

HULITAN FAMILY AND COMMUNITY SERVICES OUTCOMES MANAGEMENT REPORT 2016/17



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Acknowledgement: Hulitan Family and Community Services Society acknowledges the traditional territories of the Coast Salish people. Specifically; the Esquimalt and Songhees Nation where our office is located. In addition, Hulitan acknowledges 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 Indigenous community. We are aware that the urban communities are comprised of many different Nations; therefore, we respect and value the traditional teachings of all Indigenous people.

Our Mission: Hulitan preserves, unifies and advocates for Indigenous families by supporting healing and fostering resilience through culturally rooted programs, services and collaboration with community partners.

Our Vision: Hulitan empowers Indigenous families and future generations, walking alongside them and using the cultural principles of Respect, Honour, Connectedness, Humility and Integrity.

Introduction: This Outcomes Management Report is based on data collected by Hulitan Family and Community Services Society and covers the period of April 1, 2016 to March 31, 2017. 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.

Message from the Executive Director

I would like to begin by acknowledging the Songhees and Esquimalt peoples and the beautiful land they have protected where I live, work, and play. It is with great humility and respect that I offer my time and energy to the Indigenous 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, the dynamic Board of Directors 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 with sister organizations, our funders and the Nations within the south Island through collaboration and engagement. Hulitan provided services to 368 community members during the 2016/2017 year. Through the hard work and dedication of the staff and families we were able to preserve and reunify many families, including; sixty eight children remaining in their family home, fourteen children were returned from care, and 3 out of care placements were secured. Satisfaction surveys continue to be very positive. Hulitan staff and the leadership team are always looking to improve services so that more Indigenous families can be safe and thriving through their connection to culture and each other. In addition, Hulitan developed a new Strategic Plan which included a revision of our mission and vision statement, as well as a process to identify our principles/values that guide our work, planning, strategic direction, policies and services.

In closing, Hulitan continues to be a strong influence in the community; continuing to provide effective, efficient, and quality services to Indigenous 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 my hands to the staff and Board at Hulitan for their incredible contributions and commitment to the Indigenous communities in the South Island.

With gratitude and humility,

Kendra Gage

Message from the President

Aanii Community Members,

I first acknowledge and thank the Lkwungen Peoples, now known as the Songhees and Esquimalt First Nations communities, for allowing us to live, work and play on their traditional lands.

As a Teme-Augama Anishnabai from northern Ontario, I treasure all I have learned from the local communities about west coast traditions and appreciate commonalities I have found between our peoples, such as the focus on community and family. These focuses are what brought me to Hulitan.

Hulitan Family and Community Services Society works to strengthen Indigenous community and families through connectedness, humility, respect and integrity. They walk beside families in challenging times and help them celebrate the successes. The time I volunteer with Hulitan is small in comparison to the endless dedication of the staff, and our Executive Director, Kendra Gage. Her genuine affection for people and desire to help others, have made Hulitan an innovator in Indigenous family services, and an incredible place for people to work and volunteer.

This past year was my first as President, and so there was much learning to do. I learned Hulitan was mentioned not once, but twice in the Report to Canada's Premiers "as one example of a fully incorporated and professionally accredited child and family service agency committed to providing culturally sensitive and awareness programs and services to the Aboriginal community."

I learned Hulitan has CARF accreditation, a challenging endorsement to achieve, which signals a service provider's commitment to continually improving services, encouraging feedback, and serving the community. I learned Hulitan is one of the first and only agencies in BC offering Elder support in the workplace, as well as holistic staff wellness and cultural support policies.

Lastly, I learned that when you volunteer at Hulitan, you get more back than you could ever give.

I look forward to another year of successes, including breaking ground on Hulitan's new building in partnership with M'akola Development Services, completing the first year of our new strategic plan, and launching our new website. I thank the community for their ongoing support and hold my hands up all those who are part of the Hulitan family. Miigwech.

All my relations,

Tanya Clarmont,

Message from the Treasurer

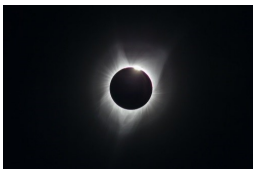
I would like to first acknowledge the Lekwungen Peoples for the great privilege of being a guest here on their traditional lands for so many years. It has been an honour to serve as Treasurer for Hulitan again and this past year has been exciting and rewarding on many levels. I am always humbled by the commitment and dedication that the management and staff have each and every day in service of the children and families in this community and my hands go up to them in the deepest respect.

Hulitan is in good financial health and is a model of sound business practices. The organization continues to build on its service excellence and maintains great relations with its primary funders. This years' auditor gave an unqualified opinion of a clean audit, meaning they had no reservations with respect any material matters contained in the 2016-17 financial statements. Hulitan has retained its CARF accreditation, which provides a high standard of operating policies with regard to all operations including finance controls and accountability.

The Ministry of Children and Families (MCFD), affords the largest contribution to Hulitan *revenues* this year with an overall budget of \$1.42 M. A new funding provision came from the United Way to support the Journeys of the Heart program in the amount of \$30,000. The United Way also supports the Success By Six program with \$76,000 and rounding out the funding partners was the Victoria Foundation with a contribution of \$7,500. The largest *expense* this past year was for a van purchase (\$26,300) and all expenses were maintained within this years' budget.

On June 27th the Members of the Hulitan Society passed a resolution to authorize the Directors to borrow money on behalf of the society so as to purchase from M'akola Housing Society, a strata interest in a new building which will provide office and program space for the use of the Society. This is an exciting opportunity for the society to leverage its capacity to own a real asset and to build equity through a mortgage, rather than to rent. Projected move in date, the fall of 2019.

I want to thank the Finance Department for another year of great work and it has been a pleasure being part of this team. As always, I am grateful for a small role in an organization with such incredible caring and sharing people.



Submitted by Carl Mashon

2016-2017 Organizational Chart



Board of Directors
Responsible for the direct supervision of the Executive Director

Executive Director
Responsible for the direct supervision of 3 Managers, 1 Elder, 1 FTE and the indirect supervision of 15 FTE'S

Elder in Residence
Responsible for guiding and teaching all staff

Manager of Intensive Services
Responsible for the direct supervision of 7 FTE'S

Finance Manager
Responsible for the direct supervision of 1 FTE

Manager of Family Services
Responsible for the direct supervision of 7FTE'S

Intensive Parenting Program (2)

Family Development Response (2)

Reception (1)

Family Preservation Program (2)

Supervised/Supported Access (1)

NIL YEK OLs SAIP services (2)

L, KI, L (L, TH,KEEL) CYMH (1)

Success By 6 Aboriginal Engagement (1)

Journeys of the Heart (4)

Our Big House

In July of 2016, with the support and guidance of our ancestors, and Alex Nelson (respected Elder and member of Musgamagw - Tsawatainuek tribes), the staff of Hulitan identified the four pillars/values (Respect, Connectedness, Humility and Integrity) that hold up Hulitan's Big House. The pillars/values guide our practice, our operations, our involvement in community and the relationships we develop. Most importantly, they reflect our world view and the manner in which we show up in the world. The day was spent identifying the ways in which Hulitan already walks with the identified values and the manner in which Hulitan would like to improve. The day provided the foundation for the new Strategic Plan, the organization's new mission and vision, the 2017/2018 operational plan and the performance improvement planning of the organization. In addition, the staff were asked to reflect on the 2012 to 2017 Strategic Plan, as well as the operations of the agency in order to ensure the agency is reflecting our values in the culture of the organization. The areas of focus were Governance and Leadership, Culture and Language, Programs and Services and Relationships. Within each area goals were developed to reflect the values.

Governance and Leadership

Connectedness

Goal: To build a stronger relationship with the Board in order to raise their awareness of us and our awareness of them.

Goal: To create a more culturally grounded conflict resolution process.

Humility

Goal: To increase access to cultural mentors for consultation to the management team.

Integrity

Goal: To evaluate the training process for new staff for effectiveness, efficiency and satisfaction.

Culture and Language

Connectedness

Goal: To increase our resource list of healthy Elders and Knowledge Keepers.

Goal: To increase cultural knowledge within the staff/leadership.

Integrity

Goal: To commit to consistency and follow through regarding culture and language in the agency.

Our Big House continued

Programs and Services

Connectedness

Goal: To develop a better understanding of the resources available to the people we serve.

Goal: To increase community awareness of the services that Hulitan Family and Community Service Society provides.

Respect

Goal: To ensure language within the organization reflects the principles and values of Hulitan.

Goal: To bring more traditional language to our programs.

Relationships

Connectedness

Goal: To develop a better understanding of the resources available to the people we serve. (also a goal in programs and services)

Goal: To increase community awareness of the services that Hulitan Family and Community Service Society provides.

Integrity

Goal: To maintain our commitment to the organizational principles and values.

After the development of the pillars/values it was very important for the organization to have a visual representation of our values that reflected the diversity of the people we serve while respecting the local territory and the culture's of the three island Nations. Chief James Swan, UuKwaQum, artist from the Ahousaht First Nation, was able to bring the values to life in the form of four seven foot tall cedar panels. The panels reflect the significance of the values and the images were chosen carefully to honour the values, and the cultures of the three island Nations and the local territory where Hulitan is situated. Once the pillars are permanently situated a small ceremony will be conducted in order to ground the pillars in a good way and honour protocol.

RESPECT



RESPECT: The Bear is the protector, a well respected member of the community. The bear has great self awareness and symbolizes family and strength.

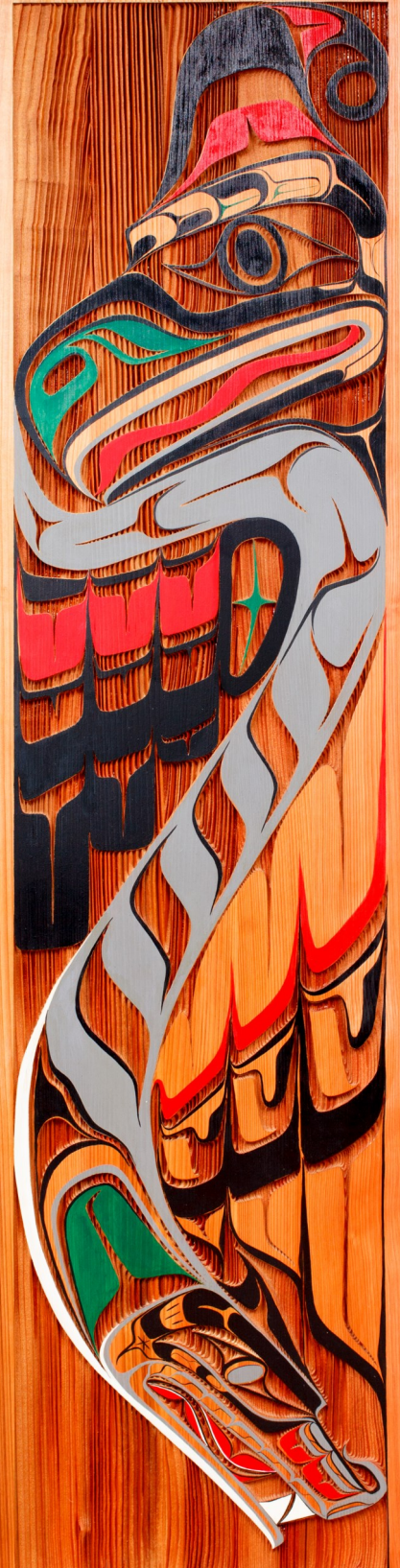
We chose the bear for what it represents and to demonstrate our commitment to self awareness and the importance of protecting the services we provide and ensuring they meet the needs of community.

Respect and honour for self so I can respect and honour others ...

HUMILITY: We chose the thunderbird and serpent both mythical creatures to remind us of our relationship to the spirit world. It reminds us to honour our ancestors and ensure we leave a healthy world for those that will come after us.

We walk lightly and choose our words carefully, we acknowledge life lessons when they present and we are humble...

HUMILITY



INTEGRITY



INTEGRITY: The heron is inquisitive, determined and has excellent judgement skills but understands the importance of going with the flow and will not struggle against nature. The heron is significant to the local peoples and her presence is felt and seen all over the traditional territories of the Esquimalt and Songhees Nations.

We chose the Heron because the heron represents grace, purity, and patience, all qualities you need to have integrity.

We walk our talk and our space reflects our values.

CONNECTEDNESS: The image of the Orca and wolf was chosen for two reasons. One to represent the unity of all three Island Nations as each Nation has a creation story about the wolf and the orca. Secondly, the wolf and orca represent family, family values and unity in numbers. The image also reminds us of our connection to all things.

Our space, our relationships and our guiding values celebrate our connection with the Creator, our community, our partners and each other.



Message from a Staff Member

Hello, my name is Karelia Gamache. I was born and raised in Winnipeg, Manitoba. I have Métis ancestry on my father's side, and Dutch on my mother's side. My husband and I have been visitors to the Coast Salish territory since 2014. I feel fortunate to have had opportunities to connect with my culture and heritage over my lifetime as this has brought wisdom, healing, and a sense of meaning and purpose to my life.

I started working at Hulitan in February of this year, covering for a maternity leave position within the E, KI, L Child and Youth Mental Health Program as the Program Therapist. I remember being in the interview for this position and sharing that I was looking for a place to work where I could feel at home, where I felt I was part of a community, where I was supported to be able to do my best work. Looking back on that day, I can honestly say that my wishes were granted (and more!). From the first day that I started working at Hulitan, I felt a sense of warmth and acceptance; I immediately felt welcomed into their family. Throughout my experience working here, I have come to witness the culture at Hulitan as being one of genuine care, mutual respect, preservation of dignity, and love, for all peoples who enter through the doors. There is a strong emphasis on promoting well being, both for one's self, as well as for one's family and community. In my experiences with my managers and supervisors, I have always felt supported. When feedback is provided, it is delivered with respect and dignity. I feel held up by the entire team here at Hulitan. I have been provided with the tools, resources, and supports to flourish in this position, as well as maintain my wellbeing outside of work. All of the above provides the foundation for us to do beautiful work in supporting each other to flourish, grow, and heal, both individually and collectively.

Message from a Community Member



Hulitan has changed a lot for me. I gained trust with a professional and I had never had that before. I felt that I could really open up to my worker. I always felt welcome at Hulitan, it was not awkward to come into the office and I never felt judged. I found understanding and was not attacked even when I repeated mistakes from my past.

Working with my worker at Hulitan helped me to get more access to my kids faster. I felt advocated for. Having a worker come into our home allowed us to show proof of the hard work we were doing. I know my kids came home faster because of having a Hulitan worker.

With my worker, I felt that I never had to wear a mask. I could open up and let my feelings out and this has helped me. I learned that if you want to do the work, change is possible and I found that support is out there. With the help from Hulitan, my family was reunited. I would recommend to anyone who needs support to come to Hulitan.

Tasha Cowey

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 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.	Wellness plan was initiated through the Aboriginal not for Profit initiative. Completion and implementation will occur in the 2017/2018 fiscal year.
Develop a list of Elders and Knowledge Keepers for staff to access as well as 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.	Resource guide is still in the works. New target date set for December 2017.

Quality Improvement Plan (continued)

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.	Most of the changes have been made. Transitional documents were filed in November of 2016. Some changes to the bylaws are required and will be accomplished at the 2017 AGM.
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.	Completed a three year Strategic Plan in November of 2017.
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.	Research has been completed and design to be determined.
Market programs to increase organizational revenue.	Secure resources needed to develop a marketing plan.	Explore resources to develop a marketing plan.	Resources explored. A business plan is being explored.

Quality 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.	Some planning has been completed. New leadership hiring processes, new leadership interview questions and philosophy. As well as a process for encouraging leadership opportunities within Hulitan.
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.	Some discussion has occurred. Operational Plan for 2017/2018 includes a more comprehensive plan for addressing this need.
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.	Some progress has been made. File audits continue to occur and changes are being made as required.
Increase therapeutic services available to adult clients.	More affordable/free on site services will be available to adults experiencing complex trauma.	Explore alternative resources.	One Therapist has registered with First Nations Health Authority and is able to take status. Still attempting to find funding to support non-status and Metis adults who require trauma counselling.

Quality Improvement Plan (continued)



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.	Results achieved 36% return rate. Item will be placed on 2017/2018 more creative approaches to be explored.
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.	Accomplished 100% staff participation and positive feedback was expressed. Four pillars were developed and used for planning as well as committees established to include all staff participation. The wellness resource guide will be created through staff participation.
Improve satisfaction data collection.	Improve satisfaction survey questions to better reflect client and stakeholder satisfaction.	Review and make appropriate changes to surveys.	Minimal work done in this area. To be addressed in 2017/2018 fiscal year.
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.	Resources identified, submissions to be made in 2017/2018.

Performance Improvement Plan for 2017/2018

CULTURALLY RELEVANT			
Objective	Indicator	Goal	Actual Results
Implement culturally relevant holistic wellness component to the annual performance evaluations.	Wellness plans will be incorporated into performance reviews. Staff will express feeling more supported with their holistic wellness.	Implement wellness plan and incorporate wellness into the structure of the organization.	TBA 2018 Annual Report
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.	TBA 2018 Annual Report

EFFICIENCY			
Objective	Indicator	Goal	Actual Results
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.	TBA 2018 Annual Report

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.	TBA 2018 Annual Report
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.	TBA 2018 Annual Report
Increase therapeutic services available to adult clients.	More affordable/free on site services will be available to adults experiencing complex trauma.	Explore alternative resources.	TBA 2018 Annual Report

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.	TBA 2018 Annual Report
Ensure data is consistently being recorded and that all staff have access to the appropriate forms.	Data will reflect service delivery more consistently.	All staff will be using the same forms for service satisfaction data collection.	TBA 2018 Annual Report
Improve satisfaction data collection.	Improve satisfaction survey questions to better reflect client and stakeholder satisfaction.	Review and make appropriate changes to surveys.	TBA 2018 Annual Report

Health and Safety— Critical Incidents

Trends and Analysis

In the last 12 months there were 23 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:

- Improve staff's understanding of Workers Compensation and the process for filling out WCB forms.
- Ensure staff have access to the appropriate critical incident forms and that the appropriate forms are being used in order to ensure consistency for data analysis.
- Provide information to staff on resources available to support high risk youth, including referral processes and contact information.
- Provide staff with training on suicidal ideation and self-harm.
- Increase staff's knowledge on the opiate crisis and administration of Naloxone.

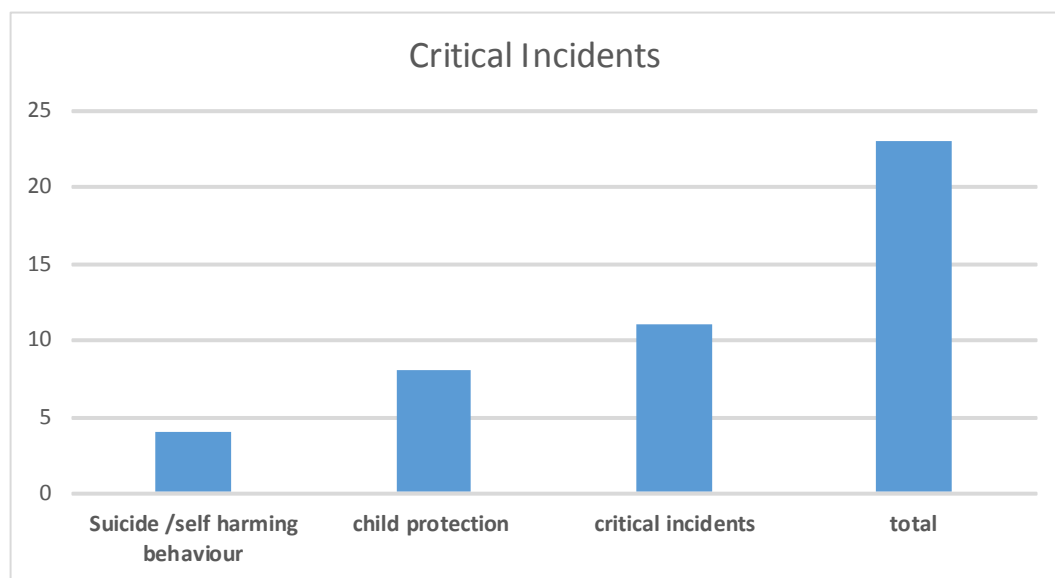
Improvement Plan for 2016/2017

Objective	Goal	Outcome
More information on complex trauma and impacts.	Increase staff knowledge of complex trauma.	85% of staff received training on trauma informed practice and report a better understanding of the issues.
Clarify suicide/self-harm categories.	Clarify expectations and understanding the definitions of the categories and how to properly report incidents.	Clarification and training was provided to all staff at team building day in fall of 2016.
Increase access to mental health resources for staff.	Develop a "cheat sheet" for staff on emergency mental health resources available.	Cheat sheet was developed and placed on server for easy access. Form will be reviewed annually for accuracy.
Better procedures when addressing communicable diseases.	Review current procedures and make changes as appropriate.	Some changes have been made. More work to be done in this area.
Information on safe needle disposal.	Provide staff with training and resources for safe needle disposal.	Training provided at team building day in the spring of 2017. 100% of staff reported feeling more comfortable with needle disposal.

Health and Safety– Critical Incidents (continued)

Breakdown

The following chart provides a breakdown of the incidents and categories. The majority of incidents involved minor injuries to children in preschool and visitation programs. No major incidents were reported.



Improvement Plan for 2017/2018

Objective	Goal	Outcome
Provide staff with training on WCB and when to access it.	Increase staff's understanding of WCB and accessing WCB	TBA 2018 Annual Report
Review Critical incident forms and where they can be accessed.	Ensure staff can access all forms and that the same forms are available to all staff.	TBA 2018 Annual Report
Provide resources on services available for high risk youth.	Increase staff's knowledge of resources available to high risk youth.	TBA 2018 Annual Report
Provide training on suicidal ideation and self harm.	Increase staff's knowledge of suicidal ideation/self harm and interventions.	TBA 2018 Annual Report
Provide training on the opiate crisis and interventions available.	Increase staff's knowledge of the opiate crisis and services available for interventions.	TBA 2018 Annual Report

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 2017/2018. The following information was collected over the past twelve months.

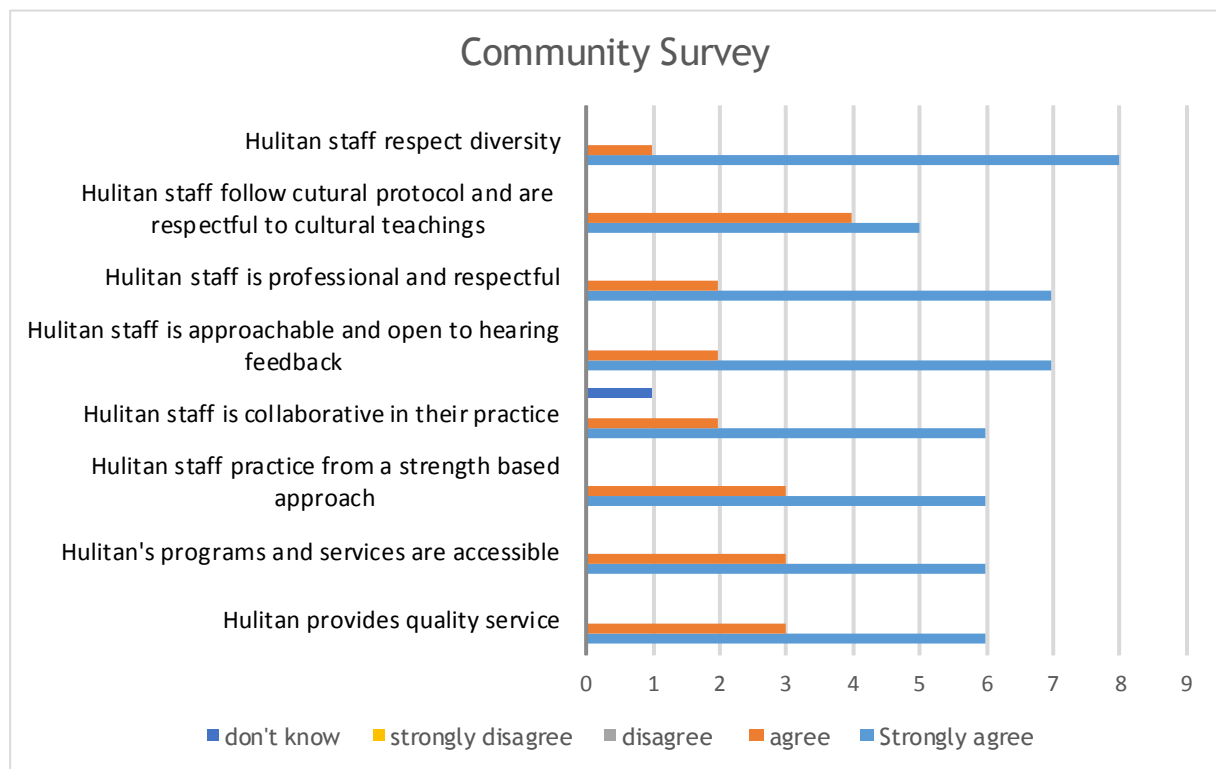
Community Survey Feedback

25 community surveys were distributed by email and provided to attendees at the AGM.

9 were returned which translates into a 36% return rate.

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

The following charts and information outline the feedback received:

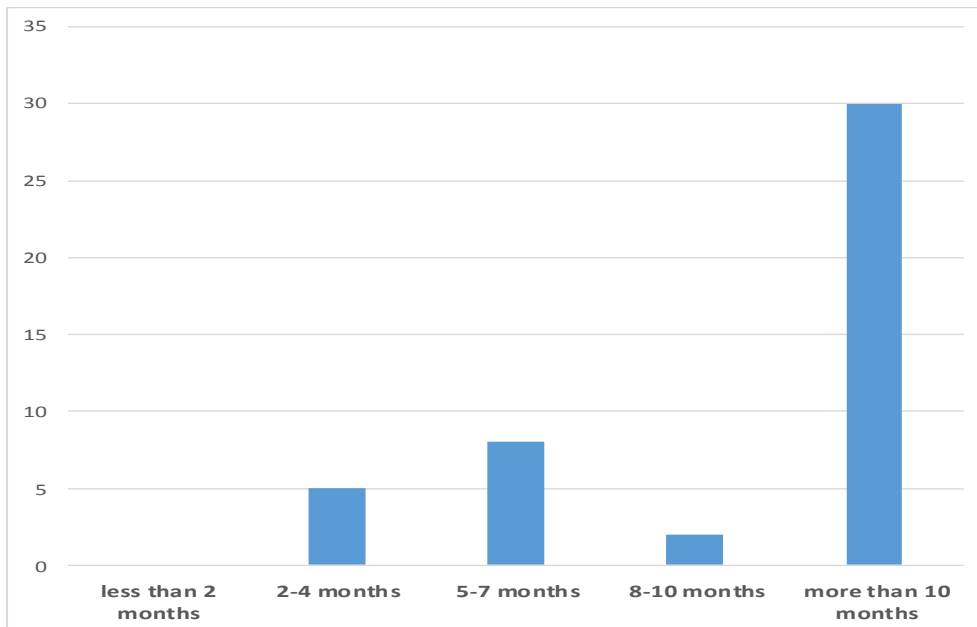


Feedback was positive on the majority of questions; 100% of people surveyed said they would refer to Hulitan's services.

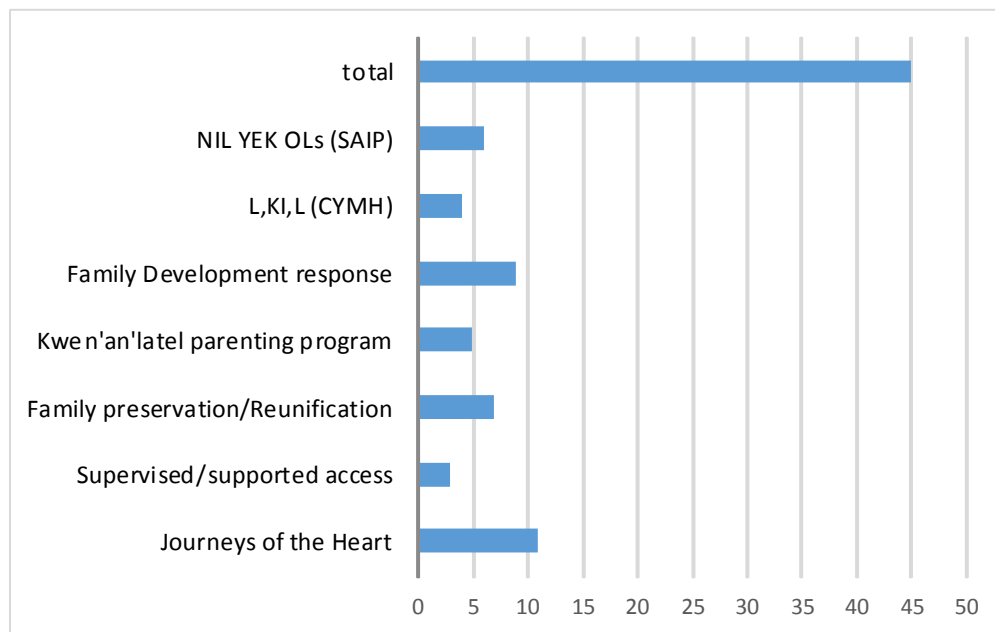
Persons Served Input

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 45 satisfaction surveys were returned. The following charts and information outline the results and the feedback received:

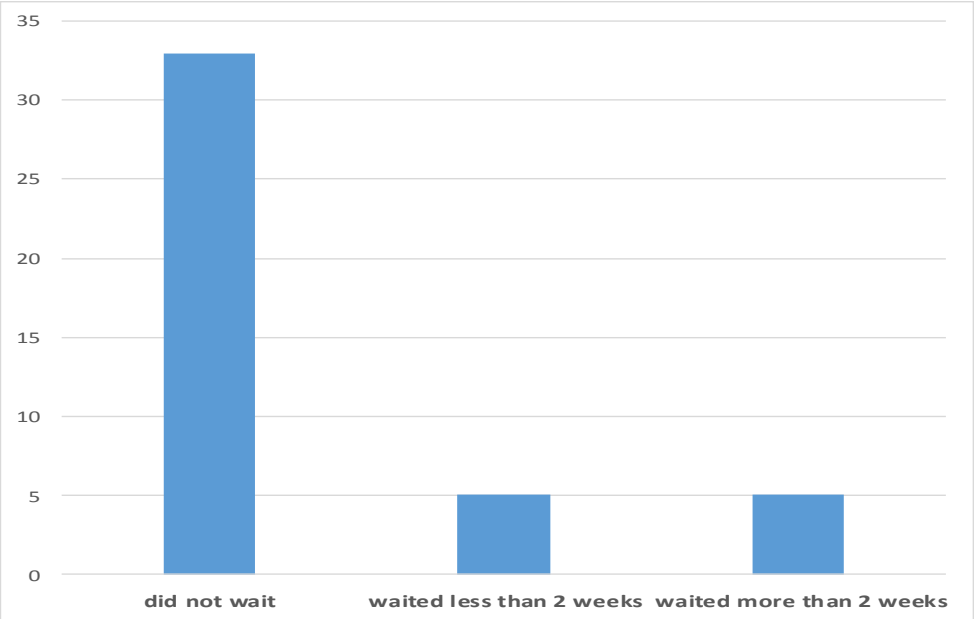
Length of Time in Program



Programs Accessed



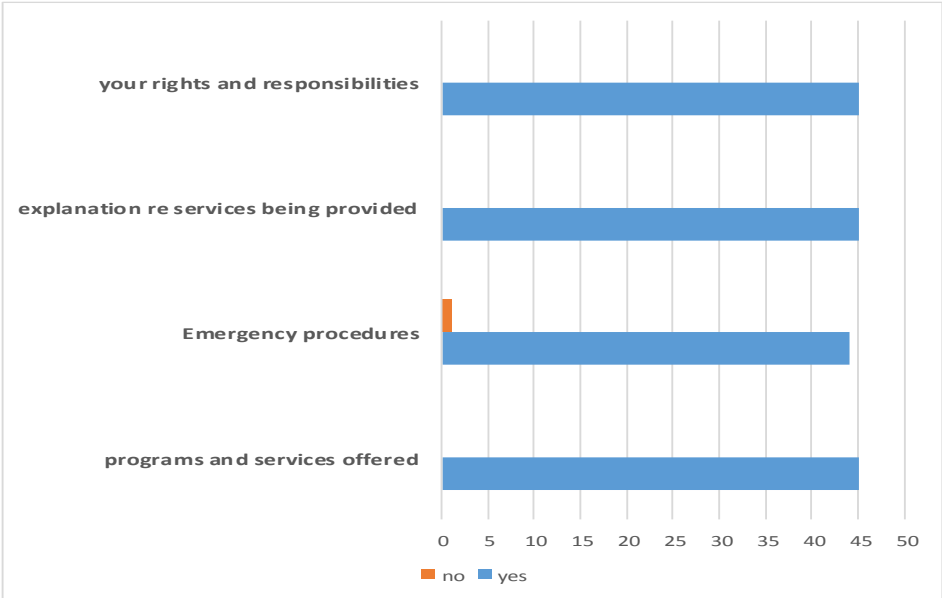
Length of Wait for Services



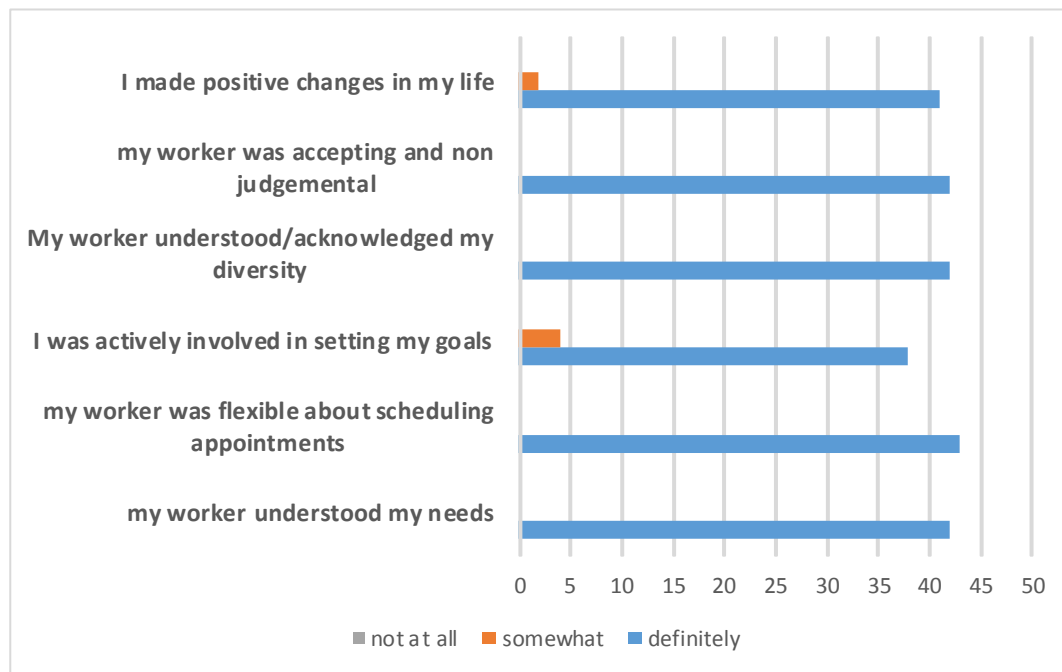
Minimal wait times for programs. Persons served that had to wait more than 2 weeks were in programs where there are significant waitlists due to limited resources. The organization is continuously trying to work towards securing more funding to increase services and further minimize wait times.

Program Orientation

100% of persons served reported receiving information about their rights and responsibilities, expectations regarding goals and service planning, and programs and services offered by the agency. 97% reported being informed of emergency procedures.



Service Satisfaction

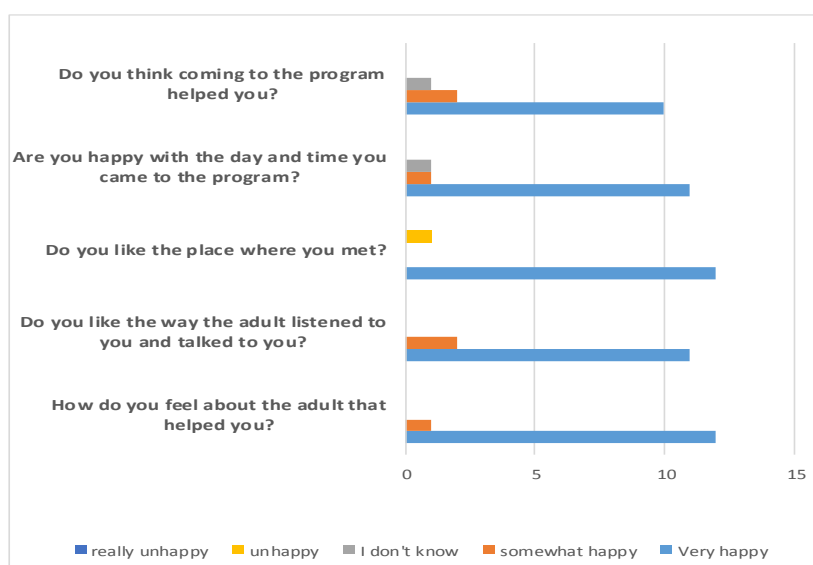


Overall, it appears service satisfaction was very high during the 2016/2017 year.

- 78% of persons served reported they would rate their success in the program as excellent
- 22% of persons served rated their success as “somewhat” successful
- 100% of persons served reported satisfaction with their transition plan
- 98% of persons served said they would use the services again
- 100% said they would refer a friend or family member to services at Hulitan.

Children’s satisfaction surveys

In 2015/2016 the organization made a commitment to gather satisfaction feedback from the children we serve. As a result, a satisfaction survey was developed that would be age appropriate and used pictures instead of words. 2016/2017 was the first year the agency gathered the data. The following table shows the feedback provided.



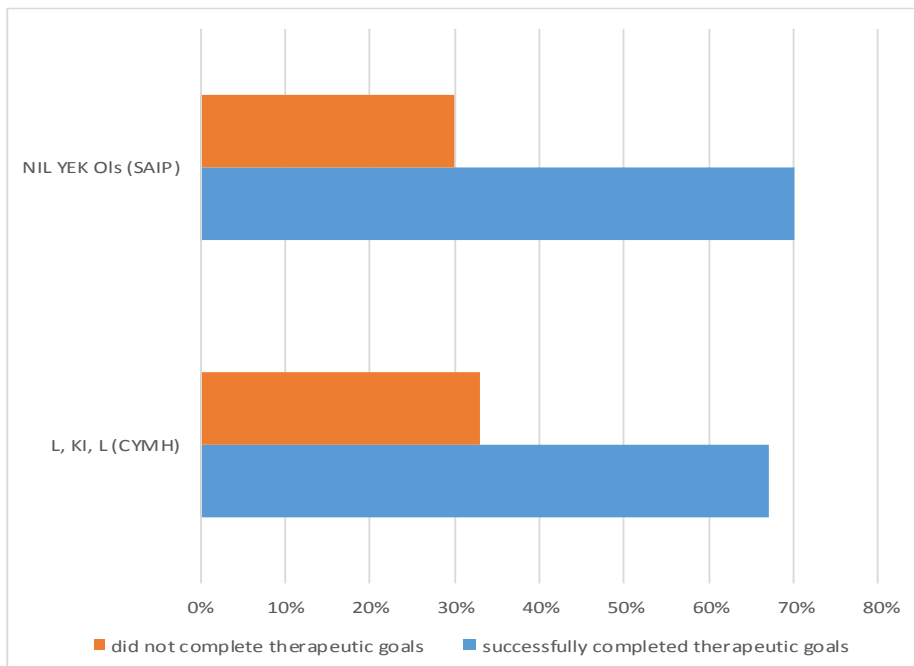
Outcomes Reporting

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. An analysis is then 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 66 and 70 percent of people accessing services were able to successfully complete their goals. In addition, interventions by the programs classified under family preservation and reunification services aided in keeping 85 Indigenous children out of the child welfare system.

Summary of Outcomes for 2016 and 2017

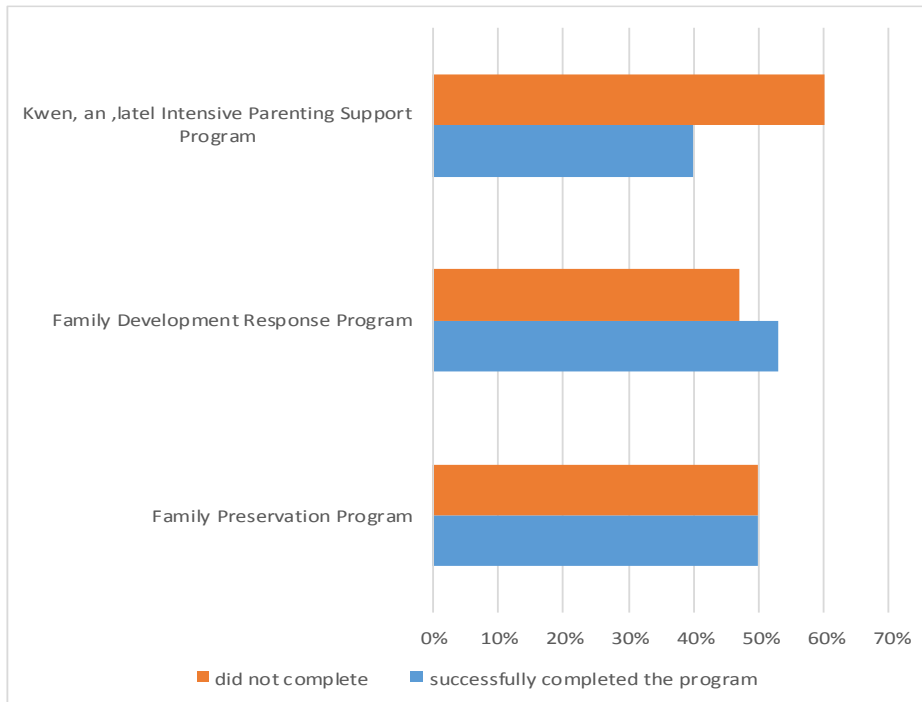
Therapeutic Services (L, KI, L, NIŁ YEK OLs)



66% of people who completed the NIŁ YEK OLs program demonstrated a decrease in need, which translates to positive outcomes.

70% of people who completed the L, KI, L program demonstrated a decrease in need, which translates to positive outcomes.

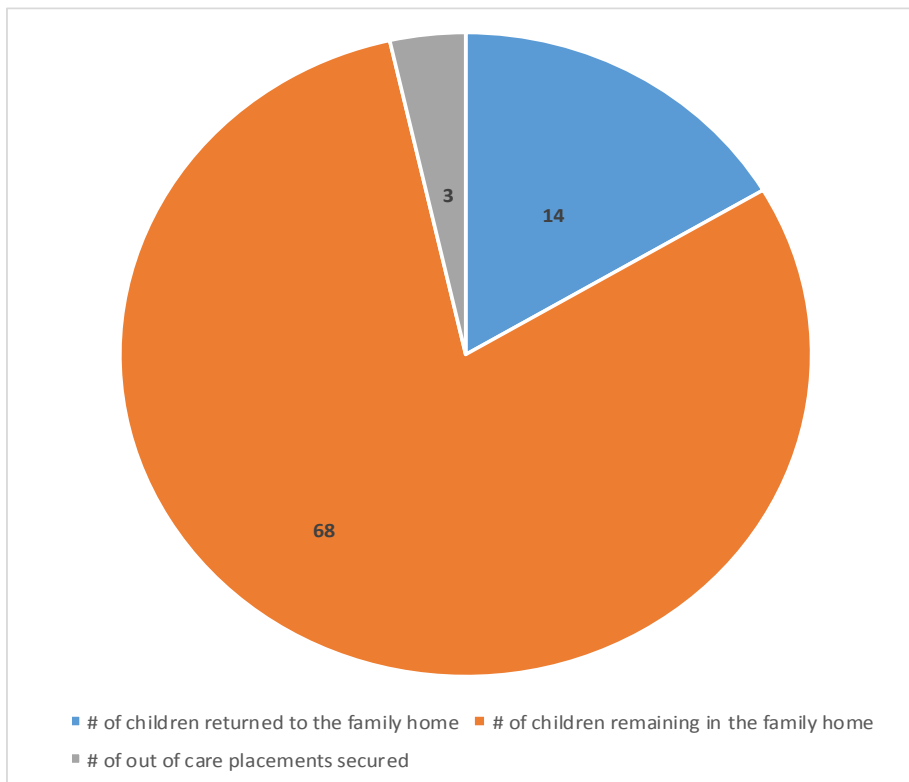
Family Preservation and Reunification Services (Family Development Response, Family Preservation and Kwen'an'latel)



64% of people who completed the Kwen, an, latel intensive Parenting Support Program demonstrated a decrease in need which translates to positive outcomes.

73% of people who completed the Family development response program demonstrated a decrease in need which translates to positive outcomes.

55% of people who completed the Family Preservation program demonstrated a decrease in need which translates to positive outcomes.



14 children were returned due to interventions.

68 children remained in the care of their family members.

3 out of care placements were secured, placing children with family outside their home.

This data indicates that front line in home supports are the most effective forms of intervention. This supports the findings in Grand Chief Ed John's report on the importance of family preservation services.

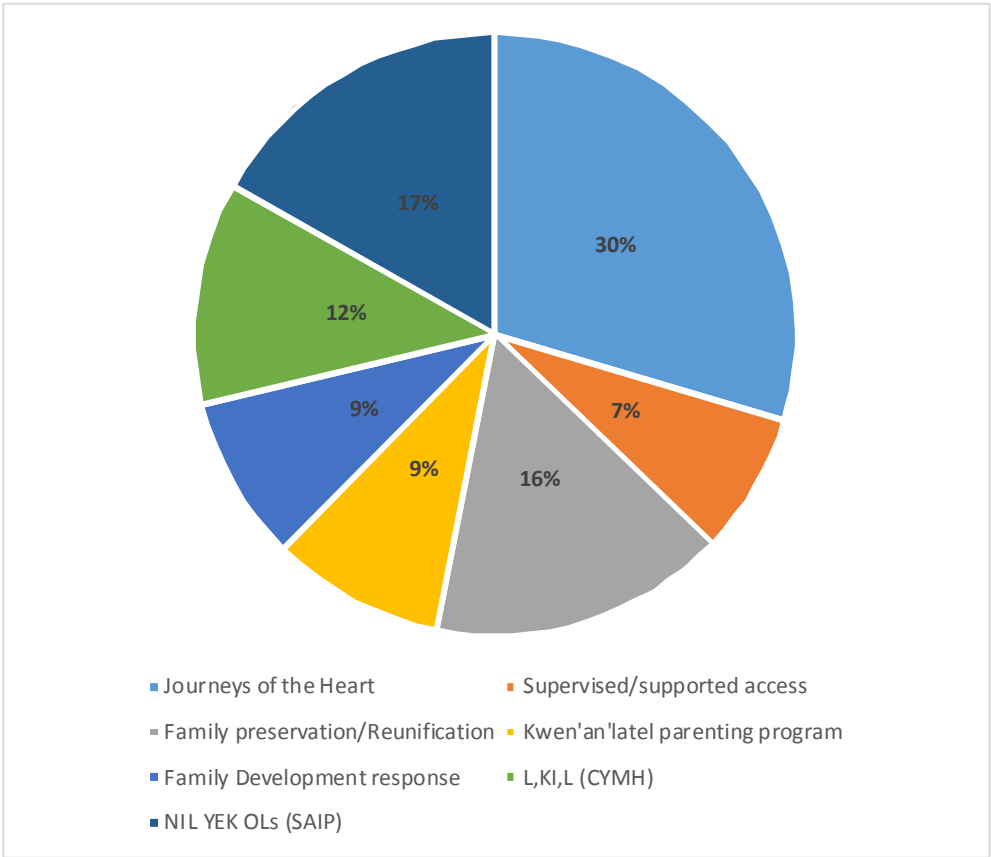
Overview of Services Provided

The information on the following pages provides statistical and demographical data for programs at Hulitan Family and Community Services Society (Hulitan) from April 1, 2016 to March 31, 2017. During this period, Hulitan provided service to **226 clients**. Forty-nine of the clients accessed more than one program at Hulitan during this period. The data was collected through the ShareVision database.

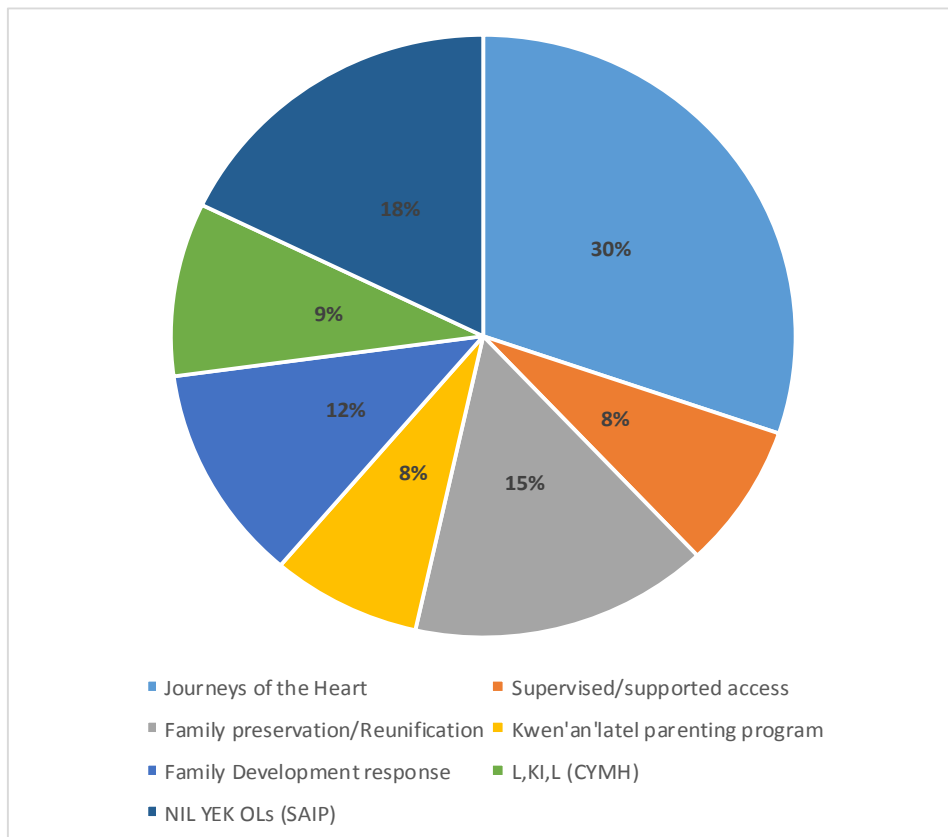
In addition, Hulitan also provided services to **67 caregivers** and **75 siblings** who attended the Journeys of the Heart program. This brings total number of community members receiving services overall to **368** from April 1, 2016 to March 31, 2017.

Hulitan was involved in numerous community initiatives and events such as; T-Birds Soccer Club, the West Shore National Aboriginal Day Celebration, the Winter Wellness event held at Songhees Wellness Center, and collaborated with the Aboriginal Coalition to End Homelessness to cook and share a meal and gifts (medicine pouches made by Hulitan staff and donated canned salmon from community members) with members of the homeless Indigenous community.

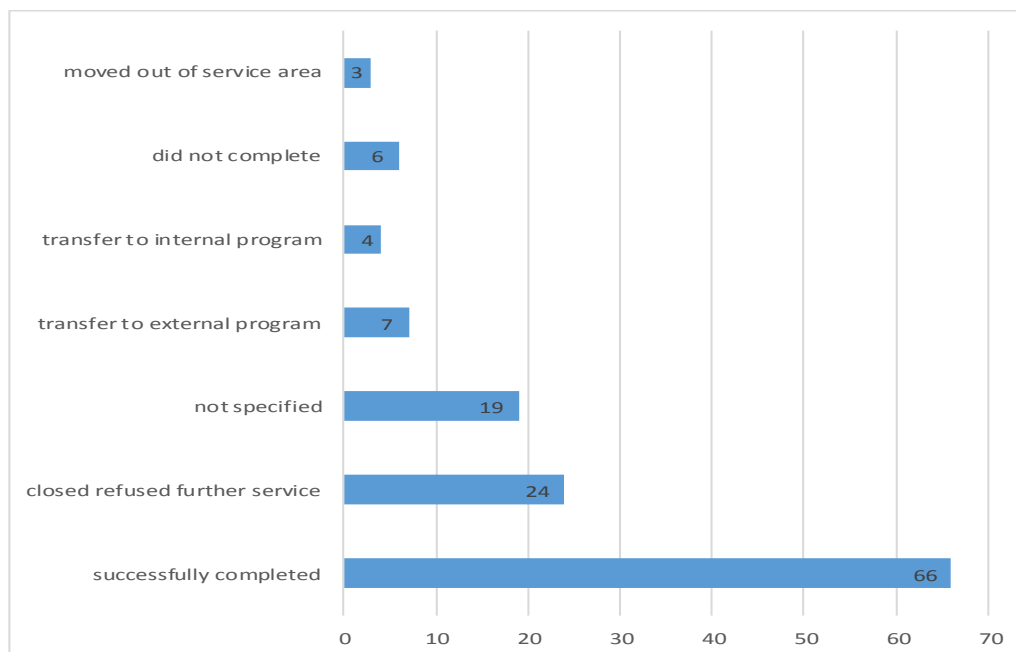
Enrollment Numbers in Programs



Numbers of Closed Files per Program



Reasons for File Closure

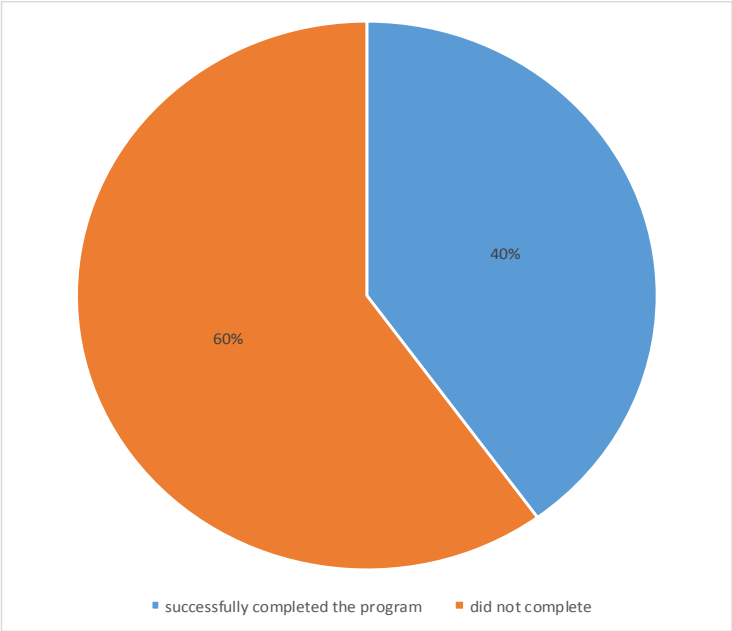


KWEN’AN’LATEL Intensive Parenting Program 2016/2017

Program Outputs:

Service hours-3640
Direct service hours- 2912
Number of open files- 21
Number of closed files- 10
Waitlist as of March 31, 2017- 7

Program Outcomes



The successful completion translates to 4 children being returned home from Ministry care. As well as one child being placed with family outside of the home, under 54.1 of the CFCSA (Transfer of Custody).

Program Trends

A high number of referrals over the past year have been for parents in need of safe and affordable housing, addictions, domestic violence support, and healing from historical trauma due to the intergenerational trauma from residential schools and colonization.

An ongoing trend in this program experienced by parents and Family Development Workers is being unable to reach Social Workers in a timely manner, lack of affordable housing, and long waitlists to external supports ie., treatment centres and trauma counselling. As a result, service delivery gets interrupted; children are kept in foster care for longer periods of time and reunification of families is delayed, which has a direct impact on the program outcomes. A major part of the programs success is based on the collaboration between the parent, the Social Worker and the Family Development Worker. When there is a breakdown in the collaboration the program and family outcomes are directly impacted.

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 Goals for Kwen'an'latel 2016/2017

Goal	Outcome
Increase educational training in attachment theory and practices	Educational training and resources on attachment theory and practices were presented to staff by the late Dr. Sandra Wieland, Ph.D., Psych., Nick Ruedy, MA., RCC and Jackie Moffatt, MA,RCC.
Complete "Culturally Appropriate Parenting Assessment Tool"	The Cultural Appropriate Aboriginal Parenting Skills Assessment Tool was completed in early 2017 and is now being used on a trial basis in Stage 2 of the Kwen'an'latel program.
Hire and train a permanent Family Development Worker	Hired and trained a permanent full time FDW.

Goals for 2017/2018

- **Goal** - To assess the effectiveness of the Cultural Appropriate Aboriginal Parenting Skills Assessment Tool through focus groups and interviews with parents.
- **Goal** - To solidify a new *Memorandum of Understanding* with M'akola Housing to support parents in securing safe and affordable housing for their children to be returned to.

Family Development Response Program 2016/2017

Program Outputs:

Service hours- 3640

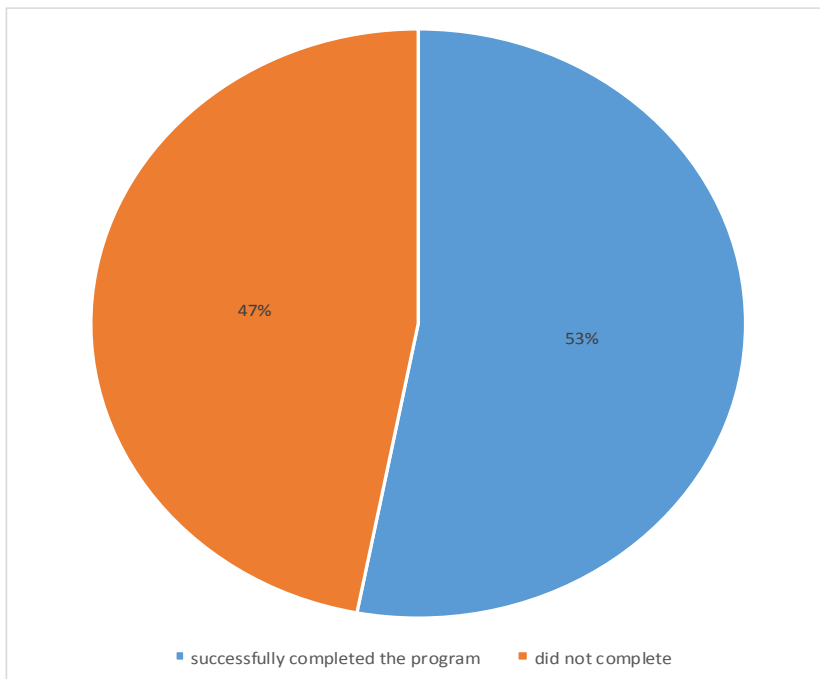
Direct service hours- 2912

Number of open files- 20

Number of closed files-15

Waitlist as of March 31, 2017- 5

Program Outcomes:



The 53% successful completion rate translates to **21** children staying in their family home.

The 47% that did not successfully complete the program either did not engage in services, moved out of the service area or transferred to an internal program.

Program Trends:

FDR continues to have an ongoing waitlist, making it challenging to consistently provide urgent response intervention to families requiring immediate support to lower risks identified by MCFD. We are finding the service is not being utilized to its full potential due to minimal engagement by the Intake Team Social Workers, even though the program has demonstrated positive outcomes year after year.

More funding and a shared commitment to preserving families, building capacity and improving the lives of children and families through practice that honours an Indigenous world view is crucial to ensure continued positive outcomes and a brighter future for all.

Family Development Response Program 2016/2017

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.

Goals for 2016/2017

Goal	Outcome
Increase educational training in attachment theory and practices.	Educational training and resources on attachment theory and practices were presented to staff by the late Dr. Sandra Wieland, Ph.D., Psych., Nick Ruedy, MA., RCC and Jackie Moffatt, MA,RCC.

Goals for 2017/2018

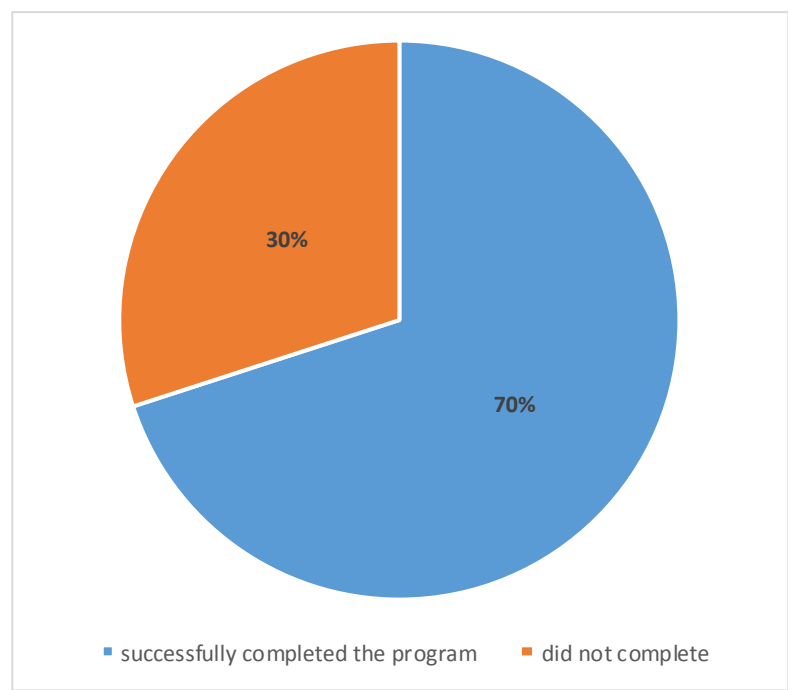
- To increase funding to hire additional Family Development Response Workers to prevent children and youth from being removed from their homes and to support families in healing from intergenerational trauma from colonization and residential schools.
- Explore opportunities to engage more with the Aboriginal Intake Team to improve collaboration and increase referrals.

Supervised/Supported Access Program 2016/2017

Program Outputs:

Service Hours- 1820
Direct service hours- 1456
Number of open files- 17
Number of closed files- 10
Waitlist as of March 31, 2016- 7

Program Outcomes



Successful completion refers to clients who have successfully transitioned through the stages of supervised visits 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.

Program Trends:

The Supervised/Supportive Access Program maintained a waitlist of approximately 8-10 referrals for the 2016/2017 year. The Supported Access Worker and Manager of Family Services have worker to ensure that families accessing the program have additional resources to support the move towards family reunification. As a result, we have seen an increase in families connecting to external programs as well as internal programs at Hulitan, primarily Kwen'an'latel and Family Preservation. This increase in support has provided additional opportunities to create wrap-around services to meet the needs of families and help them to work towards their goals of reunification.

Supervised/Supported Access Program 2016/2017

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 Goals for Supervised/Supported Access 2016/2017

Goal	Outcome
Acknowledge families who successfully complete the Supportive Access Program by setting aside time for a celebration and a culturally relevant gift.	In the 2016/2017 year, small celebrations were scheduled for families transitioning out of the Supervised/Supportive Access program. The families were acknowledged with a gift and a card signed by staff for all of their hard work in the program.
To increase wrap-around services to families accessing the Supportive Access Program by increasing referrals to internal services at Hulitan as well as external services at sister agencies.	Over the 2016/2017 year, we placed greater emphasis on ensuring that families accessing the Supervised/Supportive Access program had additional support. The Supportive Access Worker ensured they had conversations with families accessing the program regarding current supports in place and any recommendations/referrals that could fill identified needs. There was an increase in referrals from the Supervised/Supportive Access program to internal Hulitan programs, including Family Preservation and Kwen'an'latel. The Access Worker also referred families to external community supports, based on identified needs.

Goals for 2017/2018

- To work collaboratively with Social Workers referring families to the Supervised/Supportive Access Program to ensure that the levels of the program are being utilized in a way that facilitates the gradual learning of new parenting skills and knowledge to support a safe return of children to their families.
- To create a process for ensuring the cleanliness and sanitation of the visit spaces and toys used during visits.

Family Preservation Program 2015/2016

Program Outputs:

Service hours- 3640

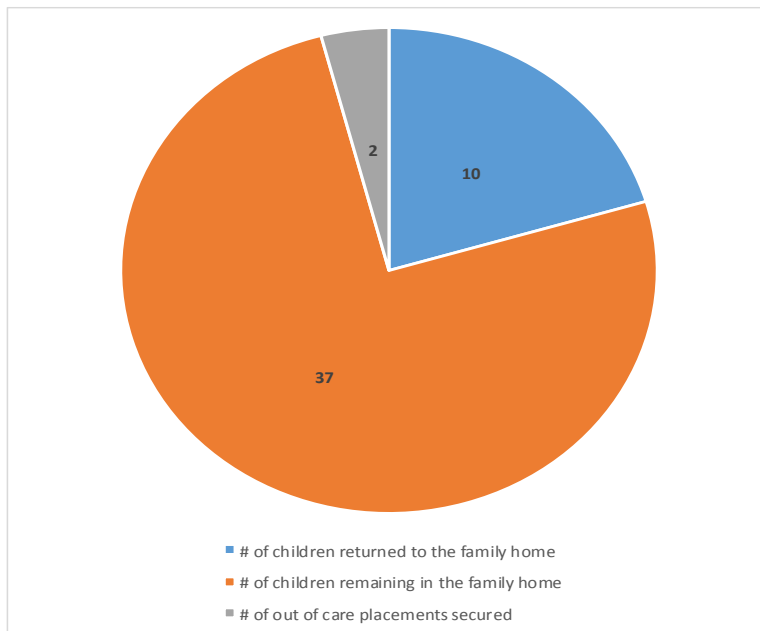
Direct service hours- 2912

Number of open files- 31

Number of closed files- 13

Waitlist as March 31, 2017- 7

Program Outcomes



This translates to **49** children remaining in, returning to their family home or securing an out of care placement.

Program Trends:

The Family Preservation Program has been operating with a waitlist of approximately 8-10 families for the 2016/2017 year. There has continued to be an increase in self-referrals to the program, as well as an increase in referrals from Delegated Aboriginal Agencies and internal Hulitan programs. During the 2016/2017 year, we had one Family Preservation Worker move on to an external opportunity and one Family Preservation Worker go on Maternity Leave. We successfully hired and trained two new Family Preservation Workers to fill the vacancies. The referrals to the Family Preservation Program over the 2016/2017 year continue to be diverse in the families' support needs. Referrals over the past year have requested support in addressing concerns related to mental health, addictions, housing, parenting, increased access to children in care, and domestic violence. We continue to see a number of self-referrals from family members wanting to work towards becoming caregivers of relatives currently in MCFD care.

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 Goals for Family Preservation Program 2016/2017

Goal	Outcome
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, Ministry of Children and Family Development Social Workers.	This goal was not completed during the 2016/2017 year. As there was significant staff turnover in the program, it was difficult to have time to make changes to current processes. We have reviewed the functionality of the current Service Plan and have identified some changes that may be helpful in creating clear goals and timelines. The completion of the revision to the Service Plan will be a goal carried forward into the 2017/2018 year.
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.	Throughout the 2016/2017 year, resources were gathered for the Family Preservation Program. A few books have been purchased for use in the program, and a resource library has been developed for the entire Hulitan staff. The Family Preservation Workers have also begun to utilize resources from the Kwen'an'latel curriculum.

Goals for 2017/2018

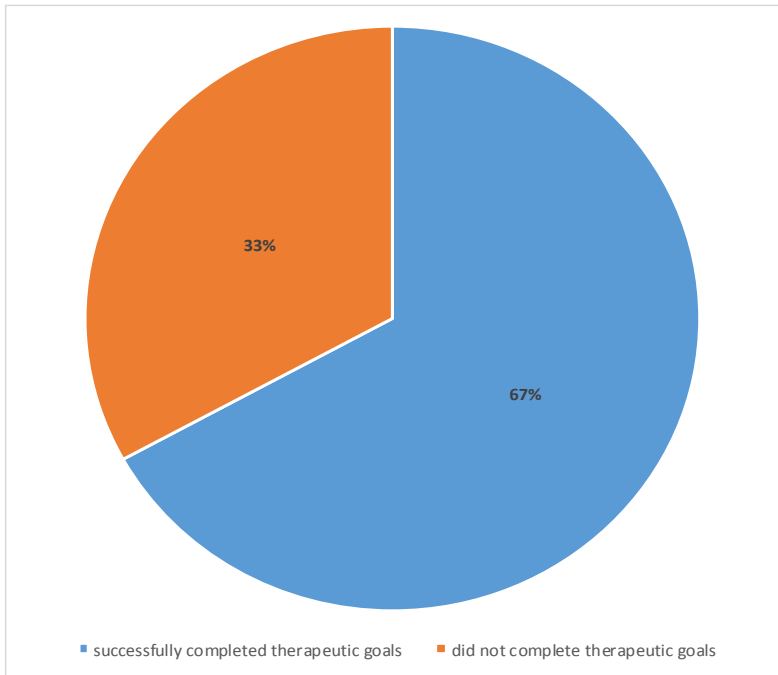
- Revise the Family Preservation Program Service Plan to ensure that we are creating achievable goals linked to activities and timelines collaboratively with families and, if involved, Ministry of Children and Family Development Social Workers.
- Continue to build the resource library for the Family Preservation Program with a focus on obtaining resources related to creating relapse prevention plans and safety plans for families.

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

Program Outputs:

Service hours -1820
 Direct service hours- 1456
 Number of open files-27
 Number of closed files- 12
 Waitlist as of March 31, 2017-6

Program Outcomes



The data in the table relates to closed files with a successful completion status. 67% of clients in the program were able to successfully complete their therapeutic goals. The remaining 33% refused further service.

Program Trends:

L, KI, L continues to have a waitlist. This has been an ongoing trend in this program due to the high need of children and youth requiring services/support for complex trauma. Additional funding is needed to support the need for parents to do their individual therapy to enhance the work being done in the L, KI, L program with the children and youth. Referrals continue to come from a variety sources including: MCFD, schools, community partners, caregivers and the hospital.

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 Goals for Ł, KI, L - Child and Youth Mental Health Program 2016/2017

Goal	Outcome
Ongoing training in therapeutic trauma practices.	Ł, KI, L Therapists received educational training in <i>Play Therapy for Traumatic Loss</i> through the BC Play Therapy Association. As well, educational training in <i>Expressive Play Therapy 1&2</i> through the Justice Institute for Counselling and Community Safety was provided.
Hire and train a new Therapist to cover maternity leave position.	Staff member was hired and trained without any interruption to services.

Goals for 2017/2018

- To explore funding options to hire a trauma Therapist to provide therapy to parents of children and youth in the Ł, KI, L program.

NIL YEK OLs Sexual Abuse Intervention Program 2016/2017

Program Outputs:

Service hours-3640

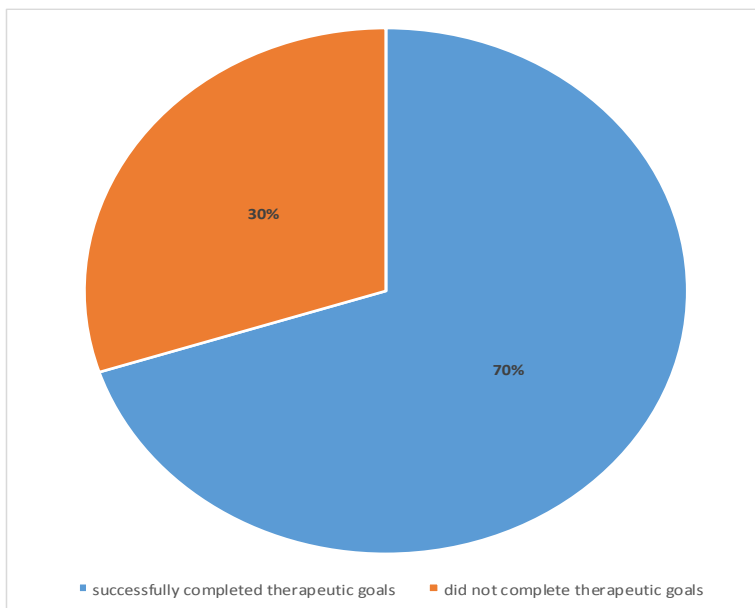
Direct service hours- 2912

Number of open files-38

Number of closed files- 23

Waitlist as of March 31, 2017- 6

Program Outcomes



The data in the table relates to closed files with a successful completion status. 70% of clients in the program were able to successfully complete their therapeutic goals. The remaining 30% refused further service.

Program Trends:

Throughout this past year we have seen an increase in referrals for children and youth with severe neglect, abuse and trauma from early in life. Therapists have been spending more time this past year supporting children and youth to stabilize in preparation for trauma therapy. We know that when children and youth have one main support person in their lives they stabilize quicker and do better overall. Unfortunately, over the past year many of the children and youth in the NIL YEK OLs program, whom are in foster care, have had many different MCFD Social Workers in short periods of time resulting in disruption to services being provided. This led to challenges in effective collaboration and planning, and interfered with the children and youths' healing processes.

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.

Program Goals for NĪL YEĶ OLs Sexual Abuse Intervention Program 2016/2017

Goal	Outcome
Ongoing training in therapeutic trauma practices.	Educational training was provided in <i>Somatic Experience Training Intermediate Level 2&3</i> through Turtle Tracks Counselling Ltd. As well, educational training in <i>Play Therapy for Traumatic Loss</i> through the BC Play Therapy Association was provided.
Hire and train a new Therapist to cover maternity leave position.	Staff member was hired and trained without any interruption to services.

Goals for 2017/2018

- Continue with educational trauma therapy training for Therapists.

Journeys of the Heart Program 2016/2017

Program Outputs:

Service Hours-7280

Direct service hours- 5824

Number of open files- 67

Number of closed files- 39 based on the end of school year June 2016

Number of children going into kindergarten as of June 2016-7

Number of children going into kindergarten as of June 2017-7

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:

For the 2016/2017 year, Journeys of the Heart ran a morning and afternoon program at our School District 61 site, Craigflower Elementary School. From September to December, Wishart Elementary School continued to be our program site for School District 62. Feedback from families attending program in School District 62 suggested that the Wishart Elementary School location was difficult to access using public transit, resulting in low registration and decreased attendance. As a result, it was determined that a new site was necessary for School District 62. Over the winter break, the Journeys of the Heart Program moved sites in School District 62 from Wishart Elementary to Ruth King Elementary. Despite the change of location in January, the Journeys of the Heart team were able to register six children and ran a morning program for the duration of the year.

The Journeys of the Heart Program has seen an increase in attendance by families who are able to participate in the program as a component of their access with their child who is currently in foster care. This provides a safe, supported, culturally rooted program where parents are supported to learn strategies to best support their child(ren)'s development and children can spend time with their siblings. In addition, we have also seen an increase in five year olds attending the Journeys of the Heart program to support them when there are challenges in their transition to Kindergarten.

Journeys of the Heart Program 2016/2017

Program Goals for Journeys of the Heart Program (JOH) 2016/2017

Goal	Outcome
JOH will be introducing a Holistic Support Wheel that will be completed with the Caregiver Support Worker and the family to identify needs for both caregiver and child and to set goals to meet those needs within the program.	This goal was not completed during the 2016/2017 year. As such, we will carry it forward and work throughout the summer to begin using the Holistic Support Wheel at the start of the school year for 2017/2018.
To create an annual calendar for the JOH Program that will include weekly snacks and activities 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.	The Classroom Support Worker has worked to create a schedule of snacks and free play activities that is accessible in the JOH calendar and can be referred back to next year. The activities and snacks are connected and relevant 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).	The JOH registration form was reviewed and revised to ensure that we obtain all necessary information for all family members attending program. The new registration form is accessible to JOH staff in our shared folder. The new registration form was utilized for registrations completed in the 2016/2017 year.

Goals for 2017/2018

- Create a Holistic Support Wheel that can be utilized by the Caregiver Support Workers in their home visits with families to identify caregiver and child needs (physical, mental, emotional, and spiritual) and create a plan for support within the family home and the JOH classroom.
- Create a comprehensive recruitment plan to be implemented in the summer of 2017 with a goal of registering enough children to run two full programs at each of our school sites.

Success By 6 Aboriginal Engagement 2016/2017

Program Highlights for the Year

- Launched Success By 6 Aboriginal Engagement website for South Vancouver Island.
- Conducted a Research Project ,called Echoes of First Nations and Metis Values, in partnership with the Centre for Early Childhood Research and Policy at the University of Victoria. Consultation on what contributes to the wellbeing of Aboriginal young children was completed with 108 Aboriginal families, those working with Aboriginal Children and their families, 6 land bases Nations and 4 Urban service agencies.
- 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.

Funding for 2016-2017

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:

\$1,419,418.63 from the Ministry of Children and Family Development

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

\$7500 from the Victoria Foundation (Oolichan Fund)

\$30,000.00 from United Way for Journeys of the Heart

Total funding for the 2016/2017 fiscal year \$1,532,918.63

Community Partners

The 9 Nations of Southern Vancouver Island:

Tsawout, Tsartlip, Tseycum, Pauquachin, Sci-
anew, Esquimalt, Songhees, Pacheedaht, T'sou-
ke

Victoria Native Friendship Center

Island Métis Family & Community Services Socie-
ty

District 61 Aboriginal Education

District 62 Aboriginal Education

Wishart Elementary School

Craigflower Elementary School

Success By Six

BC Association of Aboriginal Friendship Centres

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



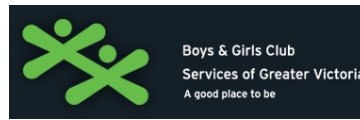
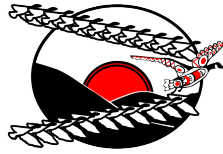
VICTORIA FOUNDATION



CONNECTING PEOPLE
WHO CARE WITH CAUSES
THAT MATTER®



Community Partners



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