



encourage
possibilities

PACIFIC CENTRE FAMILY SERVICES ASSOCIATION

Annual Report June 2015

“By encouraging healthy patterns of living, Pacific Centre Family Services enhances and promotes the quality and dignity of life of individuals and families within our diverse community.”

Encourage possibilities

Introduction

Small and mighty – (CARF 2015)

Once again this past year has been of significance as we have continued our development of programs and with the building of a new Centre of Wellbeing. We maintain our commitment to excellence and high international standards.

The board, executive director, and leadership team are applauded for their efforts to lead the organization toward accreditation and for strengthening its position for future success by demonstrating a commitment to being the organization of choice and excellence in the provision of services through conformance to high standards of quality. (CARF, 2015)

The organization has a well-defined set of values, including kindness, hope, caring, compassion, dignity, respect, service excellence, optimal care, support and trust, a positive workplace, balanced work-life philosophy, cultural sensitivity and inclusivity, and accountability; all of which are evident throughout PCFSA. (CARF, 2015)

PCFSA has a long-established history and an excellent reputation in the community for responding to the needs of children, youth, families, referral sources, and other stakeholders and for providing high quality excellent services. (CARF, 2015)

We have significant milestones ahead of us as we continue to pursue our Mission and serve the community. This year we are breaking ground and in 2017 we will be opening our new Centre. 2018 will be our 50th anniversary year and in 2019 we hope to complete phase two on the property. Every year PCFSA continues to build in our quality and capacity of services as well as our infrastructure and our reputation.

Environmental Context

PCFSA serves communities across and beyond the Capital Regional District, including residents from Port Renfrew to Mill Bay, Shawnigan Lake and Port Alberni and all between. While PCFSA serves the whole of the Capital Regional District, we have a particular focus on the West Shore and Sooke communities. The Canada Census report (2011, reported February 2012) highlights the rapid growth in the communities we serve. Compared to a national average of 5.9% population growth, our communities include 30.1% for Langford, 17.9% for Sooke and 9.6% for Colwood. So it is not surprising that we continue to experience significant pressure on our community services, even though there has not been an increase in funding in our sector. The projections are that this growth trend will continue. The West Shore and Sooke regions are two areas in the Capital Regional District whose population growth continues with a forecasted 92% increase by 2026, throughout the Western Communities (Colwood, Langford, View Royal, Highlands, Metchosin and Sooke). “While the CRD would

expect to grow by 31 percent, the West Shore is projected to grow by 88 percent, as 57,000 new residents move into the area by 2038. This pattern of growth would see the West Shore increase its share of regional population from 18 percent in 2008 to 26 percent by 2038” (Urban & City, 2009). PCFSA served over 1600 individuals in the past year, which is a significant increase and reflective of this growing pressure and need in the community.

Within our community there is an increasing need for services for youth. “Youth represent 18% of the West Shore population, and if these trends continue, West Shore Youth population will be about 20,000 in 2026. Youth between the ages of 15-19 will account for 46% of the West Shore population by 2026” (Elliott Urban Planning, 2012).

Key issues facing young people in the West Shore communities include:

- A reduction in provision of services for youth in West Shore communities over the past several years;
- Limited community resources or healthy options for disadvantaged youth;
- Barriers to opportunities due to transit issues, including safety issues;
- Childhood exposure to domestic violence;
- Sexual exploitation, and associated violence, drug use and abuse;
- Substance abuse and misuse, and a higher than the provincial average prevalence of marijuana and alcohol use among youth (McCreary Centre Society, 2009);
- Unstable housing/shelter (Elliott Urban Planning, 2012).

PCFSA has continued to work with partners to best serve the needs of youth in our community.

Governance

Our Board of Directors is highly functional and we benefit from their diversity and expertise. Our community and organization are served exceptionally well by this group of generous volunteers. Our Board represents the diverse community we serve across Greater Victoria.

The commitment of the community is demonstrated through the board of directors. The board members provide effective governance for the organization and bring their wealth of experience and skill to support the executive director, the leadership, and strategic goals of the organization. This is a true mission-driven board that embraces diversity and inclusivity. (CARF, 2015).

We have recruited a couple of new Directors over the past year and expect a further two new Directors to join us in the near future. We have also been recruiting to our committees and Campaign Cabinet. We are very fortunate to be supported by exceptional community leaders.

Strategy

As with previous years we have been successful in completing our strategic goals while also being adaptive to new opportunities, maintaining high operational standards and fulfilling ambitious development plans. PCFSA continues to reinforce its position as an agency of choice for donors, partners, students, staff as well as service participants.

We continue to routinely and regularly complete reviews of key strategic components, such as, our communications and resource development plan, our IT and database systems, our diversity plan, our Occupational Health and Safety committee, our risk management plan, volunteer plan, youth engagement plan, our Business and Operations plan, succession plans and our funders’ and stakeholders’ table. We annually prepare a summary of our Strategic Plan which is available to all of the public and is on display in our reception as well as on our website.

During this past year we have prioritised governance attention on our strategy related to the property, building and all associated risk management factors.

Program and community developments

PCFSA has developed extensive community partnerships and has been a leading force in community improvement, involvement, and collaboration. (CARF, 2015)

PCFSA continues to demonstrate its commitment to community developments and collaborative activities across Greater Victoria. PCFSA continues to chair the West Shore Family Strategy Committee, and continues to work with colleagues to enhance our collaborative approach to serving families. PCFSA has been a core member of the West Shore and Sooke Child and Youth Mental Health Local Action Team and participated in the priority working groups to address significant concerns affecting our community (integration, delays in service etc). As the structure has changed PCFSA has taken on the role of Co-Chair of this Team. PCFSA has continued to participate in community networks in Sooke, particularly the Sooke Region Community Health Network and Age Friendly Committee. We continue to chair the South Island Training Initiative and have built a strong relationship with South Island Education Committee to bring workshops to our staff. We continue to attend the regional Violence Against Women In Relationships committee and CRD Family Court Youth Justice Committee.

Quality Assurance

Our fifth CARF accreditation survey in January 2015 was a wonderful success. Not only did we receive a further three year accreditation we received very positive feedback and as always some more ideas for future improvements.

The leadership and program personnel communicate a sense of pride in the organization and its operations, including the sense that the organization promotes a culture of learning and a commitment to growth and change for all involved. (CARF, 2015)

Program staff members are enthusiastic and passionate about the provision of high quality services and supports. Their passion is reflected in the respect with which services are provided and in the conscientious delivery of high quality services and supports for which the persons served are truly appreciative. (CARF, 2015)

We continue to identify quality improvements for programs through analysis of the performance of each program in our quarterly reports. We review targets for performance regularly and have identified specific action plans as a result. We have completed our transition to a new database and are compiling our first annual reports based on available aggregate data from this new system. We are preparing our Safer Families – Mens’ Counselling program for CARF survey in 2018.

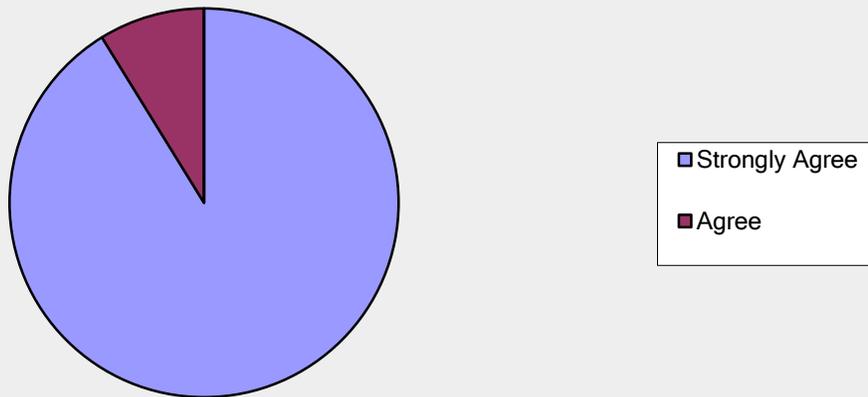
Feedback

Satisfaction surveys consistently indicate that the staff members are supportive, are nurturing, and genuinely care about the persons served. Their dedication enables the organization to maintain and enhance its positive reputation with the persons served, the Ministry, other stakeholders, and within the community. (CARF, 2015)

Across the teams in PCFSA we have continued our methodology of “Feedback Week”. This entails identifying a set period of time (1-2 weeks) where everyone who receives service is asked to participate in providing feedback. We use standard questionnaires and offer alternative ways for individuals to provide their responses. This has been a more effective way to hear from people we serve. As a result of our new methodology we were successful in receiving feedback from a total of 64 individuals: 12 from children and 52 youth/adult.

The majority of individuals felt that they were treated with respect and their counsellor was supportive.

My counsellor is/was warm and supportive.



The majority of responses indicated high levels of satisfaction with the quality and results of service. It is also recognized that some individuals are mandated to attend programming and are therefore not satisfied with their connection with PCFSA.

What was appreciated from the service was:

Listening, being heard, understanding, no judgement!

I am a better person today, I understand myself more, take care of myself now!

Being heard, validation and tools to assist with progress.

Learning new ways to handle my anxiety. I've never been able to control it before meeting with Jon in this program.

When we talk about my situation and found goals for me.

The vast knowledge that our counselor has regarding anxiety and depression was so very helpful.

What was identified frequently in response to what could be improved was more availability, options and more services.

I feel that there is not enough counselors available and the wait list is so long. When you[re] hurting and confused and finally turn for help this some times makes it seem so much worse!

What the children appreciated about the service was:

All of it ...[she] is so respectful and one of the best Counselors in the world.

She spends time time listening to me. She is very supportive and helpful.

My favorite part of the program was when we did pictures to help me explain things.

Being a part of learning to a bet[t]er life.

These comments also indicate that the children feel that they are part of the program and not passive recipients of treatment.

When asked what could be improved most of the responses were ‘nothing’ or ‘more time’. One respondent replied: *I would talk about why the person is there more often.*

Among the women’s drop in group, 97% of the 62 attendees reported that the group met their emotional needs “completely” or “mostly” and that they benefitted from the educational content “significantly” or “moderately”.

I’m not alone; helped to identify area of further growth for me around relationships and communication, how to stand up for myself

I’m a lot less depressed; a friendly reminder of roles and that we learn as children and helps me be me, remember this when it comes to my child; more knowledge; I have hope to move on to peace doing what I need to do; I’m so grateful.

We can conclude from this feedback that individuals in the majority appreciate the quality and type of service they receive. They also identify that it is creating outcomes and benefits that are significant and are valuable to them. It is again reassuring to receive positive feedback about our services and professional staff. It is also a pleasure to note that children and youth feel that they are active participants in their service and goals. It remains a major concern that there are insufficient services in the community and families are experiencing this. The feedback from individuals and families builds our case for support for our campaign and briefings to community planners.

Stakeholder consultation

PCFSA routinely finds different ways to ask for feedback from key stakeholders. In September 2015 we used a traditional questionnaire process. The number of results was low and not of major significance. However, the overall conclusion was positive about our service and values.

PCFSA also held two Open Houses for the public to learn about and give feedback on our building plans. Over 50 individuals attended these events and gave feedback on plans for the Centre as well as PCFSA’s core messages and identity.

Complaints

We have received one complaint in 2015. This was handled by the Program Manager and has been satisfactorily resolved.

We ensure that we advise all family members of the process and their rights to make complaints regarding PCFSA’s services.

Staff engagement

PCFSA has set a strategic objective to be a preferred organization and within this to be an employer of choice within our non-profit social services sector. In order to achieve this PCFSA monitors and reviews the level of satisfaction and engagement among staff, and makes plans to enhance these. Employee engagement is indicative of employees’ connection and involvement in their job, and therefore impacts on performance, satisfaction and retention. PCFSA is committed to delivering high quality services and we therefore seek high levels of staff productivity and skill. PCFSA has built a creative, responsive and robust staff engagement plan over the past few years. This is reviewed annually as part of the management retreat, review of the Business Operational Plan and in consultation with the staff team. Components include an annual staff training plan, annual staff off-site visioning workshop, activities organized by the staff social committee, seasonal gifts and recognition, health and wellness activities, team building events and engagement of staff with Board and at Board meetings.

PCFSA completed a survey of staff in 2015 to measure and compare levels of engagement among staff (the survey has been used in previous years). The response rate for this survey was 84% of front line staff, which is a success for an online survey and an improvement on previous surveys. Using the standardized measures, PCFSA had no improvement areas identified and all responses indicated areas of strength with the majority being Clear Strengths. The areas of strength have been similar and consistent throughout the years PCFSA has conducted this survey. Even though conditions have become tougher in our sector and our team has experienced more pressure on services, year on year their level of engagement with PCFSA has yet again increased.

Training and professional development

PCFSA continued to invest in clinical supervision for all counselling staff provided by an external registered clinical psychologist.

PCFSA offered and supported professional development of staff on 20 dates in the past year. Some events are attended only by one or two program staff and may address specialist content. Other dates are provided for the majority of staff to attend and include transferable knowledge and skills. We work in partnerships to offer and access most training. Over the past year we have built our partnership with South Island Education Committee and combined workshops with the South Island Training Initiative plans. This resulted in two workshops delivered locally by Nathan Ory. Occasionally PCFSA provides internal training, especially if it requires focusing on sensitive content and a high level of trust is required for personal and professional learning. For example PCFSA invested in dedicated First Nations Cultural Safety training.

We are able to compare the report from CSSEA with the turnover rates comparable for our sector and us. PCFSA continues to experience low rates of turnover, which are consistent with our high rates of staff engagement and our activities to be an employer of choice (6.9% compared to 15.1% for community social services in general).

Volunteers

PCFSA has always had a volunteer Board and has occasionally had volunteers involved in other roles, mostly committee members and in fundraising activities. However, our profile, opportunities and strategy in relation to volunteering have changed. We now have a range of variable opportunities for volunteering and are attracting local volunteers. Our capacity of volunteers and retention of volunteers is steadily increasing.

Volunteers are known to bring vitality, motivation, wisdom and ideas into agencies and can take on roles that paid staff are not able to accomplish. The approach to volunteering has matured and developed over years, and it is well established that volunteers deserve clear expectations, feedback and recognition in their roles.

We currently have about 20-25 volunteers in addition to our 8 volunteers on the Board. The profile of our volunteers is broad and diverse across dimensions of age, gender, culture, geographical locality of residence and ethnic origin. We probably now benefit from over 3000 hours of volunteer time a year from these valuable individuals. This is increasing as our Better at Home program expands.

Students/interns

PCFSA has always had a great reputation for offering placements of excellence for students in the field. We now have a unique opportunity for dedicated interns to support our Affordable Counselling program. We are also developing a student strategy for all of our programs to ensure high standards of learning for the students as well as service of excellence. Through the past year we have supported over 15 students in their learning and professional development.

Health and Safety

PCFSA meets high standards to ensure optimal working conditions and promote health and safety in all aspects of our work. PCFSA adheres to CARF standards, requirements of the Collective Agreement as well as BC legislation.

PCFSA has an OHS committee, comprising staff and management that meets monthly. We have an annual plan of drills and inspections that are completed and recorded. In addition, items that arise during the year are addressed as needed. Where items are raised by staff members these are collated by the committee and responded to. As tenants in multiple locations we also attend OHS committee meetings for each building to address common concerns and best practices.

Through the year we attended over a dozen OHS committee meetings. All required drills were completed and recorded. External inspections were completed at all locations and regular safety inspections were completed using standard internal forms.

We will be working more closely with the School District to coordinate OHS matters for the day care now that we have moved that program into the Belmont High School Neighbourhood Learning Centre.

Critical Incidents

One injury led to an admission to a walk in clinic for one staff member this year. Stitches were required.

Finance

PCFSA's finances are audited professionally and independently on an annual basis. Financial Statements are published and made available to the public and stakeholders.

Return on investment

Social Return on Investment is an understood and legitimate methodology for determining and demonstrating the financial benefits of social programs in communities (Olsen and Nicholls, 2005). As a result of calculating the cost of inputs with the monetary value of the returns, immediate and in the long term, it is demonstrated that community social support programs create a return on the initial investment that is beyond that value. For example, a range of case studies illustrated a range of 3 - 7.38 times investment (The SROI Network, 2014). One program reported their conclusion was that for every unit invested they would project a range of 2.1-10.7 times investment for the individuals they served (The SROI Network, 2014).

Community-based interventions for youth with mental health concerns result in less expense for families and community compared to youth in the system, for example, "32% lower for emergency room, 74% lower for inpatient psychiatry" (Grimes, Schulz, Cohen, Mullin, Lehar and Tien, 2011).

The West Shore RCMP has responded to an increase of 50% in mental health based incidents in the past three years. It is no coincidence that in 2010 the community based health service of the Urgent Short Term Assessment and Treatment program (USTAT) closed its doors and terminated service. This service was based in the West Shore community dedicated to responding to adults with mental health issues. PCFSA served 100 individuals each year with a local, low barrier service. The health authority now expects these individuals to access services in downtown Victoria. For adults with mental health issues there are numerous barriers to being able to successfully achieve this. Yet they remain in the community and as a result it is simply a different authority that has to deal with the consequences. Similarly, if the COPE program funding from Colwood was terminated or reduced the service would be limited in its capacity to support locally marginalised youth. The results would be an increase in public incidents of disturbance, such as violence, alcohol consumption, crime and graffiti, causing an increase in costs to municipal services including West Shore RCMP, Public Works, By Laws officers and the fire department.

In the long term, the investment in community social services produces a community that flourishes and is filled with healthy, contributing individuals. As reported by the National Crime Prevention Centre (An introduction to economic analysis in crime prevention: the why, how and so what, McIntosh and Li, 20125) “In addition to the savings associated with crime prevention/reduction due to such programs (e.g., lower costs to the criminal justice system, victims and society through reduced crime), there are also benefits in a variety of other areas, for example: reductions in welfare assistance, decreased need for special education, and increases in income tax revenue from the higher wages of participants (due to improved educational attainment) and so on (Homel, Freiberg, Lamb, Leech, Carr, Hampshire, Hay, Elias, Manning, Teague, & Batchelor, 2006). Early intervention with high-risk youth can not only divert them away from a life of crime, but steer them toward legitimate opportunities and careers (Welsh & Farrington, 2000).”

Diversity – inclusivity – trauma-informed practice – decolonization

PCFSA is committed to highest standards of promoting diversity and inclusivity. We have a detailed plan and position statement that is reviewed every year. We build each year on our commitment and are leaders in the community promoting these values.

Recent indicators of our commitment to diversity:

- Staff members have concentrated on training, awareness and reflection on inclusivity across PCFSA through the past year. We have held two sessions of learning related to First Nations history and culture. We have supported staff to complete dedicated First Nations training. We have expert input on transgender learning.
- We acknowledge traditional territories at the beginning of our meetings and remind ourselves of how we take responsibility for de-colonization in all of our activities.
- Students have contributed from and to their own learning by sharing with us specific insights and completing tasks to inform our evaluation of our successful planning towards accessibility and inclusivity.
- Recording of self-identified ethnicity across all programs is reported in annual reports. We have concentrated on ensuring this is captured in our new database.
- Case supervision and discussions include reference to individualized planning.
- Access to PCFSA programs has been increased through creative programming.
- All PCFSA programs are located in multi-agency facilities designed for purpose.
- Reviews of feedback are completed annually.
- Inclusion of diversity is incorporated as a dimension of assessment in recruitment processes.
- Inclusivity is included as a standard agenda item at internal meetings, and external meetings where appropriate.
- Diversity is included as a mandatory dimension in case file audit template.
- We reviewed our logo and updated communications/branding products from a Trauma Informed and inclusive perspective.
- We keep First Nations information posted through our offices.
- First Nations culture and language programming in PCFSA’s day care program.

Our future plans include:

- Review of the Truth and Reconciliation Commission Calls to Action and identify what PCFSA can do in response.
- More in depth First Nations training.
- Commitment to ongoing support for Trauma Informed Practice.
- Creating a collaborative project for First Nations youth to be mentored to create pieces of art for PCFSA’s new Centre for Wellness.
- Create bi-lingual signs for PCFSA’s new Centre.

- Working towards traditional territory land acknowledgement signs and welcome signs in appropriate First Nations language at all Centres where PCFSA operates.

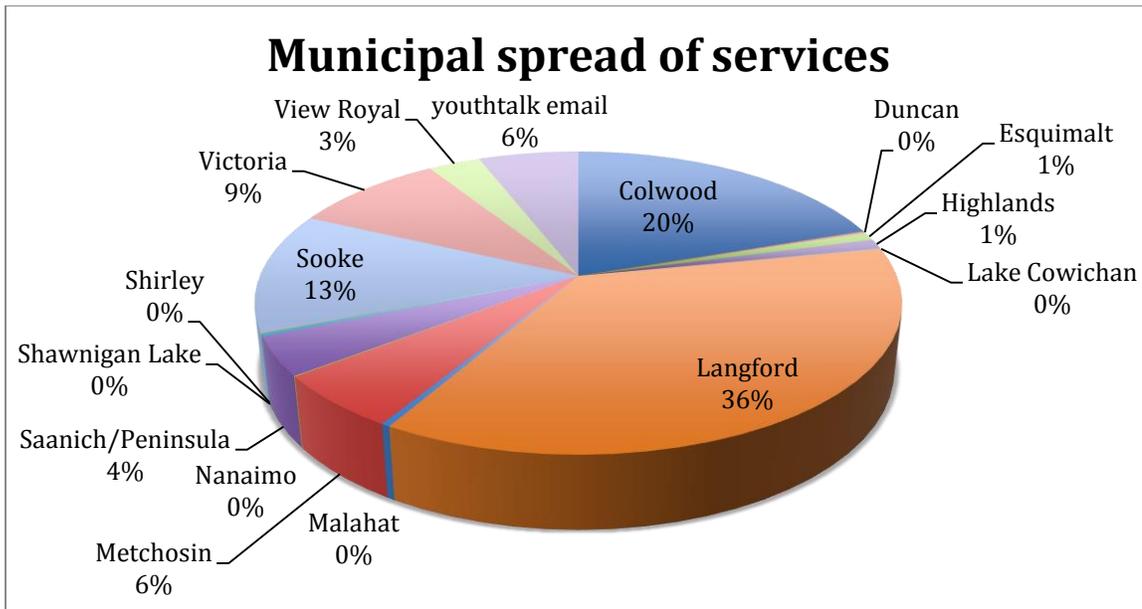
Program Highlights

Annual reports are prepared for all programs and are available to all stakeholders. They are reviewed by the Program Committee in detail and a summary submitted to the Board along with this annual report of highlights. In this report we will present a summary across our programs. The trend of increasing need and complexity continues and has resulted in increased pressure on our programs and delays between referral and allocation of counsellor. As a response we have implemented some new models of working to be able to reduce this. We have also continued to independently fund a full time intake worker and we continue to collaborate and triage with partner organizations and services.

The majority of our services are free, with the affordable counselling and men’s safer families counselling being fee-based enterprises. Our Skookum youth bistro service is also based on building a sustainable enterprise. The funding sources and support for each program is different and those details are available in our financial statements. While many of our programs target West Shore and Sooke communities (our locations are based in West Shore and Sooke) we serve families and individuals across Greater Victoria.

PCFSA served a total of 1616 individuals with direct service. In addition however we also responded to 30-100 inquiries for service and information each week (that is 1560 to 5200 annually).

| Municipality | Total |
|---------------------|--------------|
| Colwood | 320 |
| Duncan | 3 |
| Esquimalt | 14 |
| Highlands | 17 |
| Lake Cowichan | 1 |
| Langford | 588 |
| Malahat | 6 |
| Metchosin | 94 |
| Nanaimo | 1 |
| Saanich/Peninsula | 67 |
| Shawnigan Lake | 4 |
| Shirley | 1 |
| Sooke | 208 |
| Victoria | 146 |
| View Royal | 50 |
| youthtalk email | 96 |
| Total | 1616 |



The impact of our services is far broader than individuals served as the benefits impact families and communities across our region. Highlights of these programs and outcomes will be presented by program, below. More details are available to the public and stakeholders on request and throughout the year.

Community Outreach Prevention and Education (COPE)

PCFSA’s COPE program is funded by West Shore municipalities (in particular Langford and Colwood) and has the following three overall aims:

1. To provide individual and group counselling to youth, who are living in the West Shore, and their families.
2. To offer outreach services to youth in the community.
3. To refer youth to other services, as appropriate to their needs.

Through the COPE program, PCFSA served 98 youth this 12-month period, through individual and/or group programming. The COPE Youth and Family Counsellors (YFC’s) are responsible for individual case management, group work programming and community engagement activities. The youth are experiencing different issues and have individual plans designed to address their needs. The average length of time youth are engaged in this service is approximately 3-6 months. We continually assess and respond to common trends identified by the youth, delivering creative group programming based on need and feedback from the youth themselves.

PCFSA builds community capacity to respond to emerging needs for youth in West Shore community. For example, this has included working in the new High Schools, with the West Shore/Sooke Child and Youth Mental Health Local Action Team and Belmont Wellness Centre. We are able to advocate on behalf of youth in our community with legitimacy and authority as we work with the youth and directly know their issues and the local trends.

“By collaborating to build developmental assets among all students, caregivers, schools and communities will not only attenuate high-risk behaviours, but will also nurture a generation of competent, caring and resilient young people” (Edwards, et al., 2007, p, 37).

Youthtalk

The Youthtalk email counselling program continues to grow and remains a popular service. In addition to the youth we served face to face, we responded to 373 emails from 96 individual youth, during this 12 month period. On average, 3-6 emails are exchanged with each individual youth using this service, with some engaging in many more exchanges with contact sometimes continuing for several months. Sixteen youth have been accessing the service regularly for over a year, with some having more than 25 exchanges.

Although many youth do not identify where they reside, there has been a trend in more youth identifying as being from local communities. Of the individuals served through this service, at least 12 were referred for face to face counselling at PCFSA.

Groups

Our YST, in collaboration with our Crime Reduction and Education (CRED) program, offered drop in boys' and girls' groups for youth who are attending Westshore Learning Centre. Both groups focussed on crime reduction and exploitation prevention, including empathy, emotion management, identity, and forward thinking and the impact of choices. Eleven boys regularly attend the boys group, with between 8-10 girls attending the girls group.

Parenting Support

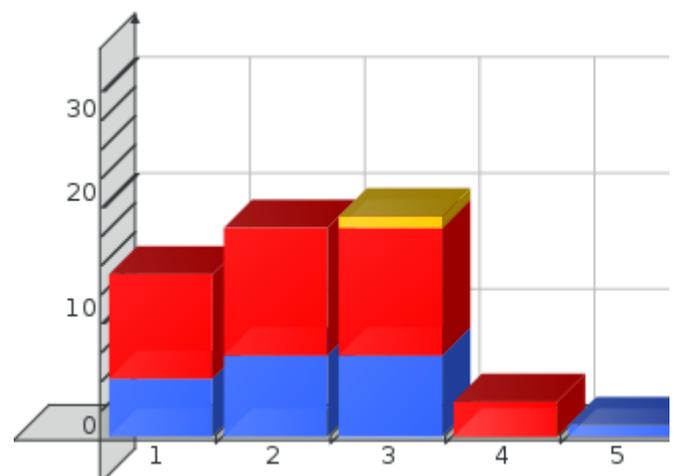
During this reporting period, we have continued our family model of parenting support. Parent or other caregiver support is an integral component of the work with youth, as it provides caregivers with the support and resources to support the youth, which provides better outcomes all around. Through our new database, we expect to be able to better record and report on the number of parents who have received parenting support through the Youth Services Program.

Sexual Abuse Intervention Program (SAIP)

The Sexual Abuse Intervention Program (SAIP) at PCFSA is a community-based program providing specialized assessment and treatment services to children and adolescents up to age 19, including those with global disabilities, who have been sexually abused, and to children under 12 with sexual behaviour problems. There was a total of 93 children/youth who participated in the SAIP program during the 2015-16 reporting period, 56 assigned for service and 37 participants in the intake / screening program. Of the 56 new referrals during the 2015-16 reporting period, 5 identified as Aboriginal. Personal cultural information is used in individual case planning.

SAIP Program Referrals

| # | Team / Region | Fem ale | Ma le | Transge nder | Oth er | No Gend er | Tot al |
|---|-------------------|------------|----------|-----------------|-----------|------------------|-----------|
| 1 | Colwood | 9 | 5 | 0 | 0 | 0 | 14 |
| 2 | Langford | 11 | 7 | 0 | 0 | 0 | 18 |
| 3 | Sooke | 11 | 7 | 0 | 0 | 1 | 19 |
| 4 | Victoria | 3 | 0 | 0 | 0 | 0 | 3 |
| 5 | View Royal | 0 | 1 | 0 | 0 | 0 | 1 |
| 6 | Saanich/Peninsula | 1 | 0 | 0 | 0 | 0 | 1 |
| | Total | 35 | 20 | 0 | 0 | 1 | 56 |



Child and Youth Clinical Counselling

In July 2014 PCFSA began offering fee for service child therapy (funded by individual Crime Victim Assistance claims, Extended Health programs, or similar). These services provide therapy to children and youth who have experienced other types of trauma that are not in the current SAIP mandate. Three intakes were completed during this reporting period and 5 participants were discharged from the program, 2 were referred to other services, 2 partially met their goals and one participant completed their goals.

Skookum

The mission of Skookum is to provide a safe and supportive environment that creates opportunities for youth to gain employment experience and life skills while contributing to the development of a sustainable, food secure community. The goals for Skookum are socially focused in providing youth (aged 16 to 22) with an inclusive, healthy and safe environment to gain employment and life skills as well as on-the-job training, mentorship and support. Through the youth's participation in the café, Skookum seeks to provide opportunities for experiential learning that empower, foster confidence and build self-esteem while educating the youth about food security, production and distribution. This is an exciting new social enterprise for PCFSA.

Our sales and catering orders continue to increase as awareness of the program and Café continues to grow. Aside from our regular contract caterings, we have provided catering for the Ministry of Social Development, SD62 (Aboriginal Education Department), the Vancouver Island Social Innovation Zone, the KEYS open house, the United Way sponsored Youth Council Day, the HYPE conference, Help Fill a Dream AGM, Worklink's Anniversary Party, the Sexual Exploitation/Human Trafficking Symposium, a wedding, a birthday party and Vancity (Victoria branches) AGM. We review the financial performance on a monthly basis and we monitor the demand for service regularly

We offer intakes to cohorts of referred youth three times a year in order to effectively plan their training, support and shifts. This reporting period, we had 34 youth referred to the program with 32 actually participating. Of those 32 youth, 28 successfully graduated from the program. Six youth found employment shortly after graduating, while 4 more youth stayed on to volunteer at Skookum Food and Coffee. We have delivered over 30 training sessions, resulting in approximately 100 training service moments.

We were a finalist in the Social Enterprise Catalyst event (seCatalyst), which took place in June 2015. SeCatalyst is Vancouver Island's signature series of events for social innovation and social enterprise. The purpose of seCatalyst is to support, showcase and inspire social enterprise, and to grow a strong local sector. It was an honor to be chosen as one of the 3 finalists. In 2016, Skookum Food and Coffee was the recipient of the "best place for coffee in the West Shore" award from the Westshore Chamber of Commerce.

Regional Youth Gang Prevention Program - Crime Reduction and Education Program (CRED)

During this reporting period, the CRED program has engaged 40 youth (27 males and 13 females) aged 14-21 who were actively engaged in gangs, exhibiting gang-related behaviour or demonstrating risk of gang-involvement or exploitation.

The youth who were served by the program were distributed throughout the capital region as highlighted below.

of Individuals by Municipality Percentage

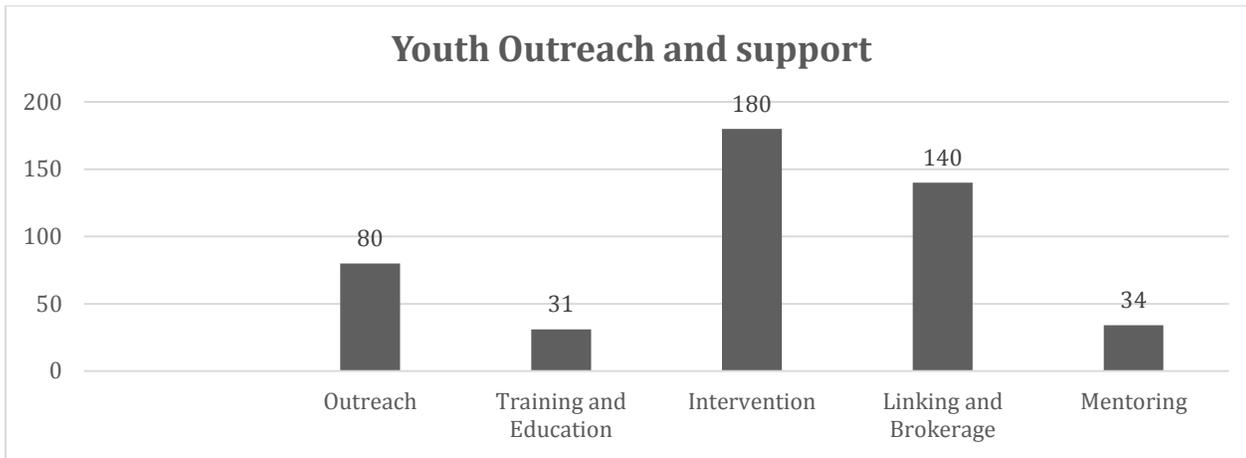
| | |
|------------------|-------|
| <i>Colwood</i> | 25 % |
| <i>Langford</i> | 24 % |
| <i>Victoria</i> | 20 % |
| <i>Saanich</i> | 13 % |
| <i>Metchosin</i> | 10 % |
| <i>Esquimalt</i> | 8% |
| <i>Total</i> | 100 % |

In collaboration with PCFSA's Youth Services Program, the CRED program offered boys' and girls' groups for youth who are attending Westshore Learning Centre. The groups provide space for youth who are at risk for gang related behaviour and/or sexual exploitation to come together, learn and talk about a range of issues related to risk and safety, and engage in pro-social activities. Both groups focussed on crime reduction and exploitation prevention, including empathy, emotion management, identity, and forward thinking and the impact of choices. Eleven boys regularly attend the boys group, with between 8-10 girls attending the girls group. Facilitators regularly support group participants to take on leadership roles in upcoming sessions.

West Shore Community Prevention and Youth Services

This MCFD funded contract addresses the continuum of needs in the community from early years through youth to young parenthood. PCFSA's Youth Services are designed to provide a continuum of early intervention and prevention services, with individual, family and community outreach models. Services are provided on a universal basis to the public within the community in the West Shore with priority being determined according to assessed need. Our community based youth services are intended to promote healthy development, increase resilience and family harmony, reduce high risk behaviours and maintain youth's connections with their community.

Through this MCFD contract, PCFSA served a total of 151 youth and their families, during this 12-month period, with individual and/or group programming. Additional youth received support through telephone contact, texting, and email counselling, as indicated in the chart below. This almost doubled the 80 youth that received services through this contract the previous 12-month period. This is in part due to adding more group programming and increased efficiency among the counselling staff in capping the number of sessions each youth and family member receives and spreading out counselling appointments, to accommodate more youth being served at any given time. Ninety-two of those youth receiving face-to-face service were new referrals to the agency and 68 were discharged from the program.



Sooke Family Resource Society is sub-contracted to deliver the early years programs within this contract. They served 3,840 participants in total in this period.

REACH daycare

The vision of the REACH program is to assist young parents, particularly young mothers, to personally develop and to complete their education by providing support and day care for babies and toddlers aged 0 to 36 months. MCFD subsidizes the program and the contract requires that 9 of the 12 places be allocated to children of young, vulnerable parents while 3 places may be allocated to community parents.

The objectives of the REACH program are:

- To provide quality, inclusive childcare for infants and toddlers.
- To provide resources and information about parenting and life skills development.
- To provide advocacy to parents working within a variety of systems.
- To encourage parents to pursue healthy lifestyles by making healthy choices.
- To offer opportunities for parents to connect with other parents and form supportive relationships.
- To assist parents with parenting through modeling and mentoring.

Twenty-three individual children received REACH services during the 2015-16 reporting period. Fourteen in the infant/toddler age group and nine in the 3-5 year age group.

| <u>Years</u> | <u>0 - 0.99</u> | <u>1 - 1.99</u> | <u>2 - 2.99</u> | <u>3 - 3.99</u> | <u>4 - 4.99</u> | <u>5 - 5.99</u> | <u>Totals</u> |
|--------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|---------------|
| Female | 1 | 3 | 2 | 4 | 0 | 1 | 11 |
| Male | 1 | 5 | 1 | 3 | 0 | 1 | 11 |
| Transgender | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| No Gender | 1 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total | 3 | 8 | 3 | 7 | 0 | 2 | 23 |

The infant/toddler centre was operating at, or close to, maximum capacity throughout the reporting period and the new 3-5 year old centre has had an enrolment of 7-8 children during its first 3 months.

During the 2014-15 reporting period (similarly to 2013-14) a total of 15 children were enrolled in the program for some part of the year and enrolment was at almost maximum capacity.

Five of the children were identified as aboriginal, 4 males and 1 female, one of the males was also identified as an aboriginal child in care. Seventy-eight percent of the children were from a Municipality in West Shore and Sooke Region communities (Colwood, Langford, Metchosin, Sooke), with a small number of participants residing in Esquimalt, Victoria and Oak Bay. The program has been enhanced this year with additional and expert resources, such as First Nations language and culture and art.

The program is much appreciated by the parents – for example:

- "My child never used to talk about daycare and now all she can do is talk about all the great adventures they've gone on."
- "My child didn't use to want to go to daycare and now he can't wait to get here - it's all he can talk about."

Stopping the violence against women

A February 2014 Blog by the Canadian Centre for Policy Alternatives notes: "Government surveys suggest that 1.8 million Canadians have experienced spousal or sexual violence in the past 5 years alone. Intimate partner violence accounts for an estimated 25% of all police-reported violent crime in Canada. These rates of violence have remained virtually unchanged for the past decade." This Blog also maintains that: "Sexual and domestic violence costs the Canadian economy an estimated \$334 per capita annually." On average, every 6 days a woman in Canada is killed by her intimate partner. It is in this context that our STV program operates with limited resources and with ongoing high demands for service.

Ninety-seven women were engaged in one or more stages of referral, intake, service delivery and closure during this reporting period. Almost one third of the women were referred by a social worker and slightly less were self-referred. About one sixth of the women were referred from another PCFSA program and the remainder from a wide variety of referral sources. The age of women referred by each referral source ranged from 28 years to 64 years.

One hundred and fifty-eight of the participants were identified as having English as a first language, and one each of four participants identified Spanish, Swahili, French and Filipino as their first language. Five of the participants identified themselves as aboriginal. Residential locations of program attendees were similar in distribution to previous annual reporting periods. Forty-nine participants were from Langford, twenty-four from Colwood, thirty-seven from Victoria and twelve from Saanich.

Women's Collaborative Drop-In Group

In collaboration with our Safer Families Program, the STV program offers a weekly drop in group to provide support, education, and resource development for women throughout the Capital Regional District. This group is immediately accessible to women, while they are awaiting individual counselling.

During this reporting period 38 women utilized the drop-in group services. They were from municipalities throughout the CRD, including, Victoria, Sooke, Shawnigan Lake and Esquimalt as well as Langford and Colwood.

Safer Families – Prevention program

The Safer Families/Family Violence Prevention Program delivers service across the CRD (and beyond depending on contracts) with adult men (aged 19 years and above), outside of the criminal justice system, to address their violent behaviours within intimate relationships. To enhance our assessments and increase safety we also provide services for female partners. This is one of our few programs where fees may apply.

During this reporting period fifty-four individuals received between one and 11 sessions of service from the men’s counsellor. As indicated below, 25 individuals were provided with assessment services, either a partner assessment or an initial assessment, and 44 individuals received ongoing intervention services. Case review and consultation services were also received by two individuals.

Individuals Receiving Service from the FVP – SF Program

| | Assessment (A) | Case Review (R) | Consultation (C) | Intervention (I) | Total |
|--------|-------------------|--------------------|---------------------|---------------------|-------|
| Totals | 29 | 1 | 1 | 44 | 75 |

Men attending counselling for family violence need to feel that they are not going to be judged and that they can be given respectful unbiased feedback regarding the choices they are making. Furthermore, counselling services encourages the men to develop the ability to reflect on the situations they find themselves in as well as their responses to these situations, developing healthy coping skills is often a part of developing a more reflective stance. Ninety-one percent of respondents agreed or strongly agreed that they were making better choices as a result of their participation in a PCFSA program.

Feedback from the November Survey week included the following comments:

“Feeling like I can talk to someone who doesn’t judge me and that can give me feedback that is unbiased.”

“Learning more about myself mentally and to understand and cope with my feelings.”

This program is truly a regional service and is unique in its model of holding men accountable and engaging the whole family safely and with care.

Safer Families – Empowerment program

The Safer Families – Empowerment Program is offered by Pacific Centre Family Services with funding from the United Way of Greater Victoria. The mandate of this program is to serve parents and their children who have experienced high conflict and are working to create a safer and more positive family. Parents who are separated will be supported to maximize safety and gain strength as transition occurs. Family groups sharing a home will be supported to learn ways to function together safely.

Coordinated services are provided during the same time frame to participating family members. Psycho-education regarding power and control in relationships, and the impact of abuse on partner and children is provided. Parents

and children may work individually, in parent-child dyads and in family groups with their counsellors in the following areas:

- ✚ Increasing positive attachment
- ✚ Becoming aware of and regulating emotions
- ✚ Transforming to the parenting style they want
- ✚ Increasing supports

Ultimately the goals are to increase safety and wellbeing for families and children affected by domestic violence.

Thirty-five individuals were referred to the Safer Families Empowerment Program during this reporting period, thirty of whom were West Shore residents living in either Colwood or Langford.

SF Program Referrals

| # | Team / Region | Female | Male | Transgender | Other | No Gender | Total |
|---|-------------------|--------|------|-------------|-------|-----------|-------|
| 1 | Colwood | 5 | 8 | 0 | 0 | 1 | 14 |
| 2 | Langford | 10 | 8 | 0 | 0 | 0 | 18 |
| 3 | Saanich/Peninsula | 0 | 2 | 0 | 0 | 0 | 2 |
| 4 | Sooke | 0 | 1 | 0 | 0 | 0 | 1 |
| | | 15 | 19 | 0 | 0 | 1 | 35 |

During the past year there have been many more persons referred to the program than it would have been possible to provide service for. Consequently, parents were asked to participate in two screening interviews in order to ensure that they understood the intent and mandate of the program and to allow for an honest discussion with the Safer Families counsellors regarding their families’ readiness for participation in the program.

Substance Use (fka AOD)

The SU program’s goal is to improve the health and functioning of individuals affected by substance use in the community, thereby enhancing well-being and public health and reducing the impact on the health service. Commonly used terms such as “addiction” or “substance use problems” are actually multi-dimensional, comprised of substance use (frequency, quantity and variability), substance abuse (essentially negative consequences of use), and substance dependence (Hasin et al., 2006; Rehm, 2008). It is also understood that heavy substance use, abuse and/or dependence frequently co-occur with mental health problems, physical illness and a range of psychosocial needs.

The SU program served 221 individuals during this 12-month reporting period. Of those individuals served, 160 were new to the agency and 7 were for our Seeking Safety Group. The average length of time that individuals spent in the program is 12 weeks, with the actual number of session ranging from 1 to 26. Approximately 70% of individuals received a maximum of 12 sessions to date, with 30% requiring more sessions for stabilization of more complex situations.

As expected, Sooke and West Shore communities continue to dominate the distribution by municipality, reflecting the high level of need across these communities. The population in these areas continues to experience high growth and limited resources. Some other individuals chose to access PCFSA community based services for other personal reasons.

of Individuals by Municipality**Percentage**

| | |
|--------------------------|-------|
| <i>Langford</i> | 33 % |
| <i>Sooke</i> | 29 % |
| <i>Colwood</i> | 20 % |
| <i>Victoria</i> | 7 % |
| <i>View Royal</i> | 5 % |
| <i>Metchosin</i> | 3 % |
| <i>Saanich/Peninsula</i> | 1 % |
| <i>Shirley</i> | 1 % |
| <i>Highlands</i> | 1 % |
| <i>Total</i> | 100 % |

Groups

The SU program offered another Seeking Safety groups during this 12 month reporting period in the Westshore. The response has continued to be positive, with 10 participants being referred and 7 completing the program. The group was adapted from Lisa Najavits (2001), addressing substance abuse and trauma concurrently. The SU program works collaboratively with other PCFSA's internship program to provide co-facilitation of the group.

Community Counselling

This 12-month period, the Community Counselling Program provided an internship opportunity for 14 Master's level graduate students and provided counselling service to 410 individuals. During this reporting period, we have noted high numbers in the complexity of presenting issues, including moderate to high mental health concerns, including severe depression, anxiety, dissociative disorders, and psychosis. Approximately 60% of individuals served through the program have reported historical trauma, including sexual, physical and emotional abuse. About 20% have reported symptoms related to Post Traumatic Stress Disorder (PTSD), such as hyperarousal, intense feelings of guilt or shame and self-destructive behaviours. As there is still no dedicated community based mental health resource in the West Shore, it has been noted that PCFSA's Community Counselling Program receives many referrals from individuals with significant mental health needs. These individuals often require intensive intervention that requires longer support. This is reinforced in the RCMP statistics, which reveal a 50% increase in incidents they respond to having a Mental Health issue.

Better at home

The intent of the program is to support seniors to remain in their homes through offering support in the form of friendly visits, and transportation to appointments, offered by volunteers, as well as subsidies for professional services such as light housekeeping and yard maintenance.

| Service | Requested Number of Unique Seniors Accessing Service |
|----------------------------|--|
| Friendly Visiting | 40 |
| Transport to Appointments | 23 |
| Group Activities - Socials | 28 |
| Grocery Shopping | 4 |
| | 1 |
| Light Housekeeping | 9 |

TOTAL: 105

During this 12-month reporting period there were 105 unique individuals registered for service with West Shore Better at Home and 22 unique individuals registered for service with Metchosin Better at Home. On the West Shore there were 9 seniors receiving light housekeeping, 5 receiving support with grocery shopping, 28 participating in group social activities, 23 receiving transport to appointments and 40 receiving friendly visits or group social interaction.

Quality improvement planning

All program reports include quality improvement plans. In addition we prepare a regular review of our table of performance indicators. We create an annual quality improvement plan in our business operational plan.

- ✚ General themes that emerge across programs in plans for improvement are:
Effectiveness: maintain commitment to high quality standards, ‘PCFSA has a long-established history and an excellent reputation in the community for responding to the needs of children, youth, families, referral sources, and other stakeholders and for providing high quality excellent services’ (CARF, 2015).
- ✚ Access: continue to collaborate and triage demands for service, plans to build the new Centre for Wellbeing, implement model of brief intervention to reduce delays for service.
- ✚ Efficiency: maintain intake position, implement brief intervention model, improve database.
- ✚ Satisfaction: repeat ‘Feedback Week’ model as well as building ‘culture of feedback’.

Property – Centre for Wellbeing

MLA Maurine Karagianis introduced PCFSA’s significant plans to the BC Legislature and took the opportunity to describe our project. “The Centre for Well-Being will provide 15,000 square feet of program space right next to the West Shore Child, Youth and Family Centre on Wale Road.

This new initiative is a project of the Pacific Centre Family Services Association, PCFSA, which has been serving families and individuals with education, counselling and a range of services since 1968. Association executive director Mitzi Dean and her amazing team are dedicated to creating a wellness hub that is a therapeutic environment.

With the growth on the West Shore, the new centre will help meet the demand for services including child and family counselling. “

Over the past year we have made substantial progress in the building project. We have held two Open House sessions for public education and feedback. We have also held 4 staff consultation sessions on the design and progress of the building. We held a private First Nations Blessing in March 2016 and a major Groundbreaking Ceremony in May 2016. This ceremony included First Nations Drumming and honouring from a First Nations Elder.

Steered by the Property Committee and PCFSA's Property Development Consultant the timetable of the building project has continued at a fast pace. We have been working with the architects and City of Colwood to address all necessary design and permit procedures. We have secured the necessary financing and sale agreement of the parking to the Dental Group. We have processed the tendering process for the appointment of the General Contractor and will soon be awarding this. The initial earthworks were completed by April 2016 and construction will start by the middle of 2016.

Strategic Objectives – the year ahead

Over the next year we have significant plans for the move of staff and programs into our new building. PCFSA will keep services at the West Shore Child, Youth and Family Centre as the collaborative model is best service for children and families. We will also be inviting other organisations to offer similar services in our new Centre for Wellbeing. We will transition our programs and administration to the new building in 2017. We will continue our collaborative work to develop the rest of the land to benefit the community. We will continue to try to find ways to raise funds to maintain the capacity of our services, including the dedicated Intake Worker. Over the next year we will also be planning for 2018, which is PCFSA's 50th anniversary year.

Friends and support

Thanks to our supportive funders:

- * Ministry for Children and Family Development
- * Island Health Authority
- * Ministry of Justice
- * United Way of Greater Victoria
- * United Way of Lower Mainland
- * The City of Langford
- * The City of Colwood
- * The District of Highlands
- * The District of Metchosin
- * Victoria Foundation
- * The Children's Health Foundation of Vancouver Island
- * The Brick
- * The Victoria Foundation
- * Island Savings Credit Union
- * Vancity
- * Coast Capital Savings Credit Union
- * Decoda
- * The CRD Family Court Youth Justice Committee
- * Jeff Simpson and Kaizen CRE solutions
- * Success by Six
- * Dupuis and Langen
- * Coastal Offices
- * Holiday Inn Express
- * Each and every individual donor, volunteer and member of PCFSA

Respectfully submitted,

Mitzi Dean

Executive Director, June 2016