

HULITAN FAMILY AND COMMUNITY SERVICES OUTCOMES MANAGEMENT REPORT 2015/16



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Acknowledgement: Hulitan Family and Community Services Society would like to acknowledge the traditional territories of the Coast Salish. Specifically, the Esquimalt Nation and Songhees Nation where our office is located. In addition, Hulitan would like to acknowledge the other seven Nations and communities within Southern Vancouver Island whom we work with and provide services to.

Our Cultural Perspective: Hulitan is committed to providing culturally relevant and aware programming and services to the Aboriginal community. We are aware that the urban communities are comprised of many different Nations; therefore, we respect and value the traditional teachings of all Aboriginal people.

Introduction: This Outcomes Management Report is based on data collected by Hulitan Family and Community Services Society and covers the period of April 1, 2015 to March 31, 2016. The purpose of the data collection is to provide the organization with information to aid in creating the most culturally respectful, effective, efficient and satisfactory services to the families we serve. Annually, the management team meets to review and analyze the data in order to develop plans and targets for the upcoming year. A copy of the report is provided to the Board of Directors, staff and funders and is available on the website for review by community members, families, and other interested parties.

Humility

Be good to all living things, because each has a unique spirit within. Each of us carry special gifts that will help us live good lives. Know that each of us can make mistakes, and that each of us can learn from mistakes. Each of us can laugh to feel good about life with out hurting others.

Message from the Executive Director

I would like to begin by acknowledging the Lekwungen and Esquimalt people and their beautiful land where Hulitan has its main office and where I live, work, and play.

It is with great humility and respect that I offer my time and energy to the Aboriginal people living in the South Island through the work I do at Hulitan Family and Community Services Society. It is always such a pleasure to come to work and connect with the dedicated staff and the amazingly strong community members that access our services.

Our journey this year has been full of positive stories and outcomes. Hulitan has been able to maintain strong relationships in community with sister organizations, our funders and the Nations within the south Island through collaboration and engagement. Hulitan provided services to 456 community members during the 2015/2016 year. Through the hard work and dedication of the staff and families we were able to preserve or reunify many families; 44 children remained in their family home, 25 children were returned from care and 4 out of care placements were secured. This translates into a 61% success rate across programs.

In addition, Hulitan was successful in our third accreditation survey which included governance this time around, with only three recommendations from the surveyors. Hulitan has consistently done very well during their accreditation surveys and we look forward to continuing to improve our services.

In closing, Hulitan continues to be a strong influence in the community; continuing to provide effective, efficient, and quality services to Aboriginal families. I look forward to the coming year; I know it will be filled with both challenges and successes. I also would like to raise many hands to the staff and Board at Hulitan for their incredible contributions and commitment to the Aboriginal communities in the South Island.

With gratitude and humility,

Kendra Gage

Message from the President

It is a pleasure to address the greater community as the previous president of Hulitan Family and Community Services Society and to be located on the beautiful territory of the Lekwungen peoples.

Firstly, I would like to comment, over the past year, once again, the board and staff have worked hard within their capacity to grow, change and seek new opportunities for Hulitan Family and Community Services Society. There are far too many examples to list and many are already highlighted in this annual report. We are always appreciative as a board to be included in gatherings and/or initiatives to be better acquainted with the Hulitan family staff. Again, it is clearly evident the organization is engaged with the strategic plan and goals and meeting the vision each day at many levels.

I have been honoured to be a part of the Hulitan Family and Community Services Society's remarkable board whom offer up their time and expertise to envision and govern a caring, thoughtful, family oriented organization that Hulitan is today and tomorrow. I would like to acknowledge the leadership of Kendra Gage and I appreciate the board's commitment to support Kendra Gage with the day to day functions and the organization's wonderful staff. At this time and place, I find my family life is needing much more attention and time so, I trust you will understand that sometimes to step back from a role such as Board President isn't always timely. I wish the Board, Hulitan membership, staff, and families all the best in the work you do to support children, families, relatives, services and the Executive Director. I will miss my direct connection with the Hulitan family but feel confident with my role in the Sooke School District that our paths will cross regularly.

I would like to thank Tanya Clarmont, Carl Mashon, Kolette Cristante, Cara Barter, Cheryl Aro and Marvin Underwood for the commitment to the board this year and the participation on various committees. As well, thanks to the board executive for the thoughtful weekly contributions.

A heartfelt thank-you to the staff and community partner groups for the dedication and collaborative efforts with Hulitan Family and Community Services Society - thanks for making a difference.

With gratitude,

Hych'ka or HÍSW̱KE Kleco Kleco or ǵekoo ǵekoo!

Kathleen King-Hunt

President, Hulitan Family and Community Services

Message from the Treasurer

I am grateful to acknowledge the Lekwungen Peoples for their generosity and support in allowing me to continue to work and live in their traditional territory. As the Treasurer for the Hulitan Family and Community Services Society I have had the honour of working this past year with an incredible group of dedicated staff and volunteers who serve this community in such a profound way. Their commitment to this work makes positive change in many lives and builds on the guidance, traditions and wisdom of the Elders and our collective ancestors.

I am pleased to report another successful financial year at Hulitan which maintains a long tradition of professional excellence and fiscal accountability. The management continues to grow the society with sound business practices and positive, professional relations with its primary funding agents. The audit this year was again an unqualified, clean audit that expressed confidence in the policies, transparency and operational procedures foundational to its fiscal management. The preparation of the statements for the auditor were accurate with no issues from omissions or misstatement that might have affected materiality.

The CARF certification principles that Hulitan implements in all its work are a high standard of operating policies that also guide financial operations. As in previous years, the audit speaks to the small number of funding sources that support the operations of the agency. The Ministry of Children and Family Development (MCFD) contributes approximately 94% of all of Hulitan revenue which is allocated across the full range of the services. The Victoria Foundation and the United Way are the two other subsidiary funders and the management and board continue to pursue other revenue partners to increase the diversity of source funding.

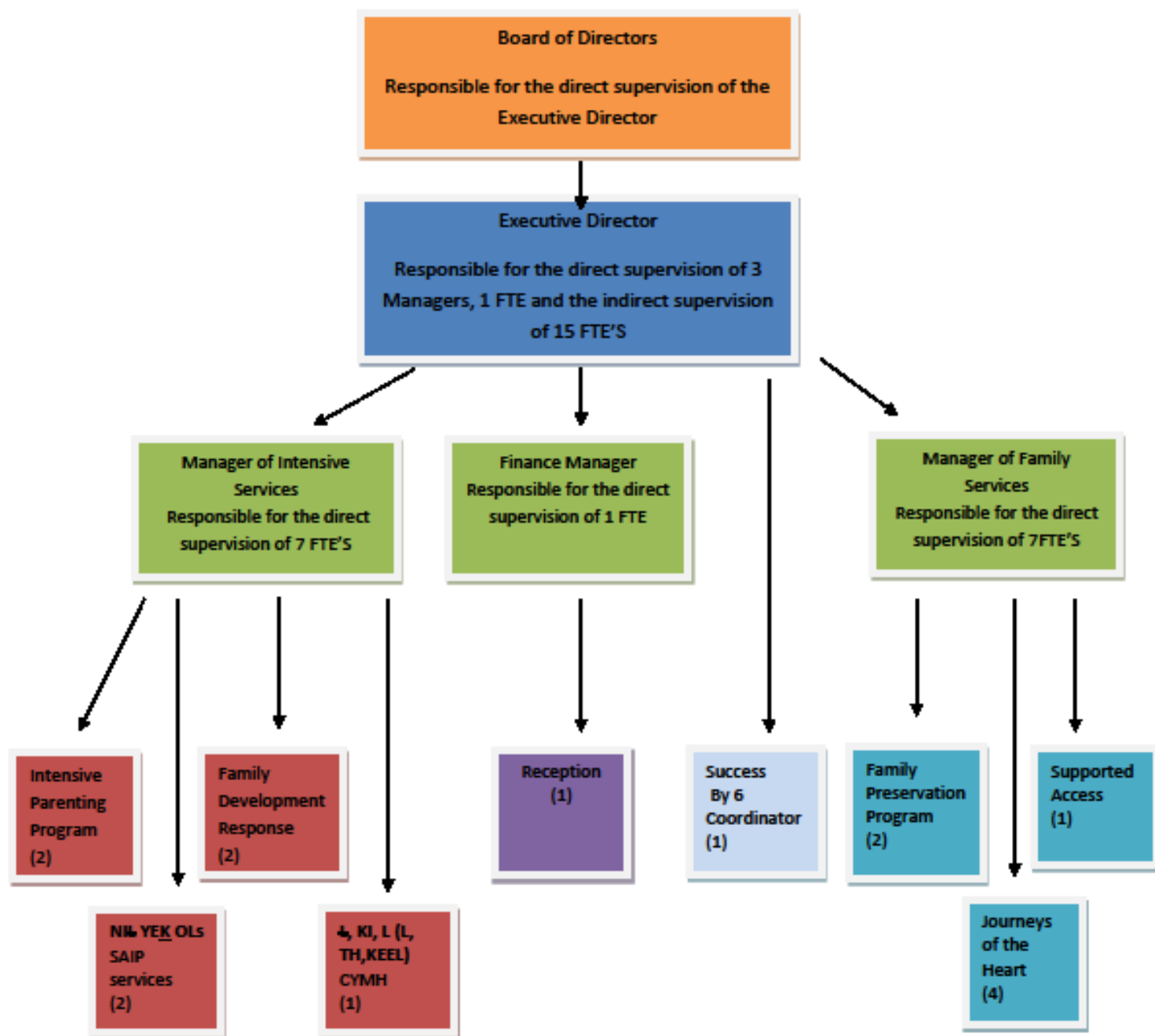
Hulitan maintains confidence with its funders through its professional expertise in program services and the highest standard of accountable, fiscal management of public dollars. With the ongoing pressures of government austerity, the organization continues to be innovative and efficient in providing the highest level of service for children and families in the Capital region. This year the agency will implement a new strategic plan that will include building equity for stability and growth and expanding the services that are so important to its clients' quality of life.

I am grateful to be part of a high functioning team of staff and Directors and I raise my hands to everyone. A special acknowledgment to the Finance Department for another year of great work.

Huy'chka Chuu Gala'kasla Meegwetch

Submitted by Carl Mashon

2015-2016 Organizational Chart



Message from a Staff Member

My name is Christine Jones, my Indian name is Nawalax, (Supernatural powers) given to me at a potlatch many years ago in Kingcome Inlet. I am from the Kwakwaka'wakw Nation, North end of Vancouver Island. My late father is James Taylor who comes from Alert Bay. My mother is Elizabeth Taylor (nee Willie) who comes from Kingcome Inlet. I thankfully grew up in Alert Bay, immersed in my culture and I tend to draw upon this daily. I am a mother of three children and a step mother to two. I have been living, playing and working in the Coast Salish territory since 1996.

I have been working at Hulitan for almost eight years; I have witnessed so much change within the organization since I started and could not imagine myself anywhere else at this point in my life. I have held many positions throughout my time at Hulitan and have felt a deep connection to everyone involved, my co-workers, as well as the families we serve. In 2008, I started as the receptionist for a maternity leave position, but with the support of the management team I've grown leaps and bounds. I am in love with the work we do and feel that I am a big part of something spectacular. I feel that management has found a way to encompass a feeling of true family with staff, clientele and guests alike.

I am presently working as the Family Preservation Worker and have been in this position for a short time. My feelings about Hulitan and the services we offer allow me to feel there is hope within our families. We are important to our families but our families are important to us as well. I have gained extensive knowledge in regards to Aboriginal families' strife and resilience over time. The organization's structure is undoubtedly very supportive in all facets of my life, whether it is personal, professional or spiritual. I am moved beyond measure with the support I've had since becoming an employee at this organization. I'm very thankful and grateful.

"Mothers must protect the lives they have helped to bring into the world."

--Haida Gwaii, Traditional Circle of Elders

Message from a Community Member



Hulitan Family Statement:

I participated in the Kwen'an'latel Intensive Parenting Program. It really helped me. It helped me to be a better Dad and a better partner and to do all the things that I needed to do for my family. Hulitan has been there for my family when we needed help and has opened doors for my family to be together.

Anonymous

Hych'ka Kleco Kleco Gilakas'la Marsee



Hulitan develops a Strategic Plan in order to provide the organization with guidance while ensuring Hulitan's commitment to effective, efficient, and culturally relevant/respectful services with an emphasis on service satisfaction. Hulitan is committed to providing all interested parties with information on the Strategic Plan including: themes, goals, activity outcomes and activities for the upcoming year. In fall of 2016, a new Strategic Plan will be developed that will reflect goals and objectives for 2017 to 2022.

Theme: Programs and Services

Goal: Offer programs and services that meet the current and emerging needs of the population served.

Activities implemented in 2015/2016

- All programs were accredited through CARF in November of 2015. The survey results were very positive and there were no recommendations in programs and services. The organization received a 3 year accreditation.
- Aboriginal Service Innovation Permanency and Child Safety funding, the Family Preservation and Reunification Program was successful in the application for renewal.
- Satisfaction survey data was collected, compiled and evaluated from all interested parties (see pages 24-27 of this report for further information).
- All services reviewed for relevance - changes made as appropriate and program goals identified.
- Analysis and review of annual data from ShareVision - changes made as required in order for the collection of consistent data.
- Analysed and determined gaps in service and created a plan for providing the services that fit within the agency mandate and areas of knowledge.
- Searching for a larger space for the agency has been a focus as we have grown out of our current space. In addition, a larger space would provide an opportunity for the agency to expand services.
- Work with adults around complex trauma issues. All grant applications were unsuccessful due to the level of need outweighing the amount of funding available.

Organizational Strategic Goals (continued)

Theme: Culture and Language

Goal: Weave culture and language through all aspects of Hulitan

Activities implemented in 2015/2016

- Secured funding for Knowledge Keepers and Elders to be more involved in all aspects of the organization.
- JOH celebrated 10 years and the reunion celebration occurred in June 2015.
- Secured a space in the office to be a designated cultural healing room for the Wiwip'son Swing and other forms of cultural interventions.
- Swing therapy was implemented into the therapeutic programs.
- Ceremonies and celebrations occur for families upon graduation of programs.
- Cultural resource guide still in the development stage.
- Staff drum group implemented three Fridays a month.
- Partnered with Esquimalt Nation to provide language revitalization within the JOH Craigflower site. Elder, Elmer George attended program and provided the children with teachings and exposure to Lekwungen culture.
- Incorporated cultural component into team building days with a focus on holistic wellness.

"We do not want riches, but we want to train our children right. Riches would do us no good. We could not take them with us to the other world. We do not want riches, we want peace and love."

--Red Cloud, OGLALA LAKOTA

Organizational Strategic Goals



Theme: Governance

Goal: Strengthen organizational governance

Activities implemented in 2015/2016

- 2 members of the leadership team attended Leadership 20/20 through the Federation of BC Social Services. One has graduated and the second will graduate in February 2017.
- Held a two day managers planning meeting that addressed policies and procedures and planning for the operational year.
- Accredited the governance component of the organization - received only recommendations.
- Reviewed competencies of Board members and management.
- Executive Director is a member of the Board of The Federation of BC Social Services.
- Board received training in financial statements and audits as well as information regarding the changes to the Societies Act.
- Continued to evaluate and review organizational infrastructure and make changes where appropriate.
- Continued to enhance a strong Executive support network through Royal Roads University, The Federation of Community Social Services of BC, and sister organizations.
- Member of MCFD advisory committee on contracting and resources.
- Hulitan programs were recognized as best practice in reducing numbers of Aboriginal children in care by the Federal government and included in a report to all Premiers (see Aboriginal Children in Care—Report to Canada's Premiers July 2015
http://www.canadaspremiers.ca/phocadownload/publications/aboriginal_children_in_care_report_july2015.pdf)

Organizational Strategic Goals (continued)

Theme: Relationships

Goal: Build and enhance relationships and partnerships

Activities implemented in 2015/2016

- Continued partnership with Victoria T-Birds soccer.
- Established a partnership with Aboriginal Neighbours, T-Birds fun day and fundraising activities.
- Established a working relationship with Songhees and School District #61 to deliver a girls group.
- Participated in the Shared Collaborative Practice Circle on both the administrative and frontline committees.
- Participated in and supported, for the past twelve years, the Back to School Picnic hosted by Surrounded By Cedar Child and Family Services Society.
- Participated in the Aboriginal Education Council for School District #62.
- Participated in Aboriginal Education Council for School District #61.
- Maintained a partnership with United Way, The Local Advisory Council and Success By 6 as the host agency for Aboriginal Engagement.
- Member of the Federation of BC Social Services.
- Partnership established with UVIC and MCFD to develop a culturally relevant parenting assessment tool.

Quality Improvement Plan



Each year, Hulitan develops a Performance Improvement Plan to assist in guiding the agency. This is a critical component to improve business and service delivery practices, allowing the agency to look objectively at how well it is accomplishing its mission, while providing quality services and programming.

The data is collected and analyzed, from a variety of areas including: client satisfaction surveys, stakeholder surveys, strategic planning, and staff feedback. The information is used to manage and improve operations and service delivery.

Summary of Results 2015/2016

CULTURALLY RELEVANT			
Objective	Indicator	Goal	Actual Results
Develop a culturally relevant holistic wellness component to the annual performance evaluations.	Staff will report feeling supported in their wellness and be able to identify the manner in which they feel it benefits their lives.	Increase staff wellness as well as incorporate wellness into the structure of the organization.	It was determined more human resource support would be required.
Secure funding for Knowledge Keepers and Elders.	Staff will report increased access to Knowledge Keepers and Elders and a stronger sense of connection to cultural resources.	Increase access to cultural knowledge and guidance to clients and staff.	Funding was secured through United Way, Victoria Foundation and MCFD ASI. Staff reported a need for a list of resources and Elders to access and the Cultural Committee began working to compile a resource list.
Incorporate holistic wellness/awareness into team building days.	Holistic wellness awareness will increase among staff.	Every team building day will have a wellness component.	Holistic wellness has been incorporated into every team building day.

Quality Improvement Plan (continued)

EFFICIENCY			
Objective	Indicator	Goal	Actual Results
Develop a comprehensive Human Resources Plan.	Management team will have a comprehensive plan in place including a clear understanding of the financial and human resources required to implement the plan.	Organization will have an increased understanding of the resources required to meet current and emerging needs of community served.	Unable to complete due to other priorities. This is a priority for the 2016/2017 fiscal and will be addressed at management planning days in May 2016.
Provide Board with training on governance and identified areas of interest.	Board will report a better understanding of governance, their roles and financial responsibilities.	The Board will have a clear understanding of their role and responsibilities.	Training provided on reading financial statements and audits and changes to the Societies Act. This is an on-going item.
Explore opportunities for partnerships to market programs.	Partnerships are identified and a business plan for moving forward is in place.	Hulitan will have secured partnerships to develop a business plan in order to market programs.	Lots of exploration has occurred, book companies, publishing companies and conversations with communities that are interested in the programs. More work required in developing a business plan.

Quality Improvement Plan (continued)

EFFECTIVENESS			
Objective	Indicator	Goal	Actual Results
Continue to explore funding opportunities to expand services and address gaps.	More internal wraparound services will be available to the families who access Hulitan's programs.	Increase in programs and services available to families at Hulitan.	This is an on-going priority. Applied to numerous funding streams to hire additional Therapists to work with adults experiencing complex trauma. All applications were unsuccessful due to need outweighing funding available. ED was able to connect with current funder and confirm parents could access current services if their child was a client, in order to support holistic healing.
Develop more comprehensive succession plans for Executive Director and management team.	Leadership will have succession plans in place that can be implemented.	Succession to leadership positions will be well planned out and clear.	Not complete due to capacity issues. Leadership planning is a priority for 2016/2017.
Enhance governance level relationships with other service providers.	Hulitan Board will report a stronger connection to other service provider's governance.	Hulitan Board will have a stronger connection to and maintain relationships with other service provider's governance.	The governance level relationships are still in progress as the Board must take a lead in this area.

Quality Improvement Plan (continued)



SATISFACTION			
Objective	Indicator	Goal	Actual Results
Evaluate the need for leadership team support.	A human resources plan that reflects the need and resources required to implement the plan.	Increase understanding of resources required to better support the leadership team.	Evaluation was completed in April 2016 and it was determined a leadership team assistant would be well received and minimize the impact on the reception and free up leadership to focus on program development, funding applications and supporting staff. A more comprehensive plan to be developed to determine next steps to securing the leadership team position.
Agency will receive feedback from all age groups accessing services.	Children between the ages of 4 and 12 will have the opportunity to provide feedback to the agency.	Children will be able to provide feedback and have a say in service delivery.	A child friendly satisfaction survey was developed and Implemented in April 2016.
Referrals/referral sources will experience minimal wait times in response to the referral.	Referrals/referral sources will be contacted within 72 hours of when a referral is received.	Minimize response wait times for referrals/referral sources.	Date and time stamp as well as a 72 hour response time were incorporated into all program procedures. Although all referrals receive a phone call within 72 hours of being received, the majority of programs maintain a waitlist for service.

Performance Improvement Plan for 2016/2017

CULTURALLY RELEVANT			
Objective	Indicator	Goal	Actual Results
Develop a culturally relevant holistic wellness component to the annual performance evaluations.	Increase staff wellness as well as incorporate wellness into the structure of the organization.	Secure a consultant or student to support the agency with the process.	
Develop a list of Elders and Knowledge Keepers for staff to access as well a resource guide.	Staff will report increased access to Knowledge Keepers and Elders and a stronger sense of connection to cultural resources.	A resource guide will be completed with information on Elders, Knowledge Keepers and cultural resources available to staff and clients.	

EFFICIENCY			
Objective	Indicator	Goal	Actual Results
Review organizational governance structure and documentation making changes as appropriate (include changes to the Societies Act).	Documentation will reflect the new Societies Act standards and the governance model.	Review to be completed and changes implemented.	
Complete a 5 year Strategic Plan.	5 year Strategic Plan will be in place by January 2017.	5 year Strategic Plan to be developed and include staff and board input.	
Start a 10 and 20 year plan for the organization.	Long term planning for the organization will be underway.	Review opportunities to develop a 10 to 20 year plan for Hulitan.	
Market programs to increase organizational revenue.	Secure resources needed to develop a marketing plan.	Explore resources to develop a marketing plan.	

Performance Improvement Plan (continued)

EFFECTIVENESS			
Objective	Indicator	Goal	Actual Results
Develop more comprehensive succession plans for Executive Director and management team.	Leadership will have succession plans in place that can be implemented.	Succession to leadership positions will be well planned out and clear.	
Improve governance level relationships.	Committee will be struck and a plan will have been developed to address governance level relationships.	Develop a committee at the Board level to address governance level relationships.	
Ensure all data collection for programs is being collected and documented in the most effective manner.	The aggregate data is accurate.	All programs are filling out the same demographic information.	
Increase therapeutic services available to adult clients.	More affordable/free on site services will be available to adults experiencing complex trauma.	Explore alternative resources.	

Performance Improvement Plan for 2016/2017

SATISFACTION			
Objective	Indicator	Goal	Actual Results
Agency will receive a stronger response to stakeholder surveys.	Increased responses to stakeholder surveys.	50% stakeholder survey return rate.	
Increase staff feedback and involvement in organizational planning.	Staff will report feeling more included in the journey of the organization and future planning.	Plan staff feedback days to support the development of a new strategic plan.	
Improve satisfaction data collection.	Improve satisfaction survey questions to better reflect client and stakeholder satisfaction.	Review and make appropriate changes to surveys.	
Explore opportunities for resources to hire a leadership team assistant.	Resources will be identified to support hiring a leadership team assistant.	A list of opportunities and resources will be in place and a plan will be developed to access the resources.	

Funding for 2015-2016

Hulitan's programs are primarily funded by the Ministry of Children and Family Development. Hulitan also receives funding from the Victoria Foundation, United Way (Success By 6), as well as in kind contributions from School Districts #61 and #62.

Funding breakdown:

\$1,410,875.00 from the Ministry of Children and Family Development

\$76,000 from United Way to support the Aboriginal Engagement Program

\$8000.00 from the Victoria Foundation (Oolichan Fund)

Total funding for the 2015/2016 fiscal year \$1,494,875.00

Health and Safety— Critical Incidents

Trends and Analysis

In the last 12 months, there were 39 Critical Incidents that were documented by Hulitan staff members and reported to the management team. The information was reviewed and analyzed in order to identify trends and to aid in determining any new training or support that may be required for staff and or clients. In addition, the information was reviewed to look for opportunities to diminish the numbers of incidents whenever possible.

Upon analysis of the incidents it was determined that the following training and action is required:

- More information on complex trauma.
- Clarity around the categories within the suicide/self-harm incidents when reporting.
- Access to mental health resources for staff.
- Better procedures when addressing communicable diseases.
- Information on safe needle disposal due to location of the offices.

Improvement Plan for 2015/2016

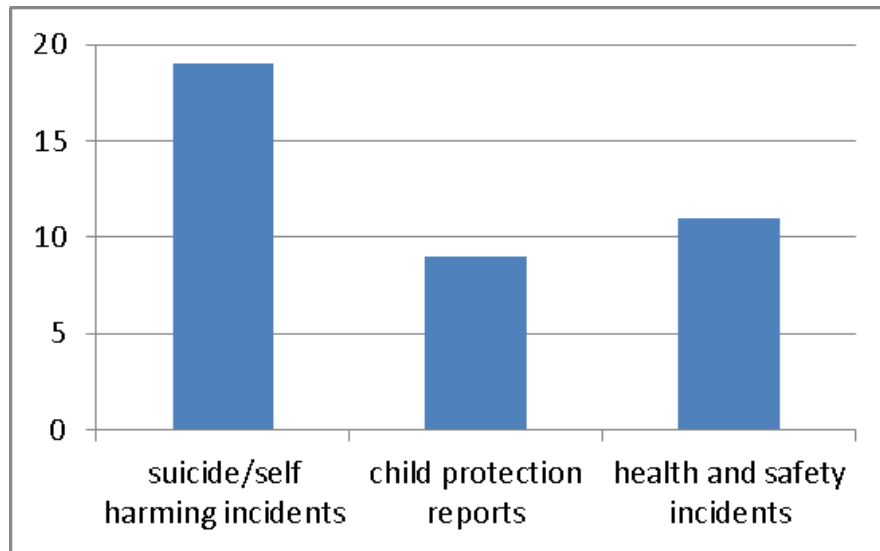
Objective	Goal	Outcome
Improve data collection on critical incidents.	Collaborate with staff on changes to forms in order to make collection of data more accurate.	New forms were developed in March 2015. Three forms were developed: self-harm/suicide, child protection reports, and all other critical incidents.
Increase understanding of critical incidents.	Provide more training on critical incidents. For example, what they are and why we collect the information.	Staff received critical incident training. 98% of staff reported the training increased their understanding and comfort level with reporting critical incidents.

Health and Safety– Critical Incidents (continued)

Breakdown

The following chart provides a breakdown of the incidents and categories.

* Please note, with regards to the number of suicide/self harming incidents, 5 clients had multiple incidents (between 2 and 6) documented.



Improvement Plan for 2016/2017

Objective	Goal	Outcome
More information on complex trauma and impacts.	Increase staff knowledge of complex trauma.	
Clarify suicide/self-harm categories.	Clarify expectations and understanding the definitions of the categories and how to properly report incidents.	
Increase access to mental health resources for staff.	Develop a “cheat sheet” for staff on emergency mental health resources available.	
Better procedures when addressing communicable diseases.	Review current procedures and make changes as appropriate.	
Information on safe needle disposal.	Provide staff with training and resources for safe needle disposal.	

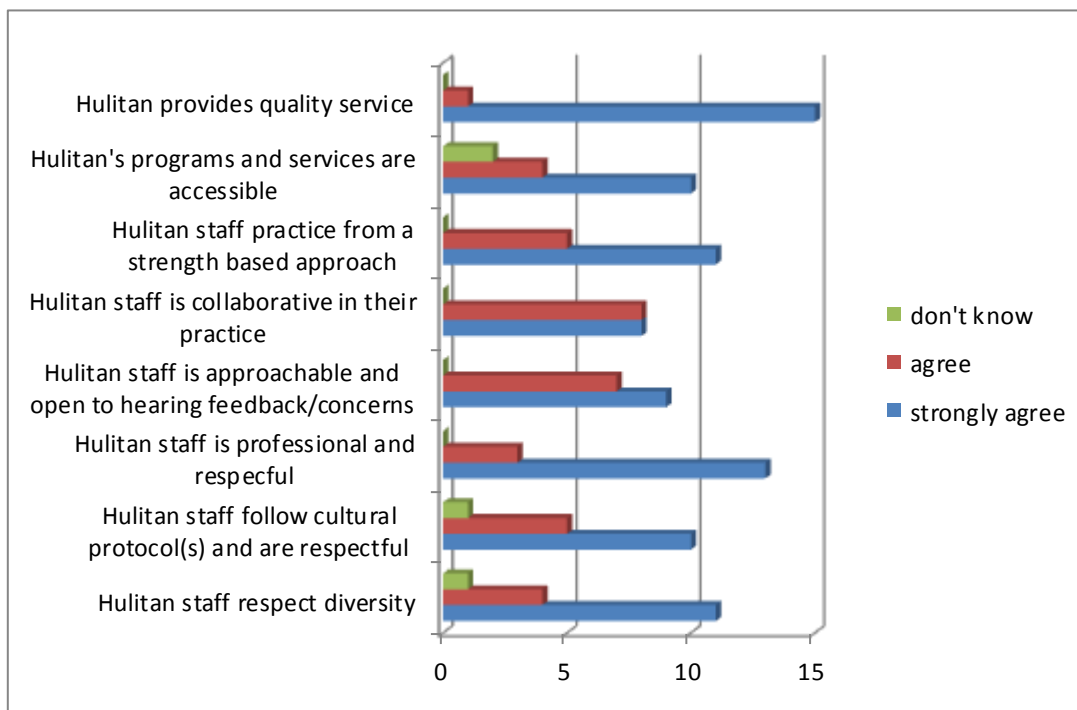
Satisfaction and Input

Hulitan requests input/feedback from different interested parties for the services provided by Hulitan. The feedback is used to improve services, improve the work environment, and respond to community. Upon review of the feedback, the organization develops an action plan to respond to concerns, improve services and/or the work environment. Any necessary changes or improvements based on the feedback are identified in the Performance Improvement Plan for 2016/2017. The following information was

Community Survey Feedback

Forty community surveys were distributed by email and provided to attendees at the AGM. Sixteen surveys were returned which translates into a 40% return rate.

Community feedback included service quality, accessibility, professionalism and service satisfaction.

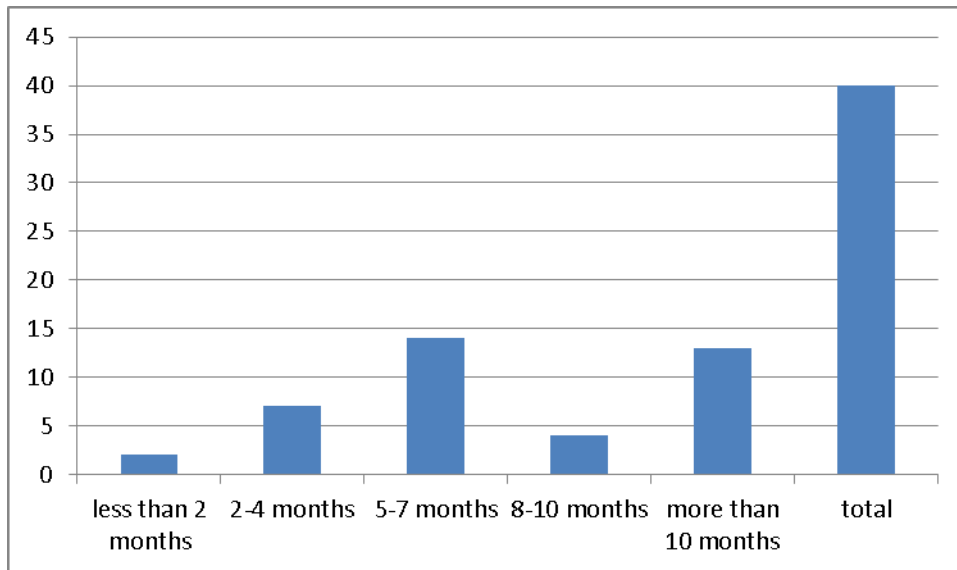


Feedback was positive on the majority of questions; 100% of people surveyed said they would refer to Hulitan's services.

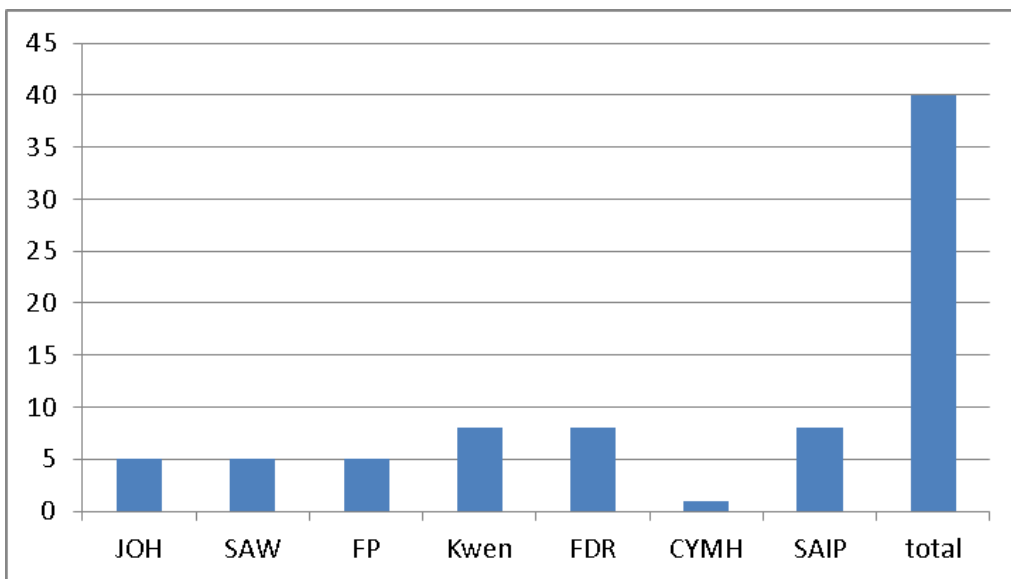
Persons Served Input

Feedback from persons served included: length of time in program, programs accessed, length of wait for services, program orientation, service satisfaction, and any comments or suggestions. Over the past twelve months, 40 satisfaction surveys were returned. The following charts and information outline the results and the feedback received:

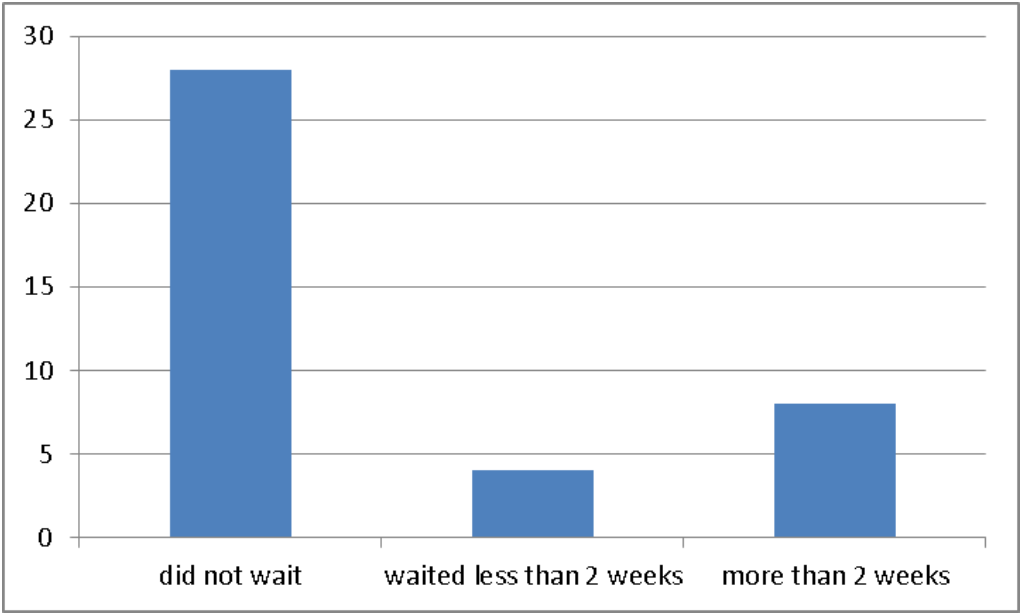
Length of Time in Program



Programs Accessed



Length of Wait for Services

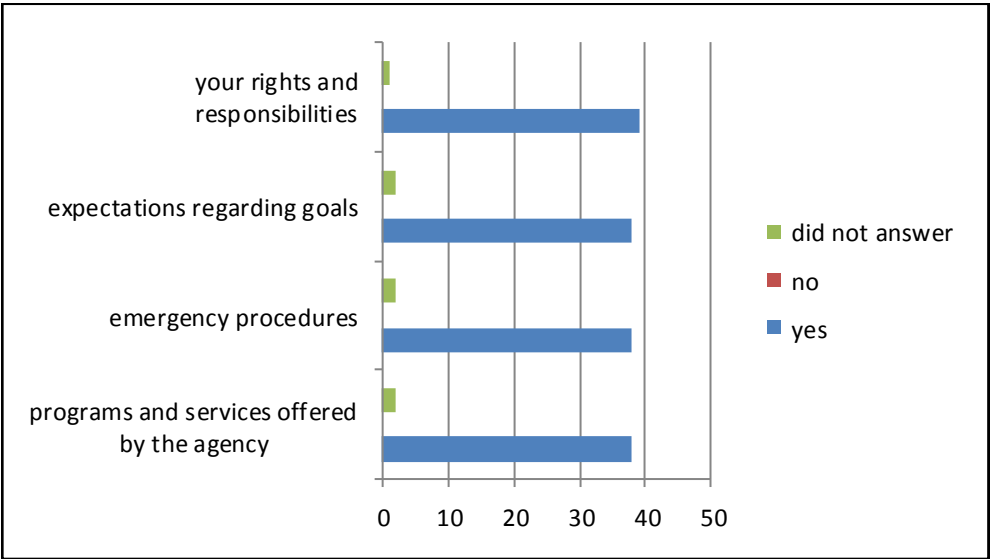


Minimal wait times for programs; persons served that had to wait more than 2 weeks were in programs where there are significant waitlists due to limited resources.

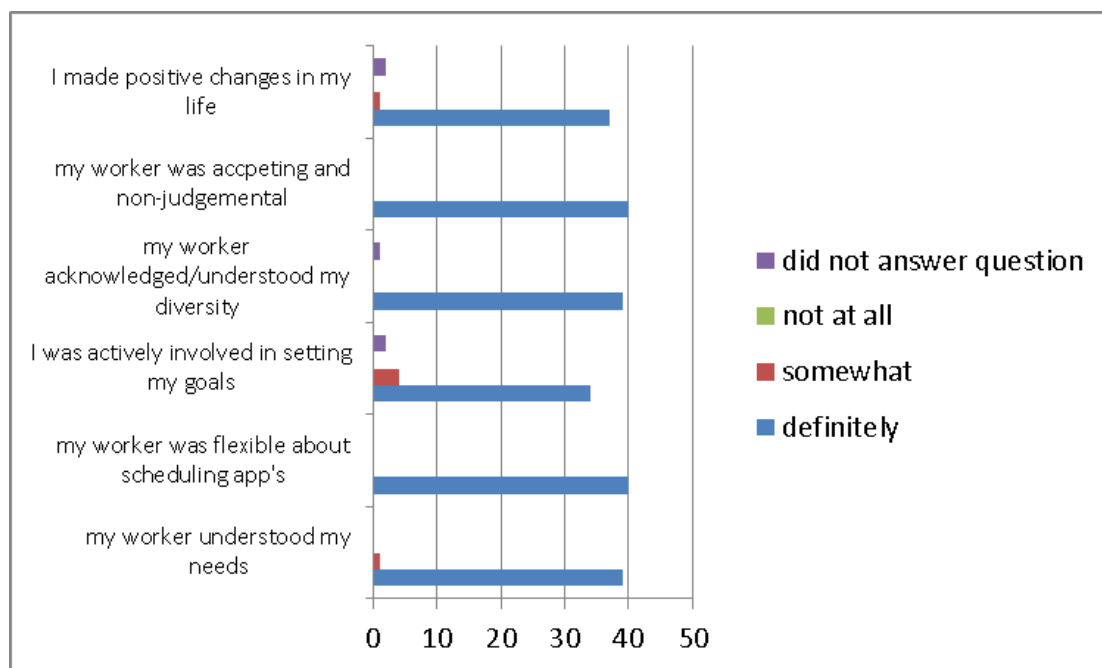
The organization is continuously trying to work towards securing more funding to increase services

Program Orientation

95% of persons served reported receiving information about their rights and responsibilities, expectations regarding goals and service planning, programs and services offered by the agency, and emergency procedures. The remaining 5% did not answer the questions.



Service Satisfaction



Overall, it appears service satisfaction was very high during the 2015/2106 year. Through evaluation, it was determined that those who did not answer were from a program that does not do Service Plans; therefore, an evaluation more relevant to that program will be developed in order to ensure accurate satisfaction data is collected.

100% of persons served said they would use the services again and 98% said they would refer a friend or family member.

Comments and Suggestions

The majority of comments were about providing more services such as: temporary housing, transition housing, more therapeutic services, couples counselling, child minding services while meetings are in session, and cultural events. Comments were also very positive for example: “best program ever never thought that would end fast but we did it thanks a bunch”, “I appreciate the family was helped as a unit. Great program, super support from counsellors”, “I think this is an amazing program...” and “I think it is a great program”. One person requested the agency do more advertising as they were unaware of the services provided by Hulitan.

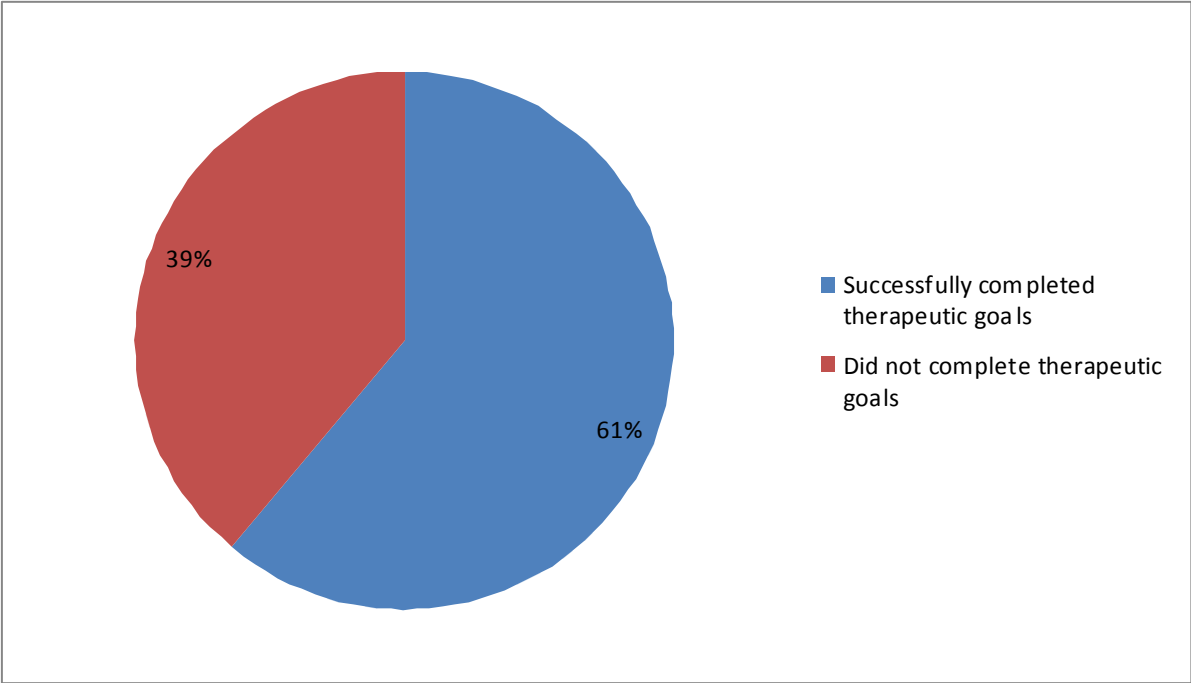
Outcomes Reporting

Hulitan is committed to providing the community we serve with the highest level of service. Part of quality service delivery is being able to track client outcomes and determine whether the service provided had a positive impact on the client’s life. Therefore, Hulitan has developed a process for tracking outcomes through a database called ShareVision.

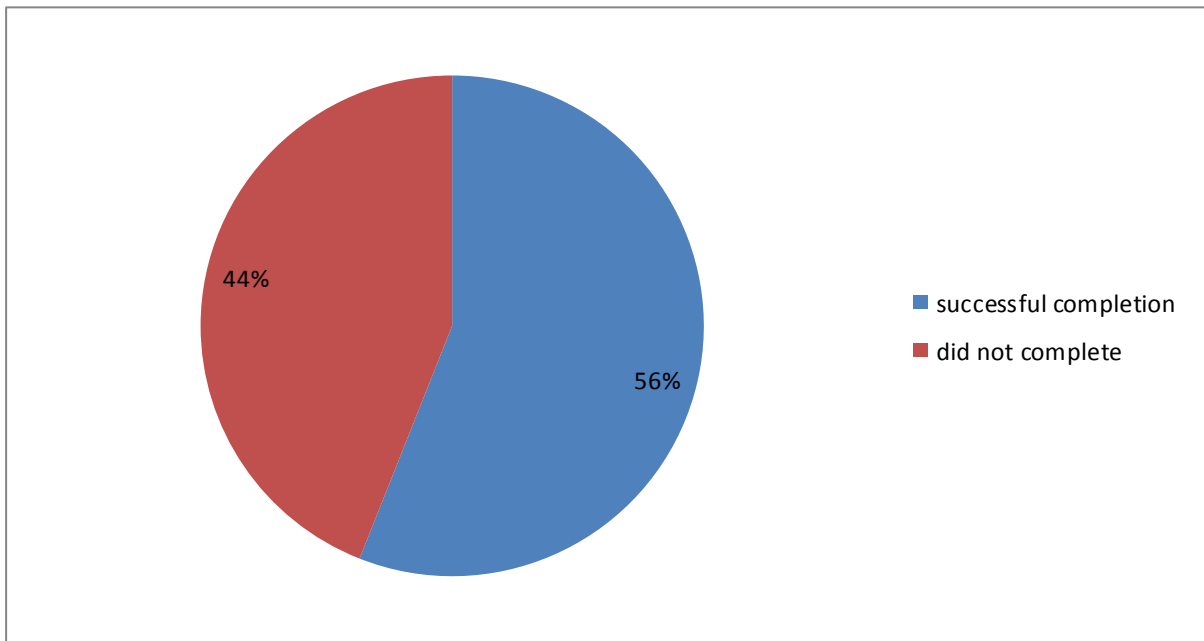
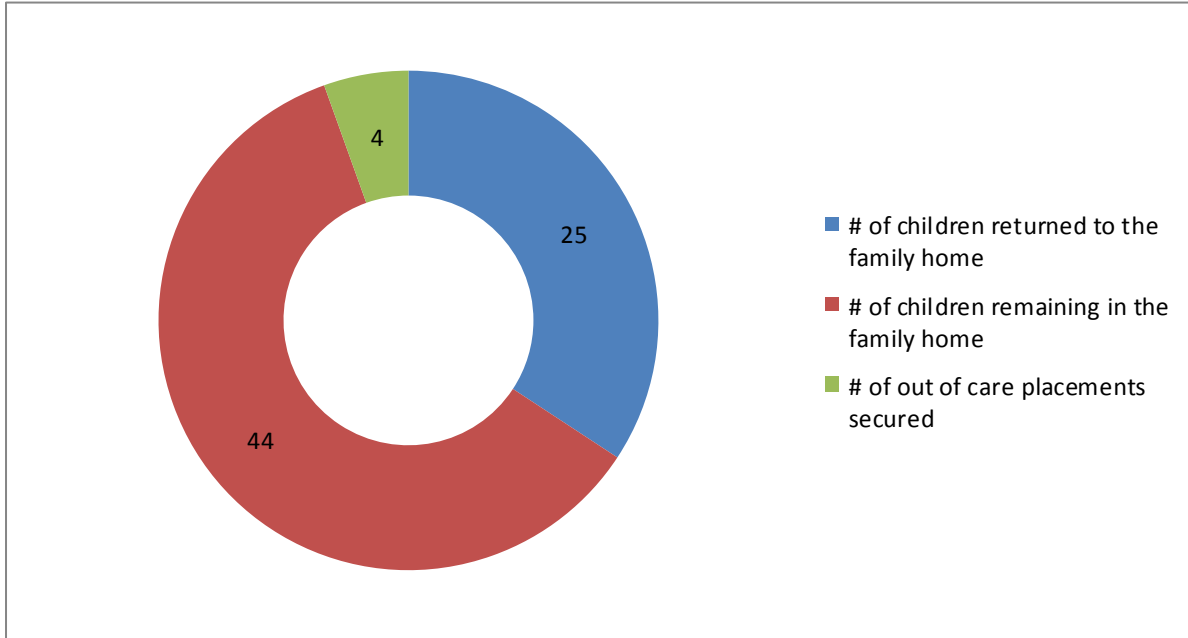
The database connects the client’s needs to universal program goals. The needs and goals are assessed throughout the service and the outcomes are calculated upon file closure. Every year, aggregate data from closed files is collected from the programs to determine if the impacts have been positive and an analysis is conducted to determine if the program needs to change in order to support more positive outcomes for participants or if the service is working. As indicated in the graphs below, between 56% and 61% of people accessing services are able to successfully complete their goals. In addition, interventions by the programs classified under family preservation and reunification services aided in keeping 73 Aboriginal children out of the child welfare system.

Summary of Outcomes for 2015 and 2016

Therapeutic Services (L, KI,L ,NIL YEK OLs)



Family Preservation and Reunification Services (Family Development Response, Family Preservation and Kwen'an'latel)



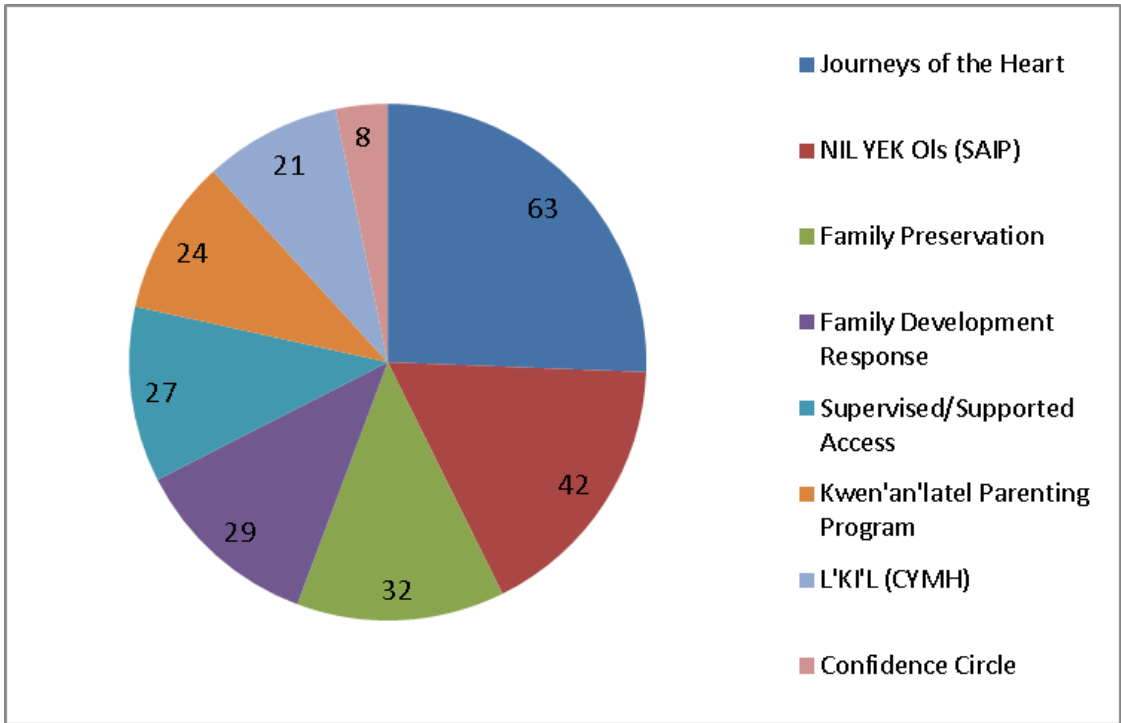
Overview of Services Provided

The information on the following pages provides statistical and demographical data for programs at Hulitan Family and Community Services Society from April 1, 2015 to March 31, 2016. During this period, Hulitan provided service to 246 clients. Forty five of the clients accessed more than one program at Hulitan during this period. The data was collected through the ShareVision database.

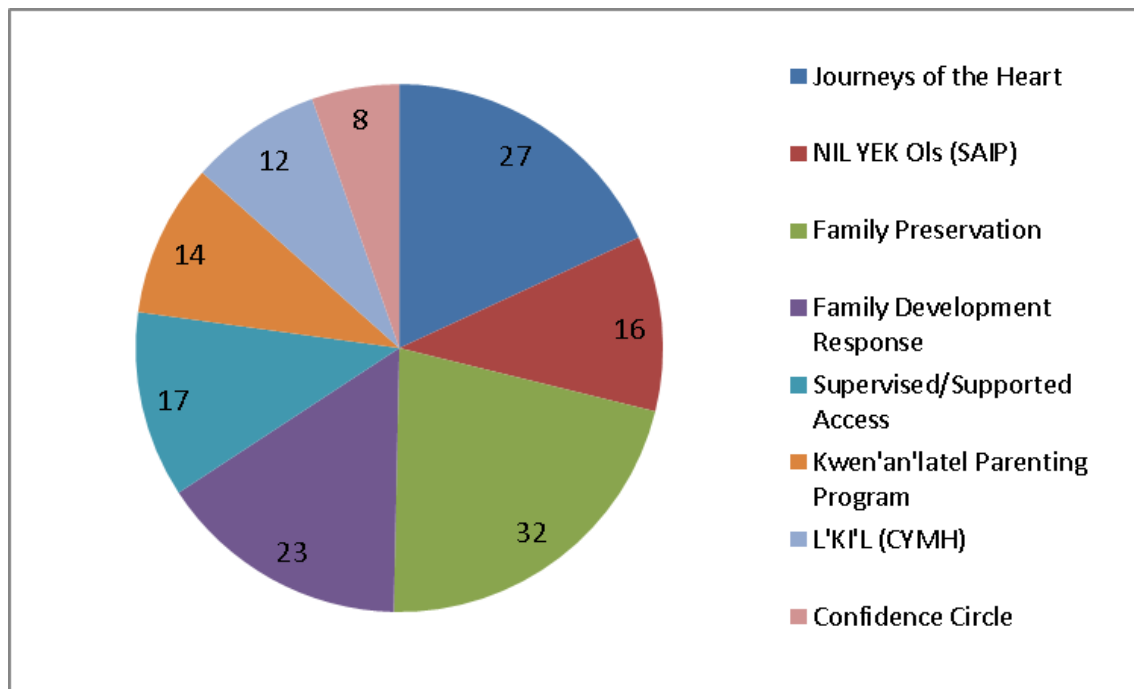
In addition, Hulitan also provided services to 24 caregivers and 12 siblings who attended the Journeys of the Heart program, 48 children and youth who participated in the T-Birds soccer teams, and 150 community members who attended the T-Birds family fun day.

Total number of community members receiving service from Hulitan was 456 from April 1, 2015 to March 31, 2016.

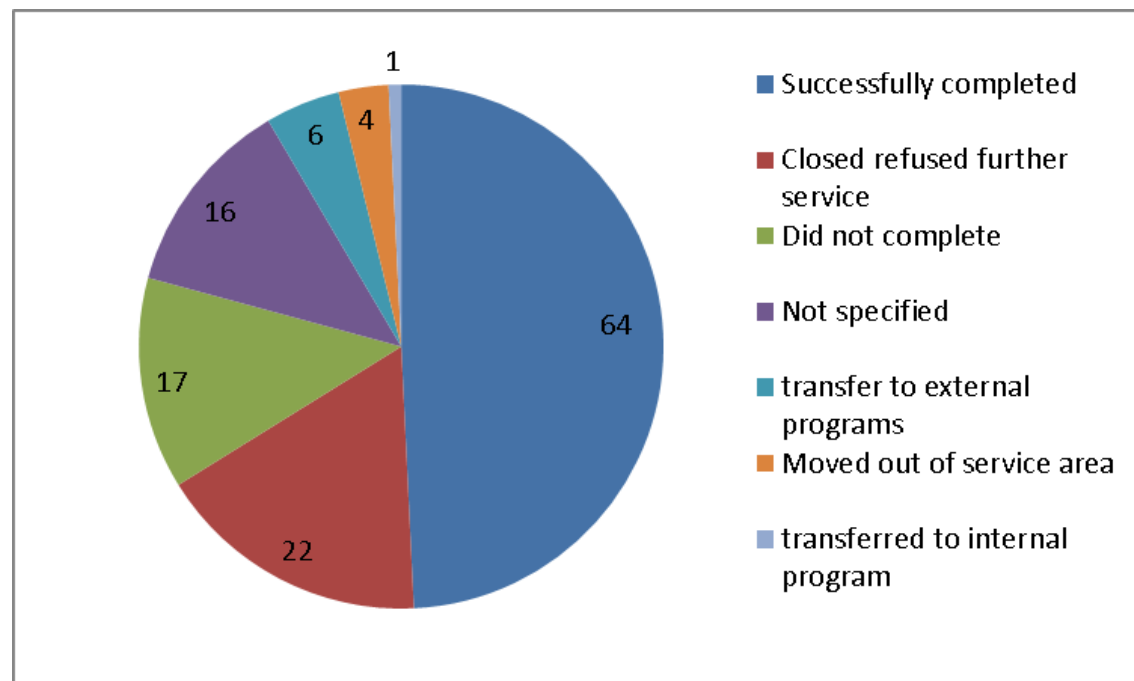
Enrollment Numbers in Programs



Numbers of Closed Files per Program



Reasons for File Closure

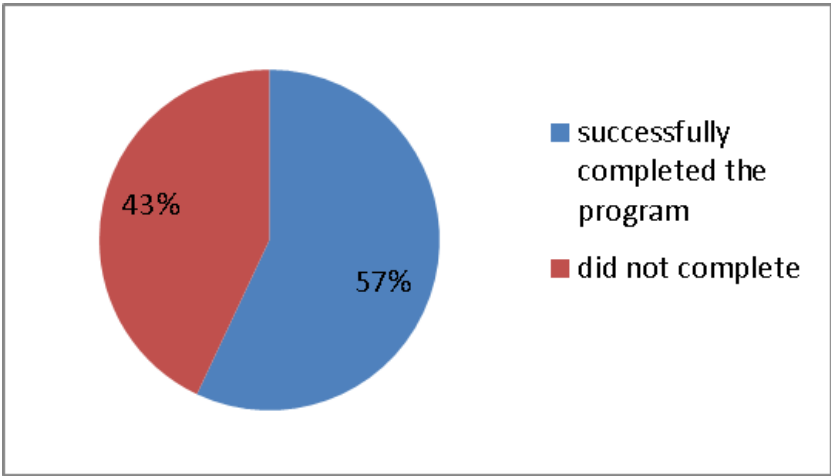


KWEN'AN'LATEL Intensive Parenting Program 2015/2016

Program Outputs:

Direct service hours- 2912
Number of open files- 24
Number of closed files- 14
Waitlist as of March 31, 2016- 10

Program Outcomes



The successful completion translates to 9 children being returned from Ministry care.

Bravery

Share courage, not aggression. Share your thoughts and feelings with people who support living good lives. Believe in love and kind feelings for others. Believe the work you put into being kind and loving helps you to live a good life.

KWEN'AN'LATEL Intensive Parenting Program 2015/2016

Program Description

This program was designed specifically by the local Aboriginal community to meet the needs of Aboriginal parents and caregivers. This program provides the first and only mandated Aboriginal parenting program in the Greater Victoria area.

Kwen'an'latel Intensive Parenting Support Program is a 3 stage mandated Aboriginal parenting program for families with moderate to high risks that have complex needs and children in the care of MCFD. The program operates under a closed intake MCFD referral process. Stage 1 is stabilization; Stage 2 is education curriculum and up to 24 hours of parent/child observation in addition to any other scheduled access; and Stage 3 is the maintenance stage where a MCFD Return Plan is in place. Services are provided through outreach, 1-1 sessions, and in-home/community support. The purpose of this program is to reinforce areas of strength and/or support growth in areas of challenge identified in the MCFD Family Plan.

Program Trends

Kwen'an'latel has experienced a steady waitlist over the past year with 8-12 parents on the waitlist at any given time. Parents are graduating from the program anywhere from 9 months - 1.5 years of being in the program. We are excited about introducing the new Culturally Appropriate Aboriginal Parenting Skills Assessment Tool in Stage 2 upon its completion.

KWEN'AN'LATEL Intensive Parenting Program 2015/2016

Program Goals for Kwen'an'latel 2015/2016

Goal	Outcome
To implement the pilot project "Culturally Appropriate Aboriginal Parenting Skills Assessment Tool" into Stage 2	We have been working collaboratively and meeting regularly throughout the past year with the University of Victoria's (UVIC) Centre for Aboriginal Health Research, UVIC's department of Research Partnerships and Knowledge Mobilization and the Ministry of Children and Family Development to secure funding to develop a Culturally Appropriate Aboriginal Parenting Skills Assessment Tool for Stage 2 of the Kwen'an'latel Intensive Parenting Program. In the fall of 2015, UVIC's Centre for Aboriginal Health Research was successful in their proposal to MCFD in receiving \$10,000 through the BC Government's Sponsored Research Agreement to undertake research and related activities to support the development of this pilot project.
Allocate training dollars for professional development on FASD, addictions (specifically methamphetamines), as well as trauma informed parenting.	Educational training and resources for working with people addicted to Crystal Meth was presented to staff by Mark McLaughlin (Executive Director of the Crystal Meth Society of BC). Kwen'an'latel staff also attended - "F.A.S.D. and Early Trauma" professional development training to better understand the long-term effects of F.A.S.D. combined with the effects of early childhood trauma.
Hire a new FDW to cover a one year maternity leave	We were very fortunate to have staff member, Jackie Moffatt fill this maternity leave, which made for a strong and supportive transition for parents in the program.

Goals for 2016/2017

- Increase educational training in attachment theory and practices.
- Complete "Culturally Appropriate Parenting Assessment Tool"
- Hire and train a permanent Family Development Worker

Family Development Response Program 2015/2016

Program Outputs:

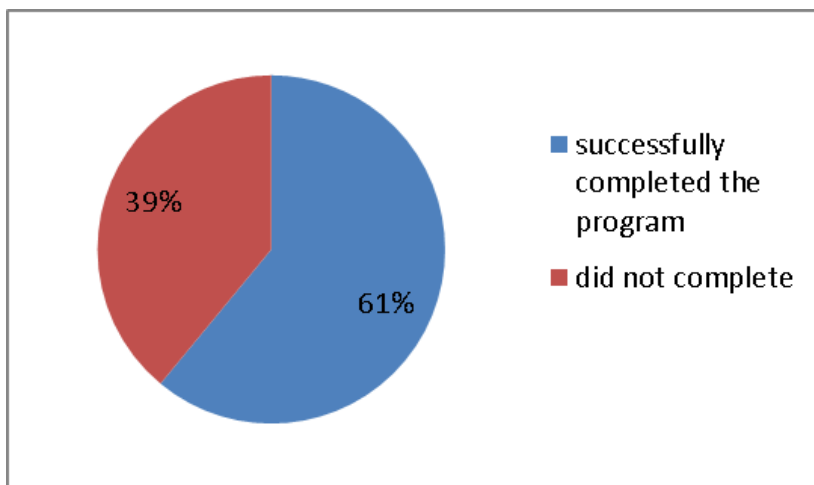
Direct service hours- 2912

Number of open files- 29

Number of closed files-23

Waitlist as of March 31, 2016- 2

Program Outcomes:



The successful completion translates to 27 children staying in the care of family. The 39% that did not successfully complete the program did not engage in services.

Respect

Value others for the goodness they share. Accept that each of us experience and understand life differently. Remember that each of us is special. We should never ask or force people to be different from us.

Family Development Response Program 2015/2016

Program Description:

The Family Development Response program provides short term(3 to 6 months) intensive service to families who have been identified as being in need of interventions and who are at high risk of removal due to issues impacting the safety and wellbeing of their children. The Family Development Response Worker visits the family's home and works collaboratively with the family to develop goals and activities to assist in reducing risks identified by MCFD. The purpose of this program is to reduce risks identified by MCFD to prevent removal of children and strengthen and preserve families

Program Trends:

Over the past year, we have seen an increase in referrals for families with high risk youth. Shortage of subsidized housing continues to be a barrier for families in the FDR program needing safe and affordable housing.

Program Goals for Family Development Response 2015/2016

Goal	Outcome
For FDR Workers to connect with the MCFD Investigations Team at the MCFD office every Tuesday morning starting in May to collaborate and support FDR referrals at the beginning stages of investigations versus the latter stages.	FDR Workers are now going to the MCFD office every second Wednesday to connect with MCFD Social Workers as a preventative practice approach to try and connect with MCFD involved families at the beginning stages of MCFD investigations to assist in lowering identified risks to support children staying in the home and preservation of the family unit.
To continue to provide professional development training with a focus on FASD and complex trauma.	Family Development Response staff attended - "F.A.S.D and Early Trauma" professional development training to better understand the long term effects of F.A.S.D. combined with the effects of early childhood trauma.

Goals for 2016/2017

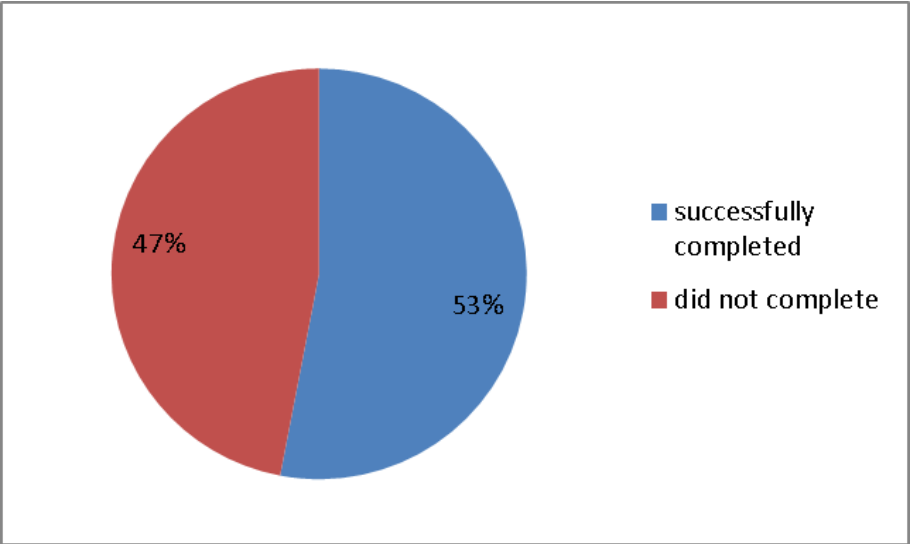
Increase educational training in attachment theory and practices.

Supervised/Supported Access Program 2015/2016

Program Outputs:

Direct service hours- 1456
Number of open files- 27
Number of closed files-17
Waitlist as of March 31, 2016- 2

Program Outcomes



Successful completion refers to clients who have successfully transitioned through the stages of supervision and were approved to have unsupervised access in the community or transitioned to alternative community supports with a lower level of supervision as determined by the Social Worker.

Supervised/Supported Access Program 2015/2016

Program Description:

This program is designed to provide families with a safe, supported and culturally relevant environment to have access to each other. The program offers supported visits in Hulitan's visit spaces or in community, where children and parents can visit in a safe environment. The Supportive Access Worker will provide strength based feedback to the family and the MCFD based on a holistic view of family interaction. The program consists of 3 levels of support based on identified level of risk: 1) Supervised Access (fully supported), 2) Supported access (partially supervised) and 3) Book-ended Access (check-in and check-out). The purpose of this program is to support clients to move through the 3 levels of access by connecting to community support, reinforcing areas of strength, and/or support growth in areas of challenge identified in the Service Plan.

Program Trends:

The Supervised/Supported Access Program maintained a waitlist of approximately 8-10 referrals for the 2015/2016 year. We saw an increase in families accessing the Supervised/Supported Access Program in need of additional support. We saw a significant increase in referrals to other Hulitan programs generated as a result of participation in the Supervised/Supported Access Program ie. Referrals to the Family Preservation Program or having conversations with MCFD Social Workers advocating on behalf of clients for referrals to the Kwen'an'latel Intensive Parenting Program.

During the 2015/2016 year, the Supervised/Supported Access Program underwent some changes in program delivery. We modified the program to be delivered in three progressive levels: Level 1 Supervised, Level 2 Supported, and Level 3 a Bookend visit with a check-in and check-out. The purpose of the change to program delivery was to support families to demonstrate their parenting skills and move towards less support with the goal of graduating from the program and moving on to unsupervised community access. We have found that this format has helped to advocate for movement towards increased access for families who are demonstrating their parenting strengths in the program. In addition, a Service Plan is being used to outline the specific skills that MCFD Social Workers would like parents to work on during their access visits to demonstrate their strengths as a parent(s).

Supervised/Supported Access Program 2015/2016

Program Goals for Supervised/Supported Access 2015/2016

Goal	Outcome
Introduce culturally relevant activities into this program - recognizing cultural practices and traditions are essential for the health and well-being of our Aboriginal Children.	We purchased a variety of culturally relevant children's books, toys, and puppets to ensure that the environment the families spend time in is more reflective of their culture. A CD player was purchased for one of our visit rooms along with CDs of Aboriginal music/artists. In addition, the Supportive Access Worker has access to sage to facilitate families to smudge if they would like to.
Create a wrap-around process that includes SAW. Evaluate service and determine changes to be made to increase client participation and services provided.	We focused on creating a wrap-around support both within Hulitan and externally with our sister agencies for families accessing the Supervised/Supported Access Program. Families receiving support through the Supervised/Supported Access Program were encouraged to engage in wrap-around services by referring to external and internal programs. We saw an increase in Supervised/Supported Access Program families accessing support through other programs at Hulitan including the Kwen'an'latel Intensive Parenting Program and the Family Preservation and Reunification Program. The Supportive Access Worker discussed possible referrals with families in the program based on identified needs and facilitated referrals to other Hulitan services as well as other external programs.

Goals for 2016/2017

- Acknowledge families who successfully complete the Supervised/Supported Access Program by setting aside time for a celebration and a culturally relevant gift.
- To increase wrap-around services to families accessing the Supervised/Supported Access Program by increasing referrals to internal services at Hulitan as well as external services at sister agencies.

Family Preservation Program 2015/2016

Program Outputs:

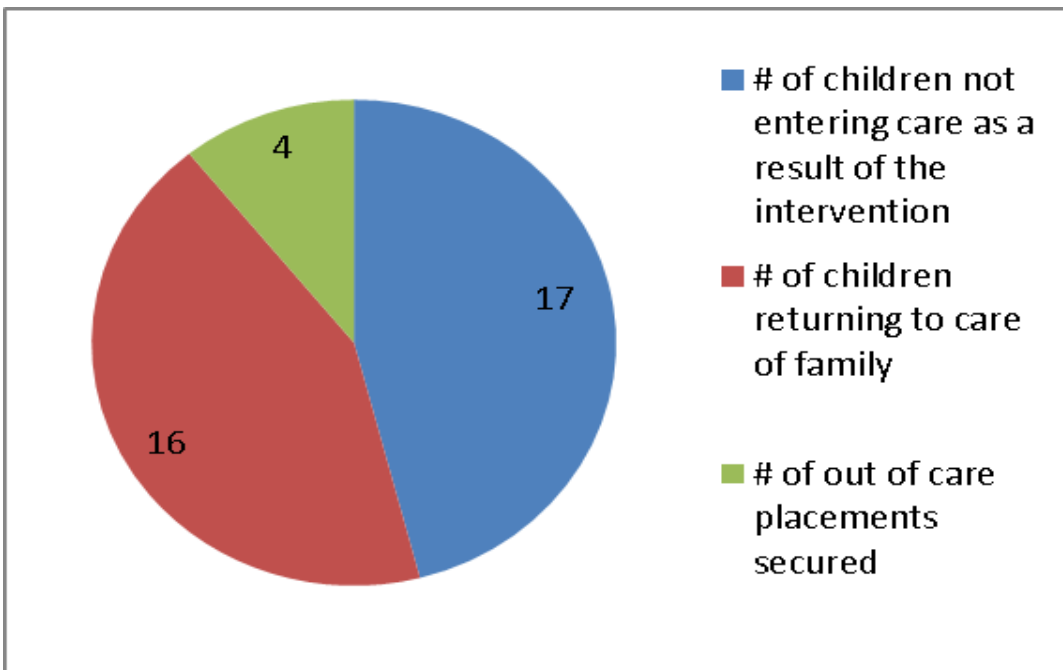
Direct service hours- 2912

Number of open files- 31

Number of closed files- 13

Waitlist as March 31, 2016- 10

Program Outcomes



This translates to 37 children remaining in or returning to their family home or securing an out of care placement.

Family Preservation Program 2015/2016

Program Description:

The Family Preservation and Reunification Program provides support for families with low to moderate risks and less complex needs. The Family Preservation Worker works collaboratively with the client in cases of self-referral and with the client and Social Worker in cases of MCFD referrals. The Family Preservation Worker works with the client to create a Service Plan which includes developing goals and creating activities to assist in reducing risks and strengthening families. The services are provided through: 1-1 sessions, in-home sessions, outreach and referrals to appropriate community resources. The purpose of this program is to return children to a safe home environment, keep children within the home, and/or support the children's connection to their family and community.

Program Trends:

The Family Preservation Program has been operating with a waitlist of approximately 8-12 families for the 2015/2016 year. There has been a significant increase in self-referrals to the program. As a result, the waitlist is currently comprised of approximately fifty percent MCFD referred families and fifty percent self-referred families. We have noted an increase in referrals to work with relatives pursuing out-of-care options for children currently in foster care.

Honesty

Share kind thoughts or feelings to help you live a good life. Be kind and honest in return, kind honesty encourages others to consider your word and friendship.

Family Preservation Program 2015/2016

Program Goals for Family Preservation Program 2015/2016

Goal	Outcome
Clarify the program mandate and communicate the mandate clearly to the community in order to streamline the referrals and service delivery.	The program mandate was revised to clearly outline that the Family Preservation and Reunification Program is an open-referral program accepting referrals directly from families, community partners, and MCFD. It appears as though the revision of the mandate and program description has resulted in more clarity around the program which in turn has streamlined referrals and service delivery. This is evidenced by the fact that our Family Preservation and Reunification Program has a year-long waitlist for service with referrals primarily from MCFD and families self-referring.
Evaluate the service and determine if the program could be incorporated into part of Hulitan's comprehensive wrap around services.	As we received a number of referrals for the program from MCFD as well as self-referrals from families, the waitlist for the Family Preservation and Reunification Program has consistently remained at approximately 8-12 months. It appears as though the program is a valuable asset to Hulitan's comprehensive wrap-around services. Hulitan successfully renewed the contract for the Family Preservation and Reunification Program and will receive funding for the program for the 2016/2017 year. A number of self-referrals to the Family Preservation and Reunification Program have been facilitated by Hulitan staff working in other programs, primarily the Supervised/Supported Access Program and Journeys of the Heart. In addition, many families have transitioned from the Family Preservation and Reunification Program into the more intensive Family Development and Response program when their children have been returned to their care. The Family Preservation and Reunification Program provides diversity in our options for wrap-around services and ensures our families are receiving the support they need.

Goals for 2016/2017

- Review and revise the Family Preservation Program service plan to ensure that we are creating achievable and measurable goals collaboratively with families and if involved, MCFD Social Workers.
- Create a resource library for the Family Preservation Workers and the families they are working to support that includes books and DVDs relevant to indigenous parenting, schedules and routines, relapse prevention, mental health, and home maintenance.

L, KI, L (L, TH, KEEL) Child and Youth Mental Health Program 2015/2016

Program Outputs:

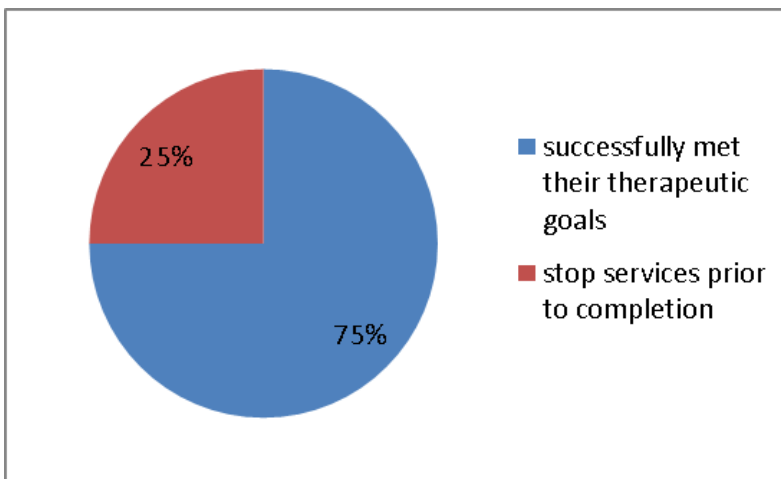
Direct service hours- 1456

Number of open files-21

Number of closed files- 12

Waitlist as of March 31, 2016- 10

Program Outcomes



Program Description:

This program provides counseling and support to Aboriginal children and youth aged 0-19 and their families presenting with a variety of mental health challenges including complex trauma. The program maintains a focus on healing that incorporates both culturally relevant and mainstream interventions. The program strives to facilitate a better awareness and understanding of colonization and the intergenerational impacts of residential schools. The purpose of the program is to improve mental health and overall wellbeing of the child and their support system.

Program Trends:

L,KI,L has experienced an extensive waitlist throughout the year, up to 16 waitlisted at one point. This has been an ongoing trend in this program due to the high need of children and youth requiring services/ support for complex trauma. Referrals continue to come from a variety of sources including: MCFD, schools, community partners, parents, caregivers, and the hospital.

L, KI, L (L, TH, KEEL) Child and Youth Mental Health Program 2015/2016

Program Goals for L, KI, L (L, TH, KEEL) Child and Youth Mental Health Program 2015/2016

Goal	Outcome
To assess the effectiveness and sustainability of the Wiwip'son Indigenous Therapeutic Swing - 1 year project.	With the demand for office space from other programming, as well as, unforeseen financial costs to maintain the development of the Wiwip'son Indigenous Therapeutic Swing, it was deemed not sustainable at the end of the one year pilot project.
To continue to review funding opportunities to hire an additional Therapist within the program to alleviate the extensive and ongoing waitlist.	Proposal grant applications were made to the <i>United Way</i> and the <i>National Indian Brotherhood Trust</i> for funding for a new Therapist. Due to the industry high demand and competition for funding, we were not successful in securing funding.

Goals for 2016/2017

- Ongoing training in therapeutic trauma practices.
- Hire and train a new Therapist to cover maternity leave position.

NIL YEK OLs Sexual Abuse Intervention Program 2015/2016

Program Outputs:

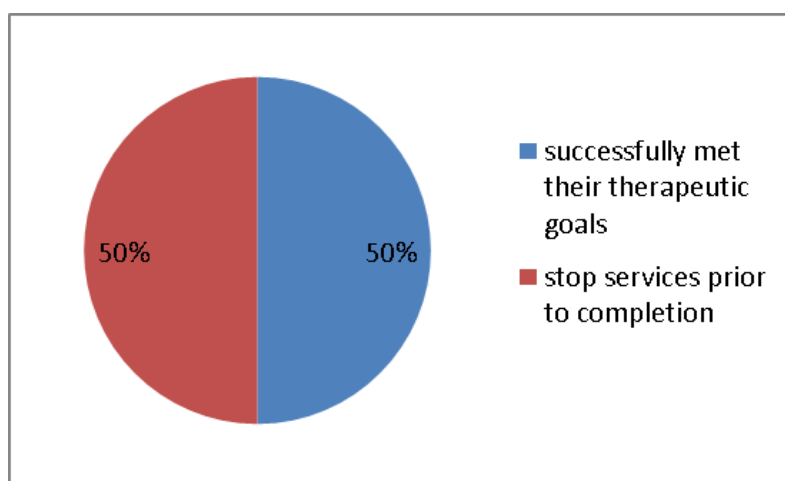
Direct service hours- 2912

Number of open files-42

Number of closed files- 16

Waitlist as of March 31, 2016- 9

Program Outcomes



It should be noted that clients receiving support in the NIL YEK OLs Program often require longer than one year to process and heal from complex trauma. In addition, although many clients gain healthy coping strategies and experience some relief and stabilization, many are not yet ready or able to process the trauma and consequently stop services prior to completion.

Program Description

This program provides counselling and support services to Aboriginal children and youth ages 0-19 and their families, who have experienced sexualized abuse and/or sexualized behaviour. This program provides opportunities to develop an understanding of healthy sexuality and supports families in understanding the impacts of sexualized abuse/sexualized behavior on the child. The program also encourages and supports healthy parent and child attachment. The purpose of this program is to help children and their families heal from experiences of sexualized abuse, historical trauma, and to address sexualized behaviours.

NIL YEK OLs Sexual Abuse Intervention Program 2015/2016

Program Trends:

NIL YEK OLs has experienced longer waitlists over the past year compared to previous years as we believe there is more of an awareness of the program, as well, it appears community is more comfortable making referrals to the program. Over the past year, this program has seen an increase in suicidal ideation amongst youth resulting in greater complexity and increased crisis intervention. We have seen an increase in referrals from the local police departments.

Program Goals for NIL YEK OLs Sexual Abuse Intervention Program 2015/2016

Goal	Outcome
To develop and implement a <i>Family Reunification Following Sexual Abuse: Creating Permanence and Safety for Children in the Family Pilot Project</i> .	<i>Our Family Reunification Following Sexual Abuse: Creating Permanence and Safety for Children in the In the Family Pilot Project</i> presentation was received well and the need for this service was acknowledged and supported by MCFD; however, in the end, MCFD regrettably advised us that there is no funding available at this time for such a program.
To apply for family reunification funding through Health Canada and research other potential funding possibilities.	A proposal grant application for funding through the Ministry of Justice was unsuccessful.

Goals for 2016/2017

- Ongoing training in therapeutic trauma practices.
- Hire and train a new Therapist to cover maternity leave position.

Journeys of the Heart Program 2015/2016

Program Outputs:

Direct service hours- 5824

Number of open files- 63

Number of closed files- 27 based on the end of school year June 2015

Waitlist as of March 31, 2016- 0

Number of children going into kindergarten as of June 2015- 9

Program Description:

The Journeys of the Heart Cultural Learning Program is a ten month voluntary program for Aboriginal children aged 2-5 years old and their families. The purpose of the program is to nurture a child's cultural identity while giving them the necessary skills and tools to prepare them for the education system.

Program Trends:

The Journeys of the Heart Program ran a morning and an afternoon program at our School District 61 site, Craigflower Elementary School, as well as a morning program at our School District 62 site, Wishart Elementary School during the 2015/2016 year. Unfortunately, we saw a decrease in enrollment in School District 62 resulting in cancellation of the afternoon program. Feedback from families suggests that the site at Wishart Elementary School is difficult for many families to access as it is not on a main transit route and far from where many families reside on the Westshore. The Journeys of the Heart Program has seen an increase in attendance by families with complex needs who were not currently accessing other services. As a result, the Caregiver Support Workers, Classroom Support Worker and ECE/ Classroom Facilitator provided a number of referrals to the Hulitan Family Preservation Program and to other resources in the greater community (Bridges for Women Society, Counselling through First Nations Health Authority) to create a wrap-around support for families.

Journeys of the Heart Program 2015/2016

Program Goals for Journeys of the Heart Program 2015/2016

Goal	Outcome
JOH team would like to put together a reunion for past JOH graduates and their parents to come together and talk about their children's progress in the public school system.	On August 21 st 2015, the Journeys of the Heart program hosted a Journeys of the Heart reunion picnic at Beckwith park. Approximately 100 past JOH graduates and their families attended the picnic. Families were asked to provide feedback on their experience in the JOH program. Families reported that they felt that the program had many positive impacts on their families including: supporting successful transitions to school, increased patience, improved parenting skills, and increased cultural and community connection. Families reported that they felt that their children continued to benefit from the Journeys of the Heart program beyond kindergarten in areas related to their child's ability to focus in class, be leaders among their peers - particularly with Aboriginal culture, being empathic and caring towards other children, and being successful in transitions. Families were asked to provide feedback on how they felt the Journeys of the Heart program could be improved. A number of families reported that they felt the only improvement that could be made is to offer the program more than 2 days per week.
JOH caregiver will be introducing a new Classroom Support Worker/Caregiver Plan called Holistic Support Wheel for both the parents and children who are registered in the program. This tool will help the Classroom Support Worker to identify areas of strength and areas of improvement for the child as well as provide guidance to the Classroom Support Worker as they help plan for the child's future educational needs.	The Journeys of the Heart program experienced some staffing challenges in the 2015/2016 year. One staff member resigned from her position in December of 2015. In addition, we had another staff member off with a serious medical condition. As a result of having a decreased staff to run the program, The Holistic Support Wheel was not implemented this year. We would like to carry this goal forward with the intention of using it with all families accessing Journeys of the Heart in the 2016/2017 year.

Journeys of the Heart Program 2015/2016

Goals for 2016/2017

- JOH will be introducing a new Classroom Support Worker/Caregiver Plan called Holistic Support Wheel for both the parents and children who are registered in the program. This tool will help the Classroom Support Worker to identify areas of strength and areas of improvement for the child as well as provide guidance to the Classroom Support Worker as they help plan for the child's future educational needs.
- To create an annual calendar plan for the JOH Program that will include snacks and activities by week for the program staff to follow. This will ensure that JOH staff members regularly rotate snacks and activities. In addition, we would like to link the activities and snacks to the JOH curriculum to enhance learning.
- To review and revise the current JOH registration form to ensure that we are gathering all the information required to best support the family accessing services - including names, birthdates, and medical information for all children attending program (not just the registered child).

Love

Share kindness. Living a good life helps us to care for others. It is normal to disagree with people who we love, who we care for, or who we are kind to. It is not normal to feel fear, or pain from people who we love, who we care for, or who we are kind to.

Success By 6 Aboriginal Engagement 2015/2016

Program Highlights for the Year

- Launched Success By 6 Aboriginal Engagement website for South Vancouver Island.
- Conducted Research Project called Echoes of First Nations and Metis Values in partnership with Centre for Early Childhood Research and Policy at the University of Victoria consulting with 108 Aboriginal families, and those working with Aboriginal children and their families, 6 land based Nations and 4 Urban service agencies, on what contributes to the wellbeing of their young children.
- Purchased and distributed \$9450.00 worth of Fairway gift cards to all 9 Nations and 5 Urban Aboriginal programs to be used for their clients and families accessing services in their programs.
- Attended monthly Aboriginal Education Enhancement Committee meetings with School District 62 and helped support the development of second Enhancement Agreement entitled: Na'tsa'maht, Education Agreement between Local First Nations and SD 62
- Established Aboriginal Early Years table for South Vancouver Island in partnership with local First Nations and Urban Aboriginal service agencies.
- Continued to attend and support on field trips with land based and urban Aboriginal Early years programs working with Aboriginal children.



My Creator, give me your peace and love today. —unknown

Final comments

We would like to extend a heartfelt Huy'chka, Chuu, Gala'kasla, Meegwetch to all the families, community members , Nations, funders and sister agencies for your support. We couldn't do it without you...

Thank you from all the staff of Hulitan

Truth

Practice the Seven Grandfather Teachings for a good life. Remember the teachings were given to share with each other. Working to live a good life makes you a strong individual.

Community Partners

The 9 Nations of Southern Vancouver Island:

Tsawout, Tsartlip, Tseycum, Pauquachin,
Beecher Bay, Esquimalt, Songhees, Pacheed-
aht, T'sou-ke

Victoria Native Friendship Center

Island Métis Family & Community Services
Society

District 61 Aboriginal Education

District 62 Aboriginal Education

Wishart Elementary School

Craigflower Elementary School

Success By Six

BC Association of Aboriginal Friendship Cen-
tres

South Island Wellness Society

Burnside Gorge Community Centre

Boys and Girls Clubs of Greater Victoria

Bridges for Women Society

Community Living BC

BC Aboriginal Network on Disability

Surrounded By Cedar Child & Family Services

NIL/TU,O Child and Family Services

Victoria Foundation

M'akola Group of Societies

Camosun College

Ministry of Children and Family Development

Sooke Family Resource Society

Young Parents Support Network

Pacific Center Family Services

Youth Empowerment Society

University of Victoria

HerWay Home

United Way

Victim Services

Victoria Child Abuse Prevention and Counselling

The Federation of Community Social Services of BC



Community Partners

