIATION

STATEMENT OF FINANCIAL POSITION

MARCH 31, **2010**
\$ **2009**
\$

ASSETS

CURRENT

Cash and short-term investments	211,152	162,156
Accounts receivable	77,674	46,548
Prepaid expenses	<u>3,651</u>	<u>3,878</u>
	292,477	212,582
 PROPERTY AND EQUIPMENT <i>(Note 3)</i>	 <u>20,490</u>	 <u>24,872</u>
	 <u><u>312,967</u></u>	 <u><u>237,454</u></u>

LIABILITIES

CURRENT

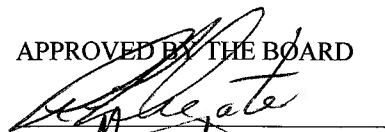
Accounts payable and accrued liabilities	79,218	82,484
Due to CAFCA Integral Solutions Society <i>(Note 4)</i>	12,991	8,767
Deferred revenue	<u>85,324</u>	<u>61,829</u>
	 <u>177,533</u>	 <u>153,080</u>

NET ASSETS

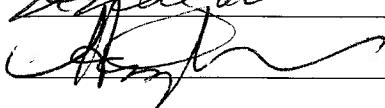
INVESTED IN PROPERTY AND EQUIPMENT	20,490	24,872
INTERNALLY RESTRICTED	-	20,000
UNRESTRICTED	<u>114,944</u>	<u>39,502</u>
	 <u>135,434</u>	 <u>84,374</u>
	 <u><u>312,967</u></u>	 <u><u>237,454</u></u>

COMMITMENT *(Note 6)*

APPROVED BY THE BOARD



Director



Director

See accompanying notes

GREATER VICTORIA CHILD AND FAMILY COUNSELLING ASSOCIATION

STATEMENT OF OPERATIONS

YEAR ENDED MARCH 31,	2010	2009
	\$	\$
REVENUES		
Province of British Columbia	1,565,382	1,562,940
Autism services	194,078	163,132
Interest	2,672	4,613
Sundry and miscellaneous	6,691	9,734
	<u>1,768,823</u>	<u>1,740,419</u>
EXPENSES		
Advertising and recruitment	2,754	12,057
Amortization	8,208	9,368
Bank charges and interest	2,482	2,346
Contract services	138	7,599
Insurance	6,170	6,047
Memberships and licenses	2,846	1,877
Occupancy costs	35,044	33,053
Office and sundry	27,518	29,032
Professional development	10,524	9,123
Professional fees	7,929	5,497
Program costs	121,913	134,827
Strategic initiatives	1,823	7,907
Telephone	6,837	8,430
TOEM expenses	4,857	3,463
Wages and benefits	1,478,720	1,469,081
	<u>1,717,763</u>	<u>1,739,707</u>
EXCESS OF REVENUES OVER EXPENSES FOR THE YEAR	<u>51,060</u>	<u>712</u>

See accompanying notes

GREATER VICTORIA CHILD AND FAMILY COUNSELLING ASSOCIATION

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED MARCH 31,

	Invested in Property and Equipment \$	Internally Restricted \$	Unrestricted \$	2010 Total \$	2009 Total \$
NET ASSETS, beginning of year	24,872	20,000	39,502	84,374	83,662
EXCESS OF REVENUES OVER EXPENSES	-	-	51,060	51,060	712
INVESTMENT IN PROPERTY AND EQUIPMENT	3,826	-	(3,826)	-	-
AMORTIZATION OF PROPERTY AND EQUIPMENT	(8,208)	-	8,208	-	-
INTERFUND TRANSFER <i>(Note 8)</i>	-	(20,000)	20,000		
NET ASSETS, end of year	20,490	-	114,944	135,434	84,374

See accompanying notes

GREATER VICTORIA CHILD AND FAMILY COUNSELLING ASSOCIATION

STATEMENT OF CASH FLOWS

YEAR ENDED MARCH 31,	2010 \$	2009 \$
OPERATING ACTIVITIES		
Excess of revenues over expenses	51,060	712
Items not involving cash:		
Amortization of property and equipment	<u>8,208</u>	<u>9,368</u>
	59,268	10,080
Cash provided by changes in non-cash operating accounts:		
(Increase) decrease in accounts receivable	(31,126)	5,524
(Increase) in prepaid expenses	227	(885)
Increase (decrease) in accounts payable	(3,266)	8,753
Increase (decrease) in deferred revenue	<u>23,495</u>	<u>(84,890)</u>
Cash (used in) provided by operating activities	<u>48,598</u>	<u>(61,418)</u>
INVESTING ACTIVITIES:		
Purchase of property and equipment	(3,826)	(6,135)
FINANCING ACTIVITIES:		
Advances (to) from related society	<u>4,224</u>	<u>(11,303)</u>
NET INCREASE (DECREASE) IN CASH AND SHORT-TERM INVESTMENTS	48,996	(78,856)
CASH AND SHORT-TERM INVESTMENTS, beginning of year	<u>162,156</u>	<u>241,012</u>
CASH AND SHORT-TERM INVESTMENTS, end of year	<u>211,152</u>	<u>162,156</u>

See accompanying notes

GREATER VICTORIA CHILD AND FAMILY COUNSELLING ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2010

1. STATEMENT OF PURPOSE

Greater Victoria Child and Family Counselling Association (CAFCA) (the "Association") is incorporated under the Society Act of British Columbia. The Association is a registered charity under paragraph 149 (1) (f) of the Income Tax Act of Canada, and as such is exempt from income taxes. The Association is a community based counselling agency that provides guidance and support to children, adolescents, parents and families.

2. ACCOUNTING POLICIES

The financial statements were prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting policies:

(a) Revenue Recognition

The Association follows the deferral method of accounting for grants and contributions received, whereby revenues are matched with expenses. Restricted contributions, if any, are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable.

Donated or discounted goods and services are recorded at their fair market value.

(b) Property and Equipment

Property and equipment are accounted for at cost. Amortization is based on their estimated useful life using the declining balance method over three years. No amortization is taken in the year of purchase.

(c) Use of Estimates

The preparation of these financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known. Actual results could differ from those estimates.

(d) Financial Instruments

The Association's financial instruments consist of cash and short-term investments, accounts receivable, accounts payable, and accrued liabilities. These financial instruments are classified as held-for-trading.

(e) Volunteer Services

Volunteers contribute many hours each year to assist CAFCA in carrying out its mandate. Because of the difficulties of determining their fair value, volunteer services are not recognized in the financial statements.

GREATER VICTORIA CHILD AND FAMILY COUNSELLING ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2010

3. PROPERTY AND EQUIPMENT

	Cost	Accumulated Amortization	2010	2009
	\$	\$	\$	\$
Computer hardware	42,843	33,198	9,645	10,839
Furniture and equipment	27,564	17,200	10,364	13,315
Leasehold improvements	8,170	7,689	481	718
	<u>78,577</u>	<u>58,087</u>	<u>20,490</u>	<u>24,872</u>

4. RELATED PARTY TRANSACTIONS

The amount due to CAFCA Integral Solutions Society (the "Society") of \$12,991 (2009 - \$8,767), has no specified terms of repayment. The Association and the Society are considered to be related parties due to common board membership.

During the year ended March 31, 2010, the Association paid expenses of \$25,776 on behalf of the Society.

5. LINE OF CREDIT

The Association has a line of credit facility with Coast Capital Savings to a maximum of \$40,000. At March 31, 2010, the balance on this facility was \$NIL (2009 - \$NIL).

6. COMMITMENT

The Association leases its premises under an agreement expiring March 31, 2012. The annual lease obligation is approximately \$25,000 including a proportionate share of operating costs.

7. FINANCIAL INSTRUMENTS

The carrying values of the financial instruments of the Association approximate their fair values due to their short-term nature.

Financial instruments that potentially subject the Association to credit risk consist principally of accounts receivable. Accounts receivable are not concentrated in any single party, and therefore the Association is not subject to any significant concentration of credit risk.

Unless otherwise noted, it is management's opinion that, under normal circumstances, the Association is not exposed to significant interest or currency risks arising from these financial instruments.

GREATER VICTORIA CHILD AND FAMILY COUNSELLING ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED MARCH 31, 2010

8. INTERFUND TRANSFER

During the year, the Board approved a transfer of \$20,000 from Internally Restricted to Unrestricted Net Assets.

9. SUBSEQUENT EVENT

Effective April 1, 2010, the Association and its employees joined the Municipal Pension Plan, a deferred benefit pension plan.

VISION, MANDATE AND MISSION

VISION

Bringing good things to life one child and one family at a time

MANDATE

- To empower families and to build family and community capacity to raise healthy children, who are valued, respected and safe.
- To assist youth in care during and after their transition to independence to be healthy, educated and successful young adults.
- To assist families with children and youth, who have mental and/or physical challenges, to thrive to the best of their abilities – in being valued, respected, safe and optimally independent.
- To support parents and families of children and youth with autism and to build on their gifts to gain friends, be successful in social interactions, succeed in school with successful behaviour and maximum academic gains and be valued and respected as members of their communities, as they work towards optimal independence.
- To support CAFCA's service providers and promote their wellness.

MISSION

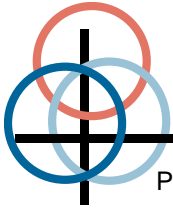
- CAFCA is committed to offering effective programs and services that support individuals and families to reach their potential.
- One child at a time, we support and facilitate positive change and promote family strength, resiliency and development.
- Our final responsibility is to the communities in 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.

CAFCA ANNUAL MEMBERSHIP APPLICATION



CAFCA

CHILD AND FAMILY
COUNSELLING ASSOCIATION

Phone: (250) 595-4423
Fax: (250) 595-7318
Email: mail@cafca.ca
Website: www.cafca.ca

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

Name: _____
Agency: _____
Address: _____ Postal Code: _____
Telephone: _____ Fax: _____
Email address: _____
Date Joined: _____

New membership entitles a member in good standing with ONE vote.

Annual Membership fees (check applicable box/es)

- Current staff member, board member or volunteer – \$5.00 fee
- Community member - \$5.00 fee
- Donation \$..... (optional) – charitable tax receipt will be issued
- Amount of cheque enclosed - \$.....

Please make cheque payable to the Child and Family Counselling Association and mail to CAFCA, #5-230 Menzies Street, Victoria, BC, V8V 2G7

I agree to support CAFCA’s mandate, mission and values and will participate in furthering the objectives of the organization.

Signature: _____ Date: _____

NOTE: Not a member unless form is signed and membership fee attached

I would like to receive CAFCA’s monthly newsletter via email to the email address indicated above:

- Yes
- No

ACCREDITED BY THE COUNCIL ON ACCREDITATION

