



The Federation of Community Social Services of BC

2012 Annual Report



THE FEDERATION
of COMMUNITY SOCIAL SERVICES of BC





services



training



meetings



advocacy



alliances

The Federation of Community Social Services of BC

2012 Annual Report

The Federation of Community Social Services of BC has been a provincial leader in the child, youth, adult and family serving field for 30 years. We're community social service champions providing tools, resources, and supports that enable our member agencies to do their best work. Together, we are creating strong, vibrant and sustainable communities across British Columbia.



THE FEDERATION
of COMMUNITY SOCIAL SERVICES of BC

Altogether better.

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Report from the Board President

Over the past year the Federation has continued to evolve, living into our name and honouring our mandate to serve and represent BC's community social services sector. It has been a very busy year for the Board, which has been enriched by new members with varied interests, experience, and passion for the work we do.

Last fall, the Board developed an updated and comprehensive Strategic Plan to guide the activities of the Federation, with ambitious goals and objectives. Key among our goals has been 'getting our house in order,' including a review and restructuring of the Board and staff team.

The Board has expanded by two positions and established new responsibilities having leads for special interests areas and initiatives, new and expanded Committees with well-developed Terms of Reference, accountability processes and increased member engagement.

We have completed a review of our staffing complement, including the development of new responsibilities, job

descriptions and a comparative compensation review for every position.

This winter we also officially 'launched' the CoreBC arm of the Federation, which will expand our capacity for practice-based research, specialized consultation, project facilitation and training services for our members, government and the community social services sector.

The new Director of CoreBC will be our multi-talented and inspirational leader, Jennifer Charlesworth, as she steps down from her position after five years of exceptional service as Executive Director. Recently, the Board Executive undertook an extensive recruitment process, which led the way to announcing Dr. David Hay as the new Executive Director in April.

This year, the Federation has experienced unprecedented access to the 'ear' of government, and our collaborations with MCFD have included numerous initiatives such as the Residential Review project; the design, development, and sector involvement in the new

ICM information system; the Balanced Contract Management and Reporting Project; as well as the development and implementation of the Ministry's new Strategic and Operational Plan.

We have also expanded and strengthened our relationships throughout the broader sector through our ongoing leadership within the BC Roundtable of Provincial Organizations, our Memorandum of Understanding with the BC Association of Aboriginal Friendship Centres, and our recent Working Relationship agreement with Community Living BC.

I have been honoured to serve as the President of The Federation of Community Social Services for the last two years. I would like to take this opportunity to congratulate and thank the Board, our excellent staff, and the membership for their support, hard work and accomplishments over the last year.

Shane Picken
Board President

Report from the Past Executive Director

This is my sixth and final contribution to the Federation's Annual Report from an ED capacity. I give thanks to the Coast Salish peoples for the opportunity to live, work and play on these beautiful lands. I am so fortunate to be able to raise my family here as the third generation of visitors.

I also give thanks to our Board of Directors, members, staff, and community and government colleagues for their dedication to creating strong communities and delivering exceptional social care. I am inspired every day by their acts of caring, and creativity. I have also been deeply touched by the many warm wishes and acknowledgements as I stepped away from the ED role.

Last year, the Federation's Board established three key goals that have guided our recent work.

Goal #1 - The Federation will become a more inclusive and relevant organization with a high level of member participation by implementing board re-structuring and new organizational strategies and by enhancing and delivering a comprehensive suite of high quality member services and benefits.

The Board completed its restructuring, culminating in bylaw amendments and two new positions. This will enable greater sub-regional and sectoral representation and increase the capacity for Board action on many of our projects. Member participation in working groups and committees also grew, ensuring that diverse perspectives and talents are contributing to our work.

With respect to member services and supports, we have enhanced our communications in a variety of ways including a rebuild of our website, creation of a new CoreBC site, streamlined news clippings and weekly bulletins, audio-visual resources from our general meetings and more regular member webinar offerings.

Goal #2 - The Federation will further establish itself as a highly regarded thought leader and knowledge provider in the social services field, through the development of CoreBC, new ways of creating and distributing knowledge and strategic social policy advocacy.

Underlying this goal is the belief that we have a responsibility to

engage in activities that develop and expand our knowledge about which programs and services make a positive difference and why, how 'people talent' is best recruited and supported, and how community building and collaboration really work. We continue to develop this knowledge and get it to the people that need it - practitioners, managers, and agency leaders as well as politicians, bureaucrats, funders and the broader public.

CoreBC is one part of this work (and is described in greater detail below) but this year the Federation also undertook an extensive review of social policy frameworks in other jurisdictions to learn whether/how they establish a base for action on issues like poverty, homelessness, mental health, and child and youth well-being.

Goal #3 - The Federation will promote, demonstrate and support greater collaboration and participation across agencies, sectors and will develop and support emerging and current leaders in this spirit.

This goal continues to be realized through our leadership

in the development of the BC Roundtable of Provincial Organizations, and the provision of secretariat support to the Board Voice Society of BC. We have increased public knowledge about the value of community social care and have developed key messages to promote the importance of this sector.

The Leadership 2020 program has also been a huge addition to the strength of this sector. Knowing that such amazing people are ready and eager to step into senior leadership roles in our agencies makes my heart sing. It also makes me think about how existing leaders might strive to create more space for such people to move up and start having the impact that I know they will.

In closing, without a doubt a high point of the past year was the signing of an MOU with the BC Association of Aboriginal Friendship Centres. This historic agreement is one that we will continue to honour and live into through the coming years.

Jennifer Charlesworth
Director of CoreBC

Report from the new Executive Director

I am honoured to be the new Executive Director of the Federation. This is a great opportunity and I am excited to be working with an organization that is so committed to community social care and that has acted with such integrity for 30 years.

I look forward to assisting our Board, member agencies, and partners in responding and reacting to their needs, interests, and the situations that arise. Together with the Federation staff I will work to identify emerging issues and opportunities, share information and act in ways that will help our members and the Federation as a whole prepare for, and influence, the future.

I am also grateful for this opportunity to contribute to sector leadership. Although there are a number of significant challenges facing us, this is also our opportunity to showcase the valuable contributions we make to the health and well-being of British Columbians.

I look forward to connecting with our members and partners in the coming months. Please do not hesitate to contact me with any matters of interest, concern, or opportunity for further improving community social care in B.C.

David Hay
Executive Director

Service Quality



We provide opportunities, tools, and resources to help our members stay attuned to promising business, human resource and service delivery practices. We gather information about emerging policy issues, groundbreaking research and new ideas from around the world and use them to improve community social services in BC.

Integrated Case Management

With the implementation of a new information management system across the social care ministries in BC, members of the Federation's ICM committee have been working with MCFD and MSD to provide a community sector perspective on issues such as access to information, privacy, and utilization of the system.

Over the past year, the Federation has engaged in an intensive review and design process for the ICM system, bringing the much needed perspective of community social service agencies who would use the system every day.

A comprehensive report was completed which identifies the barriers to, and opportunities for, agency participation in the system, as well as desirable design considerations. The Federation has also provided consultation through the

Sector Stakeholders Advisory Committee (where other provincial associations such as BCACDI and BCAAFC are also represented).

Key considerations we have brought forward focus on the privacy and sharing of citizen information and design elements that will meet accreditation standards and contribute to collaborative case management between agencies and MCFD.

Procurement and Business Practices

The Federation's Procurement and Business Practices Committee identifies issues of concern regarding procurement and contracting. Committee members have been working with MCFD and representatives from several other provincial organizations to address issues and improve practices and policies related to procurement, contracting, recording and reporting as they relate to BC's

community social services sector.

These include: consistency of practices across regions; administrative costs; collection and use of data/information; use of collected data to inform planning, negotiations, and decision making; shifting to outcomes measurement; quality assurance; and respect of the arms length relationship.

There are currently three working groups each with multiple Federation





representatives along with representatives from BCACDI and BCAAFC.

The Balanced Contract Management and Reporting Project Charter was presented to Federation members at the February General Meeting; it can be viewed in the members only section of the Federation website.

CoreBC

This year the Federation also launched CoreBC: Centre for Dialogue and Learning on Community Practice which will expand our capacity for practice-based research, specialized service delivery consultation, project facilitation and training services for our members.

By better connecting research to practice, translating and sharing experiential learning, and developing communities of practice amongst practitioners to advance and share new knowledge, the Federation, through CoreBC, is positioned to further strengthen and support community social services in BC.

Federation Board of Directors 2011-2012

President: Shane Picken, ARC Programs

Past President: Nanette Taylor, Hollyburn Family Services

Vice-President: Lynda Edmonds (through March 2012), SHARE Family & Community Services

Secretary-Treasurer: John Belfie, North Okanagan Youth & Family Services Society

Region Directors:

North: Dana Gorbahn, High Road Services Society

Vancouver Coastal: Ann Kutcher, Westcoast Family Centres Society

Vancouver Island: Mitzi Dean, Pacific Centre Family Services Association

Interior: Tanya Behardien, Penticton and District Community Resources Society

Fraser: Ian Mass (through January 2012), Pacific Community Resources; Tony Lapointe (from February 2012), Mission Community Services Society

Directors-at-Large:

Michelle Fortin, Watari Youth, Community and Family Services

Jo-Anne Crawford, Shuswap Association for Community Living

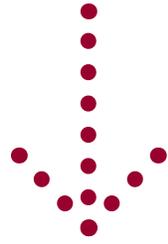
Stacie Prescott, OPTIONS Community Services Society

David Young, Sources Community Resources Society

Jeannette Anderson (from October 2011), Terrace & District Community Services Society

Deborah Joyce (from October 2011), District 69 Family Resource Association

Leadership Support and Development



We organize regional, provincial and special-topic forums, and establish advisory groups that build executive knowledge and skills, networks and collegial support. We also share up-to-date information on topics of interest and concern to member agencies and our Youth In Care Bursary program supports young people to pursue careers in the helping professions.

Regional Support

The Federation's Board has five Region Directors who bring a geographic perspective to Board decision-making. A key role for Region Directors is enhancing communication between members in the region, the Board and staff.

Region Directors welcome new members and connect them to others in their region. They encourage agencies to work collaboratively on matters concerning the services, issues and interests that they share.

They also plan and host three regional meetings per year, which are an opportunity for members to share issues facing their agencies and to discuss areas of mutual concern with ministry representatives.

A number of common issues arising during regional meetings in the past year include: recruitment and retention; budget constraints and agency

sustainability; relationships with ministries and contract management; implementation of the Integrated Case Management (ICM) system; Healthcare Benefit Trust; and pensions.

Leadership 2020 Program

This year also marked the launch of the Federation's Leadership 2020 program which brings together emergent and legacy leaders from community social service agencies within the Federation to establish a community of practice for leadership development, co-learning and networking.

The first cohort will officially complete its nine-month program during a final five day residency in June, but having grown into a very strong 'community of practice,' they will undoubtedly continue to work together to develop their leadership capacities in the months ahead.

Leadership Directory

Along with the Leadership 2020 program, the Federation has also developed an extensive online directory listing programs and courses for managers, staff and volunteers working within the social services sector who want



to learn more about leadership and leadership development.

Leadership Resources

Supplementing this work is a series of leadership fact sheets and resources (available on the CoreBC website) that offer analysis of inquiries with leadership 'thought leaders' from around the world on what leadership skills and knowledge will be required in the future as well as an explanation of design processes used in building leadership programs.

Other valuable resources coming out of the new Leadership 2020 program include a series of video recordings capturing many of the 'teaching sessions' offered by host/facilitator Chris Corrigan.

The videos were offered to the cohort as a review tool to use in their ongoing leadership development at their various agencies. They were also made available to the wider Federation membership. The videos cover topics ranging from: hosting of world cafes, open space sessions, and proaction cafes to introductions of the Cynefin Framework and the Two-Loop

Model that aid understanding in addressing complex issues and managing change.

Youth In Care Bursary

The Youth in Care Bursary program supports youth aged 25 or under who either are, or have been, in care and who want to pursue post-secondary education towards careers in social services, health, education, or social justice. Since its beginning in 2009, the bursary program has supported over 60 young people.

The Federation's Bursary Committee is responsible for the administration of the program and the Federation's Silly Fundraising Committee supports the Youth in Care Bursary program through planning and implementing fundraising activities at Federation general meetings.

The Youth in Care Bursary program is possible because of the generosity of Federation members, agencies, and the many other donors and volunteers who believe in youth and the value of post-secondary education.

Federation Staff Team

David Hay
Executive Director
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Susan Choo
Executive Coordinator
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Donna Francis
Administrative Coordinator
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Doug Hayman
Director of Strategic Development
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Rebecca Ataya
Director of Member Services and Engagement
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Marshall Watson
Research and Communications Manager
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Community Engagement and Government Relations

The Federation is a leader in developing progressive and collaborative change initiatives, including sector sustainability strategies, and procurement and contracting solutions. We strengthen the cohesiveness of the sector through strategic partnerships with groups such as Board Voice and the BC Roundtable, and we actively work to raise the sector's profile and bring our collective voice to meetings with decision makers.

Government Relations

Relationships with government ministries have been important to the pursuit of our joint objectives. Timely access to ministers and senior bureaucrats has provided opportunities for the Federation to take sector issues forward and to collaboratively plan solutions.

The Residential Review is a great example of a response to an issue that was identified by our members, negotiated with the Ministry of Children and Family Development and carried out through a collaborative process.

Two other collaborations with MCFD are the Balanced Contract Management and Reporting Project and the Organizational Learning and Research Initiative. The Federation has also participated in meetings and provided feedback on the MCFD Strategic and Operational Plan, the Integrated Case Management System and on leadership development.

Contact with the Ministry of Social Development has also been extensive over the past year and has focused on the implementation of the new Employment program, issues around the Healthcare Benefit Trust and the actions arising from the reports on CLBC.

A working relationship has been negotiated with Community Living BC and will be finalized at the June AGM. The agreement commits the partners to improve communications and engage in collaborative work.

Federation directors, members and staff also play key roles in various Government Non-Profit Initiative (GNPI) activities addressing topics ranging from full-cost accounting to intercultural practice.

Aboriginal Relations

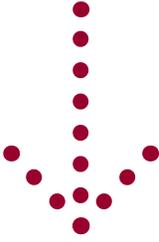
Finding and creating new partnerships within the Aboriginal community has been another strategic priority for

the Federation. An important breakthrough was made this year with the signing of an MOU with the BC Association of Aboriginal Friendship Centres. This historic agreement will be the foundation for increased cooperation and future collaborative activities.

Currently, the Federation and BCAAFC are in discussions with the Ministry of Aboriginal Relations and Reconciliation on how to organize cross-cultural conversations about the experience of off-reserve Aboriginal people in B.C. with the goal of contributing to significant improvements in life opportunities and well-being.

Sector Involvement

The Federation has also played a pivotal role in the broader community social services sector throughout the province. We continue to provide secretariat services to the Board Voice Society of BC, an organization that has become a valuable ally



in promoting the community social services sector.

Additionally, the Federation provides leadership in convening the BC Roundtable of Provincial Organizations. This group has undertaken several initiatives over the past few years to raise public awareness about community social services.

Participation and leadership in provincial initiatives such as these are important. Community social services are not planned, organized or delivered by a single institution. Finding new ways to promote understanding, collaborate with sectoral partners and effectively communicate the successes and strengths of the sector are



essential and will continue to be so as we move forward.

Cross-sector Involvement

Over the past year, Jennifer Charlesworth has been a member of the BC Advisory Council on Social Innovation. The Council brought the social service sector together with business and government to develop a social innovation strategy for B.C. A final report with eleven recommendations was delivered to government in April. The Federation will be involved with Partners for Social Impact - a new initiative outlined in the report – to support the implementation of the recommendations.

A key idea recommended in the report is for 'social innovation labs' or 'change labs' to create, assess, and construct rapid prototypes of new innovations. Jennifer has been involved in a small team that is designing processes that will support the development of these 'labs' and distribute the knowledge gained through 'lab-based' initiatives. Many of these new ideas

have been developed in other countries and are now being promoted in Canada.

The Federation strives to keep members up to date on the 'innovation file' as we expect that this area may provide new opportunities for the membership to extend and fund their services. There is also an opportunity for the Federation to apply its convening and research skills to assist these processes.

Post-secondary education is another focus of cross-sector involvement. The University of Victoria Human and Social Development Deans and Directors Council is a forum where the Federation is able to provide information, generate ideas and collaborate on activities. Furthermore, the Research to Practice Network continues to be a valuable resource with a wonderful roster of academics contributing to our ongoing learning.

New developments on this front are also being planned as MCFD hopes to work with CoreBC to utilize and expand this process to build a more robust research capacity in the province.

CoreBC: Centre for Dialogue and Learning on Community Practice

CoreBC, the Centre for Dialogue and Learning on Community Practice, generates knowledge and cutting edge ideas, it analyzes and reviews services and practices to inform funding, policies and procedures, it builds networks and fosters cooperation between stakeholders and develops and coordinates innovative and impactful programs and practices.

Starting Something New

This year saw the launch of CoreBC, an exciting new initiative of The Federation of Community Social Services of BC led by former Executive Director Jennifer Charlesworth.

As the new knowledge generation, translation and distribution 'arm' of the Federation, CoreBC will house ongoing projects like the Residential Review and Redesign Project and the Research to Practice Network while developing new initiatives and responding to emerging opportunities to improve community practice in BC.

The goal of CoreBC is to strengthen the community based social services sector through the development and distribution of practical research, dialogue and learning about community practice in British Columbia and the promotion of new and innovative practices.

Residential Review

Over the past two years, the Federation has worked in partnership with MCFD reviewing all facets of the Ministry funded system of residential care. Consultations have been undertaken with over 1200 individuals with direct experience in the system, including youth, caregivers, service providers, MCFD staff and community partners.

Combined with data, research, evidence, and promising practices from BC and other jurisdictions we have cultivated a thorough understanding of what works and what doesn't.

This work culminated in intensive working sessions with an array of stakeholders developing 7 strategic directions, 32 recommendations and over 90 supporting actions with which to move forward. A findings report was released last year and the final report will be released this June. Planning for

implementation is already well underway both within MCFD and in the Federation. The CoreBC website will host both reports as well as much of the supplementary material that informed the process and the final recommendations.

Applied Promising Practices

The Applied Promising Practices (APP) initiative reflects our growing interest in the development, distribution, and implementation of promising practices that are informed by both experiential knowledge and academic research.

The goal is to enhance service delivery to children, youth and families in British Columbia and support the development of social service agencies and organizational cultures that value evidence-based service delivery and continuous quality improvement.

Four APP groups exist across the province and this year saw the completion of the Fraser APP project; a summary report *On the Ground, In the Field: Applied Promising Practices (APP) Project, Fraser Working Group* will be released in 2012.

Research to Practice

The goal of the Research to Practice network is to support Federation member agencies and their staff in being the best informed and most effective child and family serving organizations in the country with services that continually evolve and improve.

Research to Practice members are leading academics in a range of practice areas that have committed to translate the latest developments in research relevant to front-line social services workers into understandable and engaging summaries.

These reports are shared with agencies and front-line staff across the province and made available for others on the Federation website. Recent Research to Practice articles

include *Successful Programs for Youth in Transition to Adulthood* and *Mentoring the Development of Reflective Practice in Decision-Making*. Upcoming topics include capacity building and implementing change.

Social Policy

The Federation has long been a leader in developing progressive and collaborative change initiatives, including sector sustainability strategies, and procurement and contracting solutions. Through CoreBC, it is now also increasing its understanding of and engagement with the development of social policy.

Over the past year we have compiled a resource bank of information, documents and reports aimed at further educating and involving BC nonprofits in policy processes and developed a comprehensive report titled *Social Policy Frameworks in Canada: Examples and Opportunities* which reviews recent provincial social policy frameworks, their impact, longevity and level of success or failure.

General Meeting Guest Speakers

Working Cross-Culturally

Wedlidi Speck
Paul Lacerte
Lynda Gray
Alden Habacon

Providing Inspiration

Al Etmanski
Ward Clapham

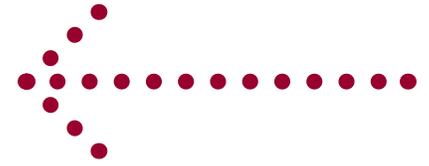
Hearing From Decision Makers

Mary McNeil
Stephanie Cadieux
Claire Trevena
Steve Brown
Bev Dicks
Chuck Eamer

Being a Voice for the Sector

Seth Klein
Janni Aragon
Sean Holman
John Greschner
Karen Stone

Membership and Finances



Membership

The Federation represents over 130 agencies from rural, suburban and urban communities throughout BC. Services provided by members range from prevention and early intervention to intensive mandated services, and directly benefit people of all ages and from all walks of life. Most British Columbians will count on the services of our members at some point in their lives.

Since June 2011, the Federation has welcomed nine new members and is looking forward to ratifying a 'record breaking' seven new members at the June 2012 Annual General Meeting.

As we continue to see our numbers grow, perhaps more importantly, we are also seeing an increase in the diversity of our member agencies, the services they offer and the people they serve.

Meanwhile the simultaneous growth of our associate membership increases the strength of our relationships with post-secondary, research, and training organizations --

relationships that will further strengthen our advocacy efforts and aid in the development of CoreBC.

The Federation's Membership Committee developed two membership surveys this year. A survey in the fall captured member feedback about their level of satisfaction with the benefits and services they receive as Federation members. We heard what works, what we should be doing more of, and where the Federation can grow. In the spring our members were asked to complete a more comprehensive survey on their programs, funding, staffing and governance.

The information from these surveys will be invaluable in measuring details of our members and the sector at large while also assisting the board and staff team as they develop the Federation's new strategic plan in the fall.

While growth in the past has been steady, as we move forward the Federation plans to engage in an even more concerted effort to increase and diversify its membership.

We will build on the success of such initiatives as our Fed Info Webinars for prospective members while developing new recruitment materials and working to engage the entire Federation membership in encouraging other social benefit organizations to add their voice to ours.

Finances

This was a relatively challenging year for the Federation financially as some projected income failed to materialize. Due to such unexpected challenges, the Federation had a deficit this fiscal year.

While we expect a similar pattern of tight fiscal budgets to continue, as we move forward, we do project revenue increases thanks to our ever expanding membership, growing income from the Federation's benefit plans as well as a series of new and exciting fee-for-service opportunities in addition to project specific funding for various CoreBC initiatives.

Audited financial statements will be presented to members at the June AGM.

About the Federation

ABOUT US

We are community service champions. We are a powerful, professional and practical voice for BC's community social services. We provide knowledge, tools and supports that enable our member agencies to do their best work and together we are building strong, vibrant communities full of healthy people and healthy families.

We represent over 130 agencies from rural, suburban and urban communities throughout BC. Member agencies enjoy the benefits of shared resources, collaborative efforts, public policy advocacy, access to provincial decision makers, and cutting edge research and information. We also offer members comprehensive health, liability and general insurance packages.

We nurture our relationships with members and create an environment where people feel valued, supported and well informed. Our belief in the power of community guides us in developing relationships with other partners such as government, universities, other nonprofit umbrella organizations and Aboriginal service organizations.

Our sources of funding are carefully managed so that we can maintain an unfettered voice for the sector. The Federation's revenue streams include member dues, insurance fees, grants, fees-for-service and training.

JOIN US

To learn more about our organization, become a member, download reports and fact sheets, or look at the many projects and policy initiatives we are working on, visit www.fcscbc.ca or contact us below.

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or info@fcscbc.ca

Developing a cohesive sector voice is so important to the future of the work we do. We must be able to speak with one voice to the issues that impact our services. I am convinced that the Federation is the key.

SHELLEY MORRIS, CEO,
THE CRIDGE CENTRE FOR
THE FAMILY

Being rural means we may not always have access to information in a timely manner. The Fed's communications and resources are a much-needed support for us.

TRACI FONTANA-WEGELIN,
ED NORTH ISLAND
COMMUNITY SERVICES
SOCIETY

The networking with other colleagues in our sector facilitated by the Federation is invaluable. It enables us all to share ideas and therefore enhance our service delivery and keep improving our skills.

MITZI DEAN, ED, PACIFIC
CENTRE FAMILY SERVICES
ASSOCIATION

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